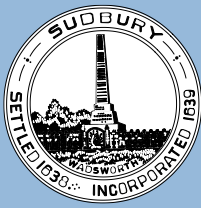




SUDBURY BOARD OF SELECTMEN
TUESDAY NOVEMBER 17, 2015
7:30 PM, TOWN HALL - LOWER LEVEL

Item #	Time	Action	Item
	7:30 PM		CALL TO ORDER
			Opening remarks by Chairman
			Reports from Town Manager
			Reports from Selectmen
			Citizen's comments on items not on agenda
TIMED ITEMS			
1.	7:45 PM	<i>VOTE / SIGN</i>	Discussion and vote whether to sign a proclamation recognizing the work of the Asking Saves Kids (A.S.K.) campaign.
2.	7:55 PM	<i>VOTE</i>	Discussion on Development Agreement negotiations, and possible vote on letter to National Development.
3.	8:10 PM	<i>VOTE</i>	Discussion and possible vote on Melone LSP consultant
4.	8:30 PM	<i>VOTE</i>	Discussion of the Avalon Bay housing proposal and possible vote on letter to Mass Housing concerning the Avalon Bay Project Eligibility Application
5.	8:45 PM	<i>VOTE</i>	Discuss Bruce Freeman CPC project and possible vote on changing the Selectmen's recommendation to CPC
6.	9:00 PM		Update on future use of current Police Station. Jim Kelly, Joint Facilities Manager, to present.
MISCELLANEOUS			
7.			Discussion concerning the PARC grant application
8.			Discuss Town Manager performance evaluation and next steps
9.		<i>VOTE</i>	Discussion and possible vote to revise Budget Strategy Task Force mission statement
10.		<i>VOTE</i>	Vote to accept the Sudbury Historical Society's donation in the amount of \$3,900 to be used by the Town for an appraisal of the Loring Parsonage, as requested by Sally Purrington Hild, Executive Director.
11.			Discuss future agenda items

These agenda items are those reasonably anticipated by the Chair which may be discussed at the meeting. Not all items listed may in fact be discussed and other items not listed may also be brought up for discussion to the extent permitted by law.



SUDBURY BOARD OF SELECTMEN

Tuesday, November 17, 2015

TIMED ITEM

1: ASK proclamation

REQUESTOR SECTION

Date of request:

Requestor: Chuck Woodard

Formal Title: Discussion and vote whether to sign a proclamation recognizing the work of the Asking Saves Kids (A.S.K.) campaign.

Recommendations/Suggested Motion/Vote: Discussion and vote whether to sign a proclamation recognizing the work of the Asking Saves Kids (A.S.K.) campaign.

Background Information:
Attached draft proclamation

Financial impact expected:

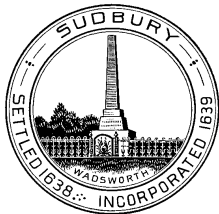
Approximate agenda time requested:

Representative(s) expected to attend meeting:

Review:

Patty Golden	Pending
Maryanne Bilodeau	Pending
Barbara Saint Andre	Pending
Charles C. Woodard	Pending
Board of Selectmen	Pending

11/17/2015 7:30 PM



TOWN OF SUDBURY

Office of Selectmen
www.sudbury.ma.us

Flynn Building
278 Old Sudbury Rd
Sudbury, MA 01776-1843
978-639-3381
Fax: 978-443-0756

Email: selectmen@sudbury.ma.us

Resolution

WHEREAS: Many homes have unlocked, loaded, guns that may be accessible to children; and

WHEREAS: Unlocked guns in the home have killed or injured many children and adults; and

WHEREAS: The Asking Saves Kids (ASK) campaign encourages parents to ask “Is there an unlocked gun in your house?” before allowing their child to visit other homes because this simple question can help save a child’s life; and

WHEREAS: The challenge of gun violence is an important consideration in discussions about the safety of our children; and

WHEREAS: It is the ASK campaign’s aim to make “asking” a universal health and safety measure that all families can adopt to protect their children from injury and death.

NOW, THEREFORE, BE IT RESOLVED:

The Sudbury Board of Selectmen, offer our strong support of the ASK campaign and encourage the parents of Sudbury to “ASK”.

Signed this 17th day of November in the year two thousand and fifteen.

BOARD OF SELECTMEN

Patricia A. Brown, Chairman

Susan N. Iuliano, Vice-Chairman

Charles C. Woodard

Robert C. Haarde

Leonard A. Simon

From: Geoff Phillips
 Date: November 6, 2015 at 10:50:14 AM EST
 To: selectmen@sudbury.ma.us
 Subject: I am Concerned about the Narrowness of the Proposed ASK Campaign Proclamation

Dear Sudbury Selectmen,

In this week's Sudbury Town Crier I read that you are drafting, and planning to publish, a proclamation in support of the ASK Campaign – an organization that encourages parents to ask “Is there an unlocked gun where my kids might be playing?”.

While this proclamation probably has its heart in the right place – I believe that it is misguided in which question to ask if the Board of Selectmen, and the Town of Sudbury, really wants to protect our children.

If your goal is to increase the safety of our children then your proclamation should also support asking the following questions since these hazards cause far more death and injury every year than guns:

- 1) “Are there any cigarettes where my kids might be playing?”
 - a) Deaths attributed to smoking equal ~480,000 deaths per year
 - b) Deaths attributed to second hand smoke equal ~42,000/year
- 2) “Will anybody be driving an automobile with my kids in it?”
 - a) Deaths attributed to automobile accidents equal ~33,000/year
 - b) Injuries attributed to automobile accidents equal ~69,000/year
- 3) “Is there any alcohol where my kids might be playing?”
 - a) Deaths attributed to alcohol equal ~88,000/year
- 4) “Are there any poisons where my kids might be playing?”
 - a) Deaths attributed to poisoning equal ~39,000/year
- 5) “Are there any prescription drugs where my kids might be playing?”
 - a) Deaths attributed to prescription drug overdoses equal ~23,000/year
- 6) “Are there any illegal drugs where my kids might be playing?”
 - a) Deaths attributed to illegal drug overdoses equal ~17,000/year
- 7) “Is there a swimming pool where my kids might be playing?”
 - a) Deaths attributed to swimming pool drownings equal ~3,600/year
- 8) “Are there any registered sex offenders where my kids might be playing?”
 - a) There are over 845,000 registered sex offenders in the United States
 - b) There are over 1,600 registered sex offenders in Massachusetts

For comparison sake, according to the Center for Disease Control's latest statistics for the US, there were ~800 accidental deaths related to guns in 2013. To be complete the CDCs statistics show that there were 33,200 total gun related deaths in 2013 (21,175 gun related suicides and 11,200 gun related homicides).

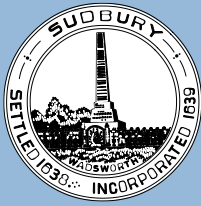
Although I applaud your concern for the safety of Sudbury's children, I believe that a proclamation that only addresses a single narrow issue championed by the Brady Organization is not appropriate.

If you are truly concerned about our children then please broaden your proclamation to include other questions that parents should ask about where their children might be playing. Questions similar to the ones that I have listed above. Questions related to hazards that have a much greater likelihood of harming the children of Sudbury.

Please do not hesitate to contact me if you would like to discuss my opinions on this topic.

Cheers,

Geoff Phillips
125 Hudson Road



SUDBURY BOARD OF SELECTMEN
Tuesday, November 17, 2015

TIMED ITEM

2: National Development Discussion

REQUESTOR SECTION

Date of request:

Requested by: Patty Golden

Formal Title: Discussion on Development Agreement negotiations, and possible vote on letter to National Development.

Recommendations/Suggested Motion/Vote: Discussion on Development Agreement negotiations, and possible vote on letter to National Development.

Background Information:

Financial impact expected:

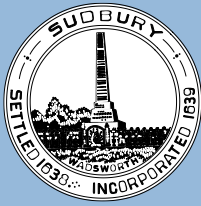
Approximate agenda time requested: 10 minutes

Representative(s) expected to attend meeting:

Review:

Patty Golden	Pending
Maryanne Bilodeau	Pending
Barbara Saint Andre	Pending
Charles C. Woodard	Pending
Board of Selectmen	Pending

11/17/2015 7:30 PM



SUDBURY BOARD OF SELECTMEN
Tuesday, November 17, 2015

TIMED ITEM

3: Melone LSP decision

REQUESTOR SECTION

Date of request:

Requested by: Patty Golden

Formal Title: Discussion and possible vote on Melone LSP consultant

Recommendations/Suggested Motion/Vote: Discussion and possible vote on Melone LSP consultant

Background Information:

Financial impact expected:

Approximate agenda time requested: 15 minutes

Representative(s) expected to attend meeting:

Review:

Patty Golden	Pending
Maryanne Bilodeau	Pending
Barbara Saint Andre	Pending
Charles C. Woodard	Pending
Board of Selectmen	Pending

11/17/2015 7:30 PM

FW: Melone Property Environmental Data Review

Kablack, Jody

Sent: Monday, November 09, 2015 2:27 PM

To: Board of Selectmen

FYI. This is an additional \$5400 to complete all these additional tasks.

Jody Kablack

Director of Planning and Community Development

Town of Sudbury

278 Old Sudbury Road

Sudbury, MA 01776

978-639-3387

From: Michael J. Webster [mailto: MJWebster@geoinc.com]

Sent: Monday, November 09, 2015 2:00 PM

To: PlanningCommunityDevelopment <PCD@sudbury.ma.us>

Cc: Joel J. Trifilo <JJTrifilo@geoinc.com>

Subject: Melone Property Environmental Data Review

Hello Jody,

Based upon your discussion with Joel last week, Geolnsight, Inc. developed the following estimated costs associated with our recommended additions to the Town's scope of services associated with the above referenced project:

- | | |
|--|---------|
| 1. Site Visit | \$600 |
| 2. Environmental Database Review | \$1,000 |
| 3. Interviews | \$1,100 |
| 4. Meeting with Sudbury Planning Dept. | \$500 |
| 5. Sudbury/Concord Water Dept. Info | \$2,200 |

Please contact me or Joel if you have questions regarding the costs associated with these additional tasks, or our RFQ response.

Geolnsight is excited about the opportunity to assist Sudbury with this project.

Mike

Michael J. Webster, P.G., L.S.P.

Regional Manager

Geolnsight, Inc.

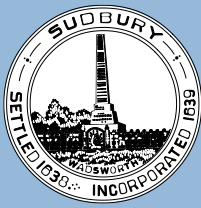
One Monarch Drive, Suite 201

Littleton, MA 01460

Tel: (978) 679-1600

Fax: (978) 679-1601

Cell: (978) 835-6547



SUDBURY BOARD OF SELECTMEN
Tuesday, November 17, 2015

TIMED ITEM

4: Avalon Bay application

REQUESTOR SECTION

Date of request:

Requested by: Patty Golden

Formal Title: Discussion of the Avalon Bay housing proposal and possible vote on letter to Mass Housing concerning the Avalon Bay Project Eligibility Application

Recommendations/Suggested Motion/Vote: Discussion of the Avalon Bay housing proposal and possible vote on letter to Mass Housing concerning the Avalon Bay Project Eligibility Application

Background Information:

Financial impact expected:

Approximate agenda time requested: 15 minutes

Representative(s) expected to attend meeting:

Review:

Patty Golden	Pending
Maryanne Bilodeau	Pending
Barbara Saint Andre	Pending
Charles C. Woodard	Pending
Board of Selectmen	Pending

11/17/2015 7:30 PM



**Massachusetts
Housing
Partnership**

November 12, 2015

VIA CERTIFIED MAIL

Ms. Patricia Brown
Chairman
Sudbury Board of Selectmen
Flynn Building
278 Old Sudbury Road
Sudbury, MA 01776

Re: Avalon Sudbury, 526-528 Boston Post Road,
Sudbury, Massachusetts (the "Property")

Dear Ms. Brown:

Please be advised that Massachusetts Housing Partnership ("MHP") has received a request for a determination of Project Eligibility from Sudbury Avalon, Inc., c/o AvalonBay Communities Inc. for the subject Property. As currently proposed, the development will consist of two-hundred and fifty (250) residential rental units, sixty-three (63) of which would be affordable to households at or below eighty percent (80%) of median income.

AvalonBay Communities Inc. has requested this determination of Project Eligibility as it relates to MHP's Permanent Rental Financing Program (PRFP) and our Fannie Mae Program, which provide for up to a 20-year fixed-rate first mortgage loan and require the owner of the development to execute an Affordable Housing Restriction, filed with the Middlesex Registry of Deeds, which would remain in effect for a minimum of 30 years. The affordability program proposed by the applicant would meet MHP's minimum affordability requirements. Other funders, or the Town of Sudbury, may require that the affordability requirements remain in effect after the initial 30-year term.

We would appreciate any comments that you may have with regard to this proposed development that would assist us as we consider the applicant's request. The comprehensive permit regulations require subsidizing agencies such as MHP to make findings as set forth on the attachment to this letter in order to make a determination of Project Eligibility; any written comments you can provide relevant to these matters would be especially helpful. Please direct any comments that you have, if possible within the next thirty (30) days, to me at MHP's address listed above.

Furthermore, I would like to remind you that in the event an application is made to the Zoning Board of Appeals (ZBA) for a comprehensive permit, technical assistance is available to the ZBA to review the permit application. MHP's Chapter 40B Technical Assistance Program administers grants to municipalities for up to \$10,000 to engage qualified third-party consultants to work with the ZBA in reviewing the Chapter 40B proposal.

160 Federal Street
Boston, Massachusetts 0211
Tel: 617-330-9955
Fax: 617-330-1919

462 Main Street
Amherst, Massachusetts 010
Tel: 413-253-7379
Fax: 413-253-3002

www.mhp.net

Attachment 4.a: Avalon Sudbury 30-day notice 11-12-15 (1558 : Avalon Bay application)

For more information about MHP's technical assistance grant visit MHP's website, www.mhp.net or contact Carsten Snow at 617-330-9944 ext. 252, CSnow@mhp.net .

I also want to make you aware that I will conduct our official site visit on November 24, 2015 at 2:00 PM should you or others wish to join me.

Sincerely,



Richard A. Mason
Deputy Director of Lending

760 CMR 56.04(4) Findings in Determination of Project Eligibility

(a) that the proposed Project appears generally eligible under the requirements of the housing subsidy program, subject to final approval under 760 CMR 56.04(7);

(b) that the site of the proposed Project is generally appropriate for residential development, taking into consideration information provide by the municipality or other parties regarding municipal actions previously taken to meet affordable housing needs, such as inclusionary zoning, multifamily districts adopted under M.G.L. c.40A, and overlay districts adopted under M.G.L. c.40R, (such finding, with supporting reasoning, to be set forth in reasonable detail);

(c) that the conceptual project design is generally appropriate for the site on which it is located, taking into consideration factors that may include proposed use, conceptual site plan and building massing, topography, environmental resources, and integration into existing development patterns (such finding, with supporting reasoning, to be set forth in reasonable detail);

(d) that the proposed Project appears financially feasible within the housing market in which it will be situated (based on comparable rentals or sales figures);

(e) that an initial pro forma has been reviewed, including a land valuation determination consistent with the Department's guidelines, and the Project appears financially feasible and consistent with the Department's guidelines for Cost Examination and Limitations on Profits and Distributions (if applicable) on the basis of estimated development costs;

(f) that the Applicant is a public agency, a non profit organization, or a Limited Dividend Organization, and it meets the general eligibility standards of the housing program; and

(g) that the Applicant controls the site, based on evidence that the Applicant or a related entity owns the site, or holds an option or contract to acquire such interest in the site, or has such other interest in the site as is deemed by the Subsidizing Agency to be sufficient to control the site.

