

THE TOWN OF NORTH ANDOVER, MA

TOWN MANAGER RECRUITMENT

Invitation to Qualified Candidates

INTRODUCTION

The Town of North Andover is seeking a proactive, energetic, innovative and experienced leader to serve as its next Town Manager to replace a well-respected seven-year incumbent. The Town adopted a strong Town Manager, Board of Selectmen, and Open Town Meeting form of government in 1986. This financially stable community is recognized as one of the most attractive and desirable municipalities in the Merrimack Valley and the Commonwealth in which to live, work and raise a family. Candidates will find a highly engaged five-member Board of Selectmen and a diverse, dynamic and active citizenry that participates enthusiastically in all aspects of their town government.



This Profile is intended for use as a resource in the search for the next Town Manager. Although it is expected that candidates with a sincere interest in the position will do their own research, this document provides valuable information and links for candidates considering their fit with the North Andover community.

Much information is provided herein but candidates are encouraged to learn more about the position by visiting [Municipal Resources' website](#) or the [Town's website](#).

ABOUT NORTH ANDOVER

The Town of North Andover has a population of more than 30,000 residents, 10,000 households and a land area of 27 square miles. It is located in Essex County along Interstate 495, just 24 miles north of Boston. The Town is



only 20 miles from the beaches of Massachusetts and New Hampshire and an easy 100-mile drive to the White Mountains. It is a predominantly residential community made up of attractive older New England neighborhoods and new single family and multifamily housing developments. The business district on Main Street is classic New England complete with a newly renovated Town Hall, the historic Stevens Memorial Library, a hardware store, coffee shops and restaurants. Principal businesses and employers include: Merrimack College, Watts Water Technologies, National Grid, Brooks School, The

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Eagle Tribune, Bake and Joy Manufacturing, Ozzy Properties, the owners of Osgood Landing (formerly Lucent Technologies and before that Western Electric), RCG, who transformed the Davis and Furber Machine Company's historic mill buildings into a vibrant multi-use destination, and Edgewood Retirement Community.



The North Andover Public Schools are amongst the best in the Commonwealth with a stable population of 4,642 students. Three private schools call North Andover home: St. Michael's Elementary School, Brooks School, (a preparatory high school) and Merrimack College.

North Andover is blessed with rich natural resources and facilities. Lake Cochichewick is a picturesque recreational asset, as well as the Town's water supply. The Trustees of the Reservation own and operate The Stevens-Coolidge Place, which was the historic summer home and gardens of John and Helen Coolidge. The Coolidge family descended from Thomas Jefferson and were related to Isabella Stewart Gardner. The Friends of North Andover Trails provides hiking opportunities on 70 miles of trails for the community to enjoy. The Town's Department of Youth and Recreation Services is known for the high quality programs and activities for school-age children at the Joseph N. Hermann Youth Center in the Old Center and at Stevens Pond. The Town's growing senior population is well served by an active, but small Senior Center. A new Senior Center has been funded and will be constructed on a new site.



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North Andover has a fascinating history. Originally founded and settled shortly after the Pilgrims landed in Plymouth, the Town was incorporated in 1646 and named Andover after the home town of the founding families: Andover, England. The large size, nearly 60 square miles, caused the creation of a North Parish and a South Parish. Because of a variety of political and religious differences the North and South Parishes were officially divided by the Legislature in 1855. North Parish became North Andover as it is known today.

This community had a number of historically noteworthy families. In 1650, Anne Bradstreet was the first female poet to be published in the Colonies. Her husband, Simon

Bradstreet was a co-founder of the Massachusetts Bay Colony. Samuel Osgood was the first Post Master General of the United States.

NORTH ANDOVER FINANCES

The Town Manager wrote in his FY '19 Recommended Budget that the North Andover management team is guided by three practical and over-riding principles when making financial decisions: “service, stewardship and sustainability.” These three principles are evident when looking at the Town’s budget and finances. The FY '19 Approved Budget is a modest 1.8% over FY '18 spending plan. Annually, the Town and School elected and appointed officials collaborate together to work within the revenues available. This has made for harmonious budget development seasons. North Andover has a very solid financial foundation as evidenced by: Certified Free Cash of \$11.1M, New Growth of \$1.1M, Excess Levy Capacity of \$1.3M, General Stabilization Fund of \$4.9M, and a Community Preservation Account balance of \$8M. The Water and Sewer operation is funded by an Enterprise Account and the Retained Earning for Water is \$4.1M and Sewer is \$4.1M as well. Based on the Town’s impressive financial history and outlook, Standard and Poor’s Global Ratings has awarded North Andover with a AAA bond rating.

