



SUDBURY SELECT BOARD  
TUESDAY MAY 18, 2021  
7:00 PM, ZOOM

Item #	Time	Action	Item
	7:00 PM		CALL TO ORDER
			Opening remarks by Chair
			Reports from Town Manager
			Reports from Select Board
			Citizen's comments on items not on agenda
<b>MISCELLANEOUS</b>			
1.	7:15 PM	<i>VOTE</i>	Interview Jeff Levine for reappointment to the Council on Aging. Following interview, vote whether to reappoint Jeff for a term to expire 5/31/24.
2.	7:30 PM	<i>VOTE</i>	Interview candidates for Council on Aging. Following interviews, vote whether to appoint Anna Newberg and Donald Sherman to the Council on Aging for terms to expire 5/31/24.
3.	8:00 PM		BFRT update by Beth Suedmeyer, Environmental Planner
4.	8:30 PM	<i>VOTE</i>	Discussion and update on 2021 Annual Town Meeting preparation, and vote to take positions on any Town Meeting articles and vote which Board members will make motions and present articles.
5.	9:00 PM		Town Manager evaluation
6.	9:30 PM		Financial policies update. Vice Chair Roberts and Board Member Schineller to report.
7.			Citizen's Comments (cont)
8.		<i>VOTE</i>	Review open session minutes of 3/8/21 and 4/27/21 and possibly vote to approve minutes.
9.			Upcoming Agenda Items
<b>CONSENT CALENDAR</b>			
10.		<i>VOTE</i>	Vote to send thank you letters to John Beeler and Robert May for their years of service on the Council on Aging.

*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.*

<b>Item #</b>	<b>Time</b>	<b>Action</b>	<b>Item</b>
11.		<i>VOTE</i>	Vote to send a thank you letter to Susan Rushfirth for her years of service on the Commission on Disability.

*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 SELECT BOARD  
Tuesday, May 18, 2021

**MISCELLANEOUS (UNTIMED)**

**1: Interview for reappointment - Jeff Levine to COA**

REQUESTOR SECTION

Date of request:

Requestor: Ana Cristina Olivera

Formal Title: Interview Jeff Levine for reappointment to the Council on Aging. Following interview, vote whether to reappoint Jeff for a term to expire 5/31/24.

Recommendations/Suggested Motion/Vote: Interview Jeff Levine for reappointment to the Council on Aging. Following interview, vote whether to reappoint Jeff for a term to expire 5/31/24.

Background Information:  
attached letter from COA chair and two applications for appointment

Financial impact expected:

Approximate agenda time requested:

Representative(s) expected to attend meeting:

Review:

Patty Golden	Pending
Henry L Hayes	Pending
Jonathan Silverstein	Pending
Daniel E Carty	Pending
Janie Dretler	Pending
Select Board	Pending

05/18/2021 7:00 PM



**Sudbury Senior Center**  
 Council on Aging  
 Town of Sudbury, Massachusetts

40 Fairbank Road • Sudbury, Massachusetts • 01776-1681  
 Phone: (978) 443-3055 • Fax: (978) 443-6009 • E-mail: [senior@sudbury.ma.us](mailto:senior@sudbury.ma.us)  
 On the web: [www.sudburyseniorcenter.org](http://www.sudburyseniorcenter.org)

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Friday April 21, 2021

Sudbury Select Board  
 Town of Sudbury  
 278 Old Sudbury Road  
 Sudbury, MA 01776

Dear Members of the Sudbury Select Board,

The Membership Committee of the Sudbury Council on Aging (“COA”) has interviewed candidates for appointment to fill two COA vacancies that open on June 1, 2021. These vacancies result from the retirement of John Beeler and Robert May from the COA at the end of May, 2021. At the COA’s public meeting on Tuesday, April 13, 2021, the COA voted to recommend to the Select Board Anna Newberg and Donald Sherman for membership on the COA. Anna Newberg and Donald Sherman would start new terms as of June 1, 2021. Please find both applications enclosed with this letter. In addition, my initial term on the COA also expires at the end of May, 2021, and the COA voted to recommend to the Select Board I be reappointed to a second 3-year term on the COA, commencing on June 1, 2021.

We ask that the Select Board vote on our recommendations at your earliest convenience in the hope that the COA can continue to operate with a full complement of COA members without interruption.

On behalf of the Council on Aging, I want to express our sincere appreciation to COA members John Beeler and Robert May for their dedication to the Council on Aging as they end 6 years of continued service to the community.

Sincerely,

Jeffrey A. Levine

Chairman, Sudbury Council on Aging

Attachments: COA Applications for Anna Newberg and Donald Sherman

Attachment 1.a: COA appointments\_levine\_itr\_packet (4593 : Interview for reappointment - Jeff Levine to COA)



TOWN OF SUDBURY  
APPLICATION FOR APPOINTMENT

SELECT BOARD  
278 OLD SUDBURY ROAD  
SUDBURY, MA 01776

FAX: (978) 443-0756  
E-MAIL: selectboard@sudbury.ma.us

Board or Committee Name: COA

Name: Anna Newberg  
Address: 112 Longfellow Rd - Email Address: [REDACTED]  
Home phone: Sudbury MA. 01776 Work or Cell phone: Cell [REDACTED]

Years lived in Sudbury: 42 years

Brief resume of background and pertinent experience:  
Worked in Medical Technology mostly Clinical Chemistry until retirement in 2014.  
Volunteer Historical Interpreter at MA Mause in Concord 2012-2016  
Part time Work Cross Place Waltham MA 2016-2019. Sudbury Senior Center Mandarin Speaking  
Municipal experience (if applicable): Chinese Program Assistant 2018 & 2019.

Educational background: St. Francis Hospital School of Medical Technology 1960.  
University of Hartford, West Hartford, Conn. BA-1965.

Reason for your interest in serving: Very impressed by programs at Sudbury Senior Center, enjoyed meeting different people, realized during the Covid Pandemic health awareness is more important than ever, as well as interacting and encouraging each other.  
Times when you would be available (days, evenings, weekends):  
Days, preferably any time during the day, flexible.

Do you or any member of your family have any business dealings with the Town? If yes, please explain:

No

AN (Initial here that you have read, understand and agree to the following statement)

I agree that if appointed, I will work toward furtherance of the committee's mission statement; and further, I agree that I will conduct my committee activities in a manner which is compliant with all relevant State and Local laws and regulations, including but not limited to the Open Meeting Law, Public Records Law, Conflict of Interest Law, Email Policy and the Code of Conduct for Town Committees.

I hereby submit my application for consideration for appointment to the Board or Committee listed above.

Signature Anna Newberg Date March, 30, 2021.

Attachment 1.a: COA appointments\_levine\_itr\_packet (4593 : Interview for reappointment - Jeff Levine to COA)

TOWN OF SUDBURY  
APPLICATION FOR APPOINTMENT

BOARD OF SELECTMEN  
278 OLD SUDBURY ROAD  
SUDBURY, MA 01776

FAX: (978) 443-0756  
E-MAIL: selectmen@sudbury.ma.us

Board or Committee Name: COA

Name: DONALD S. SHERMAN

Address: 42 Raymond Rd Email Address: [REDACTED]

Home phone: [REDACTED] Work or Cell phone: [REDACTED]

Years lived in Sudbury: 50

Brief resume of background and pertinent experience:  
Retired Pediatric dentist - frequent lecturer at dental meetings across the USA

Municipal experience (if applicable):  
Senior Center volunteer for meetings + 2004 meetings

Educational background:  
Post grad 4 yrs dental school 2 yrs post grad

Reason for your interest in serving: interest in senior programs

Times when you would be available (days, evenings, weekends): VARIOUS

Do you or any member of your family have any business dealings with the Town? If yes, please explain:  
NO

DS (Initial here that you have read, understand and agree to the following statement)

I agree that if appointed, I will work toward furtherance of the committee's mission statement; and further, I agree that I will conduct my committee activities in a manner which is compliant with all relevant State and Local laws and regulations, including but not limited to the Open Meeting Law, Public Records Law, Conflict of Interest Law, Email Policy and the Code of Conduct for Town Committees.

I hereby submit my application for consideration for appointment to the Board or Committee listed above.

Signature Donald Sherman Date 3/2/21

Attachment 1.a: COA appointments\_levine\_itr\_packet (4593 : Interview for reappointment - Jeff Levine to COA)



SUDBURY SELECT BOARD  
Tuesday, May 18, 2021

**MISCELLANEOUS (UNTIMED)**

**2: Interview candidates for COA**

REQUESTOR SECTION

Date of request:

Requestor: Ana Cristina Olivera, on behalf of COA

Formal Title: Interview candidates for Council on Aging. Following interviews, vote whether to appoint Anna Newberg and Donald Sherman to the Council on Aging for terms to expire 5/31/24.

Recommendations/Suggested Motion/Vote: Interview candidates for Council on Aging. Following interviews, vote whether to appoint Anna Newberg and Donald Sherman to the Council on Aging for terms to expire 5/31/24.

Background Information:  
Anna Newberg and Donald Sherman

Financial impact expected:

Approximate agenda time requested: 30 minutes

Representative(s) expected to attend meeting:

Review:

Patty Golden	Pending
Henry L Hayes	Pending
Jonathan Silverstein	Pending
Daniel E Carty	Pending
Janie Dretler	Pending
Select Board	Pending

05/18/2021 7:00 PM



SUDBURY SELECT BOARD  
Tuesday, May 18, 2021

**MISCELLANEOUS (UNTIMED)**

**3: BFRT update**

REQUESTOR SECTION

Date of request:

Requested by: Patty Golden

Formal Title: BFRT update by Beth Suedmeyer, Environmental Planner

Recommendations/Suggested Motion/Vote:

Background Information:  
attached memo provided by Beth Suedmeyer

Financial impact expected:

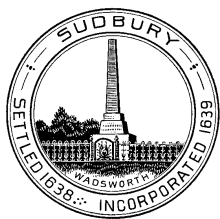
Approximate agenda time requested:

Representative(s) expected to attend meeting:

Review:

Patty Golden	Pending
Henry L Hayes	Pending
Jonathan Silverstein	Pending
Daniel E Carty	Pending
Janie Dretler	Pending
Select Board	Pending

05/18/2021 7:00 PM



# Town of Sudbury

Planning and Community Development Department

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

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

TO: Select Board  
FROM: Beth Suedmeyer, Environmental Planner, Planning and Community Development  
RE: BFRT Design Project Update  
DATE: May 14, 2021

I am pleased to provide this summary of project status in response to the request for an update on the Bruce Freeman Rail Trail (BFRT) Design Project (BFRT, Phase 2D, MassDOT ID 608164). The 75% project design of the rail trail from the Concord Town line to near Station Avenue is completed and was submitted to MassDOT on May 12, 2021.

## Construction Budget

As you know, the Project is on the Boston MPO Transportation Improvement Program (TIP) for construction funding in federal fiscal year 2022. In May of 2021, the revised construction funding amount in the draft TIP presented by the MPO was \$12,886,676. The current construction cost estimate for the Sudbury section is \$11,329,606 and for the Concord section approximately \$800,000, for a total of \$12,129,606. The design construction cost estimate is within budget.

## Design Schedule

The project design must be “shovel ready” by October 2022 to take advantage of the state and federal funds for construction. The project is on track to achieve these milestones as is represented in the revised schedule found at [Project Schedule](#). The current estimated advertising date, the target final design date, is June 11, 2022.

Based on comments from MassDOT received both prior to and after the 75% submission, the schedule has been adjusted and the advertising date has been shifted to June. MassDOT ROW staff indicate this works well for their schedule of the anticipated Right of Way process, and as a result they have also approved the Town’s request to approve the lease agreement and temporary easements at the May 2022 Annual Town Meeting. Following this determination, we do not anticipate the need for a Special Fall Town Meeting for the BFRT project. The most recent comments from MassDOT ROW staff on the schedule are not yet reflected in the schedule linked above and submitted with the 75% review. The schedule will be updated following the full MassDOT review.

## 75% Plans

The 75% Plans are available at the following two links. They have been posted in two files due to file size.

[75% Plan Set - First part](#)

[75% Plan Set - Second part](#)

I'll provide a few updates regarding the design.

- 1) The location of the rest area at the parking lot off Morse Road, at Broadacres Farm, has been revised as the engineers encountering a challenge with the grading and achieving ADA compliance for the slope of the connector path between the trail and the parking lot. The current layout complies with ADA requirements, but is not ideal for connectivity to the other amenities at this site and will be revisited prior to completion of the 100% plan.
- 2) Landscape screening has been proposed based on outreach and meetings with abutters, but the landscape plans are preliminary and discussions of details with abutters are ongoing. The goal for the 75% design was to identify areas where landscape screening was desired and ensure the construction cost estimate accurately reflects the landscaping needs, but the specific layout at any particular location is still subject to revision.
- 3) The wetlands challenge area identified prior to the 25% design phase between North Road and Pantry Road has been re-evaluated and the retaining walls proposed there in the 25% design are not proposed in the 75% design. This change resulted from the fine-tuning of the Boarding Vegetated Wetland (BVW) impact numbers and resultant impact numbers being reduced, as well as the desire to avoid a grade separation adjacent to the trail which would create a less desirable condition for wildlife. Conservation Coordinator, Lori Capone, has been involved in these discussions.

These changes will be further discussed with the Task Force and Conservation Commission prior to 100% design.

More information on the project and the 75% submission may be found at the BFRT project webpage. <https://sudbury.ma.us/pcd/?p=354>



SUDBURY SELECT BOARD  
Tuesday, May 18, 2021

**MISCELLANEOUS (UNTIMED)**

**4: Annual Town Meeting prep update and vote on articles**

REQUESTOR SECTION

Date of request:

Requestor: Chair Dretler

Formal Title: Discussion and update on 2021 Annual Town Meeting preparation, and vote to take positions on any Town Meeting articles and vote which Board members will make motions and present articles.

Recommendations/Suggested Motion/Vote: Discussion and update on 2021 Annual Town Meeting preparation, and vote to take positions on any Town Meeting articles and vote which Board members will make motions and present articles.

Background Information:

Financial impact expected:

Approximate agenda time requested:

Representative(s) expected to attend meeting:

Review:

Patty Golden	Pending
Henry L Hayes	Pending
Jonathan Silverstein	Pending
Daniel E Carty	Pending
Janie Dretler	Pending
Select Board	Pending

05/18/2021 7:00 PM

ATM 2021 ARTICLES

#	Article Title	Sponsor/ Submitted by	Article Presenter	SB Position	FinCom Position	CIAC Position	Report SB position at ATM	Funding Source	Requested Amount	Required Vote	Consent Calendar
	<b>IN MEMORIAM RESOLUTION</b>										
	<b>FINANCE/BUDGET</b>										
1	Hear Reports	Select Board	Dretler	5-0	N/A					Majority	
2	FY21 Budget Adjustments	Select Board	Russo	Report at TM	Report at TM					Majority	
3	FY22 Budget	Town Manager		5-0	8-0				\$107,093,804	Majority	
4	FY22 Capital Budget	Town Manager		5-0	7-1			\$900K free cash	\$1,102,180	Majority	
5	FY22 Transfer Station Enterprise Fund Budget	Town Manager		5-0	8-0				\$309,103	Majority	
6	FY22 Pool Enterprise Fund Budget	Town Manager		5-0	8-0				\$464,136	Majority	
7	FY22 Recreation Field Maintenance Enterprise Fund Budget	Town Manager		5-0	8-0				\$230,786	Majority	
8	FY21 Snow & Ice Transfer (possible withdraw)	Town Manager		Report at TM	Report at TM					Majority	
9	Unpaid Bills	Town Accountant		Report at TM	Report at TM					Four-fifths	
10	Chapter 90 Highway Funding	DPW Director		5-0	8-0					Majority	5-0
11	Stabilization Fund	Select Board	Roberts	5-0	8-0			Free cash	\$281,268	Majority	5-0
12	FY22 Revolving Fund Limits	Select Board	Carty	5-0	8-0			spending limit		Majority	5-0
13	Capital Stabilization Fund	Town Manager		W 5-0	6-2			Free cash	\$250,000	Majority	
14	Fund Litigation Costs - Eversource	Town Manager		4-0; 1 abstain	8-0			Free cash	\$150,000	Majority	
15	<b>WITHDRAWN - Melone Stabilization Fund Repurpose</b>	Select Board	IP - Schineller	W 5-0	0-9			transfer funds	\$1,100,000	Two-thirds	
16	Construction of Housing/Living Addition - Fire Station #2	Fire Chief		5-0	7-2	7-0			\$4,300,000	Two-thirds	
17	Marlboro Road Culvert Replacement	DPW Director		5-0	8-0	7-0		Free cash	\$400,000	Majority	5-0
	<b>CAPITAL ARTICLES</b>										

Attachment 4.a: Copy of Articles list ATM 2021\_3.30.21\_rev\_JD (4594 : Annual Town Meeting prep update

5/10/2021



ATM 2021 ARTICLES

#	Article Title	Sponsor/ Submitted by	Article Presenter	SB Position	FinCom Position	CIAC Position	Report SB position at ATM	Funding Source	Requested Amount	Required Vote	Consent Calendar
18	Front End Loader with Plow	DPW Director		5-0	8-0	7-0		Free Cash	\$230,000	majority	3-2
19	Multi-purpose Sidewalk Tractor	DPW Director		5-0	8-0	7-0		Free Cash	\$205,000	majority	3-2
20	Six-wheel Combo Dump Truck with Plow and Wing	DPW Director		5-0	8-0	7-0		Free Cash	\$285,000	majority	3-2
21	Street Acceptance - Anthony Drive	Town Manager		Report at Town Meeting	N/A					Two-thirds	
22	Means Tested Senior Tax Exemption Extension	Board of Assessors		5-0	8-0					majority	5-0
23	Sudbury Public Schools COVID-19 Academic Program	SPS Committee		5-0	8-0			Free Cash	\$309,540	majority	
24	Sudbury Public Schools Peter Noyes School Fire Alarm Replacement	SPS Committee		5-0	8-0	7-0		Free Cash	\$220,000	majority	
25	LSRHS Stadium Field	LSRHS		5-0	8-0	6-0; 1 abstain		Free Cash	\$337,500	majority	
26	Amend Zoning Bylaw, Article IX: Amend text of Section 2110.Establishment	Planning Board		5-0	N/A					Two-thirds	
27	Amend Zoning Bylaw, Article IX: Amend text of Section 2324 Regarding Trailers or other structures for storage or office purposes	Planning Board		5-0	N/A					Two-thirds	
28	Amend Zoning Bylaw, Article IX: Amend text of Section 3200.Signs and Advertising Devices	Planning Board		5-0	N/A					Two-thirds	
<b>CPC ARTICLES</b>											
29	Community Preservation Fund - Dr. Bill Adelson Playground Improvements	CPC		5-0	7-1	7-0		CPA	\$285,000	majority	5-0
30	Community Preservation Fund - Frank Feeley Fields Improvements	CPC		5-0	8-0	7-0		CPA	\$386,000	majority	5-0
31	Community Preservation Fund - Historic Preservation Plan	CPC		5-0	8-0			CPA	\$32,000	majority	5-0
32	Community Preservation Fund - Housing Production Plan	CPC		5-0	8-0			CPA	\$36,000	majority	5-0