Avalon Sudbury:

Project Status Update 11.17.15



Avalon Sudbury:

Agenda:

Status Update:

Site Eligibility Application (MHP):

Site Plan Update:

Architecture Update:

Questions ?

Avalon Sudbury: Permitting

- State Permitting:
- Local Permitting:

Comprehensive Permit - ZBA
Site Eligibility – MHP

Order of Conditions - Con Com
ANRAD – in process
NOI to follow

Avalon Sudbury: Site Eligibility Application

Schedule:

- Filed on 11/6/15 with MHP
- 30-day comment period
- Decision - early December
- File Comp Permit - late December

Avalon Sudbury: Site Eligibility Application

Avalon Experience:

- Own & manage 40 +/- communities in MA
- 34 have an affordable component
- 23 permitted under MGL Ch 40B
- Centralized affordable housing compliance

Avalon Sudbury: Site Eligibility Application

Avalon Experience: Avalon at Assembly Row



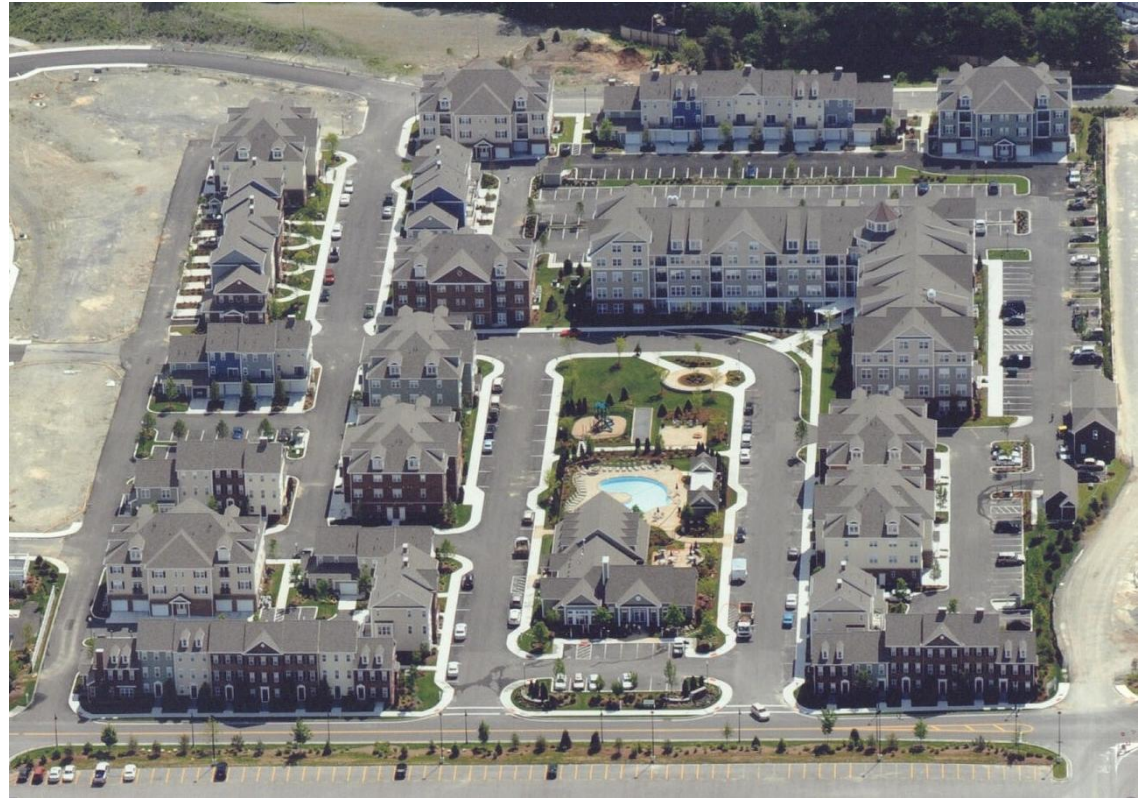
Avalon Sudbury: Site Eligibility Application

Avalon Experience: Avalon at Lexington Hills



Avalon Sudbury: Site Approval Application

AVB Experience:
Avalon at the Hingham Shipyard



Avalon Sudbury: Project Team

Developer: AVB & National Development

Contractor: AVB and Cranshaw

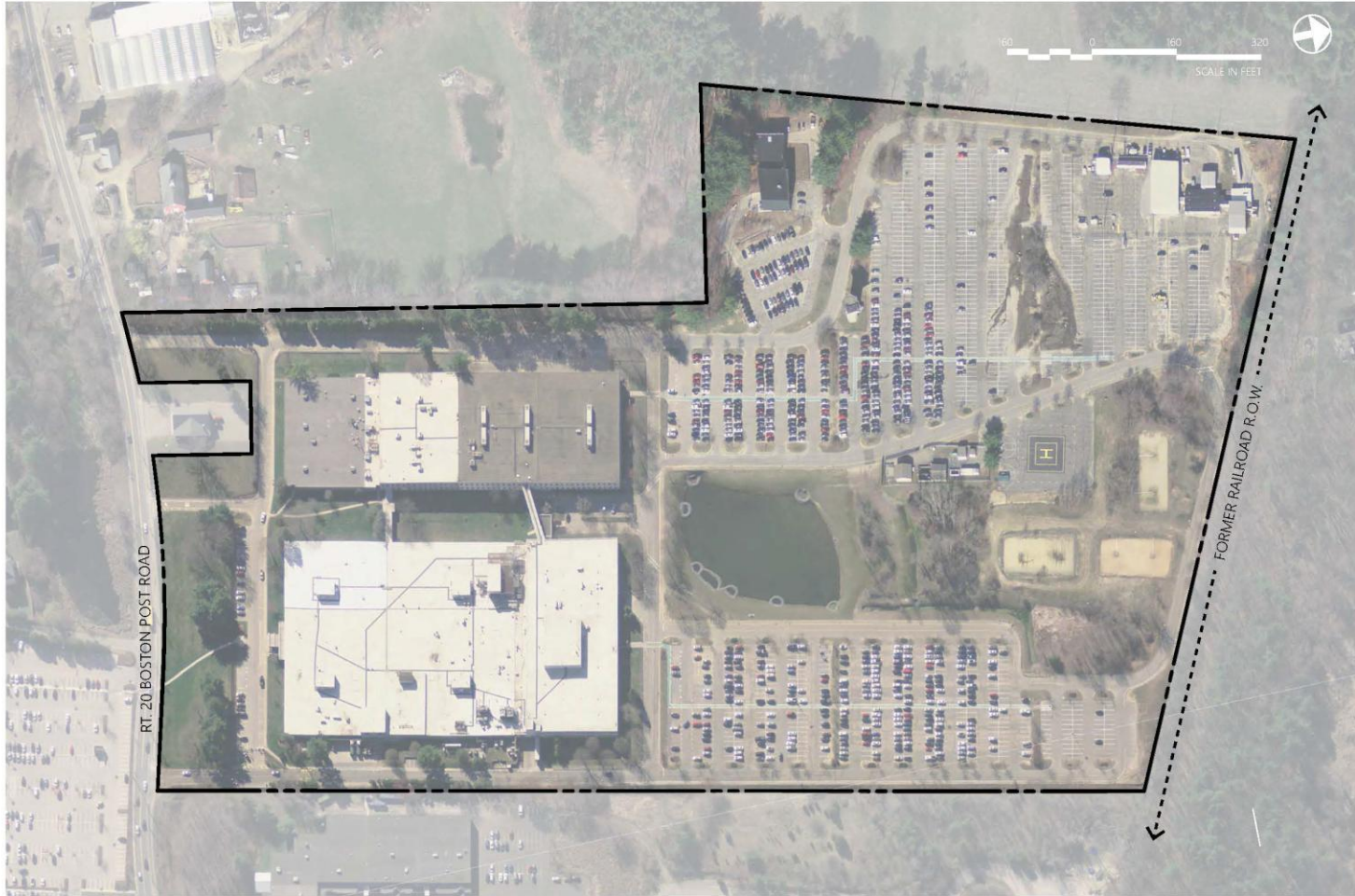
Legal Counsel: Goulston & Storrs

Architect: The Architectural Team

Civil Engineer/Traffic: VHB

Geotech/Environmental: Sanborn-Head

Avalon Sudbury: Existing Conditions



Avalon Sudbury: Master Plan



Avalon Sudbury: Site Plan



Avalon Sudbury: Streetscape



Avalon Sudbury: Amenities



Avalon Sudbury: Leasing and Amenities



Avalon Sudbury: Architecture

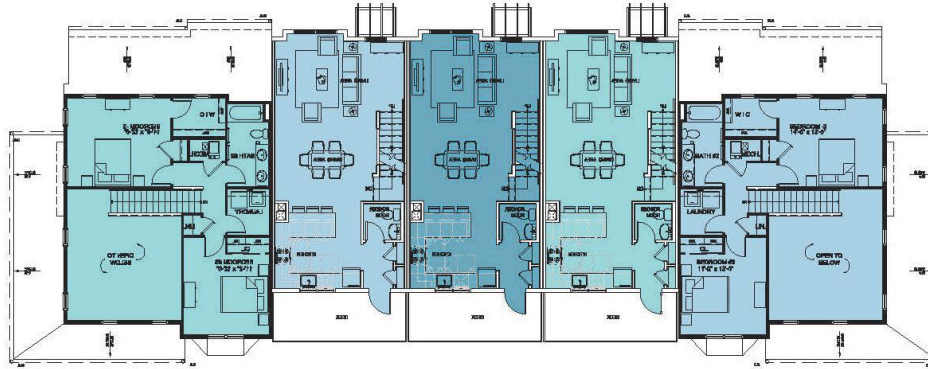
2 building styles:

“Direct Entry” buildings

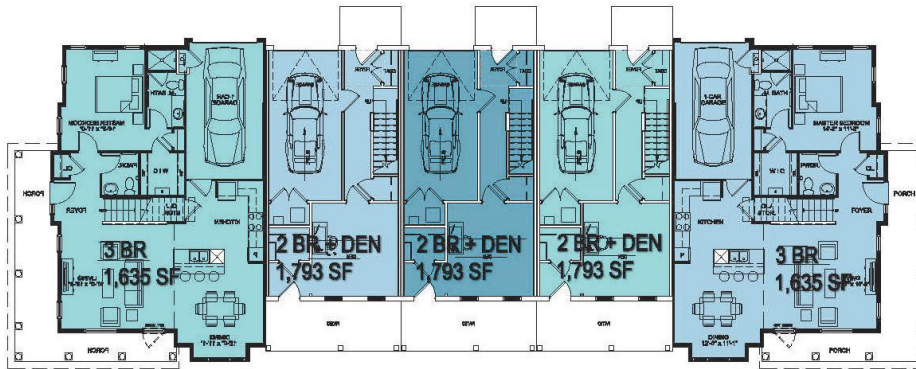
Traditional Townhomes



Avalon Sudbury: Traditional Townhomes



21 SECOND FLOOR PLAN (FRONT LOAD)
SCALE: 1/8" = 1'-0"



20 FIRST FLOOR PLAN (FRONT LOAD)
SCALE: 1/8" = 1'-0"

Avalon Sudbury: Traditional Townhomes



22 THIRD FLOOR PLAN (FRONT LOAD)
SCALE: 1/8" = 1'-0"

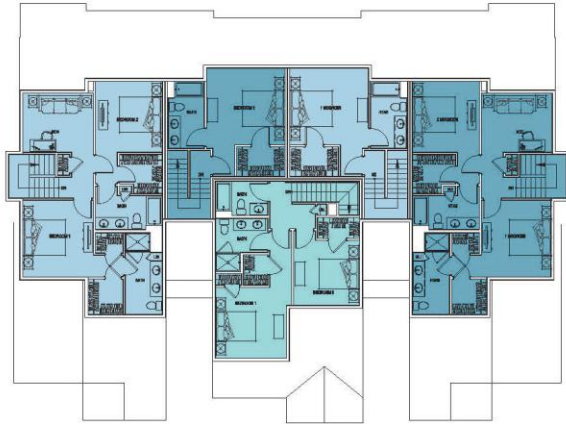
Avalon Sudbury: Traditional Townhomes



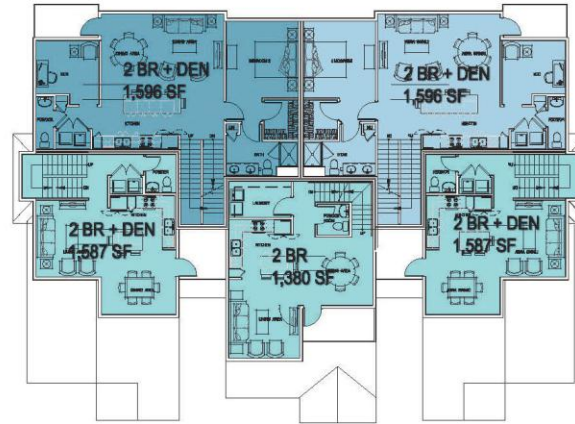
Avalon Sudbury: Traditional Townhomes



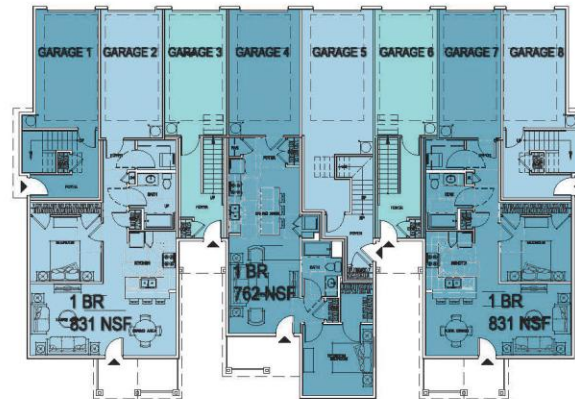
Avalon Sudbury: Direct Entry Buildings



30 THIRD FLOOR PLAN
SCALE: 1/8" = 1'-0"



20 SECOND FLOOR PLAN
SCALE: 1/8" = 1'-0"



10 FIRST FLOOR PLAN
SCALE: 1/8" = 1'-0"

Avalon Sudbury: Direct Entry Buildings

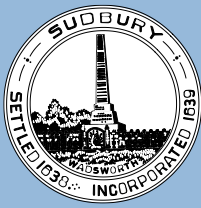


Avalon Sudbury: Direct Entry Buildings



Avalon Sudbury

Questions:



SUDBURY BOARD OF SELECTMEN
Tuesday, November 17, 2015

TIMED ITEM

5: Bruce Freeman CPC project

REQUESTOR SECTION

Date of request:

Requested by: Patty Golden

Formal Title: Discuss Bruce Freeman CPC project and possible vote on changing the Selectmen's recommendation to CPC

Recommendations/Suggested Motion/Vote: Discuss Bruce Freeman CPC project and possible vote on changing the Selectmen's recommendation to CPC

Background Information:

See attachments

Financial impact expected:

Approximate agenda time requested:

Representative(s) expected to attend meeting:

Review:

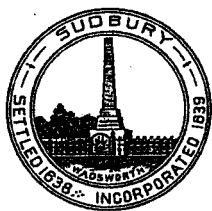
Patty Golden	Pending
Maryanne Bilodeau	Pending
Barbara Saint Andre	Pending
Charles C. Woodard	Pending
Board of Selectmen	Pending

