

Compensation Review for the Office of the Mayor of Quincy, Massachusetts

A DETAILED REVIEW OF PROCESS, METHODOLOGY, THIRD-
PARTY REPORTING, AND LABOR MARKET LANDSCAPE.

THE OFFICE OF MUNICIPAL FINANCE, CITY OF QUINCY,
MASSACHUSETTS

Overview of the Compensation Review for the Mayor's Salary

This report was initiated for two main reasons. First, it follows recent discussions on union contract agreements, which highlighted the need for a thorough review of our city's salary structures. Second, it builds on last year's analysis of salaries for non-union city positions. Together, these factors underscore the importance of evaluating compensation to ensure fairness and competitiveness across all city roles.

Since Fiscal Year 2016, the salary for Quincy's Mayor has not changed. During this time, the cost of living has increased significantly. Specifically, inflation has risen by about 31% from January 2016 to March 2024, based on figures from the Federal Reserve Economic Database. This increase points to a pressing need to reassess the Mayor's salary to ensure it aligns with current economic conditions and the responsibilities of the job.

To tackle this issue with fairness and professional insight, our Office of Municipal Finance brought in Dorminson Consulting, a firm with expertise in evaluating public sector pay. This independent third-party firm has been tasked with examining how the Mayor's pay compares to that of mayors in similar communities and ensuring our city's leadership is compensated fairly.

The report is composed of seven sections:

1. **The Dorminson Report:** This section, presented independently with this report, will present the actual report produced by Dorminson Consulting. It will include their findings, data analysis, and the conclusions drawn regarding the Mayor's current salary compared to economic conditions and benchmarks.
2. **The Process of the Report:** This section will detail the specific directives given by the Office of Municipal Finance to Dorminson Consulting. It will outline what aspects of the Mayor's compensation were under scrutiny and any internal analysis conducted by the City to supplement the external review. This includes the scope of the study, the data sources utilized, and the methodology adopted for the evaluation.
3. **What Standard Was Used:** Explanation of why the report primarily uses the term "CAO" or Chief Administrative Officer. This section will discuss the relevance and appropriateness of this designation in the context of comparing roles across different municipalities, and how it aligns with the Mayor's responsibilities.
4. **Explanation of Comparison of Roles from Community to Community:** This part will elaborate on the differences between various municipal leadership roles such as Town Administrator, Town Manager, City Manager, and Mayor. It will discuss how

these roles differ in terms of responsibility, authority, and compensation, providing a rationale for the comparison standards used in the report.

5. **Overview of the Firm That Performed the Analysis:** This section will provide a brief overview of Dorminson Consulting, highlighting their credentials and expertise in economic and compensation analysis. It will include background information on the economists who prepared the report, underscoring their qualifications and the depth of their experience in public sector compensation studies.
6. **Process of Increasing the Salary:** This segment will outline the procedural steps that would be taken if the City Council chooses to adjust the Mayor's salary based on the report's recommendations. It will include potential timelines, necessary approvals, and the implementation process to ensure transparency and adherence to city policies.
7. **Appendix:** An extensive list of the most recent relative job openings in the Commonwealth of Massachusetts will be included in the appendix. This will provide additional context and benchmarking data, showing how similar positions are compensated in other communities and helping to ensure that Quincy remains competitive in attracting and retaining qualified leaders for municipal roles.

The intent of this report is to transparently disclose the comprehensive process undertaken in analyzing the Mayor's compensation and to frame the analysis within the context of broader municipal benchmarks. By detailing the methodology, standards, and comparisons used by Dorminson Consulting, this report aims to provide the City Council and the public with a clear understanding of the factors influencing the Mayor's salary evaluation. This will ensure that any decisions regarding adjustments are well-informed and rooted in a thorough examination of comparative roles and economic conditions.

Section 2: The Process of the Report

In preparation for a detailed assessment of the Mayor's salary, the Office of Municipal Finance undertook a preliminary investigation to establish a foundational understanding of the compensation landscape. This initial phase involved collecting salary data for approximately 100 C-level positions across the public and non-profit sectors. This data served as an essential "first check" to evaluate whether the current salary for the Mayor was potentially out of alignment with similar roles, prior to engaging a third-party consultant.

Once this baseline analysis suggested a disparity in the Mayor's compensation, the Office decided to enlist the expertise of Dorminson Consulting to conduct a more comprehensive and nuanced evaluation. This decision was driven by the need for a specialized approach that could integrate broader labor market trends with specific local economic conditions, thereby providing a more accurate reflection of the salary standards required for the Mayor's position.

To ensure a comprehensive evaluation of the Mayor's salary in comparison to both national trends and local economic conditions, the Office of Municipal Finance provided Dorminson Consulting with the autonomy to adopt a methodological approach that would best capture these diverse elements. This approach led to the development of a hybrid methodology, where multiple data sets were strategically integrated to derive a broad yet precise range of salary benchmarks.

Dorminson Consulting embarked on this complex analysis by first gathering a wide array of labor market data from various national sources. This included salary surveys, economic reports, and compensation databases commonly used to assess public sector salaries across different regions. To refine their analysis to the specifics of our area, Dorminson also incorporated localized economic indicators such as cost of living, housing market trends, and regional employment rates, which are critical in understanding how our locality compares with others.

Recognizing the unique governance structures and responsibilities associated with different municipal roles, Dorminson further nuanced their approach by including comparative data on positions akin to our Mayor's role. This included not only mayors of similarly sized cities but also town administrators, city managers, and chief administrative officers in comparable municipalities. This comparison was essential to contextualize the Mayor's duties within the broader scope of municipal governance and to ensure that our

compensation standards reflect both the scope of responsibilities and the professional demands placed upon these positions.

The integration of these diverse data sources was facilitated through advanced statistical techniques and modeling, enabling Dorminson to synthesize disparate data points into a coherent analysis. This meticulous process involved weighting different data elements according to their relevance and reliability, ensuring that the final salary recommendations were both evidence-based and contextually grounded.

The encouragement from the Office of Municipal Finance for such a detailed and expansive approach was predicated on the belief that a more comprehensive analysis would better address all potential perspectives concerning salary adjustments. This intensive process, although more demanding than traditional labor market analyses, was essential for providing a thorough examination of the necessary compensation for the Mayor's role, aligning it with both regional and national standards. Through this detailed methodology, Dorminson Consulting was able to provide a robust foundation for any forthcoming discussions or decisions regarding adjustments to the Mayor's salary.

Section 3: Chief Administrative Officer

The role of a Chief Administrative Officer (CAO) in the public sector is both critical and expansive, serving as the backbone of efficient and effective governance. A CAO typically oversees the day-to-day administrative operations of a municipality or government body, ensuring that all departments function cohesively towards the common goals set by the public. The responsibilities of a CAO include managing municipal budgets, overseeing human resources, orchestrating policy implementation, and directing senior staff. This role is pivotal in translating political directives into actionable programs and services that benefit the community.

In the context of compensation analysis, the title "Chief Administrative Officer" is used strategically to encompass a broad spectrum of executive roles within the public sector. This terminology allows for a more extensive data set in compensation studies, as it captures a wide range of comparable positions beyond the specific title of "mayor." The challenge with using "mayor" as a title in data analysis is its limited occurrence, which can restrict the volume of comparable data points and thus diminish the statistical reliability of the analysis.

To address this limitation, the term "CAO" is employed to include virtually any chief executive in the public sector, such as city managers, town administrators, and other similar leadership roles. This broader categorization significantly increases the number of observations available for analysis, enhancing the robustness of the data and enabling a more comprehensive and comparative salary evaluation. This method ensures that the salary benchmarks derived are not only based on a few isolated instances but reflect a wide spectrum of leadership roles within similar governance structures. By using "CAO" as a universal proxy, we can aggregate a larger set of data, providing a richer and more reliable foundation for assessing compensation levels across comparable positions, thereby ensuring a fair and equitable salary analysis for the Mayor's position.

While the title "Chief Administrative Officer" (CAO) does not align perfectly with the specific duties and responsibilities of a Mayor, it serves as an effective proxy within the broad context of labor market analyses. The role of a CAO encompasses a wide range of administrative and executive functions that are, at their core, similar to those performed by a Mayor, particularly in managing the overall operations of a government entity and ensuring the implementation of policies and programs.

In compensation studies, the slight variations in role specifics between a CAO and a Mayor are outweighed by the advantages of having a more comprehensive dataset. Utilizing the

CAO designation allows for the inclusion of a broader array of executive roles across different municipalities and public sector organizations, which is crucial for conducting a robust comparative analysis. This approach significantly enhances the data pool, providing a more substantial foundation for drawing meaningful comparisons and establishing well-rounded compensation benchmarks.

Therefore, despite some differences in day-to-day responsibilities, the use of the CAO title in the compensation analysis is more than sufficient for the purposes of evaluating the Mayor's salary in relation to the broader public sector labor market. This methodology ensures that the analysis remains relevant and accurately reflective of the competitive landscape, which is essential for maintaining fairness and equity in compensation practices.

Section 4: Explanation of Comparison of Roles from Community to Community

This section delineates the differences between various chief executive roles within municipalities, specifically focusing on the roles of Town Administrator, Town Manager, City Manager, and Mayor. Each role, while similar in certain administrative functions, serves distinct purposes and operates under different governance structures, which can significantly influence their responsibilities and compensation.

Town Administrator: The role of a Town Administrator often serves as the introductory level of chief administrative officer in smaller municipalities. Typically found in smaller towns throughout Massachusetts, Town Administrators are responsible for the day-to-day operation of town services and functions. They report directly to the town's select board or a similar governing body, which provides them with directives and oversight. The communities served by Town Administrators are generally smaller in size, often with fewer resources and a limited scope of authority compared to larger cities. In Massachusetts, these communities are usually characterized by a less complex administrative structure and a correspondingly smaller budget. The role is considered the baseline for CAO positions in municipalities, handling a range of tasks from budget management and service delivery to implementing policies set by the governing board.

Town Manager: In the state of Massachusetts, the role of a Town Manager is quite prevalent across numerous communities, serving as a pivotal figure in local governance. Town Managers typically operate under a charter that grants them broader administrative powers compared to Town Administrators. This expanded authority often includes overseeing the entire municipal workforce, managing day-to-day operations, and executing the policies and budgets approved by the town council or select board.

Despite their significant administrative responsibilities, Town Managers do not possess the authority to set or implement policy independently. Their role is fundamentally executive rather than legislative, focusing on the efficient administration of council or board policies rather than on the creation of those policies. This distinction is crucial in understanding the scope of their duties; they are tasked with the execution of decisions made by the elected officials rather than with the direct shaping of public policy.

City Manager: The position of City Manager, while relatively rare in Massachusetts, is a common feature in the governance structures of larger cities throughout the United States. Examples of cities with City Managers include Phoenix, San Antonio, and San Jose, where this role is crucial in managing substantial municipal operations.

City Managers are typically associated with a council-manager form of government, where the Mayor's role is often ceremonial or limited to presiding over council meetings without significant executive power. In these setups, the City Manager acts as the chief executive officer of the city, responsible for executing the policies set by the city council and managing the city's day-to-day operations.

Despite not being elected, City Managers in these environments wield considerable administrative and operational authority. They often have more independence in terms of policy influence than their counterparts in smaller communities, although this influence is still limited by the need to operate within the framework of policies established by the city council. City Managers usually have broader spending authority to manage city budgets effectively; however, they cannot authorize spending beyond what is approved by the legislative body. This role requires a delicate balance between implementing council directives and managing the city's administrative functions, often making City Managers among the highest salaried municipal employees in a state due to the extensive responsibilities and skills required to manage large, complex urban environments effectively.

Mayor: In Massachusetts, particularly within the Form A style of Council-Mayor municipal government, the role of the Mayor carries the most significant level of responsibility among all chief administrative officer (CAO) roles. In these systems, the Mayor is not only the central executive figure but also the only CAO who is elected directly by the voters, distinguishing them markedly from appointed CAOs such as Town Managers and City Managers.

Massachusetts law and many independent financial entities commonly refer to Mayors under this structure as CEO (Chief Elected Officials) or, aligning with the classic definition, Chief Executive Officer. This designation underscores the extensive executive authority and responsibility vested in Mayors, positioning them as the primary decision-makers in the municipal government. Unlike City Managers, who implement policies set by a city council, Mayors in Massachusetts typically have substantial leeway to both propose and implement policy, effectively steering the administrative and strategic direction of the city.

The responsibilities of a Mayor in Massachusetts often exceed those of the most centralized City Managers. Mayors are tasked with overseeing all municipal departments, directing city administration, and ensuring that city operations align with both the municipal code and the broader goals of the community. Furthermore, Massachusetts is generally considered to have non-special city charters that place the most responsibility on Mayors compared to other states. This includes significant influence over city budgets,

direct oversight of public services, and the ability to respond dynamically to the needs of their constituents.

Comparison

In the landscape of municipal governance across Massachusetts and beyond, the roles of Town Administrator, Town Manager, City Manager, and Mayor each serve distinct but crucial functions. While Town Administrators and Town Managers are more commonly found across various communities in Massachusetts, with the former positioned in smaller towns and the latter enjoying broader administrative powers in larger towns, their roles are fundamentally centered around implementing policies rather than creating them. Town Managers, possessing more authority than Town Administrators, still operate under the directives of an elected council or board, executing decisions without an independent policy-making mandate.

City Managers, although less common in Massachusetts, are a significant presence in larger cities across the United States. These professionals manage complex municipal operations with a degree of administrative and fiscal authority that exceeds that of Town Managers and Administrators. Despite their extensive powers, City Managers remain bound by the policies set forth by their city councils, limiting their independent policy influence. Their role is akin to that of a chief executive officer in the corporate sector, tasked with the efficient management of city operations within the constraints of council-approved frameworks.

In contrast, the role of Mayor, especially within the Form A council-mayor system prevalent in Massachusetts, is markedly different and more comprehensive. Mayors are the only chief administrative officers who are elected directly by the public, reflecting their significant democratic mandate. This position aligns more closely with the traditional definition of a Chief Executive Officer in the corporate world, endowed with substantial executive powers. Mayors not only implement council policies but also have the authority to set agendas, propose legislation, and make unilateral decisions that can shape the city's future. This places a far greater level of responsibility on Mayors compared to other municipal roles.

Section 5: Overview of the Firm That Performed the Analysis

Dorminson Consulting is a boutique consulting firm highly regarded for its advisory services across several key sectors, including Energy, Municipal, Defense, Healthcare, and Banking. The firm champions direct, relationship-based advice, rooted deeply in understanding specific client challenges. This personalized approach is crucial for delivering customized solutions that significantly benefit decision-makers navigating complex scenarios.

The firm's approach is distinctively multidisciplinary, incorporating diverse insights to enhance decision-making. Dorminson is committed to providing exclusive research services, which include customized presentations, active engagement at industry events, and direct access to their expert team. Emphasizing scientific rigor, Dorminson specializes in risk assessment, economic viability studies, and strategic business planning, with a particular focus on municipal advisory services. This specialization has allowed them to develop long-standing relationships with clients by delivering innovative and tailored solutions.

The team at Dorminson brings together a wealth of experience from the United States Military, the Federal Reserve, and academia. This diverse background is instrumental in providing actionable, data-driven insights to tackle real-world challenges.

Dr. Eric Olson leads part of the economic analysis team at Dorminson. An associate professor of finance and cyber studies, Dr. Olson received his Ph.D. from the University of Alabama and has since established a significant academic presence with over 37 publications in esteemed journals. His research primarily explores monetary policy and financial economics, areas that are pivotal in understanding and navigating the economic landscape faced by municipalities today. Dr. Olson's academic accolades, including the Beta Gamma Sigma Outstanding Ph.D. Student Award and multiple faculty fellow recognitions, underscore his expertise and dedication to his field.

Dr. Jack Dorminey brings substantial experience in accounting and finance, enriched by two decades at the Federal Reserve Bank of Richmond. His expertise is critical to understanding macroeconomic policy, capital markets, risk pricing, and managerial systems. Dr. Dorminey's academic focus includes belief heterogeneity and financial decision-making impacts, essential for comprehending fiscal dynamics in public administration.

Together, Drs. Olson and Dorminey lead a team uniquely equipped to conduct a thorough and insightful analysis of municipal compensation. Their combined expertise ensures that

the compensation analysis for the Mayor of Quincy is not only comprehensive but also strategically aligned with the city's objectives and economic realities, leveraging their extensive experience with municipal engagements to deliver scientifically grounded and highly applicable results.

Section 6: Process of Increasing the Salary

The process of potentially increasing the Mayor's salary is a structured and transparent procedure, guided by both municipal charter requirements and fiscal planning principles. It is important to note that while this report provides comprehensive labor market analysis, it does not prescribe specific salary figures. Instead, it offers valuable data to inform the city's budgetary decisions regarding executive compensation.

As the city prepares its budget, the considerations outlined in this report will be integrated into the financial planning process. However, it is crucial for stakeholders to understand that the figures presented in this report are not indicative of the exact numbers that may appear in the city budget. They serve as a reference point for informed decision-making.

Should the City Council decide to approve a salary increase for the Mayor, the implementation of this adjustment is governed by specific charter stipulations. Notably, any approved change in salary cannot take effect immediately but is scheduled to commence in the following calendar year.

For practical implementation, if a salary increase is approved, the Mayor's compensation for the upcoming fiscal year would be calculated as a blend of the current salary and the newly approved rate. Specifically, the budget would reflect 50% of the existing Mayoral salary and 50% of the increased rate. This approach allows for a gradual transition and budgetary adjustment in compliance with the charter. The full impact of the new salary would only be reflected in the city's budget for Fiscal Year 2026, which starts on July 1, 2025.

Appendix A

A Survey of Recently Filled Chief Administrative Officer Roles

Index of Recently Filled Chief Administrative Officer Roles				
Page Number	Position Type	Municipality	Salary	Population
13	Town Manager	Barnstable	\$161,686.85	49,583
16	Town Administrator	Belmont	\$220,353.00	26,838
18	Town Administrator	Bolton	\$170,000.00	5,676
20	Town Administrator	Brewster	\$195,256.00	10,456
24	Town Manager	Bridgewater	\$210,000.00	28,805
36	Town Administrator	Canton	\$215,000.00	24,470
42	Town Administrator	Carver	\$150,000.00	11,668
48	Town Manager	Chatham	\$201,281.18	6,703
51	City Manager	Chelsea	\$247,500.00	38,889
56	Town Manager	Cohasset	\$184,569.00	8,373
70	Town Manager	Dracut	\$186,823.00	32,159
73	Town Manager	East Longmeadow	\$192,851.74	16,370
76	Town Manager	Foxborough	\$205,000.00	18,519
80	Town Manager	Great Barrington	\$122,400.00	7,164
85	Town Manager	Hanover	\$158,200.00	14,871
93	Town Administrator	Holbrook	\$165,000.00	11,335
97	Town Administrator	Holliston	\$190,081.00	14,840
102	Town Manager	Longmeadow	\$148,500.00	15,725
106	Town Manager	Mansfield	\$153,461.25	23,823
109	Town Manager	Mashpee	\$164,573.00	15,357
112	Town Administrator	Mendon	\$150,000.00	6,251
116	Town Manager	Millbury	\$157,163.00	13,884
120	Town Administrator	Milton	\$160,500.00	28,388
128	Town Administrator	Natick	\$210,000.00	36,426
133	Town Administrator	Northfield	\$100,803.00	2,876
135	Town Administrator	Norwell	\$176,876.00	11,349
141	Town Administrator	Oak Bluffs	\$150,300.80	5,472
146	Town Administrator	Orange	\$110,069.00	7,577
150	Town Manager	Palmer	\$160,000.00	12,372
154	Town Manager	Plymouth	\$293,398.00	62,131
157	Town Manager	Randolph	\$215,250.00	34,715
161	Town Manager	Reading	\$160,138.00	25,223
166	Town Administrator	Rutland	\$126,000.00	9,169
170	Town Administrator	South Hadley	\$160,192.00	17,995
176	Town Administrator	Southampton	\$98,100.00	6,187
181	Town Administrator	Stoneham	\$182,442.00	22,877
187	Town Administrator	Templeton	\$100,500.00	8,160
189	Town Administrator	Topsfield	\$150,812.00	6,555
200	Town Administrator	Walpole	\$222,883.00	26,652
205	Town Administrator	Wilbraham	\$119,808.00	14,551
207	Town Manager	Winthrop	\$118,269.00	18,505
212	Town Administrator	Yarmouth	\$131,539.00	25,286

Community: Barnstable

Title: Town Manager

Annual Compensation: \$161,686

Community Population: 49,583

Chapter C. Charter

PART IV. Town Manager

Section 4-1. Appointment, Qualifications, Term of Office.

The town council shall appoint by a majority vote of the full council a town manager. The town manager shall be a person of proven administrative ability, especially qualified by education and training with prior experience as a city or town manager, or an assistant city or town manager or the equivalent public or private sector level experience. The town council may from time to time establish such additional qualifications as deemed necessary and appropriate.

The town manager shall devote full time to the duties of the office and shall not hold any other elective or appointive office, nor shall the town manager engage in any other business unless such action is approved in advance in writing by the town council.

The town manager need not be a resident of the town or of the Commonwealth at the time of appointment but shall establish residence within the town within six months following appointment, unless the town council shall extend such time.

Section 4-2. Powers of Appointment.

Except as otherwise provided by this charter, the town manager shall appoint, based upon merit and fitness alone, all department heads, officers, subordinates, and employees for whom no other method of selection is provided in this charter except employees of the school department, airport commission and persons serving under officers elected directly by the voters of Barnstable.

All appointments made by the town manager are subject to the approval of the town council. In accordance with the procedures set forth in section 5-1, the town manager may be required, to consult with or engage in a joint recruitment and selection process with multiple member bodies, prior to the appointment of department heads or employees, who may provide policy advice, or support or receive direction from said multiple member bodies.

Section 4-3. Administrative Powers and Duties.

The town manager shall be the chief administrative officer of the town and shall be responsible to the town council for the proper operation of town affairs for which the town manager is given responsibility under this charter. The powers, duties and responsibilities of the town manager shall include, but are not intended to be limited to, the following:

- (a) To supervise, direct and be responsible for the efficient administration of all officers appointed by the town manager and their respective departments and of all functions for which the town manager is given responsibility under this charter, by ordinance, or by vote of the town council.
- (b) To administer either directly or through a person or persons supervised by the town manager, in accordance with this charter, all provisions of general or special laws applicable to the town, all ordinances, and all regulations established by the town council.

- (c) To coordinate all activities of town departments or agencies.
- (d) To attend all regular and special meetings of the town council, unless excused, and to answer all questions addressed to the town manager which are related to matters under the general supervision of the town manager.
- (e) To keep the town council fully informed as to the needs of the town, and to recommend to the council for adoption such measures requiring action by them as the town manager deems necessary or expedient.
- (f) To insure that complete and full records of the financial and administrative activity of the town are maintained and to render reports to the town council as may be required.
- (g) To be responsible for the rental, use, maintenance and repair of all town facilities, except those under the jurisdiction of the school committee and the airport commission.
- (h) To be responsible for the purchase of all supplies, materials, and equipment, except books and other educational materials for schools and approve the award of all contracts, except contracts for educational materials.
- (i) To develop and maintain a full and complete inventory of all town owned real and personal property.
- (j) To administer personnel policies, practices, or rules and regulations, any compensation plan and any related matters for all town employees and to administer all collective bargaining agreements, except for school department agreements, entered into by the town.
- (k) To fix the compensation of all town employees and officers appointed by the town manager within the limits established by appropriation and any applicable compensation plan.
- (l) To be responsible for the negotiation of all contracts with town employees over wages, and other terms and conditions of employment, except employees of the school department and the airport commission. The town manager may employ special counsel to assist in the performance of these duties. Insofar as they require appropriations, contracts shall be subject to the approval of the town council.
[Amended by Town Council item 91-119 on 6/6/91; amendment approved by voters on 11/5/91]
- (m) To prepare and submit an annual operating budget, capital improvement program and a long term financial forecast as provided in Part VI of this charter.
- (n) To keep the town council fully informed as to the financial condition of the town and to make recommendations to the town council as the town manager determines necessary or expedient.
- (o) To investigate or inquire into the affairs of any town department, agency or office.
- (p) To delegate, authorize or direct any subordinate or employee of the town to exercise any power, duty or responsibility which the office of town manager is authorized to exercise, provided, that all acts that are performed under such delegation shall be considered to be the acts of the town manager.
- (q) To perform such other duties as necessary or as may be assigned by this charter, by ordinance, or by vote of the town council.

Section 4-4. Compensation.

The town manager shall receive such compensation for services as the town council shall determine, but such compensation shall be within the limits of available appropriations.

Community: Belmont

Title: Town Administrator

Annual Compensation: \$220,353

Community Population: 26,838

Town Administrator – Belmont, MA

The Town Administrator serves as the Chief Administrative Officer of the Town and has three primary responsibilities:

Directs and manages the delivery of municipal services, with the exception of those under the jurisdiction of the independently elected authorities;

Provides leadership to the Select Board for strategic planning; and,

Serves as the Director of the Office of the Select Board.

The Town Administrator's Office is responsible for the preparation of the annual operating and capital budgets, which integrates the work of appointed citizen committees, such as the Warrant Committee, Capital Budget Committee, to ensure involvement in the budget decision-making process. The Office also works collaboratively with the School Committee and School Administration to assist in the development of the School Department Budget.

Other responsibilities include: Responding to questions and concerns of residents; Advising and recommending to the Select Board members those needs, policies, programs and actions deemed necessary or expedient for the effective operation of Town government; Acting as the Select Board's agent to negotiate collective bargaining agreements for Town labor units; Serving as a liaison with State, Federal and regional governmental organizations, local business and community leaders and the general public; Coordinating Town Counsel services to respond to legal matters and to prepare the official Town Warrant and documentation for Town Meeting; Publishing the Annual Town Report; And, directing town functions on the behalf of the Select Board, such as: granting licenses, setting fees, and coordinating temporary and permanent volunteer committees and task forces to address Town issues.

Community: Bolton

Title: Town Administrator

Annual Compensation: \$170,000

Community Population: 5,676



Town of
Bolton
Massachusetts
Incorporated 1736



COMMUNITY
PARADIGM
ASSOCIATES, LLC

Position Opportunity

Town Administrator

The Town of Bolton, Mass. (pop. 5,676), is seeking an experienced municipal leader who will work seamlessly with existing town leaders and staff, continue to foster the positive workplace culture, and manage personnel effectively, to serve as Town Administrator. Applicants should be ethical leaders who exhibit sound judgement and communicate effectively and in a timely manner to all stakeholders. Candidates should understand small-town government, regional school districts, and the importance of fostering relationships among local, state, and federal officials. The new Town Administrator will be involved in several key construction projects including a new regional high school, a new traffic circle along the main thoroughfare, and a large-scale rental housing development. Bolton is a picturesque community in the Nashoba Valley with rolling hills, orchards, historic stone walls, and miles of walking trails. Conveniently located off I-495, Bolton is minutes from the Mass. Turnpike, Route 9, and I-290. It has a three-member Select Board and Open Town Meeting with a FY24 budget of \$29.15M and a AAA rating.

Applicants should have a bachelor's degree (master's preferred) and experience as a Town Administrator, Assistant Town Administrator, or head of a significant department in a complex municipal organization, or professional equivalent. Residency is not required. AA/EOE.

Annual salary: \$170K+/- DOQ.

For additional information related to the position, the Town and the application process, visit www.CommunityParadigm.com or contact John Petrin, Senior Associate, Community Paradigm Associates at JPetrin@CommunityParadigm.com. Send résumé and cover letter in a single PDF via email, in confidence, by 3:00 p.m. EST, Feb. 15, 2024, Subject: Bolton TA, to: Apply@CommunityParadigm.com.

Community: Brewster

Title: Town Administrator

Annual Compensation: \$195,256

Community Population: 10,456

Section 1. Town manager

4-1-1 Appointments and qualifications

The select board shall by majority vote of the entire select board appoint a town manager. The method of selection shall be left to the discretion of the select board so long as the method of selection ensures orderly, nonpartisan action toward securing a competent and qualified person to fill the position. The town manager shall be chosen solely upon the basis of the individual's administrative training, education, experience and ability and need not, when appointed, be a resident of the town; provided, however, that the town manager shall establish such residence within 12 months following the effective date of appointment; provided further, that the select board may, by a 2/3 vote of the entire board, extend to a time certain the time for establishing residence or waiving this requirement.

4-1-2 Compensation

The town manager shall receive such compensation as may be fixed by the select board within the amount appropriated by town meeting and according to the town manager's expertise, education and training. Any contract between the select board and the town manager shall be made consistent with section 108N of chapter 41 of the General Laws.

4-1-3 Term and Removal

The town manager may be appointed for a definite term, but may be removed at the discretion of the select board by majority vote of the entire select board. The action of the select board in suspending or removing the town manager shall be final. It is the intention of this charter to invest all authority and fix all responsibilities of such suspension or removal in the select board.

4-1-4 Powers and duties

The town manager shall be responsible to the select board for the proper administration of the affairs of the town consistent with the General Laws and this charter, and shall:

- (a) appoint for a term of years or, at the town manager's discretion, for an unlimited period, all town employees, including civil service positions, not otherwise addressed herein, but excluding employees of the school department; provided, however, that the town manager shall:
 - (i) act upon recommendations from the police chief and the fire chief, respectively, for appointment of employees of the police and fire departments;
 - (ii) consult with the appropriate department head or multiple-member body for appointment of employees of other departments or multiple-member bodies;
- (b) supervise, discipline, suspend or remove all appointed department heads and employees and organize and structure all town departments accordingly, except as otherwise provided in section 3;
- (c) administer and enforce the General Laws and special acts and all by-laws and regulations established by the select board;

- (d) coordinate activities of all town departments;
- (e) attend all sessions of the town meeting and answer all questions addressed to the town manager which are related to the warrant articles and to matters under the general supervision of the town manager;
- (f) keep the select board fully informed as to the needs of the town and recommend to the select board for adoption such measures requiring action by the select board or by the town as the town manager deems necessary or expedient;
- (g) ensure that complete and full records of the financial and administrative activity of the town are maintained and render reports to the select board as may be required;
- (h) be responsible for the rental, use, maintenance, repair and the development of a comprehensive maintenance program for all town facilities;
- (i) serve as the chief procurement officer for purposes of chapter 30B of the General Laws and be responsible for the purchase of all supplies, materials and equipment, approve the award and execute all such contracts; provided, however, that any contract over \$1,000,000, or such higher amount as shall be approved by the select board from time to time, shall require approval by the select board;
- (j) develop and maintain a formal and complete inventory of all town-owned real and personal property and equipment;
- (k) propose personnel policies for approval by the select board under section 3-2-10 and administer all personnel policies, practices, rules and regulations, any compensation plan and any related matters for all municipal employees and administer all collective bargaining agreements entered into by the town;
- (l) fix the compensation of all town employees and officers appointed by the town manager within the limits established by appropriation and any applicable compensation plan and collective bargaining agreements;
- (m) be responsible for the negotiation of all contracts with town employees regarding wages and other terms and conditions of employment, except employees of the school department. The town manager may, subject to the approval of the select board, employ special counsel to assist in the performance of these duties; provided, however, collective bargaining agreements shall be subject to the approval of the select board in accordance with chapter 150E of the General Laws;
- (n) be responsible for the preparation and development of the financial forecast, annual operating and capital budgets and 5-year capital improvement plan, consistent with policy guidance provided by the select board, and prepare and submit to the select board and finance committee such budget and plan, and be responsible for the administration of such budget and plan after their adoption;
- (o) keep the select board and the finance committee fully informed as to the financial condition of the town and make recommendations to the select board;
- (p) investigate or inquire into the affairs of any town department or office;

- (q) have full authority to act on behalf of the town during emergencies, including the direction of town personnel, declaring states of emergency, opening the emergency operations center and shelters and the emergency expenditure of funds, and to delegate such responsibility by appointing an emergency management director, who shall be a town employee duly trained in public safety, and a deputy emergency management director to assist the emergency management director and to assume the duties of the emergency management director in the director's absence;
- (r) delegate, authorize or direct any subordinate or employee in the town, including an assistant town manager, if any, and subject to funding therefor, to exercise any power, duty or responsibility that the office of town manager may exercise; provided, however, that all acts performed under such delegation shall be deemed to be the acts of the town manager; and
- (s) perform such other duties as necessary or as may be assigned by this charter, by-law, town meeting vote or vote of the select board.

4-1-5 Acting town manager

The town manager shall appoint as acting town manager a town employee who shall perform the duties of the town manager in the town manager's absence; provided, however, that if there is an assistant town manager serving at the time of any such absence, such person may function as the acting town manager. In the event of long-term disability or absence exceeding 14 days, or the resignation, termination or vacancy in the office of town manager, the select board shall not later than 14 days thereafter, appoint an acting town manager for the duration of any such disability or absence or until appointment of a permanent town manager. No member of the select board shall serve as acting town manager.

Community: Bridgewater

Title: Town Manager

Annual Compensation: \$210,000

Community Population: 28,805

AGREEMENT PURSUANT TO M.G.L. CH. 41, SEC. 108N

WHEREAS, The Town Council appointed the Town Manager pursuant to Section 4-6 of the Town Charter;

WHEREAS, under Chapter 41, Section 108N of the Massachusetts General Laws, the Town acting through its Town Council may contract with the Town Manager and may establish an employment contract for a period of time to provide for the salary, fringe benefits, and other conditions of employment, for its Town Manager;


WHEREAS, the Town Manager, who as a member of ICMA is subject to the ICMA Code of Ethics, accepts such appointment as Town Manager of said Town and desires to enter into this Agreement.

NOW THEREFORE, in consideration of the mutual covenants contained herein, the parties agree as follows:

Introduction

This Agreement, made and entered into this 5th day of February, 2019, by and between the Town of Bridgewater, a Massachusetts municipal corporation, (hereinafter called "Employer") and Michael M. Dutton, (hereinafter called "Employee"), with an address at 30 Cairn Ridge Road, E. Falmouth, MA 02536, an individual who has the education, training and experience in local government management and who, as a member of the International City/County Management Association (ICMA), is subject to the ICMA Code of Ethics, both of whom agree as follows:

Section 1: Term

 The term of this agreement shall be for a period of three years from February 5, 2019 to February 5, 2022. Both parties agree to, not less than ninety (90) days prior to the expiration of the term hereof, enter into negotiations relative to establishing a new employment contract for a period of time to provide for the salary, fringe benefits, and other conditions of employment, for the Town Manager.

Section 2: Duties and Authority

A. Employer agrees to employ Michael M. Dutton as Town Manager to perform the functions and duties specified in Article IV of the Bridgewater Home Rule Charter ("charter") and the Bridgewater Town Code ("code") and to perform other legally permissible and proper duties and functions without interference.

B. Employee shall devote fulltime to the duties of the office and shall not hold any other elective or appointive office in the Town.

C. Employee is the chief executive officer of the Employer and shall faithfully perform the duties as prescribed in the job description as set forth in the Employer's charter and/or code and as may be lawfully assigned by the Employer and shall comply with all lawful governing body directives, state and federal law, Employer policies, rules and ordinances as they exist or may hereafter be amended.

D. Specifically, it shall be the duty of the Employee to employ on behalf of the Employer all other employees of the organization consistent with the policies of the governing body, the charter and code of the Employer.

E. It shall also be the duty of the Employee to direct, assign, reassign and evaluate all the employees of the Employer consistent with policies, ordinances, charter, state and federal law.

F. It shall also be the duty of the Employee to organize, reorganize and arrange the staff of the Employer and to develop and establish internal regulations, rules and procedures which the Employee deems necessary for the efficient and effective operation of the Employer consistent with the lawful directives, policies, ordinances, state and federal law.

G. It shall also be the duty of the Employee to accept all resignations of employees of the Employer consistent with the policies, ordinances, state and federal law, except the Employee's resignation which must be accepted by the governing body.

H. The Employee shall perform the duties of town manager of the Employer with reasonable care, diligence, skill and expertise.

I. All duties assigned to the Employee by the governing body shall be appropriate to and consistent with the professional role and responsibility of the Employee.

J. The Employee or designee shall attend, and shall be permitted to attend, all meetings of the governing body, both public and closed, with the exception of those closed meetings devoted to the subject of this Agreement, or any amendment thereto.

Section 3: Compensation

A. Base Salary: Employer agrees to pay Employee an annual base salary of \$170,000, starting July 1, 2019 payable in installments at the same time and manner that the other employees of the Employer are paid.

B. Employer agrees to increase the compensation by 2.5% on July 1, 2020 and July 1, 2021 of this agreement subject to the Town Manager receiving a satisfactory performance evaluation (defined as a score of 30) in January of each year utilizing the Town Manager Performance Evaluation Form attached hereto as Exhibit A.

C. If the Employee continues in office after the expiration of this Agreement, and there is no successor agreement, he shall continue to receive the latest salary under this Section until

such time as his salary shall be otherwise provided for by the Employer. This paragraph shall survive the termination of this Agreement.

Section 4: Health and Life Insurance Benefits

- A. The Employer agrees to provide health insurance for the Employee similar to and subject to the same eligibility criteria as made available to a majority of all other Town employees. The Employer agrees to provide and to pay 75% of the premium for such health insurance and the Employee agrees to pay for 25% for such health insurance.
- B. After July 1 of each year, but prior to July 30, the Town shall pay the employee \$2,500.00 to offset a term life insurance policy chosen by the employee.

Section 5: Paid Leave

- A. Commencing February 5, 2019 and every February 5 thereafter during the term of this Agreement, the Employee shall be credited with twenty (25) days vacation leave.
- B. For each subsequent year of this Agreement, the Employee is entitled to accrue unused vacation leave, up to a maximum of fifteen (15) days. In the event the Employee's employment is terminated, either voluntarily or involuntarily, the Employee shall be compensated for all accrued vacation time.
- C. Commencing February 5, 2019, the Employee shall accrue one (1) day of sick leave per completed month of employment.
- D. Sick leave shall not be carried over. The Employee is not entitled to any sick leave buyback.

Section 6: Automobile

The Employee's duties require that he be on duty and available 24 hours a day, 7 days a week. The Employer shall provide the exclusive and unrestricted use of an automobile to the Employee at the Employer's cost. The Employer shall be responsible for paying for liability, property damage, and comprehensive insurance, and for the purchase (or lease), operation, maintenance, repair, and regular replacement of a full-size automobile. The Employee shall be responsible for all additional expenses associated with said vehicle.

Section 7: Retirement

The Employee shall be a member of the Plymouth County Retirement Association. In addition, the Employer agrees to pay an amount equal to 2% of the Employee's base salary into a deferred compensation plan designated by the Employee.

Section 8: General Business Expenses

- A. Employer agrees to budget and pay for professional dues, including but not limited to the

International City/ County Management Association, and subscriptions necessary for continuation and full participation in national, regional, state, and local associations, and organizations necessary and desirable for the Employee's continued professional participation, growth, and advancement, and for the good of the Employer.

- B. Employer agrees to budget and pay for travel and subsistence expenses of Employee for professional and official travel, meetings, and occasions to adequately continue the professional development of Employee and to pursue necessary official functions for Employer, including but not limited to the ICMA Annual Conference, the Massachusetts Municipal Association, and such other national, regional, state, and local governmental groups and committees in which Employee serves as a member.
- C. Employer agrees to budget and pay for travel and subsistence expenses of Employee for short courses, institutes, and seminars that are necessary for the Employee's professional development and for the good of the Employer.
- D. Employer recognizes that certain expenses of a non-personal but job-related nature are incurred by Employee and agrees to reimburse or to pay said general expenses. Such expenses may include meals where Employer business is being discussed or conducted and participation in social events of various organizations when representing the Employer. Such expenditures are subject to state and Employer ethics and purchasing policies.

Section 9: Termination

For the purpose of this agreement, termination shall be deemed to mean the end of the Employee's relationship with the Employer for only the reasons set forth below and without just cause.