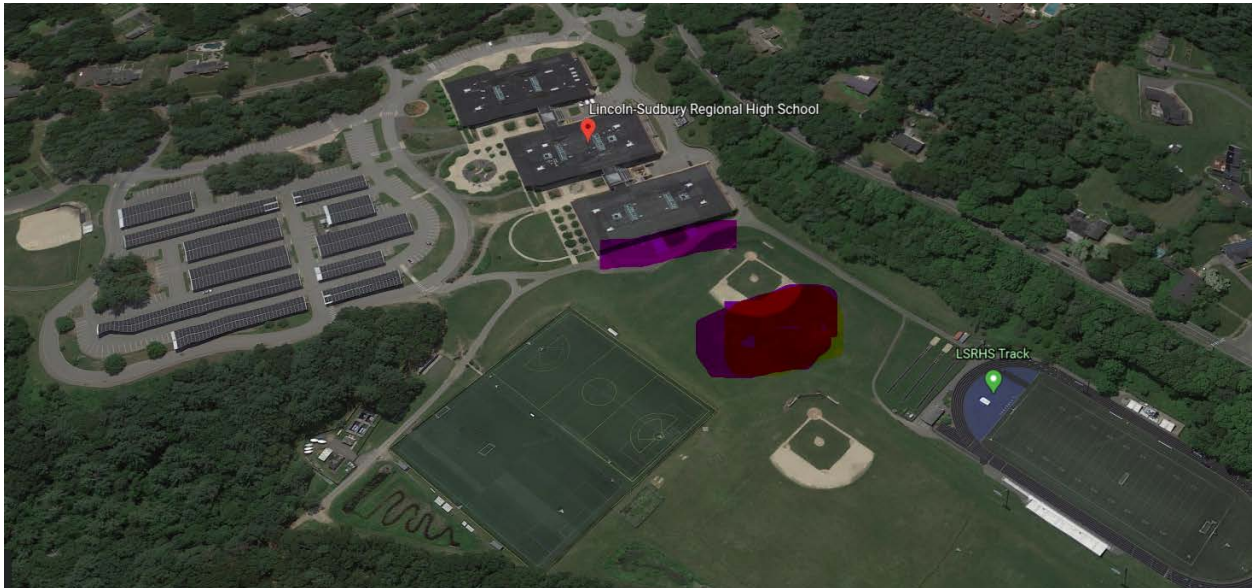
Attachment4.a: Copy of Articles list ATM 2021\_3.30.21\_rev\_JD (4594 : Annual Town Meeting prep update

ATM 2021 ARTICLES

#	Article Title	Sponsor/ Submitted by	Article Presenter	SB Position	FinCom Position	CIAC Position	Report SB position at ATM	Funding Source	Requested Amount	Required Vote	Consent Calendar
33	Community Preservation Fund - Housing Trust Allocation	CPC		5-0	8-0			CPA	\$388,500	majority	5-0
34	Community Preservation Fund - Regional Housing Services Office (RHSO) membership fee	CPC		5-0	8-0			CPA	\$30,000	majority	5-0
35	Community Preservation Fund - Reversion of Funds	CPC		5-0	8-0			CPA	\$539,639	majority	5-0
36	Community Preservation Fund - General Budget and Appropriations	CPC		5-0	8-0			CPA	\$1,178,035	majority	5-0

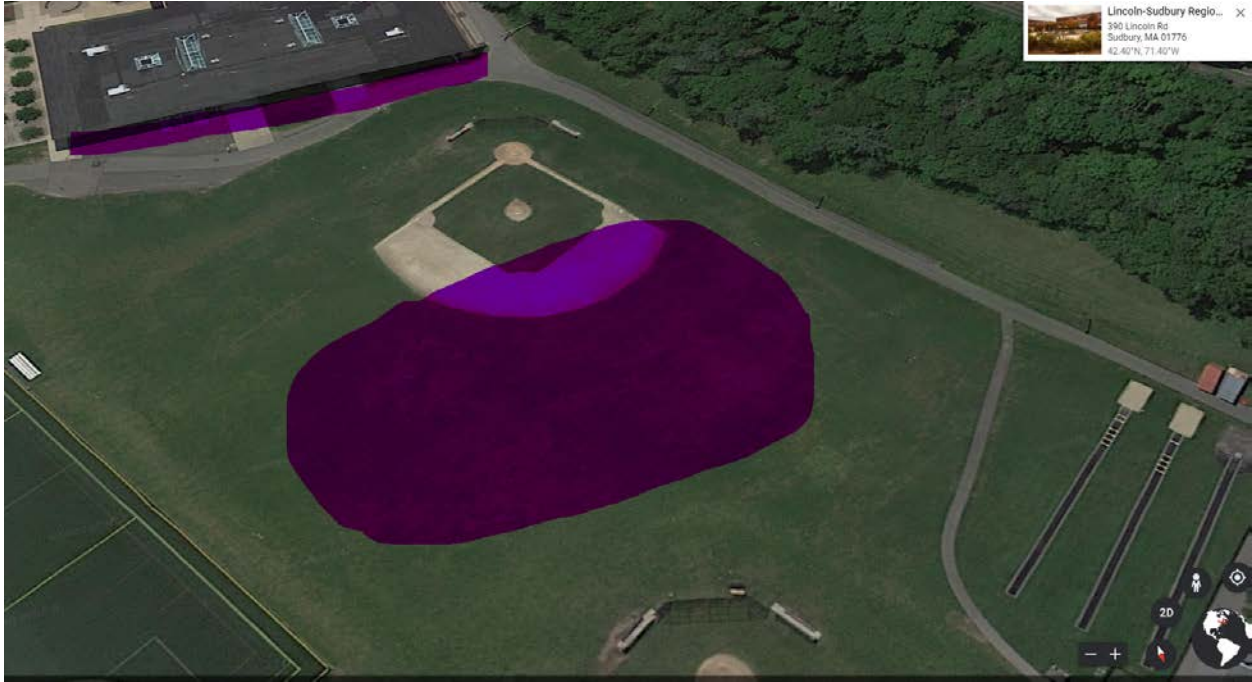
Attachment4.a: Copy of Articles list ATM 2021\_3.30.21\_rev\_JD (4594 : Annual Town Meeting prep update

Annual Town Meeting Location – 2020 September



Attachment 4.b: Annual Town Meeting prep photos (4594 : Annual Town Meeting prep update and vote on articles)





Attachment4.b: Annual Town Meeting prep photos (4594 : Annual Town Meeting prep update and vote on articles)





Shade at 10:58 AM

Attachment 4.b: Annual Town Meeting prep photos (4594 : Annual Town Meeting prep update and vote on articles)





1:53 PM

Attachment 4.b: Annual Town Meeting prep photos (4594 : Annual Town Meeting prep update and vote on articles)



Attachment4.b: Annual Town Meeting prep photos (4594 : Annual Town Meeting prep update and vote on articles)





6:42 PM

Attachment 4.b: Annual Town Meeting prep photos (4594 : Annual Town Meeting prep update and vote on articles)





Attachment 4.b: Annual Town Meeting prep photos (4594 : Annual Town Meeting prep update and vote on articles)



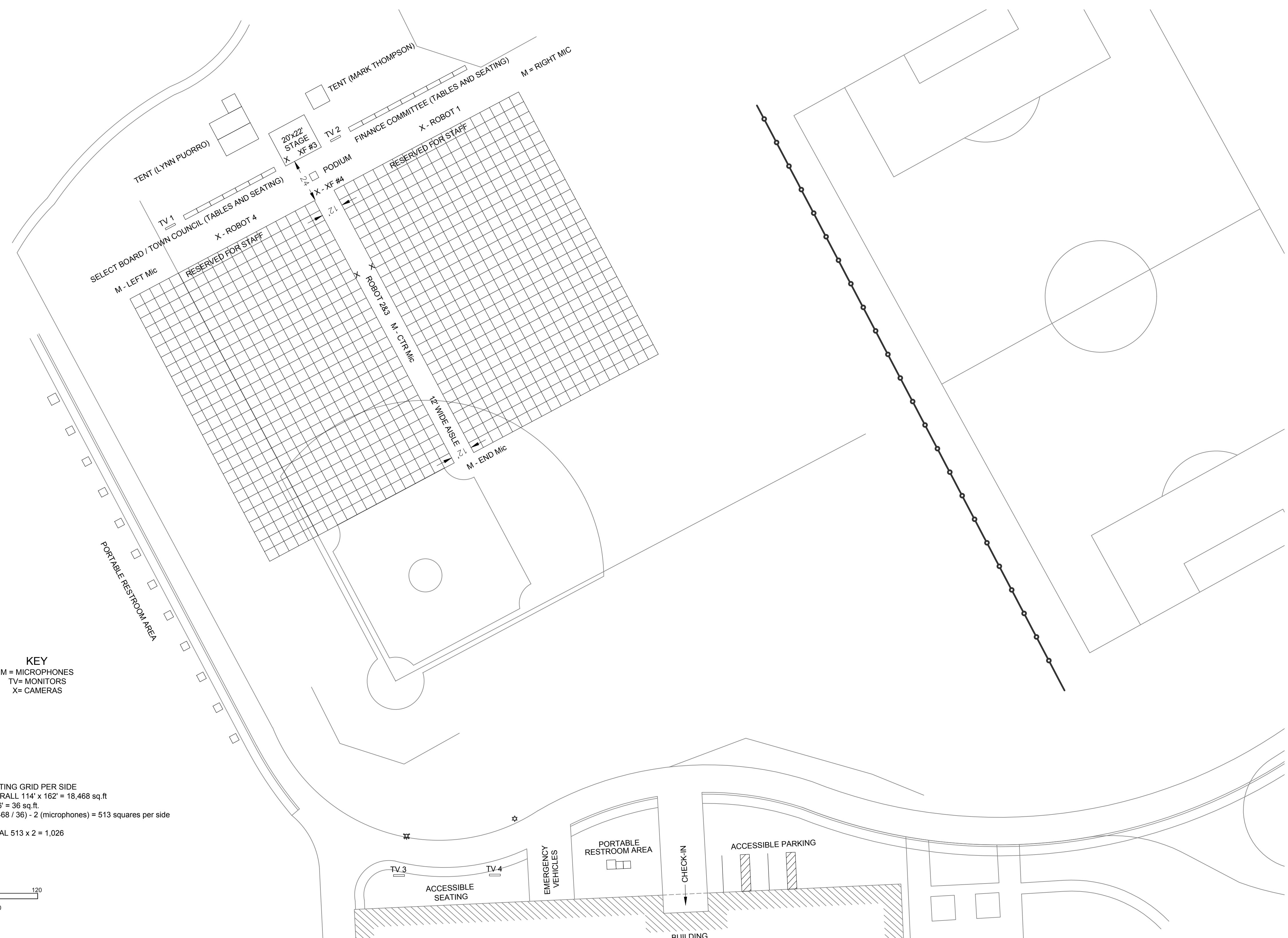
Attachment4.b: Annual Town Meeting prep photos (4594 : Annual Town Meeting prep update and vote on articles)





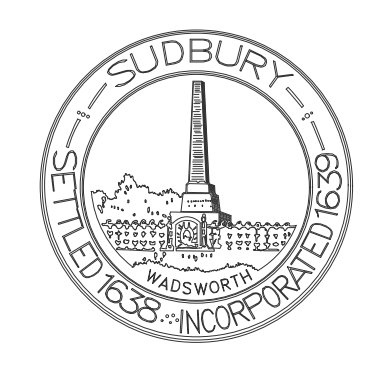
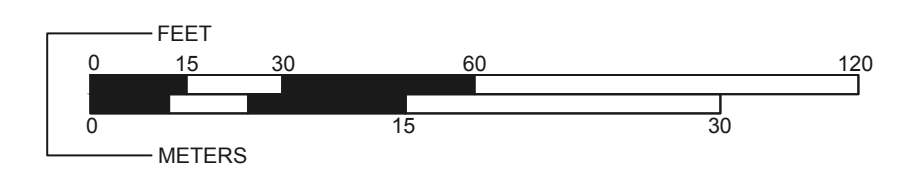
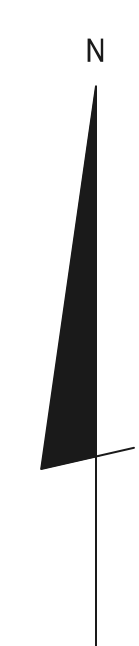
Attachment4.b: Annual Town Meeting Meeting prep photos (4594 : Annual Town Meeting Meeting prep update and vote on articles)





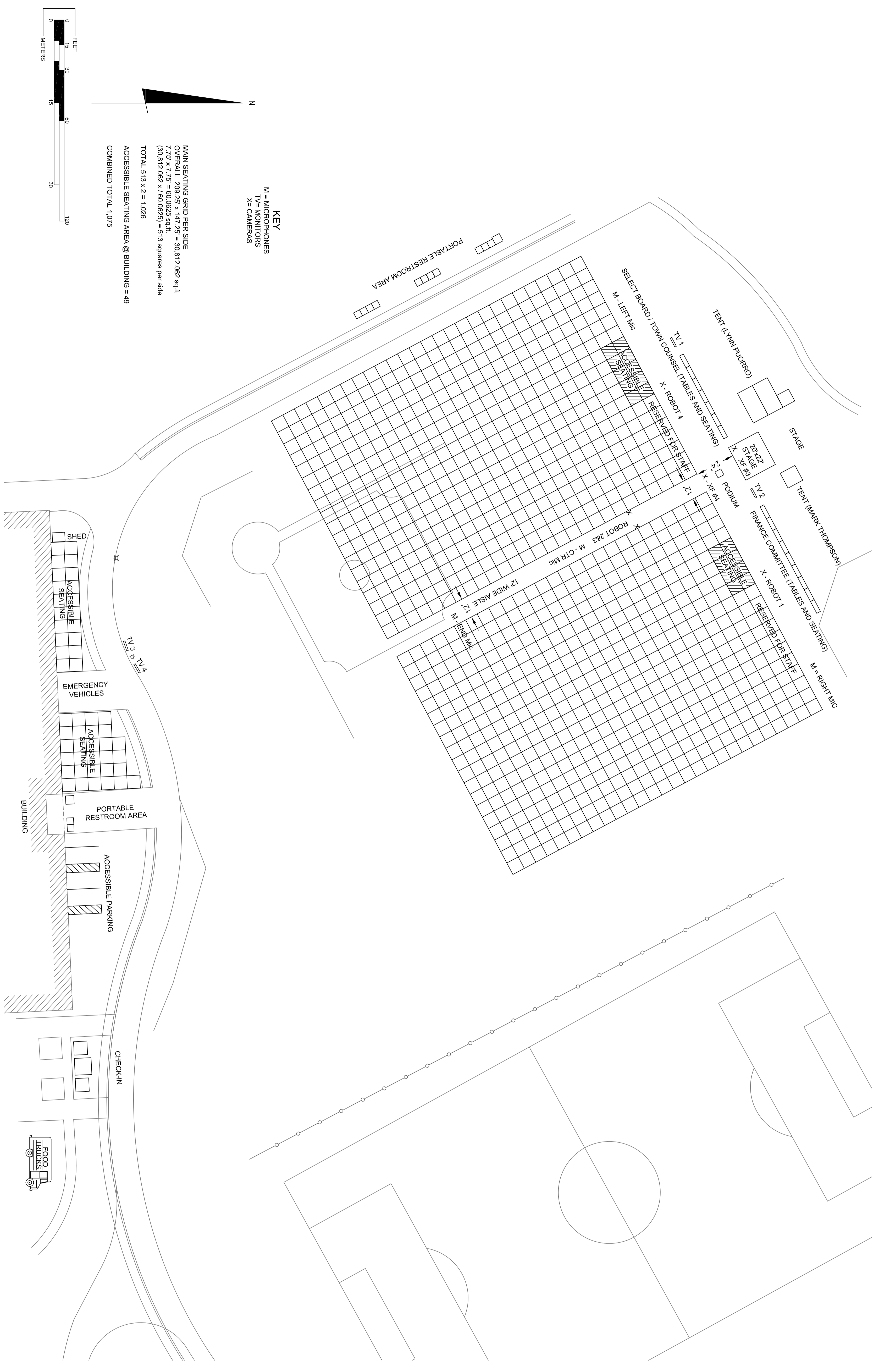
**KEY**  
 M = MICROPHONES  
 TV = MONITORS  
 X = CAMERAS

SEATING GRID PER SIDE  
 OVERALL 114' x 162' = 18,468 sq.ft.  
 6' x 6' = 36 sq.ft.  
 (18,468 / 36) - 2 (microphones) = 513 squares per side  
 TOTAL 513 x 2 = 1,026



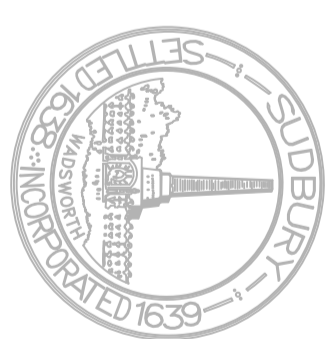
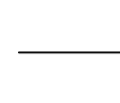
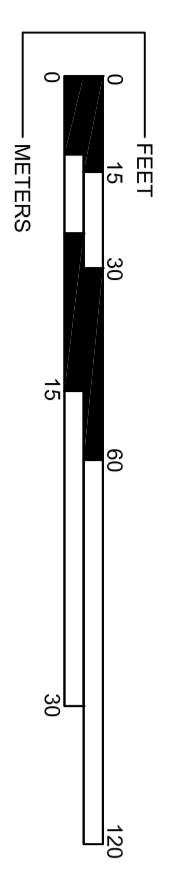
PROPOSED SKETCH FOR  
 TOWN MEETING SEATING  
**LINCOLN / SUDBURY HIGH SCHOOL**  
**TOWN OF SUDBURY, MASSACHUSETTS**  
 TOWN OF SUDBURY ENGINEERING DEPARTMENT  
 DATE: AUGUST 14, 2020 SCALE: 1"=30'  
 REV 8/31/20 MISC COMMENTS, 9/1/20 Stage Location, 9/4/20 COMMENTS  
 9/4/20 RESTROOMS





MAIN SEATING GRID PER SIDE  
 OVERALL 209.25' x 147.25' = 30,812.062 sq.ft  
 7.75' x 7.75' = 60.0625 sq.ft.  
 (30,812.062 x / 60.0625) = 513 squares per side  
 TOTAL 513 x 2 = 1,026  
 ACCESSIBLE SEATING AREA @ BUILDING = 49  
 COMBINED TOTAL 1,075

KEY  
 M = MICROPHONES  
 TV = MONITORS  
 X = CAMERAS



PROPOSED SKETCH FOR  
 TOWN MEETING SEATING  
**LINCOLN / SUBBURY HIGH SCHOOL**  
**TOWN OF SUBBURY, MASSACHUSETTS**

TOWN OF SUBBURY ENGINEERING DEPARTMENT  
 DATE: AUGUST 14, 2020 SCALE: 1"=30'  
 REV 8/31/20 MISC COMMENTS, 9/1/20 Stage Location, 9/4/20 COMMENTS  
 9/4/20 RESTROOMS 9/8/20 COMMENTS 9/9/20 COMMENTS  
 3/5/21 2021 town meeting 4/15/21 2021 79" boxes



SUDBURY SELECT BOARD  
Tuesday, May 18, 2021

**MISCELLANEOUS (UNTIMED)**

**5: Town Manager evaluation**

REQUESTOR SECTION

Date of request:

Requested by: Patty Golden

Formal Title: Town Manager evaluation

Recommendations/Suggested Motion/Vote:

Background Information:

Financial impact expected:

Approximate agenda time requested: 30 minutes

Representative(s) expected to attend meeting:

Review:

Patty Golden	Pending
Henry L Hayes	Pending
Jonathan Silverstein	Pending
Daniel E Carty	Pending
Janie Dretler	Pending
Select Board	Pending

05/18/2021 7:00 PM

**TOWN OF SUDBURY  
TOWN MANAGER EVALUATION FORM**

**Instructions**

A space has been provided for each statement within the performance areas. Check the number which most accurately reflects the level of performance for the factor. If you did not have an opportunity to observe or make a determination on a particular factor, please indicate so in the N/A space. Selectmen are encouraged to provide comments and suggestions, especially concerning significant areas of strength or weakness.