11/17/2015 7:30 PM

CPA Bonding Capacity
11/4/2015

	FY13	FY14	FY15 (estimated)	FY16 (estimated)
Town Revenue 3%	\$1,587,599	\$1,646,001	\$1,650,000	\$1,700,000
State Match	443,953	\$895,751	\$559,382	\$306,000
Less 10% housing	-\$200,000	-\$202,500	-\$202,500	-\$200,600
Less 10% historical	-\$200,000	-\$202,500	-\$202,500	-\$200,600
Administrative	-\$82,750	-\$80,000	-\$80,000	-\$90,000
Net for debt available	\$1,548,802	\$2,056,752	\$1,724,382	\$1,514,800

Fiscal Year	Debt Service <u>Capacity*</u>	Cutting + Dickson	Libby	Nobscot I & II	Pantry Brook	Johnson	Total CPA Debt Service	Remaining Debt Service Capacity
Principal Balance		<u>\$2,750,000</u>	<u>\$1,590,000</u>	<u>\$5,825,000</u>	<u>\$3,010,000</u>	<u>\$1,000,000</u>		
2014	\$2,056,752	\$76,800	\$487,363	\$532,494	\$47,974		\$1,144,630	\$912,122
2015	\$1,724,382	\$311,200	\$172,563	\$524,075	\$209,798		\$1,304,626	\$419,756
2016	\$1,514,800	\$300,900	\$169,663	\$515,678	\$207,498	\$86,991	\$1,280,729	\$234,071
2017	\$1,514,800	\$295,700	\$166,763	\$507,463	\$210,148	\$86,125	\$1,266,198	\$248,603
2018	\$1,514,800	\$285,500	\$153,863	\$498,644	\$207,148	\$84,625	\$1,229,779	\$285,021
2019	\$1,514,800	\$270,400	\$151,163	\$484,013	\$209,098	\$82,625	\$1,197,298	\$317,503
2020	\$1,514,800	\$260,500	\$143,463	\$473,888	\$205,973	\$80,125	\$1,163,948	\$350,853
2021	\$1,514,800	\$250,700	\$135,863	\$463,513	\$207,148	\$77,625	\$1,134,848	\$379,953
2022	\$1,514,800	\$242,175	\$133,988	\$452,700	\$208,173	\$75,125	\$1,112,160	\$402,640
2023	\$1,514,800	\$228,150	\$126,800	\$441,475	\$209,048	\$72,625	\$1,078,098	\$436,703
2024	\$1,514,800	\$219,300	\$124,700	\$429,844	\$209,773	\$70,125	\$1,053,741	\$461,059
2025	\$1,514,800	\$0	\$117,300	\$417,750	\$210,348	\$67,625	\$813,023	\$701,778
2026	\$1,514,800	\$0	\$0	\$405,219	\$210,773	\$65,125	\$681,116	\$833,684
2027	\$1,514,800	\$0	\$0	\$392,250	\$205,929	\$63,625	\$661,804	\$852,996
2028	\$1,514,800	\$0	\$0	\$378,844	\$210,729	\$62,125	\$651,698	\$863,103
2029	\$1,514,800	\$0	\$0	\$365,000	\$210,030	\$60,625	\$635,655	\$879,145
2030	\$1,514,800	\$0	\$0	\$106,000	\$208,906	\$59,125	\$374,031	\$1,140,769
2031	\$1,514,800	\$0	\$0	\$102,000	\$207,200	\$57,625	\$366,825	\$1,147,975
2032	\$1,514,800	\$0	\$0	\$0	\$209,800	\$56,125	\$265,925	\$1,248,875
2033	\$1,514,800	\$0	\$0	\$0	\$207,100	\$54,625	\$261,725	\$1,253,075
2034	\$1,514,800	\$0	\$0	\$0	\$209,100	\$53,125	\$262,225	\$1,252,575
2035	\$1,514,800	\$0	\$0	\$0	\$0	\$51,563	\$51,563	\$1,463,237
2036	\$1,514,800	\$0	\$0	\$0	\$0	\$0	\$0	\$1,514,800
2037	\$1,514,800	\$0	\$0	\$0	\$0	\$0	\$0	\$1,514,800
2038	\$1,514,800	\$0	\$0	\$0	\$0	\$0	\$0	\$1,514,800
2039	\$1,514,800	\$0	\$0	\$0	\$0	\$0	\$0	\$1,514,800
2040	\$1,514,800	\$0	\$0	\$0	\$0	\$0	\$0	\$1,514,800
2041	\$1,514,800	\$0	\$0	\$0	\$0	\$0	\$0	\$1,514,800



Town of Sudbury

Planning and Community Development Department

Jody A. Kablack, Director

Flynn Building
278 Old Sudbury Rd
Sudbury, MA 01776
978-639-3387
Fax: 978-443-0756

<http://www.sudbury.ma.us/services/planning>
kablackj@sudbury.ma.us

TO: Maryanne Bilodeau, Interim Town Manager
Board of Selectmen
FROM: *JAK* Jody Kablack, Director of Planning and Community Development
RE: Projects in Process that Require Selectmen Approval
DATE: September 30, 2015

This is a busy time in the Planning and Community Development office, and I want to give the Selectmen a preview of several items that will eventually need their approval over the next several months. Most of these are on-going projects that need some interim approval or vote, so Board members should have some familiarity with them. I would be happy to attend a meeting to go over the entire list, or just attend specific meetings when action steps are necessary.

Funding Items (Capital Plan and CPA): Generally, projects requesting funds which are initiated out of my office get either the Town Manager's approval, or the approval of the Board of Selectmen.

1. Bruce Freeman Rail Trail "50% Design" Funding – I submitted this request to the FY17 Capital Plan, as an interim funding request so that once the 25% design process is completed (estimated in December 2016), there will be funds to continue the design prior to requesting the full 75% design funds at the 2017 Annual Town Meeting. Due to the delay in the surveying of the right of way, I do not feel that we are ready to ask for 75% design funds at the 2016 Annual Town Meeting. There is no real process for 50% design, I am just calling it that as it will be between 25-75%. VHB has given me an estimate of \$100,000 which they will be able to use in the 6 month period between when they finish the 25% design, and when the 2017 ATM funds will be available. This will also split up the cost of the final design into 2 funding years, which is beneficial. This will be submitted to the CPC as well for FY17 funding, and is an eligible CPA expense.
2. Town Center Historic Landscape and Restoration, Phase 3 – The Sudbury Center Improvement Advisory Committee has been discussing the need for additional funds to complete the landscape phase of the project. It is likely they will request an additional \$100,000. This will bring the total for landscaping of the project to \$300,000. This will be submitted to the CPC for FY17 funding, and is an eligible CPA expense.
3. Town Hall Design Funds – A request was submitted to the Capital Plan by Jim Kelly in the amount of up to \$1 million. The Town Hall Blue Ribbon Committee is on track to submit their recommendations to the Selectmen this fall, and their recommendation may or may not include a request for design funds in FY17. Whichever alternative they choose, it is not anticipated that the design will be funded with CPA funds.
4. Wayside Inn Preservation – It is possible that a land preservation project for the Wayside Inn will be brought forth this fall for funding at the 2016 Annual Town Meeting. It is the Selectmen's prerogative whether to advance this project for FY17. This is an eligible CPA expense.
5. Town-wide Walkways – This request was submitted to the Capital Plan by Bill Place in the amount of \$100,000 to continue the construction of new walkways. The Planning Board will be holding a walkway forum on Oct. 14, and will prioritize walkways that meet the basic criteria. As you know, this is a very

FY17 REVENUE

Estimated FY17 Local Surcharge	\$1,700,000	
Estimated State Match	\$306,000	18%
Interest	\$20,000	
Est. TOTAL REVENUE	\$2,026,000	

FY17 EXPENSES

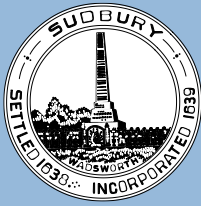
FY17 Debt Service (Open Space)	\$1,266,198
FY17 Admin	\$80,000
TOTAL EXPENSES	\$1,346,198

Revenue Remaining for New Projects **\$679,802**

FY17 CPC PROPOSALS

Project Name	Proponent	CPA Category	Amount
Town-Wide Walkways	Bill Place, DPW Director	Recreation	\$100,000
Town Center Landscape Restoration - Phase 3	Town Manager	Open Space, Historic, Recreation	\$100,000
Sudbury Housing Trust Allocation	Sudbury Housing Trust	Housing	\$202,600
BFRT 50% Design	Town Manager	Recreation	\$100,000
History Center and Museum @ Loring Parsonage	Sudbury Historical Society	Historic	\$400,000
Wayside Inn Preservation	Trustees of the Wayside Inn	Historic, Open Space	TBD
Goodnow Library Archives	Esme Green, Library Director	Historic	\$40,000
Davis Field Redevelopment	Park & Rec Commission	Recreation	\$1,000,000
Featherland Park Tennis Courts	Park & Rec Commission	Recreation	\$175,000
TOTAL			\$2,117,600

Attachment 5.c: FY17 Financials and Proposals (1560 : Bruce Freeman CPC project)



SUDBURY BOARD OF SELECTMEN
Tuesday, November 17, 2015

TIMED ITEM

6: Update on current Police Station

REQUESTOR SECTION

Date of request:

Requestor: Chairman Brown

Formal Title: Update on future use of current Police Station. Jim Kelly, Joint Facilities Manager, to present.

Recommendations/Suggested Motion/Vote: Update on future use of current Police Station. Jim Kelly, Joint Facilities Manager, to present.

Background Information:

Financial impact expected:n/a

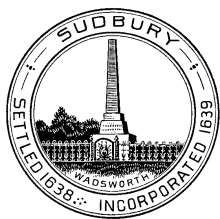
Approximate agenda time requested: 10 minutes

Representative(s) expected to attend meeting: Jim Kelly, Combined Facilities Director

Review:

Patty Golden	Pending
Maryanne Bilodeau	Pending
Barbara Saint Andre	Pending
Charles C. Woodard	Pending
Board of Selectmen	Pending

11/17/2015 7:30 PM



Town of Sudbury

Planning and Community Development

Flynn Building
278 Old Sudbury Rd
Sudbury, MA 01776
978-639-3387
Fax: 978-443-0756

pcd@sudbury.ma.us

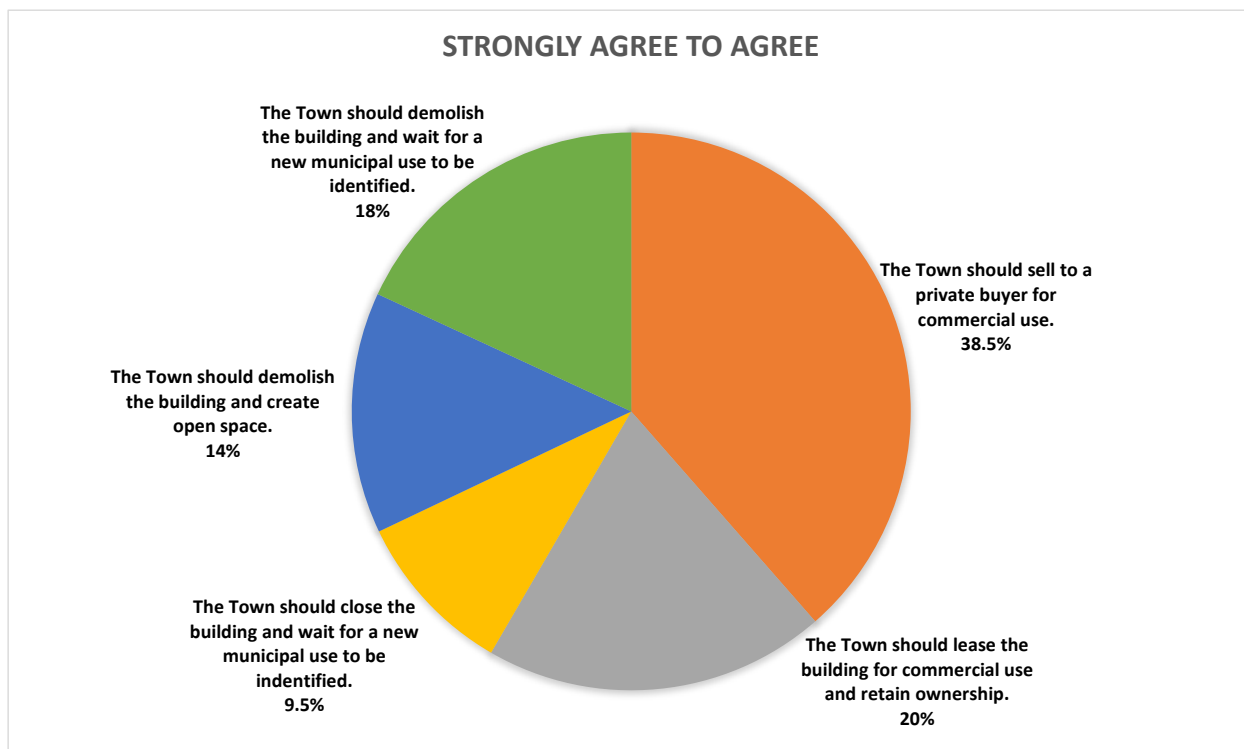
<http://www.sudbury.ma.us/services/planning>

TO: Maryanne Bilodeau, Interim Town Manager
FROM: Jim Kupfer, Assistant Planner
RE: Old Police Station Reuse Survey Update
DATE: April 21, 2015

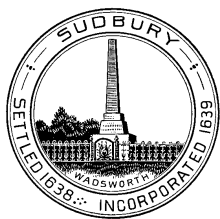
At your request attached are the final results of the Old Police Station Reuse survey which was conducted on the Town’s website from March 24, 2015 to April 21, 2015. During that time the survey collected 175 responses. Each respondent was allowed to select whether they strongly agreed, agreed, disagreed, strongly disagreed, or had no opinion on the following proposed options for the old police station property.

- The Town should sell to a private buyer for commercial use.
- The Town should lease the building for commercial use and retain ownership.
- The Town should close the building and wait for a new municipal use to be identified.
- The Town should demolish the building and create open space.
- The Town should demolish the building and wait for a new municipal use to be identified.

The charts below illustrates what respondents believe are the best options to proceed with the reuse of this property.



