

**MIDDLETON, MA**  
**TOWN ADMINISTRATOR RECRUITMENT**  
**ESSAY QUESTIONS**

**PLEASE ANSWER ALL QUESTIONS THOROUGHLY AND CONCISELY, LIMITING EACH ANSWER TO NO MORE THAN 2 PAGES (1.5 LINE SPACING, WITH 1" MARGINS).**

**PLEASE SUBMIT YOUR RESPONSES IN PDF FORMAT WITH YOUR NAME AT THE TOP OF THE DOCUMENT TO [ESTRANDWITZ@MRIGOV.COM](mailto:ESTRANDWITZ@MRIGOV.COM) BY 8 AM EST ON MONDAY, FEBRUARY 20<sup>TH</sup> 2023.**

**1.) Municipal Complex Center**

The Town of Middleton will embark on an exciting construction project early in your tenure as Town Administrator. This is a very high-profile construction project as it involves the design and construction of a new Municipal Complex consisting of a Town Hall, Public Safety Center for both the Police and Fire Departments, a Community Center to house the Senior Center/Council on Aging and space for community uses and the creation of a Town Green. See pages 5 and 6 of the Community Profile ([https://www.mrigov.com/assets/categories/2/161/Middleton\\_Community\\_Profile\\_FINAL\\_1-23-23.pdf](https://www.mrigov.com/assets/categories/2/161/Middleton_Community_Profile_FINAL_1-23-23.pdf)). The project was approved for \$62M three years ago. Having in mind the escalation of buildings cost over these two years, please tell us how you would address these anticipated cost increases with the Building Committee, Select Board and Department Heads? What is your experience with public procurement and public construction and what role did you play in the procurement and construction process? What skills can you bring to this project to ensure the Town gets the Municipal Complex that was promised three years ago?

**2.) On Boarding Plan**

The Middleton Select Board will be working with a new Town Administrator after the successful incumbent moved on to another position. If you are the chosen candidate for Middleton, please describe your onboarding plan for the first year of your tenure as the Town Administrator? Specifically, how would you:

- a) Engage with the Select Board to determine and clarify goals and objectives and what their expectations would be for your role as Town Administrator?
- b) Establish your own leadership style and management presence while building trust and confidence between your administration, staff and community?
- c) Establish your relationship with numerous independently elected or appointed boards and committees, where you have no direct authority or responsibility for the outcome of their work?
- d) Measure your success in your first year as the new Town Administrator?

**3.) As identified in the Community Profile document posted on the MRI site**

([https://www.mrigov.com/assets/categories/2/161/Middleton\\_Community\\_Profile\\_FINAL\\_1-23-23.pdf](https://www.mrigov.com/assets/categories/2/161/Middleton_Community_Profile_FINAL_1-23-23.pdf)), the Town has recently completed a comprehensive Master Plan to identify a “vision for the future” for the community. The Plan now known as Middleton 300 is a tool to help project what Middleton should look like in 2028, the 300<sup>th</sup> anniversary of the community. The Plan has a suggested timeline



to accomplish the goals outlined in the plan over the next 10 years broken into short term, medium term and long-term objectives.

Please explain what your experience has been in working to implement goals and objectives in a Master Plan role out:

- a) How would you coordinate and work with all stakeholders to attain success in an implementation schedule?
- b) How would you allocate resources to volunteer boards and committees who have been assigned to accomplish task defined in the plan?
- c) Please explain how you would advise the Select Board, the Planning Board, the Middleton 300 Committee as well as all other interested parties including residents about implementation progress, impediments to progress and how you would suggest moving forward when financial support may not be available to accomplish certain goals.