**Rating Scale (1-5)****(1) Below Expectations/Unsatisfactory:**

The Town Manager's work performance is inadequate and inferior to the standards of performance required for the position.

**(2) Meets Some Expectations/Improvement Needed:**

The Town Manager's work performance does not consistently meet the standards of the position.

**(3) Meets Expectations/Satisfactory/Proficient:**

The Town Manager's work performance consistently meets the standards of the position.

**(4) Exceeds Expectations/Highly Effective:**

The Town Manager's work performance is frequently or consistently above the level of a satisfactory employee.

**(5) Excellent/Highly Commendable:**

The Town Manager's work performance is consistently excellent when compared to the standards of the job.

<b>SUMMARY OF COMPOSITE SCORES</b>
------------------------------------

<b>1. Vision and Community Leadership</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>
a. Demonstrates an understanding of the importance of mission and vision. Takes a leadership role in developing and communicating a vision for the Town.			2	3		
b. Works with the Board of Selectmen to develop goals to protect and improve the quality of life of the Town of Sudbury and its core values.			3	2		
c. Ensures that the Board's goals are translated into strategies and action steps leading toward implementation on a timely basis.			3	2		
d. Creates and facilitates an environment where Town government is open to input and participation, an exchange of ideas, creativity, and responsible experimentation.		1	1	2	1	
<b>TOTAL</b>	0	1	9	9	1	0

<b>2. Communications/Public Relationships</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>
a. Projects a positive image in the community.				3	2	
b. Communicates the Town's vision, goals, and accomplishments effectively. Expresses ideas in a logical, forthright manner in written and oral presentations. Communicates effectively with a variety of audiences (e.g., staff, community, media).		2	1	2		
c. Develops a positive relationship with the press and uses various media, including social media, effectively.		1	2		1	1
d. Demonstrates an open and transparent approach to sharing information with the community. Is reasonably available to the public and responsive to citizen complaints and requests.		1	2	2		
e. Encourages community involvement in Town government and supports the efforts of volunteer citizens.		1	3	1		
f. Maintains contacts with other town administrative leaders throughout the state, through professional organizations and other means, and with state and federal government officials.			1	2	1	1
<b>TOTAL</b>	0	5	9	10	4	1



<b>3. Board of Selectmen Support/Relations</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>
a. Offers professional advice, including appropriate recommendations and alternatives, based on thorough study and analysis.		2		3		
b. Implements the Board of Selectmen’s policies and directives.			3	2		
c. Maintains a professional working relationship with the Board of Selectmen, promoting a climate of mutual respect and trust.			1	2	2	
d. Keeps Board members informed of issues and activities in Town government and in the community.			2	1	2	
e. Works with the Chair to establish an agenda that addresses issues in a timely manner. Provides support materials and sufficient lead time to allow for informed decision-making and policy formation.		1	2	1		1
f. Helps the Board use Town Counsel to effectively achieve Town goals.		1	1	3		
<b>TOTAL</b>	<b>0</b>	<b>4</b>	<b>9</b>	<b>12</b>	<b>4</b>	<b>1</b>

<b>4. Personnel Management</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>
a. Establishes procedures and practices for hiring, supervision, promotion, and termination that support the Town and are implemented in a consistent and fair manner.				2		3
b. Effectively leads collective bargaining. Informs and advises the Board of Selectmen as appropriate in matters of collective bargaining and grievance proceedings.			2	1		2
c. Recognizes, develops, and utilizes the abilities of staff. Encourages participation and shared decision-making with appropriate staff. Develops strong, open, and honest relationships with staff. Effectively delegates tasks and assignments.			1	1	3	
d. Develops a meaningful staff evaluation process and opportunities for professional development that contribute to professional growth.			2		1	2
e. Ensures that staff members work effectively with relevant town boards and citizen volunteers, appropriately seeking their input, and are open to public input and participation.			4	1		
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>9</b>	<b>5</b>	<b>4</b>	<b>7</b>

Attachment 5.a: Summary TM with individual evals (4543 : Town Manager evaluation)

<b>5. Financial Management</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>
a. Employs a comprehensive and transparent process of business planning and budgeting. Employs sound fiscal management procedures, techniques, and methods. Develops and maintains a long-term financial plan.			3	2		
b. Employs budget forecasting, accounting, and control systems to protect the Town’s financial health. Effectively monitors and controls expenditures.			3	2		
c. Prepares the annual budget in a timely manner with input from department heads and the Finance Director, in accordance with adopted goals and town-wide needs.			2	3		
d. Presents budget information to the Board of Selectmen, Finance Committee, the community, and Town Meeting in a manner which promotes full understanding.		2		3		
e. Pursues alternative funding sources to supplement programs and accomplish established goals. Creatively manages available resources to increase efficiency, productivity, and effectiveness.		1	2	2		
<b>TOTAL</b>	<b>0</b>	<b>3</b>	<b>10</b>	<b>12</b>	<b>0</b>	<b>0</b>

<b>6. General Management and Planning</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>
a. Provides leadership, motivation, and support within the organization. Creates and facilitates an environment for long-range and strategic planning.			2	3		
b. Monitors and plans for maintenance, repairs, and improvement of Town facilities, including plans for long-range capital needs.		4			1	
c. Supervises and maintains in good order financial, personnel, and other records and documents.			2	2		1
d. Administers the Town in accordance with state and federal laws, rules, and regulations, with Town By-laws, and with Board of Selectmen policies and procedures.			3	2		
<b>TOTAL</b>	<b>0</b>	<b>4</b>	<b>7</b>	<b>7</b>	<b>1</b>	<b>1</b>

Attachment 5.a: Summary TM with individual evals (4543 : Town Manager evaluation)

<b>7. Progress on Town Manager Goals</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>
a. Manages priorities effectively.			1	2		2
b. Explains to the Board how unanticipated issues and challenges affect achievement of goals.		1	2	1		1
c. Creatively develops resources to support goal implementation.				2	1	2
d. Plans for strategic use of limited resources.			2	1	1	1
e. Sets ambitious but realistic targets.			2	1	1	1
TOTAL	0	1	7	7	3	7

<b>8. Personal Qualities and Characteristics</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>
a. Maintains high standards of ethics, honesty, integrity, and sound professional judgement.				3	2	
b. Represents the Town in a professional manner at all times.			1	1	3	
c. Displays the ability to be flexible, to manage conflict, to handle crisis, and to adjust to varying situations.		1	1		3	
d. Displays creativity and innovation.			2	2	1	
e. Maintains a high level of ongoing professional development.				2	3	
TOTAL	0	1	4	8	12	0

<b>9. Overall Rating</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>
Overall, the Town Manager performs at the following level.			2	2	1	

**2021 Town Manager Henry Hayes  
Janie Dretler, Select Board, Chair**

**TOWN OF SUDBURY  
TOWN MANAGER EVALUATION FORM**

**Instructions**

A space has been provided for each statement within the performance areas. Check the number which most accurately reflects the level of performance for the factor. If you did not have an opportunity to observe or make a determination on a particular factor, please indicate so in the N/A space. Selectmen are encouraged to provide comments and suggestions, especially concerning significant areas of strength or weakness.

**Rating Scale (1-5)**

(1) Below Expectations/Unsatisfactory:

The Town Manager's work performance is inadequate and inferior to the standards of performance required for the position.

(2) Meets Some Expectations/Improvement Needed:

The Town Manager's work performance does not consistently meet the standards of the position.

(3) Meets Expectations/Satisfactory/Proficient:

The Town Manager's work performance consistently meets the standards of the position.

(4) Exceeds Expectations/Highly Effective:

The Town Manager's work performance is frequently or consistently above the level of a satisfactory employee.

(5) Excellent/Highly Commendable:

The Town Manager's work performance is consistently excellent when compared to the standards of the job.

**2021 Town Manager Henry Hayes  
Janie Dretler, Select Board, Chair**

<b>1. Vision and Community Leadership</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>
a. Demonstrates an understanding of the importance of mission and vision. Takes a leadership role in developing and communicating a vision for the Town.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Works with the Board of Selectmen to develop goals to protect and improve the quality of life of the Town of Sudbury and its core values.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Ensures that the Board’s goals are translated into strategies and action steps leading toward implementation on a timely basis.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Creates and facilitates an environment where Town government is open to input and participation, an exchange of ideas, creativity, and responsible experimentation.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Comments:</p> <p>I commend Town Manager Hayes for continuing to demonstrate leadership during the COVID-19 pandemic. As I stated at Mr. Hayes 6-month evaluation, I would like to have him present a forward-looking plan to the Board, providing his thoughts on long-range planning and critical issues facing the town.</p> <p>We still do not have a clear understanding of the town’s re-opening plans from Mr. Hayes. I would also like to better understand what the impacts have been over the past year. I have heard from residents about their frustration about when town services will reconvene such as the library, transfer station, and the town clerk’s office. It would be helpful to receive a written summary from Mr. Hayes of what has occurred to date and what the next steps will be.</p> <p>Mr. Hayes is proposing to take down a few of the structures at Broadacre and has started to take on more of an oversight role, on behalf of the Select Board, with the Sewataro property. I would like Mr. Hayes to provide more information to the Board about the short-term and long-term impact of these properties to town services, staff resources and finances.</p> <p>I am concerned about Bruce Freeman Rail Trail timeline for construction in 2022. The BFRT is a high priority goal for the Select Board, and it is imperative that the Town Manager is helping the planning office to ensure that this high priority goal meets its rigid design timeline. This will help the Town stay on target for construction funding in 2022.</p>						

Attachment 5.a: Summary TM with individual evals (4543 : Town Manager evaluation)

**2021 Town Manager Henry Hayes  
Janie Dretler, Select Board, Chair**

<b>2. Communications/Public Relationships</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>
a. Projects a positive image in the community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Communicates the Town’s vision, goals, and accomplishments effectively. Expresses ideas in a logical, forthright manner in written and oral presentations. Communicates effectively with a variety of audiences (e.g., staff, community, media).	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Develops a positive relationship with the press and uses various media, including social media, effectively.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Demonstrates an open and transparent approach to sharing information with the community. Is reasonably available to the public and responsive to citizen complaints and requests.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Encourages community involvement in Town government and supports the efforts of volunteer citizens.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Maintains contacts with other town administrative leaders throughout the state, through professional organizations and other means, and with state and federal government officials.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Comments:**

Mr. Hayes has continued his short video series called Municipal Minute and is holding Town Manager office hours. However, Mr. Hayes discontinued publishing the Town Manager newsletter, the last one published in November 2020. I believe the Town Manager newsletter has been an important opportunity for the Town Manager and town staff to relay information to town residents. It is not clear to me why the newsletter was discontinued.

One area that continues to need improvement is Mr. Hayes’ timely response to inquiries from other boards and committees as well as residents. This will go a long way to ensure confidence as well as to help minimize uncertainty. One example of where relationships could be improved is between the Town Manager and the Commission on Disability. Also, I would like to see improved staff/resident relationships in other departments such as the Goodnow Library as well as the Park and Recreation Department. I understand that we have all been impacted by the pandemic, however, I believe that the Town must always maintain a high level of customer service.

I believe more coaching may be needed to assist staff when they have difficult conversations with residents. I look to the Town Manager to provide this coaching.

Attachment 5.a: Summary TM with individual evals (4543 : Town Manager evaluation)

**2021 Town Manager Henry Hayes  
Janie Dretler, Select Board, Chair**

<b>3. Board of Selectmen Support/Relations</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>
a. Offers professional advice, including appropriate recommendations and alternatives, based on thorough study and analysis.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Implements the Board of Selectmen’s policies and directives.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Maintains a professional working relationship with the Board of Selectmen, promoting a climate of mutual respect and trust.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Keeps Board members informed of issues and activities in Town government and in the community.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Works with the Chair to establish an agenda that addresses issues in a timely manner. Provides support materials and sufficient lead time to allow for informed decision-making and policy formation.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Helps the Board use Town Counsel to effectively achieve Town goals.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Comments:</p> <p>Town Manager Hayes continues to be accessible and approachable. I would like to see Mr. Hayes become more adept at proactively offering solutions to complex situations. I have started to see this develop and anticipate this will increase as he becomes more familiar with municipal management. Overall, Mr. Hayes works well with the Board.</p> <p>I believe the Town Manager now has a better understanding of the role of the Select Board Chair which is to act as liaison to the Town Manager and the major departments under the Select Board. Mr. Hayes and I have spoken about the role of the Chair and Mr. Hayes agreed to be more responsive to inquiries from the Chair so that they may better conduct meetings and coordinate the affairs of the Board.</p> <p>Mr. Hayes has a transparent approach in the sharing of information with the full Board. I appreciate his Select Board/Town Manager email updates. Mr. Hayes has started to source the information he shares with the Board and has improved the organization of the information.</p> <p>Our meetings continue to be long, however, the Board has used the time to make a lot of progress in the past six months on key issues. Mr. Hayes has helped to improve the process for establishing agendas for Select Board meetings by dealing with as much as possible at the Town Manager level before bringing items to the Chair for approval for the agenda. He has also taken more of an active role in helping to provide clear and accurate language for motions. There is still a learning curve in being able to anticipate what is needed for a particular topic, i.e., a draft Grant of Location document. I would like to see fewer late additions to the agenda packet so that the Board has adequate time to prepare.</p>						

Attachment 5.a: Summary TM with individual evals (4543 : Town Manager evaluation)

**2021 Town Manager Henry Hayes  
Janie Dretler, Select Board, Chair**

<b>4. Personnel Management</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>
a. Establishes procedures and practices for hiring, supervision, promotion, and termination that support the Town and are implemented in a consistent and fair manner.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b. Effectively leads collective bargaining. Informs and advises the Board of Selectmen as appropriate in matters of collective bargaining and grievance proceedings.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Recognizes, develops, and utilizes the abilities of staff. Encourages participation and shared decision-making with appropriate staff. Develops strong, open, and honest relationships with staff. Effectively delegates tasks and assignments.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Develops a meaningful staff evaluation process and opportunities for professional development that contribute to professional growth.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Ensures that staff members work effectively with relevant town boards and citizen volunteers, appropriately seeking their input, and are open to public input and participation.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Comments:**

Based on the 360 assessments we received from Direct Reports/Superintendent, Town Manager Hayes appears to have a positive working relationship with Town staff. He is inclusive, respectful and takes an interest in staff development.

A few observations from the 360 assessments:

A responder said that Mr. Hayes *“is an excellent listener in gathering appropriate information and listens to the opinions of those who have earned his trust.”* I emphasize the words *“...those who have earned his trust.”* In my experience, it is the manager who should earn the trust of their employees.

Another responder said there is a lack of decisiveness at times by the Town Manager which can lead to conflict between departments.

A responder stated that the *“...TM’s jovial nature can make people think he is not taking them or the situation seriously.”* I have also noticed this in some situations that appear to have been tense for the Town Manager. Sometimes humor is be used to diffuse a tense situation, but it is important to use it appropriately.

A number of respondents mentioned that the Town Manager doesn’t micromanage. I appreciate that very much, however, it is still important that the Town Manager has a general understanding of current issues in every department that he manages.

Attachment 5.a: Summary TM with individual evals (4543 : Town Manager evaluation)



**2021 Town Manager Henry Hayes  
Janie Dretler, Select Board, Chair**

Finally, it was reported to me that one of the initial respondents wasn't comfortable responding given the nature of their job and the length of time they have worked together.

