

RUTLAND, MA

TOWN ADMINISTRATOR

Position Profile



The Community

The [Town of Rutland](#) is a beautiful, fast-growing residential community of approximately 9,000 residents. Located in Worcester County, Rutland has a rich agricultural history and limited commercial development. It is situated in the geographic center of Massachusetts, with the Central Tree marking the general spot.

The Town enjoys a strong tradition of open government with a high level of service, citizen engagement, and respect for its proud history. Rutland is mainly a bedroom community with many of its residents commuting as far as Boston, Worcester, and Springfield for employment.

Rutland was first settled in 1666 as Naquag. It was officially confirmed in 1713, made up of what is now Rutland, Barre, Hubbardston, Oakham, Princeton, and the northern half of Paxton, and incorporated in 1722. Rutland is 36.4 square miles in size, of which 35.3 square miles is land and 1.1 square miles is water. Rutland is bordered by Princeton on the northeast, Holden on the east, Paxton on the southeast, Oakham on the southwest, and Barre and Hubbardston on the northwest. Rutland is approximately 13 miles northwest

of Worcester and 52 miles west of Boston. The Town has about 100 miles of public roadways.

At 1,200 feet above sea level, Rutland has the highest elevation of any community between the Berkshires and the Atlantic Ocean. Known for its clean air, the Town grew as a health resort center in the 1880's. During the onslaught of tuberculosis, Rutland became famous for its health care industry and fresh air living environment. This industry continued until December 1991 when the last of the health care facilities closed its doors.

There are many small and medium-sized businesses in Rutland, including retail and professional services. One of the businesses with the highest number of employees in town is Devereux Advanced Behavioral Health. The majority of Rutland residents in the workforce commute outside of Town for employment.

According to the 2010 U.S. Census, the Town of Rutland's racial makeup is approximately 97.1% white, 2.2% Hispanic or Latino, 2.2% Asian, 0.6% two or more races, and 0.1% Black or African American.

The Town is demographically somewhat younger than the state as a whole, with the major differences being the under-18 years cohort, which is about 25.4% of the population in Rutland versus about 20% for the state, and the 65 years and older cohort, where Rutland has 10.9% of its population compared to the state's 16.2%.

The median annual household income in Rutland is \$95,347, which is higher than the state median of \$70,628. While the vast majority of residents are middle income, approximately 2.2% of Rutland residents have incomes below the poverty level, according to the U.S. Census.

The Government

Rutland's government is comprised of a five-member Board of Selectmen that serves as the Chief Executive Officers of the Town. [Selectmen](#) 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. Rutland has an Open Town Meeting form of government that serves as the legislative body of the Town. Rutland's FY2017 [Annual Town Report](#) can be found on its website.

Rutland is part of the [Wachusett Regional School District](#), which also includes the towns of Holden, Paxton, Princeton, and Sterling. There is a 22-member [Regional School Committee](#), including four members from Rutland, that oversees the policies and budget of the District's public school system. Rutland also belongs

to the [Southern Worcester County Regional Vocational School District](#) and has two members on its committee.

Other elected officials include: Board of Assessors, Planning Board, Board of Health, Board of Library Trustees, Moderator, and Town Clerk. The Town also utilizes a number of volunteer 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 officer of all Town agencies, other than the Schools.

Duties of the [Town Administrator](#) include serving as chief financial officer/budget director, personnel director, and chief procurement officer. The Town Administrator is responsible for executing the policy directives of the Board of Selectmen and for coordinating and supervising the operations and activities of the Town. He or she is specifically responsible for fiscal planning and development of the Town's budget, preparing and maintaining the capital improvement plan, grant procurement and administration, procurement of goods and services, personnel management, appointing all employees under the jurisdiction of the Board of Selectmen (excluding Fire Department personnel), communications with residents and staff, media relations, and special projects.

