



TOWN MANAGER

POPULATION 11,000

Larry's Drive by Pictures

Photo by Larry Richardson

IDEAL CANDIDATE

- Collaborative
- Strategic Planner
- Small-town savvy
- Strong Financial Manager
- Community-based Problem Solver
- Exceptional Leader & Team-builder
- Economic Developer and Redeveloper
- Excellence in interpersonal communication
- Highly-skilled professional in local government
- Inspire creative solutions that maximize results

ABOUT WINCHENDON

Small, wonderful, tight-knit rural New England community with a 5-member Board of Selectmen with a strong Town Manager form of government, \$32,700,000 operating budget, 13 direct-reports, 9 Department Heads* and 240 FTEs supporting 20 boards / committees and 11,000 residents.



"The Heart of it All"

RESUME & LETTER OF INTEREST BY SEPTEMBER 24TH

Pre-Modern - This area of Massachusetts was occupied by the **Pennacook Indians**, then by the **Nipnet tribe**.

In 1735, the House of Representatives made the grant of "**Ipswich Canada**" or what is now Winchendon in answer to a petition from men who had participated in the expeditions against Canada in 1690 and in compensation for their sufferings and hardship but it was not until 1752 that the first settlers set up permanent residence in the Township. A constant fear of Indians pervaded the



Pennacook Indians

community and several "block" houses were built, but despite these fears, no blood was shed.

In 1764, the residents petitioned the court to incorporate and asked for the name *Epesberry*, but he petition came back with the name *Winchendon*, after the England estate Governor Francis Bernard had an heir's interest in. After the incorporation in 1764, the people set the government of the town in operation. With around 200 local residents, the voice of the people ruled the details of community life. The early village centered around what is now referred to as **Old Center** for the first 50 years of the Town's existence.

Thanks to its vicinity to **Millers River**, and the possibility to use water as a source of power, the Town expanded rapidly and by 1800, there were about twenty 2-story houses in Winchendon. The craftsmen of the era could fashion handsome buildings whose sturdiness and charm have survived the decades and given the town a historical richness.



Abandoned Textile Mill

Modern - In the 20th century, with the abundance of water power, industry in Winchendon flourished with the working of wood into many forms and building the machines to work the wood. The first of these enterprises was the manufacturer of shingles, which were made in such quantities in the late 1700's that neighboring people called this settlement "**Shingletown**." Next came wooden pails, tubs, clothespins, bobbins and a variety of other small wooden-ware products. These were expanded to include furniture and so many toys that later, at the turn of the 20th century, Winchendon was home to the **Converse Toy Company** and became famously known as "*Toy Town*." The local textile industry of the **White Brother's Mill** became of equal importance to the town's prosperity.



Historic Colonial-style Homes





Winchendon Winds



HOPE...

EMPOWER...

ACCESS...

LIVE...

...for a better future.

...each other to be the change we want to see.

...the tools and resources to make that change.

...our best lives, as a community.



By the end of the 20th century, most manufacturing had moved south or out of the country, but the Yankee 'hard work ethic' and ingenuity still flourishes locally.

Today, the Town encompasses 44 square miles of mill villages, forests, farm fields, and colonial-style homes, but is also expanding its green-energy footprint with 1000s of acres of solar energy production. Coordination among residents, youth, and local institutions like [Heal Winchendon](#) are active in positively addressing the root causes of poverty and to create **hope, empowerment, access and togetherness** to contribute to long-lasting local change. To improve the health, equity, and quality of life for all Winchendon residents, [Destination Winchendon Committee](#) is working to improve underutilized buildings and housing and rehabilitate them.

Winchendon's affordability, practicality and unmatched rural quality of life make Winchendon a desirable place to live and work.



The crown of Winchendon - is her people.

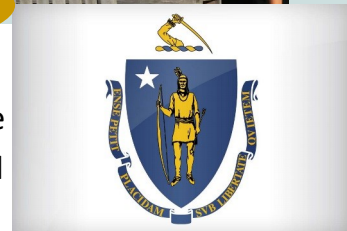


Geography



Winchendon is located just minutes from the New Hampshire state line-in North Central Massachusetts.

The Town is surrounded by green, water and parks by **Whitney Pond**, **The Millers River**, **Lake Dennison**, **Lake Monomonic**, the **Birch Hill Wildlife Management Area** and the **Winchendon State Forest** and **Otter River State Forest**.



