

# Lakeville, MA

## Town Administrator



Photo Credit: John Phelan

## Community & Position Profile

## The Community

The Town of Lakeville is a semi-rural community of approximately 11,000 residents located in Plymouth County, Massachusetts. It enjoys a tradition of open government with a high level of service and respect for its proud history.

[Lakeville](#) was settled in 1717 as a western parish of Middleborough and incorporated as a separate town in 1853. It received its name from the chain of broad and beautiful lakes (or ponds) which occupy approximately 4,000 acres of the township. The many ponds, rivers and streams in Lakeville also serve as a source of drinking water.

The Town contains 36.16 square miles of area. Lakeville is bordered by Middleborough to the northeast and east, Rochester to the southeast, Freetown to the south and southwest, and Berkley and Taunton to the west. Lakeville is about 20 miles west of Plymouth, 20 miles north of New Bedford, 30 miles east of Providence, Rhode Island, and 38 miles south of Boston. There are 80.84 miles of accepted town roads, 28.33 miles of state highway, and 25.45 miles of private ways. Lakeville is a Green Community.

Lakeville is connected to the larger southeastern Massachusetts region via its many state routes, including north-south Routes 18, 105 and 140, and the east-west Route 79. U.S. 44 passes through the northern end of town and Interstate 495 runs along its northern edge with an interchange located just over the town line in Middleborough. Lakeville is home to the Middleborough/Lakeville MBTA Commuter Rail Station and has limited fixed route bus service to the Commuter Rail station provided by the Greater Attleboro Regional Transit Authority.

Lakeville has numerous small- and medium-sized businesses in Town and [Ocean Spray](#) has its headquarters in Lakeville. As with most primarily residential communities, the majority of residents in the workforce commute outside of Lakeville for employment.

According to the U.S. Census, the Town of Lakeville's racial makeup is approximately 97.1% white, 2.2% Hispanic or Latino, 1.5% two or more races, 0.6% Asian, and 0.4% Black or African American.

The Town is demographically similar to the state. The under-18 years cohort in Lakeville is nearly 21.3% of the population versus 20% for the state. In the 65 years and older cohort, Lakeville has 15% of its population which is very similar to the state's 16.2%, according to the U.S. Census. The median age in Lakeville is 43.8 years compared to the state's 39.1 years. The median annual household income in Lakeville is \$98,015, compared to the state median of \$74,167. While Lakeville is a relatively affluent community, approximately 4.4% of the population live in poverty, according to U.S. Census Bureau statistics.

## The Government

Lakeville's government is comprised of a three-member [Board of Selectmen](#) that serves as the Chief Elected and Executive Officers of the Town. Selectmen are elected to staggered three-year terms and are vested with all the municipal authority not specifically retained by the Town's legislative body, Town Meeting, or other elected boards. In accordance with the Town's [General By-laws](#), the Board is responsible for all facets of governmental duties. The warrants for the annual and special Town Meetings are generated from the Selectmen's office. They issue the warrants for any elections or override votes scheduled and the Board works together with the Town Administrator, Town Accountant and Finance Committee to establish the annual operating budget for the Town and to provide a stable economic environment for citizens.

Lakeville has an Open Town Meeting form of government that serves as the legislative body of the Town. According to town by-law, Annual [Town Meeting](#) is held on the second Monday of May each year unless Selectmen vote to postpone to another time.



Lakeville is part of the [Freetown Lakeville Regional School District](#), which includes two elementary schools, an intermediate school, a middle school, and a high school. An eight-member School Committee, with four members from Lakeville and four from Freetown, oversees the policies and budget of the school district. Other elected positions include: Board of Health, Board of Assessors, Moderator, Trustees of Public Library, Planning Board, Finance Committee, Park Commission, Cemetery Commission, Treasurer/Collector, and Town Clerk. The Town also utilizes a number of volunteer boards and commissions, with various modes of appointment, to conduct municipal operations. The Town's [by-laws and regulations](#) and its [2107 Annual Report](#) are located on its website.

The Lakeville [Board of Selectmen](#) appoints the position of Town Administrator as the Chief Administrative Officer of the Town. The Town Administrator is responsible for executing the policy directives of the Board of Selectmen and for administering the operations and activities of the Town.



The [Town Administrator](#) is specifically responsible, via [by-law](#), for attending all meetings of the Board of Selectmen; administering all provisions of General Laws and special acts applicable to the Town and all Town [by-laws](#) and regulations; preparing the annual [operating](#) and capital budgets; the development and annual revision of the capital improvements program; the day-to-day administration of the personnel system and negotiating collective bargaining contracts unless the Board designates another negotiator. There are three collective bargaining units in Lakeville. The Town Administrator is also responsible for serving as Chief Procurement Officer; keeping a complete inventory of all property of the Town; distributing the warrant for the annual Town Meeting; signing payroll and accounts payable warrants; and keeping the Board fully informed of operations, fiscal affairs, general problems and administrative actions.