Rutland has five collective bargaining units: Police Sergeants, Police Patrolmen, Dispatchers, Firefighters, and DPW personnel. Agreements with all units except the Police Sergeants were all negotiated in FY2017 and ratified in either FY2017 or FY2018. Employment agreements are also in place between the Town and the Police Chief, Fire Chief, Regional Emergency Communications Center Director, and Treasurer/Collector.

Finances

The [FY2019 budget](#) for the Town is approximately \$21.5 million. Rutland has a Moody's rating of Aa2, as affirmed in January 2015, and a Standard and Poor's rating of AA with a stable outlook, based upon a credit analysis of August 2015. The Town has been experiencing exponential residential growth and is working toward paying down debt. Long-term debt is currently about \$13 million. Rutland's financial policies call for putting 5% of free cash into each of the following accounts: stabilization, capital stabilization, and OPEB. The general stabilization fund is currently about \$1 million. The Town anticipates having about \$600,000 in certified free cash this year. Rutland's FY2018 tax rate was \$18.13 per thousand valuation. Tax collections, including real estate, personal property, and motor vehicle excise taxes account for about 80% of general fund revenues.

Rutland seeks a Town Administrator who will actively seek out new and creative sources of revenue and/or the sharing of resources, grant opportunities, and commercial development to deliver expected services.



Challenges and Opportunities

- **Finances.** Rutland is facing financial challenges due to revenue limitations, rapid residential growth over the past 20 years, and education assessment growth stretching beyond the Town's funding ability. Municipal budget reductions, a \$244,774 municipal services override, a \$330,901 debt exclusion for school renovations, and use of free cash were required in FY2017 to fund the Town's share of the regional school district. Expansion of the Town's commercial/industrial tax base are needed to help alleviate the financial pressure.
- **Capital Needs.** Like many communities, the Town has infrastructure issues as programmatic needs have changed and facilities have aged. There is strong interest in Rutland in building a Senior Center, Town Hall requires renovations and possibly an addition, additional playing fields are desired, and there may be a future need for a separate facility for the regional emergency communications center, which may become a separated district. A Senior Center Planning Task Force is soon expected to be established.
- **Economic Development.** Rutland has been in a heavy residential growth cycle and is interested in thoughtful economic development that fits with the character of the community and would serve to lighten the residential tax burden. Approximately 50% of the Town is connected to municipal water and sewer distribution. The Town is currently under a water and sewer moratorium set to expire at the end of the fiscal year, and is actively exploring setting a closed water/sewer district.

There is no direct access to major highways, but Routes 68, 56, and 122A would serve as ideal locations for appropriate commercial/industrial development. The Central Massachusetts Regional Planning Commission is working on a growth management study.

An 89-acre parcel known as [Rutland Heights](#) is currently being considered for possible mixed-use [development](#). The Town conducted an economic development [survey](#) in April 2016 which garnered 1,601 responses. In the survey, residents noted that they value the small-town feel, safety, and high-quality public education found in Rutland. Residents also indicated they would like to see a grocery store, small retail, and independent restaurants locate in Town and they would prefer these venues locate in the Rutland Heights area, Town Center, Village Center, or business district.

- **Education.** Education is a high priority in Rutland. The [Wachusett Regional School District](#) includes the communities of Rutland, Holden, Paxton, Princeton, and Sterling. Two elementary schools – [Naquag Elementary](#) for grades K through 2nd, and [Glenwood Elementary](#), for grades 3rd through 5th – are located in Rutland as is [Central Tree Middle School](#). The District serves approximately 7,300 students; Rutland students are currently 24% of this population. The public high schools are [Wachusett Regional High School](#) in Holden and [Bay Path Regional Vocational Technical High School](#) in Charlton. The [FY2019 budget](#) for the Regional School District is about \$94.2 million, with Rutland’s assessment totaling slightly more than \$12 million. Approximately 98.8% of Rutland residents have a high school diploma or higher and 43.7% have a bachelor’s degree or higher, further illustrating residents’ commitment to education.
- **Housing.** There are currently about 3,300 housing units in town with an estimated median value of \$315,032, according to U.S. Census data. Approximately 86% of homes are owner occupied. There are a number of large housing developments currently under construction or scheduled to be built within the next five years, including one with about 100 lots, one with 100+ lots, and another with about 300 lots. The [Rutland Heights](#) development is expected to be built as a mixed-use development and may contain senior housing and condominiums.
- **Public Safety.** The Rutland [Police Department](#) has 13 full-time officers and seven part-time officers with an annual budget of about \$979,000. The Rutland [Fire Department](#), Emergency Management & EMS has one station with an annual budget of