Based upon the foregoing, Termination shall be deemed to have occurred when:

1. The majority of the governing body votes to terminate the Employee in accordance with the Bridgewater Town Charter at a properly posted and duly authorized public meeting unless such termination is for just cause as outlined below.
2. If the Employer or Citizens act to amend any provisions of the Bridgewater Town Charter pertaining to the role, powers, duties, authority, responsibilities of the Employee's position that substantially changes the form of government or the Employee's role, the Employee shall have the right to declare that such amendments constitute termination. An act of the State Legislature that is not directed by the Employer or Citizens of the Town shall not be deemed to be a termination that would allow for the payment of Severance as outlined below.
3. If the Employer reduces the base salary, compensation or any other financial benefit of the Employee, unless it is applied in no greater percentage than the

average reduction of all department heads, such action shall constitute a breach of this agreement and will be regarded as a termination.

Section 10: No Severance

Severance only shall be paid to the Employee when the Employee's employment is terminated pursuant to the provisions of Section 9 above.

Should the Employee's termination be for any other reason not stated in Section 9, the Employee shall not be entitled to any Severance.

What is more, if the Employee's termination is for "just cause" the Employee shall not be entitled to any Severance.

"Just Cause" shall be defined as follows:

- A. Indictment or conviction of the Employee by a Court of competent jurisdiction of a criminal offense;
- B. Refusal by the Employee to perform the duties hereunder at a level of performance reasonably satisfactory to the Town Council (such level of performance to be determined in good faith by the Town Council and in accordance with Article IV of the Town Charter), which refusal continues for more than (30) days after written notice is given to the Town Manager setting forth in detail the nature of such refusal and what is expected of the Town Manager to correct such refusal; or
- C. A violation of the tenets of the ICMA Code of Ethics and the Massachusetts Municipal Managers Association Code of Ethics.

Section 11: Severance

Should the Employee be terminated as set forth in Section 9 above and without just cause, he/she shall be entitled to the following severance:

- A. The Employer shall provide a minimum severance payment equal to six (6) months salary at the then current rate of pay. This severance shall be paid in a lump sum or in a continuation of salary on the existing weekly basis, at the Employee's option.
- B. The Employee shall also be compensated for all accrued paid time of as required in Section 4.
- C. For a minimum period of six (6) months following termination, the Employer shall pay the cost to continue the following benefits:
 - a. Health insurance for the employee and all dependents as provided in Section 4A, after which time, Employee will be provided access to health insurance pursuant to the Consolidated Omnibus Budget Reconciliation Act ("COBRA").

Section 12: Resignation

In the event that the Employee voluntarily resigns his position with the Employer, the Employee shall provide a minimum of 45 days' notice unless Employer and Employee agree otherwise.

Under no circumstance shall Employee be entitled to Severance in the event of his resignation.

Section 13: Performance Evaluation

- A. The Town and Town Manager shall annually participate in a performance evaluation. The employee shall be evaluated based upon attainment of the goals set forth by the Council at the conclusion of the strategic planning process using the form found as Exhibit A.

The process shall proceed as follows:

- a. The Council President shall initiate a strategic planning process by referring it to the Council's Strategic Planning Committee;
- b. The Strategic Planning Committee shall work with the employee to develop yearly Town-wide goals and management goals. These shall be the goals upon which the employee is evaluated.
- c. The Strategic Planning Committee shall send the Town-wide and management goals to the Council for approval at a meeting in January.
- d. The Council President shall initiate a Strategic Planning Committee meeting in June to review the employee's progress towards the goals.
- e. The Strategic Planning Committee shall forward the Evaluations to the Council President.
- f. The process for the following year's goals begins starting at a.

- B. The Employee is an ICMA Credentialed Manager, and as such shall also be evaluated utilizing the multi-rater assessment tool at least once during the term of this contract at the direction of the Employee.

Section 14: Hours of Work

It is recognized that the Employee must devote a great deal of time outside the normal office hours on business for the Employer, and to that end Employee shall be allowed to establish an appropriate work schedule of not less than forty (40) hours per week.

Section 15: Ethical Commitments

Employee will at all times uphold the tenets of the ICMA Code of Ethics and the Massachusetts Municipal Managers Association Code of Ethics, a copy of which is attached hereto and incorporated herein. Specifically, Employee shall not endorse candidates, make financial contributions, sign or circulate petitions, or participate in fundraising activities for individuals seeking or holding elected office, nor seek or accept any personal enrichment or profit derived from confidential information or misuse of public time.

Employer shall support Employee in keeping these commitments by refraining from any order, direction or request that would require Employee to violate the ICMA Code of Ethics. Specifically, neither the governing body nor any individual member thereof shall request Employee to endorse any candidate, make any financial contribution, sign or circulate any petition, or participate in any fundraising activity for individuals seeking or holding elected office, nor to handle any matter of personnel on a basis other than fairness, impartiality and merit.

Section 16: Indemnification

To the maximum extent permitted by G.L. c. 258, the Town shall defend, save harmless and indemnify the Town Manager against any tort, professional liability, claim or demand, or other legal action, whether groundless or otherwise, arising out of an alleged act or omission occurring in the performance of his duties as Town Manager, even if said claim is brought/filed following his termination from employment, provided that at the time of the alleged act or omission the Town Manager was then acting within the scope of his duties. Under these circumstances only, the Town (and/or its insurer) shall pay the amount of any settlement or judgment rendered thereon, and further, the Town (and/or its insurer) may compromise and settle any such claim or suit and pay the amount of any settlement or judgment rendered thereon without recourse to the Town Manager.

In connection with those claims or suits involving the Town Manager in his professional capacity, the Town shall defend the Town Manager and/or shall retain and pay for an attorney to represent the Town Manager (including all fees and costs) in connection with any such suit, claim, complaint, mediation, arbitration, or similar actions.

This Section shall survive the termination of this Agreement.

Section 17: Bonding

Employer shall bear the full cost of any fidelity or other bonds required of the Employee under any law or ordinance.

Section 18: Other Terms and Conditions of Employment

This Agreement sets forth and establishes the entire understanding between the Employer and the Employee relating to the employment of the Employer by the Employee. Any prior discussions or representations by or between the parties are merged into and rendered null and void by this Agreement. The parties by mutual written agreement may amend any provision of this agreement during the life of the agreement. Such amendments shall be incorporated and made a part of this agreement.

If any provision, or any portion thereof, contained in this Agreement, is held unconstitutional, invalid, or unenforceable, the remainder of this Agreement, or portion thereof, shall be deemed severable, shall not be affected, and shall remain in full force and effect.

In the event of any conflict between the terms, conditions and provisions of this Agreement and the provisions of Council's policies, or Employer's ordinance or Employer's rules and regulations, or any permissive state or federal law, then, unless otherwise prohibited by law, the terms of this Agreement shall take precedence over contrary provisions of Council's policies, or Employer's ordinances, or Employer's rules and regulations or any such permissive law during the term of this Agreement.

This Agreement is entered into in the Commonwealth of Massachusetts and shall be construed and interpreted in accordance with its laws. The Town Manager is employed pursuant to the Town of Bridgewater Home Rule Charter and the Town Manager is subject to the provisions thereof and any ordinances adopted pursuant thereto, including but not limited to, one requiring the filing of a Statement of Financial Interest.

This Agreement shall be binding on the Employer and the Employee as well as their heirs, assigns, executors, personal representatives and successors in interest.

Any claim or controversy that arises out of or relates to this Agreement, or the breach of it, shall be addressed under the laws of the Commonwealth of Massachusetts.

Section 19: Notices

Notice pursuant to this Agreement shall be given by depositing in the custody of the United States Postal Service, postage prepaid, addressed as follows:

(1) TOWN: Town Council Clerk
Town of Bridgewater
Academy Building
Bridgewater, MA 02324

with a copy: Jason M. Rawlins, Esq.
Law Office of Jason Rawlins

555 Bedford Street, Suite 1
Bridgewater, MA 02324

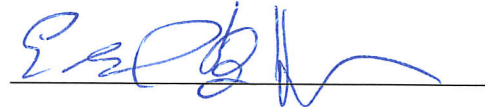
(2) TOWN MANAGER: To the address set forth above.

IN WITNESS WHEREOF, the Town of Bridgewater has caused this Agreement to be signed and executed on its behalf by the Town Council and the Town Manager has signed and executed this Agreement, both in duplicate, on the day and year first above written.

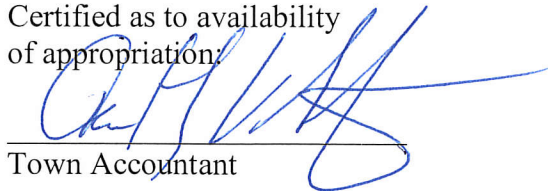
TOWN MANAGER



TOWN COUNCIL



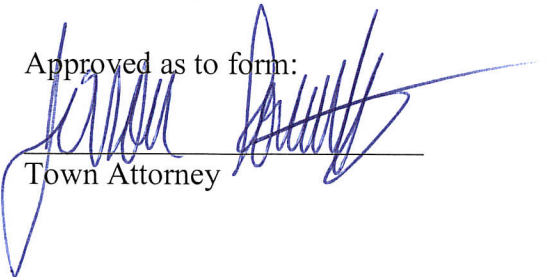
Certified as to availability
of appropriation:



Town Accountant



Approved as to form:



Town Attorney



Community: Canton

Title: Town Administrator

Annual Compensation: \$215,000

Community Population: 24,470

BOARD OF SELECTMAN TOWN ADMINISTRATOR

DEFINITION

Position serves as the chief administrative officer of the Town, performing administrative, technical, and supervisory work in assisting the Board of Selectmen to oversee town departments, activities and projects; researches, analyzes and recommends changes in town policies, systems and procedures, and serves as liaison and coordinator between elected and appointed town officials, employees and citizens; all other related work as required.

The Board of Selectmen may from time to time, by majority vote, authorize the position to perform certain administrative and supervisory functions in its behalf and may from time to time modify or rescind such authority by like vote.

ESSENTIAL FUNCTIONS

The essential functions or duties listed below are intended only as illustrations of the various type of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related, or a logical assignment to the position.

- Responsible for the professional and administrative responsibilities for directing town affairs, including the planning, organizing, supervising, staffing, and directing all activities and operations of town departments and other town agencies under the jurisdiction of the Board of Selectmen.
- Recommends for appointment, discipline, and removal for department heads, officers and employees under the Board of Selectmen, and all other town officials and employees for whom no other method by law or bylaw is provided, excepting persons serving under any board or commission, which is elected by the voters of the town. Such recommendations shall be consistent with applicable civil service laws and rules and with labor agreements and town by-laws.
- Coordinates, oversees, and supervises the activities and service delivery of town departments and agencies under the Board of Selectmen.
- Oversees, on behalf of the Board of Selectmen, to work closely with town's human resources department to coordinate. but not be limited to matters relating to recruitment, selection, performance evaluation, wage surveys, training, and all collective bargaining matters.
- Participates in the preparation of annual operating and capital budgets on behalf of the Board of Selectmen, coordinating such preparation with the Finance Director, department heads, and representatives of boards and commissions, making such recommendations as may be advisable or necessary to preserve and maintain the healthy fiscal condition of town government and its services.

- Serves as the town's affirmative action officer, contract compliance officer, fair housing officer, and ADA Coordinator, exercising all responsibilities for local compliance with federal and state mandates for these programs.
- Responsible for the procurement of departmental supplies, materials, equipment, and services; evaluates responsiveness and quality, and awards contracts for same, as necessary.
- Attends all regular and special meetings of the Board of Selectmen, making recommendations as necessary and requested; serves on working committees of the board in order to effectively implement board policies.
- Attends all sessions of town meetings, and makes presentations on request for assisting town meeting in carrying out its responsibilities.
- Responsible for overseeing the process of maintenance, repair, and rental of all town owned facilities, except those under the Library Trustees and School Committee.
- Maintains full and complete inventory of all town owned property, both real and personal for inclusion in town insurance policies.
- As authorized by the Board of Selectmen, coordinates the development and preparation of town meeting warrants, and ensures that warrants and annual reports are printed and published.
- Acts as town's insurance coordinator, ensuring that all pertinent policies are solicited and evaluated, available, and in force, that claims for damages are properly processed, recommends the award of contracts for all policies.
- Negotiates all contracts for employees covered by collective bargaining units and all other employees on behalf of and subject to the approval of the Board of Selectmen, except those under the jurisdiction of the School Committee.
- At the direction of the Board of Selectmen, examines or causes to be examined the conduct of any division or department under the jurisdiction of the Board of Selectmen, and upon request, those under other duly elected officers.
- Presents annually a report to the Board of Selectmen and the town, citing accomplishments and the financial condition of the town.
- Performs such other duties, consistent with the office, as may be required by the Board of Selectmen.

SUPERVISION RECEIVED/EXERCISED

Employee works under the policy direction of the Board of Selectmen. Employee exercises administrative and management responsibilities over town operations and departments under the jurisdiction of the Board of Selectmen in conformance with general directives and objectives set forth by the Board of Selectmen. Employee seeks advice of the Board of Selectmen on matters of policy adjustment or where required by law.

As the Board of Selectmen's representative, employee has supervisory oversight responsibility of various department heads and staff of approximately twenty-five (25) full-time employees, and up to three (3) part-time employees, including each department's subordinate staff up to 185 employees. Employee recommends new hires and -terminations, takes disciplinary action, and evaluates employees subject to the approval of the Board of Selectmen. The nature and volume of work fluctuates greatly, work is subject to significant and daily changes in volume, with the ability to plan for events based upon prior training and expertise. Staff is located in several locations, generally on the same work shift. Employee is required to work outside normal business hours on a daily basis and/or at night on an add needed basis, year round, to work on weekends and be contacted at home to respond to important situations. Employee has full access to personnel files, collective bargaining negotiations, lawsuits, and criminal investigations and all records for the town.

ACCOUNTABILITY

Duties include primary responsibility for a major functional section of the organization for technical processes, service delivery, and contribution to organizational plans and objectives and fiscal responsibility for the section, including buildings, equipment and staffing utilization. Consequences of errors, missed deadlines or poor judgment could severely jeopardize department operations or have extensive financial and legal repercussions. Poor judgment could have a continuing adverse effect.

JUDGMENT

Guidelines, which may be in the form of administrative or organizational policies, general principles, legislation or directives that pertain to a specific department or functional area, only provide limited guidance for performing the work. Extensive judgment and ingenuity are required to develop new or adapt existing methods and approaches for accomplishing objectives or to deal with new or unusual requirements within the limits of the guidelines or policies. The incumbent is recognized as the authority in interpreting the guidelines, in determining how they should be applied, and in developing operating policies for a major functional section of the organization. The incumbent accepts responsibility while exercising authority for planning, operating and oversight

COMPLEXITY

The work consists of managerial functions and processes such as planning, organizing, controlling, coordinating, evaluating, integrating activities and programs for a major functional area of the organization.

NATURE AND PURPOSE OF CONTACTS

Incumbent has constant interaction with local, state, and federal government officials, community leaders, and any other individuals to protect and promote the organization's overall interest. Incumbent must possess a high degree of diplomacy and judgment and must be able to work effectively with, and influence, all types of persons. Duties require a well-developed sense of strategy and timing in representing the organization effectively in critical and important situations that may influence the well-being of the organization.

CONFIDENTIALITY

The employee has access to confidential information, including official personnel files, law suits, criminal records/investigations, client records, and department records, as well as medical and psychological records.

EDUCATION AND EXPERIENCE

A candidate for this position should have a Master's Degree in Public Administration or related field. Seven (7) years of municipal government experience in a progressively responsible management and administrative capacity, possess a valid Driver's License

KNOWLEDGE ABILITIES AND SKILLS

A candidate for this position should have:

- Extensive multi-disciplined knowledge of municipal government functions, organization, methods and techniques employed in the operations of such government;
- Extensive knowledge of the statutory, by-law, and other provisions relating to the organization, functions, and operations of town government;
- Considerable knowledge of the principles, practices, and processes of municipal management and administration;
- Considerable knowledge of financial management, budgeting, human resources management, risk management, constituent services, procurement, and records management, as they apply to municipal government;
- The ability to analyze a variety of administrative issues, to make recommendations for their resolution, and implement recommendations;
- The ability to plan, organize, staff, evaluate, direct, and control the administration of town service programs;
- The ability to ascertain and present facts and ideas effectively, both orally and in writing;
- The ability to establish and maintain harmonious relationships with elected officials, including schools, department heads, civic and business groups, employees, the general public, and all other levels of government; and
- The ability to institute projects and studies on own initiative under changing timelines, priorities, and deadlines.

WORK ENVIRONMENT

The work environment involves everyday discomforts typical of offices, with occasional exposure to outside elements. Noise or physical surroundings may be distracting, but conditions are generally not unpleasant. Incumbent may be required to work beyond normal business hours in response to emergency situations or to attend evening meetings.

PHYSICAL, MOTOR, AND VISUAL SKILLS

Physical Skills

Work is typically in an office setting, involving sitting, with intermittent periods of stooping, walking, and standing. When in the field, may require some agility and physical strength, such as moving in or about construction sites or over rough terrain, or standing or walking most of the work period. Occasionally, work may require lifting heavy objects and carrying them (up to 50 lbs.). There may be need to stretch and reach to retrieve materials.

Motor Skills

Duties are largely mental rather than physical, but the job may occasionally require minimal motor skills for activities such as moving objects, using office equipment, including but not limited to telephones, personal computers, handheld technology, and other office equipment.

Visual Skills

Visual demands require routinely reading documents for general understanding and analytical purposes.

Community: Carver

Title: Town Administrator

Annual Compensation: \$150,000

Community Population: 11,668

THE TOWN OF CARVER, MA

TOWN ADMINISTRATOR RECRUITMENT

Invitation to Qualified Candidates

INTRODUCTION

Carver, MA (11,645 pop.), seeks a creative, proactive, community leader, committed to excellence in public service, to serve as its next Town Administrator. This fiscally stable community, with a rich agricultural history and hometown feel, is located approximately 45 miles from Boston and just minutes away from some of the most beautiful beaches in the United States. Carver is recognized for its excellent schools, quality of life, and for providing exemplary services to its residents and business community.



Led by a five-member Select Board, and Open Town Meeting form of government, the Town Administrator is the Administrative Officer and the Chief Procurement Officer for the Town and oversees the operations of the Town's general government. The Town's operating budget for FY-22 is approx. \$42 million (including \$24 million for educational expenses) and there are 338 full-time and 366 part-time town and school department employees. The Town finances have been conservatively managed as evidenced by AA bond rating.

The ideal candidate will have a master's degree in public or business administration and a minimum of three years of experience in a senior management role in municipal administration or similar organization or a bachelor's degree in public or business administration and a minimum of five years of experience in a senior management role in municipal administration or similar organization. For additional information related to the Town Administrator position, including exact qualifications, please see Chapter 3 of the [Town of Carver Bylaws](#).

Salary range of \$150+/- will be commensurate with qualifications and professional experience. Carver is an affirmative action and equal opportunity employer. For additional information related to the search, or Town and candidate profile, contact Alan Gould, President, Municipal Resources, Inc. at 603-279-0352, x320.

DEADLINE: 9AM EST; Monday, March 21, 2022

Resume and cover letter, in confidence as PDF attachment to: recruitment@mrigov.com

TOWN ADMINISTRATOR – TOWN OF CARVER, MA

This document is intended for use as a resource in the search for the next Town Administrator. The candidates are encouraged to do their own research and consider their “fit” for the position. Information about this position and the Town can be found by visiting the Town’s website www.carverma.gov and the MRI website www.mrigov.com/career.

The Profile

The *Ideal* Candidate for the position of Carver, MA Town Administrator will have:

Master’s degree in Public Administration or Business Administration and at least three years of prior full-time compensated executive experience in public or business administration or five years or more of such professional experience and a Bachelor’s degree.

Proven record of successful municipal financial experience in budgeting, capital improvement planning, debt management, grant writing/administration, and public procurement.

The highest ethical standards both personally and professionally.

Ability to be creative leader and identify innovative solutions to complex municipal revenue and expenditure challenges.

Strong public speaking, writing and presentation skills. Proficiency in the use of electronic media.

Extensive knowledge of and experience with collective bargaining, labor relations and personnel management.

Appreciation for the rural character of Carver and the agricultural heritage that supports the important cranberry industry.

Ability to “listen” and to provide the highest level of professional recommendations and options to elected and appointed Town officials. Understand and support the essential role of volunteers in local government operations.

An administrator who leads by example and with a proven record of nurturing a positive culture in Town offices by supporting, respecting and empowering employees while avoiding “micro-managing” departments.

Ability to manage Town business in an open, fair and transparent manner. Skill and ability to lead, organize, inspire and manage people at all levels of the organization.

Demonstrated skills in working collaboratively and building consensus with many and sometimes conflicting constituencies. Be accessible to all residents and be willing to reach out and solicit input from the entire community.

Experience with municipal economic development, land use planning/transportation and large private development projects in the community.

The Town of Carver

The next Carver Town Administrator will need to be a strong municipal leader with good communication and people skills who will be able to gain the respect of and work well with elected and appointed officials, employees, volunteers, residents, business leaders and community organizations. It will be critically important that he or she demonstrate the ability to work with diverse groups, acknowledge and respect divergent views and communicate openly while remaining transparent and apolitical. The skill and ability to facilitate honest and respectful dialogue between various factions when dealing with controversial or volatile community issues is seen as essential. Transparency and openness of government must be a priority for the next Town Administrator.



The residents of Carver are proud of their Town's rural charm and agricultural history. Today, it's a residential community with beautiful neighborhoods, lakes, forests and scenic cranberry bogs. Families are attracted to Carver because their schools are among the best in southeastern Massachusetts. Cranberry farming and processing are still as important industries today as they were a hundred years ago. In fact, at one time Carver was called "Cranberry Land USA". This community is not only known for its colorful cranberry harvest, it also has two popular tourist and family destinations, the Edaville Railroad, a narrow-gauge railroad attraction and King Richard's Faire, a re-creation of a 16th century English fair.



Carver is a very desirable and affordable community in which to live and raise a family. A significant part of the challenge facing the new Town Administrator will be to balance the cost to continue providing a high level of Town and education services at a sustainable tax rate during this time of fiscal uncertainty. The largest share of real estate tax base comes from the residential sector and the remaining from limited commercial, industrial and personal property taxes.

Carver has a long tradition of strong financial planning and fiscally conservative budgeting of both revenues and expenditures. The FY '22 budget is \$42M of which \$ 24M is for education. Standard & Poor's assigned Carver with its AA bond rating and stable outlook. This is a noteworthy achievement for a municipality of 11,645 residents that relies on residential taxes and only has a limited commercial

TOWN ADMINISTRATOR – TOWN OF CARVER, MA

and industrial tax base. S&P recognizes that the Town has a history of healthy financial planning, conservative management, low debt burden and manageable pension and OPEB obligations. In fact, the Town's Free Cash was certified at \$1.4M, and has been averaging around \$1M annually. The Town has outstanding reserves: Undesignated Fund Balance of \$3.35M, Stabilization Account of \$3.7M and a Capital Reserve Account of \$450,000. In addition, there is a Capital and Debt Stabilization Account of \$457,000 and a Community Preservation Account balance of \$2M. To its credit, the Town has an OPEB Trust Fund balance of \$2.2M. The Town is a member of the Gateway Health Group with several other public entities and has experienced minimal health insurance increases over the past few years without using health insurance reserves.



The Town Departments are well managed with seasoned Department Heads. The next Administrator will have to develop succession plans as key employees retire in the years ahead. The Fire Department operates with four full-time employees and over 80 Call Fire Fighters out of three stations. The Emergency Medical Services provide para-med ambulance services with two full-time employees and per-diem Para-Medics and EMTs that run with two ambulances.

The Town Administrator plays a significant role in negotiating and administering the Town's four labor collective bargaining agreements. The Administrator must be an experienced and effective negotiator with demonstrated skill and success in managing and administering collective bargaining agreements and labor relations while balancing the needs of the employees with the ability of the residents to pay.

Economic development will be important for the next Administrator as the municipality looks at ways to broaden the over-all tax base and provide relief to the residential tax payers. Currently, there are two economic development projects being proposed that will have major impacts on the community and will add to the tax base. The North Carver Project, located in the North Carver Green Business Commercial Development District off Routes 44 and 58, is the location of a proposed large warehousing and commercial distribution operation on 245 acres of developable land.



TOWN ADMINISTRATOR – TOWN OF CARVER, MA

The second is the Cranberry Point project, a proposal to build a 150MW/300 MWh lithium-ion battery storage facility on six acres of land off Main Street. The new Town Administrator will need to be skilled in economic development as these will be on the agenda as he or she takes office.

Finally, the ideal candidate must possess outstanding verbal and written communication skills. It is imperative that the Town Administrator be able to communicate effectively with town leaders, staff, volunteers and the public. This skill is especially important in maintaining and improving upon the strong, positive working relationships that developed over the last few years between the School Superintendent and the Town Administrator. In order to do this, the Administrator will need to have a high level of community engagement. It is the Administrator's responsibility to keep the public informed and they must be committed to operational transparency and possess the ability to communicate clearly and use social media to present Carver's message. The Town Administrator must leverage emerging technologies and other creative ways to promote community involvement. "Customer service" is a high priority, which means the successful candidate must place great value on listening and providing accurate information to all members of the community.



Community: Chatham

Title: Town Manager

Annual Compensation: \$201,281

Community Population: 6,703

Section 4-1. Appointment, Qualifications, Term of Office.

The select board shall appoint a town manager and shall annually evaluate the performance of the town manager. The town manager shall be a person of proven administrative ability, especially qualified by education and training with at least five years full-time experience as a city or town manager or an assistant city or town manager or the equivalent experience in the public or private sector. The select board may from time to time establish such additional qualifications as deemed necessary and appropriate.

The town manager shall devote full time to the duties of the office and shall not hold any other elective or appointive town office, nor shall the town manager engage in any other business unless such action is approved in advance in writing by the select board.

Section 4-5. Compensation.

The town manager shall receive such compensation for services as the select board shall determine but such compensation shall be within the limits of available appropriations.

Section 4-7. Administrative Powers and Duties.

The town manager shall be the administrative officer of the town and shall be responsible to the select board for the proper operation of town affairs for which the town manager is given responsibility under this charter. The powers, duties and responsibilities of the town manager shall include, but are not intended to be limited to, the following:

- (a) to supervise, direct and be responsible for the efficient administration of all officers appointed by the town manager and their respective departments, and of all functions for which the town manager is given responsibility, authority, or control by this charter, by bylaw, by town meeting vote, or by vote of the select board;
- (b) to administer and enforce either directly or through a person or persons supervised by the town manager, in accordance with this charter, all provisions of the laws of the commonwealth or special laws applicable to the town, all bylaws, and all regulations established by the select board;
- (c) to coordinate activities of all town departments;
- (d) to attend all regular and special meetings of the select board, unless excused;
- (e) to attend all sessions of the town meeting and to answer all questions addressed to the town manager and which are related to warrant articles and to matters under general supervision of the town manager;
- (f) to keep the select board fully informed as to the needs of the town, and to recommend to the select board for adoption such measures requiring action by them or by the town as the town manager deems necessary or expedient;
- (g) to insure that complete and full records of the financial and administrative activity of the town are maintained and to render reports to the select board as may be required;
- (h) to be responsible for rental, use, maintenance, repair and the development of a

- comprehensive maintenance program for all town facilities;
- (i) to serve as the chief procurement officer and be responsible for the purchase of all supplies, materials and equipment except books and other educational materials for schools, and approve the award of all contracts for all town departments;
 - (j) to develop and maintain a full and complete inventory of all town owned real and personal property;
 - (k) to administer personnel policies, practices, and rules and regulations, any compensation plan and any related matters for all municipal employees, and to administer all collective bargaining agreements entered into by the town;
 - (l) to fix the compensation of all town employees and officers appointed by the town manager within the limits established by appropriation and any applicable compensation plan and collective bargaining agreements;
 - (m) to be responsible for the negotiation of all contracts with town employees over wages and other terms and conditions of employment, except employees. The town manager may, subject to the approval of the select board, employ special counsel to assist in the performance of these duties. Contracts shall be subject to the approval of the select board;
 - (n) to prepare and submit an annual operating budget and capital improvement program as provided in Sections 6-1 and 6-2 of this charter;
 - (o) to keep the select board and the finance committee fully informed as to the financial condition of the town and to make recommendations to the select board as the town manager deems necessary;
 - (p) to investigate or inquire into the affairs of any town department or office;
 - (q) to delegate, authorize or direct any subordinate or employee of the town to exercise any power, duty or responsibility which the office of town manager is authorized to exercise, provided, that all acts which are performed under such delegation shall be deemed to be the acts of the town manager;
 - (r) to perform such other duties as necessary or as may be assigned by this charter, by bylaw, by town meeting vote, or by vote of the select board.

Community: Chelsea

Title: City Manager

Annual Compensation: \$247,500

Community Population: 38,889

CHELSEA MASSACHUSETTS SPECIAL ACT CHARTER

(as amended to date)

Collins Center Commentary: The city of Chelsea established a council-manager government in 1994 as a condition of release from the state's receivership of the city. The act (St. 1994, c.103) has been amended several times as noted below. Appointment process of the manager, duties of the position, compensation, etc. are addressed. The committee may be interested in:

1. Charter contains a residency requirement for the manager that may be waived by the council. (s. 4-1)
2. Council directed to enter into an employment agreement with the manager (s.4-1)
3. Manager makes appointments to multi-member bodies unless council rejects or affirms proposed appointments within 30 days of the manager's notice to council of proposed appointments; the manager may make an temporary appointment and rejection/confirmation requirement waived to assure "continuity of service" and/or "prompt response to city's emergency needs". (s. 4-2).
4. The council conducts an annual review of the manager's performance; the council must publish notice of the time and place of the review at least 14 days in advance. (s.4-8).

- **PART IV. - CITY MANAGER**
- **Sec. 4-1. - Appointment; qualifications.**

The city council shall appoint and may remove by an affirmative vote of seven members the city manager. The city manager shall be a person of proven administrative ability, especially qualified by education and training with at least five years prior experience as a city or town manager, or an assistant city or town manager or the equivalent public or private sector level experience, and shall hold a bachelors degree or similar or higher level degree from a recognized, accredited college or university. The city council may from time to time establish such additional qualifications as deemed necessary and appropriate.

The city council shall enter into an employment agreement with the city manager. Said employment agreement and any renewals of said employment agreement shall be for a period of at least two years.

The city manager shall devote full time to the duties of the office and shall not hold any other elective or appointive office, nor shall the city manager engage in any other business unless such action is approved in advance in writing by the city council.

The city manager need not be a resident of the city or of the commonwealth at the time of appointment, but shall establish residence within the city within 12 months following appointment, unless the city council shall waive such requirement. (Acts 2002, c. 191, § 5)

- **Sec. 4-2. - Powers of appointment.**

Except as otherwise provided by this Charter, the city manager shall appoint, based upon merit and fitness alone, all officers and employees for whom no other method of selection is provided in this Charter, except for employees of the school department.

The city manager shall appoint all members of multiple-member bodies provided, however, that appointments made by the city manager shall become effective on the thirtieth day after the day on which notice of the proposed appointment is filed with the city council, unless the city council votes, within that period, by majority of the full city council to reject the appointment or unless the city council has sooner voted to affirm it. If the notice of appointment is filed after the city council has recessed for longer than 30 days, the appointment, if not acted upon, shall become effective the day after the next scheduled city council meeting; provided however, that the city manager may make a temporary appointment if the city manager determines that the position shall be filled to assure continuity of services or effective and prompt response to the city's emergency needs. ([Acts 2016, c. 312](#), § 3)

- **Sec. 4-3. - Administrative powers and duties.**

The city manager shall be the chief administrative officer of the city and shall be responsible to the city council for the proper operation of city affairs for which the city manager is given responsibility under this Charter. The powers, duties and responsibilities of the city manager shall include, but are not intended to be limited to, the following:

(a) To supervise, direct and be responsible for the efficient administration of all officers and employees appointed by the city manager and their respective departments and of all functions for which the city manager is given responsibility, authority or control by this Charter, by ordinance, or by vote of the city council;

(b) To administer either directly or through a person or persons supervised by the city manager, in accordance with this Charter, all provisions of general or special laws applicable to the city, all ordinances, and all regulations established by the city council;

(c) To coordinate all activities of city departments or agencies;

(d) To attend all regular and special meetings of the city council, unless excused, and to answer all questions addressed to the city manager which are related to matters under the general supervision of the city manager;

- (e) To keep the city council fully informed as to the needs of the city, and to recommend to the city council for adoption such measures requiring action by them as the city manager deems necessary or expedient;
- (f) To ensure that complete and full records of the financial and administrative activity of the city are maintained and to render reports to the city council as may be required;
- (g) To be responsible for the rental, use, maintenance and repair of all city facilities, except those under the jurisdiction of the school committee. Rental agreements of more than five years in duration shall be subject to the approval of the city council;
- (h) To act as the chief procurement officer and be responsible for the purchase of all supplies, materials, and equipment. The city manager may delegate this function to some other officer or employee as deemed necessary;
- (i) To prepare and maintain a full and complete inventory of all city owned real and personal property;
- (j) To administer personnel policies, practices, or rules and regulations, any compensation plan and any related matters for all city officers and employees and to administer all collective bargaining agreements, except for school department agreements, entered into by the city;
- (k) To fix the compensation of all city officers and employees appointed by the city manager within the limits established by appropriation and any applicable compensation plan or collective bargaining agreement;
- (l) To be responsible for the negotiation of all collective bargaining agreements with city employees over wages, and other terms and conditions of employment. The city manager may employ special counsel to assist in the performance of these duties. Cost items of collective bargaining agreements shall be subject to the approval of the city council;
- (m) To prepare and submit an annual operating budget, capital improvement program and a long term financial forecast;
- (n) To keep the city council fully informed as to the financial condition of the city and to make recommendations to the city council as the city manager determines necessary or expedient;
- (o) To inquire into the affairs of any city department, agency or office;
- (p) To delegate, authorize or direct any subordinate officer or employee of the city to exercise any power, duty or responsibility which the office of city manager is authorized to exercise, provided that all acts that are performed under such delegation shall be considered to be the acts of the city manager;
- (q) To perform such other duties as necessary or as may be assigned by this Charter, by ordinance, or by vote of the city council.

- **Sec. 4-4. - Compensation.**

The city manager shall receive such compensation for services as the city council shall determine, but such compensation shall be within the limits of available appropriations.

- **Sec. 4-5. - Vacancy in office.**

Any vacancy in the office of city manager shall be filled as soon as possible by the city council. Pending appointment of the city manager or the filling of any vacancy, the city council shall forthwith appoint some other person to perform the duties of the city manager. The appointment of the acting city manager shall be for a term not to exceed three months; provided, however, that a renewal, not to exceed an additional three months may be provided.

- **Sec. 4-6. - Temporary absence.**

The city manager shall designate by letter filed with the city council and city clerk a qualified officer or employee of the city to perform the duties of the city manager during a temporary absence or disability, such officer or employee to be approved by vote of the city council. In the event of failure of the city manager to make such designation or if the officer or employee so designated is for any reason unable to serve, the city council may designate some other qualified officer or employee to perform the duties of the city manager until the city manager shall return.

- **Sec. 4-7. - Powers of the acting or temporary city manager.**

The powers of the acting city manager under section 4-5 and the temporary city manager under section 4-6 shall be limited to matters not admitting of delay; provided, however, that no temporary city manager under section 4-6 shall have the power to make any permanent appointment to, or removal from, any office or position under the city.

- **Sec. 4-8. - Annual review of the city manager.**

Annually the city council shall prepare and deliver to the city manager a written evaluation of the city manager's performance. The President of the Chelsea City Council shall annually appoint a committee to perform the city manager's evaluation.

The city council shall publish in at least one newspaper of general circulation in the city a notice stating the date and time of the city council meeting when the city manager's annual review shall be scheduled. Such notice shall appear at least 14 days before said meeting. (Acts 2002, c. 191, § 6)

Community: Cohasset

Title: Town Manager

Annual Compensation: \$184,569

Community Population: 8,373

Cohasset Town Manager Act Chapter 34



Revised January 16, 2014

Chapter 34

AN ACT PROVIDING FOR A TOWN MANAGER IN THE TOWN OF COHASSET

Be it enacted, etc., as follows:

SECTION 1. Upon the effective date of this act, the Town of Cohasset shall be governed by the provisions of this act.

SECTION 2. Designation of Elected Officials

(a) Upon the effective date of this act, the registered voters of the town of Cohasset shall, in accordance with any applicable laws, by-laws, votes of the town or inter-local agreement continue to elect the following:

- (i) members of the board of selectmen;
- (ii) town moderator;
- (iii) town clerk;
- (iv) school committee members;
- (v) trustees of the Paul Pratt Memorial Library;
- (vi) assessors;
- (vii) board of health members;
- (viii) Cohasset Housing Authority members;
- (ix) planning board members;
- (x) recreation commissioners;
- (xi) sewer commissioners; and
- (xii) water commissioners.

(b) The powers, duties and responsibilities of elected and appointed officials shall be as provided by applicable General Laws, special acts, by-laws and votes of the town, except as otherwise expressly provided herein.

(c) Notwithstanding the election by the voters of the town of the officers named in this section, such officers shall be available to the town manager for consultation, conference and

discussion on matters relating to the officer's respective offices. The town manager may require all such officials, except the board of selectmen, to prepare reports for the town manager necessary for the administration of any of the town manager's responsibilities.

SECTION 3. Powers and Duties of the Board of Selectmen

(a) The executive powers of the town shall be vested in the board of selectmen, who shall have all the powers given to boards of selectmen in the General Laws.

(b) The board of selectmen shall consist of 5 persons elected by the voters of the town. The term of each member of the board of selectmen shall not exceed 3 years or until a successor takes office. The board of selectmen shall annually elect a chairperson from among its members.

(c) The board of selectmen shall serve as the chief goal-setting and policy-making body of the town and shall not normally administer the day-to-day affairs of the town. The board of selectmen shall set guidelines and policy directives that are to be implemented by the town manager and by other officers and employees appointed by or under its authority. The board of selectmen shall have the power to enact rules and regulations to implement policies and to issue interpretations of the rules and regulations.

(d) The board of selectmen shall exercise, through the town manager, general supervision over all matters affecting the interests or welfare of the town.

(e) The board of selectmen shall appoint the town manager, town counsel, independent auditor and assistant or special counsels and all members of committees, boards, and commissions except those positions that the town by-laws provide are to be appointed by the troika, as hereinafter defined, that are elected by the voters or that, unless provided for by this act, may be otherwise appointed by town by-law, or the General Laws. The board of selectmen may make appointments to all positions and committees the board of selectmen creates for special or general purposes. For the purposes of this act, troika, shall mean a group composed of the town moderator, who shall be the chairman of the troika, the chairman of the board of selectmen and the chairman of the advisory committee.

(f) The board of selectmen shall have oversight of such boards, committees, positions or commissions appointed by the board of selectmen.

(g) The board of selectmen shall have the responsibility and authority for licenses and other non- personnel related functions as provided by the General Laws and the by-laws of the town.

(h) The board of selectmen shall be responsible for and shall approve the form and content of all town meeting warrants before such warrants are submitted to town meeting for deliberation.

(i) The board of selectmen shall be responsible for establishing and maintaining a written process for the preparation of the budget. The selectmen shall annually issue 1 or more written budget messages, including fiscal guidelines and the timeline for budget makers, at the beginning of each budget cycle or at a time established by the town by-laws.

(j) The board of selectmen shall review the annual proposed budget prepared by the town manager and make changes as the board of selectmen deems advisable. The town manager shall present the budget which incorporates the changes of the board of selectmen to the town meeting.