Attachment6.a: Old Police Station Reuse Survey Final Results (1555 : Update on current Police Station)



Town of Sudbury

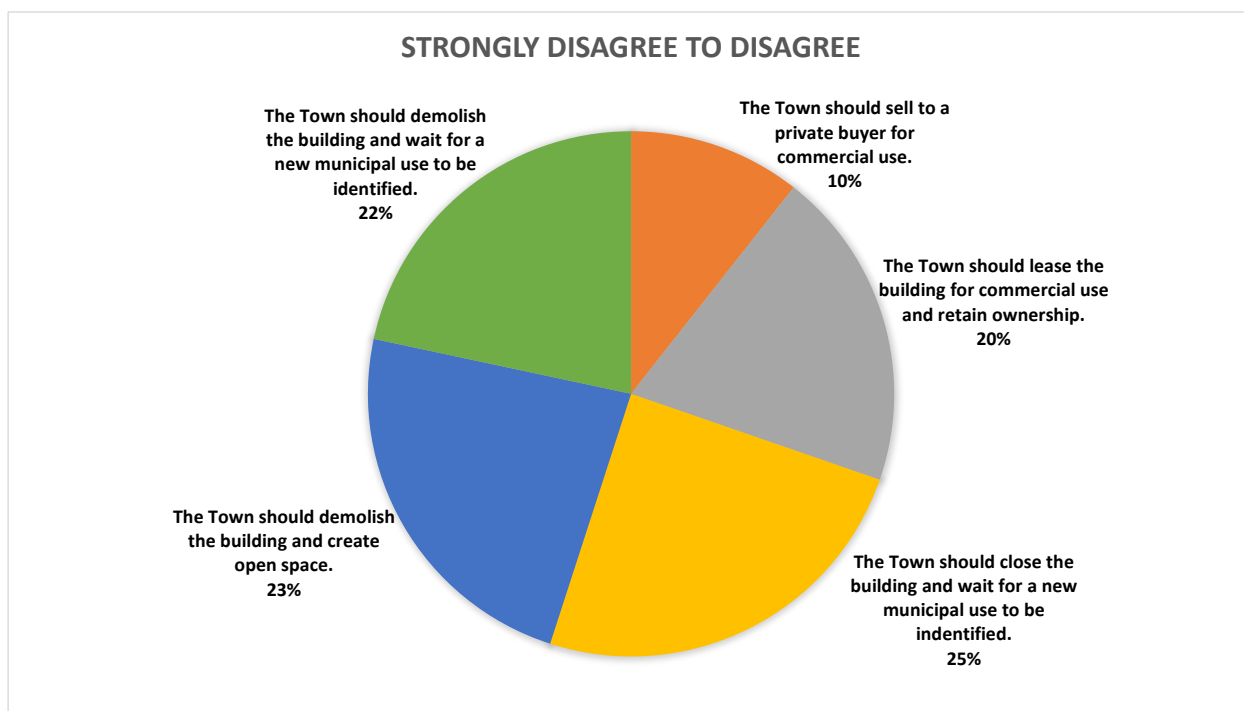
Planning and Community Development

pcd@sudbury.ma.us

<http://www.sudbury.ma.us/services/planning>

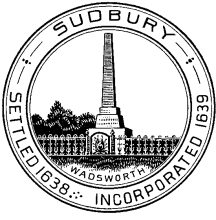
Flynn Building
278 Old Sudbury Rd
Sudbury, MA 01776
978-639-3387
Fax: 978-443-0756

The charts below illustrates what respondents believe is the least attractive option to proceed with the reuse of this property.



The following is a complete list of comments written by respondents:

1. Would be nice to have another restaurant or business in the space. Lease to retain the value to taxpayers.
2. The town should sell the old police building and use the proceeds to retire some of the debt incurred building the new one.
3. It would be really nice for this to be a public building. The last thing we need is more shops on Route 20 (especially because all the tent signs they put up and down the street are an eye sore!)
4. We don't need a convenience store. A restaurant would be useful. The roller rink idea is a good one, kids need to be kept active and have somewhere to socialize. The ice rinks at Haskell and Featherland were highly used this year. An ice rink would be great, but maybe expensive. Don't knock it down till you have a plan.
5. Pay down new station loan.



Town of Sudbury

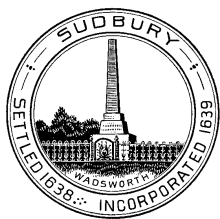
Planning and Community Development

Flynn Building
278 Old Sudbury Rd
Sudbury, MA 01776
978-639-3387
Fax: 978-443-0756

pcd@sudbury.ma.us

<http://www.sudbury.ma.us/services/planning>

6. It would be nice to have a nice green space to enjoy in that area. Maybe a few picnic tables and benches.
7. What would the rent be?? Would the lease be yearly or 'tenant at will'?
8. The building should be demolished no matter what. I would love to see something designed for families. Maybe the business association could suggest something to attract that demo to shop locally.
9. As a nearby resident to the police station it was discussed during town meetings that the police would have a presence on rt 20. It is disappointing to hear that has changed.
10. Pay down new police station loan with sale funds.
11. Sell it to a bank.
12. A garden with benches would be nice. Maybe with a flag pole and fountain.
13. Teen center, senior center, house some town office/department. Historical society headquarters, museum
14. I think it is very important for the town to house as many businesses as possible. Please no more banks.
15. The small size of the parcel and the location point strongly to selling.
16. We need a New York deli. This creates more jobs for students.
17. The town should demolish the building and lease the land to a developer.
18. The town should sell the building and use the proceeds to reduce debt service of the new police station.
19. I would really like to see a roller skating rink, or a playground or some other use as an open, kid friendly space.
20. Sudbury could use more restaurants/cafes. The land is probably too small for a movie theatre.
21. Sudbury should sell the Old Police Station property to a private developer and use the proceeds to off set the cost of the new Police Station.
22. The building is not in a leasable condition without making significant leasehold improvements, which any prospective tenant would require a significant allowance for. The property should be



Town of Sudbury

Planning and Community Development

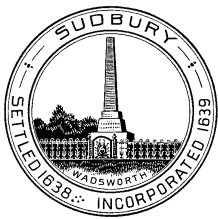
Flynn Building
278 Old Sudbury Rd
Sudbury, MA 01776
978-639-3387
Fax: 978-443-0756

pcd@sudbury.ma.us

<http://www.sudbury.ma.us/services/planning>

sold to begin generating property tax and excise tax revenues. Proceeds from the sale should be applied to a capital improvements sinking fund for future use as voted by Town Meeting.

23. Tear it down, sod the pavement. Let the site rest. Route 20 is overbuilt as it is. Bury the power lines, too.
24. It would be wonderful to potentially have a small park or open space and make that general area more conducive to pedestrian traffic.
25. Demolish the building and rebuild a new facility to house the SPS offices!!!
26. Sell it to Buddy Dog so they won't have to build by the Wayside Inn.
27. Renovate and move k-8 school department or use as historical museum. Whatever the town does, it should not let another bank move into town.
28. The town should demolish the building and create a green space/park. We should keep this space green. It would be a breath of fresh air on this part of Route 20 that is clogged with a mishmash of buildings.
29. Sell the parcel and use the proceeds to pay down the debt on the new police station.
30. If the site could somehow be used to make the portion of Route 20 between Shaw's and Concord Rd feel more like a walkable downtown. That would be my preference. Sudbury deserves a cute, bustling main street like Concord or Lexington.
31. The town should not keep the building. Selling the building is ok. There is no open space along the Rte 20 strip, so, let's try that.
32. What are the limitations for septic? Any other site limitations?
33. Sell it and use \$\$ for town initiatives, Fairbank?
34. Mr. Kelly position we need to get rid of this building is short sighted. Sudbury should retain the Land and only consider leasing it after a few years it can't identify a new municipal use. In the meantime if somebody is interested in a short term lease, that should be considered. But at some point the Town may want to have a presence on RT 20 be it for a satellite police station, Town Tourist Information Center, Town Museum, who knows. We should have learned from selling the Horse Pond school and almost selling the Loring school, that once sold, years later those decisions seem very short sighted. Questions call me if questions I'm Ralph Tyler
35. I have long believed that the Town does not own enough land to meet likely (or unlikely) property needs. While 0.63 acre won't help much for larger needs, it would be enough for a



Town of Sudbury

Planning and Community Development

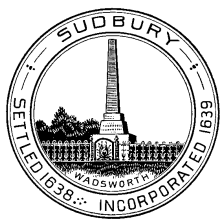
Flynn Building
278 Old Sudbury Rd
Sudbury, MA 01776
978-639-3387
Fax: 978-443-0756

pcd@sudbury.ma.us

<http://www.sudbury.ma.us/services/planning>

museum or a small town office (that otherwise would need space in the Parsonage or the Flynn Building or Atkinson).

36. The Town should do all it can to encourage commercial use that will add to the tax base.
37. Do not sell to a bank. Sudbury needs businesses that bring people together.
38. Turn the property into a "downtown" park with benches, picnic tables, etc.
39. I recommend tearing it down and planting a few trees and flowers and some picnic tables. It would make a nice sitting area that everyone can enjoy near Sudbury Crossing plaza, as well as beautify a tiny piece of rt 20.
40. If a decision to sell the property cannot be made, the building should be torn down so that it may be more attractive for a buyer.
41. Prime space on Rt. 20 in the center of our commercial district is more valuable to the town than the assessed value of the land.
42. Sell it and figure out a way to direct the money from the sale to pay off the debt on the new station.
43. Use the current police station as a satellite station for the business community.
44. If the building is in poor condition it seems foolish to keep it and maintain it. Not sure what the town needs are right now, but with the density of the area and space still for lease in the area, we should think about the impact on route 20.
45. Please screen the land carefully for a potential buyer that's useful for our residents. Wayland now has a stronghold on shopping/eating in our area. Much of the disposable income from our residents is going to Wayland. Please halt more banks from coming into town!
46. Sooner or later it will be obvious that the police will need a station on Route 20, no matter how good the other one is. The town should keep the building and find a use for it until the police realize moving way up north and abandoning the south was a bad move.
47. I grew up in Sudbury before it became 'the' place to live. Back when Vana's driving range, First National Stores, and Post Rd. Apothecary were the major draws on Rt. 20. I think it's great that Sudbury has become popular but I also feel it's time to go 'back' to our roots and downsize downtown. We need more green space...not more buildings.
48. We don't want another eye sore like #430 & #428 on the road. There is so much congestion there as well. Commercially having another branch type of business like another bank or pharmacy



Town of Sudbury

Planning and Community Development

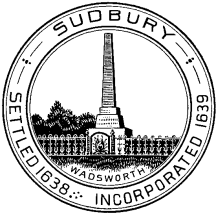
Flynn Building
278 Old Sudbury Rd
Sudbury, MA 01776
978-639-3387
Fax: 978-443-0756

pcd@sudbury.ma.us

<http://www.sudbury.ma.us/services/planning>

would be horrible as well. There is also so much concrete everywhere, I think an open space would be nice, with benches and trees.

49. Let's keep it, and look for reuse opportunities.
50. Rt 20 is very commercially orientated. To put a town/municipal offices at that location would seem out of place.
51. There is absolutely no municipal parking in Sudbury. If we are serious about a walkable area on Route 20, we'll need municipal (not commercial) parking, even as Concord, Lexington, Hudson, and other town centers provide. Should we demolish the building and provide municipal parking?
52. The town should demolish the building to avoid upkeep and security costs.
53. The site is small for stand-alone use, but may be part of an aggregation project.
54. By waiting to see if a sewer is constructed the value of the land may increase and a better use identified, especially since parking can be made available at Sudbury Crossing.
55. The town has sold and closed schools only to have to reopen.
56. We have torn down bldgs when there isn't enough meeting room space.
57. It would seem foolish to sell or demolish another building that could have a future use.
58. Historically municipalities do a poor job of managing real estate so I would prefer that the town not try to get into the commercial real estate business. Demolishing the structure and temporarily reverting to open space is not an undesirable alternative if the town needs more time to consider possible other municipal uses, although the lot is small and it is difficult to think of any municipal uses that fit the space/location.
59. The town should consider inviting bids for a land swap with any interested parties that desire a good commercial location and have local property that might be useful to the town for other purposes, e.g., open space, affordable housing, recreation. One possible idea: a medium sized barn-like structure to house a year round farmers market and artisanal food businesses (breads, pastries, organics, etc.). This might be one exception to the rule that towns shouldn't manage property - it could be turned over to a non-profit to operate, market, and keep rents low.
60. Demolish and use for affordable housing. Wait until there is a sewer system if you have to.
61. I like the idea of using the space for a bus depot/shelter and small gathering space. The space could have a pull through area for buses/vans for when Sudbury gets a fixed route bus going



Town of Sudbury

Planning and Community Development

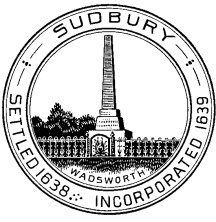
Flynn Building
278 Old Sudbury Rd
Sudbury, MA 01776
978-639-3387
Fax: 978-443-0756

pcd@sudbury.ma.us

<http://www.sudbury.ma.us/services/planning>

through town. The fixed route is a strong possibility with support from the MetroWest Regional Transit Authority.

62. With a growing population of people 60 and older -currently 3,660 people or nearly 20% and growing to a projected 32% by 2040, there will potentially be more people in need of transportation. The addition of new housing for 55+ adults also adds to this need.
63. The space would be a perfect waiting spot for people to wait for a bus/van. The Senior Center van could bring people to the stop and they could connect with the fixed route. There might also be a small restaurant renting space...?
64. The town should lease out the unfortunate new police palace and continue to use the existing station.
65. If we cannot escape the new palace, then the town should lease the existing old station triple net for 15 - 20 years, allow substantial renovations for the lessee but keep ownership of the land. As an old town resident, George Hamm, often argued, the Town should not sell land.
66. We have lived and raised our children in Sudbury for over 20 years. We have had to travel to other towns for entertainment for our family. It would be nice to convert the building into a bowling alley, skating rink or outdoor spray park/pool for residents.
67. Create a public transportation stop with a shelter and limited parking.
68. There are not many parks/playgrounds in that area, and Sudbury is such a family-oriented town that it would be wonderful to have a kid-friendly open space there. Maybe even a skate park/roller skating rink!
69. Could this space be repurposed to be a second Pre-K/early childhood education site for Sudbury children?
70. Let's sell the property and use the proceeds to pay off the new police station.
71. The lot is small, the building is in very poor condition it has to be torn down. It could be a playground, summer large chess board, a fountain with trees and benches for people that walk to rest, outdoor artist corner (small pavilion for artists to display their work), etc.
72. Rebuild as senior center, or school admin building to free up space at the community center. If the space cannot be made use of for an effective cost. Sell it.
73. Thanks for offering the survey!



Town of Sudbury

Planning and Community Development

Flynn Building
278 Old Sudbury Rd
Sudbury, MA 01776
978-639-3387
Fax: 978-443-0756

pcd@sudbury.ma.us

<http://www.sudbury.ma.us/services/planning>

74. The building is in a heavily commercial area. New tax revenue from a business would be a plus in addition to the money from selling the property.
75. This is not a good use for open space.
76. If the building needs to be demolished, we should demolish it. Then, until there is a new municipal use planned, we should keep it as open grassy space but spend minimal amounts of money on it. For example, slap a few benches around and mow, but don't do extensive landscaping or build anything until we know what we want.
77. Please keep control of the land. Who knows what uses may be needed in the future.
78. The building is beyond its useful use. Clear the land and use the proceeds to offset the costs of the new station. The residents would appreciate the town being fiscally responsible.
79. The building should be demolished and the land cleared for some much needed commercial enterprise that the town does not currently offer residents. It doesn't say much about Sudbury if we can only attract banks. Retail that wanted to come here went to Wayland instead and most of residents are shopping and eating there. Quite a loss for Sudbury and a very large win for Wayland.
80. The money from the sale should be used to pay down the cost of the new police station.
81. Perhaps storage for large vehicles, soccer nets, etc. Repairing soccer nets, other sporting equipment, bicycles.
82. Maintain as a special recycling center for electronics, etc. Rather than using schools
83. Miscellaneous use by scouts or other town organization.
84. Use it as a pumping station for a new sewer system.
85. Create a community garden or play space for kids.
86. Don't know if it's best for us to sell or lease, though I'd like the town to have some control over what goes in there, so partial to leasing.
87. Would like to see something here for kids:
 - Combination indoor playspace and coffee shop, with some outdoor play space potentially
 - Ice rink, roller rink, arcade type place with snack stand
 - Theatre for adult or kids plays/musical events - possibly some outdoor space for outdoor concert; use the space to hold music lessons/classes when events are not scheduled
 - Small independent movie theatre

**APPRAISAL OF MARKET VALUE
415 BOSTON POST ROAD
SUDBURY, MASSACHUSETTS**

PREPARED FOR
TOWN OF SUDBURY
TOWN HALL
SUDBURY, MA 01776

Date of Valuation
September 29, 2015

*Prospectus, LLC, 2 Brattle Square, 3rd Floor, Cambridge, MA 02138
Tel.: (617) 868-0800 Fax: (617) 868-3331*

PROSPECTUS

Prospectus, LLC

Property Development

Construction Managen

Real Estate Consultatio

Brokerage

September 29, 2015

Mr. James Kelly
Facilities Director
Town of Sudbury
278 Old Sudbury Road
Sudbury, MA 01776

RE: APPRAISAL OF MARKET VALUE
415 BOSTON POST ROAD
SUDBURY, MA

Dear Mr. Kelly:

Pursuant to your request, we are submitting herewith two copies of ~~our~~ appraisal of the market value of the present Sudbury Police Department property located at 415 Boston Post Road, Sudbury, Massachusetts. The purpose of this appraisal is to estimate the market value of the fee simple interest of the property.

