

# Holliston, MA – Town Administrator



## Position Statement

Holliston, MA (15,000 pop.), is an attractive and primarily residential community located in the MetroWest area of Massachusetts, approximately 22 miles from Boston. Holliston has an AA+ rating, an FY20 budget of approximately \$64 million, strong community spirit, and beautiful areas of open space. Holliston's local government is led by a three-member Select Board.

To serve as its next Town Administrator, Holliston is seeking a talented, energetic, and data-driven leader with strong financial acumen as well as budgeting, project management, procurement, and communications skills. Preferred candidates should have a Bachelor's degree (Master's preferred) in public administration or a related field and experience as a city/town manager or assistant city/town manager or an equivalent public or private sector level of experience. Candidates should have a proven record of leadership, be a strategic thinker, instill confidence and trust, and be able to build cooperative relationships with appointed/elected officials, residents, and employees. Holliston is a volunteer-driven community. The next Town Administrator will work closely with numerous talented volunteer boards and committees and should know how to lead through influence. Applicants should be innovative, enthusiastic, and skilled at hiring and working with highly capable individuals. [Chapter 94 of the Special Acts of 1994](#) established the Select Board-Town Administrator form of government in Holliston and details the powers and duties of the position.

**Annual salary: \$170K+/-.** The successful candidate will receive an attractive compensation package including health and retirement plans, commensurate with qualifications and experience. Holliston is an Equal Opportunity/Affirmative Action Employer.

### Important Links:

- [Town of Holliston](#)
- [General Bylaws](#)
- [Financial Policies & Information](#)
- [Annual Town Meeting Warrant](#)
- [Annual Town Report](#)
- [FY20 Budget](#)
- [S&P Ratings Report](#)
- [Chapter 94, Special Acts of 1994](#)



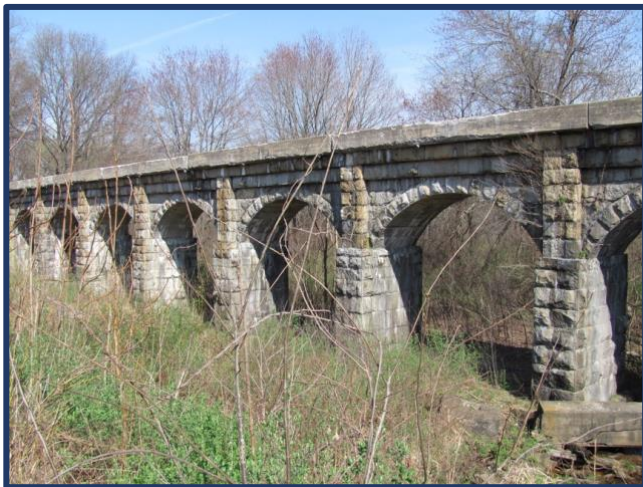
# Challenges and Opportunities

## Government

Holliston's executive branch of government is a three-member [Select Board](#) that serves as the governing body of the Town. The Board appoints the [Town Administrator](#) as the Chief Administrative Officer of the Town. The Board also appoints Town Counsel, Police Chief, Fire Chief, and other such officers/firefighters as the Board deems necessary. The Town Administrator screens all applicants and recommends to the Select Board finalists for the positions of Police Chief, Fire Chief, and Highway Superintendent. The Administrator appoints the Treasurer/Collector, Accountant, Building Inspector, and Senior Center Director. Holliston has an Open Town Meeting form of government, which holds two regularly scheduled Annual Town Meetings, one in May and another in October. Other elected bodies include: Finance Committee, Town Clerk, Town Moderator, Planning Board, Assessors, Board of Health, Library Trustees, and Park Commission.

## Finances

Holliston has an [FY20 budget](#) of approximately \$64 million and a Standard and Poor's rating of AA+ with a stable outlook. The Town expects its next Town Administrator to help develop a more robust budget document, including in-depth information regarding spending and department needs. Maintaining or improving Holliston's financial strength and bond rating while keeping tax increases to a minimum are priorities, so a Town Administrator with strong financial acumen is a must.



Holliston, like most municipalities, is facing revenue constraints and the pressure of increasing costs. The FY20 tax rate is \$18.85 for all properties. The average single-family tax bill in FY20 was \$8,870. Approximately 88% of the Town's revenue comes from residential taxes. While there are calls to increase economic development to lighten the residential burden, residents want to exercise caution to avoid changing the character of the community. New growth in FY20 was \$769,038. To help ease budget constraints, a Town Administrator with successful grant-writing skills, or an ability to attract talent with those skills, would be a plus. Collective bargaining experience would be beneficial in this position. The Town Administrator must

develop and maintain strong relationships with state officials and professional organizations to improve opportunities for securing grants and increasing operational efficiencies. The Town is supportive of its public-school system and the new Town Administrator should maintain an ongoing dialogue with school officials to appropriately balance the needs of the schools and the Town.

## Master Plan

The next Town Administrator is expected to initiate and facilitate the creation of a new Master Plan for Holliston. The Town hasn't updated its Master Plan in approximately 25 years. Accordingly, the Select Board prefers a Town Administrator interested in a tenure that will allow for both the creation of a Master Plan and at the least the initial stages of its implementation. Previous experience in successfully facilitating a Master Plan process and its implementation would be a plus. Holliston was designated a Green Community in December 2015 which makes it eligible for certain state grants. It has received more than \$570,000 in various Green Communities grants, to date.