SECTION 4. Appointment of the Town Manager

(a) The board of selectmen shall create a search committee to assist in the selection of candidates for the position of town manager. The candidates shall be persons of demonstrated ability with administrative experience in public management or business administration and who are qualified by reason of education and experience. The town shall from time to time, by by-law, establish qualifications for the position of town manager. The board of selectmen, by a majority vote of its full membership, shall appoint a person to perform the duties of town manager. The town manager shall be a citizen of the United States.

(b) No member or former member of the board of selectman shall be eligible to be appointed to the position of the town manager within 15 months of serving on the board of selectmen.

(c) The board of selectmen may enter into a formal contract with the town manager and may set contract terms that shall have precedence over any personnel by-laws.

(d) The town manager may be appointed for successive terms of office, no term of which shall be more than 3 years or until a successor takes office. Before entering upon the duties of the

office, the town manager shall be sworn, in the presence of a majority of the members of the board of selectmen, to the faithful and impartial performance thereof by the town clerk or a notary public.

(e) The town manager shall execute a bond in favor of the town for the faithful performance of the town manager's duties in such sums and with such sureties as may be fixed and approved by the board of selectmen, the cost for which will be borne by the town.

(f) The board of selectmen shall set the compensation for the town manager, not to exceed an amount appropriated by the town meeting.

SECTION 5. Removal of Town Manager

(a) The board of selectmen, by a majority vote of its full membership, may remove the town manager. At least 30 days before such removal shall be effective, the board of selectmen shall file a preliminary written resolution with the town clerk setting forth reasons, if any, for the proposed removal, a copy of which shall be delivered to the town manager.

(b) The town manager may reply in writing to the resolution and may request, in writing, a public hearing; provided, however, that the request for a hearing shall be received by the town clerk not later than 10 days after the town manager's receipt of the resolution. If the town manager so requests, the board of selectmen shall hold a public hearing not earlier than 10 days nor later than 20 days after the filing of such request.

(c) Following the public hearing or, if none, at the expiration of 30 days following the filing of the preliminary resolution, the board of selectmen may adopt a final resolution of removal.

(d) As part of the preliminary resolution, the board of selectmen may suspend the town manager from duty.

(e) Nothing contained herein shall limit the authority of the board of selectmen to suspend or remove the town manager as provided by the laws of the commonwealth.

(f) Any suspension may be with or without pay.

SECTION 5A. Absence or Vacancy of Town Manager

(a) During a temporary absence, not to exceed 30 days, the town manager shall designate by a letter filed with the chair of the board of selectmen, an administrator to perform the duties of the office. Such delegation shall be limited to those matters not allowing for delay during the town manager's absence.

(b) If, in the sole opinion of the board of selectmen, the town manager's designee is unable to effectively perform the duties of the office during the temporary absence of the town manager, the board of selectmen shall have the absolute right to appoint a person to perform the duties of the office; provided, however, that those duties shall be limited to those matters not allowing for delay during the town manager's absence.

(c) During an absence of the town manager for 30 or more days, due to disability, illness or other circumstance, the board of selectmen shall appoint an acting town manager for the duration of the extended absence. Such designation will cease upon the return of the town manager.

(d) If the individual serving as acting town manager is a town officer or employee, the individual shall return to the position held prior to being appointed as the acting town manager.

(e) No member of the board of selectmen shall serve as acting town manager.

(f) If the board of selectmen determines, by majority vote of the full membership, that the town manager will be unable to resume the duties of the job for any reasons, including, but not limited to, resignation, termination or illness, the office of town manager shall be filled as soon as practicable by the board of selectmen, provided that the board of selectmen may appoint an acting town manager to serve until a town manager is appointed.

(g) Notwithstanding the duration of the absence of the town manager, the board of selectmen shall determine the powers and responsibilities of any acting or temporary town manager.

SECTION 5B. Administrative Responsibilities of the Town Manager

(a) The town manager shall be the chief administrative officer of the town and shall be responsible to the board of selectmen for the effective management of all town affairs placed in the town manager's charge by this act, by the board of selectmen, by by-laws or by vote of the

town meeting, and for the implementation of town policies placed in the town manager's charge by the board of selectmen.

(b) The town manager shall supervise all town departments with the exception of the school district and direct day-to-day affairs of the town.

(c) The town manager shall be responsible for seeing that the budget is administered as adopted by town meeting and in accordance with the General Laws, this act and the town by-laws.

(d) The town manager shall advise the board of selectmen of all matters requiring action by the board of selectmen or by the town.

(e) The town manager shall oversee the town's personnel system and staff in accordance with the town by-laws and shall oversee personnel evaluation policies and practices, enforcement of labor contracts, labor relations, collective bargaining and state and federal equal opportunities law compliance in the town.

(f) The town manager shall attend all meetings of the board of selectmen, except when excused, having the right to speak but not vote; and all annual and special town meetings and shall be permitted to speak when recognized by the moderator.

(g) The town manager shall administer, either directly or through a person appointed by the town manager in accordance with this act, the General Laws and special acts applicable to the town, all town by-laws and all regulations established by the board of selectmen.

(h) The town manager shall have access to all information necessary for the proper performance of the duties of town manager in accordance with the town bylaws, except for attorney-client privileged information that is provided to or by the board of selectmen, unless the board of selectmen specifically authorizes such access. Notwithstanding the preceding sentence, the town manager and any person acting under the town manager's supervision, direction or control shall have no authority to access the electronic communications of any town officer or employee, or information maintained in a personal work area or computer of any such officer or employee, unless such access has been approved in advance by the board of selectmen or by a member designated by the board of selectmen to act on such matters.

(i) The town manager may, without notice, cause the affairs of any division or department, except the school district, or the conduct of any officer or employee thereof to be examined.

(j) The town manager shall keep the board of selectmen fully informed regarding all departmental operations, fiscal affairs, general problems and administrative actions and shall submit periodic reports to the board of selectmen.

(k) The town manager shall coordinate the activities among boards, commissions and committees, concerned with long-range municipal planning, including physical or economic development and environmental or resource protection of the town.

(l) The town manager shall be responsible for the maintenance all town buildings, property and facilities, except those under the jurisdiction of the housing authority, sewer commission and water commission, unless requested by those agencies. The town manager shall develop, keep and annually update a full and complete inventory of all property of the town, both real and personal.

(m) Under subsection (H) of section 3, the town manager shall be responsible for the preparation of all town meeting warrants in accordance with the town by-laws and distribute, or cause to be distributed, copies of town meeting warrants to the residences of all registered voters of the town.

(n) Upon request, and with the approval of the board of selectmen, the town manager shall prosecute, defend or compromise all litigation to which the town is party.

(o) The town manager shall keep full and complete records of town manager's office and annually submit to the board of selectmen, unless requested to do so more frequently, a full written report of the operations of the office.

(p) The town manager shall devote full working time to the duties of the office and shall not engage in any business activity during the term of office, except with the written consent of the board of selectmen.

SECTION 5C. Financial Responsibilities of the Town Manager

(a) The town manager shall be the chief financial officer of the town.

(b) The town manager shall be responsible for controlling all appropriated budget expenditures, which includes the power to approve or reject all warrants including payroll for the payment of town funds prepared by the town accountant in accordance with section 56 of chapter 41 of the General Laws.

(c) Annually, the town manager shall be responsible for the preparation of the proposed budget to be included in the annual town meeting warrant. The proposed budget shall be prepared in accordance with the most current budget process by the date set pursuant to subsection (i) of section 3 as approved by the board of selectmen.

(d) The town manager shall submit to the board of selectmen, by the date established pursuant to subsection (i) of section 3, a written proposed budget for the ensuing fiscal year.

(1) The proposed budget shall detail all estimated revenue from all sources, and all proposed expenditures, including debt service, for the previous, current and ensuing 5 fiscal years.

(2) The proposed budget shall detail all estimated expenditures for current operations during the ensuing fiscal year, detailed by agency, department, committee, purpose and position.

(3) In addition, the town manager shall prepare a written proposed capital improvements budget for the ensuing fiscal year and a 5 year forecast, and include both as part of the proposed annual budget.

(4) For the purpose of preparing the budget for the ensuing fiscal year, the town manager shall include an estimate of revenues to be collected and free cash available at the close of the current fiscal year, including estimated balances in special accounts.

(5) The town manager shall report on the estimated funds required to be levied and raised by taxation to defray all expenses and liabilities of the proposed budget together with an estimate of the tax rate necessary to raise such amount and include the information in the proposed budget.

(6) The town manager shall annually submit a town departmental and organizational structure.

(e) The town manager shall submit a preliminary budget and capital plan to the board of selectmen, the advisory committee and the capital budget committee pursuant to the budget process set forth in subsection (i) of section 3. The preliminary budget and capital plan shall be submitted not later than 70 days prior to the date of the annual town meeting.

(f) To assist the town manager in preparing the proposed annual budget of revenue and expenditures, all boards, officers and committees of the town, including the school committee, shall furnish all relevant information in their possession and submit to the town manager, in

writing, in such form as the town manager shall establish, a detailed estimate of the appropriations required and available funds.

(g) The town manager shall keep the board of selectmen informed regarding the availability of federal and state funds and how such funds might relate to unmet long-range needs.

(h) The town manager shall be responsible for filing all grant applications.

(i) After the close of each fiscal year and after the certification of free cash by the department of revenue, the town manager, as soon as practicable, shall cause to have prepared audited financial statements. Upon completion of the audit, the town manager shall promptly distribute the statements to the board of selectmen, chairman of the advisory committee and chairman of the capital budget committee.

SECTION 5D. Appointment Powers of the Town Manager

(a) The town manager shall appoint upon merit and fitness alone, and may remove, the police chief, fire chief and director of finance subject to the selectmen's approval by a majority vote of its full membership whose contracts and any changes thereto shall be approved by the board of selectmen.

(b) The board of selectmen shall appoint members of the conservation commission pursuant to section 8C of chapter 40 of the General Laws.

(c) The town manager shall appoint and may remove all department heads not included in subsection (a), as that term may be defined in the town organization chart established from time to time by the town meeting, and all employees under the direct supervision of the town manager. In addition, the town manager shall appoint and may remove all officers, subordinates and employees for whom no other method of selection is provided in this act, except employees of the school department.

(d) Appointments made by the town manager pursuant to subsection (a) shall become effective 15 days following the date of written notice of the appointment is filed with the board of selectmen, unless the board of selectmen shall, within that period, by a majority of its members present and voting, vote to reject the appointment or removal.

(e) Within the 15 day period, the board of selectmen may, by a majority of its members present and voting, vote to waive its power to reject an appointment pursuant to subsection (d), whereupon the appointment shall become effective immediately.

(f) All appointments by the town manager not included in subsection (a) shall become effective immediately.

(g) Any employee not protected by civil service law or union contract shall have the right to appeal the town manager's decision to discharge that employee to the board of selectmen. The appeal shall be initiated by filing a written notice of appeal with the town manager within 10 calendar days after receiving a written notice of discharge. The appeal shall be conducted pursuant to processes and procedures as may be established from time to time by the town by-laws.

(h) The town manager, subject to any applicable General Laws relating thereto, may temporarily assume the duties of any office which the town manager is authorized to fill by appointment, subject to approval by the board of selectmen.

(i) The town manager may appoint such ad hoc committees as the town manager deems necessary.

SECTION 5E. Collective Bargaining

(a) The town manager or a negotiating committee authorized by the board of selectmen shall negotiate collective bargaining contracts on behalf of the board of selectmen; provided, however, that such contracts shall be subject to approval, ratification and execution by the board of selectmen.

(b) The board of selectmen may authorize use of additional counsel or persons to assist the town manager or negotiating committee in the negotiations at their request.

SECTION 5F. Procurement

(a) The town manager shall be the chief procurement officer and shall be responsible for purchasing for all town functions and departments, pursuant to chapter 30B of the General Laws and all other applicable statutes, procedures and by-laws.

(b) The town manager may, at the request of the school committee, delegate such duties for school department purchasing. (Sections 1 thru 5 revised 1/16/2014)

SECTION 6. The organization of the town into operating agencies may be accomplished through either of the methods provided in this section.

i. Subject only to express prohibitions in the Constitution of the Commonwealth and general and special laws and provisions of this act, the Board of Selectmen or the Town Manager may petition the Town Meeting, and, the Town Meeting may, by bylaw, reorganize, consolidate, or abolish any town agency, in whole or in part; establish such new town agencies as it deems necessary or advisable and may prescribe the functions of any such town agency; provided, however, that no function assigned by this act to a particular town agency may be discontinued or, unless the act specifically so provides, assigned to any other

ii. Nothing contained herein shall limit the authority of the Town to petition the general court for special legislation to organize operating agencies within the Town.

SECTION 7. All laws, bylaws, votes, rules and regulations whether enacted by authority of the Town or any other authority, which are in force in the Town of Cohasset on the effective date of this act, or any portion or portions thereof, not inconsistent with the provisions of this act, shall continue in full force and effect until otherwise provided by other law, bylaws, votes, rules and regulations, respectively.

SECTION 8. No contract existing and no action at law or suit in equity, or other proceeding pending on the effective date of this act, or the time of revocation of such acceptance, shall be affected by such acceptance or revocation of this act.

SECTION 9. Any person holding a town office or employment under the Town shall retain such office or employment and shall continue to perform his duties until provisions shall have been made in accordance with this act for the performance of said duties by another person or agency. No person who continues in the permanent full-time service or employment of the Town shall forfeit his pay grade or time in service. The position of town administrator to the Board of Selectmen shall be terminated upon approval of Town Meeting proposal by the Town Manager and subsequent approval by the general court.

SECTION 10. This act shall take effect on July 1, 1997

Approved June 30, 1997

Revisions to Act:

- Section 4 (C) (iii) and Section 4 (C) (v)(k) per Annual Town Meeting March 28, 1998, Article 30, Chapter 421 of the Acts of 1998
- Section 4 (c) iii per Annual Town Meeting March 25, 2000 Article 22, Chapter 330 of the Acts of 2000
- Sections 1 thru 6 revised per Annual Town Meeting April 22, 2013, Article 8, Chapter 3 of the Acts of 2014.

Community: Dracut

Title: Town Manager

Annual Compensation: \$186,823

Community Population: 32,159

(b) Powers and Duties - The Planning Board shall make studies and prepare plans concerning the resources, possibilities and needs of the Town. The Planning Board shall have the power to regulate the sub-division of land within the Town by the adoption of rules and regulations governing such development. The Planning Board shall annually report to the Town Manager giving information regarding the condition of the Town and any plans or proposals known to it affecting the resources, possibilities and needs of the Town. The Planning Board shall have all of the powers and duties given to Planning Boards under the constitution and General Laws of the Commonwealth, and such additional powers and duties as may be authorized by the Charter, by Bylaw or by other Town Meeting vote.

Section 10 Housing Authority

(a) Composition; Term of Office - There shall be a Housing Authority consisting of five members. Four members shall be chosen by ballot; the fifth member shall be a resident of the Town, appointed by the Department of Community Affairs or as otherwise provided by law. Housing Authority members shall serve five-year terms, so arranged that one term shall expire each year.

(b) Powers and Duties – The Housing Authority shall have all of the powers and duties given to Housing Authorities under the constitution and General Laws of the Commonwealth, and such additional powers and duties as may be authorized by the Charter, by Bylaw or by other Town Meeting vote.

ARTICLE 4 TOWN MANAGER

Section 1 Appointment; Qualifications; Term

The Board of Selectmen shall appoint a Town Manager without term and fix his/her compensation within the amount annually appropriated for that purpose. The office of Town Manager shall not be subject to the Personnel Bylaw. The Town Manager shall be appointed solely on the basis of his or her executive and administrative qualifications. He or she shall be a professionally qualified person of proven ability, especially fitted by education, training and previous experience. He or she shall have had five (5) years of full-time paid experience as a City or Town Manager, or as an Assistant City or Town Manager or as a Chief Financial Officer of a city or town, or other equivalent public sector experience, or the equivalent level private sector experience.

The terms of the Town Manager's employment shall be the subject of a written agreement setting forth his or her compensation, vacation, sick leave benefits, and such other matters, excluding tenure, as are customarily included. He or she shall not have served in an elective office in the Town government for at least five years prior to his or her appointment. He or she shall devote full time to the office and shall not hold any other public office, elective or appointive, nor engage in any other business or occupation during his or her term.

Section 2 Powers and Duties

The Town Manager shall be the Chief Administrative Officer of the Town and shall be responsible to the Board of Selectmen for the proper administration of all Town affairs placed in his/her charge by or under the Charter. He/she shall have the following powers and duties:

(a) He/she shall supervise and be responsible for the efficient administration of all functions under his/her control, as may be authorized by the Charter, by Bylaw, by other Town Meeting vote or by the Board of Selectmen, including all officers, appointed by him/her and their respective departments.

(b) He/she shall appoint, and may remove subject to the civil service laws where applicable, the Conservation Commission, Fence Viewer, Industrial Development, Industrial Redevelopment Authority, Personnel Board, Recreation Commission, Redevelopment Authority, Street Lighting Committee, Zoning and Building Boards of Appeals, all department heads, all officers and all subordinates and employees for whom no other method of appointment is provided in the Charter, except persons serving under other elected agencies and appointments made by representatives of the Commonwealth. The Town Manager's appointment of the Police Chief, Fire Chief, Highway Surveyor, Park Superintendent, Tree Warden and Animal Control Officer shall be subject to approval of the Board of Selectmen.

(c) He/she shall be entrusted with the administration of all personnel policies, practices and related matters for all municipal employees as established by any compensation plan, personnel policy guide or Bylaw, and all collective bargaining agreements entered into by the Board of Selectmen on behalf of the Town.

(d) He/she shall fix the compensation of all Town officers and employees appointed by him/her within the limits established by appropriations and any compensation plan adopted by the Town Meeting.

(e) He/she shall attend all regular and special meetings of the Board of Selectmen, except meetings at which his/her own removal is to be discussed, unless excused at his/her own request, and shall have a voice, but no vote, in all discussions.

(f) He/she shall attend all sessions of the Town Meetings and shall answer all questions directed to him/her that are related to this office.

(g) He/she shall see that all of the provisions of the General Laws, of the Charter, of the Bylaws and other Town Meeting votes, and of the Board of Selectmen that require enforcement by him/her, or officers and employees subject to his/her direction and supervision, are faithfully carried out.

(h) He/she shall prepare and submit a proposed annual operating budget and a proposed capital improvement program as provided in Article 6.

(i) He/she shall assure that a full and complete record of the financial and administrative activities of the Town is kept and shall render a full report to the Board of Selectmen at the end of each fiscal year and at such other times as may be required.

(j) He/she shall keep the Board of Selectmen fully informed as to the financial condition and needs of the Town, and shall make such recommendations to the Board of Selectmen as he/she deems necessary or expedient.

(k) He/she shall have full jurisdiction over the rental and use of all Town facilities, except schools and properties designated by Bylaw or other Town Meeting vote. He/she shall be responsible for the maintenance and repair of all Town property which he/she designated to be under his/her control or by the Charter, by Bylaw or by other Town Meeting vote.

(l) He/she may at any time inquire into the conduct of any officer, employee or department under his control.

(m) He/she shall keep a full and complete inventory of all property of substantial value belonging to the Town, both real and personal.

(n) He/she shall be responsible for the negotiation of all contracts involving any subject within his jurisdiction and approve the awarding thereof.

(o) He/she shall be responsible for purchasing all supplies, materials and equipment, except those items which fall under the school committee budget and shall approve the award of all contracts for all departments and activities of the Town. He/she shall examine and inspect or cause to be examined and inspected, the quality, quantity and conditions of materials, supplies or equipment delivered to or received by any Town agency. He/she may examine services performed for any Town agency secured through the purchasing procedure.

(p) He/she shall perform any other duties required of him/her by the Charter, by Bylaw, by other Town Meeting vote or by the Board of Selectman.

Section 3 Acting Town Manager

(a) Temporary Absence - By letter filed with the Town Clerk and Board of Selectmen, the Town Manager shall designate a qualified Town administrative officer or employee to exercise the powers and perform the duties of the Town Manager during his/her temporary absence. During the absence of the Town Manager, the Board of Selectmen may not revoke such designation until at least thirty days have elapsed whereupon it may appoint another qualified town administrative officer or employee to serve as Acting Town Manager until the Town Manager returns.

(b) Vacancy - When the office of Town Manager is vacant, or the Town Manager is under suspension as provided in section 4, the Board of Selectman shall appoint a qualified Town administrative officer or employee to serve as Acting Town Manager until the vacancy is filled or the suspension has been terminated. The Selectmen shall start a recruitment program for a new Town Manager within thirty days of their appointment of an Acting Town Manager and shall appoint a new Town Manager within one hundred twenty days.

Section 4 Removal Procedure

The Board of Selectmen may remove the Town Manager from office after first applying the following procedures:

(a) Notice - By affirmative vote of a majority of all of its members the Board of Selectmen may adopt a preliminary resolution of removal setting forth in reasonable detail the reason or reasons for the proposed removal. The preliminary resolution may suspend the Town Manager for a period not to exceed forty-five days. A copy of the resolution shall be delivered to the Town Manager forthwith following the adoption.

(b) Public Hearing - Within five days after the delivery of the preliminary resolution of removal, the Town Manger may request a public hearing on the reasons cited for removal by filing a written request therefor with the Board of Selectman. The hearing shall be convened by the Board of Selectman not less than twenty nor more than thirty days after a request is filed. Not less than five days prior written notice of the date upon which the hearing will commence shall be given to the Town Manager. The time limitation set herein may be waived in writing by the Town Manager. The Town Manager shall be entitled to file a written statement with the Board of Selectmen responding to the reasons cited for the proposed removal, provided the same is received by the Board of Selectmen not less than forty-eight hours in advance of the time set for the commencement of the public hearing. The Town Manager may be represented by counsel at the public hearing. He shall be entitled to present evidence, call witnesses and, personally or through counsel, question any witnesses appearing at hearing.

(c) Removal - If the Town Manger does not request a public hearing, then upon the expiration of ten days from the date of delivery to him/her of the preliminary resolution of removal, or if the Town Manager does request a public hearing, then five days from the completion of the public hearing or forty-five days from the date of the adoption of the preliminary resolution, whichever occurs later; the Board of Selectmen may by the affirmative vote of a majority of all of its members adopt a final resolution of removal that shall be effective upon adoption. Failure to adopt a final resolution of removal within the time limitations provided in this section shall nullify the preliminary resolution of removal. The action of the Board of Selectmen in suspending or removing the Town Manger shall be final, it being the intention of this provision to vest all authority and fix all responsibility for such suspension or removal in the Board of Selectmen. The Town Manager shall continue to receive his salary until a final resolution of removal has become effective.

ARTICLE 5

ADMINISTRATIVE ORGANIZATION

Section 1 Creation of Departments, Division, Agencies and Offices

The organization of the Town into operating agencies may be accomplished through either method provide in this section.

(a) Bylaws - Subject only to express prohibition in the constitution, the General Laws or the Charter, the Town Meeting may, by Bylaw, reorganize, consolidate, or abolish any Town agencies in whole or in part and establish such new Town agencies as it deems necessary or advisable. It may prescribe the functions of any Town agency; provided, however, that no function assigned by the Charter to a particular Town agency may be discontinued, or unless the Charter so provides, assigned to any other.

(b) Administrative Code - Subject only to express prohibitions in the constitution, the General Laws or the Charter, the Board of Selectmen, upon the recommendation of the Town Manager, may from time to time prepare and submit to the Town Meeting for approval as an administrative code a plan of organization or reorganization, or amendments to any existing plan for the orderly, efficient, or convenient conduct of the business of the Town.

The Board of Selectmen may, upon the recommendation of the Town Manager, through an administrative code, reorganize, consolidate or abolish any Town agencies in whole or in part and establish such new Town agencies as it deems necessary or advisable. It may prescribe the functions of any Town agency and, for such purpose, transfer the powers and duties and, so far as is consistent with the use for which the funds were voted by the Town, transfer the appropriations of one Town agency to another; provided, however, that no function assigned by the Charter to a particular Town agency may be discontinued, or unless the Charter specifically so provides, assigned to any other.

Prior to the adoption of such a plan, the Board of Selectmen shall hold one or more public hearings on the proposal giving notice by publication in a local newspaper not less than seven days in advance, which notice shall describe the scope of the proposal and the time and place at which the hearing shall be held. Following such public hearing, the Board of Selectmen shall submit to the Town Meeting, by warrant article, its proposal, which it may have modified subsequent to the public hearing.

An organization or reorganization plan shall become effective at the expiration of ninety days following the date of the Town Meeting at which the proposal is submitted, unless the Town Meeting shall, by majority vote within that time, vote to disapprove the plan. The Town Meeting may vote only to approve or disapprove the plan and may not vote to amend or alter it.

Community: East Longmeadow

Title: Town Manager

Annual Compensation: \$192,851

Community Population: 16,370

EAST LONGMEADOW, MA

Town Manager Recruitment Profile



COMMUNITY

East Longmeadow, Massachusetts is a vibrant town with a population of 16,500+ and is a growing community located in the Pioneer Valley region of Western Massachusetts. The Town is a residential community with a large industrial section and has a mix of semirural and suburban areas along with growing retail and commercial sectors.

ADMINISTRATION

The Town Manager is appointed by a seven-member Town Council. The Town has talented department heads to help the Town Manager achieve the Town's goals and objectives. Recently hired are the Director of Municipal Finance, Building Commissioner, and Health Director. The Town Shares a Veterans Service Officer with 2 other municipalities and is part of the WestComm Emergency Response District. The Town Manager is expected to be active in both organizations.



CHALLENGES AND OPPORTUNITIES

Strategic Planning

The Town adopted an updated Master Plan in July 2021 which serves as a blueprint for the future, guides regulatory changes, land use policies, budgeting decisions, and all community decision making. The next Town Manager will play an important role in the implementation of this strategic plan.

Economic Development

East Longmeadow's updated master plan is focused on balancing residential neighborhoods with the need for commercial, industrial, and retail investment. Several small upscale housing subdivisions, with about a dozen homes each, have been constructed during the past two years. The Town has water and sewer available throughout the community and is pursuing a Municipal Light Plant status to enable it to provide utilities.

Capital Planning

East Longmeadow has a number of future capital needs. The Town's high school is aging and a proposal has been accepted by the MSBA program. At its February 2nd meeting, the ELHS Building Committee unanimously selected the preferred design concept for the future High School as a New Construction. A police station renovation/reconstruction project has not yet been funded. The Town has a long-term Comprehensive Capital Improvement plan in place.

Finances

East Longmeadow has a Standard and Poor's rating of AA+ and a Moody's rating of Aa2. The Town is fiscally conservative, and the next Town Manager is expected to run a tight fiscal ship. The FY23 tax rate is \$19.20 which was a 5.37% reduction from FY2022. Given the state-mandated cap of \$25.00 and expected future building projects, the Town needs to keep a tight rein on spending. Maintaining or improving East Longmeadow's financial strength and bond rating while keeping tax increases to a minimum are priorities. Nearly 60% of the Town's revenue comes from the tax levy, with close to 20% from state aid. The FY23 Budget is \$65,430,066 million.



APPLICATION/SELECTION

The Town of East Longmeadow is seeking a Town Manager with a strong community focus to serve as its Chief Executive Officer. The Town Manager will be responsible for assuring effective management of Town affairs and operations, ensuring all the provisions of the Town Charter and General Laws are carried out. The ideal candidate will have proven skills in personnel administration, municipal management, labor relations, municipal finance, and a commitment to community.

Please apply online and include a letter of interest and resume at

<https://www.eastlongmeadowma.gov/> or submit your letter of interest and resume to: joan.iwanicki@eastlongmeadowma.gov

Or mail to: HR Department, 60 Center Square, East Longmeadow, MA 01028.

A complete position description may be obtained by contacting the Human Resources Department at 413-525-5400.

Resumes will be screened, and selected candidates will be invited to participate in the interview process. Final Selection will be made by the Town Council.

Important Links

[Town of East Longmeadow](#)

[Town Charter](#)

[General Bylaws](#)

[Financial Reports](#)

[Town History](#)

[Open Checkbook](#)

[Town Council](#)

[Annual Reports](#)

THE IDEAL CANDIDATE

The next Town Manager will be:

- Experienced as a town manager, assistant town manager, or have equivalent public or private sector level experience.
- Skilled in municipal administration, personnel management, communications, finance, project management, grant writing, and time management.
- Collaborative, community-focused, team-oriented, innovative, and decisive.
- Knowledgeable of best practices for municipal operations.
- Skilled in use of traditional and modern communication tools.
- Able to make tough decisions and to work collaboratively with the Town Council.
- Proven leadership with the ability to delegate effectively, build morale, and problem solve.
- Creative and a self-starter who thinks outside the box.
- Willing to serve as an ambassador of, and advocate for employees and the community.
- Possess a strong work ethic and inspire trust and confidence.
- A person with solid ethics and a commitment to the standards for municipal management professionals.

QUALIFICATIONS

Bachelor's degree, Master's preferred, in Public Administration or related field and experience as a City/Town Manager or Assistant City/Town Manager or equivalent, with experience in Municipal Leadership, Municipal Finance, Human Resources, Economic Development, Community and Capital Planning and Project Management.

SALARY AND BENEFITS

The successful candidate will receive an attractive compensation package including paid time off, health and retirement plans, commensurate with qualifications and experience. Residency is required within twelve months however the Town Council may extend or waive the residency requirement. \$135K+/- DOQ or commensurate with qualifications and experience.

Please apply online at: <https://www.eastlongmeadowma.gov/> or submit your letter of interest and resume to The HR Department. Resumes will be screened, and selected candidates will be invited to participate in the interview process. Final Selection will be made by the Town Council. The Town of East Longmeadow is an equal opportunity employer. M/F/D/V and does not discriminate based on race, creed, gender, national origin, age, disability, marital or veteran status, sexual preference or any other legally protected status.

Community: Foxborough

Title: Town Manager

Annual Compensation: \$205,000

Community Population: 18,519

Town Manager – Foxborough, MA

SECTION 4. (A) The town manager shall be the chief administrative officer of the town and shall act as the agent for the BOS. He shall be responsible to the BOS for coordinating and administering all town affairs under the jurisdiction of the BOS.

(B) The town manager's powers and duties shall include, but not be limited to, the following:-

(1) Implement the policies of the BOS.

(2) Attend all meetings of the BOS, except when excused and have the right to speak on all matters that come before the board.

(3) Attend all town meetings and be permitted to speak when recognized by the moderator.

(4) Manage and direct the daily reporting and supervision of the following town departments: building commission, council on aging, police, civil defense, animal control officer, gas inspector, plumbing inspector, wiring inspector and weights and measures inspector, recreation, highway, tree and park, finance, finance director, collector, treasurer, accounting, veterans, town counsel, other committees appointed by and under the jurisdiction of the BOS. The appointment and removal of the town finance director shall remain with the BOS.

(5) Approve all warrants for the payment of town funds as prepared by the town accountant in accordance with section 56 of chapter 41 of the General Laws.

(6) Administer the town's personnel policies, compensation plans and employee benefits program.

(7) Contract and administer the town's insurance policies, including the ability to settle claims. All new contracts must receive the approval of the BOS.

(8) Appoint and remove, with just cause, all department heads and employees of departments under the direct control of the town manager. For those town employees under the jurisdiction of another governing body or departmental head such as the town planner, health agent, water and sewer employees, library director and library employees, town clerk and staff and fire department, appointments and removals shall be conducted by the appropriate governing body or department head, through the town manager. In all cases, the established policies and procedures of the town's personnel by-laws shall provide the structure for the administration of any personnel issues.

(9) The BOS shall have the right to veto any department head level appointments or removals. A majority vote of the full BOS shall be required to enact a veto. The town

manager shall have the authority to reorganize any departmental structures under his jurisdiction. The BOS shall have the right to veto any such reorganizations. A majority vote of the full BOS shall be required to enact a veto.

(10) Negotiate all collective bargaining contracts on behalf of the town, with the exception of the school department contracts, under the guidance of the BOS. The town manager may seek the assistance of labor counsel, as he deems necessary to effect successful negotiations. All final agreements must receive the approval of the BOS.

(11) Establish compensation packages for all town employees not subject to a collective bargaining agreement under the guidance of the BOS. All final agreements must receive the approval of the BOS.

(12) Submit to the BOS a written proposed budget for town government for the ensuing fiscal year, including the school department. The proposed budget shall detail all estimated revenue from all sources, and all proposed expenditures, including debt service for the previous, current and ensuing years. It shall include proposed expenditures for both current operations and capital projects during the ensuing year, detailed by department, committee, agency, purpose and position and proposed financing methods. The proposed budget shall include estimated revenues and free cash available at the close of the fiscal year, including estimated balances in special accounts. The town may by by-law establish additional financial information and reports to be provided by the town manager.

(13) Report on the probable amount required to be levied and raised by taxation to defray all expenses and liabilities of the town together with an estimate of the tax rate necessary to raise such amount.

(14) Establish calendar dates on or before which the proposed budget, revenue statement and tax rate estimate are to be submitted to the BOS, as required by subsection 13 of the town of Foxborough, general by-law, shall be as specified by by-law.

(15) To assist the town manager in preparing the proposed annual budget of revenue and expenditures, the finance director, all boards, officers and committees of the town, including the school committee, shall furnish all relevant information in their possession and submit to the town manager, in writing in such form as the town manager shall establish, a detailed estimate of the appropriations required and available funds.

(16) Submit annually to the BOS a 5 year capital improvements program to include: (a) a list of all capital improvements and supporting data proposed to be undertaken during the next 5 years; (b) cost estimates, methods of financing and recommended time schedule; and (c) the estimated annual cost of operating and maintaining any facility to be constructed or acquired. A capital improvement shall be defined by town by-law.

(17) Advise the BOS periodically, at least monthly, of all departmental year to date expenses. Advise the BOS periodically, at least monthly, of the town's year to date revenues. Direct action as deemed necessary to ensure that all operating and capital budgets under the direct control of the town manager are maintained in accordance with the town meeting vote that approved those budgets. Coordinate efforts with the governing bodies of those departments not under the direct supervision of the town manager to ensure that those operating and capital budgets are maintained in accordance with the town meeting vote that approved those budgets.

(18) Keep full and complete records of the office and annually submit to the BOS, unless requested to do so more frequently, a full report of the operations of the office of the town manager.

(19) Be responsible for coordination of operational and strategic planning for the town.

(20) Serve as the town's procurement officer.

(21) Manage and be responsible for all the town buildings, properties and facilities, except those under the jurisdiction of the school committee, library trustees, fire chief and the board of water and sewer commissioners, unless requested by that agency.

(22) Prepare application of all town warrants for approval by the BOS.

(23) Prosecute, defend or comprise all litigation for or against the town in accordance with the guidance provided by the BOS.

(24) Delegate and direct any qualified town official or employee to carry out any duty that is within the authority of the town manager.

(25) During his temporary absence, the town manager may designate by letter filed with the BOS a qualified administrative employee or officer to exercise the powers and perform the duties of the town manager as approved by the BOS.

(26) Perform any other duties or tasks assigned by the BOS.

SECTION 5. The town manager of the town of Foxborough shall have access to all municipal books, papers and documents or information necessary for the proper performance of the duties of the town manager. The town manager may, without notice, cause the affairs of any division or department under the manager's supervision for the conduct of any officer or employee thereof to be examined.

Community: Great Barrington

Title: Town Manager

Annual Compensation: \$122,400

Community Population: 7,164

Section 4. Qualifications and Appointment of Town Manager.

- (a) Appointment by Selectboard. The selectboard, by a majority vote of its full membership, shall appoint a town manager for the town of Great Barrington.
- (b) Qualifications and Residence. The town manager shall have a bachelor's degree in public administration or a similar discipline and shall have 5 years of full-time paid experience in a supervisory administrative position in municipal government. A master's degree may be substituted for not more than 2 years of paid experience. The town manager shall be appointed without regard to political designation. The town manager shall be a citizen of the United States. If not already a resident of the town or commonwealth at the time of appointment, the town manager shall become a resident of the town within 1 year after the appointment, unless excused by the selectboard.
- (c) Evaluation. The selectboard shall conduct an annual evaluation of the town manager's job performance. The evaluation shall be reviewed at a public session.
- (d) Term. The town manager may be appointed for successive terms of office. No term shall exceed 3 years.
- (e) Oath of Office. Before entering upon the duties of the office, the town manager shall be sworn into the faithful and impartial performance thereof by the town clerk or notary public.
- (f) Bond. The town manager shall execute a bond in favor of the town of Great Barrington for faithful performance of the duties of the office in such sums and with such sureties as may be fixed or approved by the selectboard. The cost of the bond shall be borne by the town.

Section 6. Powers and Duties of the Town Manager.

- (a) General Responsibility. The town manager shall be the chief administrative officer of the town and shall be responsible to the selectboard for the effective management of all town affairs under the town manager's supervision.

The town manager shall administer, either directly or through a person appointed by the town manager in accordance with this act, all provisions of general and special laws applicable to the town, all by-laws and all regulations established by the selectboard.

- (b) Financial Responsibilities. The town manager shall be the chief financial officer of the town. The town manager shall be responsible for preparing the town budget, filing grant applications and controlling budget expenditures, including approval of the warrant for the payment of town funds prepared by the town treasurer in accordance with section 56 of chapter 41 of the General Laws for approval by the selectboard.
- (c) Budget Responsibility and Process.
 - (1) Budget. The town manager shall submit to the selectboard and finance committee a written proposed budget for town government for the ensuing fiscal year, including the budget as proposed by the school committee. The proposed budget shall detail all estimated revenue from all sources and all proposed expenditures, including debt service for the previous, current and ensuing years. It shall include proposed

expenditures for both current operations and capital projects during the ensuing year, detailed by agency, department, committee, purpose and position, together with proposed financing methods. The proposed budget shall include estimated surplus revenue and free cash available at the close of the fiscal year, including estimated balances in special accounts. The town, by by-law, or the selectboard may establish additional financial information and reports to be provided by the town manager.

- (2) Tax Rate Estimate. The town manager shall report on the probable amount required to be levied and raised by taxation to defray all expenses and liabilities of the town, together with an estimate of the tax rate necessary to raise such amount.
 - (3) Budget Process Deadlines. The selectboard and the finance committee shall specify the calendar dates on or before which the proposed budget, revenue statement and tax rate estimate are to be submitted to the selectboard and the finance committee.
 - (4) Input from Departments, Boards and Committees. All town boards, officers, department heads and committees shall furnish the town manager with relevant information, in writing, of the appropriations required and the available funds.
- (d) Other Powers and Duties of Town Manager.
- (1) Planning and Operation. The town manager shall be responsible for coordinating the strategic planning and operations of the town.
 - (2) Supervision and Consultation. The town manager shall supervise all town departments, except the school department, and direct town operations. The town manager may seek advice from town boards and committees and may appoint ad hoc committees.
 - (3) Personnel Appointment and Removal. The town manager may appoint and establish compensation on the basis of merit and qualifications and may remove with just cause, all employees of the town of Great Barrington, except for positions that are appointed by the selectboard including, but not limited to, the following positions and staff: administrative assistant, animal control officer, board of assessors, buildings and grounds, building inspector, cemetery commissioners, cemetery superintendent, civil defense director, communications committee, council on aging and director, crossing guards, department of public works superintendent - town engineer, fire chief and assistant, gas inspector, highway superintendent, Housatonic War memorial building committee, keeper of the lockup, library director and staff, parking clerk, parking enforcement officers, parks and recreation, parks commissioners, police chief and officers according to civil service, recycling committee, right to know, sanitation superintendent, sealer of weights and measures, special police officers, town accountant, town clerk, town collector, town planner, town treasurer, tree warden, veterans service and wire inspector and deputy wire inspector.
 - (4) Override by the Selectboard. The selectboard, by a majority vote of the entire board, after thorough investigation and for just cause, may reverse a decision made by the town manager about hiring, appointing, compensating or removing town employees and committee members. The vote of the selectboard under this paragraph shall be completed within 30 days of the decision by the town manager.

