

**NORWELL TOWN ADMINISTRATOR
2013-2014
Job Responsibilities and Expectations**

LEADERSHIP AND SUPPORT	FOCUS AREAS FOR FY14 (items in Bold are top priorities)
<p>Attends and participates in meetings of the Board of Selectmen and, in conjunction with the Chair, develops meeting agendas.</p> <p>Informs and advises the BOS about the practices, and problems of the Town, as well as activities operating under the authority of the BOS and each of the Town's Departments, Boards, and Committees.</p> <p>Implements BOS policies; advises the BOS when he/she identifies the need to add, modify, or delete a policy.</p> <p>Submits recommendations to the BOS relative to matters requiring BOS action, supported by data and information as necessary to make informed decisions.</p> <p>Recommends to the BOS Town-wide goals on an annual basis, and reports back regularly on the progress toward achieving those goals. (The Town Administrator's reporting can be achieved through the semi-annual reporting provided by other designated personnel and/or members of Boards and Committees.)</p> <p>Works with the BOS to develop a vision for the Town and a comprehensive long-range plan.</p> <p>Defends principle and conviction in face of pressure and partisan influence.</p>	<ul style="list-style-type: none"> • Develop and implement a process for efficient completion of Selectmen's meeting minutes • Develop a written "punch list" of tasks and projects being done by, or under the direction of, the Town Administrator to be reviewed biweekly with the Board of Selectmen

BUDGET DEVELOPMENT AND FINANCE	FOCUS AREAS FOR FY14
<ul style="list-style-type: none"> • Works closely with the Selectmen, Advisory Board, Finance Director/Town Accountant and Treasurer in providing financial leadership, articulating fiscal goals and objectives, as well as strategies for implementation. • Facilitates a process for gathering community input on budget priorities. • Identifies areas for savings and potential budget excesses in current budget and forecasts expenses for future fiscal years. • Gathers departmental budget requests, refines them in coordination with community priorities and department heads, and prepares annual budget recommendations for the Advisory Board, coordinating with the School Superintendent/School Committee and their expense forecasts for future fiscal years. • Presents a balanced Annual Budget and certain related articles as required by Town Charter at the Annual Town Meeting. • In conjunction with the BOS, communicates, educates, and advocates for operating and capital budget priorities within the Norwell community. • Works with Town personnel, including those directly reporting to the Town Administrator, as well as members of Town Boards and Committees, to implement the Annual Budget and provide quarterly reporting updates on the Town's financial status as it relates to the Annual Budget and future projections. • Manages Town expenses to meet or improve on the Annual Budget. • Advocates on behalf of BOS and Town for state, federal, and regulatory funding increases to expand the Town's revenue opportunities, including pursuing grants and other outside funding to supplement the Town's Annual Budget. 	<ul style="list-style-type: none"> • Recommend to the Selectmen a level services FY15 budget that fits within their policies for reserves and debt; provide a prioritized list of further requests • Work closely with the School Superintendent to coordinate FY15 budget requests and 3 year forecasts so as to identify when compliance with financial policies may become difficult • Recommend to the Selectmen how & whether to use Free Cash, Capital Stabilization and/or the general Stabilization Fund in FY15 • Recommend to the Selectmen an addition to their Reserves Policy about the funding and utilization of the Capital Stabilization Fund • Develop a funding strategy for the 5 Year Capital Plan, including potential use of free cash, under levy & excluded debt, capital stabilization, general stabilization, operating funds, CPA funds and/or leasing. (See General Management and Facilities section below) • Recommend ways to reduce town expenditures and operate town government more efficiently and implement those actions endorsed by the Selectmen • Identify and pursue ways to increase town revenues • Analyze the risks and benefits of potentially having a Medical Marijuana Manufacturing and/or Dispensary facility in Norwell. Recommend whether and how the Selectmen should pursue this possible new revenue source. • Recommend a 5 year OPEB strategy, including ways to reduce and/or fund the liability • Propose an OPEB trust document