This report is based upon our personal inspection of the subject property, the neighborhood and environment, all relevant market data relating to its value, and our experience with similar valuations. This report describes ~~the~~ methods of valuation used, and presents data pertinent to the appraisal process.

This valuation is also predicated upon a number of important Assumptions and Limiting Conditions which are outlined in the report, and which affect all analyses, opinions and conclusions contained herein.

In writing this appraisal, we have conformed to the Uniform Standards of Professional Appraisal Practice.

2 Brattle Square
3rd Floor
Cambridge, MA 02138
Tel. 617.868.0800
Fax 617.868.3331

-2-

As a result of the facts and analyses contained in the attached report, it is our opinion that as of September 29, 2015, the market value of the real estate at 415 Boston Post Road is \$750,000.

This value is subject to the Assumptions and Limiting Conditions contained herein.

Respectfully submitted,



Daniel V. Calano, ASA, CRE

Certified General Real Estate Appraiser
Commonwealth of Massachusetts - License No. 34

enc.

TAX ID # 04-3543731

APPRAISER'S CERTIFICATION

In compliance with Uniform Standards of Professional Appraisal Practice the undersigned submits the following certification:

The undersigned certifies that, to the best of my knowledge and belief:

- The statements of fact contained in this report are true and correct;
- The reported analyses, opinions and conclusions are limited only by the reported assumptions and limiting conditions, and, unless otherwise indicated, are my personal, unbiased professional analyses, opinions and conclusions.
- The undersigned has no personal interest or bias with respect to the subject property or the parties involved;
- The undersigned's compensation for this assignment is not contingent on an action or event resulting from the analyses, opinions or conclusions in, or the use of, this report; compensation is not contingent upon the reporting of a predetermined value or direction in value, the attainment of a stipulated result, or the occurrence of a subsequent event directly related to the intended use of this appraisal;
- The value conclusion is not based on a requested specific valuation, or the approval of a loan;
- The reported analyses, opinions and conclusions were developed, and this report has been prepared in conformity with the Uniform Standards of Professional Appraisal Practice;
- The undersigned has made an inspection of the subject property, and it is the undersigned's responsibility to note apparent or known adverse conditions in the subject, or on any site within the immediate vicinity of the subject property, that the undersigned is aware of, subject to the Assumptions and Limiting Conditions stated herein;
- Significant professional assistance to the undersigned was provided by Michael W. Cunningham, in the way of data gathering, comparisons, and analyses. Qualifications of the source of such assistance is attached hereto. Mr. Cunningham has worked with the appraiser on similar appraisals for over twenty years;

- Unless stated otherwise, the value reported and the analysis leading to the value conclusion are based on the assumption that the existing site is free of all contaminants; that the title to the property is free and clear, that there is a good and clear record and that the title is marketable; that there are no zoning, building code, or any other regulatory or statutory violations; that all required permits have been issued and are in full force and effect;
- The undersigned acknowledges that an estimate of reasonable time for exposure in the open market is a condition of the definition of market value. The undersigned's estimate of reasonable exposure time is consistent with the marketing time noted in the appropriate sections of this report.

In the undersigned's opinion, as of September 29, 2015, the market value of the real estate at 415 Boston Post Road is \$750,000.

This value is subject to the Assumptions and Limiting Conditions as set forth.

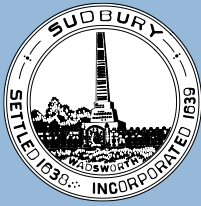
Respectfully submitted,



Daniel V. Calano, ASA, CRE
Certified General Real Estate Appraiser
Commonwealth of Massachusetts - License No. 34

SUMMARY OF FACTS

- | | | |
|-----|-----------------------------------|---|
| 1. | Location: | 415 Boston Post Road, Sudbury, Massachusetts |
| 2. | Owner: | Town of Sudbury, Massachusetts |
| 3. | Property: | .63 acres with public safety building |
| 4. | Lot Size: | .63 acres |
| 5. | Building Improvements: | One story, 6,081 SF brick public safety building |
| 6. | Current Use: | Sudbury Police Department |
| 7. | Highest and Best Use: | |
| | As Vacant: | Retail/Restaurant-café |
| | As Improved: | Conversion to retail |
| 8. | Assessment: | Land: \$408,000
Building: <u>\$309,800</u>
Total: \$718,300 |
| 9. | Zoning: | Limited Business District |
| 10. | Flood Zone: | No |
| 11. | Property Rights Appraised: | Value of Fee Simple Interest |
| 12. | Date of Valuation: | September 29, 2015 |
| 13. | Fee Simple Value: | \$750,000 |
| 14. | Marketing Period: | 9-12 months |



SUDBURY BOARD OF SELECTMEN
Tuesday, November 17, 2015

TIMED ITEM

7: Davis Field PARC Grant

REQUESTOR SECTION

Date of request:

Requested by: Patty Golden

Formal Title: Discussion concerning the PARC grant application

Recommendations/Suggested Motion/Vote: Discussion concerning the PARC grant application

Background Information:

Financial impact expected:NA

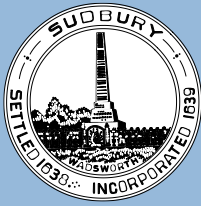
Approximate agenda time requested: 10 minutes

Representative(s) expected to attend meeting:

Review:

Patty Golden	Pending
Maryanne Bilodeau	Pending
Barbara Saint Andre	Pending
Charles C. Woodard	Pending
Board of Selectmen	Pending

11/17/2015 7:30 PM



SUDBURY BOARD OF SELECTMEN
Tuesday, November 17, 2015

MISCELLANEOUS (UNTIMED)

8: Town Manager performance evaluation

REQUESTOR SECTION

Date of request:

Requested by: Patty Golden

Formal Title: Discuss Town Manager performance evaluation and next steps

Recommendations/Suggested Motion/Vote: Discuss Town Manager performance evaluation and next steps

Background Information:

Financial impact expected:

Approximate agenda time requested:

Representative(s) expected to attend meeting:

Review:

Patty Golden	Pending
Maryanne Bilodeau	Pending
Barbara Saint Andre	Pending
Charles C. Woodard	Pending
Board of Selectmen	Pending

11/17/2015 7:30 PM

Performance Appraisal of the Chief Administrative Officer (Manager) for the Municipality of XXXX

Name of CAO: _____

Date Appointed to Position: _____

Date of Appraisal Meeting: _____

Current Salary: _____

Date of Last Revision: _____

Purpose of a Performance Evaluation Process

This performance evaluation of the CAO is a valued instrument of this Council and is used in order to:

- ✚ Underline the importance which the Council places on its relationship to CAO
- ✚ Ensure that both the Council and CAO understand essential components/competencies of this position
- ✚ Provide a balanced format that is deemed acceptable and useful to both parties and one that serves the purpose of outlining requirements and ensuring sound and regular feedback

Municipality of XXXX

- ✚ Provide the CAO with a forum for outlining and discussing his annual objectives and an assessment of the results
- ✚ Establish any needed changes in the criteria for future evaluations.

Performance Evaluation Content

A review of the CAO's performance should embrace a number of areas. These include the following:

- ✚ Assistance to Council in understanding its governance role
- ✚ Relationship building with the Mayor
- ✚ Policy advice and leadership on the key issues
- ✚ Fiscal management
- ✚ Leadership of the administrative team
- ✚ Team selection, assessment, training, mentoring
- ✚ Development of community relationships
- ✚ Accomplishment of goals
- ✚ Areas for improvement

Guidance to Performance Assessment Factors

Rate each factor according to your perception of the performance of the CAO in the past year.

Please provide narrative comments or examples to illustrate, if possible.

RATING CRITERIA:

1. Outstanding
2. Above Standard
3. Standard
4. Below Standard

- ✚ **1.** Assistance to Council in understanding its governance role
 - a) *Preparing an orientation program and suitable materials for a new Council*
 - b) *Identifying the needs/priorities of this Council*
 - c) *Committing to equal treatment/courtesy/assistance*
 - d) *Providing advice on potential areas of conflict/pecuniary issues*

Municipality of XXXX

- e) Seeking to develop a relationship based on mutual respect, trust and integrity*
- f) Ensuring access to relevant training programs for Council members*
- g) Being responsive to the feedback and input received from members of Council*
- h) Communicating advice to Council that will assist it in its governance responsibilities*
- i) Communicating any issues of concern to Council impacting its relationship to the administration*
- j) Monitoring legal implications of issues; being aware of Council 's legal and legislative requirements*
- k) Ensuring ready access to useful policy-based information*
- l) Maintaining appropriate boundaries; assuring equal treatment*
- m) Providing quality control on advice going forward*
- n) Ensuring an ongoing degree of open communication with Council; presenting reasonable and professional views in a straight-forward yet pleasant manner.*

Rating: _____

Comments:

2. Relationship building with the Mayor

- a) Meeting with new Mayor immediately following election*
- b) Identifying concerns of the Mayor ; addressing his/her expectations, style and needs issues*

Municipality of XXXX

- c) Ensuring the apolitical nature of the relationship clear (including no personal connection to outgoing Mayor)*
- d) Identifying areas of potential overlap & strategies to address*
- e) Ensuring Mayor prepared for any engagements/speeches*
- f) Ongoing briefings and meetings held on scheduled basis*

Rating: _____

Comments:

3. Policy advice & leadership on the key issues

- a) Assistance in identifying key issues; offering strategic advice addressing such issues*
- b) Ensuring both Council and administration aware of importance of policy development*
- c) Providing quality advice and guidance to Council on identified issues*
- d) Coordination and preparation of draft policy statements*
- e) Strength of administrative leadership as observed in terms of the CAO's decision-making ability (e.g. decisiveness, quality of decisions)*
- f) Advice to Council on importance of strategic planning as a leadership tool; assistance to Council in planning/designing a strategic planning session*
- g) Implementing approved policy; monitoring policy implications*
- h) Review/monitoring of financial controls/audit reports/business plan and budget*

Rating: _____

Comments:

Municipality of XXXX

4. Fiscal management

- a) *Ensuring the development of a comprehensive, inclusive and transparent process of business planning and budgeting*
- b) *Ensuring that Council provides guidance to the administration in the development of both plans and budgets*
- c) *Providing Council with accurate, comprehensive advice on the current status of the fiscal condition of the Municipality*
- d) *Advising Council on the status of any changes required by the external auditor; acting promptly on audit recommendations*

Rating: _____

Comments:

5. Leadership of the administrative team

- a) *Providing ongoing, consistent leadership to department heads and through them to the full administration*
- b) *Communicating effectively and regularly; providing ongoing guidance/direction*
- c) *Making administrative decisions within constraints of bylaw/policies*
- d) *Providing inspiration and modeling of a desire to be the best*
- e) *Delegating/empowering within reasonable limits*
- f) *Supervising direct reports and expecting results*
- g) *Disciplining behaviour and correcting promptly*
- h) *Ensuring sound corporate communications plan*

Municipality of XXXX

i) Ensuring that senior staff are involved in the process of developing Municipality goals and priorities; providing a forum for Council and senior staff to engage in discussions relative to the Municipality's strategic plan

Rating: _____

Comments:

6. Discharge of all legislative and bylaw requirements

- a) Determining changes to the organizational structure*
- b) Continually assessing the needs of the system; seeking the advice of senior staff in this process*
- c) Developing a sound policy-based and cross-organizational approach to recruitment & selection*
- d) Ensuring a planned approach to training/development*
- e) Attending suitable conferences/courses as an example*
- f) Establishing mechanisms for mentoring other supervisory staff*
- g) Fulfilling all Act and bylaw requirements*

Rating: _____

Comments:

7. Development of community relationships

- a) Maintaining a positive profile in the Municipality of XXXX's jurisdiction as the senior administrative spokesperson and leader*
- b) Ensuring that Council members and the Mayor have access to sound advice on how to engage the public (community communication plan)*

Municipality of XXXX

- c) *Maintaining contact with other administrative leaders in the region and with other key administrative leaders throughout the State/Province*
- d) *Developing a positive/constructive rapport with media*
- e) *Ensuring the development of administrative protocol to develop courteous relationships with the public*

Rating: _____

Comments:

Annual Objectives/Key Results

These should be developed by the CAO and reviewed with the Mayor and Council.

Key Objectives	Key Results

Municipality of XXXX

Overall impression of performance and results achieved.

Accomplishment of Goals

Comments:

Areas for Improvement (Rank in order of importance)

- 1. Assistance in the Council 's governance processes

- 2. Relationship building with the Mayor

- 3. Policy advice & leadership on the key issues

- 4. Fiscal management

- 5. Leadership to the administrative team

- 6. Discharge of all legislative and bylaw requirements

- 7. Development of community relationships

Follow-Up

Indicate those measures or steps which should be taken by the CAO over the course of the next appraisal period to improve his performance, e.g. types of external or internal development courses/seminars, changes in management practices, etc.

Municipality of XXXX

Sign Off

Signatures of the Mayor and CAO to indicate completion of the process

Signature of the CAO

Signature of Mayor (or designate)

Date



Very good

Average

Excellent

Poor

Good



Manager Evaluations

HANDBOOK

ICMA



Leaders at the Core of Better Communities

ICMA advances professional local government worldwide. Its mission is to create excellence in local governance by developing and advancing professional management of local government. ICMA, the International City/County Management Association, provides member support; publications, data, and information; peer and results-oriented assistance; and training and professional development to more than 9,000 city, town, and county experts and other individuals and organizations throughout the world. The management decisions made by ICMA's members affect 185 million individuals living in thousands of communities, from small villages and towns to large metropolitan areas.

ICMA
777 North Capitol Street, NE
Suite 500
Washington, DC 20002-4201
202-289-ICMA (4262)
icma.org

Copyright ©2013 by the International City/County Management Association. All rights reserved, including rights of reproduction and use in any form or by any means, including the making of copies by any photographic process, or by any electrical or mechanical device, printed, written, or oral or recording for sound or visual reproduction, or for use in any knowledge or retrieval system or device, unless permission in writing is obtained from the copyright proprietor.