## Capital Planning

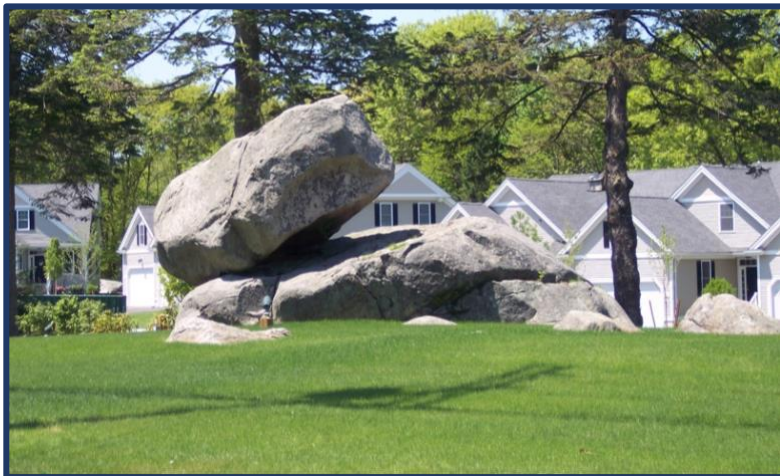
The Town Administrator will be expected to develop, with input from department heads, a detailed and well thought out short- and long-term Capital Improvement Plan that balances the needs of the community with the realities of the budget. This plan must be reviewed and updated annually to address infrastructure needs.

## Projects

The engineering and planning phases for a new \$8 million water treatment plant have been completed and the project is now going out to bid. Water infrastructure is a significant concern in Holliston. Underground water pipes are aging and repairs for water main breaks cost approximately \$60,000 annually. Five miles of pipes have been replaced, with another 50 miles awaiting replacement over time. The Town expects to seek an additional water source within the next 5-10 years. Additionally, the septic system at Town Hall needs replacement, a schedule of sidewalk replacements is ongoing, and a study may be conducted this spring regarding the need for a new DPW facility. For the second year in a row, Holliston has submitted to the state a statement of interest in building a new high school. The current high school was built in 1969 and renovated in 2000-2001. Holliston's Complete Streets policy was accepted in January 2020. The Town will develop a priority project document with Tier II technical assistance through the Complete Streets program. These efforts are complemented by the Holliston Public School's partnership with Massachusetts' Safe Routes to School program. Holliston received a Signs and Lines grant award in late 2019 and work continues to improve access to and development of trails, sidewalks and crosswalks for active transportation for students.

## Economic Development

Holliston has a very strong economy. The Town's proximity to Routes 128 and 495 allow it to benefit from access to the employment base in the Greater Boston area. Local employers are involved in manufacturing and chemical research. Leading taxpayers include a mix of manufacturing and utilities companies, including Eversource. Holliston has stable and modest growth in its commercial and residential development. It is home



to two cannabis growing facilities, with two more in the approval process, whose operations currently contribute more than \$260,000 to the Town's revenues. One facility in the permitting process is anticipated to be an 800,000-square-foot distribution facility expected to add approximately \$12 million in assessed value. Holliston recently established a new economic development committee within the Select Board to promote community businesses, which includes engaging the local cable channel to publicize local businesses. Holliston received a green communities grant,

which has enabled it to make energy improvements to Town infrastructure, such as weatherization to buildings and the addition of two electric vehicles to its fleet. Holliston is a founding member of the MetroWest Regional Transit system that provides public transportation for riders throughout the MetroWest area. Holliston has several bus stops within the community that take riders to retail locations, places of employment and the commuter rail in neighboring communities.

## Recreation and Open Space

Holliston has an abundance of open space and recreation options, including seven parks. Land preservation has been a prominent community value and significant portions of Holliston provide beautiful scenic views. A [Holliston Parks Master Plan](#) was completed in July 2019. Lake Winthrop, which is nearly one mile in diameter and covers approximately 140 acres, offers fishing, kayaking, and swimming. [Pinecrest Golf Club](#), an 18-hole golf course, is owned by the Town. The Holliston Rail Trail is a 6.7 mile scenic and historic trail that offers both recreational and active transportation opportunities to residents, as well as foot traffic for businesses adjacent to the trail. Additionally, the Park & Recreation Department provides a wide variety of programs for children, teens, and adults.





## The Ideal Candidate

- Bachelor's degree in a field related to public or business administration; Master's degree preferred.
- Minimum of five years of experience as a city/town administrator/manager, assistant city/town administrator/manager, or equivalent public or private sector level experience.
- Skilled in financial management, budgeting, project management, communications, procurement, and economic development.
- Strong leadership qualities and experience.
- Use of data-driven decision-making.
- Able to achieve buy-in to a vision.
- Confident, assertive, able to build morale.
- Analytical, enthusiastic, and collaborative.
- Strong conflict-resolution skills.
- Experience in setting goals and priorities.
- Team-oriented, innovative, and decisive.
- Creative problem solver; proactive.
- Skilled at developing and implementing effective protocols and procedures.
- Have a strong work ethic, inspire trust and confidence, with the ability to hire talented people and to empower others.
- Knowledgeable of best practices.
- Committed to fostering diversity and inclusion in the organization.
- Treats others fairly and respectfully.

## How To Apply

Send cover letters and résumés via email, in a single PDF, by May 14, 2020, 5:00 p.m. EST to:

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

**Subject: Holliston  
Town Administrator Search**

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 Holliston, Mass., is an Equal Opportunity/Affirmative Action Employer.