

# NORFOLK, MA TOWN ADMINISTRATOR Position Profile



## The Community

The Town of Norfolk is a welcoming semi-rural suburban community of approximately 11,500 residents located in eastern Massachusetts. It enjoys a tradition of open government with a high level of service, citizen engagement, and respect for its proud history.

Incorporated in 1870, Norfolk is 15.2 square miles in size. Norfolk is bordered by Millis and Medfield to the north, Walpole to the east, Foxborough and Wrentham to the south, and Franklin and Medway to the west. Norfolk is approximately 20 miles southwest of Boston and 21 miles north of Providence, Rhode Island.

Norfolk's transportation system includes Rt. 115 and Rt. 1A, which serve as the major roads within the town. There is easy access from Norfolk to the major highways of Routes 1, 495, and 95. In addition there is a rail station in the Town Center on the Boston to Franklin/Forge Park-495 line. All of these transportation options make Norfolk a desirable location from which to commute to major locations of employment.

The community is primarily rural and residential with large lots and open space. There is strong interest in increasing thoughtful economic development to bring additional commercial and retail revenue to Norfolk, to reduce the tax burden on residents as well as to provide additional job opportunities and leisure activities.

According to the 2010 U.S. Census, the Town of Norfolk's racial makeup is approximately 84.6% white, 7.1% Hispanic or Latino, 5.9% Black or African American, and 1.5% Asian.

The Town is demographically slightly older than the state as a whole with the major difference being the median age of Norfolk residents which is 42.0 years while the state median is 39.2 years. The median annual household income in Norfolk is \$127,723, which is significantly higher than the state median of \$70,628.

The Norfolk municipal [website](#) contains additional information about the town.

## The Government

Norfolk's government is comprised of a three-member Board of Selectmen that serves as the Chief Executive Officers of the Town. Members of the Board are elected to staggered three-year terms and oversee all matters affecting the interest and welfare of the community and are responsible to ensure that Town government is responsive to and reflective of community needs and values.

Norfolk has an Open Town Meeting form of government that serves as the legislative body of the Town. The Town Meeting is chaired by an elected Town Moderator, who also appoints a nine-member Advisory Board that makes recommendations on matters presented to the Town Meeting.

There is also a five-member School Committee, elected to staggered three-year terms, that oversees the policies and budget of the Town's K-6 public school system, two elected members of the King Philip Regional School Committee that serves grades 7-12, a five-member elected Planning Board, and an elected Town Clerk.

Other elected positions in Town include: Board of Assessors, Board of Health, Library Trustees, Housing Authority, Planning Board, Recreation Commission, and two Constables. The Town also utilizes a large number of appointed boards and commissions, with various modes of appointment, to conduct municipal operations.

The Board of Selectmen appoints the position of Town Administrator as the chief administrative and fiscal officer of all Town agencies, other than the Schools. According to statute, the Town Administrator is the Chief Administrative Officer of the town, appointed by the Board of Selectmen.

The Town Administrator is responsible for the daily management of town government. He recommends appointments to the Board of Selectmen for the Police Chief, Fire Chief, Building Commissioner, DPW Director, COA Director, Facilities Manager, Human Resource Director, Technology Director, Affordable Housing Director, Town Planner, Director of Emergency Management and Finance Director. The Finance Director appoints the Town Treasurer/Collector, Accountant and Assessor, subject to approval by the Town Administrator.

Under the direction of the Board of Selectmen, the Town Administrator is responsible for good management by all public employees appointed by the Board and their respective departments. The Town Administrator develops policy proposals for the Selectmen and provides them with facts and advice on matters of policy.

The Town Administrator is responsible for executing the policy directives of the Board of Selectmen and for managing the operations and activities of the Town. The Town Administrator is specifically responsible for fiscal planning and development of the Town's budget, oversight of personnel functions including collective bargaining, coordinating intra- and intergovernmental affairs, grant procurement and administration, and procurement of goods and services.

Lastly, the Town Administrator keeps the community informed on local government affairs. He encourages communication between the citizens and all local government officers; emphasizes friendly and courteous service to the public and seeks to improve the quality and image of public service.



## Town Finances

Norfolk holds a [Standard and Poor's rating of AA+](#), with a stable outlook, based upon a credit analysis of May 2014. The rating was based upon the strength of the budgetary performance, very strong liquidity, very strong economy, strong management practices, and adequate budget flexibility.

The [FY19 general operating budget](#), including capital, for the Town is approximately \$41 million. The water and waste water enterprises are approximately \$1.62 million.

Revenue projections for FY19 include property taxes (72.8%), net state aid (10.4%), local receipts (9.1%), debt exclusion (6.8%) and other funds (1.0%).

Norfolk dedicates approximately 52% of its revenue to education, including Norfolk Public Schools and education provided through the King Philip Regional Schools.