<b>5. Financial Management</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>
a. Employs a comprehensive and transparent process of business planning and budgeting. Employs sound fiscal management procedures, techniques, and methods. Develops and maintains a long-term financial plan.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Employs budget forecasting, accounting, and control systems to protect the Town's financial health. Effectively monitors and controls expenditures.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Prepares the annual budget in a timely manner with input from department heads and the Finance Director, in accordance with adopted goals and town-wide needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Presents budget information to the Board of Selectmen, Finance Committee, the community, and Town Meeting in a manner which promotes full understanding.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Pursues alternative funding sources to supplement programs and accomplish established goals. Creatively manages available resources to increase efficiency, productivity, and effectiveness.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Comments:</p> <p>Town Manager Hayes has demonstrated more proficiency in municipal finance. Being able to understand and speak about municipal finance is not something that can be fully grasped in a short time, I look forward to seeing Mr. Hayes take on more of an upfront role in financial management and offering his recommendations to the Board based on his institutional knowledge.</p>						

Attachment 5.a: Summary TM with individual evals (4543 : Town Manager evaluation)

**2021 Town Manager Henry Hayes  
Janie Dretler, Select Board, Chair**

<b>6. General Management and Planning</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>
a. Provides leadership, motivation, and support within the organization. Creates and facilitates an environment for long-range and strategic planning.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Monitors and plans for maintenance, repairs, and improvement of Town facilities, including plans for long-range capital needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Supervises and maintains in good order financial, personnel, and other records and documents.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Administers the Town in accordance with state and federal laws, rules, and regulations, with Town By-laws, and with Board of Selectmen policies and procedures.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Comments:</p> <p>Town Manager Hayes appears to have shifted successfully from emergency response to the day-to-day management of the business operations of the Town. I look forward to hearing about Mr. Hayes long-term strategic plan for the Town, incorporating direction from the new Master Plan.</p>						

<b>7. Progress on Town Manager Goals</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>
a. Manages priorities effectively.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b. Explains to the Board how unanticipated issues and challenges affect achievement of goals.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c. Creatively develops resources to support goal implementation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
d. Plans for strategic use of limited resources.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
e. Sets ambitious but realistic targets.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>Comments:</p> <p>I'm not able to fully evaluate the Town Manager on his goals as we have not had an update from him yet. The Town successfully closed on the Town center land. The Fairbank Community Center project is advancing via the Permanent Building Committee. The Traffic Safety Committee was successful in obtaining a Complete Streets grant but the work was already underway prior to the hiring of the Town Manager. The Master Plan was led by the Planning Board with the Master Plan Steering Committee's involvement.</p> <p>I believe the Town Manager's multi-year goals are ambitious. I would like to see a plan with achievable milestones as well as a timeline for completion of each goal.</p>						

Attachment 5.a: Summary TM with individual evals (4543 : Town Manager evaluation)

**2021 Town Manager Henry Hayes  
Janie Dretler, Select Board, Chair**

<b>8. Personal Qualities and Characteristics</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>
a. Maintains high standards of ethics, honesty, integrity, and sound professional judgement.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Represents the Town in a professional manner at all times.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Displays the ability to be flexible, to manage conflict, to handle crisis, and to adjust to varying situations.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Displays creativity and innovation.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Maintains a high level of ongoing professional development.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Comments: Town Manager Hayes continues to demonstrate a positive, can-do attitude. At times, however, I notice a reluctance to be flexible. One example of this is that Henry has not taken a proactive approach in fostering relationships with some boards and commissions. Rather, he has taken a position of sitting back and waiting for committee volunteers to approach him. I would like to see Henry better anticipate pressure points and find ways to get ahead of situations that could potentially cause tension.</p>						

<b>9. Overall Rating</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>
Overall, the Town Manager performs at the following level.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Comments: Henry has demonstrated that he can lead staff in an emergency situation such as the COVID pandemic. I would like to hear from Mr. Hayes about the ways he intends to improve town processes to make them more efficient and also provide cost savings. I look forward to hearing from Mr. Hayes how he can help the town achieve the action items in the new Master Plan.</p>						

Attachment 5.a: Summary TM with individual evals (4543 : Town Manager evaluation)

## TOWN OF SUDBURY TOWN MANAGER EVALUATION FORM

### Instructions

A space has been provided for each statement within the performance areas. Check the number which most accurately reflects the level of performance for the factor. If you did not have an opportunity to observe or make a determination on a particular factor, please indicate so in the N/A space. Selectmen are encouraged to provide comments and suggestions, especially concerning significant areas of strength or weakness.

### Rating Scale (1-5)

(1) Below Expectations/Unsatisfactory:

The Town Manager's work performance is inadequate and inferior to the standards of performance required for the position.

(2) Meets Some Expectations/Improvement Needed:

The Town Manager's work performance does not consistently meet the standards of the position.

(3) Meets Expectations/Satisfactory/Proficient:

The Town Manager's work performance consistently meets the standards of the position.

(4) Exceeds Expectations/Highly Effective:

The Town Manager's work performance is frequently or consistently above the level of a satisfactory employee.

(5) Excellent/Highly Commendable:

The Town Manager's work performance is consistently excellent when compared to the standards of the job.

1. Vision and Community Leadership	1	2	3	4	5	N/A
a. Demonstrates an understanding of the importance of mission and vision. Takes a leadership role in developing and communicating a vision for the Town.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Works with the Board of Selectmen to develop goals to protect and improve the quality of life of the Town of Sudbury and its core values.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Ensures that the Board's goals are translated into strategies and action steps leading toward implementation on a timely basis.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Creates and facilitates an environment where Town government is open to input and participation, an exchange of ideas, creativity, and responsible experimentation.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Comments: Town Manager Hayes exudes a strong leadership style describing his mission to “sustain a safe, secure, serviced, and strong Sudbury.” In his 6-month self-assessment he provided some examples of what he means by this phrase (i.e. cautious approach during pandemic, improved planning for infrastructure, focus on emergency management). However, I would like to see Town Manager Hayes leverage his communication channels with the public to more frequently outline his specific plans to achieve this objective.</p> <p>Town Manager Hayes started his role at an unusual time and provided strong community leadership during the COVID-19 pandemic. He took a safe and responsible approach toward ongoing Town operations with permitted virtual work and in-person work precautions. His experience in emergency management became clear as he navigated the best manner in which to protect Sudbury citizens and staff while still carrying out the services of the Town. To note, throughout the process, I believe it would have been beneficial to provide more written updates to the residents on the status on closures, available services, and openings (i.e. a Covid Operating Plan). The (newly added?) virtual Town Hall link on the Town website does provide some helpful information in this area.</p> <p>In the past year, I can think of a couple of occasions where Town committees believed their participation was not fully embraced by Town Manager Hayes. I encourage Town Manager Hayes to further familiarize himself with the array of boards and committees in Sudbury. By understanding their past and present contributions, I hope he will be able to find the proper balance of involvement from residents and staff on key projects.</p>						



<b>2. Communications/Public Relationships</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>
a. Projects a positive image in the community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Communicates the Town's vision, goals, and accomplishments effectively. Expresses ideas in a logical, forthright manner in written and oral presentations. Communicates effectively with a variety of audiences (e.g., staff, community, media).	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Develops a positive relationship with the press and uses various media, including social media, effectively.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
d. Demonstrates an open and transparent approach to sharing information with the community. Is reasonably available to the public and responsive to citizen complaints and requests.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Encourages community involvement in Town government and supports the efforts of volunteer citizens.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Maintains contacts with other town administrative leaders throughout the state, through professional organizations and other means, and with state and federal government officials.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>Comments:</p> <p>Town Manager Hayes regularly offers virtual office hours and communicates to the public through his recorded Municipal Minutes. I believe there is opportunity to further communicate with the public in written form through updates, announcements, and more frequent newsletters. I also would like to see interactive info sessions on key projects, such as the Fire Station 2 project.</p> <p>It is unclear to me to what extent Town Manger Hayes is forming relationships with the media or other leaders within the state as I do not directly observe these interactions.</p>						

<b>3. Board of Selectmen Support/Relations</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>
a. Offers professional advice, including appropriate recommendations and alternatives, based on thorough study and analysis.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Implements the Board of Selectmen's policies and directives.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Maintains a professional working relationship with the Board of Selectmen, promoting a climate of mutual respect and trust.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

d. Keeps Board members informed of issues and activities in Town government and in the community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Works with the Chair to establish an agenda that addresses issues in a timely manner. Provides support materials and sufficient lead time to allow for informed decision-making and policy formation.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Helps the Board use Town Counsel to effectively achieve Town goals.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments: Overall, Town Manager Hayes provides solid support to the Board of Selectmen. In my experience, he has been responsive to direct outreach, questions, and conversation. He shares relevant information and provides helpful email updates. He also encourages the Board to sort through discord and to set examples of productive working relationships for citizens, committees, and other future leaders in the community. As Town Manager Hayes continues to gain experience and perspective, I would value more direct sharing of his professional opinion, particularly on complex matters.

One opportunity for improvement exists in the area of the meeting information packet which can approach 200 pages. This length (plus periodic last-minute additions) can make it more difficult for Board members to prepare for Board of Selectmen meetings. Less, more focused information may sometimes be warranted. I do believe there has been progress in this area as, with more experience, Town Manager Hayes is able to identify necessary vs superfluous information.

4. Personnel Management	1	2	3	4	5	N/A
a. Establishes procedures and practices for hiring, supervision, promotion, and termination that support the Town and are implemented in a consistent and fair manner.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b. Effectively leads collective bargaining. Informs and advises the Board of Selectmen as appropriate in matters of collective bargaining and grievance proceedings.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Recognizes, develops, and utilizes the abilities of staff. Encourages participation and shared decision-making with appropriate staff. Develops strong, open, and honest relationships with staff. Effectively delegates tasks and assignments.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
d. Develops a meaningful staff evaluation process and opportunities for professional development that contribute to professional growth.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
e. Ensures that staff members work effectively with relevant town boards and citizen volunteers, appropriately seeking their input, and are open to public input and participation.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Attachment 5.a: Summary TM with individual evals (4543 : Town Manager evaluation)

Comments: Town Manager Hayes received strong reviews in his 6-month and 12-month 360-evaluations by his direct reports. He was described as a thoughtful leader who seeks consensus-based decision-making. He was said to encourage growth and development in his staff, providing both praise and, as needed, constructive feedback. He was described as respectful and friendly to all. In particular, staff appreciated his calm demeanor when faced with difficult situations related to the COVID-19 pandemic or other challenges.

In the six-month evaluation, one direct report did express that they had had minimal contact with Town Manger Hayes, indicating that there may be opportunity to broaden his outreach and relationship with all employees. Two staff members suggested that the time necessary to provide Town Manager Hayes information can detract from time needed to carry out their other job responsibilities. It is my hope that in time, Town Manager Hayes can face appropriate decisions and new situations with even more independence as he gains experience.

5. Financial Management	1	2	3	4	5	N/A
a. Employs a comprehensive and transparent process of business planning and budgeting. Employs sound fiscal management procedures, techniques, and methods. Develops and maintains a long-term financial plan.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Employs budget forecasting, accounting, and control systems to protect the Town's financial health. Effectively monitors and controls expenditures.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Prepares the annual budget in a timely manner with input from department heads and the Finance Director, in accordance with adopted goals and town-wide needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Presents budget information to the Board of Selectmen, Finance Committee, the community, and Town Meeting in a manner which promotes full understanding.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Pursues alternative funding sources to supplement programs and accomplish established goals. Creatively manages available resources to increase efficiency, productivity, and effectiveness.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:  
 Financial Management was an area of concern for me as a Selectperson when Town Manager Hayes started his role. In particular, I suggested that this would be a prime area for his professional development programs. The Town Manager is fortunate to have a strong Finance Director who I believe partners successfully with him on budgetary matters. It is my sense that Town Manager Hayes is learning the fundamentals of municipal financial management and is able to speak with more authority and knowledge of budgetary related matters.

Attachment 5.a: Summary TM with individual evals (4543 : Town Manager evaluation)

I believe with time and experience, Town Manager Hayes will become increasingly comfortable with the budget process and Town needs, making it easier to assess trade-offs of different budget decisions.

6. General Management and Planning	1	2	3	4	5	N/A
a. Provides leadership, motivation, and support within the organization. Creates and facilitates an environment for long-range and strategic planning.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Monitors and plans for maintenance, repairs, and improvement of Town facilities, including plans for long-range capital needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Supervises and maintains in good order financial, personnel, and other records and documents.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
d. Administers the Town in accordance with state and federal laws, rules, and regulations, with Town By-laws, and with Board of Selectmen policies and procedures.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

I believe that Town Manager Hayes has solid general management skills with a strong focus on process. I do not have a lot of familiarity with his work in long-range and strategic planning as these exercises tend to occur between staff members.

It is my sense that Town Manager Hayes places importance on maintenance and repairs of Town facilities. I look forward to upcoming discussions about improvements to the Capital Improvement Program (a natural outflow from the Select Board's work to update the Town's financial policies).

When it comes to large capital projects, I encourage Town Manager Hayes to take an earlier and larger role in moving them forward in the budgeting process. For such projects, the background, situation, plan, costs, funding, and justification need to be clearly mapped out in presentation form for evaluation by the various committees. Efforts must be made to anticipate key questions and concerns. In the case of the Fire Station 2 project, evaluation of the project proposal was more difficult as key information was identified and provided close to the deadline for article decisions. In the end, due to a period of concentrated review and discussion, it is my belief that the committees made informed decisions with necessary information, but I would like to see this process happen earlier and be run more smoothly in the future.

One particular accomplishment for Town Manager Hayes was organizing and executing Sudbury's 2020 Annual Town Meeting. This meeting was unique in that it was held outdoors and required significant social distancing due to COVID-19. In addition to these factors, it needed to be accessible to citizens of all abilities and stages of life. With a strong team, the Town Manager's leadership in logistics and resourceful nature helped him set the stage for a successful Town Meeting. Town Manager Hayes is currently in the process of organizing Town Meeting 2021 which will also be held outdoors due to COVID-19.

<b>7. Progress on Town Manager Goals</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>
a. Manages priorities effectively.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b. Explains to the Board how unanticipated issues and challenges affect achievement of goals.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Creatively develops resources to support goal implementation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
d. Plans for strategic use of limited resources.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Sets ambitious but realistic targets.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Comments:</p> <p>In order to properly evaluate the Town Manager on the Town Manager goals, it would be helpful to receive a statement of progress prior to the Select Board evaluation. I can partially assess this progress from what I know has advanced relative to certain project projects (i.e. Fairbank Community Center and Master Plan). However, I believe it would be prudent to re-open discussion on the sequencing of Town Manager evaluation steps. Across the board, it would be easier to measure performance and progress with the aid of a self-evaluation <i>before</i> the Select Board review as opposed to after. I would also like to see an update on the Town Manager's progress on professional development activity as outlined in his contract. I recognize that in this period of COVID-19, certain aspects of this plan might have been difficult to achieve (i.e. programs not offered or insufficient time due to increased workload).</p>						



<b>8. Personal Qualities and Characteristics</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>
a. Maintains high standards of ethics, honesty, integrity, and sound professional judgement.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Represents the Town in a professional manner at all times.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Displays the ability to be flexible, to manage conflict, to handle crisis, and to adjust to varying situations.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Displays creativity and innovation.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Maintains a high level of ongoing professional development.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Comments:</p> <p>Town Manager Hayes is personable and highly respectful of others. He brings valuable life perspective that he shares from his many years in the military and his personal life. He has a sense of humor and is able to make people feel at ease. As was noted in his 360-assessment, refraining from using humor during particularly serious or intense situations may be warranted. (Although every circumstance is different).</p> <p>Over the last year, there have been a couple incidents of conflict involving members of staff, committees, or residents. I would like to see Town Manager Hayes take more direct steps to quickly deescalate and mediate such conflict before it becomes evident and divisive for the broader public.</p>						

<b>9. Overall Rating</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>
Overall, the Town Manager performs at the following level.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Comments:</p> <p>Overall, I believe Town Manager Hayes has made steady growth in his role, developing a better understanding of the workings of municipal government and, in particular, municipal financial management. His respectful and friendly manner is clearly appreciated by his staff who also value his collaborative and consensus-based decision making style. It is my belief that as Town Manager Hayes continues to gain experience and perspective, he will be able to face appropriate decisions more independently. In time, I would like to see Town Manager Hayes take a more</p>						

*Jennifer Roberts*

proactive role in communicating the details of his goals and vision with Town residents, boards, and committees.

I thank Town Manager Hayes for his strong and steady leadership during the highly unusual and difficult time of the COVID-19 pandemic. As a new Town Manager, this was certainly a daunting challenge. Overall, Sudbury Town government has been able to maintain a high level of service and a sound financial position through the past year which is testament to Town Manager Hayes' strong leadership as well as his excellent staff.

## TOWN OF SUDBURY TOWN MANAGER EVALUATION FORM

### Instructions

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### Rating Scale (1-5)

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The Town Manager's work performance is inadequate and inferior to the standards of performance required for the position.

(2) Meets Some Expectations/Improvement Needed:

The Town Manager's work performance does not consistently meet the standards of the position.

(3) Meets Expectations/Satisfactory/Proficient:

The Town Manager's work performance consistently meets the standards of the position.

(4) Exceeds Expectations/Highly Effective:

The Town Manager's work performance is frequently or consistently above the level of a satisfactory employee.

(5) Excellent/Highly Commendable:

The Town Manager's work performance is consistently excellent when compared to the standards of the job.

<b>1. Vision and Community Leadership</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>
a. Demonstrates an understanding of the importance of mission and vision. Takes a leadership role in developing and communicating a vision for the Town.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>
b. Works with the Board of Selectmen to develop goals to protect and improve the quality of life of the Town of Sudbury and its core values.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>
c. Ensures that the Board's goals are translated into strategies and action steps leading toward implementation on a timely basis.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>
d. Creates and facilitates an environment where Town government is open to input and participation, an exchange of ideas, creativity, and responsible experimentation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>
<p>Comments: Henry has shown great vision and leadership in his first year. Our Community Conversation on Race and Safety comes to mind as something he heard in our Select Board meeting and in short order took the reigns and orchestrated a forum. Similarly he led the ADA Self Evaluation and Transition Plan process with (this far) great success).</p> <p>As for creating an open environment Henry has had multiple office hours, has met with multiple Boards and Committees, and has taken items completely within his purview and opened them up to multiple groups for their input and participation (e.g. Fairbanks construction project).</p>						

<b>2. Communications/Public Relationships</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>
a. Projects a positive image in the community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>
b. Communicates the Town's vision, goals, and accomplishments effectively. Expresses ideas in a logical, forthright manner in written and oral presentations. Communicates effectively with a variety of audiences (e.g., staff, community, media).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>

c. Develops a positive relationship with the press and uses various media, including social media, effectively.	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Demonstrates an open and transparent approach to sharing information with the community. Is reasonably available to the public and responsive to citizen complaints and requests.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>
e. Encourages community involvement in Town government and supports the efforts of volunteer citizens.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>
f. Maintains contacts with other town administrative leaders throughout the state, through professional organizations and other means, and with state and federal government officials.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>
<p>Comments: Communication is one of Henry's strengths. He communicates with a positive tone, projects a very positive image, and is always clear and concise. In the coming year I believe Henry can extend more in the social media and traditional media (i.e. newspapers) but he has done a great job this year in the midst of a pandemic. I like that Henry leverages relationships with his past contacts as well as those he has made this year via the various trainings and seminars he has attended.</p>						

<b>3. Board of Selectmen Support/Relations</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>
a. Offers professional advice, including appropriate recommendations and alternatives, based on thorough study and analysis.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>
b. Implements the Board of Selectmen's policies and directives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>
c. Maintains a professional working relationship with the Board of Selectmen, promoting a climate of mutual respect and trust.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>
d. Keeps Board members informed of issues and activities in Town government and in the community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>
e. Works with the Chair to establish an agenda that addresses issues in a timely manner. Provides support materials and sufficient lead time to allow for informed decision-making and policy formation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>
f. Helps the Board use Town Counsel to effectively achieve Town goals.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>
<p>Comments: I had the luxury this year to deal with Henry as both Board Chair as well as a member and find his support and relations on both fronts to be very good. He is</p>						

thorough and does his research – rarely does he shoot from the hip. And he \*always\* follows up. I find that he maintains a professional relationship back towards the Board even when we may not do the same. His emails to us on issues are timely and appropriate and have evolved nicely in his first year. One area to focus on in the coming year is to provide support materials in a timely fashion; as a Board we are partially at fault for this too, hopefully it is something we can jointly work on this year.

