



COUNTY OF NORFOLK

Director of County Operations



COMMUNITY PARADIGM ASSOCIATES, LLC



The County of Norfolk Massachusetts

The County of Norfolk

The County of Norfolk consists of 28 eastern Massachusetts communities, mostly located to the south and west of Boston. The County was incorporated as a regional entity in 1793 and has its county seat at the town of Dedham. The communities that comprise the County of Norfolk include Avon, Bellingham, Braintree, Brookline, Canton, Cohasset, Dedham, Dover, Foxborough, Franklin, Holbrook, Medfield, Medway, Millis, Milton, Needham, Norfolk, Norwood, Plainville, Quincy, Randolph, Sharon, Stoughton, Walpole, Wellesley, Westwood, Weymouth, and Wrentham. The County is currently seeking a new [Director of County Operations](#) to assist the organization and its member communities in achieving their many goals.

The [County of Norfolk](#) is known as the County of Presidents because it is the birthplace of four Presidents of the United States: John Adams, John Quincy Adams, John F. Kennedy, and George Herbert Walker Bush. Many Norfolk County communities are residential suburbs of Boston. Economic activity within the county includes a wide range of business including technology, research and development, retail, wholesale, and manufacturing.

The County's greatest extent, from Cohasset Harbor to the southwest corner of Bellingham, is about 36 miles, and from the most northern point of the town of Wellesley to the Bristol County line, the distance is about 17 miles. Bounded on the northeast by Massachusetts Bay, geographic features include the Blue Hills and the Charles and Neponset rivers. The area is served by several interstate highway routes, including Routes 95, 93, and 495. The County has an area of 408 square miles and a population of 670,850. County services include land records, vocational education, Trial Court facilities maintenance, engineering, conservation, recreation, volunteer programs, and additional statutory responsibilities.



Due to its location, history, natural beauty and diversity, Norfolk County offers a high quality of life and vast economic opportunities that make it an attractive place to live, work, and visit.

The Organization

The [County of Norfolk Commissioners' Office](#), is charged with implementing policy, budget, and other decisions of the three-member elected Board of Commissioners. The three Commissioners are elected county-wide for four-year terms. The office's duties include personnel, purchasing, management information systems, and general administration. The County Director manages the office and is also responsible for overseeing other departments under the jurisdiction of the County Commissioners, including facilities maintenance, engineering, the Wollaston Recreational Facility, and RSVP volunteer program.

The 28-member [Advisory Board](#) represents the cities and towns in budget, capital planning, and other matters. Representatives, one from each community, are appointed annually (by the selectmen, mayor, or manager, depending on the municipality's form of government), and have a weighted vote based on community property valuation, which is also the basis of the annual county tax assessment. The Advisory Board receives its authority from Massachusetts General Laws Chapter 35 Section 28B, and related statutes, including Chapter 73 of the Acts of 1989. The principal responsibilities of the Advisory Board are the review and approval of County budgets and appropriations. The Advisory Board also receives reports and makes recommendations on other matters affecting the County and its municipalities.

The Director's office has eight full-time staff members including County Director, Assistant County Director, Chief Procurement Officer, Manager of Personnel Services (along with two employees), Manager of Administration and Budget, and IT Director. The County of Norfolk [FY19 Annual Report](#) and [FY20 Annual Report](#) can be viewed online.



Programs and services currently under the jurisdiction of the County of Norfolk include:

- [Registry of Deeds & Land Court](#)
- [County Treasurer's Office](#)
- Trial Court [facilities management](#) (Six County courthouses are leased to the Commonwealth.)
- Appellate tax jurisdiction
- [Wollaston Recreational Facility](#), ([Presidents Golf Course](#)) in East Milton/Quincy
- [County Engineering Department](#)
- [Norfolk County Agricultural High School](#) in Walpole (338 acres, 7 buildings, and a farm)
- [Retired and Senior Volunteer Programs](#) (RSVP)
- County Land Conservation and Open Space Management
- Some statutory jurisdiction over roads

The Position

The Director of County Operations is the administrative head of the county. The Director is appointed by, reports to, and serves at the direction of the three-member Board of County Commissioners. The Director is responsible for supervising all personnel and activities coming under the jurisdiction of the Commissioners. This includes budgeting and financial management, staff direction and oversight, strategic planning, building management, and engineering as well as oversight of a recreational facility and external governmental and media relations.