Contents

Definition of Terms	iv
Members of the Task Force on Manager Evaluations.....	iv
Preface.....	1
Executive Summary	2
Successful Evaluation Tips	3
Introduction.....	4
The Purpose of Manager Evaluations.....	4
Basic Process	4
How to Initiate	4
How to Proceed	5
Frequency and Timing of Manager Evaluations	7
What Others Are Doing: Survey Results	9
Failure to Undertake Evaluations	9
Lack of a Credible Evaluation Process	10
Lack of Knowledge of the Council-Manager Form of Government	10
Lack of Communication	10
Supplemental Approaches	10
Self-Evaluations	11
Periodic Check-ins	11
360-Degree Assessments	11
Conversation Evaluation System	12
Data-gathering/Software Resources	12
Conclusion	13
Sample Evaluation Forms for Local Government CAOs.....	13
Other Resources.....	13

Definition of Terms

- The term *local government*, as used in this handbook, refers to a town, village, borough, township, city, county, or a legally constituted elected body of governments.
- The term *manager* refers to the chief executive officer (CEO) or chief administrative officer (CAO) of any local government who has been appointed by its elected body to oversee day-to-day operations.
- The terms *elected officials*, *elected body*, and *board* refer to any council, commission, or other locally elected body, including assemblies, boards of trustees, boards of selectmen, boards of supervisors, boards of directors, and so on.
- The term *manager evaluation* refers to the appraisal or assessment conducted by the elected body of the manager's performance in achieving organizational goals and implementing policy.

Members of the Task Force on Manager Evaluations

Peter B. Austin
McHenry County, IL
Chair

Kay James
Canandaigua, NY
Vice-Chair

John J. Caulfield
Lakewood, WA

Mark A. Kunkle
Ferguson Township, PA

Greg R. Sund
Ellis County, KS

Scott M. Coren
Darien, IL

Michele E. Meade
Livingston Township, NJ

Kevin D. Trease
Dewey, OK

Richard J. Downey
Kronenwetter, WI

Nancy E. Novak McMahon
Vienna, VA

Brian J. Valentino
Hazlet, NJ

John J. Duffy
Matanuska-Susitna, AK

Richard J. Schuettler
Harrisburg, PA

AJ Wilson
Fallbrook, CA

James R. Stahle
Alamogordo, NM

Amanda Relyea
Nolensville, TN
Staff Liaison

Jane C. Cotnoir
Portland, ME
Editor

Preface

The evaluation of the manager is a key component of any well-run local government, yet the value of a quality evaluation process and the responsibility for that activity is often overlooked. Even in communities that are considered to be professionally governed, the performance evaluation of the local government manager can be an afterthought. The 2012–2013 Executive Board of the International City/County Management Association (ICMA), led by President Bonnie Svrcek, acknowledged the need for local government managers and their elected bodies to put more focus on the manager evaluation process.

Accordingly, it created a task force of managers from around the United States, representing over a dozen communities, to develop a *Manager Evaluations Handbook* that would assist managers and their boards in this critical task.

Managers are encouraged to review this handbook with an eye toward working with their elected bodies to develop formal, mutually agreed-upon processes for their own evaluations. This handbook, however, is also intended to highlight the value of a formal manager evaluation process and to assist local elected officials in the design of an effective evaluation tool.

Executive Summary

The periodic evaluation of the local government manager by the elected body is an important component of a high-performance organization. The evaluation should contain performance goals, objectives, and targets that are linked to the elected body's established strategic plans, goals, and priorities, and it should focus on the manager's degree of progress toward organizational outcomes. To be fair, it must be based on criteria that have been communicated to the manager in advance. Sample or generic evaluation forms, if used, should be customized to reflect these criteria.

The purpose of the evaluation process is to increase communication between the members of the elected body and the manager concerning the manager's performance in the accomplishment of assigned duties and responsibilities, and the establishment

of specific work-related goals and objectives for the coming year. Thus, all members of the elected body should participate in the process, both by individually completing the rating instrument and by discussing their ratings with the other board members in order to arrive at a consensus about performance expectations.

There is no one correct way to conduct a manager evaluation. The key is to ensure that the evaluation takes place in a regular, mutually agreed-upon manner and is viewed by all as an opportunity for communication between the elected officials and the manager.

It may be useful, particularly if the members of the elected body are inexperienced in the performance evaluation process, to use a consultant to help the elected body prepare for and conduct the manager's evaluation.

Successful Evaluation Tips¹

Performance evaluations will allow you to

- A. Recognize the accomplishments of the manager and show appreciation for the unique contributions to the organization
- B. Clearly identify areas where the manager is doing well
- C. Clearly identify areas where the manager can improve his or her performance
- D. Specify definite actions that will allow the manager to make additional value-added contributions to the organization in the future.
- E. Obtain the manager's own opinions on progress and his or her individual contribution to collective actions and achievements.

Discussing tasks that the manager performs well

- Gives the manager insight into self-awareness, interests, and motivation
- Gives the manager recognition and appreciation for achievements
- Creates a positive climate for the remainder of the review.

Reminders:

- Listen intently.
- Reinforce the manager's performance.
- Emphasize facts; provide concrete examples and specific descriptions of actions, work, and results.
- Give only positive feedback during this part of the evaluation.
- Acknowledge improvements that the manager has made.
- Praise efforts if the manager has worked hard on something but failed because of circumstances beyond his or her control.
- Describe performance that you would like to see continued.

Discussing areas that need improvement

- Gives insight into how the manager feels about change, improvement for growth
- Allows you to express any concerns you have about the manager's overall performance and performance in specific areas
- Lets you challenge the manager to higher levels of achievement.

Reminders:

- Keep the discussion focused on performance.
- Describe actions and results that do not meet expectations.
- Describe areas where the manager can make a greater contribution.
- Describe any situation or performance observed that needs to be changed; be specific.
- Tell the manager what needs to be done if a specific change of behavior needs to take place.
- Focus on learning from the past and making plans for the future.
- Keep this part of the discussion as positive and encouraging as possible.

Do's and Don'ts

DO:

- Spend a few minutes warming up in which the agenda is laid out so everyone is reminded about what to expect. Give an overview.
- Always start with the positives. Be specific.
- Explain the ratings in all areas: Talk about how the consensus was arrived.
- Be honest. Tell it like it is.
- Be a coach, not a judge. Managing employees is a lot like being an athletic coach. Effective coaching involves a lot more than just score keeping. Simply providing the score at the end of the game doesn't improve performance.
- Discuss with the manager his or her reactions to the ratings, making clear that you are interested in his or her feelings and thoughts.
- If appropriate, develop an improvement plan that includes areas of deficiency, developmental needs.

DON'T:

- Rate the manager without the facts. Ratings should be on actual results.
- Be too general.
- Sidestep problems. Document performance problems and clearly identify what needs improvement.
- Be vague or generalize the reasons for the performance scores. Clear and specific examples of results should be available.
- Ambush the manager by identifying deficiencies or problems that have never been addressed in informal discussions prior to the formal evaluation.
- Minimize the manager's concerns or discount his or her feelings.

Introduction

There is some irony in the fact that managers' evaluations are often less formal and less structured than those of the managers' employees. While the manager may oversee the evaluation of hundreds of employees within an organization, his or her own performance evaluation becomes the task of elected leaders who are often not formally trained in the evaluation process or who have narrow or conflicting definitions of good performance. The fact that an elected body with numerous members is charged with the task of evaluating the manager makes the need for a clear and agreed-upon evaluation process even more important. And a thoughtful and structured evaluation process that is supported by all involved parties enhances the ongoing communication that is fundamental to effective board/manager relationships.

A manager's evaluation should contain performance goals, objectives, and targets that are linked to the elected body's established strategic plans, goals, and priorities and should focus on whether the manager has achieved the desired organizational outcomes.

Sometimes the tone of a performance review can be unduly influenced by the manager's last success or failure. Judging performance on the basis of a single incident or behavior is a common problem that can arise in any organization. But a single incident or behavior should not be the sole focus of a performance evaluation. That is not to discount the importance of how a manager handles high-stress, higher-profile issues, which is an important aspect of a manager's responsibility. However, day-to-day leadership, which is also a key responsibility of the manager, can sometimes go unnoticed even though it provides the foundation in which high-stress, high-profile issues are handled.

ICMA has developed a list of [18 Practices for Effective Local Government Management](#) that is recommended to members who are considering their own professional development needs and activities. The core areas represent much of what local government managers are responsible for on an everyday basis, and competency by the manager in these practices is central to an effective, high-performing, professionally managed local government. It is therefore the recommendation of ICMA's Task Force on Manager Evaluations that competency in the [ICMA Practices](#) also be considered in the manager's performance evaluation.

There is no one way, let alone one single correct way, to conduct an effective manager evaluation. This *Manager Evaluations Handbook* will present traditional

evaluation approaches that have proven to be successful, along with some alternative methods that may be good for your local government. Again, the key is to ensure that the evaluation takes place in a regular, mutually agreed-upon manner and is viewed by all as an opportunity for communication between the elected officials and the manager.

The Purpose of Manager Evaluations

High-performance local governments embrace an ethos of continual improvement. Conducting regular appraisals of the manager's work performance is part of the continual improvement process.

The purpose of the evaluation process is to increase communication between the members of the elected body and the manager concerning the manager's performance in the accomplishment of his or her assigned duties and responsibilities and the establishment of specific work-related goals, objectives, and performance measures for the coming year. The evaluation process provides an opportunity for the elected body to have an honest dialogue with the manager about its expectations, to assess what is being accomplished, to recognize the manager's achievements and contributions, to identify where there may be performance gaps, to develop standards to measure future performance, and to identify the resources and actions necessary to achieve the agreed-upon standards. Keeping the focus on "big picture" strategic goals and behaviors rather than on minor issues or one-time mistakes/complaints leads to better outcomes.

Given that good relationships promote candor and constructive planning, the performance appraisal also provides a forum for both parties to discuss and strengthen the elected body-manager relationship, ensuring better alignment of goals while reducing misunderstandings and surprises. When elected bodies conduct regular performance appraisals of the manager, they are more likely to achieve their community's goals and objectives.

Basic Process

Ideally, the performance appraisal process for a manager is the natural continuation of the hiring process.

How to Initiate

Prior to the recruitment of candidates, the elected body typically develops the goals and objectives for

the position of manager. Then, during the selection process, the candidate and the hiring body meet to discuss these items along with the long- and short-term needs and issues of the community. Through these conversations, the basic tenets of the manager's performance evaluation are identified. At this point, the performance appraisal process just needs to be formalized. When the employment offer has been accepted, the employment agreement should include the requirement and schedule for the manager's evaluation.

(Excellent tools for preparing the employment agreement are contained in the [ICMA Recruitment Guidelines for Selecting a Local Government Administrator](#) and the [ICMA Model Employment Agreement](#).)

The employment agreement should stipulate that the performance evaluation will be a written document and that all parties will meet to discuss the contents in person. It should also identify the frequency with which evaluations will take place (e.g., annually, semi-annually). By including this information in the employment agreement, the hiring body ensures that communications between the manager and the elected body will be consistently scheduled, and that initiatives and objectives can be reviewed and updated on a regular basis.

It is especially critical for the elected body to come to consensus on the initial expectations of the newly hired manager so that priorities can be assigned and progress measured. Those issues that were important during the hiring process will logically factor into the initial evaluation process. Then, in the succeeding years, the document can be revised to reflect the latest accomplishments and newest challenges.

Of course, priorities may shift during the year. If that happens, make it clear to the manager that new or changed priorities are being added into the evaluation process.

If, with the passage of time, elections have taken place and the board that is conducting the evaluation is not the same board that did the hiring, it is important that the newly elected officials immediately be introduced to the established performance goals, measures, and evaluation process. This can be done as part of the orientation process for new board members, included in the discussion of the form of government and the role of the manager. If a new member has no experience in conducting performance evaluations, he or she will need to receive training before participating in this process.

If performance evaluations were not discussed during the hiring process, either the manager or the

elected body may request that an evaluation process be instituted, and the specifics for conducting the evaluation can then be agreed upon outside of the provisions of the employment agreement. If the request is made by the elected body, it is important to emphasize that the purpose of the evaluation process is to serve as a tool for organizational improvement, not as a means of punishing the manager or setting the stage for termination. While elected officials, especially those newly elected, may sometimes wish for a change in management, the performance evaluation process should not be used to effect such a change.

How to Proceed

A number of issues should be considered when preparing for the evaluation process, including how to develop the rating instrument (and whether to use an outside consultant), how to use the rating instrument, and whether the evaluation should be conducted in private or in public.

Developing the Rating Instrument

Unlike most employee performance evaluations, in which the employee is evaluated by a single executive or supervisor, the manager's evaluation is conducted by a group of individuals acting as a body. As each elected official likely has different expectations, the board members must first come to a consensus on measures and definitions to be used.

Using a consultant. If the members of the elected body are inexperienced in the performance evaluation process, it might be helpful at this point to use an independent consultant to assist in preparing for and conducting the manager's evaluation. A consultant could be used in a variety of ways.

When designing the evaluation instrument, a consultant should solicit each elected official's full participation by asking for examples and details for each rating category. Whether this is accomplished by interviewing each official individually or by facilitating a group session, it is important to ensure that all voices are heard. Use of an independent consultant is especially helpful if there is a lack of cohesion among elected officials.

Once the consultant has collected the information, the elected body and manager should meet in person to discuss the findings. It is recommended that the in-person conversation with the manager to review the evaluation be conducted by the elected body with the assistance of the consultant but not by the consultant alone.

If funds are limited, a consultant could be used in a limited engagement to prepare an evaluation system and then train the elected officials on how to conduct an evaluation, which the officials may manage themselves after the first year.

If the elected body decides to use a consultant, the Society for Human Resource Management (SHRM) may be a source of referrals, as may be state municipal leagues or the local government's regular employment consulting firms. If a recruiter was used to assist with the hiring process, the recruiter's agreement could be extended to include the setup of the initial evaluation process.

It is recommended that the evaluation process NOT be facilitated by the local government's corporation counsel, municipal clerk, or human resources director because these individuals are not independent parties. In almost all cases, their positions have either a reporting or a cooperating relationship with the manager, so involving them in the manager's evaluation may damage relationships that are necessary for the effective and efficient operation of the local government

Proceeding without a consultant. If a consultant is not used to facilitate the development of the evaluation instrument, the elected body may wish to begin by reviewing the format and process used for the other local government employees and considering the same or a revised method. It is important to understand, however, that a manager is evaluated in additional ways. Because of this key difference, flexibility is needed to add any necessary components intended to assess varied goals and objectives and to facilitate a dialogue between the elected body and the manager.

To be fair, the evaluation must be outcome based, using criteria that have been previously communicated to the manager and that incorporate the elected body's priorities. The use of a prefabricated generic evaluation form (even the sample forms found at the end of this handbook) is not recommended without some customization to reflect these priorities.

Measure observable behaviors and progress toward goals

The manager's job is to achieve the organization's goals and implement the policies that have been determined by the elected body. Evaluating the manager's effectiveness in achieving the goals necessarily means that the elected body must have determined and communicated the goals to the manager in advance, ideally through a strategic planning process.

The manager's success in achieving the goals set by the elected body is related to his or her competencies and behaviors with respect to the specific functions identified as the responsibility of the manager. Defining the strengths of the manager and identifying areas for improvement are part of the evaluation process. ICMA has a list of 18 core areas critical for effective local government management. While this list, the [ICMA Practices for Effective Local Government Management](#), was developed for the purpose of ICMA's Voluntary Credentialing professional development program, the elected body might find it helpful for identifying the specific observable behaviors to be used in the manager evaluation. It is suggested that the elected body select what it believes to be the most important areas for achieving its goals and evaluate the manager's performance in these areas. The ICMA Practices are as follows ([click here](#) for descriptions):

1. Staff effectiveness
2. Policy facilitation
3. Functional and operational expertise and planning
4. Citizen service
5. Performance measurement/management and quality assurance
6. Initiative, risk taking, vision, creativity, and innovation
7. Technological literacy
8. Democratic advocacy and citizen participation
9. Diversity
10. Budgeting
11. Financial analysis
12. Human resources management
13. Strategic planning
14. Advocacy and interpersonal communication
15. Presentation skills
16. Media relations
17. Integrity²
18. Personal development

The members of the board must be in agreement about their expectations of the manager. Furthermore, both the manager and the board must understand what the expectations are.