- (5) Temporary Assumption of Other Duties. The town manager, with the consent of the selectboard, may assume, temporarily and for no additional compensation, the duties of any office that the town manager is authorized to fill by appointment, subject to any applicable General Laws.
- (6) Personnel Management. The personnel management powers, duties and responsibilities of the town manager shall include, but are not limited to:
 - (i) administering and adopting personnel policies, practices or rules and regulations, any compensation plan and any related matters for all town employees and administering all collective bargaining agreements entered into by the town;
 - (ii) setting the compensation of all town employees and officers within the limits established by appropriation and any applicable compensation plan or collective bargaining agreement; and
 - (iii) being responsible for the negotiations of all contracts with town employees over wages and other terms and conditions of employment; provided, however, that such contracts shall be subject to the approval of the selectboard and the town manager may, subject to the approval of the selectboard, employ special counsel to help perform these duties.
- (7) Records. The town manager shall keep complete records of the office.
- (8) Reports. The town manager shall provide reports to boards, committees and town meetings as needed.
- (9) Notice to Selectboard. The town manager shall advise the selectboard of all matters requiring action by the selectboard or the town.
- (10) Meetings. The town manager shall attend all meetings of the selectboard and all town meetings. The town manager shall be permitted to speak when recognized by the chair or moderator.
- (11) Purchasing Agent. The town manager shall be the purchasing agent for all town departments and activities pursuant to the General Laws.
- (12) Property. The town manager shall be responsible for all town buildings, property and facilities.
- (13) Contracts. The town manager shall be responsible for the negotiation of all contracts.
- (14) Counsel. The town manager shall be the selectboard's liaison to town counsel and shall inform the board of all communications with town counsel.
- (15) Complaints. The town manager shall receive and address all citizens' complaints and concerns and maintain a record of actions or responses.
- (16) Insurance. The town manager shall be responsible for managing all town insurance programs.
- (17) Public Representation. The town manager shall represent the town at local, state and

regional meetings and undertake public relations activities as directed by the selectboard.

- (18) Rates and Fees. The town manager shall recommend to the selectboard sewer rates, landfill fees and other fees in accordance with the General Laws. After a public hearing, the selectboard shall set such rates and fees.
- (19) Other Duties. The town manager shall perform such other duties consistent with the office as may be required by by-law, vote of the selectboard or town meeting.

Community: Hanover

Title: Town Manager

Annual Compensation: \$158,200

Community Population: 14,871

**CHAPTER 67 OF THE ACTS OF 2009 – AN ACT ESTABLISHING A TOWN
MANAGER FORM OF GOVERNMENT FOR THE TOWN OF HANOVER,
INCLUDING THE APPROVED AMENDMENTS OF CHAPTER 141 OF THE ACTS
OF 2013 AND OF CHAPTER 344 OF THE ACTS OF 2018 AND OF CHAPTER 22 OF THE
ACTS OF 2023.**

Be it enacted by the Senate and House of Representatives in General Court assembled, and by the authority of the same, as follows:

SECTION 1. CONTINUATION OF EXISTING GOVERNMENT

(A) Continuation of Existing Laws

All laws, by-laws, rules and regulations of or pertaining to the town of Hanover which are in force on the effective date of this act and which are not inconsistent with the provisions of this act, shall continue in full force and effect until amended or repealed. Elected and appointed officers, boards, commissions and committees shall have all of the powers, duties and responsibilities, which are in force on the effective date of this act that are not inconsistent with this act, which are given to the respective officers, boards, commissions and committees by law, this act, town by-law or by vote of town meeting.

If any provision of this act conflicts with any provision of any law, by-law, rule or regulation of the town of Hanover, this act shall govern.

(B) Continuation of Personnel

Any office or position in the administrative service of the town of Hanover and incumbents in such offices, on the effective date of this act shall continue to function as the office, position or incumbent did previously until a change in such office, position or incumbent is effected in accordance with the provisions of this act.

SECTION 2. SELECT BOARD

(A) Composition

There shall be a Select Board consisting of 5 members elected for terms of 3 years each, so arranged that the term of office of as nearly an equal number of members as is possible shall expire each year.

(B) Vacancy in Office

Vacancies in the office of Select Board shall be filled by a special election in accordance with the provisions of the General Laws.

(C) Executive Powers

The executive powers of the town shall be vested in the Select Board which shall serve as the chief policy making body of the town.

(1) The Select Board shall have all of the executive powers given to Select Boards by the General Laws except for those granted to the town manager. The Select Board shall be authorized to enter into intergovernmental or public or private agreements on such terms as it deems beneficial to the citizens of the town of Hanover.

TOWN OF HANOVER TOWN MANAGER ACT, AS AMENDED IN 2013, 2018, and 2022

And as signed by the Governor July 18, 2023

(2) The Select Board shall be responsible for the formulation and promulgation of policy directives and guidelines to be followed by all town agencies serving under it, and in conjunction with other elected town officers and multiple member bodies to develop and promulgate policy guidelines designed to bring the operation of all town agencies into harmony; provided, however, that nothing in this section shall be construed to authorize any member of the Select Board, or a majority of such members, to become involved in the day-to-day administration of any town agency. It is the intention of this provision that the Select Board shall act only through the adoption of broad policy guidelines, which are to be implemented by officers and employees serving under it.

(3) The Select Board shall cause the by-laws, rules and regulations for the government of the town to be enforced and shall cause an up-to-date record of all its official acts to be kept.

(4) The Select Board shall appoint the town manager and town counsel, and approve the hire of the town audit firm, which shall be chosen by the town manager.

(5) The Select Board shall be the licensing board of the town and shall have the power to issue licenses, to make all necessary rules and regulations regarding the issuance of such licenses, and to attach such conditions and restrictions thereto as it deems to be in the public interest. The Select Board shall enforce the laws relating to all businesses for which it issues such licenses. The Select Board under this act may delegate or reorganize any local licensing authority or process notwithstanding any general laws relating to local governance to the contrary.

(6) The Select Board shall be responsible for providing timely audits as required by law. The audits shall be made by a certified public accountant, or firm of such accountants, who have no personal interests, direct or indirect, in the fiscal affairs of the town government of the town of Hanover or any of its officers.

(7) The Select Board, in consultation with the town manager, shall develop a personnel system to include, but not be limited to, classifications and pay schedules, benefit programs, personnel and hiring policies and practices and regulations for town employees. *(Amended 2013)*

SECTION 3. TOWN MANAGER

(A) Appointments, Qualifications, Terms of Office and Employment

(1) Appointment

After the establishment of the 5-member Select Board, there shall be established in the town of Hanover the office of town manager, who shall be appointed by the Select Board for a term not to exceed 3 years, as the board may determine, and may be appointed for successive terms of office.

(2) Qualifications

The town manager shall be a person of demonstrated ability with administrative experience in public management or business administration and who is qualified by reason of education and experience.

(3) Terms of Office

The town manager shall devote full-time to the duties of said office and shall not engage in any other business or occupation during such employment by the town. The town manager shall hold no elective office in the town while serving as town manager, but the Select Board may appoint the

town manager to any non-elective office or position consistent with the responsibilities of the town manager. Before entering upon his duties, the town manager shall be sworn to the faithful and impartial performance thereof by the town clerk. The town manager shall not have served in an elected office for the town of Hanover for at least 24 months prior to his appointment.

(4) Terms of Employment

(a) Additional Qualifications

The Select Board may, from time to time, establish additional qualifications for the position of town manager. To the extent permitted by law, the terms of the town manager's employment may be the subject of a written agreement between the parties setting forth the length of service, compensation, annual review, vacation, sick leave, benefits and such other matters, excluding tenure, as are customarily included in an employment contract.

(b) Compensation

The Select Board shall set the compensation of the town manager, not to exceed the amount appropriated by the town meeting.

SECTION 4. TOWN MANAGER - POWERS AND DUTIES

The town manager shall be the chief executive officer of the town. The town manager shall be responsible to the Select Board for the effective management of all town affairs placed in the town manager's charge by this act, the Select Board or vote of the town meeting. The town manager shall be responsible for the implementation of town policies established by the Select Board. The functions and duties of the town manager shall include, but not be limited to, the functions and duties in subsections (A), (B) and (C).

(A) Powers of Appointment

(1) The town manager shall appoint and remove all non-elected department heads and approve the appointment and removal of all other town employees except employees of the school department. The town manager shall consult with the appropriate elected or appointed board, commission, committee or official and the Select Board prior to making department head appointments or removals. Prior to finalizing a department head appointment, the town manager shall provide notice to the Select Board of the anticipated appointment and the terms and conditions of employment for the appointment. The Select Board shall approve or disapprove the appointment and the terms and conditions of employment within 20 days of notice to the Select Board. A failure of the Select Board to act in this 20 day period shall be considered approval. Any adjustment to the terms and conditions of employment of department heads or the termination or removal of department heads shall be subject to the same notice and approval requirements as set forth above for appointments. *(Amended 2013)*

(2) Department heads shall, in accordance with the personnel system developed pursuant to paragraph (7) of subsection (C) of section 2 and *(Amended 2013)* subject to the consent and approval of the town manager, appoint or remove assistant department heads, officers, subordinates and employees, including employees serving under elected and appointed boards, commissions, committees and officials for whom no other method of selection is provided in this act, except employees of the school department; provided, however, that the department head shall consult

TOWN OF HANOVER TOWN MANAGER ACT, AS AMENDED IN 2013, 2018, and 2022

And as signed by the Governor July 18, 2023

with the appropriate elected or appointed board, commission, committee or official prior to making such appointments or removals. The town manager may transfer personnel between departments as needed.

(3) All appointments under this section shall be based on merit and fitness alone.

(4) Copies of notices of job opportunities and appointments shall be posted on the town bulletin board.

(B) Administrative Duties

The town manager shall:

(1) be responsible for the day-to-day supervision of all town departments and direction of the operations of the town; provided, however, that this section shall not apply to employees of the school department and to the statutory responsibilities and functions of the school committee;

(2) supervise, direct and be responsible for the efficient administration of all officers appointed by the town manager and their representative departments, and of all functions for which the town manager is given responsibility, authority or control by this act, by-law, town meeting vote, or vote of the Select Board;

(3) reorganize, consolidate or establish any department or position under the town manager's direction or supervision, at the town manager's discretion and with the Select Board's approval. With the approval of both the Select Board and advisory committee, the town manager may transfer all or part of any unexpended appropriation of a reorganized or consolidated department, board or office to any other town department, board or office;

(4) administer, either directly or through a person that the town manager appoints, all provisions of general and special laws applicable to the town including federal and Massachusetts emergency management agencies' requirements, by-laws, votes of the town within the scope of the town manager's duty, and all policy rules and regulations made by the Select Board;

(5) establish control and data systems appropriate to monitoring expenditures by town boards and departments to enable the town manager to make periodic reports to the Select Board and the advisory committee on the status of the town's finances;

(6) administer the personnel system developed by the Select Board pursuant to paragraph (7) of subsection (C) of section 2; (*Amended 2013*)

(7) manage and be responsible for all town buildings, properties and facilities, except those under the control of the school committee, parks and recreation department and conservation commission; provided, however, that the town manager may only maintain and repair school committee, parks and recreation department, open space committee and conservation commission buildings, properties and facilities to the extent the school committee, parks and recreation department or conservation commission may request and authorize same;

(8) attend and participate in all regular and special Select Board meetings and town meetings, unless excused therefrom by the Select Board;

(9) cause full and complete records of meetings of the Select Board to be taken and maintained, and compile reports of the meetings as requested by the Select Board;

(10) act as the liaison with, and represent the Select Board before, state, federal and regional authorities;

(11) subject to policies established by the Select Board, approve all warrants or vouchers, including

TOWN OF HANOVER TOWN MANAGER ACT, AS AMENDED IN 2013, 2018, and 2022

And as signed by the Governor July 18, 2023

payroll warrants, for payment of town funds submitted by the town accountant; provided, that any warrants generated by the town manager shall be signed by the Select Board;

(12) be responsible for approving all grants submitted on behalf of the town; and

(13) perform any other duties consistent with the office of the town manager as may be required by by-law or vote of the town or by vote of the Select Board.

(C) Financial Powers and Duties

(1) Budget

(a) The town manager shall prepare and submit at a public meeting to the Select Board and advisory committee, not later than 90 days prior to the annual town meeting, a written proposed balanced budget for town government, including the school department, for the ensuing fiscal year.

(b) The proposed budget shall detail all estimated revenues from all sources, and all expenditures, including debt service for the previous, current and ensuing year.

(c) It shall include proposed expenditures for both current operations and capital during the ensuing year, together with estimated revenues and free cash available at the close of the fiscal year, including estimated balances in special accounts.

(d) The town may, by by-law, establish additional financial reports to be provided by the town manager.

(e) To assist said town manager in preparing the proposed annual budget of revenues and expenditures, all boards, officers, and committees of the town, including the school committee shall, within the time frame requested by the town manager, furnish all relevant information in their possession and submit to the town manager, in writing and in such form as the town manager shall establish, a detailed estimate of the appropriations required and available funds.

(2) Collective Bargaining

(a) The town manager shall negotiate collective bargaining contracts on behalf of the Select Board, which contracts shall be subject to approval, ratification and execution by the board. The town manager shall provide the Select Board with regular updates as to the status of those negotiations and, at the request of the Select Board, the town manager shall include a member of the board in all collective bargaining negotiating sessions. (*Amended 2018*). The Select Board may authorize use of additional counsel, as requested by the town manager to assist the town manager in the negotiations at its discretion.

(b) The town manager shall administer and enforce collective bargaining agreements, personnel rules and regulations, and by-laws adopted by the town.

(3) Procurement

(a) The town manager shall act as the chief procurement officer under the provisions of chapter 30B of the General Laws, and be responsible for the purchasing of all supplies, materials, and equipment for the town, including the bidding and awarding of all contracts, except for the school department.

SECTION 5. TOWN MANAGER - VACANCY

(A) Permanent Vacancy

The Select Board shall fill any permanent vacancy in the office of the town manager as soon as feasible in accordance with section 3 of this act. Pending the appointment of a town manager or filling of a vacancy, the Select Board shall, within a reasonable period of time, not to exceed 14 days, appoint some other qualified person to temporarily perform the duties of the town manager until a permanent replacement is appointed.

(B) Temporary Absence or Disability

(1) The town manager may designate by letter filed with the town clerk and Select Board a qualified officer of the town to perform the duties of town manager during a temporary absence or disability.

(2) If the absence or disability exceeds 30 days, any designation by the town manager shall be subject to approval by the Select Board. If the town manager fails to make such a designation, or if the person so designated is unable to serve, the Select Board may designate some other qualified person to perform the duties of town manager.

(3) Powers and Duties – Notwithstanding the duration of the absence of the town manager, the Select Board shall determine the powers and responsibilities of an acting or temporary town manager appointed pursuant to subsection (A) or paragraphs (1) and (2) of subsection (B). (*Amended 2018*)

SECTION 6. TOWN MANAGER – REMOVAL; SUSPENSION

The Select Board may terminate and remove or suspend the town manager by a majority vote of the entire Select Board. Prior to any termination or removal, or a suspension exceeding 5 days, notice shall be given and reasons for the proposed action shall be provided in writing to the town manager, and an opportunity shall be provided for the town manager to meet with the Select Board and respond to those reasons. After such meeting, if any, the Select Board may act by majority vote of the entire Select Board to terminate, remove or suspend the town manager.

SECTION 7. DEPARTMENT OF PUBLIC WORKS

(*Amended 2018*)

The authority of the special act, chapter 39 of the acts of 1930 creating the water commissioners, is hereby assumed by the town manager, except that changes in water rates shall be approved by the Select Board. The vote of the town of Hanover at the 1972 town election adopting the provisions of sections 69C to 69F, inclusive of chapter 41 of the General Laws, is hereby rescinded.

SECTION 8. TRANSITION PROVISIONS

(A) Addition to Select Board

At an annual election following the effective date of this act, 2 additional Select Board members shall be elected 1 to a term expiring at the town election in the third year following the election at which this act was approved and 1 to a term expiring at the town election in the second year following the election at which this act was approved. Thereafter, as the terms of Select Board members expire, a successor shall be elected for terms of 3 years.

TOWN OF HANOVER TOWN MANAGER ACT, AS AMENDED IN 2013, 2018, and 2022
And as signed by the Governor July 18, 2023

(B) Town Administrator

The position of town administrator shall be abolished upon the assumption of office by the town manager. Should the position become vacant prior to the town manager assuming the duties of the office, the Select Board may appoint an acting town administrator to serve until the assumption of the duties of office by the town manager.

SECTION 9. This act shall take effect upon its passage.

Passed at the May 2009 Annual Town Meeting and approved August 20, 2009 as Chapter 67 of the Acts of 2009.

Amended at the May 2013 Annual Town Meeting and approved November 22, 2013 as Chapter 41 of the Acts of 2013.

Amended at the May 2018 Annual Town Meeting and approved January 1, 2019 as Chapter 344 of the Acts of 2018.

Amended at the May 2022 Annual Town Meeting and approved July 18, 2023 as Chapter 22 of the Acts of 2023.

Community: Holbrook

Title: Town Administrator

Annual Compensation: \$165,000

Community Population: 11,335

Town of Holbrook – Town Administrator



THE COMMUNITY

Holbrook is known primarily as a bedroom community of approximately 12,300 residents. It is ideally situated within a short distance of Boston and the coastal areas of the southeast part of Massachusetts. Originally incorporated in 1640 as part of Braintree, it separated and became the Town of Randolph in 1793. On February 29, 1872 (leap year), the eastern part of Randolph became incorporated as the Town of Holbrook. At the time of its incorporation, it was primarily a boot and shoe manufacturing community.

Holbrook comprises approximately 7.4 square miles. It borders Braintree to the north, Weymouth to the east, Abington to the southeast, Brockton to the southwest, Randolph and Avon to the west. Commuter rail service to Boston is available on the Middleboro line from the Holbrook/Randolph Rail Station. Holbrook is also well served as a member of the MBTA, which provides fixed bus route service to Quincy Center, Braintree Station, and Montello Commuter Rail Station in Brockton.

Many who move to Holbrook embrace a spirit of feeling welcomed.

The community is comprised of hard-working people of various backgrounds. Many are employed in public sector positions as well as the medical and healthcare sectors.

The Town of Holbrook seeks a Town Administrator to serve as the Chief Administrative Officer of the Town general government, reporting to a five-member Select Board. The Town Administrator is responsible for maintaining and improving upon the efficiency and effectiveness of all areas under the position's direction and control. The Town Administrator provides policy advice to the Select Board and is responsible for managing the day-to-day operations of the Town.

CHALLENGES AND OPPORTUNITIES

The Town faces similar challenges that many municipalities face in Massachusetts today. The Town works hard to balance taxation and the demand for more services. Holbrook has minimal commercial and industrial buildings and thus the tax burden falls mainly on residential property owners. The Select Board hopes that the new Town Administrator will assist in finding strategies to grow the commercial base.

The Board is looking for a Town Administrator who will provide guidance and thoughtful insight on several projects in various stages of discussion or implementation. Projects include:

- The construction of the Tri-Town Water Treatment facility. Discussion in ongoing on how best to treat the PFAS levels in the drinking water supply
- Continued monitoring of Federally funded Super Fund remediation project that has been ongoing for several decades
- The development of a new Open Space Plan that will allow the community to apply for grant funds
- The development of operational policies and protocols for the proposed solid waste transfer station
- Exploring options for passive recreation on property that was once landfill space and has since been capped
- Addressing space needs and/or building improvements for the Council on Aging and Library
- Developing the best solution for the MBTA zoning overlay district resulting by recent action at the State legislative level
- The recruitment for a new Police Chief
- Addressing projected enrollments at the elementary school level and the impact school facilities
- Implementing a Human Resource program for municipal employees including the hiring of a human resource professional and the development of professional policies and standards
- Developing a capital budget plan

Town of Holbrook

THE GOVERNMENT

Holbrook has an Open Town Meeting legislative structure. The Select Board is comprised of five members serving three-year staggered terms. The day-to-day administrative responsibilities of the Board are delegated to the Town Administrator with major policy decisions remaining with the Board. The appointment of Department Heads is approved by the Select Board. Holbrook is governed by a set of by-laws that are updated from time to time by Town Meeting approval.

Holbrook has separately elected Town Clerk and Treasurer/Collector positions. Their terms are for three years.

The Select Board appoints several staff and committee/board members including but not limited to the Council on Aging, Diversity and Inclusion Committee, Historical Commission, Zoning Board of Appeals, Local Emergency Planning Committee, and the Conservation Committee.

Elected boards and commissions include the School Committee, Board of Health, Planning Board, Board of Assessors, Housing Authority, and Library Trustees.

Holbrook is a member of a Tri-Town Water District that includes Braintree and Randolph. It is represented by an appointed member to the District who resides in Holbrook. The District is currently building a Water Treatment Facility to enhance the potability of the water supply.

The school district has a strong reputation and is a factor in families moving from more urbanized areas to Holbrook. The K-12 district is on one campus, separated by lower and upper grade levels. The school buildings are new or recently renovated.

THE IDEAL CANDIDATE

The next Town Administrator will be:

An experienced leader who can retain the small-town environment that Holbrook residents enjoy while focusing on development opportunities that diversify the tax base;

An outstanding communicator, both internally and externally, who listens to understand and considers all points of view and who embraces transparency; a person who provides all members of the Select Board with pertinent information, research, and recommendations (when appropriate) on matters requiring Board votes

An individual who can assist the Select Board in implementing a modern human resources function including the hiring of an experience human resource professional; the Town Administrator shall be well versed in labor and employee relations, have collective bargaining experience and shall be one who respects and values the role of all employees and encourages their growth and development;

An individual who is knowledgeable of municipal management best practices and can implement them in a manner that embraces input from others and collaboration;

A leader who is personally and professionally apolitical but can operate in a political environment at all levels of government in ensure that the best interests of Holbrook residents are met.

A person with unquestionable ethics and integrity and commitment to the standards for municipal management professionals specified by the International City Management Association (ICMA).

A manager with exceptional financial acumen and a proven record of building balanced budgets that reflect needs while adhering to the Town's financial policies and respecting its limited resources;

A collaborator who can work independently with appointed or elected employees, boards, and committees; a person who cultivates relationships with those who feel underserved or unheard.

A manager with foresight who can anticipate issues that may have an adverse impact on the community and implement proactive measures to contain negative consequences.



Town of Holbrook



FINANCIAL INFORMATION

FY2024 BUDGET

Municipal	\$ 30,568,012.00
School	\$ 16,880,737.00
Vocational School	\$ 1,501,833.00

BOND RATING AA-

2023 Tax Base Breakdown

2022 Uniform Tax Rate	\$ 31,532,619.00
Residential 76%	\$ 24,109,849.18
Commercial 10%	\$ 3,104,188.94
Industrial 7%	\$ 2,343,749.35
Personal Property 6%	\$ 1,975,531.29

2021 Revenue by Source

Tax Levy	\$ 31,614,512.00
State Aid	\$ 11,638,669.00
Local Receipts	\$ 4,508,996.00

Reserve Balances

Free Cash 7/1/22	\$ 2,102,896.00
Not yet certified 7/1/23	
Stabilization Funds	\$ 4,002,082.00

To learn more about the Collins Center for Public Management, please visit:

www.umb.edu/cpm

DIVERSITY

The Town seeks to be an employer of choice and values diversity in employees and perspectives and encourages applications from all qualified and interested in becoming part of the Holbrook team. The Town is an Equal Opportunity Employer.

QUALIFICATIONS

Candidates should possess a bachelor's degree (master's preferred) in public administration or a related field and five years of municipal management experience; or an equivalent combination of education, training, certification and related experience.

SALARY AND BENEFITS

The successful candidate will receive an attractive compensation package including health and retirement plans and professional development. The anticipated starting salary range is \$170,000 to \$185,000 - depending on qualifications and experience.

APPLICATION AND SELECTION PROCESS

Please submit a cover letter and resume in a combined PDF file title "LAST NAME – Holbrook" to the Collins Center for Public Management recruitment email recruitment.umb@gmail.com. The review of resumes begins April 2nd and will continue until the position is filled.

Please reach out to Mary Flanders Aicardi, HR Practice Leader at 508-215-8992 with any questions.

Resumes will be screened by the Collins Center and selected candidates will be interviewed. Final candidates will be presented to the Select Board for interviews.



Community: Holliston

Title: Town Administrator

Annual Compensation: \$190,081

Community Population: 14,840

Holliston, MA – Town Administrator



Position Statement

Holliston, MA (15,000 pop.), is an attractive and primarily residential community located in the MetroWest area of Massachusetts, approximately 22 miles from Boston. Holliston has an AA+ rating, an FY20 budget of approximately \$64 million, strong community spirit, and beautiful areas of open space. Holliston's local government is led by a three-member Select Board.

To serve as its next Town Administrator, Holliston is seeking a talented, energetic, and data-driven leader with strong financial acumen as well as budgeting, project management, procurement, and communications skills. Preferred candidates should have a Bachelor's degree (Master's preferred) in public administration or a related field and experience as a city/town manager or assistant city/town manager or an equivalent public or private sector level of experience. Candidates should have a proven record of leadership, be a strategic thinker, instill confidence and trust, and be able to build cooperative relationships with appointed/elected officials, residents, and employees. Holliston is a volunteer-driven community. The next Town Administrator will work closely with numerous talented volunteer boards and committees and should know how to lead through influence. Applicants should be innovative, enthusiastic, and skilled at hiring and working with highly capable individuals. [Chapter 94 of the Special Acts of 1994](#) established the Select Board-Town Administrator form of government in Holliston and details the powers and duties of the position.

Annual salary: \$170K+/-. The successful candidate will receive an attractive compensation package including health and retirement plans, commensurate with qualifications and experience. Holliston is an Equal Opportunity/Affirmative Action Employer.

Important Links:

- [Town of Holliston](#)
- [General Bylaws](#)
- [Financial Policies & Information](#)
- [Annual Town Meeting Warrant](#)
- [Annual Town Report](#)
- [FY20 Budget](#)
- [S&P Ratings Report](#)
- [Chapter 94, Special Acts of 1994](#)



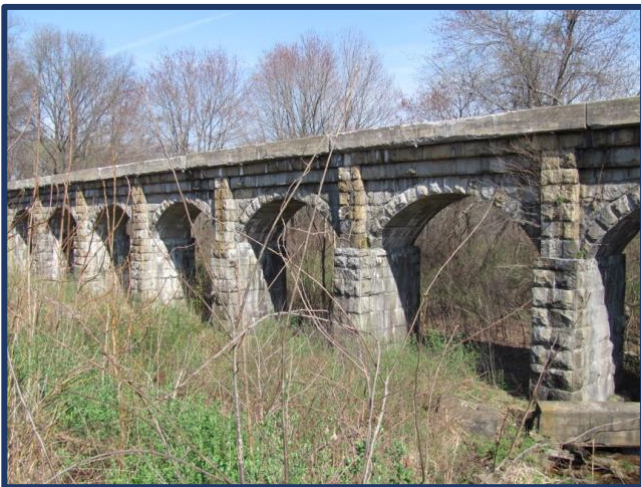
Challenges and Opportunities

Government

Holliston's executive branch of government is a three-member [Select Board](#) that serves as the governing body of the Town. The Board appoints the [Town Administrator](#) as the Chief Administrative Officer of the Town. The Board also appoints Town Counsel, Police Chief, Fire Chief, and other such officers/firefighters as the Board deems necessary. The Town Administrator screens all applicants and recommends to the Select Board finalists for the positions of Police Chief, Fire Chief, and Highway Superintendent. The Administrator appoints the Treasurer/Collector, Accountant, Building Inspector, and Senior Center Director. Holliston has an Open Town Meeting form of government, which holds two regularly scheduled Annual Town Meetings, one in May and another in October. Other elected bodies include: Finance Committee, Town Clerk, Town Moderator, Planning Board, Assessors, Board of Health, Library Trustees, and Park Commission.

Finances

Holliston has an [FY20 budget](#) of approximately \$64 million and a Standard and Poor's rating of AA+ with a stable outlook. The Town expects its next Town Administrator to help develop a more robust budget document, including in-depth information regarding spending and department needs. Maintaining or improving Holliston's financial strength and bond rating while keeping tax increases to a minimum are priorities, so a Town Administrator with strong financial acumen is a must.



Holliston, like most municipalities, is facing revenue constraints and the pressure of increasing costs. The FY20 tax rate is \$18.85 for all properties. The average single-family tax bill in FY20 was \$8,870. Approximately 88% of the Town's revenue comes from residential taxes. While there are calls to increase economic development to lighten the residential burden, residents want to exercise caution to avoid changing the character of the community. New growth in FY20 was \$769,038. To help ease budget constraints, a Town Administrator with successful grant-writing skills, or an ability to attract talent with those skills, would be a plus. Collective bargaining experience would be beneficial in this position. The Town Administrator must

develop and maintain strong relationships with state officials and professional organizations to improve opportunities for securing grants and increasing operational efficiencies. The Town is supportive of its public-school system and the new Town Administrator should maintain an ongoing dialogue with school officials to appropriately balance the needs of the schools and the Town.

Master Plan

The next Town Administrator is expected to initiate and facilitate the creation of a new Master Plan for Holliston. The Town hasn't updated its Master Plan in approximately 25 years. Accordingly, the Select Board prefers a Town Administrator interested in a tenure that will allow for both the creation of a Master Plan and at the least the initial stages of its implementation. Previous experience in successfully facilitating a Master Plan process and its implementation would be a plus. Holliston was designated a Green Community in December 2015 which makes it eligible for certain state grants. It has received more than \$570,000 in various Green Communities grants, to date.

Capital Planning

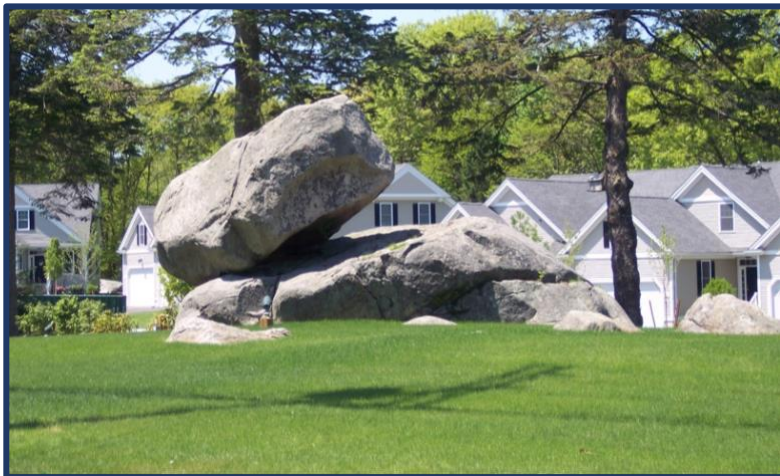
The Town Administrator will be expected to develop, with input from department heads, a detailed and well thought out short- and long-term Capital Improvement Plan that balances the needs of the community with the realities of the budget. This plan must be reviewed and updated annually to address infrastructure needs.

Projects

The engineering and planning phases for a new \$8 million water treatment plant have been completed and the project is now going out to bid. Water infrastructure is a significant concern in Holliston. Underground water pipes are aging and repairs for water main breaks cost approximately \$60,000 annually. Five miles of pipes have been replaced, with another 50 miles awaiting replacement over time. The Town expects to seek an additional water source within the next 5-10 years. Additionally, the septic system at Town Hall needs replacement, a schedule of sidewalk replacements is ongoing, and a study may be conducted this spring regarding the need for a new DPW facility. For the second year in a row, Holliston has submitted to the state a statement of interest in building a new high school. The current high school was built in 1969 and renovated in 2000-2001. Holliston's Complete Streets policy was accepted in January 2020. The Town will develop a priority project document with Tier II technical assistance through the Complete Streets program. These efforts are complemented by the Holliston Public School's partnership with Massachusetts' Safe Routes to School program. Holliston received a Signs and Lines grant award in late 2019 and work continues to improve access to and development of trails, sidewalks and crosswalks for active transportation for students.

Economic Development

Holliston has a very strong economy. The Town's proximity to Routes 128 and 495 allow it to benefit from access to the employment base in the Greater Boston area. Local employers are involved in manufacturing and chemical research. Leading taxpayers include a mix of manufacturing and utilities companies, including Eversource. Holliston has stable and modest growth in its commercial and residential development. It is home



to two cannabis growing facilities, with two more in the approval process, whose operations currently contribute more than \$260,000 to the Town's revenues. One facility in the permitting process is anticipated to be an 800,000-square-foot distribution facility expected to add approximately \$12 million in assessed value. Holliston recently established a new economic development committee within the Select Board to promote community businesses, which includes engaging the local cable channel to publicize local businesses. Holliston received a green communities grant,

which has enabled it to make energy improvements to Town infrastructure, such as weatherization to buildings and the addition of two electric vehicles to its fleet. Holliston is a founding member of the MetroWest Regional Transit system that provides public transportation for riders throughout the MetroWest area. Holliston has several bus stops within the community that take riders to retail locations, places of employment and the commuter rail in neighboring communities.

Recreation and Open Space

Holliston has an abundance of open space and recreation options, including seven parks. Land preservation has been a prominent community value and significant portions of Holliston provide beautiful scenic views. A [Holliston Parks Master Plan](#) was completed in July 2019. Lake Winthrop, which is nearly one mile in diameter and covers approximately 140 acres, offers fishing, kayaking, and swimming. [Pinecrest Golf Club](#), an 18-hole golf course, is owned by the Town. The Holliston Rail Trail is a 6.7 mile scenic and historic trail that offers both recreational and active transportation opportunities to residents, as well as foot traffic for businesses adjacent to the trail. Additionally, the Park & Recreation Department provides a wide variety of programs for children, teens, and adults.



The Ideal Candidate

- Bachelor's degree in a field related to public or business administration; Master's degree preferred.
- Minimum of five years of experience as a city/town administrator/manager, assistant city/town administrator/manager, or equivalent public or private sector level experience.
- Skilled in financial management, budgeting, project management, communications, procurement, and economic development.
- Strong leadership qualities and experience.
- Use of data-driven decision-making.
- Able to achieve buy-in to a vision.
- Confident, assertive, able to build morale.
- Analytical, enthusiastic, and collaborative.
- Strong conflict-resolution skills.
- Experience in setting goals and priorities.
- Team-oriented, innovative, and decisive.
- Creative problem solver; proactive.
- Skilled at developing and implementing effective protocols and procedures.
- Have a strong work ethic, inspire trust and confidence, with the ability to hire talented people and to empower others.
- Knowledgeable of best practices.
- Committed to fostering diversity and inclusion in the organization.
- Treats others fairly and respectfully.

How To Apply

Send cover letters and résumés via email, in a single PDF, by May 14, 2020, 5:00 p.m. EST to:

Apply@communityparadigm.com

**Subject: Holliston
Town Administrator Search**

Questions regarding the position should be directed to:

Bernard Lynch, Principal
Community Paradigm Associates
Bylnch@communityparadigm.com
978-621-6733

The Town of Holliston, Mass., is an Equal Opportunity/Affirmative Action Employer.

Community: Longmeadow

Title: Town Manager

Annual Compensation: \$148,500

Community Population: 15,725

Section 5-1. Appointment; Qualifications; Term.

The select board shall appoint, by an affirmative vote of at least four members, a town manager for a term of office and other employment conditions to be set forth by written contract, and fix his or her compensation within the amount annually appropriated for that purpose. The select board shall appoint the town manager solely on that person's executive and administrative qualifications. The town manager shall be a professionally qualified person of proven ability, especially fitted by education, training and previous experience in municipal administration to perform the duties of the office. The town manager shall not have served in an elective office in the town government for at least twelve months prior to appointment as town manager and shall devote full time to the office and shall not hold any other public office, elective or appointive. The town manager shall not engage in any other business or occupation during his or her term, unless such action is approved in advance, in writing, by the select board. The town may from time to time, by by-law, establish such additional qualifications as seem necessary and appropriate.

Section 5-2. Powers and Duties.

The town manager shall be the chief administrative officer of the town and shall be responsible to the select board for the proper administration of all town affairs that the charter assigns to the town manager. The town manager may delegate certain powers and duties to other town officials; however, any actions taken by other delegated officials shall be considered actions of the town manager. The town manager shall have the following powers and duties:

- (a) To supervise and be responsible for the efficient administration of all functions under the town manager's control, as may be authorized by the charter, by by-law, by other town meeting vote, or by the select board, including all officers that the town manager appoints and their respective departments,
- (b) To appoint and remove, subject to the civil service laws where applicable, all department heads, all officers subordinate to the town manager, and all subordinates and employees for whom no other method of appointment is provided in the charter, except appointments made by officers of the Commonwealth. Appointments of department heads made by the town manager shall not become effective unless approved by the select board within fifteen days,
- (c) To be responsible for the town's human resource functions, and in accordance with these functions, the town manager shall prepare, subject to approval of the select board, a personnel policy manual and compensation plan. The town manager shall be entrusted with the administration of all personnel policies, practices, and personnel by-laws, and all collective bargaining agreements entered into by the select board on behalf of the town. The town manager shall be responsible for the negotiation of all collective bargaining agreements that are subject to approval by the select board,
- (d) To fix the compensation of all town officers and employees appointed by the town manager, within the limits established by appropriations and the compensation plan adopted by the select board, and as provided for in collective bargaining agreements,
- (e) To attend all regular and special meetings of the select board, except meetings at which his or her own removal is to be discussed, unless excused at his or her own request, and shall have a voice, but no vote, in all discussions,

- (f) To attend all sessions of the town meetings,
- (g) To see that all of the provisions of the general laws, of the charter, of the by-laws and other town meeting votes, and of the select board that require enforcement by the town manager, or officers and employees subject to his or her direction and supervision, are faithfully carried out,
- (h) To prepare and submit a proposed annual operating budget and a proposed capital improvement program as provided for in article seven,
- (i) To assure that a full and complete record of the financial and administrative activities of the town is kept and to render a full report to the select board at the end of each fiscal year and such other times as the board may require,
- (j) To keep the select board fully informed as to the financial condition and needs of the town, and make recommendations regarding same to the select board as he or she deems necessary or expedient,
- (k) To have full jurisdiction over the rental and use of all town facilities, except schools,
- (l) To be responsible for the maintenance and repair of all town property and school property placed under the town manager's control by the charter, by by-law or by other town meeting vote,
- (m) To inquire, at any time, into the conduct of office of any officer, employee or department under the town manager's control,
- (n) To keep a full and complete inventory of all property of the town, both real and personal,
- (o) To be responsible for the negotiation of all contracts involving any subject within the town manager's jurisdiction, and when authorized by the select board, may negotiate any contract within the jurisdiction of the select board,
- (p) To be the chief procurement officer for the town and be responsible for purchasing all supplies, materials and equipment, and approve the award of all contracts for all departments and activities of the town. The town manager shall examine and inspect, or cause to be examined and inspected, the quality, quantity and conditions of materials, supplies or equipment delivered to or received by any town agency. The town manager may examine services performed for any town agency secured through the purchasing procedure,
- (q) To be the town's risk administrator and be responsible for ensuring that all pertinent insurance policies are in effect, that adequate insurance coverage is provided, and that claims are properly processed,
- (r) To coordinate a public communication program for town departments and agencies in order to maximize distribution of reports and documents utilizing both printed means and the town website,
- (s) To coordinate grant applications and oversee adherence to conditions of grants received by the town,

- (t) To insure the town maintains emergency preparedness plans and trains in use of such plans,
- (u) To develop continuing programs for improvements in the quality and efficiency of town services,
- (v) To perform any other duties required of the town manager by the charter, by by-law, by other town meeting vote or by the select board.