As of June 30, 2018, the Town had Stabilization Fund reserves of approximately \$1,740,777, and had certified Free Cash of \$1,033,194. The Town's current debt service is approximately \$3.4 million.

## Challenges and Opportunities

**Public Safety Buildings:** The Town is currently building a new Police Station which is expected to open in early 2019. Shortly thereafter, the Town will be joining the Metacomet Emergency Communication Center. In FY 2019 the current Public Safety Building will be updated to house the Norfolk Fire Department.

**Town Center:** The Town is working with several property owners on redevelopment/development opportunities of the [Town Center](#) that were recommended in the Town's Master Plan and the recent Town-Wide Economic Strategy. There are several grants underway to look at innovative zoning tools and green infrastructure to realize the Town Center's development potential.

**Southwood Hospital:** The [Southwood Hospital](#) is an abandoned hospital owned by the Catholic Archdiocese of Boston. The property is 86 acres, which has been on the market for several years. There is significant interest in developing the property, which represents an exciting opportunity for the Town.

**Chapter 40B Housing:** The Town has received applications for [40B developments](#) from several developers, which in total constitute 300 potential new housing units. Norfolk has seen significant housing pressure from the housing shortage in the greater Boston area. The Town urgently seeks to develop a pro-active strategy to increase the amount of quality affordable housing and protect the Town against less desirable developments that do not meet the Town's preferred development standards. In particular, the Town relies on groundwater wells for its water supply and the magnitude of proposed 40B development is challenging that supply.

**Economic Development:** The Town's economic development goal is to increase the percentage of the commercial tax base to 15 percent of total valuation. [The Town has a classical New England Town Center, strip commercial along Route 1A, and small businesses parks off of Route 1A and Route 115](#) as varied locations to expand the commercial tax base. The Town is actively looking at grant opportunities, tax incentives, and a variety of other economic development tools to help expand the commercial tax base.

## The Ideal Candidate

The Board of Selectmen seeks an experienced municipal administrator. The successful candidate must be able to demonstrate prior success managing, or as an assistant in managing, a complex municipal organization, or in managing a significant municipal department or division. The candidate should be competent in all areas of municipal management and operations, but especially in finance and development.

The Town Administrator must be able to work collaboratively with various interests of the Town. He or she is expected to work cooperatively with the business community and to actively seek new businesses to locate within the Town. He or she should have strong grant-writing skills and the ability to accurately and effectively explain complex issues to individuals, committees, and the citizenry. The Town Administrator must be able to delegate effectively, mentor department heads, and provide support and motivation to ensure high performance and professional growth by all municipal employees with accountability to ensure results for self and staff.

The Town Administrator must also possess and demonstrate successful experience in labor relations and personnel management. He or she must be able to develop and sustain credible relations with employees and multiple union representatives, being both firm and fair in negotiations. The Town Administrator should be Procurement certified by the state or able to attain certification within the first six months of employment in Norfolk. The Town Administrator must be a creative problem-solver who is accessible, transparent, trustworthy, collaborative, and a consensus-builder. He or she must lead by example, and be motivated, innovative, and ethical.

The successful candidate should possess a Master's degree in a field related to municipal management, and at least three to five years of progressive experience as a Town/City Manager or Administrator, or Assistant Town/City Manager or Administrator, or education and experience in or relatable to municipal government that is equivalent. The successful candidate must possess demonstrated skills, abilities, and knowledge in economic development, community planning, municipal finance, personnel administration, labor relations, municipal procurement, and intergovernmental relations.





## How To Apply

Interested applicants should provide cover letters and résumés, in confidence, by 5:00 p.m. on November 29, 2018, to:

Norfolk Town Administrator Search  
Community Paradigm Associates, LLC  
One Saddleback, Plymouth, MA 02360

**Electronic submission, in a single PDF, preferred:**

[Apply@communityparadigm.com](mailto:Apply@communityparadigm.com)

Following the closing date, résumés will be reviewed according to the outlined qualifications. A Screening Committee will interview the most qualified candidates in confidence. Based upon these interviews, a selection of finalists will be chosen for further evaluation and reference checks and then 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.

Questions regarding the position should be directed to:

Bernard Lynch, Principal  
Community Paradigm Associates  
[blynch@communityparadigm.com](mailto:blynch@communityparadigm.com)  
978-621-6733

The Town of Norfolk, Mass., is an EEO/AA employer.

## Preferred Attributes

The Town of Norfolk seeks candidates with the following attributes:

- Strong communicator
- Visionary leader
- Consensus builder
- Creative problem solver
- Collaborative spirit
- Effective delegator
- Good listener
- Strategic thinker
- Community focused
- Approachable
- Team builder
- Organized
- Confident
- Energetic
- Respectful

## Compensation

The Town of Norfolk will offer a compensation package that is competitive with comparable Massachusetts communities, with an annual salary of \$150,000+/-, depending on qualifications. A comprehensive benefits package is part of the Town Administrator's total compensation. Residency is not required.