The performance criteria established by the board for each of the prioritized functional areas need to be specific and observable by the members of the elected

body. If the criteria are quantifiable, they should be expressed in objective, measurable terms. For example, the manager saved 10% on the new project. If the criteria are qualitative and subjective, they can be expressed in terms of the desired outcome. For example, members of the community and employees frequently commented on the manager's fairness during this evaluation period.

Using the Rating Instrument

The usefulness of any performance evaluation depends almost entirely upon the understanding, impartiality, and objectivity with which the ratings are made. In order to obtain a clear, fair, and accurate rating, an evaluator must clearly differentiate between the personality and performance of the manager being rated, making an objective and unbiased assessment on the basis of performance alone. Fairness requires the ability to identify both the strengths and weaknesses of the manager's performance and to explain these constructively to the manager.

When an evaluation is completed by a group of people, it is important that it reflect the consensus opinion of all members. All members of the elected body should participate in the manager evaluation process in order to arrive at a consensus. This consensus can be accomplished by having each member individually rate the manager, followed by a group discussion to arrive at a final consensus rating for each measure. Alternatively, if consensus cannot be reached, each member can individually complete the rating form, and then one member (or the consultant, if one is used) can collect the forms and compile the results and comments into one document, followed by group discussion. It is important that each member's ratings, whether positive or negative, be backed up with specific comments and examples so that the whole group understands the reasoning behind them.

If individual comments—those that do not necessarily represent the sentiments of the elected body as a whole—are to be included in the final document that will be discussed with the manager, the board should decide in advance whether those comments will be anonymous or attributed to the individuals making them.

It is important to keep in mind that performance evaluation is just one part of the communication toolbox between the manager and elected officials. It is intended to enhance that communication, not to result in a periodic written "report card" that is an end in itself. In addition, nothing in the evaluation ought ever

to be a surprise. Ongoing conversations should be held throughout the year (assuming that the evaluation is done annually) to help the manager understand if he or she is on course or if any midseason corrections are necessary. Ideally, the items in the evaluation will have already been touched on in these conversations, so the evaluation will serve as a written summary of them.

Public versus private evaluations

When deciding whether to conduct the evaluation process in a public or an executive/closed session, the elected officials, manager, and legal counsel should review state law. When possible, it is recommended that the performance evaluation process occur in executive/closed session between the elected body and manager; however, many states have specific regulations about whether and when the public may be excluded from attending a meeting involving the elected body or from having access to certain records involving a public employee. Such "sunshine" laws were first created to increase public disclosure by governmental agencies. The purpose is to promote accountability and transparency by allowing the public to see how decisions are made and how money is allocated.

While all states have such laws, the exact provisions of those laws vary. For example, specific legislation may require that all government meetings be open to the public or that written records be released upon request. In many states, all local government records are available for review by the public, including evaluation documents and notes, unless they are specifically exempted or prohibited from disclosure by state statutes.

Regardless of whether the evaluation is conducted in a public or an executive/closed session, each state's statute will dictate certain procedures for meeting notification, recording of minutes, and disclosure of decisions made. These procedures should be reviewed by the elected officials, manager, and legal counsel and followed throughout the evaluation process.

However, all final decisions or actions related to the manager's performance (e.g., employment agreement changes, compensation) should be made in a public setting.

Frequency and Timing of Manager Evaluations

As previously noted, the manager evaluation process, including the frequency and timing of the evaluations, will ideally have been discussed as part of the employ-

Benefits of executive session/closed meeting to evaluate manager's performance

- Provides a venue for handling issues that are best discussed in private, and ensures confidentiality until a decision is made regarding the manager's performance
- Provides a forum that is not unduly influenced by outside sources
- Promotes a free-flowing discussion of comments by the elected body and manager
- Ensures the respect and privacy of personnel dealings between the elected body and manager
- Improves communication between the elected body and the manager
- Reduces opportunity to politicize the performance evaluation process
- Provides a forum for the elected body and the manager to talk openly about topics that warrant special attention, such as succession planning, senior staff performance, and executive compensation
- Enables elected officials to challenge the manager without fear of undermining his or her authority in the community

Benefits of an open session/meeting to evaluate manager's performance

- Can build transparency and trust by enabling members of the public to view the process
- Can reduce claims of inappropriate agreements and "secrets"
- Can improve elected body, manager, and citizen relationships

Benefits of providing a public summary once the process is completed

- Lets the public know how the elected body evaluates and views the manager
- Ensures transparency and public accountability
- Promotes the embodiment of ICMA's commitment to openness in government
- Provides the organization with another opportunity to earn the public's trust

ment agreement at the time of the manager's hiring. It is recommended that the initial formal evaluation not take place until the elected officials and the manager

have worked together for a year; however, short, less formal evaluations are recommended on a quarterly basis. After that, at least one formal evaluation (still with quarterly informal evaluations) should be conducted per year, as longer intervals create a higher likelihood of miscommunication and surprises.

It is further recommended that the formal evaluation be scheduled during the least busy time of year for both the manager and the elected officials, avoiding both the budget preparation season (particularly if the manager's compensation is tied to the evaluation) and the election season (lest the manager's evaluation become an election issue). The scheduling should also allow adequate time for newly elected members of the board to become familiar with the manager's performance.

Relationship of Evaluation to Compensation

The primary purposes of a manager's performance evaluation are

1. To provide a tool for communication between the elected body and the manager
2. To provide an opportunity for the elected body to specifically indicate levels of satisfaction with the manager on mutually identified and defined performance priorities
3. To provide an opportunity for the manager to learn and improve
4. To allow for fair and equitable compensation adjustments based on a review of performance in achieving mutually identified priorities and on the elected body's level of satisfaction with the manager's overall performance.

Performance evaluations that are tied directly to compensation decisions are often distorted by those decisions and therefore result in less-than-honest communication between the elected body and the manager. This happens primarily because

1. Elected officials wishing to offer upward compensation adjustments may feel obliged to embellish the evaluation in a positive manner to justify the compensation decision to the public.
2. Elected officials not wishing to adjust compensation may feel obligated to justify their decision with negative comments about performance matters that actually are not a major concern to them.
3. The manager may be reluctant to seek full clarification on issues raised in the evaluation for fear it could result in a reconsideration of the compensation decision.

To avoid these distortions in communication, a balanced evaluation is necessary. That is, the evaluation should provide the opportunity for open communication and at the same time be used for compensation decisions related to identified performance achievement and corrective actions by the manager. To this end, a balanced evaluation would

1. Establish a clear set of performance expectations prior to the evaluation period.
2. Include a midterm evaluation without any consideration of compensation in order to focus on clarity of communication and performance to date. This evaluation would allow the manager to take steps to address areas of performance that were of concern to the elected body; it would also help to eliminate misunderstandings and miscommunication between the elected body and manager.
3. Use a full-term evaluation to evaluate the level of performance satisfaction for the entire performance period and thus provide the basis for a fair and equitable compensation decision.

Often, factors other than the performance evaluation form the basis of compensation decisions. These nonperformance considerations include

1. The economic climate of the community and region
2. The general status of compensation decisions in the private sector of the community
3. The compensation decisions for other employees of the local government
4. A general review of the competitive position of the local government in the local government's market area
5. A comparative salary review.

In summary, the performance evaluation of a professional manager can provide input into compensation decisions by the local elected body. However, the communication value of an evaluation is best served by a periodic evaluation not directly tied to compensation.

The Evaluation Results

The evaluation serves as the written, formal record of the conversation between the manager and elected body and consists of two important sections. The first section is the elected body's appraisal of the manager's performance with respect to the previously agreed-upon goals for the period under review as well as the general performance of the organization. The second section contains an agreed-upon list of the

goals to be accomplished during the next appraisal period as well as any specific performance areas identified for improvement.

What Others Are Doing: Survey Results

In developing this handbook, the task force surveyed a sample of local government managers within the United States to obtain information on current evaluation practices. The key findings of the survey suggest that the evaluation process is a problem for a sizeable number of managers. Fortunately, though, most respondents did not report problems with their evaluations and took the time to comment on key aspects of successful appraisals. These comments provide clues to the common pitfalls related to the evaluation process and, more importantly, suggestions for improving the process. This section of the handbook describes these survey findings.

The most common challenges managers and elected bodies face with the evaluation process revolve around four general areas: failure to undertake evaluations, lack of a credible appraisal process, lack of knowledge of the council-manager form of government, and lack of communication. Each of these topics is briefly discussed below.

Failure to Undertake Evaluations

Employee appraisals are a standard feature of most workplaces. They serve as a means of enhancing employee performance as well as the overall effectiveness of the organization. Indeed, employee appraisals serve similar purposes as performance measures of programs and services. In both cases, we seek to identify opportunities for continual improvement. Yet people avoid completing performance appraisals, most likely because properly completed appraisals require time and effort. Other reasons for avoidance may include fear of criticism or the underlying stress associated with the appraisal process. Neglecting to undertake regular performance appraisals, however, can lead to underachievement. Worse yet, failing to complete appraisals on a regular basis can lead to unfounded assumptions that all is well when it is not. It is therefore important to establish a regular pattern of appraisals.

The survey responses identified two methods to help ensure that appraisals are conducted on a regular basis. The most common method is to place a requirement for an annual evaluation within the employment

contract. The requirement should also specify a time of year—often a time that is less busy than others. The other method is to establish an appraisal time at a regularly scheduled annual meeting, such as a board retreat. But while this method achieves the goal of a scheduled appraisal, it is a less satisfactory approach because it may easily dilute the focus necessary for a good appraisal.

Lack of a Credible Evaluation Process

Another common challenge that survey respondents noted is the lack of a credible evaluation process. Problems include lack of structure, little to no preparation, and limited understanding of appraisals, both purpose and process. Process issues may be addressed through formal training of both the manager and council. Training can be accomplished through work sessions with human resource professionals. Another approach is to team up with CEOs and board members of locally-based institutions that have the same challenge and jointly sponsor training programs. Although not as effective as training, the use of standard evaluation forms, customized to a community's goals, is another way of ensuring a more structured process. Lastly, most managers who are satisfied with their appraisal processes noted that one member of the elected body, typically the mayor, provided active oversight of the process and kept discussions on point and on track.

Lack of Knowledge of the Council-Manager Form of Government

Lack of knowledge about the community's form of government and/or the day-to-day work of the manager is another factor that was cited as hindering quality appraisals. In this case, providing information as early as possible to newly elected officials about the form of government is recommended. This can include meeting with those officials and discussing the manager's duties and responsibilities as well as taking them on field visits. Another approach is to partner with the statewide municipal league and/or municipal clerks association to provide seminars on the form of government. Managers can also use opportunities such as community functions to inform the general public about its form of government. Some jurisdictions use the "policy governance" model, whereby the explicit roles of the manager, elected body, and

other key staff such as attorney are clearly defined and documented. Removing misunderstandings and filling informational voids about the form of government can greatly improve appraisals because such efforts clarify the duties and responsibilities of both the manager and the board.

Lack of Communication

Perhaps the most important ingredient for successful appraisals is effective means of communications between manager and elected officials. As in any human relationship, effective communication is key to understanding and removing faulty assumptions. Achieving superior levels of communication requires active listening and regularity. And the benefits of such attention are high. For instance, survey respondents noting the most satisfaction with the appraisal process use a wide variety of means to regularly communicate with their elected bodies. They meet with elected officials on an individual basis and talked with them regularly via telephone. These same managers provide regular written and verbal reports, typically at each board meeting, that discuss the progress on council goals and objectives, strategic plans, and prior evaluation topics, as well as on operational and special topic issues. More detailed reports are provided on a quarterly basis. In addition, many managers meet with their elected bodies more than once a year with a single-issue focus to discuss progress, redefinition, and resourcing of established goals and objectives, strategic plans and efforts, etc. These additional meetings provide time to focus on progress and reduce the probability of end-of-year surprises.

Creating an effective organization takes time and effort. It also requires regular evaluation of services and operations. Evaluating employee performance, especially the manager's, is a vital element of successful organizations. Objective appraisals can be achieved with an accurate understanding of the manager's and elected officials' duties and responsibilities. Communicating regularly and effectively through a variety of means is a vital element of successful organizations and employee appraisals.³

Supplemental Approaches

The basic process for evaluations may be supplemented or expanded by using other tools, such as self-evaluations, periodic check-ins, 360-degree assessments, and conversation evaluations.

Self-Evaluations

It is recommended that a self-evaluation component be included in whatever type of evaluation is used. The purpose of a self-evaluation is for the manager to reflect upon his or her level of performance in achieving the organizational objectives, including both internal and external accomplishments and challenges in handling specific tasks and taking organizational direction. In a public setting, process and perception can be as important as outcomes, and managers should include all three in a self-evaluation. Thus, a manager's self-evaluation should make clear to elected officials the process by which the manager pursued individual goals, and the perceptions of both the manager and stakeholders of the manager's success or failure in meeting those goals. A manager's self-evaluation should be customized to the needs of each governmental entity.

Periodic Check-ins

There is a management philosophy that says there should be no surprises during an evaluation. Managers should be continually evaluating, assessing, measuring, and communicating with employees. Providing this type of continuous evaluation is a greater challenge, however, for elected boards because it requires the participation of all board members—since the manager reports to a group and not a single individual supervisor. If a process is in place for formal evaluations of the manager, such evaluations likely occur just once per year. The annual evaluation can be a stressful time for all involved, and it can also be a challenge to remember all that has occurred over the past year. Moreover, it is easy for annual assessments to skew toward recent events, challenges, and successes while deemphasizing activities that occurred nine or ten months ago. In reality, an elected body's perception of a manager's job performance is often viewed through lenses crafted by the “crisis of the day” or by how smoothly the last board meeting went. A more workable alternative is periodic check-ins.

Periodic check-ins, such as once per quarter, can help reduce the stress and minimize the surprises that can come when a manager's performance is evaluated only annually. A periodic review of a manager's work plan can help remind the elected body of the manager's long-term goals (as set by the organization) so that both parties can evaluate the manager's progress toward meeting those agreed-upon goals. If progress on the work plan has slowed down or other challenges have arisen along the way, a quarterly check-in offers the manager

an opportunity to self-reflect on his or her performance as well as a forum to explain delays. It can also provide the manager the opportunity to remind the board of the 18 core areas noted in the [ICMA Practices for Effective Local Government Management](#) that are critical and are part of operating effectively on a day-to-day basis.

A periodic check-in on the manager's work plan is also important when faces on the elected board change, such as after an election, resignation, or reassignment of committees. By apprising the new board members of the manager's work plan, the manager is making certain that the new officials understand and are supportive of the projects or goals that he or she is working on.

360-Degree Assessments

Another form of appraisal process is the 360-degree assessment, which is sometimes referred to as a “self-development” tool. Generally speaking, the 360-degree assessment consists of an employee obtaining feedback from supervisors, subordinates, and peers. In this case, the manager completes a self-evaluation as well, with a sample of the workforce providing the subordinate feedback. In some instances, feedback is also obtained from those outside the organization, such as citizens who have frequently worked with the manager and use the jurisdiction's services regularly.