4. Personnel Management	1	2	3	4	5	N/A
a. Establishes procedures and practices for hiring, supervision, promotion, and termination that support the Town and are implemented in a consistent and fair manner.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>
b. Effectively leads collective bargaining. Informs and advises the Board of Selectmen as appropriate in matters of collective bargaining and grievance proceedings.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x
c. Recognizes, develops, and utilizes the abilities of staff. Encourages participation and shared decision-making with appropriate staff. Develops strong, open, and honest relationships with staff. Effectively delegates tasks and assignments.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>
d. Develops a meaningful staff evaluation process and opportunities for professional development that contribute to professional growth.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x
e. Ensures that staff members work effectively with relevant town boards and citizen volunteers, appropriately seeking their input, and are open to public input and participation.	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments: During my tenure as Chair I was able to see Henry come on board and pretty quickly establish relationships with his staff in less than ideal circumstances; Henry came on just as we declared a state of emergency and he had to hit the ground running. He is just now starting his labor negotiations so I have no grade to give on this one yet. I was impressed with the staff feedback we received at both the 6 month and annual 360 review cycles and lead me to believe he is not only supportive of staff but sincerely wants to see the all develop. I am not aware of his staff evaluation process so I score that as a N/A. Perhaps the only growth area I would like to see is how staff works with boards and citizen. This is a delicate balance, and there are times to seek public input and there are times when the Town Manager should act as he/she is empowered to under Town Bylaw and leave certain things to themselves and staff. I have been impressed with how Henry has walked this tightrope this far and look forward to continued growth.

Attachment 5.a: Summary TM with individual evals (4543 : Town Manager evaluation)



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<b>5. Financial Management</b>	1	2	3	4	5	N/A
a. Employs a comprehensive and transparent process of business planning and budgeting. Employs sound fiscal management procedures, techniques, and methods. Develops and maintains a long-term financial plan.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>
b. Employs budget forecasting, accounting, and control systems to protect the Town's financial health. Effectively monitors and controls expenditures.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>
c. Prepares the annual budget in a timely manner with input from department heads and the Finance Director, in accordance with adopted goals and town-wide needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>
d. Presents budget information to the Board of Selectmen, Finance Committee, the community, and Town Meeting in a manner which promotes full understanding.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>
e. Pursues alternative funding sources to supplement programs and accomplish established goals. Creatively manages available resources to increase efficiency, productivity, and effectiveness.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>
<p>Comments: This area has been, to me, a pleasant surprise. Upon hiring Henry he used the words "steep climb" when it came to his learning curve but I think he's done an admirable job. We have maintained our AAA rating and have kept Sudbury, in Henry's years, "Safe, secure, serviced and strong" all in the midst of a bonafide state of emergency.</p>						

<b>6. General Management and Planning</b>	1	2	3	4	5	N/A
a. Provides leadership, motivation, and support within the organization. Creates and facilitates an environment for long-range and strategic planning.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>
b. Monitors and plans for maintenance, repairs, and improvement of Town facilities, including plans for long-range capital needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>

Attachment 5.a: Summary TM with individual evals (4543 : Town Manager evaluation)

Daniel Carty

c. Supervises and maintains in good order financial, personnel, and other records and documents.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>
d. Administers the Town in accordance with state and federal laws, rules, and regulations, with Town By-laws, and with Board of Selectmen policies and procedures.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>
<p>Comments: I like what I have seen with Henry's strategic planning. He has enabled, for example, the DPW department adopt a thorough planning process that set us up for success and predicability in the replacement of assets. Henry will take his lead from the Board as we develop and adopt new and revised financial policies, but in his first year Henry has done a good job here.</p>						

7. Progress on Town Manager Goals	1	2	3	4	5	N/A
a. Manages priorities effectively.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>
b. Explains to the Board how unanticipated issues and challenges affect achievement of goals.	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Creatively develops resources to support goal implementation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>
d. Plans for strategic use of limited resources.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>
e. Sets ambitious but realistic targets.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>
<p>Comments: As a Board we did not get Henry goals in a timely fashion – that is entirely on us not him. But he has shown the ability and skill to prioritize effectively, manage his limited resources, and set targets. One area for growth is “b” above. But I think this is a growth area for both our Board and the Town Manager. In order to Sudbury and both entities to be successful we need to support and challenge each other. Our Board should work to make the relationship more of a partnership, and when we do we will all benefit.</p>						

Attachment 5.a: Summary TM with individual evals (4543 : Town Manager evaluation)

Daniel Carty

<b>8. Personal Qualities and Characteristics</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>
a. Maintains high standards of ethics, honesty, integrity, and sound professional judgement.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>
b. Represents the Town in a professional manner at all times.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>
c. Displays the ability to be flexible, to manage conflict, to handle crisis, and to adjust to varying situations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>
d. Displays creativity and innovation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>
e. Maintains a high level of ongoing professional development.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>
<p>Comments: Henry is a true leader and a seasoned professional. As mentioned previously he has managed Sudbury during a bonafide crisis and had to be creative in how he did things in non-normal times (e.g. "The Municipal Minute"). We challenged Henry to attend quite a bit of professional development all while coming up to speed *and* actually managed the Town, and Henry has succeeded at all of it. And last but certainly not least Henry is a good person. We are lucky to have him.</p>						

<b>9. Overall Rating</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>
Overall, the Town Manager performs at the following level.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>
<p>Comments: Thank you for everything Henry. You came on board when Sudbury needed a leader most and you provided exactly that. I look forward to this coming year and hopefully many more to come.</p> <p>Dan Carty May 10, 2021</p>						

*Daniel Carty*



**Attachment 5.a: Summary TM with individual evals (4543 : Town Manager evaluation)**

**TOWN OF SUDBURY  
TOWN MANAGER EVALUATION FORM**

**Instructions**

A space has been provided for each statement within the performance areas. Check the number which most accurately reflects the level of performance for the factor. If you did not have an opportunity to observe or make a determination on a particular factor, please indicate so in the N/A space. Selectmen are encouraged to provide comments and suggestions, especially concerning significant areas of strength or weakness.

**Rating Scale (1-5)****(1) Below Expectations/Unsatisfactory:**

The Town Manager's work performance is inadequate and inferior to the standards of performance required for the position.

**(2) Meets Some Expectations/Improvement Needed:**

The Town Manager's work performance does not consistently meet the standards of the position.

**(3) Meets Expectations/Satisfactory/Proficient:**

The Town Manager's work performance consistently meets the standards of the position.

**(4) Exceeds Expectations/Highly Effective:**

The Town Manager's work performance is frequently or consistently above the level of a satisfactory employee.

**(5) Excellent/Highly Commendable:**

The Town Manager's work performance is consistently excellent when compared to the standards of the job.

<b>1. Vision and Community Leadership</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/ A</b>
a. Demonstrates an understanding of the importance of mission and vision. Takes a leadership role in developing and communicating a vision for the Town.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Works with the Board of Selectmen to develop goals to protect and improve the quality of life of the Town of Sudbury and its core values.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Ensures that the Board's goals are translated into strategies and action steps leading toward implementation on a timely basis.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Creates and facilitates an environment where Town government is open to input and participation, an exchange of ideas, creativity, and responsible experimentation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Comments: Henry has a very process-oriented and open/consensus-based approach to leading. He has proved himself outstanding in logistics, operations, and managing the day-to-day. He understands the Town's long- and short-term goals, but I hope over time we will get more detail from him on how and when some of these goals will be achieved, and greater detail on his own "vision" for Sudbury's future.</p>						

<b>2. Communications/Public Relationships</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/ A</b>
a. Projects a positive image in the community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Communicates the Town's vision, goals, and accomplishments effectively. Expresses ideas in a logical, forthright manner in written and oral presentations. Communicates effectively with a variety of audiences (e.g., staff, community, media).	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Develops a positive relationship with the press public and uses various media, including social media, effectively.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
d. Demonstrates an open and transparent approach to sharing information with the community. Is reasonably available to the public and responsive to citizen complaints and requests.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Encourages community involvement in Town government and supports the efforts of volunteer citizens.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



<p>f. Maintains contacts with other town administrative leaders throughout the state, through professional organizations and other means, and with state and federal government officials.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Comments: In all the feedback I've heard from residents and situations I've seen him in representing the Town externally, Henry has universally presented a positive image– both in terms of skill and optimism. For outreach, his “Municipal Minute” is a great addition that I hope he continues at an appropriate (less accelerated) pace, plus office hours and email communications are always valued. To my knowledge he is (rightly so) always willing to meet with community groups. Henry has developed good external relationships with peers at various levels – from Town Administrators he has past experience working with, ICMA Veteran Advisory Board, MSA interviewing, etc. I hope he continues to develop additional relationships with administrative leaders in the region that have a direct benefit to all residents of Sudbury. We have seen some of that with the pooled testing and mass vaccination locations for COVID and related efforts, but expanding these types of regional efforts for more ordinary issues (e.g., transportation, OPEB funding strategies, etc.) could prove beneficial.</p>						

<b>3. Board of Selectmen Support/Relations</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>
<p>a. Offers professional advice, including appropriate recommendations and alternatives, based on thorough study and analysis.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>b. Implements the Board of Selectmen's policies and directives.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>c. Maintains a professional working relationship with the Board of Selectmen, promoting a climate of mutual respect and trust.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<p>d. Keeps Board members informed of issues and activities in Town government and in the community.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<p>e. Works with the Chair to establish an agenda that addresses issues in a timely manner. Provides support materials and sufficient lead time to allow for informed decision-making and policy formation.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>f. Helps the Board use Town Counsel to effectively achieve Town goals.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Comments: Henry is process-oriented. He has done much to promote climate of respect and cool-headedness, which is especially valuable for a Board that not long ago was dysfunctional enough to need Town clergy to sponsor outside mediation. He sets a good example. I feel informed about issues and activities, though sometimes the process may be a bit opaque. Similarly, I have received feedback from town</p>						

groups that do not always understand the process being followed for the issue that matters to them, so explaining what is going on behind the scenes and why is an area of potential growth. I think this will improve as Henry's experience grows. Henry for awhile was in the habit of sending weekly summary report emails to the Board, and I found that helpful; I hope this practice continues. The nature of public posting lead times means lead time for SB meeting packet materials will always be a challenge. I have been pleased to see Henry's reliance on Town Counsel decline (in a positive way) as his command of the position has grown.

4. Personnel Management	1	2	3	4	5	N/A
a. Establishes procedures and practices for hiring, supervision, promotion, and termination that support the Town and are implemented in a consistent and fair manner.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Effectively leads collective bargaining. Informs and advises the Board of Selectmen as appropriate in matters of collective bargaining and grievance proceedings.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c. Recognizes, develops, and utilizes the abilities of staff. Encourages participation and shared decision-making with appropriate staff. Develops strong, open, and honest relationships with staff. Effectively delegates tasks and assignments.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
d. Develops a meaningful staff evaluation process and opportunities for professional development that contribute to professional growth.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
e. Ensures that staff members work effectively with relevant town boards and citizen volunteers, appropriately seeking their input, and are open to public input and participation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments: Much of my ratings in this section are based on the 360 staff feedback, which universally emphasized Henry's collaborative approach and emphasis on professional development. "Respect" "listening" and "consensus" were among the most-frequently used words by staff. Some staff reviews implied that the consensus-based approach to decision making may not be the most efficient, but as he grows in the role, Henry will decide if or how he might wish to streamline staff input & meetings. Collective bargaining has begun, with positive initial results, but much yet left to complete. This is a large task that remains in process, and I feel it's too soon for me to give an accurate rating.

5. Financial Management	1	2	3	4	5	N/A
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Attachment 5.a: Summary TM with individual evals (4543 : Town Manager evaluation)

a. Employs a comprehensive and transparent process of business planning and budgeting. Employs sound fiscal management procedures, techniques, and methods. Develops and maintains a long-term financial plan.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Employs budget forecasting, accounting, and control systems to protect the Town's financial health. Effectively monitors and controls expenditures.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Prepares the annual budget in a timely manner with input from department heads and the Finance Director, in accordance with adopted goals and town-wide needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Presents budget information to the Board of Selectmen, Finance Committee, the community, and Town Meeting in a manner which promotes full understanding.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Pursues alternative funding sources to supplement programs and accomplish established goals. Creatively manages available resources to increase efficiency, productivity, and effectiveness.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Comments: The budge process this year was clear, concise, and thorough and there was an obvious improvement from last year to this one, which is to Henry's credit as he had more control over the process. I do believe, however, that COVID reduced the amount and number of budget increase requests, so I will be interested to see how Henry ranks and prioritizes project funding in the future, as there will likely be years when there will be more intense comeptition among projects for funding compared to this year.</p> <p>For a time, there was uncertainty within the Board around how last year's \$3 million from the Zoning Overlay fund would be used, and how it might affect this year's budget. This I think is example of a time Henry followed a defined process, but could have been better about explaining the process going on behind the scenes. The funding plan for Fire Station #2 was also much-debated, with much valuable information &amp; options provided by the Finance Director. I hope in the future Henry takes a larger role steering similar projects.</p>						

6. General Management and Planning	1	2	3	4	5	N/A
a. Provides leadership, motivation, and support within the organization. Creates and facilitates an environment for long-range and strategic planning.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Monitors and plans for maintenance, repairs, and improvement of Town facilities, including plans for long-range capital needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Attachment 5.a: Summary TM with individual evals (4543 : Town Manager evaluation)

c. Supervises and maintains in good order financial, personnel, and other records and documents.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Administers the Town in accordance with state and federal laws, rules, and regulations, with Town By-laws, and with Board of Selectmen policies and procedures.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Comments: Henry is effective at general management of our Town operations. Steady, approachable leadership and staff morale seem to be priorities for Henry, which he brings experience with from prior roles. Henry has supported ongoing and long-range projects such as BFRT, CWMP, Fairbanks, Master Plan, Fire Station #2, etc. Once past COVID, I hope to see more focus and progress on strategic planning for long-term needs for operations, capital, and budgets.</p> <p>Henry has flagged several town bylaws for long-overdue updates, which shows both long-term thinking but also appropriate prioritization, as we haven't quite tackled those yet as there have been more pressing matters. I also like that Henry's approach avoids piecemeal solutions, and instead focuses on frameworks, systems, and processes (e.g., revamp of appointment process). I hope he applies this thinking to other facets of Town operations.</p>						

7. Progress on Town Manager Goals	1	2	3	4	5	N/A
a. Manages priorities effectively.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Explains to the Board how unanticipated issues and challenges affect achievement of goals.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Creatively develops resources to support goal implementation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Plans for strategic use of limited resources.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Sets ambitious but realistic targets.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Comments: Town Manager tasks are relentless and unending, and COVID has taken up huge amounts of energy and attention. Many of the larger projects and goals Henry is working on are discussed in other sections, and/or pre-date my term. As we emerge from the pandemic, I do hope to hear more progress updates on some of the multi-year goals that fall a bit more into the TM's role (Town Center land planning, Vocational Ed, Cemetery, Complete Streets, Staff Training, Space Utilization, etc.), as well as updates on his own ongoing training.</p>						

Attachment 5.a: Summary TM with individual evals (4543 : Town Manager evaluation)

<b>8. Personal Qualities and Characteristics</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>
a. Maintains high standards of ethics, honesty, integrity, and sound professional judgement.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Represents the Town in a professional manner at all times.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Displays the ability to be flexible, to manage conflict, to handle crisis, and to adjust to varying situations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
d. Displays creativity and innovation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
e. Maintains a high level of ongoing professional development.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<p>Comments: Henry has in all cases has demonstrated high standards of ethics, honesty, integrity. I like that if he is unsure, he does not guess. He checks. In every instance I have seen and heard about, he remains calm, cool, and collected under pressure and projects a positive attitude. He values ongoing professional development for himself and his staff. He has displayed creativity and innovation around public outreach efforts (e.g., Municipal Minute, Town Holiday Greeting and Ornament display). I hope over time this creativity and innovation extends into future planning for development, capital improvements, and budget development.</p>						

<b>9. Overall Rating</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>
Overall, the Town Manager performs at the following level.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<p>Comments: Overall, Henry has exceeded my expectations, and earned my trust and respect. He works very hard, long hours, for the Town but always with grace. I appreciate all of Henry's efforts and look forward to seeing Sudbury prosper under his leadership.</p> <p>In some ways, the focus on day-to-day operations and process forced by COVID plays to Henry's strengths, based on his background. However, in a pressure- and frustration-filled year, Henry has always been steady and unflappable – no small feat – which indicates his character, which is maybe the most important aspect of leadership.</p> <p>It has been a pleasure to see Henry's growth in a short period of time. Two examples I would note are his increasing ability to anticipate needs/requests, as with the Fire Station #2 Municipal Minute well underway and becoming available the day after</p>						

Select Board inquired about publicity for that project, and with less reliance on Town Counsel for handling processes. This growth is also reflected in several of the comments made in the 360 review from staff.

Going forward, I expect that Henry will continue his professional development, especially in terms of long-term financial and land development planning – that he shapes his own “Vision” of how Sudbury will be as a place to live and how it will operate in the future. He is new in both the Town Manager role and to Sudbury, and it is difficult to steer the direction of the future without full knowledge of past circumstances and trajectory. As he gains this knowledge, I expect he will grow into an even better Town Manager, but so too will the expectations around his responsibility and accountability for the Town’s future progress and general quality of life.



**TOWN OF SUDBURY  
TOWN MANAGER EVALUATION FORM**

**Instructions**

A space has been provided for each statement within the performance areas. Check the number which most accurately reflects the level of performance for the factor. If you did not have an opportunity to observe or make a determination on a particular factor, please indicate so in the N/A space. Selectmen are encouraged to provide comments and suggestions, especially concerning significant areas of strength or weakness.