The Director provides a leadership role in administering all affairs of the County and providing professional advice to the Commissioners and member communities. The Director dedicates considerable time toward communicating with state elected and appointed officials regarding County programs and needs. This, in addition to financial management and budgeting, is a critical aspect of the Director's role and the next Director must be politically astute and able to build strong working relationships at the state level.



Responsibilities

The Director has myriad executive responsibilities as the chief administrator for Norfolk County. Included amongst the position's authority and duties are:

- Responsible for the preparation and management of the County's \$31 million budget.
- Verify budgets and salary information submitted by department heads for accuracy and prepare final budget document for submittal to Advisory Board.
- Prepare supplemental budget requests periodically for Advisory Board approval.
- Issue County bonds and supporting reports.
- Responsible for municipal, regional, and state government relations as well as developing and strengthening area partnerships.
- Oversee, along with the Chief Procurement Officer and Superintendent of Buildings as applicable, County building projects which are controlled by the Commissioners' Office.
- Produce the annual report on the affairs and finances of the County.
- Responsible for the payroll for the Commissioners' office.
- Represent the Commissioners in labor negotiations and act as hearing officer on collective bargaining matters.
- Responsible for all employees appointed by the County Commissioners, including but not limited to:
 - Commissioners' office staff including its manager of Administration and Budgets, Personnel Services, Purchasing, Data Processing, Retired Senior Volunteer Program (RSVP)
 - Superintendent of Buildings and Maintenance Department
 - County Engineering
 - Wollaston Recreational Facility
- Apportion and assess all County taxes among the municipalities of the County.
- Responsible to the Commissioners for proper administration of all affairs of the County.

Current Priorities

Best Practices Review, Financial Management & Operations Analysis

The County of Norfolk has contracted with The Abrahams Group to assess the efficiency, efficacy, and long-term sustainability of the County's government based on current operating budgets, staffing levels, and existing revenue streams as well as state funding formulas and statutes. The contract deliverables include establishment of financial policies, budget forecasting, and a long-term capital improvement plan to help guide the County forward. The contract includes a detailed staffing analysis by department, with recommendations based on an assessment of the efficiency and sustainability of current staffing levels based on revenue and expenditure trends and forecasts. The project will assess the County's current regional services efforts and provide recommendations relative to the County's goals to enhance the delivery of regional services to its constituent communities. The Abrahams Group expects to issue its final report by the end of the current fiscal year, which will give the next County Director a clear direction for growth, a solid foundation upon which to build, and an enhanced ability to base discussions and decisions on data.

Finances

The County of Norfolk has an operating budget of approximately \$31 million. Detailed information regarding the [FY22 budget](#) which is currently in the planning stages, and the [FY21 budget](#), is available on the County's website. The County is facing budgetary challenges that are being analyzed as part of The Abrahams Group's ongoing review. Approximately 30% to 40% of annual operating revenues are derived from excise taxes and fees via the Registry of Deeds. Additionally, member communities contribute an assessment, the Trial Court reimburses some costs of maintenance, and individual county programs receive state and federal funding. As a large portion of the County's revenues are derived from the real estate market, which can be volatile, the operating budget must be closely managed. Currently, the County budget is facing an approximate \$500,000 structural deficit and the agricultural school budget has an approximate \$500,000 structural deficit.

Solar Project

A large [solar project](#), proposed for land at the Norfolk County Agricultural High School, has been under consideration for three years. The plan would allow for increased tax revenues, discounted energy, educational diversity, and environmental stewardship. There is some opposition from the town of Walpole, a neighborhood group, and two school-associated groups and the proposed project may result in litigation.