Community: Mansfield

Title: Town Manager

Annual Compensation: \$153,461

Community Population: 23,823

Section 4-1. Appointment, Qualifications, Term. [Amended 4-10-2018 ATM by Art. 23¹]

Upon the effective date of this Charter the Select Board shall appoint to the office of Town Manager, for a three-year term, a person especially qualified by education, training and experience in public or business administration. They may be removed for cause during a term of office, subject to the provisions of Section 9-7 of the Charter. They may be reappointed to successive three-year terms at the discretion of the Select Board. The Town Manager shall not have held elective office in Mansfield within two years prior to their appointment. The Town Manager may not engage in any other compensable occupation or profession unless approved in writing by a 4/5 vote of the Select Board. The Select Board shall fix the Town Manager's salary within and solely from the annual appropriation for Town Manager's salary.

Section 4-2. Powers and Duties. [Amended 3-21-1983]

The Town Manager shall be the chief executive and administrative officer of the Town, and shall have full administrative authority over its departments, and shall manage the Town's affairs in accordance with the policies of the Select Board.

They shall have the power to appoint, employ or dismiss all department heads and members of their staff, and to resolve any differences among them.

They shall appoint a town clerk; town treasurer-collector; town engineer; planning director in accordance with Section 7-6; department of public works director; parks and recreation director; chief of police department; chief of fire department; inspector of buildings; and civil defense director. They shall appoint the industrial and development commission and historical commission. They shall further appoint all other officers whose appointment is not otherwise provided for by this Charter or Town Meeting vote.

They may organize, reorganize or discontinue departments as they deem necessary, in accordance with the policies of the Select Board and within the provisions of this Charter.

They shall be the purchasing agent for all activities and departments, and shall purchase all materials and services and negotiate and execute all contracts for the town.

They shall annually submit the proposed budget for the ensuing fiscal year in accordance with Section 8-2 of this Charter.

They shall attend and provide information for Town Meetings. They shall attend meetings of the Select Board whenever possible and shall have a voice but no vote in such meetings.

They shall keep the Select Board informed of the needs of the Town, shall recommend policy changes to the Board as they deem necessary, and shall report to the Board on the conduct of their office.

They shall keep full and accurate public records of their office, and shall annually report to the voters on the condition of the Town and its needs for the future.

They shall inquire into the operations and financial condition of departments under their control as they deem necessary to insure the efficient conduct of office.

1. Editor's Note: This article was approved at a special election held 10-16-2018.

They shall have full jurisdiction over all town property and shall be responsible for its maintenance, except where otherwise provided by this Charter.

They shall be the Personnel Director of the Town, shall administer the Job Classification System, and shall conduct or appoint an agent to conduct collective bargaining sessions with the employees of their departments.

They shall be a non-voting member of the Capital Improvement Program Committee.

They may be the Agent of the Board of Health.

They may be the manager of the municipal electric department for the purposes of administrative control and purchasing authority.

They shall cause to be prepared, published and readily available for sale from the office of Town Clerk current copies of all Town laws and regulations.

They shall insure that, within their areas of responsibility, all general laws, provisions of this Charter, Town Meeting votes and policies of the Select Board are faithfully executed.

They shall perform other duties as required by the Select Board.

Community: Mashpee

Title: Town Manager

Annual Compensation: \$164,573

Community Population: 15,357

Town Manager – Mashpee, MA

The executive powers of the Town are vested in a five-person Select Board, the members of which serve staggered three-year terms. The Select Board serves as the chief policy-making authority of the Town. The Select Board is responsible for the formulation and promulgation of policy directives, in conjunction with other elected Town officers and multiple-member bodies, designed to bring the operations of all Town agencies into harmony. The Select Board is the licensing board for the Town and has the power to issue licenses authorized by law, and to make all necessary rules and regulations regarding the issuance of such licenses, and to impose restrictions on such licenses. This includes administering licensing and permitting for the sale of alcohol, entertainment, amusements, auto sales, vehicles for hire, signs placed in the public layout, and other miscellaneous local licenses. The Select Board also oversees the conversion of private roads and the assessment of betterments. The Select Board appoints the Town Manager, Constables, Board of Registrars of voters and other election officers (not including the Town Clerk), a Board of Assessors, a Board of Appeals, a Sewer Commission, and other such members of the Town to the governing or advisory bodies of area, county, regional or district authorities, and where no other provision is made in the law or agreement establishing any such entity. The Select Board is responsible for establishing the Warrant (agenda) for all Town Meetings.

The Town Manager is the appointing authority for all employees, except those otherwise specifically provided by Charter. The Town Manager is responsible for the daily operations of all departments within Town government under his authority. All department heads, except for the elected Town Clerk, report directly to the Town Manager. The Town Manager is responsible for the administration of a Town personnel system, including but not limited to personnel policies and practices, and rules and regulations including provisions for annual employee performance reviews, personnel bylaw and collective bargaining agreements. The Town Manager exercises full jurisdiction over the rental and use of all Town building and facilities, and is responsible for the maintenance and repair of all Town buildings and facilities placed under his control by Charter or otherwise. The Town Manager prepares and presents a proposed annual operating budget for the Town and a proposed capital outlay program. The Town Manager negotiates all contracts involving any subject within the jurisdiction of his office, including contracts with Town employees, except employees under the School Committee, involving wages, hours, and other terms and conditions of employment. The Town Manager delivers such contracts to the Select Board for ratification. The Town Manager is the Chief Procurement Officer of the Town, and

is responsible for purchasing all supplies, materials, and equipment for all departments and activities of the Town as provided in Chapter 30B of the General Laws. The Town Manager may reorganize, consolidate or abolish, in a manner provided in Article 5 of the Town Charter, in whole or in part, Town agencies serving under his supervision; provide for new Town agencies; and provide for a reassignment of powers, duties, and responsibilities among such agencies so established or existing. The Town Manager performs any other duties as are required to be performed pursuant to Town bylaws, administrative code or votes of the Select Board.

Community: Mendon

Title: Town Administrator

Annual Compensation: \$150,000

Community Population: 6,251

Town Administrator

Town of Mendon



THE COMMUNITY

Mendon is known for its small-town rural character, its abundant agricultural history, and its strong sense of community. Featuring historic houses, churches, open fields, and attractions like Southwick's Zoo and the Mendon Twin Drive-In, Mendon remains a popular place to visit from neighboring towns. Mendon is located 30 miles southwest of Boston and 17 miles southeast of Worcester, in southeastern Worcester County. Incorporated in 1667, Mendon is the second oldest town in Worcester County. Shortly after its incorporation, Mendon underwent a period of rebuilding and resettlement following King Philip's War and the destruction it brought to the town's infrastructure. In the 19th century, Mendon became an early center of the Industrial Revolution. Mendon farmers and merchants sold their products to far-reaching markets via the Blackstone Canal. Mendon residents acknowledge that balancing growth and preservation will be essential for sustainable growth.

Mendon's area is approximately 18 square miles. The Town is bordered by the Towns of Bellingham, Blackstone, Millville, Uxbridge, Northbridge, Hopedale and Upton. The Town of Franklin is the closest community with a commuter rail stop.



The Town of Mendon seeks a Town Administrator to serve as the Chief Administrative Officer of the Town general government, reporting to a five-member Select Board. The Town Administrator provides policy advice to the Select Board and is responsible for managing the day-to-day operations of the Town and is responsible for maintaining and improving upon the efficiency and effectiveness of all areas under the position's direction and control.

CHALLENGES AND OPPORTUNITIES

The Town works hard to balance taxation and the demand for more services. Town leaders also work diligently to balance school and municipal needs and seeks an Administrator who will prioritize collaboration with school administration of the regional school district. The transition to a five-member Select Board has served the community well and members respect each other, engage in civil discourse and reach compromises on policy decisions.

The Board is looking for a Town Administrator who will facilitate several projects in various stages of implementation. Projects include:

- A major reconstruction/improvement of Route 16 by Mass DOT. Route 16 is the main corridor through the town and provides opportunity for new or expanded commercial development;
- Implementing recommendations in a recent study of public works operations which recommends the appointment of a professionally appointed department head to oversee the consolidated public services of Highway, Facilities and Parks;
- Engaging with ongoing reviews of capital needs and building improvements, including School and Senior Center;
- Exploring the possibility of purchasing water and sewer from an abutting district that could potentially be used in strategic geographic areas as a means of diversifying the tax base;
- Explore tax diversification and economic development opportunities that dovetail with the rural and extensive land resources existing in the community;
- Developing a Capital Expenditure plan and implementing recommendations for improvement of financial operations as outlined in a recent Department of Local Services report;
- Working with multiple municipal boards and commissions in implementing the findings of a recent Master Plan review; and
- Explore regionalization opportunities that create efficient and effective operation of services.

Town of Mendon

THE GOVERNMENT

Mendon has an Open Town Meeting legislative structure. The Select Board was increased from three to five members in 2022. Select Board membership terms are for three years and elections are held on a staggered basis. The day-to-day administrative responsibilities of the Board are delegated to the Town Administrator with major policy decisions remaining with the Board. The appointment of most Department Heads is approved by the Select Board. Mendon does not have a Charter, but it is governed by a set of by-laws that are updated annually. In 2023, the Town transitioned from an elected Highway Surveyor to an appointed position. The Town Clerk and Moderator are elected, as is the Tree Warden.

The Select Board also appoints the Finance Committee, Agricultural Commission, the Conservation Commission, the Zoning Board of Appeals, Historical Commission, Historic District Commission, Council on Aging, Master Plan Committee and several others. Elected boards and commissions include the Regional School Committee, Board of Health, Planning Board, Board of Assessors, Housing Authority, Water Commission, Library Trustees, and the Parks Commission.

The school district has a strong reputation. In the recently completed Master Plan, 60% of the respondents stated that the quality of the Mendon-Upton School District contributed in their decision to locate in Mendon.

Mendon is a Right to Farm community. The residents also voted to become a Green Communities Act community.

THE IDEAL CANDIDATE

The next Town Administrator will be:

- An experienced leader who is able to protect Mendon’s rural history while strategically focusing on development opportunities that diversify the tax base;
- A person with unquestionable ethics and integrity and commitment to the standards for municipal management professionals specified by the International City Management Association (ICMA);
- An effective and experienced manager from an environment of similar complexity who has proven strong organizational and professional skills;
- An individual who is knowledgeable of municipal management best practices and has the ability to implement them;
- A leader who can work with State and Federal officials closely to further the Town’s goals and priorities;
- A manager with exceptional financial acumen and a proven record of building balanced budgets that reflect needs while adhering to the Town’s financial policies and respecting its limited resources;
- An individual who has human resources, labor and employee relations, and collective bargaining experience who respects and values the role of all employees and encourages their growth and development;
- A collaborator who can work with independently elected boards and appointed committees to facilitate the development and implementation of a shared strategic vision for the community;
- An outstanding communicator, both internally and externally, who listens to understand and considers all points of view and who embraces transparency; and
- Provides all members of the Select Board with pertinent information, research, and recommendations (when appropriate) on matters requiring Board votes



Town of Mendon



FINANCIAL INFORMATION

FY2023 BUDGET

Municipal	\$ 10,298,031
School	\$ 10,716,664
Vocational School	\$ 1,246,858

BOND RATING AA+

2022 Tax Base Breakdown

2022 Uniform Tax Rate	\$14.60
Residential	89.48%
Commercial	5.87%
Industrial	0.36%
Personal Property	4.72%

2021 Revenue by Source

Tax Levy	\$ 18,657,126
State Aid	\$ 543,380
Local Receipts	\$ 2,239,000

Reserve Balances

Free Cash	\$ 165,818
Stabilization Funds	\$ 912,663

DIVERSITY

The Town seeks to be an employer of choice and values diversity in employees and perspectives and encourages applications from all qualified and interested in becoming part of the Mendon team. The Town is an Equal Opportunity Employer.

QUALIFICATIONS

Candidates should possess a Bachelor’s degree (Master’s preferred) in public administration or a related field and five years of municipal management experience; or an equivalent combination of education, training, certification and related experience.

SALARY AND BENEFITS

The successful candidate will receive an attractive compensation package including health and retirement plans, vehicle use or stipend, and cell phone benefits. The anticipated salary range is \$150,000 +/- depending on qualifications and experience.

APPLICATION AND SELECTION PROCESS

Please submit a cover letter and resume in a combined PDF file title “LAST NAME – Mendon TA” to the Collins Center for Public Management recruitment email recruitment.umb@gmail.com. The review of resumes begins **April 17, 2024, and will continue until position is filled.**

A screening committee will review resumes after the deadline, conduct confidential preliminary interviews for selected candidate, and recommend candidates to the Select Board.

Please contact Mary Aicardi, Collins Center HIR Practice Leader, with any questions at 508-215-8992 or via email at Mary.Aicardi@umb.edu.



To learn more about the Collins Center for Public Management, please visit our webpage at www.umb.edu/cpm.

Community: Millbury

Title: Town Manager

Annual Compensation: \$157,163

Community Population: 13,884

SECTION 4-1. APPOINTMENT; QUALIFICATION; TERM.

The board of selectmen shall appoint a town manager from a list prepared by a screening committee established by by-law. The board of selectmen shall appoint the town manager to serve for an indefinite term and shall fix the compensation for such person, annually, within the amount appropriated by the town. The town manager shall be appointed solely on the basis of demonstrated executive and administrative qualifications. The town manager shall be a person qualified by education, training and previous experience to perform the duties of the office, as required by section 8-5(b). A town manager need not be resident of the town or of the commonwealth at the time of appointment, nor at any time during the period of such service. The town manager shall not have served as a member of the board of selectmen in the town government for at least twelve months prior to appointment. The town may from time to time establish, by by-law, such additional qualifications as seem necessary and appropriate.

The town manager shall devote full time to the office and shall not hold any other public office, elective or appointive, nor be actively engaged in any other business or occupation during such service, unless such action is approved in advance and in writing by the board of selectmen.

The board of selectmen shall provide for an annual review of the job performance of the town manager which shall, at least in summary form, be a public record.

SECTION 4-2. POWERS AND DUTIES.

The town manager shall be the chief administrative officer of the town, directly responsible to the board of selectmen for the administration of all town affairs for which the office of town manager is given responsibility by or under this charter. The powers and duties of the town manager shall include, but are not intended to be limited to, the following:

- (a) To supervise, direct and be responsible for the efficient administration of all functions and activities for which the office of town manager is given authority, responsibility or control by this charter, by by-law, by town meeting vote, by vote of the board of selectmen, or otherwise.
- (b) To appoint, and in appropriate circumstances to remove, subject to the provisions of the civil service law and of any collective bargaining agreements as may be applicable, all department heads, officers, members of boards and commissions and employees for whom no other method of selection is provided by this charter or by law. Such appointments shall become effective on the fifteenth day following the day on which notice of the appointment is filed with the board of selectmen, unless, within that period, the board of selectmen by a vote of at least three of its members shall vote to reject such appointment, or, has sooner voted to affirm it. Copies of the notices of all such appointments shall be posted on the town bulletin board when submitted to the board of selectmen.
- (c) To be entrusted with the administration of a town personnel system, including, but not limited to personnel policies and practices, rules and regulations, including provisions for an annual employee performance review, personnel by-law and collective bargaining agreements entered into by the town. The town manager shall also prepare and keep current a plan establishing the personnel staffing requirements for each town agency, except the school department.

- (d) To fix the compensation of all officers and employees appointed by the town manager within the limits established by appropriations.
- (e) To attend all regular and special meetings of the board of selectmen, unless unavailable for reasonable cause, and shall have a voice, but no vote, in all of its proceedings.
- (f) To assure that full and complete records of the financial and administrative activities of the town are kept and to render as often as may be required by the board of selectmen, but not less than quarterly, a full report of all town administrative operations during the period reported on, which report shall be made available to the public.
- (g) To keep the board of selectmen fully advised as to the needs of the town and shall recommend to the board of selectmen and to other elected town officers and agencies for adoption such measures requiring action by them or by the town meeting as the town manager may deem necessary or expedient.
- (h) To have full jurisdiction over the rental and use of all town facilities and property except property under the control of the school committee, or the conservation commission. The town manager shall be responsible for the maintenance and repair of all town buildings and facilities placed under the town manager's control by this charter, by by-law, by vote of the town or otherwise.
- (i) To prepare and present, in the manner provided in Article 6, an annual operating budget for the town and a proposed capital outlay program for the five fiscal years next ensuing.
- (j) To assure that a full and complete inventory of all property of the town, both real and personal, is kept, including all property under the jurisdiction of the school committee.
- (k) To negotiate all contracts involving any subject within the jurisdiction of the office of town manager, including contracts with town employees, except employees of the school department, involving wages, hours and other terms and conditions of employment. All contracts shall be subject to ratification and execution by the board of selectmen.
- (l) To be responsible for purchasing all supplies, material and equipment for all departments and activities of the town, but not including food for schools, school books and other instructional material, supplies and equipment, unless otherwise specifically requested by the school committee. The town manager shall examine, or cause to be examined, the quantity, quality and condition of all supplies, material and equipment delivered to or received by any town agency, except schools. The town manager shall be responsible for the disposal of all supplies, material and equipment which have been declared surplus by any town agency.
- (m) To see that all of the provisions of the general laws, of the charter, town by-laws and other votes of the town meeting, and votes of the board of selectmen which require enforcement by the town manager or officers subject to the direction and supervision of the town manager are faithfully executed, performed or otherwise carried out.
- (n) To inquire, at any time, into the conduct of office or performance of duties of any officer or employee, department, board, commission or other town agency.
- (o) To attend all sessions of all town meetings and answer all questions raised by voters which

relate to warrant articles and to matters over which the town manager exercises any supervision.

- (p) To reorganize, consolidate or abolish, in the manner provided in Article 5, town agencies serving under the supervision of the town manager, in whole or in part, provide for new town agencies and provide for a reassignment of powers, duties and responsibilities among such agencies so established or existing.
- (q) To coordinate the activities of all town agencies serving under the office of town manager and the office of board of selectmen with those under the control of other officers and multiple member bodies elected directly by the voters. For this purpose, the town manager shall have authority to require the persons so elected, or their representatives, to meet with the town manager, at reasonable times, for the purpose of effecting coordination and cooperation among all agencies of the town.
- (r) To perform any other duties as are required to be performed by the town manager by by-laws, administrative code, votes of the town meeting, or votes of the board of selectmen, or otherwise.

SECTION 4-3. DELEGATION OF AUTHORITY.

The town manager may authorize any subordinate officer or employee to exercise any power or perform any function or duty which is assigned to the office of town manager, provided, however, that all acts performed under any such delegation shall at all times be deemed to be the acts of the town manager.

Community: Milton

Title: Town Administrator

Annual Compensation: \$160,500

Community Population: 28,388

Acts (2016)

Chapter 65

AN ACT RELATIVE TO THE TOWN ADMINISTRATOR IN THE TOWN OF MILTON

*Be it enacted by the Senate and House of Representatives in
General Court assembled, and by the authority of the same as follows:*

SECTION 1. Notwithstanding any general or special law to the contrary, the board of selectmen shall appoint a town administrator to serve for a term of not more than 3 years and shall fix the compensation for the town administrator, annually, within the amount appropriated by town meeting. The town administrator shall be appointed solely on the basis of demonstrated executive and administrative qualifications. The town administrator shall be a person qualified by education, training and previous experience to perform the duties set forth in this act. The town administrator shall not have served as a member of the board of selectmen in the town of Milton for at least 12 months prior to the public posting of the position. Town meeting may, from time to time, establish, by by-law, such additional qualifications as may be deemed necessary and appropriate. The town administrator shall devote full-time to the office and shall not hold any other public office, elective or appointive, and shall not be actively engaged in any other business or occupation during such service, unless the board of selectmen approves such

action in advance and in writing. The board of selectmen shall provide for an annual review of the job performance of the town administrator that shall be a public record.

SECTION 2. (a) The town administrator shall be the chief administrative officer of the town, directly responsible to the board of selectmen for the administration of all town affairs for which the town administrator is given responsibility.

(b) Notwithstanding any general or special law to the contrary, the powers and duties of the town administrator shall include, but not be limited to, those provided in this section.

(c) The town administrator shall supervise, direct and be responsible for the efficient administration of the town's day-to-day operations for which the town administrator is given authority, responsibility or control, whether by this act, by-law, vote of town meeting, vote of the board of selectmen or otherwise.

(d) Subject to the civil service laws and any collective bargaining agreements as may be applicable, the town administrator shall appoint, supervise and direct all department heads, except for the consolidated facilities director and town employees, who are under the jurisdiction of the board of selectmen. With respect to department heads only, except for the consolidated facilities director, such appointments shall become effective on the fifteenth day following the day on which notice of the appointment is filed with the board of selectmen, unless within that 15 day period, the board of selectmen, by majority vote, has voted to reject the appointment or has sooner voted to affirm the appointment. Notwithstanding the "at will" nature of employment, the town administrator may enter into employment contracts for periods not to exceed the maximum period of time allowed under the law with

the fire chief, the police chief, the deputy police chief and the town accountant that provide for other terms and conditions of employment, including removal. The town administrator shall provide for an annual review of the department heads and employees with respect to day-to-day and annual performance.

(e) The town administrator may suspend or remove any person appointed by the town administrator; provided, however, that with respect to any such removal, if that person is a department head, the town administrator shall first inform the board of selectmen with respect to the removal. The conditions applicable to removal or suspension may be addressed by the terms of any contract between the town administrator and a department head.

(f) The town administrator shall be entrusted with the administration of the town personnel system, in conjunction with the personnel board, which shall include, but not be limited to: personnel policies and practices; and rules and regulations, including provisions for an annual employee performance review; personnel by-laws and collective bargaining agreements entered into by the town. The town administrator shall also prepare and keep current a plan establishing the personnel staffing requirements for each town department or entity, except the school department.

(g) The town administrator shall fix the compensation of all appointed officers and employees within the limits established by appropriations of the town meeting.

(h) The town administrator shall attend all regular and special meetings of the board of selectmen unless the town administrator is unavailable for reasonable cause. The town administrator shall have a voice, but not a vote, at meetings of the board of selectmen.

(i) The town administrator shall keep the board of selectmen fully advised concerning the status of all matters that have been referred to the town administrator by the board of selectmen.

(j) The town administrator shall ensure that full and complete records of the financial and administrative activities of the town are kept and to render, as often as may be required by the board of selectmen, a full report of all town financial and administrative operations during the period reported on and the report shall be made available to the public.

(k) The town administrator shall keep the board of selectmen fully advised as to the needs of the town and to recommend to the board of selectmen and other elected town officers and agencies measures requiring action by those officers or agencies or by town meeting as the town administrator may deem necessary or desirable.

(l) The town administrator shall have full jurisdiction over the rental and use of all town facilities and real property, except real property that is under the control of the school committee, the board of library trustees, the board of park commissioners, the board of cemetery trustees, the Milton Housing Authority or the conservation commission; provided, however, that the town administrator, together with the school superintendent, shall supervise and oversee the director of consolidated facilities, who shall be responsible for the maintenance and repair of all town buildings and facilities.

(m) The town administrator shall coordinate intra-governmental and inter-governmental affairs.

(n) The town administrator shall act as the administrative spokesperson for the town.

(o) The town administrator shall formulate long-range and annual

financial plans, including detailed projections of revenues and expenditures and prepare and present to the board of selectmen and the warrant committee an annual operating budget for the town. The town administrator shall also prepare and present to the capital improvement planning committee and the board of selectmen a proposed capital budget for the town for the 5 fiscal years next ensuing.

(p) The town administrator shall make recommendations to the board of selectmen with respect to departmental and non-departmental expenditures, the capital improvement plan submitted by the capital improvement planning committee, the financial impact of town meeting warrant articles and strategies and proposals for collective bargaining.

(q) The town administrator shall negotiate all contracts relating to the responsibilities of the town administrator outlined in this act, including contracts with town employees, except employees of the school department, involving wages, hours and other terms and conditions of employment; provided, however, that all collective bargaining contracts shall be subject to ratification and execution by the board of selectmen.

(r) The town administrator shall appoint the chief procurement officer for the town of Milton pursuant to chapter 30B of the General Laws.

(s) The town administrator shall approve payment and expense warrants pursuant to section 56 of chapter 41 of the General Laws.

(t) The town administrator shall submit to the board of selectmen and to town meeting, if necessary, plans to reorganize, consolidate or abolish departments, commissions, boards or offices under the town

administrator's direction and supervision or to establish new departments, commissions, boards and offices, or both, subject to enactment of home rule legislation if otherwise legally required.

(u) The town administrator shall ensure that the General Laws, the by-laws, votes of the town meeting and votes of the board of selectmen that require enforcement by the town administrator or officers subject to the town administrator's direction and supervision are faithfully executed, performed or otherwise carried out.

(v) The town administrator shall act upon all applications for temporary signs. Temporary signs shall include signs that are displayed for not more than 45 days.

(w) The town administrator shall act upon all applications for utility grants of location and to conduct public hearings in connection therewith, in accordance with the statutory procedure established for the board of selectmen.

(x) The town administrator shall act upon all applications to use the town's streets and ways for charitable or other walks or runs, any approval thereof being contingent upon approval by the police chief.

(y) The town administrator shall perform such other duties and responsibilities as may be delegated to the town administrator by the board of selectmen.

(z) The town administrator may delegate duties to any subordinate officer or employee to aid the town administrator in the performance of such duties and responsibilities.

SECTION 3. The town administrator shall be subject to the authority and direction of the board of selectmen. The town administrator shall render reports to the board of selectmen on a regular basis, including in those reports a summary of current

activities, a list of both current and long-range issues and objectives and programs in response thereto and suggestions concerning the goals and objectives of the town and the community.

SECTION 4. The board of selectmen may, by the affirmative vote of a majority of its members, terminate, remove or suspend the town administrator from office; provided, however, that further conditions applicable to termination, removal or suspension may be addressed by the terms of any contract between the board of selectmen and the town administrator.

SECTION 5. In the event of a vacancy in the position of town administrator, the board of selectmen shall appoint a qualified interim town administrator to serve until such time as the next town administrator is appointed but not for a period longer than 12 months. The board of selectmen may, in its discretion, waive any 1 or more of the requirements or provisions set forth in section 1 with respect to the appointment of an interim town administrator.

In the event that the town administrator is unable to perform the duties of the town administrator for a period of 14 consecutive days or more, the board of selectmen may appoint, in writing, a qualified town officer or employee to serve as the acting town administrator. The acting town administrator shall exercise the powers and perform the duties of the town administrator until such time as the board of selectmen revokes, in writing, the appointment as acting town administrator.

SECTION 6. This act shall take effect upon its passage.

Approved, March 31, 2016.

Community: Natick

Title: Town Administrator

Annual Compensation: \$210,000

Community Population: 36,426

ARTICLE 4

TOWN ADMINISTRATOR

Section 4-1 Appointment, Review, Other Activities

- (a) **Appointment, Term of Office** - The Select Board shall appoint a town administrator to serve for a term of not less than three nor more than five years, provided, however, that the first six months of any individual's first appointment to the office shall be considered a probationary period. The Select Board shall make the appointment of a town administrator from a list prepared by a screening committee in accordance with procedures and qualifications established by by-law. The town administrator shall be appointed solely on the basis of his executive and administrative qualifications. He shall be a person especially fitted by education, training and previous experience in business or public administration to perform the duties of the office of town administrator.
- (b) **Review of Performance** - The Select Board shall annually provide for a review of the job performance of the town administrator which shall, at least in summary form, be a public record.
- (c) **Restriction on Other Activities** - The town administrator shall devote his full time to the duties of his office and shall not hold any other public office, elective or appointive, nor shall he engage in any other business, occupation or profession during his term unless such action is approved, in advance, in writing, by the Select Board.

Section 4-2 Powers and Duties

The town administrator shall be the chief administrative officer of the town and shall be responsible to the Select Board for the proper administration of all town affairs placed under his charge by or under the charter and by-laws. The powers and duties of the town administrator shall include, but are not intended to be limited to, the following:

- 1) He shall supervise, direct and be responsible for the efficient administration of all functions placed under his control by the charter, by by-law, by town meeting vote, by vote of the Select Board, or otherwise, including all officers appointed by him and their respective department.
- 2) He shall coordinate the activities of all town agencies under his control with those under the control of officers and multiple member bodies who are elected directly by the voters of Natick.
- 3) He shall appoint, and may remove, subject to the civil service law and any collective bargaining agreements as may be applicable, all department heads, all officers, subordinates and employees for whom no other method of selection is provided by the charter or by-laws, except persons serving under officers and multiple member bodies

directly elected by the voters of Natick. Copies of all proposed appointments of the town administrator shall be posted forthwith on the town bulletin board. Appointments made by the town administrator shall become effective on the fifteenth day following the day on which notice of the proposed appointment is filed with the Select Board, unless the Select Board shall within such period by majority vote of the full board vote to reject such appointment or has sooner voted to affirm it.

- 4) He shall, in conjunction with a personnel board established by by-law, be entrusted with the administration of a town personnel system, including, but not limited to personnel policies and practices, rules and regulations, including provisions for an annual employee performance review, and amendments to the personnel by-law as warranted. He shall prepare, maintain and keep current a plan establishing the personnel staffing requirements of each town agency, except those under the jurisdiction of the school committee.
- 5) He shall attend all regular and special meetings of the Select Board, unless excused at his own request, and shall have a voice, but no vote, in all of its proceedings.
- 6) He shall attend all sessions of the representative town meeting and shall answer all questions addressed to him related to warrant articles and which are related to matters under his general supervision.
- 7) He shall assure that all provisions of state laws, the charter, the by-laws and other votes of the town meeting, votes of the Select Board and of other town agencies which require enforcement by him or by officers or employees subject to his general supervision and direction, are faithfully carried out, performed and enforced.
- 8) He shall prepare and submit, in the manner provided in Article 5, the fiscal documents pertaining to the annual operating budget and proposed capital outlay program for the town.
- 9) He shall keep the Select Board fully informed as to the fiscal condition and needs of the town, and shall make such recommendations to the Select Board and to other elected and appointive officers as he may deem to be necessary or desirable.
- 10) He shall assure that full and complete records of the financial and administrative activities of the town are kept and shall render full reports to the Select Board at the end of each fiscal year and at such other periods as it may reasonably require.
- 11) He shall have full jurisdiction over the rental and use of all town facilities except those under the jurisdiction of the school committee. He shall be responsible for the maintenance and repair of all town facilities, including, if authorized by a town meeting vote, those under the jurisdiction of the school committee.
- 12) He may at any time inquire into the conduct of office or performance of duty of any town officer, town employee or town agency under his general supervision.

- 13) He shall assure that a full and complete inventory of all town-owned property, both real and personal, is kept consistent with Generally Accepted Accounting Principles, including all property under the jurisdiction of the school committee and other elected town officers or multiple member bodies.
- 14) He shall be responsible for the negotiation of all contracts and collective bargaining agreements with town employees over wages, hours, and other terms and conditions of employment, except those under the jurisdiction of the school committee.
- 15) He shall be responsible for the purchase of all supplies, materials and equipment, and shall award all contracts for supplies, materials and equipment for all departments and activities of the town, except for the school department. He shall examine and inspect, or cause to be examined and inspected, the quality and the condition of all supplies, materials and equipment delivered to or received by any town department, except the school department. He shall, in addition, be responsible for the disposal of all surplus supplies, materials and equipment for all departments and activities of the town, except for the school department.
- 16) He may in the manner provided in Article 6 reorganize, consolidate or abolish town agencies serving under his general supervision in whole or in part, provide for new town agencies and when incident to any such organization, with the approval of the finance committee, transfer all or a portion of the appropriation made for one town agency to another.
- 17) He shall be in charge of all machines and software other than machines and software used for educational or classroom purposes, and shall allocate the use thereof among the several town agencies.
- 18) He may authorize any subordinate officer or employee to exercise any power or duty which he is authorized to perform, provided however, that all acts which are performed under any such delegation shall be deemed to be his acts.
- 19) He shall perform such other duties as may be required by the charter, by by-law, by town meeting vote, by vote of the Select Board, or otherwise.

Section 4-3 Acting Town Administrator

- (a) **Temporary Absence** - The town administrator shall, by letter filed with the Select Board and a copy filed with the town clerk, designate a qualified town officer or employee to exercise the powers and perform the duties of his office during his temporary absence. During the temporary absence of the town administrator, the Select Board may not revoke such designation until at least ten working days have elapsed, whereupon it may designate another qualified town officer or employee to serve as acting town administrator until the town administrator shall return and assume his duties.

- (b) **Vacancy** - Any vacancy in the office of town administrator shall be filled as soon as possible by the Select Board but pending such appointment the Select Board shall designate a qualified town officer or employee or other qualified individual to perform the duties of the town administrator on an acting basis. The appointment of an acting town administrator shall be for a term not to exceed three months, provided, however, a renewal, not to exceed an additional three months may be provided.
- (c) **Powers and Duties** - The powers of a temporary or acting town administrator, under (a) or (b) above, shall be limited to matters not admitting of delay and shall include authority to make appointments or designations to town office or employment, except that, for positions reporting directly to the town administrator, only an acting appointment or designation may be made.

Section 4-4 Removal and Suspension

The Select Board, by a two-thirds vote taken with the full board present, may terminate the town administrator from his office in accordance with the following procedure:

- (a) During probationary period: notice in writing of termination.
- (b) After probationary period: The town administrator shall not be dismissed except for inefficiency, incapacity, conduct unbecoming the office, insubordination or other good cause, nor unless at least thirty days prior to the meeting at which the vote is to be taken, he shall have been notified of such intended vote; nor unless, if he so requests in writing, he shall have been furnished by the Select Board with a written statement of the charge or charges or the cause or causes for which his dismissal is proposed; nor unless, if he so requests in writing, he has been given a hearing before the Select Board which may be either public or private at the option of the town administrator, and at which he may be represented by counsel, present evidence, and call witnesses to testify in his behalf and examine them.
- (c) Anything contained in this provision to the contrary notwithstanding, the non-renewal of the term of appointment of the town administrator shall not be considered to be a dismissal and the provisions of this Section, 4-4 (a) and (b), shall not apply.
- (d) The town administrator may be suspended from office by a procedure following the same steps outlined above for a removal.
- (e) The town administrator shall continue to receive his full salary until thirty days following the date a final vote of removal has become effective.

Community: Northfield

Title: Town Administrator

Annual Compensation: \$100,803

Community Population: 2,876

ARTICLE I
Town Administrator
[Adopted 12-9-2013 STM by Art. 5]

§ 106-1. Responsibilities and duties.

- A. The Town Administrator shall be the chief administrative officer of the Town and shall function under the policy guidance of the Selectboard.
- B. The Town Administrator is responsible for the daily supervision of all Town employees hired by the Selectboard and shall coordinate with all other departments and employees of the Town.
- C. The Town Administrator shall annually confer with all appropriate authorities, including the Town Accountant, Treasurer, Collector of Taxes and others as necessary, to produce an estimate of revenues available for the ensuing fiscal year and shall make the estimate available to the Selectboard and Finance Committee.
- D. The Town Administrator shall annually call for all department budgets and shall prepare a draft budget, balanced with available revenue, for submission to the Selectboard and Finance Committee for their review and approval or recommendation.
- E. The Town Administrator shall review all departmental budgets during the course of the fiscal year to ensure actual spending is consistent with budgeted sums and shall keep the Selectboard and Finance Committee advised of any pending concerns.
- F. The Town Administrator shall be the chief procurement officer of the Town and shall ensure that all purchasing and contract award is made in a manner consistent with Massachusetts statute and local bylaw.
- G. The Town Administrator shall serve as the personnel officer of the Town and shall be available to assist all appointing authorities with training, recruitment, discipline and termination of all employees. He/she shall further ensure that a system of annual employee evaluation is in place, as approved by the Selectboard, and that all employees of the Town receive an annual work performance evaluation.
- H. The Town Administrator shall administer the Town's insurance program, including workmen's compensation, employee group health/life insurance and property/liability insurance.
- I. The Town Administrator shall serve as the liaison between the Town and other local, state and federal officials, as well as Town Counsel and other advisors to the Town.
- J. The Town Administrator shall attend all meetings of the Selectboard and Town Meetings, unless excused by the Selectboard.
- K. The Town Administrator shall perform all other duties as he/she may be assigned from time to time by the Selectboard.

Community: Norwell

Title: Town Administrator

Annual Compensation: \$176,876

Community Population: 11,349

Section 5-1. Appointment, Qualifications and Term of Service.

- (a) **Appointment:** The Board of Selectmen shall appoint a Town Administrator for a term not to exceed three (3) years, as the Board may determine, and the Town Administrator may be appointed for successive terms of office.
- (b) **Qualifications:** The Town Administrator shall be a person of demonstrated ability with administrative experience in public management or business administration and who is qualified by reason of education, skills and experience. The Board of Selectmen may establish additional qualifications for the office of Town Administrator. To the extent permitted by law, the terms of the Town Administrator's employment may be subject of a written agreement between the parties setting forth the length of service, compensation and other terms that are customarily included in an employment contract.
- (c) **General Terms:** The Town Administrator shall devote full time to the duties of said office and shall not engage in any other business or occupation during the term of employment by the Town without the written approval of the Board of Selectmen. The Town Administrator shall hold no elective office in the Town during the term as Town Administrator, but the Board of Selectmen may appoint the Town Administrator to any appointed office or position consistent with the responsibilities of the Town Administrator. Before beginning the duties as Town Administrator, the newly appointed Town Administrator shall be sworn to faithful and impartial performance thereof by the Town Clerk. The Town Administrator shall not have served in elective office for the Town of Norwell for at least twenty-four (24) months prior to being appointed.
- (d) **Compensation:** The Board of Selectmen shall set the compensation of the Town Administrator, not to exceed the amount appropriated by the Town meeting.
- (e) **Performance Evaluation:** The Board of Selectmen shall conduct an annual performance review of the Town Administrator. Annual performance reviews shall be based on the Town Administrator's accomplishments pursuant to the powers and duties specified under Section 5-2 of this Charter, and the successful completion of any additional goals set by the Board of Selectmen the preceding year.

Section 5-2. Powers and Duties of the Town Administrator.

The Town Administrator shall be the Chief Administrative Officer of the Town. The Town Administrator shall be responsible to the Board of Selectmen for the effective management of all Town affairs placed in the Town Administrator's charge by this Charter, the Board of Selectmen or vote of the Town meeting. The Town Administrator shall implement Town policies and coordinate operational and strategic planning for the Town. The Town Administrator shall facilitate communication between all Town departments and officials and the public. The duties of the Town Administrator shall include, but not be limited to the following:

- (a) **Appointment Authority:**
 - (1) The Town Administrator shall appoint and may remove a Treasurer-Collector and Accountant. The Town Administrator shall consult with the Board of Selectmen prior to making any appointment or removal under this subsection. Unless otherwise provided

under law, appointments or removals shall become effective twenty (20) days after notice of appointment or removal is filed with the Board of Selectmen, unless the Board of Selectmen rejects the appointment or removal by a majority vote within twenty (20) days or approves the appointment or removal by a majority vote of the board before twenty (20) days are over.