approximately \$795,000. The Fire Department has seven full-time members and 40 on-call personnel. The [Rutland Regional Emergency Communication Center](#) is also run from the station. It serves the communities of Rutland, Barre, Hubbardston, and Oakham (and will soon service Warren), processing about 52,000 calls a year. The RRECC is actively seeking to service additional communities’ dispatch needs.

- **Department of Public Works.** The Rutland [Department of Public Works](#) oversees the operations of roads, water, wastewater, parks, trash and recycling, cemetery mowing, and use of the Town Common. It has a staff of 15 and an annual budget of about \$1.27 million as well as about \$1.2 million for wastewater treatment and operations, and approximately \$1 million for water treatment and operations.
- **Recreation.** Rutland has numerous events and areas for passive [recreation](#) that can be enjoyed by residents and visitors. The [Massachusetts Central Rail Trail](#) runs through Rutland and will eventually connect 30 miles of a former railway. The [Midstate Trail](#), a 92-mile hiking trail extending from Rhode Island across Central Massachusetts and finally connecting to the Wapack Trail in New Hampshire, also runs through Rutland.

The Town hosts a massive four-day Fourth of July celebration that includes such activities as a road race, bonfire, athletic tournaments, concerts, barbecue, pie-eating contests, parade, and fireworks. Rutland’s 300th Anniversary is in 2022 and the Town is in the midst of planning a community-wide celebration.



The Ideal Candidate

The Board of Selectmen seeks a new [Town Administrator](#) with municipal managerial experience interested in a tenure of at least 5-8 years. The successful candidate must be able to demonstrate prior success in managing or as an assistant managing a complex organization. The candidate should be competent in all areas of municipal management and operations, but especially in financial management, budgeting, procurement, personnel and labor relations management, information systems, and grant writing.

The Town Administrator must be a decisive administrator who can work collaboratively with various interests of the Town. He or she must have excellent communication skills and the ability to work with diverse groups of Town officials and residents. The Town Administrator should be Procurement certified by the state or able to attain certification within the first six months of employment in Rutland.

The Town Administrator must be able to work collaboratively, delegate effectively, and provide support, motivation and assistance to all municipal employees. The Town Administrator must be approachable, possess good listening skills, and be open to input from all constituencies. He or she should have the ability to accurately and effectively explain complex issues to individuals, committees, and the citizenry, and have an understanding of emerging rural communities. He or she must be respectful, ethical, even-tempered, fair, and highly professional.

The Town Administrator must also possess and demonstrate successful experience in personnel management. He or she must be able to develop and sustain credible relations with employees, volunteers, and residents. 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, organized, and have a sense of humor. The Town Administrator should be a diplomat, a visionary, and be viewed as a positive influence.

The successful candidate should possess a Bachelor's degree, with a Master's degree preferred, in a field related to municipal management. Applicants should have at least 5 years of progressive experience as a Town/City Manager or Administrator, or Assistant Town/City Manager or Administrator, or have education and experience in or relatable to municipal government that is equivalent. Massachusetts experience is preferred.



Compensation

The Town of Rutland will offer an employment agreement and compensation package that is competitive with comparable Massachusetts' communities, with an annual salary of \$115,000+/-, 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, in confidence, by 5:00 p.m. on November 26, 2018, to:

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

Electronic submission, in a single PDF, preferred.
Apply@communityparadigm.com.

Following the closing date, résumés will be reviewed according to the outlined qualifications. The most qualified candidates will be interviewed 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 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 or 978-621-6733.

The Town of Rutland is an Equal Opportunity Employer.