Some jurisdictions include the 360-degree assessment as part of the manager's appraisal process. The ICMA Voluntary Credentialing Program also uses this method as part of maintaining the credential; however, ICMA's assessments ask only behavioral questions. They do not cover progress toward organizational goals.

In most cases a 360-degree assessment is conducted digitally via the Internet. Raters are provided evaluation forms that are returned to an independent third party via the Internet in order to ensure anonymity and confidentiality.

One of the chief benefits of the 360-degree assessment process is that it provides feedback on competencies that are not regularly seen and therefore are not discussed in the typical performance appraisals. For instance, line staff will see behaviors that elected officials do not see and vice versa. Thus, a manager's performance may be improved because it is evaluated from several different perspectives. However, if the 360-degree assessment is used as part of the appraisal process, caution should be taken so that the evaluation doesn't become a measure of the manager's popularity with staff or the public. The manager works for the elected officials and should be evaluated by them on the basis of their stated expectations.

Conversation Evaluation System⁴

This version of an evaluation is a conversational session between the manager and the elected officials. For situations where there is tension among the elected officials or between the manager and the elected body, a facilitator can be used.

Step #1: Create Factors

The elected officials divide themselves into sub-groups—normally an equal number of officials in each. The number of groups should be small, so for a board with 7 members, there would be a group of 3 people and a group of 4 people. With larger boards—say a county board with 20 people—there might be more groups. Where the situation involves a mayor and other elected officials, the mayor can move between the two groups or can be part of one group. The manager makes up his or her own group.

The elected official groups are given a single question that they can respond to with a number of factors: “What should members of the elected body expect of the manager?” The groups place their answers on a flipchart page. The manager also gets a question: “What do you think the elected body ought to expect of the manager?” to which he or she can also respond with a number of factors listed on a flipchart page.

Step #2: Reach Consensus on the Factors

The subgroups come back together and discuss each of the factors they listed. They work to combine their lists to arrive at between 10 and 15 factors.

Step #3: Assign Weight Values for the Factors

The group divides again, and the subgroups assign points to each of the factors from Step #2. They are given a total of 300 points and may assign from 10 to 30 points to each factor, but each factor must be given an even number of points. More points are given to those items that are a higher priority.

Step #4: Reach Consensus on Weight Values for the Factors

The subgroups come back together again with the point values they have from their discussions. During this conversation, the entire group tries to come to a consensus on how the point values from Step #3 should be allocated.

Step #5: Assign Rating to Each Factor for the Actual Performance of the Manager

The elected officials distribute points to each of the factors on a 1–5 scale, on which 5 is far exceeds expectations, 4 is exceeds expectations, 3 is achieves

expectations, 2 is below expectations, and 1 is far below expectations. For example, a 30-point factor would have the following scale:

30–28	Far exceeds expectations (5)
28–26	Exceeds expectations (4)
26–24	Achieves expectations (3)
24–22	Below expectations (2)
22–20	Far below expectations (1)

These points are totaled, and then added to the points from the section below.

Step #6: Select Goals

The board—collectively and in consultation with the manager—comes up with the list of goals for the manager. Together they then assign another 100 points to the goals for the year. So, for example, 50 points could be assigned to Goal #1, Goal #2 could get 20 points, and Goal #3 could get 20 points, leaving 10 points for Goal #4.

The points from the above 5 steps would be added to the 100 points possible from step number 6 and would be totaled for an overall score using the chart below:

400–360	Far exceeds expectations
359–320	Exceeds expectations
319–280	Meets expectations
279–240	Below expectations
239–200	Far below expectations

In summary, this is a conversational evaluation. The evaluators review the factors each year and everybody owns them. From year to year the factors are revised as necessary to reflect the feelings of the elected body, which can change each year.

Data-gathering/Software Resources

Performance evaluation software can be an effective tool for the elected body to prepare manager evaluations. A wide variety of programs are available, enabling elected bodies to have as much or as little input into the rating categories as they wish. Some programs come with rating categories already provided for a variety of positions, some allow the customer to provide the categories, and some are a hybrid. This flexibility allows the elected officials to create a customized rating tool that works best for them.

Some evaluation software programs allow for multiple raters and some for a single rater. If the program only allows for a single rater, all elected officials convene to discuss each category, agree on the rating, and offer comments, while one elected official enters the rating and comments into the software program. In this case, there needs to be trust among the elected officials that all opinions are being heard and recorded. It is then important that all elected officials review the final draft and offer feedback before it is given to the manager.

If a multiple-rater system is used, elected officials will be completing the evaluation away from the rest of the elected body, so it is recommended that there be group discussion beforehand to ensure consistency in the meaning of the rating categories as in opinions about the manager's performance. The elected officials should also meet after they have entered their ratings because the evaluation *is* a group activity, not a multiple individual activity.

A word of warning regarding the multiple-rater system: It may be difficult to make sure that everyone fully participates in the process. Elected officials won't be informed by each other's comments, and consensus can be hard to achieve. Thus, if some elected officials provide more commentary than others, it could skew the overall evaluation.

Even with the use of performance evaluation software, an in-person conversation between the elected body and the manager is needed to review the evaluation and discuss the results.

As noted above, a wide variety of software programs are available, including

- Online survey tools such as Survey Monkey
- Performance evaluation software (SHRM can recommend)
- NeoGov online performance evaluation module

Conclusion

Communication. That is the essential element to maintaining a good relationship between an elected board and the appointed manager. Communication comes in many forms, but the board's evaluation of the manager is a formalized method of communication that should not be overlooked.

The task force that was formed to develop this handbook compiled and considered the best practices for manager evaluations. The group shared numerous ideas and learned a great deal from each other. The final product demonstrates that just as each manager and board are unique, so too must be the evaluation process for each manager. While there are common

methods of evaluation, the tools and methods used to evaluate one manager in one community may not be appropriate for another manager in a neighboring community. To maximize legitimacy and effectiveness and to enhance communication, a manager's evaluation needs to be tailored to the issues and stated goals of the elected body.

That said, the task force also agreed that there are some standard elements—notably, the [ICMA Practices for Effective Local Government Management](#)—that would enhance any evaluation. These 18 core competencies are the framework for what a manager does on a day-to-day basis, and they warrant acknowledgment in the evaluation process.

Finally, while this handbook offers a variety of ideas on the manager evaluation process, the most important takeaway is that the evaluation must take place and that the process must be mutually agreed upon. There are many ways to get this done, but the manager and the board both deserve the structured communication that the evaluation provides.

Sample Evaluation Forms for Local Government CAOs

- [Sample Appraisal of Performance](#)
- [Sample Manager Evaluation Form](#)
- [Sample Manager Performance Evaluation](#)
- [Sample County Administrator Performance Evaluation](#)

Other Resources

- [ICMA Practices for Effective Local Government Management](#)
- [Recruitment Guidelines for Selecting a Local Government Administrator](#)
- [ICMA Model Employment Agreement](#)
- [ICMA Code of Ethics with Guidelines](#)

Notes

- 1 Adapted from City Manager Performance Review, Successful Evaluation Tips, City of Mountlake Terrace, WA
- 2 Integrity is not simply concerned with whether the manager's behavior is legal; it also addresses the issue of personal and professional ethics: "Demonstrating fairness, honesty, and ethical and legal awareness in personal and professional relationships and activities." ICMA members agree to abide by the ICMA Code of Ethics.
- 3 Perkins, Jan. "Case Study: It's (Gulp) Evaluation Time." *PM*, July 2005. <http://icma.org/Documents/Document/Document/3602>
- 4 Adapted and used with permission from Lewis Bender, PhD, Professor Emeritus, Southern Illinois University, Edwardsville, lewbender@aol.com

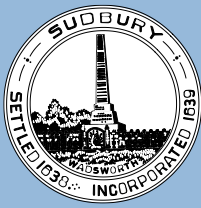
INTERNATIONAL CITY/COUNTY MANAGEMENT ASSOCIATION



777 North Capitol Street, NE
Suite 500
Washington, DC 20002-4201
800-745-8780
icma.org

@ICMA
 facebook.com/ICMAorg
 linkedin.com/company/icma
 icma.org/kn





SUDBURY BOARD OF SELECTMEN

Tuesday, November 17, 2015

MISCELLANEOUS (UNTIMED)

9: Budget Strategy Task Force - mission statement

REQUESTOR SECTION

Date of request:

Requested by: Patty Golden

Formal Title: Discussion and possible vote to revise Budget Strategy Task Force mission statement

Recommendations/Suggested Motion/Vote: Discussion and possible vote to revise Budget Strategy Task Force mission statement

Background Information:

Financial impact expected:

Approximate agenda time requested:

Representative(s) expected to attend meeting: Chuck Woodard

Review:

Patty Golden	Pending
Maryanne Bilodeau	Pending
Barbara Saint Andre	Pending
Charles C. Woodard	Pending
Board of Selectmen	Pending

11/17/2015 7:30 PM

Budget Strategies Task Force

Mission Statement:

The Board of Selectmen is creating this committee to enhance the Town of Sudbury's budgeting process by means of collaboration and communication among the three major cost centers – Sudbury Public Schools, Lincoln Sudbury Regional High School and the Town of Sudbury – through the sharing of information about budget pressures and anticipated unusual expenses or cost savings, through the exploring of possibilities for cost sharing among and across cost centers, through eliciting proposals for improving the budget hearing and pre-budget hearing process, and through discussion of other procedures that might result in an improved budgeting process for the Town of Sudbury. The Task Force shall meet with the Finance Committee at the direction of the Chairman, if deemed necessary by the Finance Committee, to discuss the amount of any proposed budget increases and the allocation of those increases among the three major cost centers, and to develop recommendations regarding same to be considered by each of the two school committees and the Board of Selectmen.

The Task Force will post, conduct, and record its meetings in compliance with the Massachusetts Open Meeting Law.

Membership:

Members of Budget Strategies Task Force shall be appointed by the Board of Selectmen according to the following list. All appointments shall expire on June 30, 2016, but may be extended by the Board of Selectmen.

- Two members of the Board of Selectmen
- Two members of the Finance Committee (with one member being the Chairman)
- Two members of the Sudbury Public Schools Committee
- Two members of the Lincoln-Sudbury Regional School Committee
- Town of Sudbury Town Manager
- Sudbury Public Schools Superintendent
- Lincoln-Sudbury Regional High School Superintendent

The Chairman of this Committee shall be the Chairman of the Finance Committee.

The Committee shall elect a Vice-chair and a Clerk from among its members.

The Chair will run meetings, be the designated communications link with the Town Manager and School Superintendents or other Town staff, and schedule committee meetings.

Compliance with State and Local Laws and Town Policies

The members of the Budget Strategies Task Force are responsible for conducting their activities in a manner which is in compliance with all relevant state and local laws and regulations including but not limited to the Open Meeting Law, Public Records Law, and Conflict of Interest Law, as well as all Town policies which affect committee membership. In particular, all appointments are subject to the following:

The Code of Conduct for Selectmen Appointed Committees

Deleted:

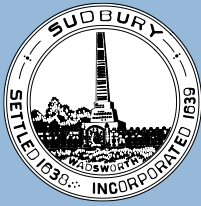
The Town's Email Communication for Committee Members Policy

Anyone appointed to serve on a Town committee by the Board of Selectmen agrees that

he/she will use email communication in strict compliance with the Town of Sudbury's email policy, and further understands that any use of email communication outside of this policy can be considered grounds for removal from the committee by the Selectmen.

Use of the Town's Web site

The Committee will keep minutes of all meetings and post them on the Town's web site. The Committee will post notice of meetings on the Town's website as well as at the Town Clerk's Office.



SUDBURY BOARD OF SELECTMEN
Tuesday, November 17, 2015

MISCELLANEOUS (UNTIMED)

10: SHS acceptance of funds for Loring Parsonage

REQUESTOR SECTION

Date of request:

Requestor: Sally Hild, SHS Executive Director

Formal Title: Vote to accept the Sudbury Historical Society’s donation in the amount of \$3,900 to be used by the Town for an appraisal of the Loring Parsonage, as requested by Sally Purrington Hild, Executive Director.

Recommendations/Suggested Motion/Vote: *Vote to accept the Sudbury Historical Society’s donation in the amount of \$3,900 to be used by the Town for an appraisal of the Loring Parsonage, as requested by Sally Purrington Hild, Executive Director.*

Background Information:

In order to advertise the required Loring Parsonage leasing opportunity in the Central Register, funding for an appraisal of its worth as a Sudbury History Center and Museum is required. The cost for an appraiser experienced in similar project appraisals is \$3,900. Acceptance of this donation will allow hiring of such an appraiser for work which will take approximately five weeks and allow for the subsequent month-long advertisement in the Central Register. (See attached letter from Sally Hild, Executive Director, Sudbury Historical Society.)

Financial impact expected:n/a

Approximate agenda time requested:

Representative(s) expected to attend meeting: Sally Hild, SHS Executive Director

Review:

Patty Golden	Pending
Maryanne Bilodeau	Pending
Barbara Saint Andre	Pending
Charles C. Woodard	Pending
Board of Selectmen	Pending

11/17/2015 7:30 PM



Sudbury Historical Society, Inc.

Sudbury Town Hall - 2nd Floor
322 Concord Road
Sudbury, Massachusetts 01776-1850

Officers and Trustees

Stewart Hoover

President

Joe Bausk

Vice President

Ruth Griesel

Secretary

Debbie Keeney

Treasurer

Katina Fontes

Peggy Fredrickson

Ursula Lyons

Ellen Morgan

Elin Neiterman

Beth Gray-Nix

Nancy Somers

Staff

Sally Purrington Hild

Executive Director

Lee Swanson

Historian

November 10, 2015

Ms. Patricia Brown, Chair
Board of Selectmen
Town of Sudbury
278 Old Sudbury Road
Sudbury, MA 01776

Dear Selectwoman Brown:

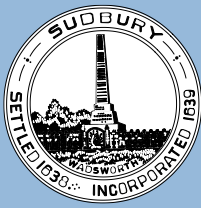
An appraisal of the Loring Parsonage is necessary before the Town of Sudbury can advertise the opportunity to lease the building for the purpose of a History Center and Museum. An appraisal will cost \$3,900. Therefore the Sudbury Historical Society is requesting that the Board of Selectmen vote at its next available meeting to accept a gift of \$3,900 from the Sudbury Historical Society, Inc. to the Town of Sudbury for the purpose of conducting an appraisal of the Loring Parsonage.

Please let me know if this issue can be taken up during the November 17 meeting.

Thank you.

Sincerely,
Sally Purrington Hild
Executive Director

Attachment10.a: letter to selectmen - Nov 17 mtg (1562 : SHS acceptance of funds for Loring Parsonage)



SUDBURY BOARD OF SELECTMEN
Tuesday, November 17, 2015

MISCELLANEOUS (UNTIMED)

11: Discuss future agenda items

REQUESTOR SECTION

Date of request:

Requestor: Chairman Brown

Formal Title: Discuss future agenda items

Recommendations/Suggested Motion/Vote: Discuss future agenda items

Background Information:

Financial impact expected:na

Approximate agenda time requested:

Representative(s) expected to attend meeting:

Review:

Patty Golden	Pending
Maryanne Bilodeau	Pending
Barbara Saint Andre	Pending
Charles C. Woodard	Pending
Board of Selectmen	Pending

11/17/2015 7:30 PM