## Finances

Lakeville's [FY19 budget](#) is \$27.67 million, with about \$16.3 million dedicated to public education. Interest to be paid on short-term notes is about \$11,283 for FY19 and long-term interest for FY19 is \$24,682. Total debt service is about \$559,035. Group insurance costs for FY19 are about \$2.2 million, pension costs are slightly over \$1 million, and general insurance (workers' compensation and property and liability) is about \$205,000. Lakeville has a rating of AA+ with a stable outlook, according to a November 2013 ratings action by Standard & Poor's.

The Town is seeking an Administrator who will actively search out new and creative sources of revenue and grants and/or the sharing of resources to deliver expected services without overburdening taxpayers.

Lakeville is primarily a residential community, with 86.2024% of the Town's assessed value attributable to residential uses and 7.3939% associated with commercial, 5.1065% with industrial, and 1.2972% with personal property. The FY 2019 tax rate was set at a single rate of \$13.30 per \$1,000 valuation. In FY 17, the Town's total valuation was about \$1.56 billion.



## Challenges and Opportunities

- **Capital Needs.** Lakeville strives to address its infrastructure issues in a timely manner. To this end, the Town has a five-year capital plan and financial policies in place to guide its decisions regarding capital investments. Through this process, the latest project underway is the new \$8.7 million police station now under construction.
- **Economic Development.** The vast majority of the tax base is residential. Accordingly, the Town faces some challenges as is typical with residential communities. Lakeville is interested in attracting thoughtful commercial development that will fit with the Town's character. In June, [Town Meeting](#) approved allowing retail sales outlets, grow facilities, testing labs, and product manufacturing sites for recreational marijuana along with detailed regulations.
- **Housing.** Approximately 88.5% of housing units in Lakeville are single-family detached homes. Lakeville has large-lot, low-density residential zoning, with a 70,000-square-foot minimum lot size. Currently, about 7.5% of Lakeville's housing units meet the state's affordability requirements. There are approximately 3,852 year-round housing units in town, with 86.1% being owner occupied. Lakeville's limited municipal water and sewer service requires most residential properties to rely on septic systems and private wells. Homes in Lakeville have a median value of \$356,500, according to U.S. Census data. The Town's population is aging, so there is concern regarding a need for additional housing that is appropriate for older residents as well as young families. Lakeville updated its [Housing Production Plan](#) in December 2017 and is a smart growth community.
- **Education.** Education is a high priority in Lakeville. Lakeville belongs to the [Freetown Lakeville Regional School District](#), which includes two elementary schools (one in each community) and joint intermediate, middle, and high schools. Students who reside in Lakeville also have the opportunity to attend two regional high schools – the Old Colony Regional Vocational Technical High School in Rochester and Bristol County Agricultural High School in Dighton. 94% of Lakeville residents have a high school diploma and about 36% have a bachelor's degree or higher, according to U.S. Census statistics.
- **Land Use.** Lakeville is currently working with Southeastern Regional Planning and Economic Development District to develop a new master plan – [Lakeville 2030](#) – to guide the Town for the next 10 years. Included in the plan's main themes are:

balancing future growth with maintaining Lakeville's semi-rural character, animal habitat areas, and natural beauty; supporting the local economy while exploring additional opportunities to create new businesses and economic development in appropriate areas; supporting the current and future maintenance and creation of open space and recreation areas; enhancing information sharing efforts; providing housing options that meet the needs of the entire community; and adding professional staff to help guide future growth.

- **Communications.** Strong communication skills, both verbal and written, are necessary in order for the Town Administrator to effectively engage and manage relationships with various constituencies. He or she should embrace technology and modern communication tools.
- **Police Department.** The [Police Department](#) has an annual budget of nearly \$2 million, including salaries and operations. There is a full-time police chief and 18 full-time officers, plus five reserve officers and about seven special officers, five civilian dispatchers, and one administrative assistant. The department is not part of Civil Service. A modern \$8.7 million police station is currently under construction and occupancy is expected in Spring 2019. Once the new station is operational, Fire Department calls will also be dispatched from the facility. More than 400 arrests made in 2018.
- **Fire Department and EMS.** The [Fire Department](#) has 12 full-time positions and 30 call positions budgeted. There are one full-time and 10 call positions vacant. The department's annual budget is about \$1.5 million. The Fire Department operates out of one station and its members are not part of Civil Service. The department also operates EMS services and has two ambulances. The Fire Department's annual budget is about \$1.4 million, and it responds to about 1,900 calls annually.
- **Highway Department.** The [Highway Department](#) has an annual budget of about \$850,000. There are nine full-time employees responsible for roads, cemeteries, parks, tree work, and maintenance of land surrounding Town buildings. There are eight part-time employees and one full-time station foreman responsible for the town's transfer station.
- **Work Climate.** The next Town Administrator should strive to foster and maintain a positive working climate in which the Town's policies and procedures are administered in an equitable manner and the office/work atmosphere is encouraging and supportive of all staff members and volunteers.