Driving Distances (minutes/hours): **Worcester, MA** (1hr.) **Boston, MA** (1.5 hrs.) **Providence, RI** (1.25 hrs.) **Cape Cod, MA** (2.5 hrs.) **White Mountains, NH** (3 hrs.) **New York, NY** (4 hrs.) **Philadelphia, PA** (5.2 hrs.) **Washington, D.C.** (7.5 hrs.)

DEMOGRAPHICS

TRANSPORT

Regional & International Airport

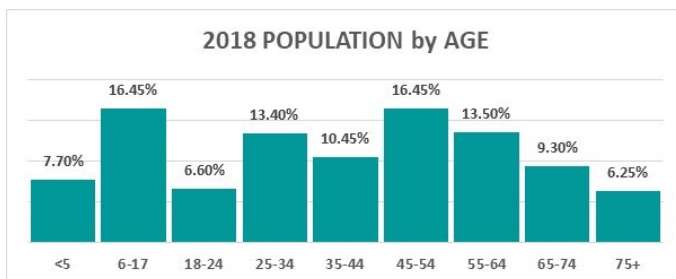
Winchendon is located near three airports: **Worcester Regional** (30 mi) served by *American, Delta, JetBlue and Ross Rectrix*; **Manchester-Boston Regional NH** (54 mi) served by *American, Avelo, Southwest, Spirit and United*, and **Boston Logan International** (58 mi) served by *Air Canada, Air France, American, British, Delta, Emirates* and others.

POPULATION

2020 census shows 10,364 residents with a slight increase of 0.2% in 2022 reaching 10,385. Age distribution illustrates higher percentages in the young and older professional and young families age groups. Low population density is ideal for a raising a family in a peaceful area.

AGE DISTRIBUTION

The median age in Winchendon in 2020 was 39.2 years. The largest segments of the local population are ages 5-17 (16.45% of residents) and 45-54 (16.45% of residents), ages 25-34 (13.4% of residents), ages 35-44 (10.45% of residents), and ages 55-64 (13.5% of residents).



Source: www.USCensus.gov

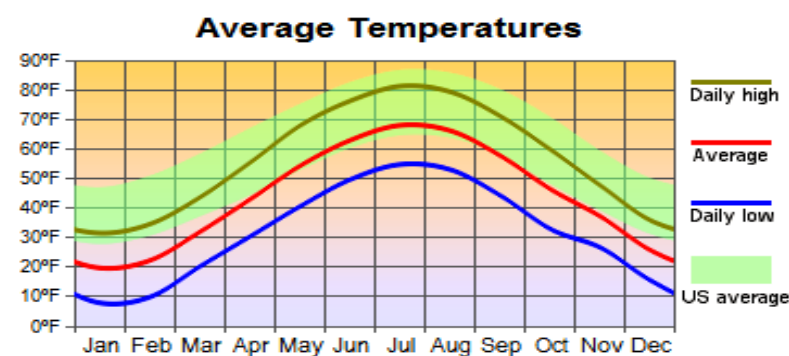
COST OF LIVING & PROPERTY

Winchendon's cost of living index of **102.6** of the US average of 100. Winchendon has some of the most affordable real estate in Massachusetts. In August 2023, the **Median Home Price in Winchendon** is was **172,000** - **72% lower than the State avg. of \$616,450**. Rents range from \$750 for a 1-BR apartment to \$1400 for a 2-BR with a Median Rent of \$624. **Homeowner vacancy** in 2022 was 4%.



ETHNIC COMPOSITION & EDUCATION

In 2020, Winchendon's ethnicity composition is 90% White, 4% Hispanic / Latino, 4% Asian, 1% Black / African American and 1% mixed. 31% of the residents attained a higher degree (1.3% Doctorate and Professional, 5.2% Master's, 11.7% Bachelor's and 12.8% Associate's), 57% High School Diploma / some college, and 12% no High School diploma degree.



CLIMATE

Winchendon's summers are warm while winters are often freezing and snowy. It is usually partly cloudy all year round. Temperatures are typically varied, ranging from 13°F to 80°F, rarely going below -3°F or above 87°F. The most pleasant months are between May and October, which is also the wettest season of the year. The drier months are usually between August and May of the following year.