- (2) The Town Administrator shall appoint and may remove all other department heads that serve with any appointed board, commission or committee, other employees for whom no other method is provided under this Charter, and shall approve the appointment and removal for all other employees, except employees of the School Department, Fire Department and Officers of the Police Department, under the General Laws or this Charter. The Town Administrator shall consult with and obtain the approval of the appropriate appointed board, commission or committee prior to making any appointment or removal under this subsection. Unless otherwise provided under law, said appointments or removals shall become effective twenty (20) days after the notice of an appointment or removal is filed with the Board of Selectmen, unless the Board of Selectmen rejects the appointment or removal by a majority vote within twenty (20) days or approves the appointment or removal by a majority vote of board members present and voting before the twenty (20) days are over. This paragraph shall not apply to any department heads that serve with elected boards, commissions or committees.
- (3) The Town Administrator shall appoint and may remove all department heads that serve with an elected board, commission or committee, except employees of the School Department, provided that the Town Administrator shall consult with and obtain the approval of the elected bodies prior to making an appointment or removal under this paragraph, unless otherwise provided by the General Laws or this Charter.
- (4) Department heads shall, subject to the approval of the Town Administrator, appoint and may remove assistant department heads, subordinates and employees, except employees of the School Department, the Fire Department and Officers of the Police Department. The department head seeking to make an appointment or removal shall consult with the appropriate elected or appointed board, commission, committee or official prior to making the appointment or removal, unless otherwise provided by the General Laws or this charter.
- (5) The Town Administrator, in consultation with department heads and the affected boards, may transfer personnel between departments as needed. Such transfer is presumed to be temporary and requires the approval of the affected boards. This paragraph shall not apply to personnel of the School Department.
- (6) All appointments under this section shall be based on education, skills and experience alone.
- (7) Copies of notices of board and commission vacancies, job vacancies and opportunities and requests for volunteers shall be conspicuously posted in the Town Hall and on the Town's official website. The Town Administrator may also advertise such vacancies and opportunities in local newspapers or other media at a cost not to exceed the amount appropriated by the Town meeting.

(b) Administrative Responsibilities:

- (1) The Town Administrator shall supervise the general activities and direct the operations of all Town departments, unless otherwise provided by the General Laws, this Charter or Town by-laws. This paragraph shall not apply to the activities and operations of the School Department and to statutory responsibilities and functions of the School Committee.
- (2) The Town Administrator shall supervise and be responsible for all town employees unless otherwise provided by the General Laws, this Charter, or Town by-laws. This paragraph shall not apply to employees of the School Department and to the statutory responsibilities and functions of the School Committee.
- (3) The Town Administrator shall reorganize, consolidate and establish departments under the Town Administrator's supervision and the jurisdiction of the Board of Selectmen, subject to the General Laws, this Charter, Town by-laws or by vote of Town meeting. Prior to taking action under this subsection, the Town Administrator shall notify and obtain the approval of the Board of Selectmen. The Board of Selectmen shall hold a public hearing and shall have thirty (30) days following the public hearing to approve any proposal under this subsection. With the approval of the Board of Selectmen and Advisory Board, the Town Administrator may transfer all, or part of an unexpended appropriation of a reorganized or consolidated department, board or office to any other Town department, board or office.
- (4) The Town Administrator shall administer, either directly or through an appointed person, all general and special laws applicable to the Town, the town by-laws, votes of the Town within the scope of the Town Administrator's duty and all policy rules and regulations made by the Board of Selectmen, provided, however, that any delegation shall be considered an act of the Town Administrator.
- (5) The Town Administrator shall establish control and data systems appropriate for monitoring expenditures by Town boards and departments to enable the town Administrator to make periodic reports to the Board of Selectmen and the Advisory Board on the status of the Town's finances.
- (6) The Town Administrator shall develop and administer a personnel management system, including, but not limited to, the creation of job descriptions, a reporting structure, determination of rates of pay, the development and implementation of an ongoing training program, evaluation process, personnel management and hiring policies, practices and regulations relating to Town employment.
- (7) The Town Administrator shall manage and maintain all Town buildings, properties and facilities, excluding those of the School Department, under the Town Administrator's authority under this Charter, Town by-laws or by vote of Town meeting. The Town Administrator may maintain and repair other buildings, properties and facilities if and to the extent departments, agencies, boards, committees and commissions request and authorize such maintenance and repair activities, unless otherwise prohibited by the General Laws, this Charter, Town by-laws or by vote of Town meeting. The Town Administrator shall keep and annually update a full and complete inventory of all Town

property, both real and personal.

- (8) The Town Administrator shall attend and participate in all regular and special meetings of the Board of Selectmen and Town meetings, unless excused by the Board of Selectmen.
 - (9) The Town Administrator shall ensure that there are complete records taken and maintained of Board of Selectmen meetings and compile reports of the meetings as requested by the Board of Selectmen.
 - (10) The Town Administrator shall act as the liaison to and represent the Board of Selectmen before state, federal and regional authorities.
 - (11) Subject to policy established by the Board of Selectmen, the Town Administrator shall approve all warrants and vouchers, including payroll warrants for payment of Town funds submitted by the Town Accountant. Any warrants generated by the Town Administrator shall be signed by the Board of Selectmen.
 - (12) In consultation with the Board of Selectmen, the Town Administrator shall identify and submit applications for state or federal grants for which the Town is eligible. The Town Administrator shall approve all grant applications submitted by other boards, commissions and departments of the Town on behalf of the Town or a member of a proposed or active regional agreement, consortium or similar partnership.
 - (13) The Town Administrator shall perform any other duties consistent with the office of Town Administrator and as may be required by Town by-law, vote of the Town or by vote of the Board of Selectmen.
- (c) Financial Management and Reporting: Budget Preparation:
- (1) The Town Administrator shall prepare and submit to the Board of Selectmen and the Advisory Board, at a public meeting not less than ninety (90) days prior to the annual Town meeting, a proposed written budget for Town government, excluding the School Committee, for the ensuing fiscal year.
 - (2) The Town Administrator shall detail in the proposed budget all estimated revenues from all sources and all expenditures, including debt service, in case for the previous, current and ensuing years.
 - (3) The Town Administrator shall include in the proposed budget free cash, stabilization funds and other funds available for appropriation for the ensuing fiscal year, including estimated balances in special accounts.
 - (4) The Town Administrator shall provide additional financial reports as established by Town by-law and vote of Town meeting.
 - (5) All departments, boards, officials, and committees of the Town, including the School Committee, shall, within the timeframe reasonably requested by the Town Administrator, furnish in writing all relevant information in their possession and submit to the Town Administrator, the Board of Selectmen and the Advisory Board a reasonable estimate of the appropriations required and any other funds expected to be

available. The Town Administrator shall cooperate and share information with all departments, boards, officials, and committees of the Town, including the School Committee, in preparation of the budget.

- (6) The Town Administrator shall assist the Board of Selectmen to develop a long-range financial plan for the Town, including preparation of a multi-year forecast of expected revenues and expenditures.
- (d) Labor Relations:
- (1) The Town Administrator shall negotiate collective bargaining contracts on behalf of the Board of Selectmen, which shall be subject to approval, ratification and execution by the Board of Selectmen. The Board of Selectmen, at its discretion, may authorize use of special counsel to assist the Town Administrator in the negotiations.
 - (2) The Town Administrator shall administer and ensure adherence to collective bargaining agreements.
- (e) Procurement: The Town Administrator shall act as the Chief Procurement Officer under Chapter 30B of the General Laws, responsible for the purchasing of all supplies, materials and equipment for the Town, including the bidding and awarding of all contracts, except for the School Department.

Community: Oak Bluffs

Title: Town Administrator

Annual Compensation: \$150,300

Community Population: 5,472

Town of Oak Bluffs

ARTICLE 6

Voted in the majority, as amended, to **establish the position of Town Administrator** for the Town of Oak Bluffs with a term, compensation and duties to be determined from time to time by the Board of Selectmen, to read as follows:

In accordance with Massachusetts General Laws, **Chapter 41, § 23A**, as amended, the Town of Oak Bluffs hereby authorizes the Selectmen to establish the position of Town Administrator, to be appointed by the Selectmen for a period of one or three years and to be removed by the Selectmen at their discretion. The Town Administrator shall be sworn to the faithful performance of his duties. During the time that he holds office he shall hold no elective town office, but he may be appointed by the selectmen or, with their approval, by any other town officer, board, committee or commission, to any other town office or position consistent with his office. He shall receive such aggregate compensation, not exceeding the amount appropriated therefore, as the selectmen may determine. He shall act by and for the selectmen in any matter which they may assign to him relating to the administration of the affairs of the town or of any town office or department under their supervision and control, or, with the approval of the selectmen, may perform such other duties as may be requested of him by any other town officer, board, committee or commission.

Specifically:

1. The Town Administrator shall serve as Chief Administrative Officer for the Town of Oak Bluffs, and be responsible for the daily management of the Town.
2. Organize and oversee the proper maintenance of records, documents, contracts, plans, and other information within the jurisdiction of the Board of Selectmen.
3. Coordinate town activities and operations as necessary to ensure effective management of town affairs; provides advice and consultation to all town boards, departments, and committees.
4. Assist the Board of Selectmen in formulating policy through research and recommendations.
5. Organize and set agendas for Board of Selectmen meetings; attend regular and special meetings of the Board of Selectmen and other town boards/departments as requested and participate in the discussion of matters before the Board as requested.
6. Conduct research in specific issues for the Board of Selectmen and report findings and recommendations in a timely manner.

7. Ensure activities of town agencies are in conformity with directives of the Board of Selectmen and Town Administrator; initiate corrective action whenever necessary.
8. Coordinate the development and preparation of town meeting warrants, and ensure warrants and annual reports are printed and published in a timely manner.
9. Represent the Board of Selectmen at meetings of state, federal, municipal, school, and regional agencies.
10. Receive and answer citizen questions and complaints.
11. Assume other duties or tasks as delegated by vote of the Board of Selectmen or by the Chairman.
12. Ensure projects and programs are effectively coordinated by following the progress of such projects and programs, ensuring communication is maintained among officials and employees involved, and report to the Board of Selectmen on problems encountered.
13. Oversee maintenance of all town buildings with the exception of school buildings.
14. Act as a liaison with Town Counsel, Special Counsel, Labor Counsel, and Bond Counsel.
15. Act as coordinator working with elected and appointed officials in the preparation and annual maintenance of a five-year financial forecast and five-year Capital Outlay plan.
16. Prepare uniform procedures to be used for the preparation of the annual budget and the Capital Improvements Program; coordinate activities with Town Accountant, Finance Committee, and the Capital Improvements Committee, ensuring all departments adhere to budget preparation schedules.
17. Review and analyze budget requests submitted by all departments, boards, commissions and agencies, and make recommendations to the Board of Selectmen for its consideration.
18. Prepare and manage the budget of the office of the Board of Selectmen, and for all other town functions assigned to the Board.

19. In consultation with the Town Accountant, Town Treasurer, and Tax Collector, analyze monthly finance reports and apprise the Board of Selectmen as to the financial condition of the Town.
20. Supervise purchasing activities and the preparation of bid documents, negotiate and administer contracts as required by Massachusetts General Law and the Board of Selectmen; act as the Town's Chief Procurement Officer.
21. Prepare or oversee the preparation of grant applications and coordinate grant proposals to ensure each proposal is consistent with Town policies.
22. Serve as personnel administrator for the Town.
23. Manage the daily activities of employees and officials under the aegis of the Town Administrator.
24. Ensure personnel practices for all employees covered by the Personnel Bylaw are consistent with the Personnel Bylaw, Personnel Administration requirements, union contracts, state and federal laws and regulations.
25. Assume responsibility for the daily administration of the personnel system within the town government, including the maintenance of personnel records and the enforcement of rules and regulations.
26. Assist in the negotiation of collective bargaining contracts.
27. Subject to a confirmation of the Board of Selectmen, appoint employees of Boards, Commissions, Councils, or Committees appointed by the Board of Selectmen.
28. Conduct performance evaluations and recommend wage adjustments for employees as appropriate.
29. Address violations of work Rules and Regulations for all employees covered by the Personnel Bylaw and conduct investigations as may be necessary; initiate corrective action for employees directly under the Town Administrator's supervision; meet with Department Heads and recommend corrective action for other employees consistent with Personnel Bylaws or Collective Bargaining agreements.
30. Maintain a roster of all persons in the Town's service.
31. Direct employee orientation, training counseling and career development in conjunction with Department Heads.

It is desirable that a candidate for this position should have a Bachelor's Degree in Public Administration or Business Administration, (Master's Degree preferred),

and five (5) to seven (7) years of experience in public administration or business administration, or equivalent education and experience, and prior municipal experience in a chief administrative officer capacity is desirable. A candidate for this position should have knowledge of federal and state laws and regulations affecting municipal government, the principles and practices of municipal government, personnel management, administration and finance; and should have skill in public relations, presentation, public speaking, municipal finance, personnel management, and purchasing management.

Community: Orange

Title: Town Administrator

Annual Compensation: \$110,069

Community Population: 7,577



Town of Orange, Massachusetts Job Description

Position Title:	Town Administrator	Grade:
Department		Salary: \$100,000 – 120,000
Reports to:	Board of Selectmen	
Status	Non-Union, Exempt	
Date Adopted	05/01/2023	

Position Purpose:

The Town Administrator (TA) performs complex professional, administrative, and managerial tasks that establish the framework for effective operation and management of the Town of Orange. Under the direction and leadership of the Board of Selectmen (BOS), the TA is entrusted with daily oversight of Town department activities, and coordination with all departments and committees not in direct control of the BOS. The TA keeps the BOS informed about departmental activities and initiatives, identifies problems and policies that require Selectboard action, assists with development of BOS agendas and policies, and generally works in partnership with the BOS toward a goal of effective, professional management. On occasion, either as requested or proactively, the TA supports and advises boards and committees in matters of activities, initiatives, or policy formulation. As the senior member of the Town’s professional staff, the TA leads and facilitates the work of the Town’s operating agencies to ensure effective and efficient delivery of Town services. The TA shall be the chief administrative officer of the Town and shall act as the agent for the BOS. The TA shall be responsible to the BOS and shall perform all duties and responsibilities as may be assigned by the BOS, recognizing that the BOS relies on the TA to provide daily operational oversight that cannot be provided by the Board of Selectmen due to the constraints of the Open Meeting Law.

Supervision:

Supervision Scope:

Performs complex and highly responsible duties, requiring the exercise of a high level of independent judgment in providing professional advice to the BOS, Town officials, boards, and committees concerning the development, implementation, and administration of the policies, goals, regulations, and statutory requirements related to the administration and operation of the Town.

Supervision Received:

- Works under the policy direction of the BOS, with considerable latitude for independent judgment and initiative. Assumes responsibility for developing and achieving the Board’s goals and objectives.
- Works according to established professional, department, and Town policies, procedures, standards, special directives, instructions, and intent.
- The position is subject to review and evaluation by the BOS.

Supervision Given:

- Has direct supervisory responsibility for all personnel reporting to the BOS.
- Administers the hiring process, provides direction, maintains employee files, and counsels and disciplines staff consistent with Town policies.
- Has indirect supervisory responsibility for all Town employees, excluding only school employees (unless prohibited



Town of Orange, Massachusetts Job Description

by by-law).

Job Environment:

The work primarily involves office activities with occasional activities outside the office on construction sites, departmental activities, and intergovernmental and other meetings. The TA may frequently be required to work outside of normal business hours and attend evening meetings and should expect to be contacted at home within reason to respond to emergencies.

The TA makes frequent contacts with a wide variety of persons/organizations, including the general public, all Town departments/boards/committees, local/state/federal officials/organizations, attorneys, insurance companies, community leaders, and local civic and social organizations. Contacts require a high level of persuasiveness, resourcefulness, discretion, and negotiating skills to influence the decisions and behavior of other parties.

The TA is a confidential employee with full access to all town-wide confidential information such as personnel records, bid proposals, legal strategy, pending litigation, collective bargaining negotiating positions, information relating to inter-departmental project plans and programs, and personal information, unless otherwise prohibited by Mass General Laws.

Essential Functions:

(The essential functions or duties listed below are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position.)

- Supervises, directs, and assumes responsibility for the efficient administration of all functions and activities for which the office of TA is given authority, responsibility, or control by by-law, by Town Meeting vote, and by vote of the BOS.
- Assumes leadership in identifying and supporting BOS actions that will improve government efficiency
- As Chief Personnel Officer, recommends appointment and removal to the Board of all department heads, officers, members of boards and commission, and all other employees appointed by the BOS.
- Responsible for the administration of the personnel policies and practices, rules and regulations, and programs of the Board.
- Performs collective bargaining negotiations and monitors the implementation of collective bargaining agreements. Conducts contract negotiations and dispute resolution involving any labor matter within the purview of the Board.
- Makes recommendations on personnel staffing requirements.
- Develops the annual operating budget for the Town in consultation with the Finance Committee.
- Attends all regular and special meetings of the BOS. Provides informational support at all of its proceedings. Answers questions regarding warrant articles and matters under his/her jurisdiction.
- As Chief Financial Officer, ensures that full and complete records of the financial and administrative activities of the BOS are maintained. Prepares full report of all Town administrative operations as requested.
- Advises the BOS on the needs of the Town. Recommends to the BOS or other elected Town officials/agencies adoption of measures requiring action by them or Town Meeting.
- Oversees the rental and use of the Town Hall and all Town facilities and property under the jurisdiction of the BOS. Directs the maintenance and repair of all Town buildings and facilities. Ensures that a full and complete inventory of all property of the Town, both real and personal, is maintained.
- Acts as primary liaison with all legal counsels on matters relevant to the Town and assists Town Counsel with preparation of litigation.
- Prepares for Town Meetings, including writing of Warrant Articles and coordinating articles with the Finance Committee, Town Counsel, and all appropriate departments.
- Serves as Town's Chief Procurement Officer. Directs and controls procurement process, procedures, and best practices.
- Establishes working relationships with and acts as the BOS's representative to regional organizations and appropriate county, state, and federal officials, and departments.
- Answers complaints and refers complaints to the proper Town department for attention and submits recommendations for the disposition of specific complaints to the BOS.
- Performs similar or related work as required, directed, or as the situation dictates. Shall exercise any additional



Town of Orange, Massachusetts Job Description

powers that are or may be legally conferred upon the position by statute, bylaw, regulation or vote of the Board of Selectmen.

Recommended Minimum Qualifications:

The TA shall be a person of proven administrative ability, especially qualified by education, executive, and administrative qualifications, and experience in public or business administration.

Education, Training and Experience:

- Bachelor's degree in public administration or related field, master's degree preferred; five years of experience as a municipal or private sector administrator; demonstrated experience in collective bargaining, human resource management, purchasing, and conflict management and resolution; or any equivalent combination of education and experience.
- Experience in public administration is preferred; however, a combination of public/private sector experience is acceptable.

Knowledge, Ability and Skill:

- Comprehensive knowledge of the functions of municipal government. Working knowledge of the interaction between local, state, and federal government.
- Knowledge of Massachusetts General Laws as they apply to municipal operations.
- Working knowledge of business administration practices and general office procedures.
- Working knowledge of municipal budget and capital planning.
- Knowledge of Human Resource information systems.
- Skilled with computer applications such as word processing, spreadsheets, databases, presentations, and similar applications.
- Establish and maintain effective working relationships with all, prioritize multiple tasks and deal effectively with interruptions, often under considerable time pressure.
- Analyze complex issues and develop relevant and realistic plans, programs, and recommendations.
- Communicate and persuade both orally and in writing to establish positive public relations for the Town.
- Demonstrate skills in working cooperatively with all Town employees, board/committee members, officials, agencies, citizen groups, and individuals in promoting the best delivery of services to the community.
- Superior managerial, organizational and both written and verbal communication skills.
- Skilled in public speaking.
- Imagination, innovation, and judgment relating to planning and achieving Town-wide goals

Physical Requirements:

- Reasonable accommodations may be made under ADA to enable individuals with disabilities to perform the essential functions.
- Requires motor skills for activities such as lifting/moving objects up to 30 pounds, using office equipment, and making field visits to construction and other locations.
- Visual demands include reading documents, utilizing a computer, manually operates all office equipment and machines, driving a motor vehicle and similar activities.

This job description does not constitute an employment agreement between the employer and employee. It is used as a guide for personnel actions and is subject to change by the employer as the needs of the employer and requirements of the job change. The incumbent shall be eligible to enter into a contract with the Board of Selectmen that defines the terms of employment.

External and internal applicants, as well as position incumbents who become disabled as defined under the Americans with Disabilities Act, must be able to perform the essential job functions (as listed) either unaided or with the assistance of a reasonable accommodation to be determined on a case-by-case basis.

Community: Palmer

Title: Town Manager

Annual Compensation: \$160,000

Community Population: 12,372

Chapter C. Charter

Article 3. Executive Branch

Section 3-1. Town Manager: qualifications; compensation.

- (a) Town Manager qualifications. The chief executive officer of the Town shall be a Town Manager and shall be appointed by the Town Council. The Town Manager shall be required to hold a minimum of a bachelor's degree in public administration or a related field and five years' relevant experience or a master's degree in public administration or a related field and three years' relevant experience in performing the duties as set forth in Section **3-3**.
- (b) The Town Manager shall not engage in any other business or occupation during his or her term except for part-time consultative or teaching duties, directly relating to the profession of municipal management and with the specific consent of the Council.
- (c) Compensation. The Town Council shall, by ordinance, establish an annual salary for the Town Manager.
- (d) Expenses. Subject to appropriation, the Town Manager shall be entitled to reimbursement of the actual and necessary expenses incurred in the performance of the duties of the office.
- (e) Prohibitions. The Town Manager shall hold no other Town office or Town employment for which a salary or other emolument is payable from the Town treasury.

Section 3-2. Executive powers; organization.

The executive powers of the Town shall be vested solely in the Town Manager and may be exercised by the Town Manager either personally or through the several Town agencies under the general supervision and control of the office of the Town Manager.

Section 3-3. Powers and duties of Manager.

The Town Manager shall be the chief administrative officer of the Town and shall be responsible to the Town Council for the proper operation of Town affairs for which the Town Manager is given responsibility under this Charter. The powers, duties, and responsibilities of the Town Manager shall include, but are not intended to be limited to, the following:

- (a) To supervise, direct, and be responsible for the efficient administration of all officers appointed by the Town Manager and their respective departments and of all functions for which the Town Manager is given responsibility, authority or control by this Charter, by ordinance, or by vote of the Town Council.
- (b) To administer, either directly or through a person or persons supervised by the Town Manager, in accordance with this Charter, all provisions of general or special laws applicable to the Town, all ordinances, and all regulations established by the Town Council.

- (c) To coordinate all activities of Town departments or agencies, with exceptions noted in Section **6-4(a)**.
- (d) To attend all regular and special meetings of the Town Council, unless excused, and to answer all questions addressed to the Town Manager, which are related to matters under the general supervision of the Town Manager.
- (e) To keep the Town Council fully informed as to the needs of the Town, and to recommend to the Council for adoption such measures requiring action by them as the Town Manager deems necessary or expedient.
- (f) To ensure that complete and full records of the financial and administrative activity of the Town are maintained and to render reports to the Town Council as may be required.
- (g) To be responsible for the rental, use, maintenance, and repair of all Town facilities, except those under the jurisdiction of the School Committee and the Palmer Public Library.
- (h) To be responsible for the purchase of all supplies, materials, and equipment, except books and other educational materials for schools and libraries and approve the award of all contracts, except contracts for educational materials or library materials.
- (i) To develop and maintain a full and complete inventory of all Town-owned real and personal property.
- (j) To administer personnel policies, practices, or rules and regulations, any compensation plans and any related matters for all Town employees and to administer all collective bargaining agreements, except for school department and Palmer Public Library agreements entered into by the Town.
- (k) To fix the compensation of all Town employees and officers appointed by the Town Manager within the limits established by appropriation and any applicable compensation plan.
- (l) To be responsible for the negotiation of all contracts with Town employees over wages, and other terms and conditions of employment, except employees of the School Department and the Palmer Public Library. The Town Manager may employ special counsel to assist in the performance of these duties. Contracts shall be subject to the approval of the Town Council.
- (m) To prepare and submit an annual operating budget, capital improvement program, and a long-term financial forecast as provided in Article 7 of this Charter.
- (n) To keep the Town Council fully informed as to the financial condition of the Town and to make recommendations to the Town Council as the Town Manager determines necessary or expedient.
- (o) To investigate or inquire into the affairs of any Town department, agency, or office under the authority of the Town Manager.
- (p) To delegate, authorize, or direct any subordinate or employee of the Town to exercise any power, duty, or responsibility which the Office of Town Manager is authorized to exercise, provided that all acts that are performed under such delegation shall be considered to be the acts of the Town Manager.
- (q) To perform such other duties as necessary or as may be assigned by this Charter, by ordinance, or by vote of the Town Council.

Section 3-5. Appointments by Town Manager.

- (a) The Town Manager shall appoint, subject to review by the Town Council as provided in Section **2-10(a)**, all department heads, members of multiple-member bodies and Town agents, but not including any position for which selection is provided by general election under Article 4. All appointments made by the Town Manager shall be made on the basis of merit and fitness demonstrated by past performance or by other evidence of competence and suitability. Each

person appointed to fill an office or position shall be a person especially fitted by education, training, and previous work experience to perform the duties of the office or position for which chosen.

- (b) The Town Manager may remove or suspend for cause, subject to review by the Town Council as provided in Section **2-10(b)**, any person appointed under this section. The decision of the Town Manager shall be final, it being the intention of this provision to vest all authority and to fix all responsibility for such suspension or removal solely in the Town Manager.
- (c) All appointments of multi-member boards shall be staggered and the appointments shall not exceed three years in length.

Community: Plymouth

Title: Town Manager

Annual Compensation: \$293,398

Community Population: 62,131

Plymouth, MA

Section 4: Town Manager - Appointment and Removal

3-4-1 Appointment

- **Selection:** The Select Board shall appoint the Town Manager by an affirmative vote of four members.
- **Qualifications:** Appointment shall be based on executive and administrative capabilities, with candidates selected for their education, training, and experience in municipal administration. Candidates must have at least five years of full-time, paid experience in a relevant municipal management position.
- **Additional Requirements:** The town may establish further qualifications as necessary. The Town Manager is exempt from any personnel by-law.

3-4-2 Terms of Employment

- **Engagement:** The Town Manager must devote full time to their duties, holding no other public or private employment or office unless approved in writing by the Select Board.
- **Representation:** With Select Board approval, the Town Manager may represent the town on regional boards without additional compensation.
- **Contract:** Employment terms will be detailed in a written agreement, including duration, compensation, and standard employment benefits.

3-4-3 Discipline and Removal

- **Authority:** The Select Board may discipline or remove the Town Manager by a vote of four members.
- **Appeal Process:** The Town Manager can appeal a dismissal decision within seven days, requesting a public hearing, which the Select Board must hold within fourteen days of the request. The Board will make a final decision within seven days post-hearing.

3-4-4 Acting Town Manager

- **Temporary Appointment:** In the absence, illness, or removal of the Town Manager, the Select Board will appoint an Acting Town Manager.
- **Duration:** The appointment of an Acting Town Manager may not exceed 180 days.

Section 5: Town Manager - Powers and Duties

3-5-1 Administrative Responsibilities

- **Chief Administrator:** The Town Manager is the primary administrative officer responsible for managing town affairs under the direction of the Select Board.
- **Duties:** The Town Manager's duties include appointing and removing department heads (except as noted in civil service law), managing compensation within budgetary constraints, and overseeing all town departments and operations.

Key Responsibilities

- **Personnel Management:** Appoints most town employees, manages all town departments, and oversees collective bargaining and personnel policies.
- **Financial Oversight:** Prepares and submits the annual operating budget and a five-year capital improvements program to the Select Board.
- **Operational Management:** Implements town policies, administers laws and regulations, and coordinates town planning.
- **Public Representation:** Represents the town at various meetings and manages public relations.
- **Record Keeping:** Maintains comprehensive records of financial and administrative activities.
- **Property Management:** Manages town property and procures detailed property reports from the school department.

Additional Duties

- **Assessments and Evaluations:** Periodically evaluates town departments and provides assessments to the Select Board.
- **Legal and Regulatory Compliance:** Acts as the Chief Procurement Officer, ensuring compliance with relevant statutes and regulations.
- **Community Engagement:** Engages in community and public relations activities as directed by the Select Board.

Community: Randolph

Title: Town Manager

Annual Compensation: \$215,250

Community Population: 34,715

§ 61-1. Appointment; term of office; qualifications.

- A. Appointment, term of office. The Town council, by the affirmative vote of at least two-thirds (2/3) of the members, shall appoint a Town manager to serve for a term of office of up to five (5) years.
- B. Qualifications. The Town manager shall be a person of proven administrative ability, specially qualified by education and training with at least five (5) years full-time paid experience as a city or town manager, or an assistant city or town manager or the equivalent public or private sector level experience. The Town council may, from time to time, establish such additional qualifications as seems necessary and appropriate. The Town manager shall devote his full time to the office and shall not hold any other public office, elected or appointed, nor shall he engage in any other business, occupation or profession during his term unless such action is approved, in advance, by the Town council. The Town council may, by ordinance, establish other qualifications for the office of Town manager.

§ 61-2. Powers and duties generally.¹

The Town Manager shall be the Chief Administrative Officer of the Town and shall be responsible to the Town Council for the proper administration of all Town affairs placed under his charge under the charter. The powers and duties of the Town Manager shall include, but are not intended to be limited to, the following:

- A. He shall supervise, direct and be responsible for the efficient administration of all Town activities placed under his control by the charter, by ordinance, or otherwise, including all officers appointed by him and their respective agencies.
- B. He shall be responsible for the coordination of the activities of all agencies under his control with the activities of all other Town agencies, including those elected by the voters of Randolph and those appointed by other elected officials.
- C. Except as otherwise provided by this charter and subject to the civil service law and any collective bargaining agreements as may be applicable, the Town Manager shall appoint, based upon merit and fitness alone, all department heads, officers, subordinates, employees and all appointed multiple member bodies for whom no other method of selection is provided in this charter except employees of the school department. Appointments made by the Town Manager shall become effective upon the approval of the council; provided, however, that such approval is received within fifteen (15) days of filing such notice of appointment. If the Town Council shall fail to act, appointments made by the Town Manager shall become effective on the fifteenth (15th) day following the day on which notice of the proposed appointment is filed with the Town Council. For the purpose of this section, notice of appointment shall be considered filed with the Town Council when such notice is filed at an open meeting of the Town Council. Department heads shall appoint all officers, subordinates and employees within their department subject to the approval of the Town Manager.
- D. He shall administer all personnel policies, practices, or rules and regulations, any compensation plan and any related matters for all municipal employees and administer all

1. Editor's Note: Section derived from the Town Charter, signed by Lt. Governor on 3-9-2009 and approved on 4-7-2009.

collective bargaining agreements, except for school department agreements, entered into by the Town. He shall be responsible for the negotiation of all union and non-union contracts with Town employees over wages and other terms and conditions of employment, except employees of the school department. The Town Manager may, subject to the approval of the Town Council, employ Special Counsel to assist in the performance of these duties. Contracts shall be subject to the approval of the Town Council.

- E. He shall be responsible for making sure that all of the provisions of the laws of the Commonwealth, the Town Charter, Town ordinances and other votes of the Town Council which require enforcement by him, or by officers or employees subject to his supervision, are faithfully carried out and enforced.
- F. He shall prepare and submit an annual operating budget and a capital outlay program as provided in Article 5.²
- G. He shall be responsible for making sure that a full and complete record of the financial and administrative activities of the Town is kept and shall render a complete report to the Town Council at the end of each fiscal year and at such times as the Town Council may reasonably require.
- H. He shall execute contracts, subject to such prior Town Council approval as may be prescribed by ordinance.
- I. He shall have full jurisdiction over the rental and use of all Town facilities, except school or library buildings and grounds and properties under the jurisdiction of the Conservation Commission pursuant to Section 8C of Chapter 40 of the General Laws.
- J. He shall be responsible for the maintenance and repair of all Town-owned property, including school or library buildings and grounds but not including vacant land under the jurisdiction of the Conservation Commission pursuant to said Section 8C of said Chapter 40, if a Town ordinance authorizing a central Town maintenance department is created.
- K. He may at any time inquire into the conduct of office of any officer, employee or department under his supervision.
- L. He shall be responsible for ensuring that a full and complete inventory of all property owned by the Town, both real and personal, is kept.
- M. He shall keep the Town Council fully advised as to the financial condition of the Town and of the administration of the Town's affairs by filing written reports with the Town Council not less than quarterly throughout the year.
- N. He shall, from time to time, as in his judgment the needs of the Town require, make such recommendations to the Town Council for action to be taken by it as he may deem to be necessary or desirable.
- O. He may authorize any subordinate officer or employee to exercise any power or perform any function which he is authorized to exercise or perform; provided, however, that all acts

2. Editor's Note: See Charter Art. 5.

performed under any such delegation shall be deemed to be acts of the Town Manager.

- P. He shall determine the existence of a public emergency or danger and shall assume responsibility for the maintenance of public safety, public order and enforcement of the laws of the Commonwealth. The Manager shall notify the Council President as soon as practical, but within twenty-four (24) hours, of such a public emergency or danger and of the actions taken. Should the public emergency continue more than twenty-four (24) hours, the Town Council may meet to review, ratify or terminate such public emergency.
- Q. He shall execute all deeds conveying Town real property; provided; however, that any such conveyance shall have been previously authorized by the vote of the Town Council pursuant to the applicable provisions of the laws of the Commonwealth.
- R. He shall publish an annual report comprised of the complete statistical record of the operations of every Town department, commission and committee for the preceding year and such report shall be published annually and made available for distribution to the public not later than four (4) months after the end of the period on which the report is based.
- S. He shall perform such other functions as may, from time to time, be assigned to the office of Town Manager by ordinance or other vote of the Town Council, or otherwise.

§ 61-3. Compensation.

The Town Manager shall receive compensation as may be established by the Town Council, from time to time, for the office of Town Manager.

Community: Reading

Title: Town Manager

Annual Compensation: \$160,138

Community Population: 25,223

ARTICLE 5 TOWN MANAGER

5.1 Appointment, Qualifications and Term

The Board of Selectmen shall appoint a Town Manager, who shall be appointed solely on the basis of his executive and administrative qualifications. He shall be a professionally qualified person of proven ability, especially fitted by education, training and previous experience. He shall have had at least five (5) years of full-time paid experience as a City or Town Manager or Assistant City or Town Manager or the equivalent level public or private sector experience.

The terms of the Town Manager's employment shall be the subject of a written contract, for a term not to exceed three (3) years, setting forth his tenure, compensation, vacation, sick leave, benefits, and such other matters as are customarily included in an employment contract. The Town Manager's employment contract shall be in accordance with and subject to the provisions of the Charter and shall prevail over any conflicting provision of any personnel bylaw, rule, or regulation. The Town Manager's compensation shall not exceed the amount annually appropriated for that purpose.

The Town Manager shall devote full time to his office and, except as expressly authorized by the Board of Selectmen, shall not engage in any other business or occupation. Except as expressly provided in the Charter, he shall not hold any other public elective or appointive office in the Town; provided, however, that, with the approval of the Board of Selectmen, the Town Manager may serve as the Town's representative to regional boards, commissions or similar entities, but shall not receive any additional salary from the Town for such services.

Upon the termination of the Town Manager's appointment, whether voluntary or otherwise, he may receive termination pay as determined by the Board of Selectmen, not to exceed twelve (12) months' salary in total. To be eligible for this benefit upon voluntary termination, the Town Manager shall provide the Board of Selectmen a minimum of sixty (60) days written notice of his intent to leave. This benefit shall not be available if the Town Manager is terminated for cause.

[Amended November 10, 1997 - Article 7 and approved by vote of the Town on March 24, 1998]

[Amended November 15, 2004 - Article 16 and approved by vote of the Town on April 5, 2005]

[Amended November 21, 2011 - Article 28 and approved by vote of the Town on March 6, 2012]

5.2 Powers and Duties

The Town Manager shall be the Chief Administrative Officer of the Town and shall be responsible to the Board of Selectmen for the proper administration of all Town affairs placed in his charge by or under the Charter. The Town Manager's powers and duties shall include:

- a To supervise and be responsible for the efficient administration of all functions under his control, as may be authorized by the Charter, by Town Bylaw, by Town Meeting vote or by the Board of Selectmen, including all officers appointed by him and their respective departments.
- b To appoint and remove, subject to the civil service laws where applicable, the Police Chief, Fire Chief, Appraiser and all employees for whom no other method of appointment is provided in the Charter, except persons serving under the School Committee, Municipal Light Board of Commissioners or Board of Library Trustees, and appointments made by the representatives of the Commonwealth of Massachusetts. The Town Manager's appointment of the Police Chief and Fire Chief shall be subject to confirmation by the Board of Selectmen. The Town Manager's

appointment of the Appraiser shall be subject to confirmation by the Board of Assessors.

- c** To administer all personnel policies, practices and related matters for all municipal employees as established by any compensation plan, personnel policy guide or Town Bylaw, and all collective bargaining agreements entered into by the Board of Selectmen on behalf of the Town.
- d** To fix the compensation of all Town officers and employees appointed by him within the limits established by applicable appropriations and any compensation plan adopted by the Town Meeting.
- e** To attend all regular and special meetings of the Board of Selectmen, unless excused at his own request, and to have a voice, but no vote, in all discussions.
- f** To attend all sessions of Town Meetings and to answer all questions directed to him that are related to his office.
- g** To see that all of the provisions of the Massachusetts General Laws, of the Charter, of the Town Bylaws, of Town Meeting votes, and of votes of the Board of Selectmen that require enforcement by him or Town Officers and employees subject to his direction and supervision are faithfully carried out.
- h** To prepare and submit a proposed Annual Operating Budget and a Capital Improvements Program in accordance with Article 7.
- i** To ensure that a full and complete record of the financial and administrative activities of the Town is kept, and to render a full report to the Board of Selectmen at the end of each fiscal year and at such other times as may be required by the Board of Selectmen.
- j** To keep the Board of Selectmen fully informed as to the financial condition and needs of the Town and to make such recommendations to the Board of Selectmen as he may deem necessary or appropriate.
- k** To have full responsibility for the rental and use of all Town facilities, except those under the care, custody, management and control of the School Committee, the Board of Library Trustees, the Municipal Light Board of Commissioners, or other boards or committees specified by Town Bylaw or Town Meeting vote. He or his designee shall be responsible for the maintenance and repair of all Town property under his control.
- l** To inquire into the conduct of any Town Officer, employee or department under his control.
- m** To keep a full and complete inventory of all real and personal property of substantial value belonging to the Town.
- n** To serve as Chief Procurement Officer pursuant to the provisions of Massachusetts General Laws Chapter 30B and to be responsible for purchasing all supplies, materials, equipment, goods and services, except those of the School Committee and the Municipal Light Board of Commissioners; to negotiate and approve the award of all contracts for all departments and activities of the Town except those of the School Committee and Municipal Light Board of Commissioners; to examine the services performed for any Town Agency pursuant to any such contract; and to examine and inspect, or cause to be examined and inspected, the quality, quantity and conditions of materials, supplies, equipment or goods delivered to or received by any Town Agency.
- o** To approve any warrants for the payment of Town funds prepared by the Accountant in accordance with the provisions of the Massachusetts General Laws; provided, however, that the approval of any such warrant by the Town Manager shall be sufficient to authorize payment by the Town Treasurer, and provided further that the Board of Selectmen shall approve such warrants in the event of a vacancy in the office of Town Manager.

- p To serve as the Executive Officer of the Town for the purposes of Massachusetts General Laws Chapter 258.
- q To perform any other duties required of him by the Charter, by Town Bylaw, by Town Meeting vote or by the Board of Selectmen.

[Amended November 15, 2004 - Article 16 and approved by vote of the Town on April 5, 2005]

5.3 Ombudsman

The Town Manager shall appoint a Town employee other than himself or herself to act as an Ombudsman to all citizens in their day-to-day contacts and dealings with the Town, its officials and boards or committees. The function of the Ombudsman shall be:

- a To direct the citizens to the proper Town Officer, board or committee to deal with the issue or concern of the citizen;
- b To set up appointments for citizens to meet with directors, department heads and boards or committees as appropriate;
- c To provide citizens with access to public information within the Town; and
- d To otherwise serve the public in connection with their dealings with the Town.

The office of the Town Ombudsman shall be clearly and conspicuously marked within the Town Hall.

[Amended November 15, 2004 - Article 16 and approved by vote of the Town on April 5, 2005]

5.4 Acting Town Manager

5.4.1 Temporary Absence

By letter filed with the Town Clerk and the Board of Selectmen, the Town Manager shall designate a qualified individual to serve as Acting Town Manager during any anticipated temporary absence, not to exceed thirty (30) days.