## The Ideal Candidate

The Board of Selectmen seeks a dynamic and proactive Town Administrator with managerial experience who can work collaboratively with the Board on a strategic vision for the Town. The successful candidate should be able to demonstrate prior success in managing or as an assistant managing a complex municipal organization or have equivalent managerial experience in the private sector that would mirror the type of responsibilities of a Town Administrator. The candidate should be competent in, or have extensive knowledge of, all areas of municipal management and operations, but especially in finance and budgeting, personnel management, procurement, strategic planning, and economic development.

The Town Administrator must be a decisive administrator and leader who can work collaboratively with the various interests of the Town. He or she is expected to work cooperatively with all constituencies within the Town, including elected and appointed officials and volunteers. The Town Administrator should be Procurement certified by the state or able to attain certification within the first 12 months of employment in Lakeville.

The Town Administrator must be able to work collaboratively, delegate effectively, and provide guidance, support and motivation to all municipal employees. The Town Administrator must possess good listening skills and be open to input from all constituencies. 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. Strong written and verbal communication skills are important for this position.

The Town Administrator must also possess and demonstrate successful experience in personnel management and adhere to a firm but fair management style. He or she must be able to develop and sustain strong and credible relations with employees, volunteers, and residents. The Town Administrator must be a creative problem-solver who is approachable, accessible, transparent, trustworthy, collaborative, and a consensus-builder. He or she must lead by example, and be strategic,

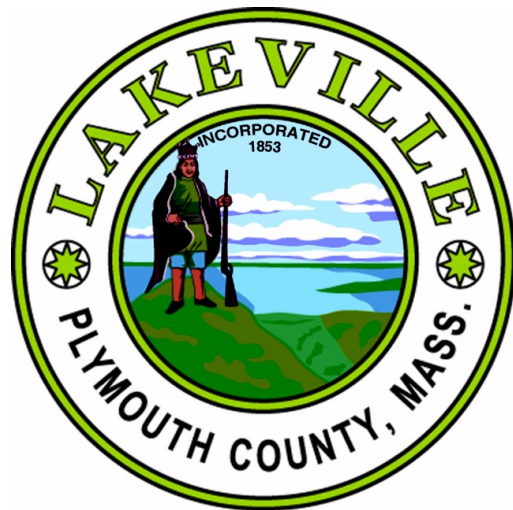
motivated, innovative, organized, and goal-oriented. Having a good sense of humor would be beneficial.

The Town Administrator should be able to build morale and trust within municipal government and throughout the Town as well as be an energetic ambassador for the community. The Administrator should enjoy working in a team-oriented organization and should foster a team approach to problem solving. He or she should be adept at working with different personality types and keep an open-door policy. He or she should focus on the positive, and embrace becoming actively engaged with the community by attending local events.

Preferred candidates should possess a bachelor's degree and/or master's degree in a field related to municipal management or in an equivalent field, such as accounting, business management, or law. Preferred candidates should have experience as a Town/City Manager/ Administrator, or Assistant Town/City Manager/Administrator, or education and experience that is equivalent showing a progressive leadership history in public and/or private organizations. The successful candidate must possess demonstrated skills, abilities and knowledge in municipal finance, personnel administration, strategic planning, grant writing, municipal procurement, economic development and community planning, and intergovernmental relations. The successful candidate should know and seek to implement municipal management best practices.

## Compensation

The Town of Lakeville will offer an employment agreement and compensation package that is competitive with comparable Massachusetts' communities, with an annual salary of \$135,000+/-, depending on 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 provide résumés and cover letters, in confidence, by 5:00 p.m. on February 25, 2019, to:

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

**Subject: Lakeville Town Administrator**

**Submission via a single PDF is preferred**

Following the closing date, résumés will be reviewed according to the outlined qualifications. 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 publicly advanced to the Board of Selectmen.

Questions regarding the position should be directed to Bernard Lynch, Principal, Community Paradigm Associates, at: [blynch@communityparadigm.com](mailto:blynch@communityparadigm.com) or 978-621-6733.

The Town of Lakeville is an Equal Opportunity Employer.