Personnel

The County, in addition to seeking a new Director, must search for a new superintendent of the Norfolk County Agricultural High School as the current superintendent is retiring. Positions at the high school are filled by the Trustees with a recommendation from the superintendent. There are a total of seven Trustees, three of which are the Commissioners. The position of engineering surveyor, which leads the Engineering Department, also needs to be filled. The next County Director must be proficient at hiring talented personnel.

Capital Projects

- \$3.5 million MSBA accelerated repair program at the high school's Kemp Hall.
- \$1.2 million renovation to the Norfolk County Registry of Deeds Record Hall.
- Soon to begin \$800,000 dome repairs and improvements at Norfolk County Superior Court.
- Refurbishment of Wollaston Recreational Facility's 12 tennis courts.
- New roof, insulation, repointing, and façade improvements at the County Administration Office.
- Soon to begin \$200,000 air handler replacements at Stoughton District Court.
- \$1.5 million irrigation system replacement is needed at Presidents Golf Course.

The Ideal Candidate

The County of Norfolk seeks to hire a Director of County Operations with significant managerial experience and preferably with at least three years of municipal managerial experience. The candidate should be competent in all areas of management and operations, but especially the areas of financial management and budgeting, project management, personnel administration, and inter-governmental relations. The ideal candidate will:

- Have experience working in, or with, municipal government, and possess demonstrated knowledge or understanding of County government.
- Possess strong skills in financial management and budgeting, communications, personnel management/administration, municipal procurement, and project management.
- Be skilled in grant acquisition and grant administration.
- Possess skills to build a network of support and have a track record of building relationships, both within and outside of the organization.
- Be politically savvy and diplomatic; be confident, forward-thinking, and flexible.
- Have proficient knowledge of municipal laws.
- Possess strong interpersonal and communication skills in order to be a leading spokesperson, ambassador and advocate for Norfolk County and its 28 communities.
- Have the ability to convey the value and importance of County government to varied audiences; excellent writing and presentation skills.
- Be an inclusive and collaborative manager so as to empower the staff for maximum effectiveness and innovation.
- Have the ability to coach and mentor staff as well as recruit highly talented staff as needed; be team-oriented and a morale builder.
- Have strong leadership qualities and experience; strong conflict resolution skills.
- Possess the skills and experience to work with Commissioners, staff, and external entities to identify and address the long-term strategic needs of the County and develop short-term tactical steps to address needs and reach goals.
- Knowledgeable of, and able to implement, municipal best practices.
- Be an active listener and responsive to Commissioners, staff, and other constituencies.
- Have the ability to work with a variety of personalities.
- Be an innovative thinker who enjoys working with others.
- Work well under pressure, have a sense of humor, and enjoy taking on challenges.
- Have confidence in own skills and abilities.
- Be a hard worker, who is dedicated, diligent, and loyal.
- Preferably possess an advanced degree in public administration or other appropriate field. Candidates with outstanding relevant work experience who do not hold a master's degree will be considered. A bachelor's degree is required, preferably in public administration or other related discipline.

Compensation

The County of Norfolk will offer an annual salary of \$120K +/- and a compensation package that is competitive with similar organizations based on experience and qualifications.



The County of Norfolk Massachusetts

To Apply

Interested applicants should provide application materials, in confidence, by 3:00 p.m. EST on April 8, 2021, via email to:

Apply@communityparadigm.com

Subject: Norfolk County Director

Submit a **single PDF** with cover letter and résumé.

Following the closing date, résumés will be reviewed according to the outlined qualifications. Following a review of applications, the most qualified candidates will be interviewed in confidence. Based upon these interviews, a selection of candidates will be chosen for further evaluation and reference checks. Finalists will be contacted for references and approval of background reviews before their selection is publicly advanced to the Board of Commissioners.

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

The County of Norfolk is an Equal Opportunity Employer.