5.4.2 Long-Term Absence

In the event of the absence, incapacity or illness of the Town Manager in excess of thirty (30) days, the Board of Selectmen shall appoint a qualified individual to serve as Acting Town Manager until the Town Manager returns.

5.4.3 Vacancy

When the office of Town Manager is vacant or the Town Manager is under suspension as provided in Section 5.5, the Board of Selectmen shall appoint a qualified individual to serve as Acting Town Manager under terms of employment to be determined by the Board of Selectmen. In the event of vacancy, the Board of Selectmen shall initiate recruitment for a new Town Manager without delay and shall appoint a new Town Manager within one hundred eighty (180) days.

5.4.4 Powers

Except as authorized by a four-fifths (4/5) vote of the Board of Selectmen, the powers of an Acting Town Manager shall be limited to routine matters requiring immediate action and to making emergency temporary appointments to any Town office or employment within the scope of the Town Manager's responsibilities.

5.5 Removal Procedures

The Board of Selectmen may remove the Town Manager from office as follows:

5.5.1 Notice

By affirmative vote of a majority of its members, the Board of Selectmen may adopt a preliminary resolution of removal setting forth in reasonable detail the reason or reasons for the proposed removal. The preliminary resolution may suspend the Town

Manager for a period not to exceed forty-five (45) days. A copy of the resolution shall be delivered to the Town Manager forthwith following its adoption.

5.5.2 Public Hearing

Within five (5) days (see Section 8.5) after the delivery of the preliminary resolution of removal, the Town Manager may request a public hearing on the reasons cited for removal by filing a written request therefor with the Board of Selectmen. The hearing shall be convened by the Board of Selectmen not less than twenty (20) nor more than thirty (30) days after such request is submitted. Not less than five (5) days (see Section 8.5) prior to such hearing, written notice thereof shall be given to the Town Manager at his last known address. The time limitations set forth herein may be waived in writing by the Town Manager. Not less than forty-eight (48) hours prior to the time set for the commencement of the public hearing, the Town Manager may file a written statement with the Board of Selectmen responding to the reasons cited for the proposed removal. The Town Manager may be represented by counsel at the public hearing, and shall be entitled to present evidence, call witnesses and, personally or through counsel, question any witnesses appearing at the hearing.

[Amended November 15, 2004 - Article 16 and approved by vote of the Town on April 5, 2005]

5.5.3 Removal

The Board of Selectmen may, by a vote of a majority of its members, adopt a final resolution of removal, which shall be effective upon its adoption; provided, however, that such resolution shall not be adopted until:

- a** Ten (10) days after the date of delivery to the Town Manager of the preliminary resolution of removal; or
- b** If the Town Manager has made a timely request for a public hearing, five (5) days (see Section 8.5) after completion of the public hearing or forty-five (45) days after the adoption of the preliminary resolution, whichever occurs later.

Failure to adopt a final resolution of removal within the time limitations provided in this section shall be deemed to nullify the preliminary resolution of removal. The action of the Board of Selectmen in suspending or removing the Town Manager shall be final, it being the intention of this provision to vest all authority and fix all responsibility for such suspension or removal in the Board of Selectmen. The Town Manager shall continue to receive his salary until a final resolution of removal has become effective.

[Amended November 15, 2004 - Article 16 and approved by vote of the Town on April 5, 2005]

Community: Rutland

Title: Town Administrator

Annual Compensation: \$126,000

Community Population: 9,169

Article 3 - Town Administrator

§1 Purpose

- A. This article defines the powers and responsibilities of the Town Administrator.

§2 Authority

- A. This article is enacted under the authority granted by Article LXXXIX of the Massachusetts Constitution.

§3 Appointment

- A. The Town Administrator shall be a contracted employee, with the terms of said contract being decided by majority vote of the Select Board.
- B. The Town Administrator shall be duly sworn into office before exercising the duties of that office.
- C. The Town Administrator shall hold no other elected or appointed municipal office within the Town, except when appointments are “ex officio”.

§4 Duties and Responsibilities

- A. The Town Administrator shall function as the chief administrative officer of the Town.
- B. The Town Administrator shall be responsible to the Select Board for the administration of Town affairs in all matters not otherwise provided for by law.
- C. The Town Administrator shall be responsible for implementing all Select Board orders and policies.
- D. The Town Administrator or designee shall be the Chief Human Resources Officer of the Town.
 - 1) The Town Administrator shall be responsible for:
 - a) Creating and enforcing personnel policies;
 - i) Ensuring personnel performance evaluations are performed;
 - ii) Administering employee discipline and removal processes;
 - iii) Investigating harassment and discrimination complaints;
 - b) Administering dispute resolution between employees and management;
 - c) Administering recruitment processes for open positions;
 - d) Ensuring personnel are appropriately compensated;
 - e) Ensuring employees remain properly trained for their positions; and,
 - f) Administering compensation plans approved by the Select Board.

Chapter II -Article 3 - Town Administrator

E. Appointment Powers

- 1) The Town Administrator, by and through the Select Board, shall be the appointing authority for all department heads, appointed officers, subordinates, and employees of the Town, excepting employees of elected officials and those who, by law, are appointed by any other authority.
- 2) The Town Administrator, by and through the Select Board, shall annually appoint an inspector of gas piping and gas appliances in accordance with G.L. c. 143, §30.

F. The Town Administrator shall have the authority to suspend or remove for cause any employee the Administrator has the power to appoint, provided proper procedures are followed with regard to applicable contracts, Town policies, Town by-laws, and the General Laws.

G. The Town Administrator may cause to be examined, without notice, the job-related affairs or conduct of any Town department, officer, committee, or employee, regardless of the manner of selection of that department, officer, or employee.

H. The Town Administrator or designee shall be the Chief Financial Officer of the Town.

- 1) The Town Administrator or designee shall be responsible for the Town's operating budget by:
 - a) Constructing the Town's operating budget with input from department heads, committee chairs, regional bodies, and the Finance Committee.
 - b) Proposing a balanced operating budget to the Select Board and Finance Committee.
 - c) Recommending compensation for all Town officers and employees in accordance with applicable policies, contracts, or collective bargaining agreements.
- 2) The Town Administrator or designee shall be responsible for the Town's capital budget by:
 - a) Constructing the Town's capital budget with input from department heads, committee chairs, regional bodies, and the Capital Improvement Planning Committee.
 - b) Proposing a capital budget to the Select Board and Finance Committee.
- 3) The Town Administrator or designee shall at least quarterly report the state of expenditures against the budgets to the Select Board, Finance Committee, and Capital Improvement Planning Committee.

Chapter II -Article 3 - Town Administrator

- I. The Town Administrator or designee shall be the Chief Procurement Officer of the Town as defined by G.L. c. 30B, including the authority to negotiate and enter into contracts that fall within the scope of said General Law.
- J. The Town Administrator or designee shall act as the Town's Chief Information Officer.
- K. The Town Administrator or designee shall supervise the administration of all appointed departments and committees.
- L. The Town Administrator or designee shall have access to all Town books and papers for information necessary to the proper performance of the Administrator's duties.
- M. The Town Administrator or designee shall be the main point of contact for the media regarding Town affairs.
- N. The Town Administrator or designee shall be the main point of contact for intergovernmental affairs at the local, state, and national levels.
- O. The Town Administrator shall have voice but no vote in any meeting of any appointed committee, including executive session.
- P. The Town Administrator or designee shall coordinate the administration of grants by:
 - 1) Collecting and distributing information concerning available grants,
 - 2) Establishing uniform procedures for grant applications,
 - 3) Preparing and assisting in developing grant proposals,
 - 4) Monitoring grants to ensure fiscal and program compliance, and,
 - 5) Ensuring that any grant adding personnel or increasing operating costs in any fiscal year is approved by the Select Board and any impacted department prior to submission thereof.
- Q. The Town Administrator or designee may have the flag of the Town flown at half-staff when appropriate.
- R. When the Town Administrator delegates any duty or responsibility hereunder and said delegation lasts longer than four (4) working days, said Town Administrator shall provide written notice to the designee(s), Select Board chair, and Town Clerk. Such notice shall define the scope and duration of said delegation.
 - 1) The Select Board may confirm or reject such designation at its sole discretion.

Community: South Hadley

Title: Town Administrator

Annual Compensation: \$160,192

Community Population: 17,995

SECTION 3. TOWN ADMINISTRATOR - APPOINTMENT, QUALIFICATIONS, RESTRICTIONS AND TERMS OF EMPLOYMENT.

- (A) Appointment. There shall be established in the town of South Hadley the office of town administrator, who shall be appointed by the selectboard for a term not to exceed three years, as the selectboard may determine, and who may be appointed for successive terms of office. Whenever a vacancy shall occur in the office of town administrator, the selectboard shall appoint a town administrator screening committee to identify and recommend qualified candidates for the position. The selectboard shall provide the screening committee with a written charge and statement of qualifications and duties of the position that have been approved by the selectboard. The screening committee shall design and undertake a recruitment process and shall present candidates to the selectboard. The selectboard shall, within 45 days following the date of receipt of the list of candidates, either choose one candidate from the list to fill the position of town administrator or reject all candidates and direct that the screening committee resume the search.
- (B) Qualifications. The town administrator shall be a person of demonstrated ability who is qualified by reason of education, skills and experience in public management or business administration. The selectboard may establish additional qualifications for the office of town administrator.
- (C) Restrictions. The town administrator shall devote full-time to the duties of the office and shall not engage in any other business or occupation during such employment by the town unless such action is approved in advance, in writing, by the selectboard. The town administrator shall hold no elective office in the town while serving as town administrator, but the selectboard may appoint the town administrator to any nonelective office or position consistent with the responsibilities of the town administrator. Before entering upon its duties, the town administrator shall be sworn to the faithful and impartial performance thereof by the town clerk.
- (D) Terms of employment.
 - (1) To the extent permitted by law, the terms of the town administrator's employment may be the subject of a written agreement between the parties.
 - (2) The selectboard shall set the compensation of the town administrator.
 - (3) The selectboard shall provide for an annual review of the job performance of the town administrator which shall, at least in summary form, be a public record.

SECTION 4. TOWN ADMINISTRATOR - POWERS AND DUTIES.

- (A) Chief administrative officer. The town administrator shall be the chief administrative and financial officer of the town and shall be responsible to the selectboard for the effective management of all town affairs placed in the town administrator's charge by this act, by the selectboard or by vote of the town Meeting. The town administrator shall be responsible for the implementation of town policies established by the selectboard and shall supervise, manage and coordinate the day-to-day activities of all town departments and employees under the jurisdiction of the selectboard, and shall coordinate all activities of such town

departments with the activities of other departments under the jurisdiction of other elected town boards and commissions. The town administrator may delegate, authorize or direct any subordinate or employee of the town to exercise any power, duty or responsibility which the town administrator is authorized to exercise, provided, however, that all acts which are performed under such delegation shall be deemed to be the acts of the town administrator. The functions and duties of the town administrator shall include, but not be limited to, the functions and duties as herein described.

(B) Powers of appointment.

- (1) Subject to the approval of the selectboard, the town administrator shall appoint and may remove the police chief, superintendent of public works and town accountant.
- (2) Except as provided in this act, the town administrator shall appoint and may remove all other department heads, including those that serve with an appointed board, commission or committee, and other employees for whom no other method is provided under this act, and shall approve the appointment and removal of all other employees pursuant to the General Laws or this act. The town administrator shall consult with the appropriate appointed board, commission or committee prior to making any appointment or removal under this subsection. This subsection shall not apply to any department heads or employees that serve with elected boards, commissions or committees.
- (3) Department heads shall appoint and may remove, subject to the approval of the town administrator, assistant department heads, subordinates and employees, provided, however, that the town administrator may undertake removal proceedings if the town administrator determines that such action is necessary to assure the effective operations and management of any department.

The department head seeking to make such appointments shall consult with the appropriate appointed board, commission, committee or official prior to making the appointment or removal unless otherwise provided under the General Laws or this act. This subsection shall not apply to any assistant department heads, subordinates and employees that serve with elected boards, commissions or committees.

- (4) The town administrator may, in consultation with department heads and any affected boards, as applicable, transfer personnel between departments as needed. Such transfer shall be presumed to be temporary and shall require the approval of the affected board. This subsection shall not apply to personnel of the school department.
- (5) All personnel appointments of the town administrator shall be based on education, skills and experience alone.
- (6) Copies of notices of board and commission vacancies, job vacancies and opportunities and requests for volunteers shall be conspicuously posted in the town hall and on the town's official website.

(C) Administrative duties. The town administrator shall:

- (1) Be responsible for the day-to-day supervision of all town departments and direction of the operations of the town; provided, however, that this section shall not apply to

- employees of the school department and to the statutory responsibilities and functions of the school committee;
- (2) Supervise, direct and be responsible for the efficient administration of all officers appointed by the town administrator and the selectboard, and their representative departments, and of all functions for which the town administrator is given responsibility, authority or control by this act, by-law, town Meeting vote or vote of the selectboard;
 - (3) Reorganize, consolidate or establish any department or position under the town administrator's direction or supervision, at the town administrator's discretion and with the selectboard's approval. With the approval of both the selectboard and appropriations committee, the town administrator may transfer all or part of any unexpended appropriation of a reorganized or consolidated department, board or office to any other town department, board or office;
 - (4) Administer, either directly or through a person appointed by the town administrator, all provisions of general and special laws applicable to the town, including federal and Massachusetts emergency management agencies' requirements, by-laws, votes of the town within the scope of the town administrator's duty and all policy rules and regulations made by the selectboard; provided, however, that all acts that are performed under such delegation shall be deemed to be the acts of the town administrator;
 - (5) Establish control and data systems appropriate to monitoring expenditures by town boards and departments to enable the town administrator to make periodic reports to the selectboard and the town's appropriations committee on the status of the town's finances;
 - (6) Develop and administer, either directly or through a person appointed by the town administrator, a personnel system including, but not limited to, determination of compensation, the development and implementation of ongoing training programs, personnel and hiring policies, practices and regulation and evaluation process, for town employees;
 - (7) Manage and be responsible for all town buildings, properties and facilities, except those under the control of the school committee, library trustees and conservation commission; provided, however, that the town administrator may maintain and repair school committee, library trustees and conservation commission buildings, properties and facilities to the extent the school committee, library trustees and conservation commission may request and authorize the same;
 - (8) Attend and participate in all regular and special selectboard meetings and town Meetings, unless excused therefrom by the selectboard;
 - (9) Cause full and complete records of meetings of the selectboard to be taken and maintained and compile reports of the meetings as requested by the selectboard;
 - (10) Act as the liaison to, and represent the selectboard before, state, federal and regional authorities;

- (11) Be responsible for approving all grant requests and applications submitted on behalf of the town; and
 - (12) Perform any other duties consistent with the office of the town administrator as may be required by by-law or by vote of the town or by vote of the selectboard.
- (D) Financial powers and duties.
- (1) (a) At a time fixed by by-law, the selectboard, after consultation with the town administrator and the appropriations committee, shall issue a policy statement relating to the budget for the next fiscal year. The statement shall establish the parameters of expected budget growth, if any, for the town, with appropriate guidance provided to various town agencies, officers and committees for use in the preparation of operating budgets for the ensuing fiscal year.
 - (b) The town administrator shall prepare and submit to the selectboard and appropriations committee at a public meeting prior to the annual town meeting a written proposed balanced budget for town government, including the school department, for the ensuing fiscal year. To assist the town administrator in preparing the proposed annual budget of revenues and expenditures, all boards, officers and committees of the town, including the school committee, shall, within the time frame requested by the town administrator, furnish all relevant information in their possession and submit to the town administrator, in writing and in such form as the town administrator shall establish, a detailed estimate of the appropriations required and available funds.
 - (c) The proposed budget shall detail all estimated revenues from all sources and all expenditures, including debt service, for the previous, current and upcoming years.
 - (d) It shall include proposed expenditures for both current operations and capital expenditures during the next fiscal year, together with estimated revenues and free cash available at the close of the current fiscal year, including estimated balances in special accounts.
- (2) (a) The town administrator shall negotiate collective bargaining contracts on behalf of the selectboard, which contracts shall be subject to approval, ratification and execution by the selectboard. The selectboard may authorize, at its discretion, use of additional counsel to assist the town administrator in the negotiations.
 - (b) The town administrator shall administrator and enforce collective bargaining agreements, personnel rules and regulations and by-laws adopted by the town.
- (3) (a) The town administrator shall be responsible for procurement under chapter 30B of the General Laws and shall be responsible for the purchasing of all supplies, materials and equipment for the town, including the bidding and awarding of all contracts, subject to policies established by the selectboard, except for the school department.
 - (b) The town administrator may delegate such purchasing power as provided in chapter 30B of the General Laws.

SECTION 4

SECTION 4

- (4) (a) Warrants for payments of town funds prepared by the town accountant in accordance with the General Laws shall be submitted to the town administrator for approval. Subject to policies established by the selectboard, the approval of any such warrant by the town administrator shall be sufficient authority to authorize payment by the town. Any warrants generated by the office of the town administrator shall be signed by the selectboard. The selectboard shall approve all warrants in the event of the absence of the town administrator or a vacancy in the office of town administrator.

Community: Southampton

Title: Town Administrator

Annual Compensation: \$98,100

Community Population: 6,187

Southampton – Town Administrator



Position Statement

Southampton, MA (6,224 pop.), is a beautiful, rural community in Hampshire County, just west of the Connecticut River Valley. The town was established as a farming community and it has retained its historically rural character, though there are few farms remaining. Southampton residents place a high value on open space and diligently work to preserve and protect the community's natural resources. The town's agricultural heritage, scenic areas, and hiking trails are highly valued. In recent years, Southampton has become an attractive community for residential development due to its rural character, quality public education, and central location to the cities of Springfield, Holyoke, Westfield, and Northampton. Southampton is about 100 miles west of Boston. The town has a Standard and Poor's rating of AA- and an FY24 budget of approximately \$20.2 million (including public education). Southampton's current challenges involve managing efforts to design and construct both a new senior center and a new public safety complex, improving employee retention, and strengthening the town's revenues and finances. Southampton's local government is led by a five-member Select Board.



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To serve as its next Town Administrator, Southampton is seeking an energetic and proactive leader with superior financial acumen and exceptional communication skills. Southampton is a growing community that will provide opportunities for the next Town Administrator to be challenged, to develop, and to grow. The current Town Administrator is retiring following a successful tenure with Southampton. As with most small communities, the Town Administrator manages administration, finances, human resources, procurement, and grants and thus must be skilled at prioritization and managing their time. The town is seeking a team builder, who is approachable, highly collaborative, and able to work with department heads, staff, and elected and appointed officials. Candidates should have a bachelor's degree (master's preferred) in public administration, political science, business administration, or a related field. Preferred candidates will have experience in running a large organization, and be proficient in financial management, human resources management, collective bargaining, procurement, and grant management. An understanding of community planning would be beneficial. The next Town Administrator should be flexible, recognize the benefits of regionalization, and have a strong work ethic.

Annual salary: \$100K+/- DOQ. The successful candidate will receive an attractive compensation package, including health and retirement plans, commensurate with qualifications and experience. Southampton is an Equal Opportunity Employer.

Government

Southampton has a Select Board-Town Administrator form of government with Open Town Meeting. The [Select Board](#) is the chief executive body of the town. The Select Board's many responsibilities include: the general direction of town government, developing the annual budget, approving all personnel policy regulations, hiring various town employees, issuing warrants for Town Meeting, appointing members of most boards and committees, and issuing and renewing liquor and food sale licenses. The Select Board appoints the Town Administrator who carries out the policies of the Board. The position of [Town Administrator](#) was established in 2008 by town bylaw. The Town Administrator is the Chief Administrative Officer and Chief Financial Officer with designated supervisory, budget, and personnel powers and responsibilities.

Southampton has a number of elected positions, boards, and committees including: Select Board, both a local and a regional School Committee, Town Clerk, Treasurer/Collector, Moderator, Tree Warden, Water Commission, Finance Committee, Board of Health, Board of Assessors, Planning Board, Library Trustees, Park Commission, Personnel Policy & Procedures Board, Council on Aging, Conservation Commission, Open Space Committee, and Housing Authority. It is critical that the Town Administrator be skilled at collaboratively engaging with Southampton's various elected and appointed positions, boards, and committees as volunteers provide valuable work necessary for town operations. As currently designed, the town has a fairly flat organizational structure, however an [evaluation](#) conducted in 2016 detailed the benefits of reorganization via implementing a town charter and an effort to move that forward is under discussion.

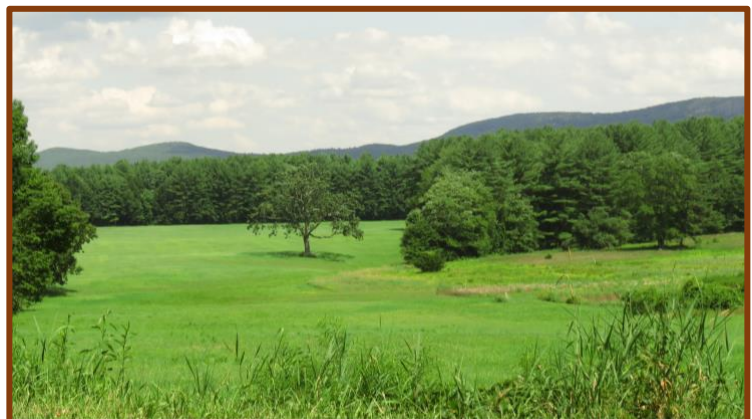
Southampton provides an excellent public education and is part of the [Hampshire Regional School District](#), along with the towns of Williamsburg, Westhampton, Chesterfield, and Goshen. The school system currently serves approximately 1,600 students. Southampton students in grades PreK-6 attend the William E. Norris School, while students in grades 7-12 attend Hampshire Regional's middle/high school. Southampton students represent 56% of the regional school population. Students also attend Smith Vocational and Agricultural High School in Northampton on a space available basis. In the near future, a study is expected to be conducted regarding how soon Norris School may reach capacity.

Finances

Southampton, which is historically fiscally conservative, has an FY24 budget of approximately \$20.2 million and a Standard & Poor's rating of AA-. In FY23, free cash was certified at \$476,282. The property tax base is approximately 93.6% residential and 6.3% commercial and industrial. The FY23 tax rate is \$14.33 for all properties and the average tax bill for a single-family home is \$5,627. The FY23 total assessed value of Southampton is nearly \$984 million. Approximately 74% of the town's revenue comes from the tax levy, with 16% from state aid, and about 8% from local receipts. Southampton is challenged by a structural deficit that can vary from approximately \$300,000 to nearly \$1 million annually. The town is working to create a fiscally sustainable budget that stays within the limits of Proposition 2½ and does not rely on one-time funding sources. Southampton received \$1.8 million in ARPA grant funding which has so far been committed to one-time items such as various COVID-related expenses, the Senior Center Feasibility Study, Public Safety Feasibility Study, and a Master Plan for the Park. Southampton is facing revenue constraints due ongoing residential growth and little to no commercial growth combined with the pressures of increasing costs and infrastructure needs.

Important Links:

- [Town of Southampton](#)
- [2021 Master Plan Update](#)
- [Town By-Laws](#)
- [2022 Annual Town Report](#)
- [FY24 Budget](#)
- [Open Space and Recreation Plan](#)
- [Greenway Rail Trail Project Timeline](#)
- [Senior Center Feasibility Study Report](#)
- [Annual Town Reports & Audit Reports](#)



Economic and Community Development

Southampton is one of Massachusetts' most rapidly growing communities. Its scenic beauty, high quality of life, and proximity to urban areas make it a highly desirable place to live. The majority of Southampton's growth comes from residential development. The town is bordered by expanding urban centers – Easthampton, Holyoke, and Westfield – to the east and south and by the less-populated communities of Montgomery and Westhampton to the north and west. Its proximity to the "Five College Consortium" provides easy access to cultural and educational opportunities. While residential development is spurring student growth, approximately one-third of Southampton's population is age 60 or older which exhibits the importance of providing services for all age groups. There is a recognized need for additional housing that is affordable for young families and seniors looking to downsize. Additionally, the town is well below the state-mandated 10% for affordable housing. A Town Administrator with some knowledge of community development and housing issues would be able to put those skills to use in Southampton as voters recently approved the creation of Housing Trust. The town's Master Plan was updated within the last few years and details Southampton's desired path for future years.

While commercial development is limited in Southampton, the town is home to such businesses as a Big Y supermarket, Bashista Orchards, Tractor Supply Co. and various farm-based businesses, as well a few small restaurants and shops, and businesses providing personal and trade services.

Open Space and Recreation

Southampton residents cherish their community's remaining farmland, open spaces, and natural resources, and are committed to preserving and protecting them. The town occupies nearly 29 square miles in Hampshire County on the western uplands of the Connecticut River Valley in western Massachusetts. Traditionally a farming community, today Southampton is a community of commuters with few farms left. Despite the loss of working farms, residents view Southampton as a rural community and strive to maintain its small-town character. The region's economic growth and housing boom is having an impact on Southampton, sparking increased residential development that residents want to ensure does not have a detrimental impact on its character.

Southampton has approximately 700 acres of conserved land and continually works to continue to add to those preserved spaces. The town is currently working with the Kestrel Land Trust and nine landowners to conserve more than 1,000 acres of open space. The next Town Administrator will be expected work collaboratively with state and local officials and volunteers to protect and conserve Southampton's beautiful open spaces and critical natural resources.

Projects and Challenges

- Construction of a new Senior Center is considered a priority project. A feasibility study has been completed and a location selected. Funds that were bequeathed to the town for a study of establishing a separate Senior Center are currently in Probate Court, some of which ultimately may be put toward construction costs. Approvals for land acquisition and building design will likely be topics for a Special Town Meeting this fall and for Annual Town Meeting next May.
- Construction of a new Public Safety Complex is also considered a critical need as both the Old Town Hall/police station and fire station are aged buildings and do not meet today's public safety department needs. The project is still in the planning stages and the next Town Administrator will be expected to help guide this project to fruition.
- The Greenway Rail Trail project is in the design phase, which is expected to take 2-3 years before construction of the bicycle and pedestrian path can be put out to bid. This portion of the 62-mile Rail Trail will be 3½ miles in length.
- Employee hiring and retention can be a challenge throughout the region. Southampton has a classification and compensation study, including job descriptions, being conducted by a consultant, which is expected to be completed in the near future. The town is currently seeking a new Fire Chief following a retirement and the Council on Aging Director position was recently filled.
- A Safe Routes to School project will include construction of a 10-foot-wide shared-use walkway from Norris Elementary School to the corner of Route 10 to encourage children to walk and bicycle to school.
- The Water Department is in the midst of a large water main replacement project on Route 10.
- The financial management and HR systems are beginning a conversion which should be completed before FY25.
- The town is working with the Department of Transportation regarding the widening and repaving of East Street.
- Public Safety dispatch is being transferred to Easthampton Police Department as part of regionalization efforts.



Ideal Candidate

- Bachelor's degree required (with a master's preferred), preferably in public administration, political science, business administration, or a related field.
- Five years minimum experience, with three years in Massachusetts, preferred.
- Proficient skills in financial management, budgeting and capital planning, human resource management and collective bargaining, and municipal procurement.
- Excellent time management skills.
- Organized; able to delegate as appropriate.
- Skilled in grant management.
- A strong communicator, both internally and externally; active listener; transparent.
- Superior interpersonal skills.
- Team-oriented; morale builder; collaborative.
- Excellent writing and presentation skills.
- Superior leadership qualities and experience.
- Ability to coach and mentor staff.
- Knowledgeable of, and able to implement, municipal best practices.
- Municipal IT knowledge with experience in software conversion.
- Creative problem solver; proactive.
- Professional, courteous, and respectful.
- Strong work ethic; confident and flexible.
- Forward thinking; strategic; highly diplomatic.
- Innovative, and calm under pressure.
- Ability to negotiate compromise or consensus.
- Knowledge of Massachusetts General Laws.

How To Apply

Position is open until filled. For a guaranteed review of application materials, send cover letter and résumé via email, in a single PDF, by November 10, 2023, 3:00 p.m. EST to:

Apply@communityparadigm.com

**Subject: Southampton
Town Administrator**

Questions regarding the position should be directed to:

Bernard Lynch, Principal
Community Paradigm Associates
Blynch@communityparadigm.com
978-621-6733

The Town of Southampton, Mass., is an Equal Opportunity Employer.

Community: Stoneham

Title: Town Administrator

Annual Compensation: \$182,442

Community Population: 22,877

Sec. 4. Multiple offices.

A member of the select board, the school committee, or the finance and advisory board shall, during the term for which he was elected or appointed, be ineligible either by election or appointment to hold any other town office. A person appointed by the town administrator to a town office under the provisions of this act or under any general or special law shall be eligible during the term of such office for appointment to any other town office; provided, however, that the town accountant shall not be eligible to hold the position of town treasurer or the position of town collector. The town administrator, subject to any applicable provision of the General Laws relating thereto, may assume the duties of any office which he is authorized to fill by appointment if legally qualified.

Sec. 5. Town Administrator - Appointment/Qualifications/Contract.

The select board elected as provided herein shall appoint, as soon as practicable, for an indefinite term, a town administrator who shall be a person especially fitted by education, training and experience to perform the duties of said office. The town administrator shall be appointed without regard to his political beliefs. Such town administrator shall not be required to be a resident of the town or of the commonwealth when appointed, but shall become a resident of the Commonwealth of Massachusetts within one year and live within a reasonable distance from Stoneham. Such administrator shall possess a college degree at the bachelor level and shall have had five years of full-time paid experience as a government manager or in a private administrative management position. A masters degree may substitute for not more than two years of such paid experience. Such administrator shall execute a bond in favor of the town for the faithful performance of his duties in such sum and with such surety or sureties as may be fixed or approved by the select board. Such administrator shall serve under contract in accordance with the provisions of state law applicable to employment contracts for town administrators and receive a performance review within six months of his employment and annually thereafter. No contract shall affect the removal powers of the select board over the town administrator appointed hereunder, grant tenure to the town administrator, nor provide the town administrator any contractual or other right to compensation upon termination pursuant to section eight, greater than the severance pay provided in said section, but may provide for severance pay for situations other than removal pursuant to said section eight. At least one hundred and twenty days prior to the expiration of the town administrator's contract the select board shall notify the town administrator, in writing, of its intent to retain or not retain him. Failure to retain the town administrator pursuant to this notification provision, shall not entitle the town administrator to severance pursuant to said section eight, but shall not prohibit severance otherwise agreed to by contract.

Sec. 6. Town Administrator - Vacancy.

Any vacancy in the office of town administrator shall be filled as soon as possible by the select board. Pending the appointment of a town administrator, the select board shall, within seven working days, appoint a suitable person to perform the duties of the office.

Sec. 7. Town Administrator - Temporary Absence/Disability.

The town administrator may designate, by letter filed with the town clerk, an officer or department head of the town to perform his duties during his temporary absence or temporary disability not to exceed thirty consecutive days. In the event of failure of the administrator to make such designation, the select board may, by resolution, designate an officer or department head of the town to perform the duties of the administrator until he shall return or his temporary disability shall cease.

In the event the town administrator does not, or cannot appoint a person, or if an appointment by the town administrator would exceed thirty consecutive days, the select board shall designate a suitable person to perform the duties of the Town Administrator until he shall return or his temporary disability ceases.

Sec. 8. Town Administrator - Removal.

The select board, by three concurring votes at a meeting of the board, may move removal of the town administrator. At least twenty days before such proposed removal shall become effective, the select board shall file a preliminary written resolution with the town clerk setting forth in detail the specific reasons for such proposed removal, a copy of which resolution shall be delivered to the town administrator. The administrator may, within ten days of service of such resolution, reply in writing and may request a public hearing. Service shall be deemed to have been accomplished by leaving a copy of such resolution at the administrator's last known address. If the administrator so requests, the select board shall hold a public hearing not earlier than ten days nor later than twenty days after the filing of such request. After such public hearing, if any, otherwise at the expiration of twenty days following the filing of the preliminary resolution, and after full consideration, the select board by a three-fifths vote of the full membership of the board, may adopt a final resolution of removal. In the preliminary resolution, the select board may suspend the administrator from duty and such suspension shall be treated as a temporary absence. The town administrator shall continue to receive his compensation until final adjudication as provided herein. Upon the adoption of a final resolution of removal, the select board shall pay the administrator in the amount equal to one month's pay up to one full year of service to the town an additional month for each additional full year of service to the town, but in no event more than an amount equal to three month's pay; provided, however, that the cause for such removal is a criminal act all severance pay shall be withheld.

Sec. 9. Town Administrator - Compensation.

The town administrator shall receive such compensation for his services as the select board shall determine, but compensation funded directly by the town shall not exceed the amount appropriated therefor by town meeting.

Sec. 10. Town Administrator - Powers and Duties.

In addition to specific powers and duties provided in this act, the town administrator shall have the general powers and duties enumerated in this section:

(a) The town administrator shall supervise and direct all departments, commissions, boards and offices, excluding elected officials, departments and staff under elected officials, election officers, registrars of voters, boards appointed by the select board, the finance and advisory board, the town counsel, and the town accountant. (Acts of 1996, Ch. 91)

(b) The town administrator, in accordance with the provisions of this act and except as otherwise expressly prohibited by the General Laws, may reorganize, consolidate or abolish departments, commissions, boards or offices under his direction and supervision, in whole or in part, may establish such new departments, commissions, boards or offices as he deems necessary, and may transfer the powers and duties of one department, commission, board or office to another upon 15 days notification to the select board.

(c) In carrying out the activities related to personnel, the town administrator shall be governed by all applicable aspects of the personnel by-laws, which shall be updated biennially. In matters relating to hours and working conditions and related functions, those set out in the personnel by laws or those covered by collective bargaining agreements shall be adhered to by all officials.

(d) Notwithstanding the provisions of section one hundred and eight of chapter forty-one of the General Laws, but subject to all applicable provisions of chapter thirty-one of the General Laws, the town administrator shall fix the compensation of all town officers, employees appointed by him, and all employees of elected bodies, except school department, town counsel, town accountant and administrative employees of the select board.

(e) The town administrator shall attend all regular meetings of the select board.

(f) The town administrator shall keep full and complete records of his office and shall render to select board a full report of employment operations, issues and concerns at regular select board's meetings or as they arise.

(g) The town administrator shall keep the select board fully advised as to the needs of the town. The town administrator shall recommend to the select board for adoption all such measures requiring action by them or by the town.

(h) The town administrator shall have jurisdiction over the leasing, rental and use of all town land and buildings, except land and buildings under the control of the school committee, library trustees and the conservation commission.

Agreements, including leases and rentals, for the use of town owned land and buildings under the control of the town administrator shall not exceed twelve months and shall not be extended or renewed without a vote of town meeting.

The town administrator shall also be responsible for the maintenance and repair of all town buildings, except land and buildings under the control of the school committee, library trustees and conservation commission. Said administrator shall be responsible for the preparation of plans and supervision of work on existing buildings or the construction of new buildings under his control as recommended by a vote of town meeting.

(i) The town administrator shall be the awarding authority and chief procurement officer for the purchase of all supplies, materials, equipment and services, except purchases of the school committee and library trustees for which said committee and board shall be the awarding authority and chief procurement officer, respectively. The town administrator shall only approve the award of contracts for departments not under his supervision only upon requisition duly signed by the head of each such department.

Annually the town administrator shall secure before December first, a list of all equipment under control of each department in the town.

(j) The town administrator shall administer, either directly or through a person or persons appointed by him in accordance with this act, all provisions of general and special laws applicable to said town and all by-laws and regulations and policies established by the select board. The town administrator shall perform such other duties consistent with the office, as may be required of him by the by-laws of the town or by vote of the select board or the town meeting.

(k) The town administrator shall have the authority to prosecute, defend and compromise all litigation which the town is a party, and shall be the executive officer of the town as referred to in chapter two hundred and fifty-eight of the General Laws pertaining to the processing of claims against the town.

(l) The town administrator shall be the select board's agent for collective bargaining and may employ special counsel to assist him in the performance of such duties.

(m) The town administrator shall attend all town meetings and shall be permitted to speak when recognized by the moderator.

Sec. 10A. Town Administrator - Powers of former Board of Public Works and Personnel Board.

The board of public works and the personnel board are hereby abolished. The town administrator shall succeed to all powers heretofore possessed by said boards.

Sec. 11. Town Administrator - Access to books and papers.

The town administrator shall have access to all town books and papers for information necessary for the proper performance of his duties unless expressly prohibited by law.

Sec. 12. Town Administrator - Chief Fiscal Officer.

The town administrator shall be the chief fiscal officer of the town. Warrants for the payment of town funds prepared by the town accountant in accordance with the provisions of section fifty-six of chapter forty-one of the General Laws shall be submitted to the town administrator. The approval of such warrant by the town administrator shall be sufficient authority to authorize payment by the town treasurer but the select board shall approve all warrants in the event of a vacancy in the office of town administrator.

Sec. 13. Town Administrator - Appointments.

The Town Administrator shall appoint the town treasurer, tax collector and all other town officials whose appointment or election is not specifically provided for herein. The Board of Library Trustees shall appoint all library personnel. The Town Administrator shall appoint and may remove subject to the civil service laws where applicable, all department heads, all officers and subordinates and employees for whom no other method of appointment is provided in this act. Appointments to permanent positions made by the Town Administrator shall become effective seven working days following the date on which the notice of the appointment is filed with the Select Board, unless the Select Board shall, within seven days, by a majority of the full board, vote to reject any such appointment.

Sec. 14. Election of Officers by voters.

After the acceptance of this act, the registered voters of the town of Stoneham shall, in accordance with any applicable laws, by-laws and votes of the town continue to elect the following officers for the following terms:

Community: Templeton

Title: Town Administrator

Annual Compensation: \$100,500

Community Population: 8,160

§ 59-5. Appointment; holding of other office; compensation.

The Board is authorized and empowered to appoint a Town Administrator, who may be appointed for a term of three years, and to remove the Town Administrator at its discretion. The Town Administrator appointed under the provisions of this section shall be sworn to the faithful performance of the duties of the office. During the time that the Town Administrator holds office, the Town Administrator shall hold no elective Town office, but may be appointed by the Board or, with its approval, by any other Town officer, board, committee or commission to any other Town office or position consistent with the Town Administrator's office. The Town Administrator shall receive such aggregate compensation, not exceeding the amount appropriated therefor, as the Board may determine.

§ 59-6. Powers and duties. [Amended 6-17-2020 ATM by Art. 7]

The Town Administrator shall act by and for the Board in any matter which the Board may assign to the Town Administrator relating to the administration of the affairs of the Town or of any Town office or department under its supervision and control, or, with the approval of the Board, may perform such other duties as may be requested by any other Town officer, board, committee or commission.

Community: Topsfield

Title: Town Administrator

Annual Compensation: \$150,812

Community Population: 6,555

Topsfield, MA Town Administrator



Community & Position Profile

The Community of Topsfield, Massachusetts

Nestled in the heart of the North Shore, the Town of Topsfield is a small rural-suburban town, with approximately 6,500 residents and a strong sense of community. Topsfield is known for its open spaces, pristine rivers and rolling hills. The Town is seeking an experienced municipal management professional with exceptional leadership, financial management, communications, and team-building skills to serve as Topsfield's next Town Administrator.

HISTORY: [Topsfield](#) was incorporated in 1650 and is located in Essex County in northeastern Massachusetts. Topsfield was an agrarian community throughout the 17th-19th centuries. In the 19th century, railroad companies built a rail line through Topsfield, connecting the community to Boston and Newburyport. The manufacturing of shoes flourished for a time during the 19th century, but the last shoe manufacturer in Town ceased operations in the early 20th century. The invention of automobiles and construction of Route 128 soon allowed people to work in the city and commute home for the evening, helping to spur growth in many smaller communities located near Boston. The high-technology industry boom along Route 128 in the 20th century resulted in numerous high-tech workers making Topsfield their home.