**Rating Scale (1-5)****(1) Below Expectations/Unsatisfactory:**

The Town Manager's work performance is inadequate and inferior to the standards of performance required for the position.

**(2) Meets Some Expectations/Improvement Needed:**

The Town Manager's work performance does not consistently meet the standards of the position.

**(3) Meets Expectations/Satisfactory/Proficient:**

The Town Manager's work performance consistently meets the standards of the position.

**(4) Exceeds Expectations/Highly Effective:**

The Town Manager's work performance is frequently or consistently above the level of a satisfactory employee.

**(5) Excellent/Highly Commendable:**

The Town Manager's work performance is consistently excellent when compared to the standards of the job.

<b>1. Vision and Community Leadership</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/ A</b>
a. Demonstrates an understanding of the importance of mission and vision. Takes a leadership role in developing and communicating a vision for the Town.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Works with the Board of Selectmen to develop goals to protect and improve the quality of life of the Town of Sudbury and its core values.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Ensures that the Board's goals are translated into strategies and action steps leading toward implementation on a timely basis.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Creates and facilitates an environment where Town government is open to input and participation, an exchange of ideas, creativity, and responsible experimentation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments: Articulated core mission from Day One: Keep Sudbury Secure, Serviced, Strong. Facilitated Select Board goal setting and supports Select Board initiatives to make progress.						

<b>2. Communications/Public Relationships</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/ A</b>
a. Projects a positive image in the community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Communicates the Town's vision, goals, and accomplishments effectively. Expresses ideas in a logical, forthright manner in written and oral presentations. Communicates effectively with a variety of audiences (e.g., staff, community, media).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Develops a positive relationship with the press and uses various media, including social media, effectively.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Demonstrates an open and transparent approach to sharing information with the community. Is reasonably available to the public and responsive to citizen complaints and requests.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Encourages community involvement in Town government and supports the efforts of volunteer citizens.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

f. Maintains contacts with other town administrative leaders throughout the state, through professional organizations and other means, and with state and federal government officials.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments: Positive leader. Preparation and communication is on point.						

<b>3. Board of Selectmen Support/Relations</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>
a. Offers professional advice, including appropriate recommendations and alternatives, based on thorough study and analysis.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Implements the Board of Selectmen's policies and directives.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Maintains a professional working relationship with the Board of Selectmen, promoting a climate of mutual respect and trust.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Keeps Board members informed of issues and activities in Town government and in the community.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Works with the Chair to establish an agenda that addresses issues in a timely manner. Provides support materials and sufficient lead time to allow for informed decision-making and policy formation.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Helps the Board use Town Counsel to effectively achieve Town goals.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments: Communicates appropriately with Select Board; when asked for advice, offers informed opinion. Use of Town Counsel at times inconsistent.						

<b>4. Personnel Management</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>
a. Establishes procedures and practices for hiring, supervision, promotion, and termination that support the Town and are implemented in a consistent and fair manner.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b. Effectively leads collective bargaining. Informs and advises the Board of Selectmen as appropriate in matters of collective bargaining and grievance proceedings.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Recognizes, develops, and utilizes the abilities of staff. Encourages participation and shared decision-making with appropriate staff. Develops	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

strong, open, and honest relationships with staff. Effectively delegates tasks and assignments.						
d. Develops a meaningful staff evaluation process and opportunities for professional development that contribute to professional growth.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Ensures that staff members work effectively with relevant town boards and citizen volunteers, appropriately seeking their input, and are open to public input and participation.			X			
Comments: Inclusive with town staff. Has their back while encouraging professional growth.						

5. Financial Management	1	2	3	4	5	N/A
a. Employs a comprehensive and transparent process of business planning and budgeting. Employs sound fiscal management procedures, techniques, and methods. Develops and maintains a long-term financial plan.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Employs budget forecasting, accounting, and control systems to protect the Town's financial health. Effectively monitors and controls expenditures.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Prepares the annual budget in a timely manner with input from department heads and the Finance Director, in accordance with adopted goals and town-wide needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Presents budget information to the Board of Selectmen, Finance Committee, the community, and Town Meeting in a manner which promotes full understanding.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Pursues alternative funding sources to supplement programs and accomplish established goals. Creatively manages available resources to increase efficiency, productivity, and effectiveness.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments: Went above and beyond in his first year, the year of pandemic, working with Finance, Departments, and Fincom. Adjusted budget appropriately. Availed the town of Covid funding and grants. With Finance Director came up with funding approaches for Fire Station renovation which would accomplish financial and public safety goals.						

Attachment 5.a: Summary TM with individual evals (4543 : Town Manager evaluation)

<b>6. General Management and Planning</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>
a. Provides leadership, motivation, and support within the organization. Creates and facilitates an environment for long-range and strategic planning.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Monitors and plans for maintenance, repairs, and improvement of Town facilities, including plans for long-range capital needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Supervises and maintains in good order financial, personnel, and other records and documents.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Administers the Town in accordance with state and federal laws, rules, and regulations, with Town By-laws, and with Board of Selectmen policies and procedures.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments:            Sound management.						

<b>7. Progress on Town Manager Goals</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>
a. Manages priorities effectively.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Explains to the Board how unanticipated issues and challenges affect achievement of goals.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Creatively develops resources to support goal implementation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Plans for strategic use of limited resources.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Sets ambitious but realistic targets.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments:            Appropriately cautious in first year.						

<b>8. Personal Qualities and Characteristics</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>

Attachment 5.a: Summary TM with individual evals (4543 : Town Manager evaluation)



William Schineller

a. Maintains high standards of ethics, honesty, integrity, and sound professional judgement.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Represents the Town in a professional manner at all times.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Displays the ability to be flexible, to manage conflict, to handle crisis, and to adjust to varying situations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
d. Displays creativity and innovation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Maintains a high level of ongoing professional development.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Comments: Leader of highest character. Excellent performance in crisis (pandemic state of emergency). Pursuing professional development with zeal.						

9. Overall Rating	1	2	3	4	5	N/A
Overall, the Town Manager performs at the following level.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments: Henry has met or exceeded expectations in his first year in the role, adeptly dealing with crisis, demonstrating professional leadership and integrity.						

Attachment 5.a: Summary TM with individual evals (4543 : Town Manager evaluation)

# Response 1

## Town of Sudbury - Town Manager 360 Assessment (Annual Evaluation - 2021)

Check the box which most accurately reflects your answer. Please provide comments and if appropriate, an example for each question.

Is this manager effective at solving problems? \*

- Yes
- No
- Not applicable

Comment/Example \*

Has progressed tremendously during a very difficult time in adjusting from the military model to the municipal model. He listens developing information to process to assist in suggestions for resolving an issue.

Does this manager treat others respectfully? \*

- Yes
- No
- Not applicable

# Response 1

Comment/Example \*

Believes strongly in treating one with respect.

Do the actions of this manager provide opportunities for growth and development in others? \*

- Yes
- No
- Not applicable

Comment/Example \*

He wishes to be informed but does not micromanage allowing for personal growth while providing mentoring lessons.

Is this manager able to resolve conflict in an appropriate manner? \*

- Yes
- No
- Not applicable

Comment/Example \*

Very even mannered particularly during conflict.

# Response 1

Do you receive constructive and helpful feedback from this manager? \*

- Yes
- No
- Not applicable

Comment/Example \*

Again, he does not micromanage. If necessary, he will provide guidance or suggestions in a beneficial, positive manner.

When making important decisions, does this manager consider the opinions of others? \*

- Yes
- No
- Not applicable

Comment/Example \*

He is an excellent listener in gathering appropriate information and listens to the opinions of those who have earned his trust.

# Response 1

Do you feel this manager sets clear direction that aligns with the town's strategy? \*

- Yes
- No
- Not applicable

Comment/Example \*

He has taken every opportunity to adapt as best as possible and will continue to do so with time and opportunity.

Does this manager always control emotions and behavior, even when faced with high-conflict or stressful situations? \*

- Yes
- No
- Not applicable

Comment/Example \*

This is a great strength he has in maintaining his composure even during difficult times.



# Response 1

Does this manager demonstrate an understanding of your role and responsibilities? \*

- Yes
- No
- Not applicable

Comment/Example \*

Continually interested in learning/understanding others areas of expertise.

## Stop/Start/Continue

Please provide comments and if appropriate, an example for each question.

What would you like the manager to stop doing? \*

Nothing at this point.

What would you like the manager to start doing? \*

We need to begin opening the town more.

What would you like the manager to continue doing? \*

Learning the municipal process at a steady pace as he has been doing while depending on professional staff in functioning as a team.

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# Response 1

Attachment 5.b: Town of Sudbury - Town Manager 360 Assessment (Annual Evaluation - 2021) - Combined (4543 : Town Manager evaluation)

## Response 2

### Town of Sudbury - Town Manager 360 Assessment (Annual Evaluation - 2021)

Check the box which most accurately reflects your answer. Please provide comments and if appropriate, an example for each question.

Is this manager effective at solving problems? \*

- Yes
- No
- Not applicable

Comment/Example \*

From my perspective he has worked effectively to collaboratively find solutions to some complex problems.

Does this manager treat others respectfully? \*

- Yes
- No
- Not applicable

## Response 2

Comment/Example \*

All interactions with me have been very respectful and all interactions I have witness have also been appropriate and respectful.

Do the actions of this manager provide opportunities for growth and development in others? \*

Yes

No

Not applicable

Comment/Example \*

My experience is that he shares opportunities for growth and improvement in others.

Is this manager able to resolve conflict in an appropriate manner? \*

Yes

No

Not applicable

Comment/Example \*

I have observed him handling several conflicts in a successful manner.

## Response 2

Do you receive constructive and helpful feedback from this manager? \*

- Yes
- No
- Not applicable

Comment/Example \*

He meets with me regularly to discuss current operations and has been helpful in exchanging constructive ideas.

When making important decisions, does this manager consider the opinions of others? \*

- Yes
- No
- Not applicable

Comment/Example \*

He has always included me in decisions that would impact my department.

Do you feel this manager sets clear direction that aligns with the town's strategy? \*

- Yes
- No
- Not applicable



## Response 2

Comment/Example \*

I believe his direction aligns with the goals of the Town.

Does this manager always control emotions and behavior, even when faced with high-conflict or stressful situations? \*

- Yes
- No
- Not applicable

Comment/Example \*

I have observed him in several situations that could have been tense, and he remained calm and seemed de-escalate the conversation.

Does this manager demonstrate an understanding of your role and responsibilities? \*

- Yes
- No
- Not applicable

Comment/Example \*

He has a genuine interest in the work of the department.

Stop/Start/Continue

# Response 2

Please provide comments and if appropriate, an example for each question.

What would you like the manager to stop doing? \*

I think he is doing a very good job in his role.

What would you like the manager to start doing? \*

Streamline the Select Board's agenda to have more efficient meetings.

What would you like the manager to continue doing? \*

Communicating and meeting with my department on a regular schedule.

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## Response 3

### Town of Sudbury - Town Manager 360 Assessment (Annual Evaluation - 2021)

Check the box which most accurately reflects your answer. Please provide comments and if appropriate, an example for each question.

Is this manager effective at solving problems? \*

- Yes
- No
- Not applicable

Comment/Example \*

The TM resolves problems by casting a wide net over entities that he believes may be involved in a particular problem to obtain all information before making a decision. This can be effective to ensure all concerns are known and understood, but as the TM has a better understanding of the various operations, less time can be spent understanding the problem and more time can be put towards solving the problem.

Does this manager treat others respectfully? \*

- Yes
- No
- Not applicable

## Response 3

Comment/Example \*

The TM is always very respectful of everyone.

Do the actions of this manager provide opportunities for growth and development in others? \*

Yes

No

Not applicable

Comment/Example \*

The TM always encourages us to be leaders in our respective fields.

Is this manager able to resolve conflict in an appropriate manner? \*

Yes

No

Not applicable

Comment/Example \*

As stated in question 1, the TM does not make a decision without first understanding all aspects of a situation. This is an appropriate means to resolve conflict, given his lack of experience in municipal government and institutional knowledge of Sudbury. As he becomes more comfortable in his role, I believe the TM will be more decisive and take more of a leadership role in making decisions.

## Response 3

Do you receive constructive and helpful feedback from this manager? \*

- Yes
- No
- Not applicable

Comment/Example \*

The TM is always available and willing to assist us with whatever we need. He is always supportive of our ideas and wants us to be our best selves.

When making important decisions, does this manager consider the opinions of others? \*

- Yes
- No
- Not applicable

Comment/Example \*

To a fault. Being new to town government, many decisions are made by consensus, while some should be dictated from above. Lack of decisiveness, at times, leaves each department to come up with their own solutions. This can lead to conflict between departments.

# Response 3

Do you feel this manager sets clear direction that aligns with the town's strategy? \*

- Yes
- No
- Not applicable

Comment/Example \*

The TM regularly reviews town documents when determining a direction forward, to ensure decisions are made in accordance with the will of the townspeople.

Does this manager always control emotions and behavior, even when faced with high-conflict or stressful situations? \*

- Yes
- No
- Not applicable

Comment/Example \*

I have not seen the TM in a stressful situation. He always faces a problem, knowing that together we will resolve it, but the TM's jovial nature can make people think he is not taking them or the situation seriously.

Attachment 5.b: Town of Sudbury - Town Manager 360 Assessment (Annual Evaluation - 2021) - Combined (4543 : Town Manager evaluation)



# Response 3

Does this manager demonstrate an understanding of your role and responsibilities? \*

- Yes
- No
- Not applicable

Comment/Example \*

Being new to public administration, the TM has a general understanding of departmental obligations. It is clear by the wide nets that are cast on some situations, that the TM is still learning our individual roles and responsibilities. This is understandable and I think the TM works hard to try to understand each departments role and needs.

## Stop/Start/Continue

Please provide comments and if appropriate, an example for each question.

What would you like the manager to stop doing? \*

I think the monthly staff meetings can be run more effectively.

What would you like the manager to start doing? \*

The TM should reinstate the Senior Management meetings for high level management issues.

What would you like the manager to continue doing? \*

Continue to learn the duties of the TM position to improve the operations in Sudbury.

Attachment 5.b: Town of Sudbury - Town Manager 360 Assessment (Annual Evaluation - 2021) - Combined (4543 : Town Manager evaluation)

# Response 3

Attachment 5.b: Town of Sudbury - Town Manager 360 Assessment (Annual Evaluation - 2021) - Combined (4543 : Town Manager evaluation)

## Response 4

### Town of Sudbury - Town Manager 360 Assessment (Annual Evaluation - 2021)

Check the box which most accurately reflects your answer. Please provide comments and if appropriate, an example for each question.

Is this manager effective at solving problems? \*

- Yes
- No
- Not applicable

Comment/Example \*

Henry has faced a significant number of obstacles/problems and has effectively handled them in an admirable manner: Just to name a few: COVID; revising the FY21 Budget and moving forward a FY22 within our financial constraints; successfully holding our Town Meetings outdoors; Eversource Grant of Location Hearings, Civil unrest, the ADA Self-evaluation of Town Buildings, and the list goes on. He always seems to be fully prepared for Select Board, Finance Committee and other meetings.

Does this manager treat others respectfully? \*

- Yes
- No
- Not applicable

## Response 4

Comment/Example \*

Henry has a very kind and gracious way about him, regardless of whom he may be dealing with and what their concerns might be. In addition, I have not heard him speak negatively about anyone

Do the actions of this manager provide opportunities for growth and development in others? \*

- Yes
- No
- Not applicable

Comment/Example \*

He holds regular department head meetings and is interested in what everyone has to say. He is supportive of employee development and is very approachable. By nature he is always eager to learn and to teach others.

Is this manager able to resolve conflict in an appropriate manner? \*

- Yes
- No
- Not applicable

Comment/Example \*

As noted above he does it in a very gracious and respectful manner. The Town Manager, in his role, needs to resolve conflict, in one way or another, on a regular basis. To date, I have not heard any complaints in this regard. On the contrary I have heard a lot of positive feedback from other department heads.

## Response 4

Do you receive constructive and helpful feedback from this manager? \*

- Yes
- No
- Not applicable

Comment/Example \*

Always. Henry is never too busy to lend a helping hand or to steer folks in the right direction if guidance is needed. If he doesn't have the answer he is very quick to research it and get an answer. Frankly, I'm very impressed by his resourcefulness and depth of knowledge.

When making important decisions, does this manager consider the opinions of others? \*

- Yes
- No
- Not applicable

Comment/Example \*

He doesn't make decisions in a vacuum and regularly solicits feedback and opinions from staff, especially if a decision may impact their specific department.

## Response 4

Do you feel this manager sets clear direction that aligns with the town's strategy? \*

- Yes
- No
- Not applicable

Comment/Example \*

Henry's words and actions have the town's best interest in mind. He is able to look at things strategically in order to achieve the Town's goals. He is also familiar with the Town By-laws and projects.

Does this manager always control emotions and behavior, even when faced with high-conflict or stressful situations? \*

- Yes
- No
- Not applicable

Comment/Example \*

Henry is calm, collected and even-tempered, regardless of the situations that I have seen come his way. I find his calmness admirable. He is also able to de-escalate situations where others may be upset or confrontational.



# Response 4

Does this manager demonstrate an understanding of your role and responsibilities? \*

- Yes
- No
- Not applicable

Comment/Example \*

Yes. During Department Head meetings as well as other meetings he always seems be a good listener and to have a grasp on what we do and asks clarifying questions. He has a very good handle on the town's finances and departmental needs. In addition, when he first started he took the time to review job descriptions and talk with staff about their roles.

## Stop/Start/Continue

Please provide comments and if appropriate, an example for each question.

What would you like the manager to stop doing? \*

Nothing that I can think of. He doesn't micromanage, yet has the uncanny ability to keep in touch with each department.

What would you like the manager to start doing? \*

Nothing that I can think of. He has very good instincts and is a leader.

## Response 4

What would you like the manager to continue doing? \*

Continue to do what he is doing. He is knowledgeable, has a presence about him, and seems to instinctively know what direction to take. We are all very fortunate to have him on our team.

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## Response 5

### Town of Sudbury - Town Manager 360 Assessment (Annual Evaluation - 2021)

Check the box which most accurately reflects your answer. Please provide comments and if appropriate, an example for each question.

Is this manager effective at solving problems? \*

- Yes
- No
- Not applicable

Comment/Example \*

Henry works very hard at every task he undertakes and does his best to address each problem/issue which comes his way. If he does not know answer right away, he is not afraid to ask other members of Town staff to gather information to solve an issue. He is always involving Town staff members to get their opinions on matters and to gather information to reach the best resolution possible. He is also able to address issues in a timely manner.