REGIONAL COMMERCE

The largest sectors of the Massachusetts economy are *Professional, Scientific and Technical Services (16.5%), Real Estate, Rental and Leasing (12.3%), Manufacturing (10.3%), and Health Care / Government, Information and Finance and Insurance all around 8.6%.*

Winchendon has a distinctive niche as a quality small community within commuting distance from major job markets of **Boston, Worcester, Devens** and the **495 Beltway**. It's location is convenient to both suburban and metropolitan amenities, highly affordable housing and rural amenities.

The Town works hard to help local businesses grow and maintain a high quality of life by sponsoring local businesses and community events such as the annual **Fall Festival**, and promotes collaboration among regional agencies and initiatives like the **Montachusetts Regional Planning Commission, North Central Chamber of Commerce**, and North **Central Massachusetts Local Food Works**.

Top 10 Employers in Massachusetts

Rank	Company Name	FTEs
1	General Electric	305,000
2	The TJX Companies	270,000
3	Dunkin Brands	270,000
4	Randstad North America, Inc.	222,000
5	Chase	189,315
6	Ahold USA, Inc.	169,835
7	Thermo Fisher Scientific	125,000
8	Tyco SimplexGrinnel	105,000
9	SK Holding Company, Inc.	104,374
10	Gillette	101,000

Sources: Zippia.com

TOWN GOVERNANCE

Form of Government / Governing Body

Winchendon has a **Board of Selectmen—Town Manager form of government** with an open Town Meeting format.

The 5-member of the Board of Selectmen is the chief policy making agency of the Town. Board Members are elected to overlapping 3-year terms, and serve on a voluntary basis and receive no compensation for their services. The Board of Selectmen appoints a Town Manager, Town Accountant, Registrars of Voters (not the Town Clerk) and other election officers, Board of Appeals, Planning Board, and Conservation Commission. The Board of Selectmen also serves as the Licensing Board for the Town.



Audrey Labrie, Chair: Elected in 2015, Chairwoman since 2021. Profession: Educator. Term expires in 2025.

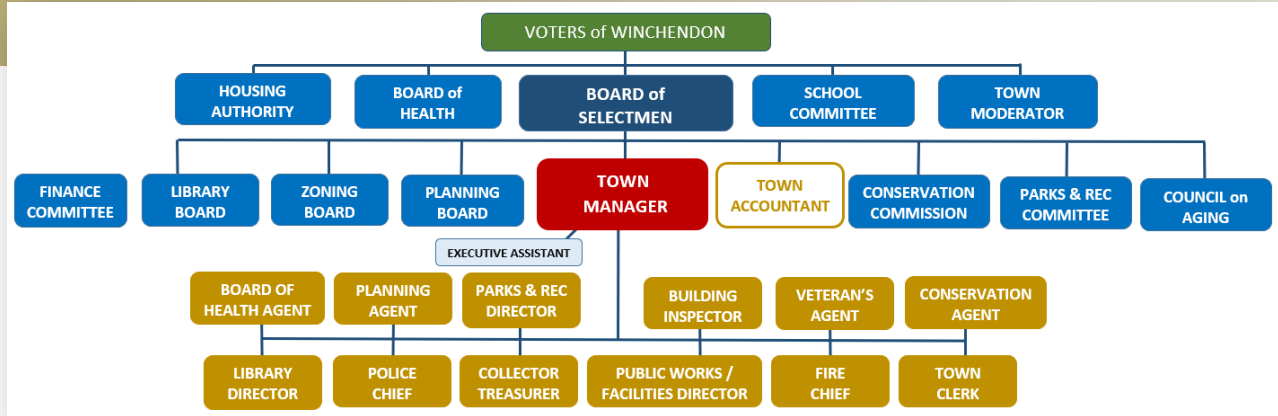
Richard Ward, Vice-Chair: Local-born. Elected in 2019. Profession: US Air Force (ret). Resident since 1946. Term expires in 2025.

Danielle Lapointe: Elected in 2021. Profession: Attorney. Term expires 2024.

Barbara Anderson: Elected in 2015, Past Chairwoman. Profession Education / Counselor. Resident since 1991. Term expires in 2024.

Melissa Blanchard: Elected in 2023. Profession: Teacher / Trades Instructor. Term expires in 2026.

Winchendon also benefits from and provides support to more than 24 [Boards and Commissions](#) (link) including the Recreation Committee, Communications Committee, Conservation Commission, Cultural Council, Council on Aging, Historical Commission, Planning Board, Registrars of Voters, Toy Town Community Partnership and more.