Topsfield is a fairly compact community that includes rolling hills and winding streams, large areas of open space, hiking trails, and bike paths. In addition to the local shopping center, there are various small businesses located principally along Route 1. The Town remains primarily a residential community that retains a rural character and has a charming New England Town Common.



Topsfield is a prime location for residents and visitors who appreciate being able to quickly travel to the city of Boston, Plum Island, and the ocean shore as well as those who enjoy hiking in state forests, kayaking in scenic rivers, and exploring the rural countryside. Topsfield is also home to the Topsfield Fair, which began in 1818 as a way to promote agricultural interest and today is the nation's oldest continuing fair, drawing more than 400,000 visitors during the 11-day annual event.

GEOGRAPHY: Topsfield is 12.8 square miles in size, including 11.9 square miles of land and 0.9 square miles of water. The Town lies in the geographic center of Essex County. Topsfield is bordered by Ipswich to the north, Hamilton and Wenham to the east, Middleton and Danvers to the south, and Boxford to the west. Topsfield is about 22 miles north of Boston and has approximately 60 road miles and 25 miles of sidewalks and bike paths.

Topsfield is linked to neighboring towns by a network of old county roads, including Route 97, and to the Boston area and the Route 128 corridor by Route 1 and I-95, allowing commuters direct access to the city. I-95, Route 1 and Route 97, which runs north from Beverly, are the main north-south connectors for the Town. Topsfield's Washington Street, High Street, and Ipswich Road provide the main east-west connectors through town. A commuter rail station is conveniently located in the adjacent town of Hamilton.

ECONOMY: The community consists primarily of residential properties with a small business district located along Route 1 and a downtown that has good bones but is in need of attention. Topsfield has several automobile businesses and industrial structures on a portion of Route 1 between the Topsfield Fairgrounds and Route 97 as well as three business parks farther north on Route 1. The Town does not have large strip malls or chain stores as are abundant in the abutting towns of Danvers and Middleton. Topsfield supports economic development that is appropriate for the community and does not detract from its rural character.

The largest employers in Topsfield include Masconomet Health Care, Fairview Machine Co., and Harmony Health. The largest seasonal employer is the Essex Agricultural Society, which manages the Topsfield Fair. Unemployment rates have traditionally been lower than state and national trends.

ASSESSED VALUES: Topsfield's total assessed value in FY19 was approximately \$1.4 billion, according to the Massachusetts Department of Revenue's Division of Local Services. Residential properties account for approximately 92.4% of the Town's total assessed value, while commercial properties account for about 4.8%, industrial for about 1.3%, and personal property for approximately 1.5%. The average FY19 residential property assessment was \$599,950.

CENSUS DATA: According to the U.S. Census estimates for 2018, the Town of Topsfield's racial composition is 96.1% white, 2.6% Asian, and 1.3% Hispanic or Latino. The median household annual income is approximately \$152,083, which is more than double the state median household annual income of \$70,954. The Town is demographically similar to the state in one resident age cohort while varying in another. For example, in the under-5 years cohort, Topsfield has 4.1% of its population according to the 2018 U.S. Census estimates, which is only slightly lower than the state's 5.3% and in the under-18 years cohort is Topsfield at 24.6% versus 20.0% for the state. The most significant difference is found in the 65 years and over cohort estimate, which in Topsfield is 23.1%, while the Commonwealth's is 16.5%. The median age of Topsfield's residents is estimated to be 46 years while the median age for the state is 39 years.



Government and Finance

BOARD OF SELECTMEN: Topsfield's executive branch of government is a five-member [Board of Selectmen](#) that serves as the governing body of the Town. Board of Selectmen members are elected to staggered three-year terms to oversee all matters impacting the interest and welfare of the community and are responsible for ensuring that Town government is responsive to and reflective of community needs and values. In addition to its general executive authority, the Board appoints the Town Administrator/Personnel Director; calls for Annual and Special Town Meetings; oversees the preparation of the Town Meeting warrants; coordinates and submits the Annual Report; signs all bonds and notes for borrowing, purchasing, leasing or disposing of Town property; and settles claims against the Town or employs counsel in suits against the Town. The Board's FY19 [Goals & Objectives](#) can be reviewed on the Town's website.

COMMITTEES: An elected five-member Elementary [School Committee](#) oversees the policies and budget of the Town's public elementary schools. There is also the [Tri-Town Union School Committee](#), which includes two Topsfield members, and the [Masconomet Regional School District School Committee](#), which includes three Topsfield members. The three member communities in the regional school committees are Topsfield, Middleton, and Boxford. Other elected positions in Town include: Planning Board, Housing Authority, Constable, Moderator, Board of Library Trustees, Board of Assessors, Board of Road Commissioners, Board of Water Commissioners, Commissioners of Trust Funds, and Park and Cemetery Commissioners. In addition, the Town appoints citizens to numerous boards and commissions to conduct municipal operations, including the Finance Committee. A listing of the various committees and the respective appointing authorities is contained within Topsfield's [Annual Report](#).



TOWN MEETING: In accordance with its [Town Bylaws](#), Topsfield has an Open Town Meeting form of government. The Town Bylaws state that Annual Town Meeting shall be held on the first Tuesday in May each year, which must be opened with a quorum of at least 100 registered voters. Special Town Meetings may be convened as deemed necessary by the Board of Selectmen or petition of voters. There are approximately 4,844 registered voters in Topsfield.

TOWN ADMINISTRATOR: The title of [Town Administrator](#) was established by a 2005 Town Meeting vote which authorized the position in January 2007. The Board of Selectmen appoints the Town Administrator to implement the broad policy directives of the Board, to supervise staff and oversee the daily operations and delivery of municipal services performed by departments under the jurisdiction of the Board of Selectmen.

The Town Administrator is responsible for the following tasks and responsibilities: serve as Chief Administrative Officer and Agent of the Board of Selectmen; serve as the Personnel Director; serve as Chief Procurement Officer; serve as Chief Financial Officer and Director of Financial Management team; oversee and report on claims against the Town; prepare and coordinate Annual and Special Town Meeting warrants; compile the Town's Annual Report; and oversee and manage operations/services under the Selectmen's authority.

FINANCIAL SNAPSHOT: Topsfield is in a strong financial position. The Town has a [\\$28.9 million](#) operating budget for FY20. Included in the annual operating budget is \$7.8 million as Topsfield's contribution to the [Masconomet Regional School District](#) and \$302,800 for the [Essex North Shore Agricultural & Technical School](#).

According to the Division of Local Services, Topsfield had a stabilization balance of \$1,555,703 for FY18 and a free cash balance of \$2,564,754 for FY19. The FY19 Overlay Reserve balance was \$141,258. The FY18 [Financial Statements](#) can be reviewed on the Town's website. The FY19 tax levy was \$23.94 million. In FY19, local receipts were nearly \$3.38 million, state aid was \$1.97 million, and other available revenue was \$1.73 million. The FY19 tax rate for all properties is \$17.00 per thousand of the property's assessed value.

Topsfield holds a Standard & Poor's rating of [AAA](#) with a stable outlook, as of February 2019. The Standard & Poor's rating upgrade noted the Town's consistent operating surpluses supporting continued reserve growth amid a rising debt burden, underpinned by a formalization of its management practices and policies on debt management and reserves, which provide a strategy for maintaining the Town's financial health. Local property taxes generate about 77.16% of revenue, with local receipts accounting for 10.89%, state aid for 6.35%, and other available revenue for 5.60%.



Challenges and Opportunities

- **ECONOMIC DEVELOPMENT**

Topsfield would like to attract new businesses to the community and is particularly interested in revitalizing its downtown. The Town is seeking to maintain the character of the downtown and the community by attracting new businesses that would align with the Town's vision. Topsfield's Downtown Revitalization Strategic Planning Working Group is striving to develop a strategic plan for the [revitalization](#) of the downtown which will include a market assessment. It expects to present a completed plan in February 2020. Topsfield's main shopping area is ¼ mile village downtown and there are additional small businesses in Town, which are located primarily along Route 1.

Topsfield is interested in attracting new enterprises that correspond with the Town's character, will provide services to residents and visitors, and will ease the budgetary dependence on residential property taxes. The next Town Administrator will have to balance Topsfield's desire to maintain open space with the need to bring in appropriate commercial development.

- **EDUCATION**

Topsfield highly values education and its public-school system. Topsfield's highly rated school system is one of the reasons many families choose to live here. An elected five-member Elementary [School Committee](#) oversees the policies and budget of the Town's two elementary public schools: [Steward](#), serving Preschool-grade 3, and [Proctor](#), serving grades 4-6. The [Tri-Town Union School Committee](#) is made up of members from each of the three member towns (Topsfield, Middleton, and Boxford, known informally as the Tri-Town area) elementary school committees. The [Masconomet Regional School District](#) also serves students in grades 7-12 in the Town of Topsfield as well as Boxford and Middleton. [Masconomet Regional Middle School](#) and [Masconomet Regional High School](#) are located in the same complex in Boxford. The FY20 budget for the regional school district is approximately \$37 million, with Topsfield contributing about \$7.8 million. Topsfield high-school-aged students may opt to attend the [Essex North Shore Agricultural & Technical School](#). Topsfield's FY20 assessment for the school is approximately \$302,800. There are approximately 1,800 elementary school students in the Tri-Town district, including approximately 500 Topsfield students.

Representative of Topsfield's dedication to education is the fact that 97.3% of the Town's residents age 25 years and older have a high school diploma and about 60% of the Town's population age 25 and older hold a bachelor's degree or higher advanced degree.



- **CAPITAL NEEDS**

Like most communities, Topsfield has periodic capital needs that must be addressed. For example, the fire station will need a new roof and sealed containment under each bay in the near future. A



number of capital needs have been addressed including: Town Hall underwent an extensive, nearly \$10 million renovation in 2018, which incorporated dedicated space for the Council on Aging; a \$10 million water treatment plant was completed less than a year ago; the two elementary schools recently received about \$7 million in renovations including new roofs; and a \$1.1 million ladder truck for the Fire Department was recently purchased. The Town recently received a \$15,000

Massachusetts Downtown Initiative grant to implement a parking management strategy and, in August 2019, Topsfield was awarded a \$400,000 Complete Streets grant. In 2015, the Town received a state grant of approximately \$1 million to repave Route 97 from the Boxford town line to the Wenham town line. Topsfield's [Capital Improvement Plan](#) for FY18-FY22 can be reviewed on the Town's website.

- **OPEN SPACE AND RECREATION**

Topsfield's [Open Space & Recreation Plan](#) was completed in August 2018. The Plan includes an inventory of open space and recreation lands, a statement of Topsfield's open space and recreation goals, an analysis of needs, goals and objectives, and a seven-year action plan. Approximately one-third, or 2,850 acres of the total area of Topsfield, is owned by such entities as: Massachusetts Audubon, Essex County Greenbelt, a portion of Bradley Palmer State Park, a portion of Willowdale State Forest, the Beverly-Salem Water Board, the Essex County Agricultural Society (Topsfield Fairgrounds), the Town of Topsfield, and land that individual residents have placed under conservation restrictions. The Ipswich River is one of the most important natural features in Town. Audubon's [Ipswich River Wildlife Sanctuary](#) has a popular Nature Center and hiking trails. Hood Pond, a 68-acre pond, is located off Route 97 and has a private beach operated by the [Topsfield Beach Association](#) where both residents and non-residents can seek membership. The [Topsfield Rail Trail](#), which runs four miles from the Wenham to the Boxford town line, is popular for walking, hiking, and biking. There are numerous locations in Town for kayaking, swimming, birdwatching, and wildlife viewing. Topsfield has two major recreational parks: Klock and Pye Brook. Additionally, the Town's [Park and Cemetery Department](#) also offers a variety of active and leisure activities, including soccer, baseball, lacrosse, football, nature observation, and picnicking.

- **HOUSING**

There are approximately 1,877 single-family parcels in Topsfield. Approximately 95% of housing units are owner occupied. The average FY19 residential property assessment was \$599,950 and the average single-family tax bill was \$10,199. The [Housing Authority](#) offers affordable housing to about 60 senior and disabled people living at Little Brook Village, a 55-unit housing complex.

- **PUBLIC SAFETY**

The Topsfield [Police Department](#) has 13 full-time and 10 reserve officers as well as two civilian administrators. The Town approved two additional officer positions at Annual Town Meeting which is designed to help reduce overtime costs. The department became fully accredited by the Massachusetts Police Accreditation Commission last year and its FY20 budget is about \$1.58 million. The police station is a former State Police barracks, built in 1935. The current Police Chief is scheduled to retire in April 2020. The Topsfield [Fire Department](#) has five full-time and 21 on-call firefighters; all but one are also EMTs. It has an FY20 budget of approximately \$733,000 and one fire station, which was built in 1960. The department runs the Town's ambulance service and five firefighters are also paramedics. Topsfield contracts with an outside ambulance service to provide backup and transport services. The [24/7 Fire Study Committee Report](#), which was updated in 2016, can be reviewed on the Town's website.

- **GREEN COMMUNITY**

Topsfield is a designated Green Community. It has received state grants to fund: a high-efficiency steam boiler at the library, energy conservation measures, weatherization, exterior and interior lighting, energy audits, Energy Management Systems improvements, and Variable Frequency Drives in municipal buildings. Topsfield has a [Renewable Energy/Green Communities Committee](#) that investigates the application of the provisions of the Green Communities Act.

- **WATER**

The Topsfield [Water Department](#) was created in 1949 and provides drinking water and fire protection to approximately 80% of the Town of Topsfield as well as the Masconomet Regional School District. The Department reports directly to the Board of Water Commissioners and is funded by revenues generated from user fees. Topsfield's water comes from two well fields that draw water from the Ipswich River basin.

- **CITIZEN ENGAGEMENT AND COMMUNICATION**

Topsfield embraces civic engagement and appreciates the levels of participation and discourse residents provide. Citizens serve on numerous elected and appointed boards and committees as well as in other volunteer capacities. Maintaining a strong and collaborative relationship among residents, employees, and volunteers is vital to the success of the community. Residents have also expressed a strong desire for



increased transparency and communication from the Town Administrator and various local boards regarding Town business, including the budget. Ideas and recommendations regarding improved methods of communicating with, informing and engaging citizens, including new technologies and social media, would be welcome. It is important that the next Town Administrator be a skilled and effective communicator.

Candidate Qualifications

COMPETENCIES: The Topsfield Board of Selectmen is seeking a Town Administrator with excellent leadership, financial management, communications, and team-building skills. The successful candidate:

- should demonstrate prior success in leading a complex municipal organization or department(s).
- should be competent in all areas of municipal management and operations, but especially in finance, human resources administration, personnel management, economic and community development, project management, and communications.
- must be proactive and able to assess and improve a municipal organization.
- must be analytical, data-driven, and focus on results.
- must understand the importance of implementing up-to-date processes and protocols.
- must be adept at multi-tasking, know how to prioritize, and be skilled at long-term planning in relation to municipal operations, services, and needs.
- should appreciate the importance of utilizing technology and maintaining IT security.
- should be knowledgeable about municipal management best practices.
- is expected to be adept at locating grant opportunities and be able to write and administer grants.
- should be inclusive, collaborative, ethical, and committed to transparency in government.
- must treat all staff, residents, and board and committee members fairly and equally.
- should be an innovative and decisive leader who can work well with various Town stakeholders.
- is expected to work cooperatively and collaboratively with staff, citizens, the business community, area municipalities, and state and federal officials.
- must be a strategic and dynamic leader; should be highly approachable and accessible.
- should be an experienced facilitator who can help eliminate silos and encourage teamwork between various Town departments, boards, and committees.
- must be a skilled and effective communicator, who can speak concisely and clearly.
- must have an open-door management style.
- should be enthusiastic and strive to build morale.
- must be skilled in developing relationships and team building.
- must be able to delegate effectively, mentor department heads, and provide support and motivation to ensure continued high performance and professional growth for employees.
- must be dedicated, organized, patient; have a strong work ethic; and inspire trust and confidence.
- should be imaginative and willing to ask both the obvious and the more thoughtful questions; be willing to question the status quo.
- must have the ability to effectively explain complex issues to individuals, committees, and citizens.
- should have strong management skills and be a strategic thinker.
- must be a creative problem-solver and active listener who is accessible, open to new ideas, and a consensus-builder.
- must lead by example, have effective conflict resolution skills, and be motivated and respectful.
- is expected to be a community unifier who manages projects in a participatory manner.
- should enjoy engaging with community members, including working with volunteer boards and committees, and be willing to attend important community events.

EDUCATION AND EXPERIENCE:

- The successful candidate will possess a bachelor's degree, and preferably a master's degree, in public administration, political science, business management, or a similar field.
- A minimum of five years of experience, with three years in Massachusetts preferred, in managing a business with greater than 100 employees or a Town of 5,000 or more inhabitants.



Compensation Package

The Town of Topsfield will offer an employment agreement and compensation package that is competitive with comparable area communities, with a salary of \$140,000+/-, commensurate with qualifications. An attractive benefits package, including health and retirement plans, is part of the Town Administrator's total compensation. Residency is not required.



How To Apply

Interested applicants should submit a cover letter and résumé, in confidence, by September 18, 2019, 5:00 p.m., via email to:

Apply@communityparadigm.com

Subject: Topsfield Town Administrator Search

Please submit a single PDF containing both cover letter and résumé.

Following the closing date, résumés will be reviewed according to the outlined qualifications. The Topsfield Town Administrator 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 advanced to the Board of Selectmen. The Topsfield Board of Selectmen will select the Town Administrator.

Questions regarding the position should be directed to:

Bernard Lynch, Principal
Community Paradigm Associates
Blynch@communityparadigm.com
978-621-6733

The Town of Topsfield, Mass., is an EOE/AA employer.

Community: Walpole

Title: Town Administrator

Annual Compensation: \$222,883

Community Population: 26,652

Section 4-1. Appointment: Term of Office [Amended 10-21-2019 FATM, Art. 19]

The Select Board, by an affirmative vote of the majority, shall appoint a Town Administrator either for an indefinite term or, if the Board shall enter into a contractual agreement with the Town Administrator specifying a term of years as authorized by the General Laws, for the term of such contractual agreement, and shall in either case fix his/her compensation within limits of an appropriation for that purpose.

Unless otherwise provided by contractual agreement, the office of Town Administrator shall receive benefits and leave as provided for in the consolidated Personnel By-Laws.

Section 4-2. Qualifications [Amended 10-21-2019 FATM, Art. 19]

The Town Administrator shall be appointed on the basis of his/her administrative and executive qualifications and experience. He or she shall be a person especially fitted by education, which shall consist of at least a Bachelor's Degree from an accredited degree-granting college or university, to perform the duties of Town Administrator and his/her professional experience shall include previous full-time, compensated service in public or business administration.

The Town Administrator need not be a resident of the Town or the Commonwealth at the time of his/her appointment, but must be domiciled within the Town within twelve months following his/her appointment unless the Select Board shall vote to waive this residency requirement, provided, however, that such waiver shall be effective only as long as the town administrator resides in a city or town located not more than fifteen (15) miles from Walpole. The Town Administrator shall not have served in an elective office in the town government for at least twelve months prior to his/her appointment.

The Town Administrator shall devote full time to the office of the Town Administrator and shall not hold any other public elective appointive office or engage in any other business or occupation during his/her term, except with written permission of the Select Board. The Town may, from time to time by by-law, establish such additional qualifications as seem necessary and appropriate.

Before entering upon the duties of the office the Town Administrator shall be sworn, in the presence of a majority of the Board, to the faithful performance of his/her duty. The Town Administrator shall execute a bond in favor of the Town for the faithful performance and with such sureties as may be fixed by the Select Board members; the cost of said bond shall be borne by the Town.

Any vacancy in the office of Town Administrator shall be filled as soon as possible by the Select Board members, and meanwhile they shall appoint a suitable person as acting Town Administrator to perform the duties necessary to maintain the administrative functions of the regular Town Administrator. The acting appointment may not exceed six (6) months, but may be further extended for a six (6) month period.

Section 4-3. Powers and Duties [Amended 10-21-2019 FATM, Art. 19]

The Town Administrator shall be the chief administrative officer of the Town, and shall be directly responsible to the Select Board for the administration of all town affairs placed in his/her charge by or under this Charter or by by-law.

- (A) The Town Administrator shall appoint, and may remove, for a term of not more than three (3) years, the Town Accountant, and for indefinite terms, the Finance Director, Assistant Town Administrator, Building Commissioner, Director of the Department of Public Works, Tree Warden, Recreation Director, Animal Inspector, Town Engineer, Health Director, Conservation Agent, and all other department heads, officers, subordinates and employees for whom no other method of appointment is provided for in this Charter, except persons serving under other elected agencies and appointments made by representatives of the Commonwealth.
- (B) The positions of Town Accountant, Finance Director, Assistant Town Administrator, Building Commissioner, Director of the Department of Public Works, Tree Warden, Recreation Director, Animal Inspector, Town Engineer, Health Director and Conservation Agent, appointed by the Town Administrator, require the approval of the Select Board before any appointment or removal can become effective. . Any such appointment made by the Town Administrator, and the removal of any person from any such office or position by him or her, shall become effective upon the fifteenth day following the day on which notice of the proposed appointment or removal is filed with the Select Board, unless the Select Board members, by majority vote within said fifteen (15) day period, reject or affirm such proposed appointment or removal. In the event the Select Board shall reject any such proposed appointment, the Town Administrator shall, as soon as practicable, appoint a different person to fill such position and shall not resubmit the name of the rejected appointee, except with the approval of a majority of the Select Board, but nothing herein contained shall be deemed to preclude the Town Administrator from removing any person from any office or position solely because a prior action of removal was rejected by the Select Board. Said Fifteen (15) day period may be extended for one (1) additional fifteen (15) day period by majority vote of the Select Board.
- (C) The Town Administrator shall be entrusted with the administration of all personnel policies, practices and related matters for all municipal employees, including employees who report to elected or appointed town boards or committees, as established by the compensation plan, the personnel policy guide, by-law and all collective bargaining agreements entered into by the Select Board on behalf of the Town. The Town Administrator shall fix the compensation of all town officers and employees appointed by him or her within the limits established by appropriations and the classification and compensation plan adopted by town meeting.
- (D) Except as otherwise provided by this Charter, Civil Service Rules and procedures, collective bargaining agreements or the General Laws, the Town Administrator shall furnish ten (10) working days advance written notice of the removal of any officer or employee to such person and provide that compensation for those days be paid.
- (E) The Town Administrator shall direct, supervise and be responsible for the efficient administration and enforcement, if necessary, of all functions under his/her control as may be authorized by the General Laws, this Charter, by by-law or by other Town Meeting vote or by the Select Board, including all officers appointed by him or her and their respective departments.
- (F) The Town Administrator shall attend all regular and special meetings of the Select Board, unless excused at his/her own request, and shall have a voice but no vote in all of its

discussions.

- (G) The Town Administrator shall attend all sessions of the town meeting and shall answer all questions directed to him or her relating to town affairs.
- (H) The Town Administrator shall keep the Select Board fully informed regarding all departmental operations, fiscal affairs, general problems and administrative actions; and to this end, shall submit periodic reports to the Board and make such recommendations as he or she deems necessary and expedient.
- (I) The Town Administrator shall keep full and complete records of the finances and administrative activities of his/her office and keep the Select Board informed as to the financial condition and needs of his/her office. The Town Administrator shall render a full report to the Select Board members at the end of each fiscal year.
- (J) The Town Administrator shall have responsibility for materials, repairs and supervision of all Town property, including school buildings and grounds and shall have full jurisdiction for the rental of all Town facilities except schools.
- (K) The Town Administrator may, without notice, cause the conduct of any officer or employee, or department, board or commission under his/her control, or the conduct of officers or employees thereof, to be examined. The Town Administrator may, with notice to the Chairperson of any elected or appointed board or committee not under his/her control, investigate the conduct of any town employee who reports to or is under the supervision of said board or committee in order to carry out his/her duties under Section 4-3(C). The Town Administrator shall have access to all Town books and papers for information necessary for the proper fulfillment of his/her duties.
- (L) The Town Administrator shall negotiate and award contracts subject to the approval of the Select Board involving any subject within his/her jurisdiction, including all contracts relative to sewer and water projects. The said contracts shall be awarded in accordance with the General Laws, and shall be opened and recorded in the Select Board member's hearing room in the presence of the Select Board member's secretary or other designee of the Select Board members.
- (M) The Town Administrator shall be responsible for purchasing all supplies, materials, services and equipment and shall award all contracts for all departments, boards and agencies and activities of the Town except school textbooks, software, compact discs and other educational materials and reading, listening, software and audiovisual materials to be used in the Town Library. The Town Administrator shall examine and inspect the quality, quantity and condition of materials, supplies, and equipment delivered to or received by any Town agency secured through the purchasing procedure.
- (N) The Town Administrator may create, expand, consolidate or abolish all offices and agencies not specifically provided for by this charter, by statute, by by-law or by an administrative code, under procedures described in Article V, subject to the approval of the Select Board.
- (O) The Town Administrator shall perform the duties of park commissioner and forest commissioner under the direction of the Select Board.

Section 4-3

Section 4-4

- (P) The Town Administrator shall maintain full and complete personnel records for all town employees except School Department employees and elected officials of the Town.
- (Q) The Town Administrator shall be responsible for all work and maintenance projects assigned to him or her by the Board of Sewer and Water Commissioners. The Town Administrator or his/her designee shall attend all regular and special meetings of the Sewer and Water Commissioners, unless excused at his/her own request, and shall have a voice but no vote in all of its discussions.

Section 4-4. Appointments

- (A) The Building Commissioner, shall appoint for an indefinite term, and may remove, subject to the approval of the Town Administrator, the Plumbing Inspector, the Wire Inspector and the Gas Inspector.
- (B) The Town Administrator, with the approval of the Board of Health, shall appoint for an indefinite term, and may remove, the Health Director.
- (C) The Town Administrator, with the approval of the Conservation Commission, Shall appoint for an indefinite term, and may remove, the Conservation Agent.
- (D) Upon approval by the Board of Health or Conservation Commission, the Town Administrator shall give notice of any such appointment or removal to the Select Board in the manner specified by Section 4-3(B) and such appointment or removal shall be governed by the provisions thereof. **[Amended 10-21-2019 FATM, Art. 19]**

Community: Wilbraham

Title: Town Administrator

Annual Compensation: \$119,808

Community Population: 14,551

Wilbraham, MA

SECTION 400 TOWN ADMINISTRATOR (Amended, ATM, 04/28/90, Art. 15)

The Board of Selectmen may appoint a Town Administrator for a term not to exceed three (3) years, and may remove him for just cause. A Town Administrator appointed under the provisions of this section shall be sworn to the faithful performance of his duties. During the time that he holds office he shall hold no elective Town office, but he may be appointed by the selectmen or, with their approval, by any officer, board, committee or commission to any other Town office or position consistent with his office. He shall receive such aggregate compensation, not exceeding the amount appropriated therefore, as the selectmen may determine. He shall act by and for the selectmen in any matter which they may assign to him relating to the administration of the affairs of the Town or of any Town office or department under their supervision and control, or, with the approval of the selectmen, may perform such other duties as may be requested of him by any other Town officer, board, committee or commission.

Community: Winthrop

Title: Town Manager

Annual Compensation: \$118,269

Community Population: 18,505

Winthrop, MA – Town Manager



Position Statement

Winthrop, MA (19,316 pop.), is a charming seaside community situated at the entrance to one of the most beautiful harbors in New England. The Town is a peninsula of 1.6 square miles and boasts some of the most spectacular views on the East Coast, with a panoramic vista of the outer harbor on one side and the Boston skyline and inner harbor silhouetted against the sky on the other side. The Town itself has the look of the quintessential quaint and friendly New England community with shops, parks, marinas, inns, and seven miles of shoreline. The public transportation system brings people to Winthrop from Boston in just 20 minutes and from the airport in five minutes. Given its geographic size, Winthrop is densely populated. It has an AA rating and an FY22 budget of approximately \$69 million. The Town's challenges – such as traffic concerns as well as financial and infrastructure needs – provides tremendous opportunity for the next Town Manager to have a positive impact. Winthrop's local government is led by a nine-member Town Council.

To serve as its next Town Manager, Winthrop is seeking an experienced, knowledgeable, and strong leader with excellent financial acumen as well as strong budgeting, economic development, project management, and communications skills. An understanding of coastal issues and coastal resiliency is a plus. Preferred candidates should have a bachelor's degree (master's preferred) in public administration or a related field and experience as a city/town manager or assistant city/town manager or an equivalent public or private sector level of experience. Candidates should have a proven record of leadership, be proactive and a strategic thinker, engender a positive working environment, and be able to build collaborative relationships. Winthrop has a number of experienced department heads who will work collaboratively with the Town Manager. The Town Manager need not be a resident of the Town.

Annual salary: \$205K+/-. The successful candidate will receive an attractive compensation package including health and retirement plans, commensurate with qualifications and experience. Winthrop is an Equal Opportunity Employer.

Important Links:

- [Town of Winthrop](#)
- [Town of Winthrop Charter](#)
- [Town Code](#)
- [FY22 Budget](#)
- [Strengthening Winthrop's Financial Condition Strategy](#)
- [Win2030 Vision](#)
- [Building Studies for Memorial Auditorium & Middle School](#)
- [WCAT YouTube channel](#)



Challenges and Opportunities

Government

In 2005, Winthrop adopted a home-rule charter with a Town Council-Town Manager form of government. The elected nine-member Town Council – six of whom are precinct councilors, two are at-large, and one is council president – serves as the legislative body of Winthrop. The executive authority of the Town is vested in the council president. The Council appoints the Town Manager as the Chief Administrative Officer of the Town. The Town Council also appoints the Town Clerk, Clerk of the Council, and Town Auditor. The Council President appoints, subject to the approval by Town Council, the Board of Appeals, Board of Assessors, Conservation Commission, Board of Health, Historical Commission, Licensing Board, and Planning Board. The Town Manager appoints all other members of boards and commissions, department heads, officers, except employees of the school department. Other elected bodies include: School Committee, Board of Library Trustees, and Housing Authority (four elected members and one appointed). The next Town Manager must exhibit a willingness to engage and collaborate with Winthrop's boards and committees.



Finances

Winthrop has an FY22 budget of approximately \$69 million and a Standard and Poor's rating of AA with a stable outlook. The next Town Manager must have strong financial acumen. Winthrop is facing the pressure of increasing costs and infrastructure needs. The finance department currently has openings for a Finance Director, Treasurer, and Assessor. The new Town Manager will have the opportunity to fill these key roles. The next Town Manager needs to be decisive and forward-thinking regarding finances and all aspects of municipal management. The FY22 tax rate is \$11.76 for all properties. The average single-family tax bill in FY21 is \$6,356. Approximately 51% of the Town's revenue comes from property taxes, with 22% from state aid. New growth in FY22 was 0.77% of the FY21 tax levy and the vast majority of new growth was residential. Free cash was certified at \$2.27 million for FY22. The Town receives a PILOT from both Massport, due to the location of some of Logan International Airport's runways, and the Massachusetts Water Resources Authority (MWRA), which operates a large wastewater treatment plant on Deer Island in Winthrop Bay. Winthrop's total assessed value in FY22 is \$3.03 billion. Winthrop has developed a [strategy](#) to correct structural and service delivery deficits and to strengthen the Town's General Fund and Enterprise Funds financial condition in future years.

Education

[Winthrop Public Schools](#) serves over 1,900 students in the district's three schools: grades PreK-2; grades 3-5; and a middle/senior high school. The district employs 342 staff members, including approximately 187 teachers. The school district's FY22 operating budget is approximately \$23.5 million.

Economic and Community Development

Winthrop is a densely populated community, connected to the mainland only by Route 145, which passes in a loop around the main body of the Town. Winthrop is divided into four unique business areas: the Shirley Street



Business District, the Highlands District, the Center, and Magee's Corner District. In 2017, the Town received a \$2.38 million grant to redevelop its Center Business District. Currently, that district is nearing completion on enhancements, including new water, sewer, drain, and gas lines, sidewalks, streets, and a new town square. This provides economic development opportunities for the next Town Manager.

Winthrop is home to an active marina, four energetic yacht clubs on Boston Harbor, many professional services, and numerous shops and restaurants.

Given its location next to Boston and proximity to Logan International Airport along with its beautiful beaches and small-town feel, Winthrop is an attractive community for residents and visitors. While traffic in and out of town can be challenging, Winthrop is a highly desirable location for businesses and residents. The Town is interested in attracting a limited number of businesses that would be harmonious with Winthrop's character and could enhance the tax base.

Projects/Issues

- A \$13 million revitalization project is continuing in the Winthrop Center Business District.
- A new 5-year trash contract resulted in a 39% increase in the cost of trash, which led to a newly enacted trash fee. The Town created a trash enterprise fund in FY22 and is still adjusting to the new system.
- The Town has two fire stations, the main one built in the late 1800s. There has been ongoing discussion about a new Public Safety building, which the Town hopes to come to a decision on in FY23.
- Increasing water rates are a concern for residents; the Town Manager must be able to successfully communicate the reasons for rising rates.
- The former Middle School site is zoned for mixed-use development and has been a topic of discussion regarding redevelopment.
- The Northeast Metropolitan Regional Vocational High School in Wakefield, of which Winthrop is a member community, will be constructing a new \$317.4 million school building (with \$140.8 million to be funded by the state) and Winthrop is being asked to fund a portion of the costs. There will be a vote for the 12-member communities on January 25, 2022, which will give the towns more clarity on their future obligations.
- Winthrop owns a ferry, which offers service between Winthrop, Quincy, and Boston. Grants and subsidies once used to partially fund ferry operations are no longer as readily available and the Town will be addressing the viability of continuing the service during FY23 budget conversations.
- Discussions are ongoing regarding an access road shared by the DPW and the Gorman School.
- Parking is an ongoing issue in the community due to its density and the many visitors it attracts.

The next Town Manager needs to have strong financial management, communication, and project management skills and should be adept at managing multiple complex projects and issues.



The Ideal Candidate

- Bachelor's degree, preferably in a field related to public or business administration; Master's degree preferred.
- A minimum of five years of experience in municipal administration is preferred.
- Skilled in financial management, budgeting, economic development, project management, collective bargaining, and communications.
- A strong communicator; an active listener.
- Knowledge of coastal issues and coastal resiliency.
- A self-starter; ability to be self-reliant.
- Decisive; ability to say no when needed.
- Knowledge of municipal law & procurement.
- Experience in setting goals and priorities.
- A team builder; respectful; compassionate.
- Ability to engage with the community.
- Excellent follow-through; strong work ethic.
- Strong leadership qualities and experience.
- Skilled in long-term planning and strategic management; ability to prioritize.
- Creative problem solver; proactive.
- Innovative, assertive, and organized.
- Confident; able to build morale and maintain a positive working environment.
- Analytical, enthusiastic, and collaborative.
- Knowledgeable of best practices.
- Treats others fairly and respectfully.

How To Apply

Send cover letter and résumé via email, in a single PDF, by January 28, 2022, 3:00 p.m. EST to:

Apply@communityparadigm.com

**Subject: Winthrop
Town Manager**

Questions regarding the position should be directed to:

John Petrin, Principal
Community Paradigm Associates
JPetrin@CommunityParadigm.com
781-552-1074

The Town of Winthrop is an Equal Opportunity Employer.

Community: Yarmouth

Title: Town Administrator

Annual Compensation: \$131,539

Community Population: 25,286

Section 4-1. Town Administrator.

4-1-1 There shall be a town administrator, who shall be responsible for the administration of the town affairs and who shall be the chief administrator of the town.

Section 4-2. Qualifications.

4-2-1 The town administrator shall be appointed under paragraph (a) of section 5-1 of chapter 5 on the basis of education, experience, executive and administrative qualifications. The professional qualifications shall be established by the board of selectmen and may be revised by the board of selectmen if necessary.

Section 4-3. Powers and Duties.

4-3-1 The town administrator shall be the chief administrative officer of the town and shall be responsible for administering and coordinating all employees, activities and departments placed by the General Laws or by by-law under the control of the board of selectmen and the town administrator. The administrator shall implement the goals and carry out the policies of the board of selectmen.

4-3-2 The administrator shall devote full-time to the duties of the office and shall not hold any other public office, elective or appointive, nor be engaged in any other business, occupation or profession while serving in such office unless such action is approved, in advance and in writing, by the board of selectmen.

4-3-3 The powers and duties of the town administrator shall include, but not be limited to, the following:

- (a) keeping the board of selectmen fully informed as to the needs of the town and recommending to the selectmen, for adoption by it, such measures requiring action by it or by the town as the town administrator deems necessary or expedient;
- (b) informing the selectmen relative to all department operations, fiscal affairs, general problems and administrative action, and submitting periodic reports thereof;
- (c) keeping the selectmen fully informed relative to the availability of all sources of outside funding, both public and private, including inter-governmental grants, in lieu of payments, gifts, grants, contributions and otherwise, giving special consideration as to how any such funding source might relate to the short- and long-range needs of the town;
- (d) preparing and presenting to the board of selectmen a draft annual budget for the town and a proposed capital outlay program;
- (e) administering, during the fiscal year, the annual operating budget and capital outlay appropriations as voted by the town to ensure that all such funds are expended or committed in accordance with the General Laws, by-laws and town meeting votes relating thereto; provided, however, that the town administrator, with the approval of the selectmen and the finance committee, shall have the authority to transfer funds within the budget if the total budget is not increased thereby;

- (f) acting as the chief procurement officer for the town;
- (g) developing, maintaining and updating a full and complete inventory of all real and personal property of the town annually;
- (h) having the right to attend and speak at any regular meeting of any town multi-member body;
- (i) negotiating collective bargaining contracts on behalf of the board of selectmen, unless the town administrator, with the approval of the board of selectmen, has designated another negotiator or negotiating team; provided, however, that all such contracts shall be subject to the approval of the board of selectmen;
- (j) coordinating the activities of all town agencies serving under the office of the town administrator and the office of the board of selectmen with those under the control of other officers and multi-member bodies elected directly by the voters and the town administrator shall have the authority to require the persons so elected, or their representatives, to meet with the town administrator, at reasonable times, for the purpose of effecting coordination and cooperation among all agencies of the town;
- (k) attending all sessions of town meetings and answering all questions directed to the town administrator which relate to that office; and
- (l) performing such duties as assigned by by-law or vote of the board of selectmen.

Section 4-4. Personnel Administration.

4-4-1 The town administrator shall administer and enforce collective bargaining agreements, personnel policies and practices, rules and regulations and personnel regulations adopted by the board of selectmen.

4-4-2 The town administrator shall prepare, maintain and keep current a plan establishing the personnel staffing requirements for each town agency, except those under the jurisdiction of the Dennis-Yarmouth regional school committee.

4-4-3 The personnel board shall review and vote recommendations to the town administrator relative to proposed changes to job descriptions and pay classifications for year-round, benefited positions.

4-4-4 The creation of any new full-time compensated position shall require approval by the selectmen and such action shall not be effective until the position has been funded by town meeting vote.

4-4-5 The town administrator shall supervise, evaluate and direct all department heads and, through the department heads, the town administrator shall supervise, evaluate and direct all paid employees of the town.

4-4-6 To the extent permitted by law and, as may be applicable, the requirements of the effective collective bargaining agreement, the town administrator may employ, discipline and terminate any employee that the town administrator appoints pursuant to this charter or other applicable law, by-law or regulation. **[Added 1-22-2020 by Chapter 11 of the Acts of 2020]**

Section 4-5. Administrative Reorganization.

4-5-1 The town administrator may recommend to the board of selectmen and implement, with the selectmen's approval, reorganization of any department or position placed by this charter under the town administrator's direction or supervision, except as otherwise provided by the General Laws, by-law or this charter.