Does this manager treat others respectfully? \*

- Yes
- No
- Not applicable

## Response 5

### Comment/Example \*

Yes, absolutely. In my opinion, he treats all members of Town staff with the upmost respect. From department heads down to part time employees. He is always generally engaged in every conversation in which he participates and when in a large group setting, he always gives all parties the opportunity to provide their own input. He does his best to make time for all requests for his audience and will even stop to briefly chat with any employee if he has not seen them in a while. I think he constantly seeking to ensure the Town staff has what we need to perform our duties and to make sure we are all doing ok.

### Do the actions of this manager provide opportunities for growth and development in others? \*

- Yes
- No
- Not applicable

### Comment/Example \*

Yes, Henry encourages professional growth of all the Town employees. He wants to see everyone succeed and move upward (or onward) to the best possible position for their careers. He gives people the power to undertake tasks on their own while at the same time supporting them when needed during those tasks. One specific example which relates to this question was when he shared an MMMA video with me from a class he had taken as he thought the topic would be beneficial to me as I continue to advance my career into the future.

### Is this manager able to resolve conflict in an appropriate manner? \*

- Yes
- No
- Not applicable

## Response 5

Comment/Example \*

Yes, definitely. Henry's demeanor in dealing with people is one of his strongest assets. He is very calm and collected all of the time, and this make it very easy to talk with him. At the same time he has a very firm grasp on all conversations in which he is involved and this allows him to easily address situations where conflicts arise. He always wants the best information possible when being in these situations so he can be empowered to address the situation in the best manner possible. This is extremely helpful, in my opinion, as it leads to the best and most fair outcome possible for all parties involved.

Do you receive constructive and helpful feedback from this manager? \*

- Yes
- No
- Not applicable

Comment/Example \*

Yes. The most clear example when he conducts my annual review. While the review is mostly supportive and inquisitive, he also provides valuable feedback and suggestions on how I can perhaps do things just a bit differently to make my job easier. He sometimes will also make me aware of things I have been doing which may need to be adjusted to make other Town staff members positions easier. This type of feedback, constructive direction, and communication is extremely helpful.

When making important decisions, does this manager consider the opinions of others? \*

- Yes
- No
- Not applicable

## Response 5

Comment/Example \*

Yes. Absolutely. Before making any important decision, Henry always solicits feedback from Town staff members who might have a role in the decision at present, or in the future as a result of his decision. This kind of outreach helps to address situations in an effective manner where potential issues down the road can be avoided as best as possible. A specific example of this was during the preparations for the September 12, 2020 outdoor Annual Town Meeting. Henry was constantly asking for feedback and ideas from Town staff members to ensure the best possible Town Meeting could be put forth and all (or most) pitfalls could be avoided. Several group Zoom meetings were held in advance of this Annual Town Meeting so people could provide their feedback on the logistics for organizing and running this unique Town Meeting, and it has left us better prepared for the upcoming 2021 Annual Town Meeting.

Do you feel this manager sets clear direction that aligns with the town's strategy? \*

- Yes
- No
- Not applicable

Comment/Example \*

Yes I do. I think Henry evaluates the entire picture of the Town before making a decision. It seems he understands that the decisions he makes will influence the direction the Town will be headed into in the future. He has read or reviewed various planning documents in multiple departments to ensure he has the best overview of what each department needs or is planning for in the future, and is serving the residents of the community in the best manner possible. Henry absolutely factors in these items when making decisions.



## Response 5

Does this manager always control emotions and behavior, even when faced with high-conflict or stressful situations? \*

- Yes
- No
- Not applicable

Comment/Example \*

Yes. Henry is a very calm and collected individual, and is not easily excitable. This helps him to easily diffuse situations and to present a sense that "everything is under control and calm" even if in some instances this is not the case. This allows Town staff to work in the most efficient manner possible and to handle situations more easily.

Does this manager demonstrate an understanding of your role and responsibilities? \*

- Yes
- No
- Not applicable

Comment/Example \*

Yes. I feel that Henry has made an effort to understand not just my role but the role of all positions in the Town over his time here. In my opinion, this allows him to make the best decisions possible when making decisions about specific departmental matters or other issues. When he arrived, I'm not sure he had a full understanding of the operations which occur in our office, but he now had a good grasp on the day-to-day and long range items our department deals with.

Stop/Start/Continue

# Response 5

Please provide comments and if appropriate, an example for each question.

What would you like the manager to stop doing? \*

Nothing. I think he is doing a very good job. I appreciate his accessibility and how easy it is to speak with him. I also appreciate his deference to Town staff. What I mean is that I feel he is supportive of us in our positions. Sometimes Town Managers will simply bow to the whims of the general public with little regard for the Town staff which is serving the public. However, I think Henry does a good job of balancing serving the residents of the community and being supportive of Town staff.

What would you like the manager to start doing? \*

Taking time off. My concern is that Henry will become burned out in the near future at some point. He works very hard, long hours, and I think he is overworking to do his job successfully, which I think almost all Town staff members are doing as well. The public and all of the Towns boards, committees, and commissions push Town staff too hard in my opinion. We have a great team of individuals working for the community but everyone is working more than they should be. Sometimes people need to be informed their initiative or project cannot be taken up due to the current workload of the Town staff. With that said, I hope Henry will say "no" or "not at this time" to more people to balance his own work load and that of Town staff's with our family/personal lives.

What would you like the manager to continue doing? \*

What he is currently doing. I think Henry is doing a very successful job as Town Manager and I continue to look forward to working for him during my time in Sudbury.

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## Response 6

### Town of Sudbury - Town Manager 360 Assessment (Annual Evaluation - 2021)

Check the box which most accurately reflects your answer. Please provide comments and if appropriate, an example for each question.

Is this manager effective at solving problems? \*

- Yes
- No
- Not applicable

Comment/Example \*

Due to the learning curve that Mr. Hayes needed to over come I think his problem solving abilities fit very well considering his pervious work environment.

Does this manager treat others respectfully? \*

- Yes
- No
- Not applicable

## Response 6

Comment/Example \*

Yes very much so, he seems to be a very kind and caring person, very interested in how others are doing.

Do the actions of this manager provide opportunities for growth and development in others? \*

- Yes
- No
- Not applicable

Comment/Example \*

I would have to say that in his short time here in Sudbury he has made opportunities available to some employees, the pandemic has put a big damper on training.

Is this manager able to resolve conflict in an appropriate manner? \*

- Yes
- No
- Not applicable

Comment/Example \*

Mr. Hayes seems to have a good handle on this subject, I think one issue that he had to deal with is the amount of time these processes take in the public domain.

## Response 6

Do you receive constructive and helpful feedback from this manager? \*

- Yes
- No
- Not applicable

Comment/Example \*

Mr. Hayes will give his opinion on matters when he feels his point of view is within his scope of his expertise

When making important decisions, does this manager consider the opinions of others? \*

- Yes
- No
- Not applicable

Comment/Example \*

I would have to say that Mr. Hayes will consider the opinion of others when they are considered a subject matter expert. Mr. Hayes makes decisions with caution and within the understanding that he is responsible for those decisions.

## Response 6

Do you feel this manager sets clear direction that aligns with the town's strategy? \*

- Yes
- No
- Not applicable

Comment/Example \*

Yes, Mr. Hayes projects a clear direction once that direction has been established by other boards or committees.

Does this manager always control emotions and behavior, even when faced with high-conflict or stressful situations? \*

- Yes
- No
- Not applicable

Comment/Example \*

Up to this point Mr. Hayes has shown nothing but professionalism and control in all situations.

# Response 6

Does this manager demonstrate an understanding of your role and responsibilities? \*

- Yes
- No
- Not applicable

Comment/Example \*

My role is very complex and I would not expect any manger that has only been working in Mr. Hayes position for this short period of time to understand all the complexities. The pandemic has placed him at a disadvantage on this subject, with that said I think that he has a good baseline of what we accomplish each day.

## Stop/Start/Continue

Please provide comments and if appropriate, an example for each question.

What would you like the manager to stop doing? \*

At this point we are just getting to know Mr. Hayes's management style, I have not had any one issue at this point that would need to be eliminated.

What would you like the manager to start doing? \*

I would like to see the return of the senior management team concept, I believe that there is a lack of communication on sensitive Town subjects.

I think that once the pandemic is over that Mr. Hayes need to spend time in each department and spend time with the employees, this is a great moral booster for our employees.

Attachment5.b: Town of Sudbury - Town Manager 360 Assessment (Annual Evaluation - 2021) - Combined (4543 : Town Manager evaluation)



# Response 6

What would you like the manager to continue doing? \*

I think that Mr. Hayes projects a positive image for the Town and I feel that once the pandemic is over that he will need to continue to spend time in the public. This will allow the Town to improve communication to the residents and assist in moving the Town in a forward direction.

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# Response 7

## Town of Sudbury - Town Manager 360 Assessment (Annual Evaluation - 2021)

Check the box which most accurately reflects your answer. Please provide comments and if appropriate, an example for each question.

Is this manager effective at solving problems? \*

- Yes
- No
- Not applicable

Comment/Example \*

Henry seems to be very informed of things and will seek information to make decisions.

Does this manager treat others respectfully? \*

- Yes
- No
- Not applicable

## Response 7

Comment/Example \*

He is courteous and respectful to me always.

Do the actions of this manager provide opportunities for growth and development in others? \*

- Yes
- No
- Not applicable

Comment/Example \*

He highlighted the importance of continuing education at my review.

Is this manager able to resolve conflict in an appropriate manner? \*

- Yes
- No
- Not applicable

Comment/Example \*

I believe he seeks out information from all sides of a conflict to resolve issues.

## Response 7

Do you receive constructive and helpful feedback from this manager? \*

- Yes
- No
- Not applicable

Comment/Example \*

Henry has offered helpful advice and feedback at appropriate times.

When making important decisions, does this manager consider the opinions of others? \*

- Yes
- No
- Not applicable

Comment/Example \*

Henry has reached out to seek an opinion on important matters relative to my position.

Do you feel this manager sets clear direction that aligns with the town's strategy? \*

- Yes
- No
- Not applicable

## Response 7

Comment/Example \*

Although he is fairly new to the Town, I believe he is working in the best interest of Sudbury as we face important and sometimes contentious issues.

Does this manager always control emotions and behavior, even when faced with high-conflict or stressful situations? \*

- Yes
- No
- Not applicable

Comment/Example \*

I have never seen Henry react in a negative, emotional way or have any type of outburst.

Does this manager demonstrate an understanding of your role and responsibilities? \*

- Yes
- No
- Not applicable

Comment/Example \*

Henry understands my role. If he needs clarification, he will ask.

Stop/Start/Continue

# Response 7

Please provide comments and if appropriate, an example for each question.

What would you like the manager to stop doing? \*

2 hour monthly meetings, I think they can be done in half the time

What would you like the manager to start doing? \*

Opening the Town buildings to the public, at least partially or by appointment only

What would you like the manager to continue doing? \*

Continue to be well informed on the issues. Also, record presentations for Town Meeting for review by the public prior to the meeting.

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	By member					Average	By Ranking					
	Dretler	Roberts	Carty	Russo	Schineller		1	2	3	4	5	
<b>1. Vision and Community Leadership</b>												
a) Mission and Vision	3	3	4	4	4	3.60	0	0	2	3	0	
b) Develop Goals	3	3	4	4	3	3.40	0	0	3	2	0	
c) Translate Goals to Implementation	3	3	4	4	3	3.40	0	0	3	2	0	
d) Creates open environment	3	2	5	4	4	3.60	0	1	1	2	1	
<b>Overall Evaluation</b>						<b>3.50</b>						
<b>2. Communications/Public Relationships</b>												
a) Projects positive Image	4	4	5	4	5	4.40	0	0	0	3	2	
b) Communicates vision	2	2	4	3	4	3.00	0	2	1	2	0	
c) Media presence	2		3	5	3	3.25	0	1	2	0	1	
d) Transparent approach	3	2	4	4	3	3.20	0	1	2	2	0	
e) Encourages community Involvement	2	3	4	4	3	3.20	0	1	2	2	0	
f) Contacts outside the town	3		5	4	3	3.75	0	0	2	1	1	
<b>Overall Evaluation</b>						<b>3.47</b>						
<b>3. Board of Selectmen Support/Relations</b>												
a) Offers professional advice	2	2	4	4	4	3.20	0	2	0	3	0	
b) Implements policies and directives	3	3	4	4	3	3.40	0	0	3	2	0	
c) Maintains professional working relationship	4	3	5	5	4	4.20	0	0	1	2	2	
d) Keeps the Board informed	3	4	5	5	3	4.00	0	0	2	1	2	
e) Works with the Chair to establish an agenda	3	2	4		3	3.00	0	1	2	1	0	
f) Uses Town Counsel effectively	3	4	4	4	2	3.40	0	1	1	3	0	
<b>Overall Evaluation</b>						<b>3.53</b>						
<b>4. Personnel Management</b>												
a) Establishes consistent procedures and practices			4	4		4.00	0	0	0	2	0	
b) Collective bargaining	3	3			4	3.33	0	0	2	1	0	
c) Develops staff, promotes teamwork, and delegates	3	5	5	5	4	4.40	0	0	1	1	3	
d) Implements staff evaluation process	3			5	3	3.67	0	0	2	0	1	
e) Promotes staff openness to public involvement	3	3	3	4	3	3.20	0	0	4	1	0	
<b>Overall Evaluation</b>						<b>3.72</b>						

Attachment5.c: Copy of Hayes\_Evaluation\_2021\_by\_member\_and\_ranking (4543 : Town Manager



**5. Financial Management**

a) Comprehensive and transparent budgeting	3	3	4	4	3	3.40	0	0	3	2	0
b) Budget forecasting, accounting and control	3	3	4	3	4	3.40	0	0	3	2	0
c) Timely annual budget	3	3	4	4	4	3.60	0	0	2	3	0
d) Presents budget information to boards and citizens	2	2	4	4	4	3.20	0	2	0	3	0
e) Pursues alternate funding sources	2	3	4	3	4	3.20	0	1	2	2	0

**Overall Evaluation** **3.36**

**6. General Management and Planning**

a) Provides leadership, motivation and support	3	3	4	4	4	3.60	0	0	2	3	0
b) Monitors maintenance, repairs and improvement	3	3	5	3	3	3.40	0	0	4	0	1
c) Maintains orderly financial, personnel and other records	3		4	4	3	3.50	0	0	2	2	0
d) Administers town in accordance with applicable law	3	3	4	4	3	3.40	0	0	3	2	0

**Overall Evaluation** **3.48**

**7. Progress on Town Manager Goals**

a) Manages priorities effectively			4	4	3	3.67	0	0	1	2	0
b) Explains unanticipated issues to the Board		2	3	4	3	3.00	0	1	2	1	0
c) Creatively develops resources to achieve goals			4	4	4	4.00	0	0	0	3	0
d) Plans strategic use of limited resources		3	4	4	3	3.50	0	0	2	2	0
e) Sets ambitious but realistic targets		3	4	4	3	3.50	0	0	2	2	0

**Overall Evaluation** **3.53**

**8. Personal Qualities and Characteristics**

a) Maintains high ethical standards and sound judgement	4	4	5	5	4	4.40	0	0	0	3	2
b) Represents the Town in a professional manner	4	3	5	5	5	4.40	0	0	1	1	3
c) Displays flexibility, manages conflict, handles crisis	3	2	5	5	5	4.00	0	1	1	0	3
d) Displays creativity and innovation	3	3	4	5	4	3.80	0	0	2	2	1
e) Maintains high level of professional development	4	4	5	5	5	4.60	0	0	0	2	3

**Overall Evaluation** **4.24**

**9. Overall Rating**

<b>3</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>4</b>	<b>3.8</b>	0	0	2	2	1
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Attachment5.c: Copy of Hayes\_Evaluation\_2021\_by\_member\_and\_ranking (4543 : Town Manager



SUDBURY SELECT BOARD  
Tuesday, May 18, 2021

**MISCELLANEOUS (UNTIMED)**

**6: Financial policies update**

REQUESTOR SECTION

Date of request:

Requestor: Vice Chair Roberts

Formal Title: Financial policies update. Vice Chair Roberts and Board Member Schineller to report.

Recommendations/Suggested Motion/Vote: Financial policies update. Vice Chair Roberts and Board Member Schineller to report.

Background Information:

Financial impact expected:

Approximate agenda time requested:

Representative(s) expected to attend meeting:

Review:

Patty Golden	Pending
Henry L Hayes	Pending
Jonathan Silverstein	Pending
Daniel E Carty	Pending
Janie Dretler	Pending
Select Board	Pending

05/18/2021 7:00 PM

## SELECT BOARD POLICIES & PROCEDURES REVIEW SUBCOMMITTEE OVERVIEW

### SUBCOMMITTEE GOALS (2/2/21)

Subcommittee has accomplished to date (5/4/21 or 5/11/21):

- Work on bringing to full Select Board revised set of **Financial Policies**:
  - Subcommittee do mechanics of documents and zero in on key **'policy'** decisions.
  - Solicit input of Finance Director.
  - Bring back to full Select Board for full review and discussion.
- Review Capital Planning/ Funding program:
  - Review recommendations of Strategic Financial Planning Committee for Capital Funding (SFPCC).
  - Analyze DLS Recommendations.
  - Subcommittee to recommend to Select Board if/where DLS recommendations and SFPCC be incorporated into Select Board or other Town policies.
  - Subcommittee recommend to Select Board if/where DLS and SFPCC recommendations be **actioned** upon e.g. Town Meeting articles (to modify town fund accounts etc.)
    - Action Plan, Roadmap to achieve goals...
    - Charlie "Bridge Letter..."
- Maintain transparent communication to the public and solicit public feedback at our public meetings:
  - In how we conduct the subcommittee.
  - As a theme in how we write policies for ease of understanding town finances.
  - Transparent capital plan / needs / forecast.

### PROGRESS TO DATE:

The subcommittee has produced a revised 19-page financial policies manual, a spreadsheet of 42 key policy considerations for the Select Board, and a draft Q&A Finance Director document.

#### *Subcommittee meetings on:*

2/2: Kick-off, define goals and deliverables, approach, and timeline. Start review of draft financial policy document identifying key questions/comments.

2/17: Continue review of draft policy document identifying key questions/comments.

3/11: Continue review of draft financial policy document/and started review of DLS recommendations to incorporate into draft policy document.

3/18: Review DLS report to incorporate recommendations into draft policy document.

3/25: Finalize policy questions/comments for Dennis Keohane (Town Finance Director) meeting.

4/01: Finalize policy questions/comments for Dennis Keohane (Town Finance Director) meeting.