TOWN MANAGEMENT

Town Manager

The Select Board appoints the **Town Manager** to execute policy directives of the Board of Selectmen, for managing the operations and activities of the Town, and for advising the Select Board and various committees on the financial condition of the Town. Winchendon is nearly a full-service city with a **FY2023 Budget of \$32.7 million** (with \$16 million for public education), an **Ad Valorem tax rate of \$13.40 per \$1000** assessed valuation.

The Town Manager is also responsible for the appointment and removal of all employees of the Town with the exception of the Town Accountant (oversight only), collective bargaining and personnel administration, procurement, preparation of annual and capital budgets, and the reorganization of Town agencies under the Manager's jurisdiction.

The Management Team

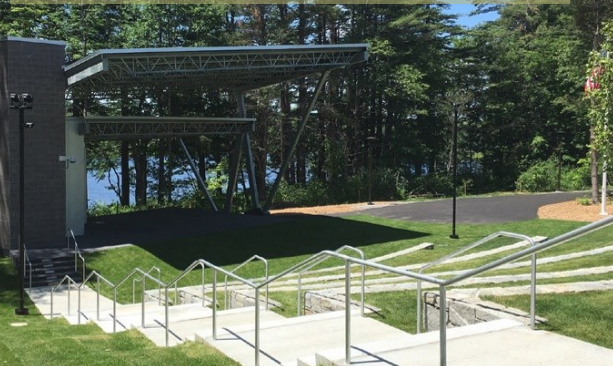
The Town Manager has thirteen (13) direct reports in the Senior Management Team (*see organizational chart above*).

Previous Town Managers have assembled a dedicated Management Team to lead 250 employees.

- ◇ **Town Clerk** (13 years, 10 as Clerk) efforts support Town Select Board, Town Manager, Public Notices & Records, Vital Statistics, Code Updates, Dog Licenses & Business Certificates .

- ◇ **Town Counsel** (KP Law) for 21 years responsible for providing legal advice, drafting ordinances and resolutions, and prosecuting violations of Town Code and traffic laws.
- ◇ **Police Chief** (1 year) 15 uniformed, 6 non-uniform staff. Patrol, Records & Investigations.
- ◇ **Fire Chief** (10 years) 11 full-time, 9 non-uniformed / part-time, and 30 call/per diem members. Medical & Inspection, Fire Services, Administration, Suppression, Emergency. FFs are dual certified EMT-Firefighters
- ◇ **Town Treasurer / Collector** (3 years, 1 year as Treasurer) provides financial management and is responsible for managing AR/AP, Budgeting, Risk Management, Treasury, Bond Payments, Forecasting, Asset & Debt Management.
- ◇ **Superintendent of Public Works** (7 years, 3 as Director) manages a team of 25 FTEs and 5 part-time employees who are responsible for Parks, Facilities, Cemetery Streets and Building Maintenance, Vehicle Maintenance & Contract Management.
- ◇ **Planning and Development** (10 years) responsible for Code Enforcement, Building Permits, Planning, and Zoning. Supported by Public Works Director and Police Chief.
- ◇ **Other:** Building Commissioner

Robinson-Broadhurst Amphitheater
at Winchendon Community Park



Local Solar Farms



Vacant Doody Vaults Textile Mill

SUCCESSSES

Winchendon has recently experienced a number of **successes** which have provided the Town with strong momentum!!!

- ♥ **Central Street Reconstruction:** \$6,600,000 of improvements to streets, sidewalks, curbs and gutters, utilities and decorative streetlights.
- ♥ **Robinson-Broadhurst Amphitheater:** \$4,000,000 outdoor venue at Winchendon Community Park
- ♥ **Winchendon Master Plan 2020** is a comprehensive 48-page planning document which aims to guide the Town's growth and development for the next 20 years.
- ♥ **Downtown Redevelopment Plan** a comprehensive planning document ready for implementation.
- ♥ **Regional Initiatives / Collaboration:** Several non-profits and similar organizations including *Veterans Outreach, Community Action Committee (CAC), North Country Land Trusts, HEAL Winchendon* and *Mt. Grace*.
- ♥ **Green Initiatives:** 1000s of acres of Solar and Storage Farms, 100s of miles of regional bike & walking trails.
- ♥ **Strong Financial Success:** The Town has emerged from years of difficult financial times and now has a financial reserve.
- ♥ **Organizational Excellence:** The Town has a strong 'family and customer service culture' and a 'family' environment with effective relations between staff, the Select Board and other agencies.

