

# TOWN OF LAKEVILLE, MA

## TOWN ADMINISTRATOR RECRUITMENT

### *Invitation to Qualified Candidates*

#### INTRODUCTION

Lakeville, MA (11,000 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 history and hometown feel, is located approximately 40 miles from Boston and is home to a commuter rail service to the city, and just 27 miles from beautiful Cape Cod. Lakeville is recognized for its excellent schools, quality of life, and for providing exemplary services to its residents and business community.

Led by a three-member Board of Selectmen, and Open Town Meeting form of government, the Administrator is the chief administrative and operating officer of the Town and oversees a municipal operating budget of approx. \$30 million (including \$ 17 million for educational expenses) and 85 FTEs. The ideal candidate will have a Bachelor's degree and/or a Master's degree in municipal management or related field and a minimum of 1 to 3 years of experience as a municipal administrator or assistant administrator. Salary range of \$145,000 to \$155,000 will be commensurate with qualifications and professional experience. Lakeville is an equal opportunity employer. For additional information related to the search, or Town and candidate profiles, contact Alan Gould, President, Municipal Resources, Inc. at 603-279-0352, x320.

**DEADLINE: 4 PM EST; Monday, January 11, 2021**

**Resume and cover letter, in confidence as PDF attachment to: [recruitment@mrigov.com](mailto:recruitment@mrigov.com)**

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.lakevillema.org](http://www.lakevillema.org) and the MRI website [www.mrigov.com/career](http://www.mrigov.com/career).



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## THE IDEAL CANDIDATE PROFILE

The ***Ideal*** Candidate for the position of the Lakeville Town Administrator must have the following demonstrated professional strengths and personal characteristics:

Strong preference will be given to candidates with an appropriate graduate degree or an undergraduate degree that combines work experience and education. The candidate should have a minimum of 1-3 years of direct work as a senior level public sector manager in a position such as a Town Manager or Town Administrator, Assistant TA/TM, Public Finance Director or other relevant, transferable experience within the public domain.

A record of thoughtful financial management and strategic capital planning, including a proven ability to accurately prepare and project sustainable municipal budgets and Capital Improvement Plans over a 3-5 year horizon.

Be an engaged Town Administrator who leads the community by example and promotes coordination and cooperation across the organization. Must possess the highest ethical standards both personally and professionally. Must be able to articulate a vision for the community.

Possess a good understanding of Mass General Laws, regulations and local Boards statutory authority.

The ability to be creative and identify innovative solutions to complex municipal issues by utilizing the talent and experience of local elected and appointed Lakeville residents.

Strong public speaking and presentation skills. Proficiency in the use of all current platforms in social media to promote the messaging of the Executive Board within the community.

Extensive knowledge of and experience with negotiating collective bargaining matters.

The ability to “listen” and to provide advice and counsel in a measured, non-biased manner to elected and appointed officials. Provide prompt, accurate and unfiltered information to policy makers in the community.

A proven record of nurturing a positive culture by supporting and empowering employees to perform their jobs in an exemplary manner. Help facilitate and support creative individual Dept. initiatives. Strongly promote a “team” concept involving all staff members.

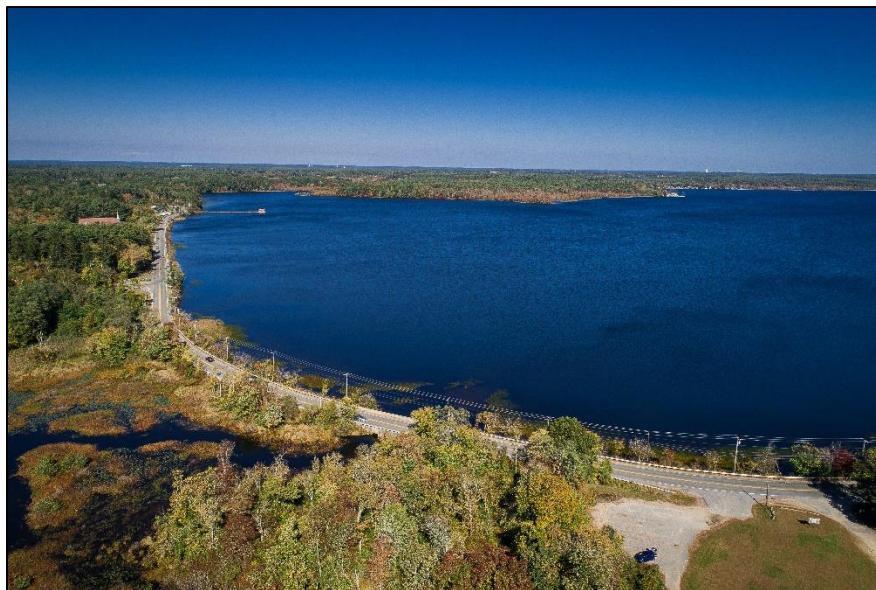
Willingness to manage Town affairs in an open and transparent manner. Be accessible to all residents and show a willingness to reach out and solicit input from the community.

The ability to lead, organize, inspire and manage people while avoiding micro-managing Departments. Acknowledge and support employees for a “job well done”. Facilitate joint Department and Board meetings to share appropriate information with all parties.

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## THE TOWN OF LAKEVILLE

Lakeville was settled in 1717 as part of Middleborough, and in 1853, it was incorporated as the Town of Lakeville by the General Court. It is located in Plymouth County almost half way between Boston and Cape Cod. Interstate 495 and the MBTA commuter rail provide easy access south to the Cape or north to Boston. Lakeville has a three member Board of Selectmen, Town Administrator and Open Town Meeting form of government. The Town Administrator Act was created in 1998 and defines the role and responsibility of the Board of Selectmen as the policy makers for the Town and the Town Administrator as the chief administrative officer. There have only been two Town Administrators since the position was established over twenty years ago.