In 2012, the Town issued the Facilities Master Plan and over the past seven years it addressed numerous Town and School capital improvement projects all without a Prop 2 ½ override. There are two projects that have been funded and are planned to be constructed in the next year or two. They are the new Senior Center planned for a site off Sutton Street and a new Recreational Complex, which includes multi-generational features and sports fields, next to North Andover Middle School. The next phase of capital improvements is the development of another Facilities Master Plan to address future Town and School capital projects including renovations to the Youth Center and Fire Station 2.



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IDEAL CANDIDATE PROFILE

The ***Ideal*** Candidate for the position of North Andover, MA Town Manager will have:

A graduate degree in public administration or similarly related field is required.

At least 7 years of demonstrated senior level leadership in public management or similar relevant, transferable experience in a large organization.

Demonstrated career-long foundation of impeccable professional and personal ethical standards, integrity, respect, honesty, and accountability.

A career record of creative and innovative financial budget management, and strategic capital planning skills with an ability to seek input from elected and appointed officials, while listening to constituent needs and desires for the community.

A collaborative and deliberative style of management that allows for and promotes community involvement by an engaged, caring, and diverse citizenry. A leader by example who empowers and trust managers and staff to run their organization. Avoids being a micromanager.

A manager who appreciates the hard work municipal employees are engaged in and supports their efforts by recognizing and appreciating their professionalism. A visible manager who gets out of the office and engages with staff and the community at large.

Ability to be intellectually challenged in solving complex issues by researching and thoroughly understanding the matter before the community. Identify innovative, bold, and creative solutions to build consensus, while understanding and allowing for divergent opinions from all affected parties.

Candidate must demonstrate a history of effective and persuasive public speaking, while using the latest technology to enhance oral/visual presentations before town officials and the general public.

Extensive knowledge and experience in negotiations within a collective bargaining environment, while also maintaining the ability to establish fair, respectful and harmonious relationships with union and non-union leadership within the organization.

Ability to listen, empower and support the various constituents in the local government particularly the many volunteer boards and committee members who help provide the highest level of customer service and professional results to the community.

Commitment to continuous improvement and excellence in public service delivery systems with a strong emphasis in the utilization of evolving IT innovations to improve communications and build added efficiencies in the service delivery systems of the community.

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IDEAL CANDIDATE PROFILE (continued)

Proven record of nurturing and embracing an established positive culture, while promoting civility and professional decorum in all public discourse.

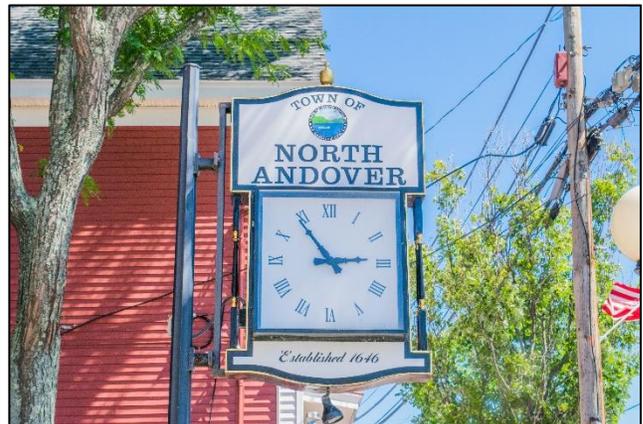
Demonstrated ability to provide unbiased guidance to all elected and appointed officials, and a varied and changing local demographic within the community

Willingness to manage town business in an open, diplomatic and transparent manner.

A proven skill set that allows the manager to multi-task a myriad of complex issues, while remaining focused on Selectmen’s priorities.

Skills in working collaboratively, cooperatively and building consensus with a strong emphasis on maintaining a positive, productive relationship between the school and municipal administrations.

Ability to provide strong fiscal leadership to maintain the Town’s reserves and AAA bond rating.



THE CHALLENGES AHEAD

The next Town Manager for North Andover will be entering a community where the residents are highly engaged in their local affairs. They care deeply about their Town, its schools and its government. The Manager will need to be aware that “just good enough” is not good enough for North Andover. The Town residents have come to expect exceptional public services from the appointed and elected officials.



This community has weathered a number of challenges over the years, but none greater than the Columbia Gas explosions and disaster in September, 2018. The Town came together as a family to overcome this traumatic event. Work is ongoing to address damage caused to the homes and businesses and to continue repairs and repaving in the affected areas. The next Manager will lead this continuing work and literally be the face of North Andover to the residents, businesses, Commonwealth and Columbia Gas of MA.