OPPORTUNITIES & PRIORITIES

Local Investment, Economic Renewal, Jobs

With recent public and private investment into aging residential, commercial and manufacturing infrastructure, a revival / renewal has begun, but the local economy

needs momentum to continue to grow local employment opportunities and attract additional investment.

Assets, Instructure & Financial Management

After years of deficits and instability, the Town is in good financial condition, however new employees have indicated a Town Manager with strong working knowledge of local government financial management and best practices would be welcome. An effective Asset Management Plan, Deferred Maintenance Strategy, Vehicle Maintenance Plans & Capital Improvements Programs will be helpful.

Integration of Plans and Initiatives

The **Winchendon Master Plan** and **Downtown Redevelopment Plan** need to be fully implemented and various plans / visions / strategies integrated. The Town Manager will lead the Selectmen, Staff and various Committees and Boards to help set clear, measurable goals, and to help implement, monitor, evaluate and report progress.

Communication, Visibility & Transparency

Creating greater transparency and educating the taxpaying public are important priorities. Developing an effective mass communication strategy and tools are needed to inform the public of the successes and initiatives within the Town and the work of various boards, committees, non-profits and volunteers.

Coaching, Mentoring, Team-building

The town has a strong 'family and customer service culture'. Employees go out of their way for each other and for residents. A coach, advisor, mentor and strategist who leads by example and values the time, inputs, and efforts of others will be welcome and successful.

The Ideal Candidate

Communication & Technology

- ◇ *Implement and use modern digital communication technologies to engage and inform the public;*
- ◇ *Effectively communicates with and listens to elected officials, department heads, employees and citizens privately and in the public forum;*
- ◇ *Balance advocacy & inquiry, understands opposing viewpoints, and successfully mitigates disputes;*
- ◇ *Understands and explains the operational & fiscal impacts of policies, decisions and visions;*

Steady, Proven Leadership & Continuity

- ◇ *Has strong local government experience in Financial Management, Economic Development and Reporting;*
- ◇ *Effectively balances priorities of elected officials and aid in committee effectiveness;*
- ◇ *Balance needs of all departments, manage assets, and helps to develop plans for deferred maintenance;*
- ◇ *Values a highly-effective Management Team;*
- ◇ *Knows how to attract and retain employees who love to work within the Town and don't want to leave;*
- ◇ *Effectively delegates authority, and actively promotes performance measurement without micro-managing;*
- ◇ *Identifies and mitigates risks facing the Town;*

Collaborator, Team Builder & Influencer

- ◇ *A 'personal' professional who is genuinely interested in what motivates and inspires Town employees,*
- ◇ *Outside-the-box thinker and executes tactically;*
- ◇ *Collaborates with social and regional stakeholders;*
- ◇ *Appreciates the 'family & customer service culture' that exists within Town Hall;*
- ◇ *Approachable and positive, has an infectious attitude which mentors and inspires others;*
- ◇ *Instills passion and focus among employees, boards and committee members;*
- ◇ *Values all genders and orientations in the work-place;*

Understands 'Small-community' dynamics

- ◇ *Invested in the success of the community;*
- ◇ *Honest, enthusiastic, sincere and transparent;*
- ◇ *Supports and attends local events. Will be seen throughout and engage with the community;*
- ◇ *Harmonizes technical and non-technical persons.*
- ◇ *Clarifies Town Codes and Policies to residents;*
- ◇ *Understands local government in Massachusetts;*



Qualifications

Education

- ◆ **Bachelor's Degree** in *Public Administration, Finance, Engineering or related* combination of education and experience will be considered.
- ◆ **Masters Degree** in *Public Administration* is *preferred* but not required.

Experience

- ◆ **Minimum of five (5) years** of progressive Local Government as a Senior Executive or Town / City Manager administering capital budgets, economic development, mass communication and human resource management.
- ◆ New England local government experience is not required.

Certifications & Licenses

- ◆ **ICMA-credentialed City / Town Manager** is welcome, but *not required*. Professional credentials from fields listed above are also welcome.