Lakeville is known as an ideal place to live and raise a family. It is made up of nine lakes or great ponds, hence the name Lakeville. In fact, approximately 18% of the Town's total land area is made up of these waterbodies. The climate, soils, ponds and swamps make it the perfect location for agriculture and in particular, growing cranberries. Ocean Spray, the international cranberry co-operative, has its corporate headquarters in the Town. The public education is provided by the first-rate Freetown-Lakeville Regional School District. The school system is relatively small with a stable population of approximately 1,700 students in grades K-12.

Today, Lakeville's population is approximately 11,000 residents and growing. Residents value the small town character and culture of the community as well as its natural assets. The Town is home to the 900 acre Assonet Cedar Swamp Wildlife Management Area. In total, the public can enjoy the use of over 4,300 acres of protected open space in Lakeville. This adds to the community's outstanding quality of life, and it is what keeps families in Town and draws new families into the Town. It is no wonder the community is commonly referred to as "The Promised Land".

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The next Town Administrator will be facing a number of challenges over the next few years. The current national challenge is dealing with COVID and managing the community through this pandemic. The new Administrator must exhibit leadership and have the ability and skills to work with the elected and appointed leaders to navigate Lakeville through this health crisis.

### **FINANCE/BUDGET**

Lakeville's finances are strong as the result of a tradition of solid financial planning and fiscally conservative budgeting of both revenues and expenditures. The FY '21 budget is \$30.7M, of which \$17.6M is for education, public safety is \$4.2M, debt service is \$1.2M and pension costs are over \$1.1M. In addition, there are two self-sufficient enterprise funds: one for the parks and the other for the landfill/transfer station. Approximately 87% of the tax base comes from the residential sector and 13% from commercial, industrial and personal property. Maintaining or improving Lakeville's financial strengths and bond rating while keeping property tax increases to a minimum will be a priority in the years ahead. Seeking and securing public and private grants, especially Green Community Grants to fund energy conservation projects, is an important part of the job for the Town Administrator.



Moody's Global Ratings assigned Lakeville with its AA+ bond rating and stable outlook. This is a noteworthy achievement for a municipality of 11,000 residents with a limited commercial/industrial tax base, and therefore reliant on the homeowners for 87% of the property taxes. However, Moody's recognizes that the Town has a history of healthy financial positions, conservative management, low debt burden and manageable pension and OPEB obligations.

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## CAPITAL IMPROVEMENT PROGRAM

The Town has a 5 year Capital Improvement Program and has successfully improved or replaced a number of public facilities in a planned and systematic way. Most recently the new \$8.8M, 12,000 sq. ft. Police Station was opened on time and within budget. In addition, the Town Hall Redesign Project was completed in '20 providing renovated space for more convenient public services. The Town has addressed most of the Town facilities over the years. The Fire Department which is located next to the Town Hall is the last of the major facilities to be addressed. The 6,500 sq. ft. Fire Station and its facility/equipment needs will be the CIP challenge for the new Administrator.



## LAKEVILLE MASTER PLAN

The Town recently finished the Lakeville Master Plan, titled "[Lakeville 2030](#)". The plan is the result of a two year process of public meetings, community outreach and resident input. A Master Plan Implementation Committee was formed to guide the process. They reviewed the Master Plan from '05, the Open Space and Recreation Plan from '13 and the Housing Production Plan from '17. Numerous workshops were held on topics including; land use, housing, transportation, recreation, economic development, etc. These workshops gave the residents the opportunity to tell



the committee what they wanted their Town to "look like" over the next ten years. This valuable information formed the basis for the eight main themes that came out of this community-wide planning process. The Master Plan includes a ten year implementation plan which sets forth yearly goals and strategies for the community to follow. The new Town Administrator is fortunate to have "Lakeville 2030" as a blueprint to guide him or her in the years ahead.

## LABOR RELATIONS

The Town Administrator plays a significant role in negotiating and administering the Town's three collective bargaining agreements. Negotiations on all three collective bargaining agreements has been completed. She or he must be experienced in labor relations, grievance administration, arbitration and, ultimately, balancing the needs of the employees with the community's ability to

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fund contracts. In addition, he or she is fortunate to have a management team of well-respected department heads to rely upon.

## ECONOMIC DEVELOPMENT



Lakeville has great access to I-495 and three State roads which makes it ideal for the commercial and industrial development that would be appropriate for the semi-rural and small town character of the community. Currently 13% of the tax base comes from commercial, industrial or personal property. The owners of the former Lakeville State Hospital site, which has been vacant for many years, are proposing to build a warehouse/distribution facility on that 49 acre site. The owners

are going through the permitting process. The Town is also host to a number of marijuana cultivation facilities and derive a community impact fee from each facility. The challenge for the new Town Administrator will be to determine the “correct” balance of economic development and the additional tax dollars it brings with preserving the unique character and charm of Lakeville.

Finally, Lakeville is a wonderful community that exhibits all the characteristics of a traditional New England town. The next Administrator must bring passion, energy, and commitment, as well as excellence, integrity and the confidence to guide the community in the years ahead. The ideal candidate must possess outstanding verbal and written communication skills. It is imperative that she or he is able to communicate effectively with town leaders, staff, and the public. 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, so he or she must be committed to operational transparency and possess the ability to synthesize and communicate clear program/project level progress on initiatives and activities. The Administrator must leverage emerging technologies and other creative ways to promote community involvement. “Customer service” is a high priority for this community, which means the successful candidate must place great value on listening and providing accurate information to all members of the community.