PERSONNEL RELATIONS AND MANAGEMENT	FOCUS AREAS FOR FY14
<ul style="list-style-type: none"> • Hires, mentors and supervises all direct reports. • Utilizes performance-based management to promote high levels of achievement among Town personnel and all direct reports. • Ensures the hiring of qualified and competent personnel. • Assigns, transfers, and promotes employees as the interests of the Town may require. • Assures professional development opportunities are provided to the Town's professional staff. • Assures systematic performance evaluation of Town personnel and takes necessary actions regarding any employee whose performance is judged to be unsatisfactory. • Holds such meetings of direct reports and Town personnel as are necessary for discussion of matters related to the welfare and improvement of the Town. • Oversees employee relations among all Town personnel. • Maintains open lines of communication and good relations with labor union leadership. • Negotiates and implements contracts and assists the BOS with collective bargaining decisions. • Resolves open contracts in a timely manner reflective of current economic pressures. • Produces wage & benefit agreements that are fiscally sound • In conjunction with the Personnel Board and the Human Resources Manager, review and revise periodically personnel policies and, if necessary, prepare and submit a revised Personnel Plan. 	<ul style="list-style-type: none"> • Train and help integrate into town government the new Human Resources Director and Facilities Manager • Set annual goals for department heads who report directly to the Town Administrator and establish a process and schedule for their reviews • Review with the Selectmen the roles and responsibilities of the administrative personnel in the Selectmen's office and how their work is tracked and managed

GENERAL MANAGEMENT AND FACILITIES	FOCUS AREAS FOR FY14
<ul style="list-style-type: none"> • Takes necessary steps to assure the safety and welfare of Town residents and employees in and on Town-owned properties and at Town-sponsored activities. • Takes action to assure public safety, including public roads and transportation, as well as those areas involving the police and fire safety concerns within the Town of Norwell. • Determines, with the PBMC and Facilities Manager, the Town's short and long-range building needs and oversees (with the assistance of designated committees) implementation of construction, operation and maintenance programs. Coordinates with the Norwell Superintendent of Schools the building needs of the Norwell school system. • Maintains records for the BOS and certain Town Boards and Committees, including financial accounts, business and property records, personnel records and contracts. • Acts as custodian of such records and of all contracts, documents, securities, title papers, books, and other papers of the Town. • Ensures compliance with all local, state, and federal regulations and mandates. 	<ul style="list-style-type: none"> • Provide leadership for development of a thorough, 5+ year Capital Improvement Plan by overseeing and coordinating the work of the Facilities Manager and other constituencies including the PBMC, Capital Budget Committee, Schools, Library, Water Department, and Historic Commission • Provide oversight and support for building Phase 1A of the new Stetson Cemetery, including relocation of the Sergeant Samuel Stetson House • Provide oversight and support for building the new police station • Provide support for the new athletic fields project at the high school • Provide leadership to the newly created Library/Town Hall Study Committee • Sell the old fire station on Washington St. • Identify assets to be sold or redeployed and recommend next steps for doing so • Continue procurement officer certification process • Oversee completion of town wide assessment of all municipal buildings approved by Town Meeting at the May 2012 ATM

COMMUNITY RELATIONS AND COMMUNICATIONS	FOCUS AREAS FOR FY14
<ul style="list-style-type: none"> • Maintains open lines of communication and cooperative working relationships with the BOS and other boards and departments of town government, including the School Committee and the Superintendent of Schools. • When appropriate, attends meetings of town agencies at which matters relating to the Town of Norwell appear on the agenda or are expected to be raised. • Maintains open lines of communication and cooperative relationships with all direct reports, department heads, Town personnel, and the community at-large. • Works effectively with BOS, other Town boards and committees and community organizations. • Encourage civic engagement and community action among the residents of the Town of Norwell. • With the help of the Cable TV Committee, continue to produce regular local access TV programming and increase/update content on the Town's website to improve the dissemination of information to the community. • Maintains professional and cooperative relations with the media. 	<ul style="list-style-type: none"> • Identify and implement changes to the town website and Cable TV channel that would improve communication with residents, including specifically determining whether/how Selectmen's meetings could be re-broadcast or available for replay from the website • Help selectmen prepare, publicize and execute a Town Forum before the May 2014 Special and Annual Town Meetings • Propose improvements for Special & Annual Town Meeting Warrants