LOCAL AMENITIES

WINCHENDON
History & Cultural Center

Winchendon is home to traditional, rural quality of life which is reflected in its people and its local history. From Winchendon's annual **Fall Fest**, to marvelous State and Regional parks there is something for every member of the family.

- ♦ Enjoy camping, fishing, hiking, kayaking, mountain biking, snowmobiling, horseback riding, or swimming on **The Millers River, Lake Dennison Recreation Area, Otter River State Forest** or [Winchendon Rail Trail](#).
- ♦ All ages can visit the [Winchendon History & Cultural Center](#) and enjoy fitness, sports camps, after-school programs and child-care at the **Clark Memorial YMCA**.
- ♦ Shop for furniture, homewares, antiques, fabrics, flowers and handmade gifts among the small, spirited downtown community of local-owned stores and service businesses.
- ♦ Enjoy an evening or weekend of music at the **Winchendon Music Festival, Winchendon Winds** or events sponsored by the Parks & Recreation Commission including the **Winchendon Fall Festival**.

Robinson-Broadhurst Amphitheater



Winchendon Winds



Cow Yoga



Fall Fest on Central Street



Lake Dennison



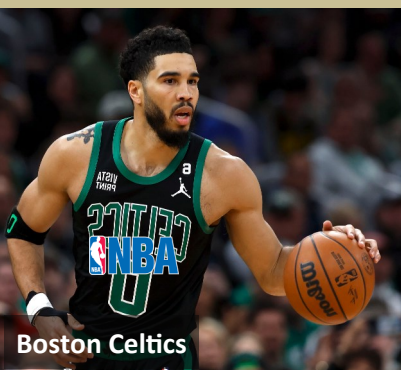
REGIONAL AMENITIES



The Millers River near Winchendon

The small size and location of Massachusetts' permits driving through much of beautiful New England within a few hours! Come and enjoy beautiful green and colorful Massachusetts and make Winchendon home.

- ◆ Downhill or cross-country ski at one of 10 regional ski resorts within 90 minutes including **Pats Peak (NH)**, **Mount Wachusett, North Mountain (MA)**, **Granite Gorge (NH)**, or hike **Mount Monadnock (NH)**.
- ◆ Revisit history to the **American Revolution** when you walk the **Freedom Trail**, stand at the **Old North Bridge** in Concord, **Bunker Hill Monument**, or **Old North Church** in Boston. Experience at the re-enactment of the **250th anniversary of the Boston Tea Party** or stand on the decks of the **USS Constitution**.
- ◆ Educate yourself at the **American Heritage Museum**, at Boston's **Museum of Science** (+ planetarium, IMAX theater and + 700 exhibits), or visit **MIT**, **Harvard University** and the **Harvard Museum of Natural History**.
- ◆ Enjoy world-famous professional sports' teams including the **Boston Celtics (NBA)**, **Boston Bruins (NHL)**, **New England Patriots (NFL)** or the **Boston Red Socks** at historic **Fenway Park (MLB)**.



Boston Celtics



Boston Tea Party Re-enactment



Baseball at Fenway Park



Harvard Museum of Natural History



USS Constitution



Crotoned Mountain Ski & Ride



Memorial Day in Winchendon

EXPRESS INTEREST

RESUME & LETTER OF INTEREST TO...

WinchendonTM@municipalsolutions.org

TIMELINE & SELECTION

Sept 24	Deadline to Express interest
Aug 21 - Oct 23	Screening & Evaluation
late-October	Finalists Selected.
Late October	Interviews & selection

*Expressions of interest are confidential
until finalists are selected.*

Past Town Managers

An excellent track record with 2 *permanent* and 2 *Interim* Town Managers the past 10 years.

Equal Opportunity

Winchendon values diversity & equal opportunity in the workplace. Veterans, all ethnicities, genders, and persons with disabilities who meet the qualifications are encouraged to apply.

Important Links

[FY22 Annual Financial Report](#)

[2021-2026 Capital Improvements Plan](#)

[2022 Audit](#)

[Winchendon Public Schools](#)

Salary & Benefits

The Town offers a competitive salary between **\$135,000 - \$163,000** (DOQ) with incentives for performance, relocation expenses, professional dues, retirement and attractive benefits program.

Residency

Residency in the Winchendon is not required. Living within 30 minutes is highly encouraged.

This recruitment actively managed by:



www.MunicipalSolutions.org



RESUME & LETTER OF INTEREST BY SEPTEMBER 24TH