There are five primary challenges that have been identified for the next Town Manager and his or her administration:

- 1) *Fiscal Balance and Sustainability*
- 2) *Community and Economic Development*
- 3) *Housing Issues*
- 4) *Traffic Congestion*
- 5) *Facilities Planning*

One of the reasons the previous Town Manager was so successful was that he built fiscal balance and sustainability into the entire budget and capital planning process. The culture of cooperation and collaboration that developed is now the cornerstone of the short term and long-range fiscal planning with the Selectmen, Finance Committee, School Committee/Administration and all the Town departments. The Town takes a conservative approach to budgeting, which has led to financial stability with reserves and stabilization funds that were recognized by Standard and Poor’s Global Ratings Division when the Town’s bond rating was increased to AAA, the highest municipal investment grade credit rating. The next Manager needs to recognize and embrace

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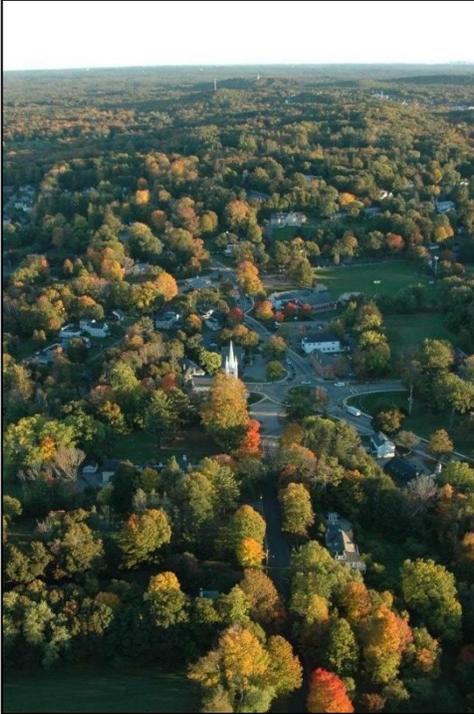
the work that has been done to bring the Town to this enviable financial position and to build upon it, so the Town can address its future public service needs, while remaining fiscally balanced and sustainable.



The community and economic development challenges go hand in hand. The Planning Board recently completed a Comprehensive Master Plan. This important document is a guide or blueprint for community and economic development for the next Town Manager and his or her administration. The Manager and team will be primary motivators and lead agents during the implementation phase of this plan over the next 10 to 15 years. The plan covers seven elements (Land Use, Housing, Economic Development, Open Space/Recreation, Historical and Natural Resources, Transportation, and Facilities) and lays out a robust set of actions to achieve the goals for each element of the plan. There are a number of continuing development challenges that lay ahead: the 1600 Osgood Street property, also known as Osgood Landing; the proposed apartment complex for Mill Street; the future of Royal Crest Apartments and Merrimack College's need for additional dorm space; the developments along Routes 114 and 125; the continued revitalization of downtown, and the Barker and Forgetta Farms. The new Manager and his or her team will be faced with an exciting set of planning challenges to provide for orderly, measured and smart development while building the tax base.



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Housing issues are a critical concern and challenge. The Town has 8.7% of its housing stock as affordable. Until North Andover achieves 10% affordable units, the Town is still open for MGL 40B multifamily housing proposals, which can present a host of challenges for the Manager and the Planning staff. Currently there are several multifamily developments under construction, permitted, and in the planning stages that have the potential to result in more than over 630 market-rate apartments (Knights of Columbus, Princeton and Mills sites). When these units become occupied, the School Department's stable student population may be impacted and additional classroom space may be required. The new Manager will be challenged to work creatively with developers, staff and municipal boards to increase affordable housing stock and to work with the Planning Department to support zoning changes consistent with the housing goals of the Master Plan.

An additional challenge that comes with any new housing or economic development, is the resulting traffic. The Town already has problems with traffic congestion and circulation on Route 114 and Route 125, the community's two major arterial roadways and with continued growth of the Town, traffic management will be an important agenda item for years ahead. The new Town Manager will be expected to provide leadership to the Department of Public Works as they implement recommendations laid out in the Master Plan to improve transportation on Town roads and to work collaboratively with Mass DOT to provide traffic solutions on State routes.



The previous administration undertook a Facilities Master Plan in 2012. Over the past seven years, the plan was followed in an orderly way and the results are that a number of high-profile projects were successfully completed within existing resources and not using a Proposition 2 ½ override: new Police Station; new Main Fire Station; renovations and additions to the Town Hall; Stevens Memorial Library improvements, and Early Childhood Educational Center. Currently, there are plans and funding for a new Senior Center and a Recreational Complex behind the Middle School. The challenge for the new administration will be to develop a Facilities Master Plan II

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to address the next generation of Town and School capital improvements within existing revenues while, not proposing a Proposition 2 ½ override.

See the ideal candidate profile to learn about the desirable personal and professional characteristics and traits of the next North Andover Town Manager.

ADDITIONAL INFORMATION



Candidates are encouraged to learn about the Town and the position by visiting Municipal Resources, Inc. website at mrigov.com and the North Andover website at northandoverma.gov. Candidates can also contact Alan Gould at agould@mrigov.com or by phone at 603-279-0352 ext. 320. To apply, submit a cover letter and resume in PDF format to recruitment@mrigov.com

Applications must be submitted by 8am EST, on Monday, April 29, 2019.