4/08: Meeting with Dennis Keohane to discuss questions/comments.

4/12: Meeting with Dennis Keohane to discuss questions/comments.

4/15: Final edits to financial policy draft.

4/22: Final edits to financial policy draft.

4/23: Financial draft review with Dennis Keohane.

4/28: Financial draft review with Dennis Keohane.

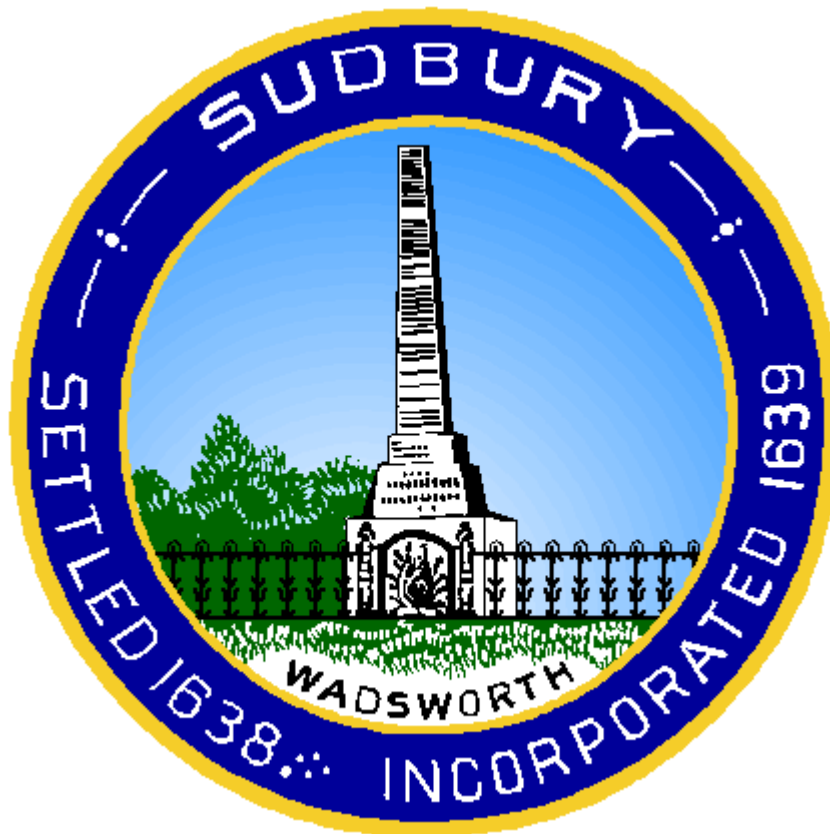
4/29: Financial policy documents final editing.

5/4, 5/11, or 5/18: Share Financial Policy document draft and policy decisions with Select Board.

DOCUMENT ORIGIN: JAN 5, 2021 DRAFT BY DENNIS KEOHANE (Finance Dir.) INCORPORATING 2020 DLS RECOMMENDATIONS. EDITED BY SELECT BOARD POLICIES AND PROCEDURES SUBCOMMITTEE AS OF APRIL 29, 2021

# Town of Sudbury, Massachusetts Financial Policies Manual

**DRAFT**



Attachment 6.b: Select Board Financial Policies WORKING DRAFT 2021 04.29.21 (4595 : Financial policies update)

## Introduction

The Town of Sudbury is committed to safeguarding public funds, protecting local assets, and complying with financial standards and regulations. To that end, this manual of financial policies provides guidance for local planning and decision making. The policies as a whole are intended to outline objectives, provide formal direction, and define authority to help ensure sound fiscal stewardship and management practices. Each is a living document that should be reviewed periodically and updated as necessary.

With these policies, the Town of Sudbury, through its [Select Board](#), Town Manager, and employees, commits to the following objectives:

- Sustaining a consistent level of service and value for residents
- Safeguarding financial integrity and minimizing risk through a system of internal controls
- Ensuring the quality and maintenance of capital assets ([see Appendix A for definition of capital assets](#))
- Conforming to general law, uniform professional standards, and municipal best practices
- Protecting and enhancing the town's credit rating
- Promoting transparency and public disclosure

DOCUMENT ORIGIN: JAN 5, 2021 DRAFT BY DENNIS KEOHANE (Finance Dir.) INCORPORATING 2020 DLS RECCOMENDATIONS. EDITED BY SELECT BOARD POLICIES AND PROCEDURES SUBCOMMITTEE AS OF APRIL 29, 2021

# Town of Sudbury, Massachusetts

## Financial Policies Manual

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DRAFT

Attachment 6.b: Select Board Financial Policies WORKING DRAFT 2021 04.29.21 (4595 : Financial policies update)



## **FINANCIAL RESERVES**

### **PURPOSE**

To help the Town stabilize finances and maintain operations during difficult economic periods, this policy establishes prudent practices for appropriating to and expending reserve funds. With well-planned sustainability, Sudbury can use its reserves to finance emergencies and other unforeseen needs, to hold money for specific future purposes, or in limited instances, to serve as revenue sources for the annual budget. Reserve balances and policies can also positively impact the Town's credit rating and consequently its long-term cost to fund major projects.

### **APPLICABILITY**

This policy pertains to short- and long-range budget decision making and applies to the Select Board, Sudbury Public School Committee, and Town Manager in those duties. It also applies to the related job duties of the Finance Director, the Town Accountant, the Board of Assessors, and the Finance Committee.

### **POLICY**

The Town of Sudbury commits to building and maintaining its reserves so as to have budgetary flexibility for unexpected events and significant disruptions in revenue-expenditure patterns and to provide a source of available funds for future capital expenditures. **The Town will strive to maintain overall reserves in the level of 10-12% of the prior year General Fund budget.** These reserves are comprised of the general stabilization fund, special purpose stabilization funds and free cash target. Adherence to this policy will help the Town withstand periods of decreased revenues and control spending during periods of increased revenues. Other types of reserves include retained earnings and overlay surplus.

#### **A. Free Cash**

The Division of Local Services (DLS) defines free cash as “the remaining, unrestricted funds from operations of the previous fiscal year, including unexpended free cash from the previous year.” DLS must certify free cash before the Town can appropriate it in the new year.

By August 15th each year, the Town Accountant shall submit to DLS a year-end balance sheet, free cash checklist, and year-end reporting checklist. Once DLS certifies free cash, the Town Accountant will provide copies of the certified balance to the Select Board, Town Manager, and Finance Director.

Each spring, the Town Manager shall include the Town's free cash balance in the proposed budget submitted to the Select Board and Finance Committee for the ensuing fiscal year, along with details on the proposed uses of and/or retention level of free cash. Any proposed use of free cash for capital equipment or improvements shall be consistent with needs identified in the Town's capital improvement program.

The Town shall set a year-to-year goal of maintaining its free cash in the range of **3-5% of the prior year's General Fund budget.** To achieve this, the Finance Director shall assist the Town Manager in proposing budgets with conservative revenue projections, and department heads

shall carefully manage their appropriations to produce excess income and budget turn backs. Further, budget decision makers will avoid fully depleting the Town's free cash in any year, so that the succeeding year's calculation can begin with a positive balance. Moreover, as much as practicable, the Town will limit its use of free cash to funding one-time expenditures (like capital projects or emergencies and other unanticipated expenditures) and will appropriate any free cash excess above **5%** of the General Fund budget to reserves, to offset unfunded liabilities, or to set aside for existing debt.

#### B. Stabilization Funds

A stabilization fund is a reserve account allowed by state law to set aside monies to be available for future spending purposes, including emergencies or capital expenditures, although it may be appropriated for any lawful purpose. Prior to the adoption of this policy, the Town established and appropriated to a general stabilization fund and special purpose stabilization funds for capital projects.

**General Stabilization:** The Town will endeavor to maintain a minimum balance of **5%** of the prior year's General Fund budget in its general stabilization fund. Withdrawals from general stabilization should only be used to mitigate emergencies or other unanticipated events that cannot be supported by current General Fund appropriations. When possible, withdrawals of funds should be limited to the amount available above the **5%** minimum reserve target level. If any necessary withdrawal drives the balance below the minimum level, the withdrawal should be limited to one-third of the general stabilization fund balance at a time, endeavoring to never fully deplete it. Replenishment of the funds should be made annually at the Fall Town Meeting, or the earliest available meeting after free cash has been certified.

#### Special Purpose Stabilization Funds

**Capital Stabilization:** The Town will appropriate annually to the capital stabilization fund so that over time it achieves a target balance sufficient to cover the Town's cash outlay for capital. Doing so enables the Town to pay outright for moderate-range (under \$1M) capital expenditures and thereby preserve debt capacity for major, higher-dollar purchases or projects. This approach balances debt with pay-as-you-go practices and protects against unforeseen costs. The Town should endeavor to achieve and maintain a combined target balance for all capital-related special purpose stabilization funds equal to 2% of prior year General Fund budget.

Withdrawals from the Capital Stabilization Fund should be avoided until the target balance has been achieved. Once achieved, funds should be replenished annually at the Fall Town Meeting, or the earliest available meeting after free cash has been certified (subject to free cash availability).

**Turf Stabilization:** The Town maintains a special purpose fund to offset the cost of periodic replacement of designated town-owned turf fields. As originally created, this fund applies to the Cutting Field but could be expanded to other fields in the future.

### C. Overlay Surplus

The overlay is a reserve the Town uses to offset unrealized revenues resulting from property tax abatements and exemptions. Sudbury officials will prudently manage the overlay in accordance with the Town's Overlay policy to avoid the need to raise overlay deficits in the tax levy. At the conclusion of each fiscal year, the Board of Assessors shall submit to the Town Manager and Finance Director an update of the overlay reserve with data that includes, but is not limited to, the gross balance, potential abatement liabilities, and any transfers to surplus. If the balance exceeds the amount of potential liabilities, the Town Manager may request that the Board of Assessors vote to declare those balances surplus, available for one-time expenditures (as with free cash).

DRAFT

## **FORECASTING**

### **PURPOSE**

To assess the range of choices available to budget decision makers when determining how to allocate resources, this policy establishes guidelines for evaluating revenue sources and the requirement to determine an expenditure strategy as part of the annual budget process and longer-range fiscal planning. Forecasting helps local officials understand the long-range implications of pending near-term decisions.

### **APPLICABILITY**

This policy applies to the Town Manager as the Town's chief budget decision maker. It also applies to the job responsibilities of the Finance Director, [Sudbury Public Schools Superintendent](#), [Sudbury Public Schools Business Manager](#), [Select Board](#), [Sudbury Public Schools Committee](#), and Finance Committee.

### **POLICY**

#### A. Revenue Guidelines

The Town will continually seek to diversify its revenue to improve the equity and stability of sources. Each year and whenever appropriate, the Town will reexamine existing revenues and explore potential new sources. A balance will be sought between elastic and inelastic revenues to minimize any adverse effects caused by inflation or other economic changes. Additionally, intergovernmental revenues (e.g., local aid, grants) will be reviewed annually to determine their short- and long-term stability in order to minimize detrimental impacts.

The Town will generally avoid using one-time revenues to fund ongoing or recurring operating expenditures. These one-time revenue sources can include, but are not limited to, free cash, bond premiums, overlay surplus, sale of municipal equipment, legal settlements, insurance proceeds, and gifts. Additionally, the Town hereby establishes the following priority order when appropriating one-time revenues:

- General Stabilization Fund (maintenance of 5% of prior year's General Fund budget)
- Annual Capital Spending (non-debt; target of 3% of prior year's General Fund budget)
- Capital Stabilization Fund (target of 2% of prior year's General Fund budget)
- OPEB Trust Fund
- Existing debt

New growth (residential or commercial) permanently adds to the tax base. The Town should endeavor to contribute any new growth in excess of 1% of prior year's General Fund budget to capital expenditures or reserves.

Economic downturns or unanticipated fiscal stresses may compel reasonable exceptions to the use of one-time revenue. In such cases, the Town Manager, in consultation with the Finance Director, can recommend its use for operational appropriations. Such use will trigger the Town Manager to develop a plan to avoid continued reliance on one-time revenues.

State laws impose further restrictions on how certain types of one-time revenues may be used. The Town will consult the following General Laws when the revenue source is:

- Sale of real estate: [M.G.L. c. 44, §63](#) and [M.G.L. c. 44, §63A](#)
- Gifts and grants: [M.G.L. c. 44, §53A](#) and [M.G.L. c. 53A½](#)
- Bond proceeds: [M.G.L. c. 44, §20](#)
- Sale of moveable property: [M.G.L. c. 44, § 53](#)

This policy further entails the following expectations regarding revenues:

- The Assessing Department will maintain property assessments for the purpose of taxation at full and fair market value as prescribed by state law.
- Town departments that charge fees (Enterprise Funds and recreation programs, for example) shall annually review their fee schedules and propose adjustments when needed to ensure coverage of service [costs and endeavor to generate retained earnings of 3-5% of prior year's enterprise fund budgets for asset replacement.](#)
- The Building Department will notify the Finance Director of any moderate-to-large developments that could impact building permit volume.
- Department heads will strive to be informed of all available grants and other aid and will carefully consider any related restrictive covenants or matching requirements (both dollar and level-of-effort) to determine the cost-benefit of pursuing them.
- Revenue estimates will be adjusted throughout the budget cycle as more information becomes available.

#### B. Expenditure Guidelines

Annually, the Town will determine a particular budget approach for forecasting expenditures, either maintenance (level service), level funded, or one that adjusts expenditures by specified increase or decrease percentages (either across the board or by department). A maintenance budget projects the costs needed to maintain the current staffing level and mix of services into the future. A level funded budget appropriates the same amount of money to each municipal department as in the prior year and is tantamount to a budget cut because inflation in mandated costs and other fixed expenses still must be covered.

#### C. Financial Forecast Guidelines

To determine the Town's operating capacity for each forthcoming fiscal year, the Finance Director will annually create and provide the Town Manager with a detailed budget forecast. The Finance Director shall also annually prepare a three-year financial projection of revenues and expenditures for all operating funds.

These forecasts shall be used as planning tools in developing the following year's operating budget as well as the five-year capital improvement plan.

To ensure the Town's revenues are balanced and capable of supporting desired levels of services, forecasts for property taxes, local receipts, and state aid shall be conservative based on historical trend analyses and shall use generally accepted forecasting techniques and appropriate data. To avoid potential revenue deficits, estimates for local receipts (e.g., inspection fees, investment income, license fees) should generally not exceed 90% of the prior year's actual collections without firm evidence that higher revenues are achievable.

Additionally, the forecast model should assume that:

- The Town will maintain its current level of services.
- Property taxes (absent overrides) will grow within the limits of Proposition 2½.
- New growth will be projected conservatively, considering the Town's three-year average by property class.
- The Town will annually meet or exceed the state's net school spending requirements.
- Local receipts and state aid will reflect economic cycles.
- The Town will pay the service on existing debt and adhere to its Debt Management policy.
- The Town will make its annual pension contributions and continue appropriating to its other postemployment benefits trust fund.
- The Town will build and maintain reserves in compliance with its Financial Reserves policy.

## **OVERLAY**

### **PURPOSE**

To set guidelines for determining the annual overlay amount in the Town's budget and for deciding whether any overlay balance can be certified as surplus.

The allowance for abatements and exemptions, commonly referred to as the overlay, is an account whose purpose is to offset anticipated abatements and exemptions of committed real and personal property taxes. Effective December 7, 2016, the Municipal Modernization Act ([Chapter 218 of the Acts of 2016](#)) provides for a single overlay account. Previously, a community had to maintain separate overlay reserves for each fiscal year and could not use the surplus from one year to cover another year's deficit without a multistep process involving the assessors, accounting officer, and local legislative body. However, the Act allows all existing overlay balances to be transferred to a single account. Although this policy treats overlay as a single account, to continue historical information and facilitate reconciliations, the Town may elect to maintain subsidiary ledgers by levy year for overlay balances.

### **APPLICABILITY**

This policy applies to the job duties of the Board of Assessors, Director of Assessing, Town Manager, and Finance Director.

### **POLICY**

#### A. Annual Overlay

Each year, the Board of Assessors shall vote in an open meeting to authorize a contribution to the overlay account as part of the budget process and to raise it without appropriation on the Town's Tax Recap Sheet. The Principal Assessor will propose this annual overlay amount to the Board of Assessors based on the following:

- Current balance in the overlay account
- Five-year average of granted abatements and exemptions
- Potential abatement liability in cases pending before, or on appeal from, the Appellate Tax Board (ATB)
- Timing of the next certification review by the Division of Local Services (scheduled every five years under the Municipal Modernization Act) The Board of Assessors shall notify the Finance Director of the amount of overlay voted

#### B. Excess Overlay

Annually, the Finance Director and Director of Assessing will conduct an analysis to see if there is any excess in the overlay account by factoring the following:

- Current balance in the overlay account after reconciling with the Town Accountant's records



- Balance of the property tax receivables, which represents the total real and personal property taxes still outstanding for all levy years
- Estimated amount of potential abatements, including any cases subject to ATB hearings or other litigation

Upon determining any excess in the overlay account, the Principal Assessor shall present the analysis to the Board of Assessors for its review.

### C. Overlay Surplus

If there is an excess balance in the overlay account, the Board of Assessors shall formally vote in an open meeting to certify the amount to transfer to overlay surplus and shall notify the Town Manager and Finance Director in writing of its vote. If the Town Manager makes a written request for a determination of overlay surplus, the Board of Assessors shall vote on the matter within the next 10 days and notify the Town Manager and Finance Director of the result in writing. At the annual Tax Classification Hearing, the Select Board shall request an update from the Board of Assessors on the balance of the overlay account.

After being certified, Town Meeting may appropriate overlay surplus for any lawful purpose until the end of the fiscal year. However, the appropriation should be as prescribed in the Town's Forecasting policy (re: treatment of one-time revenues) and its Financial Reserves policy (re: overlay surplus). Overlay surplus not appropriated by year-end closes to the General Fund's undesignated fund balance.

## **DEBT MANAGEMENT**

### **PURPOSE**

To provide for the appropriate issuance and responsible use of debt, this policy defines the parameters and provisions governing debt management. Policy adherence will help the Town to responsibly address capital needs, provide flexibility in current and future operating budgets, control borrowing, and maintain capital investment capacity. This policy is also intended to maintain and enhance the town's bond rating so as to achieve long-term interest savings.

### **APPLICABILITY**

This policy applies to the Town Manager, Select Board, Sudbury Public School Committee, and Finance Committee in their budget decision making and in the Finance Director's debt reporting. It also applies to the Finance Director's budget analysis duties. Additionally, in the role as Treasurer/Collector, the statutory responsibilities associated with debt management.

### **POLICY**

Under the requirements of federal and state laws, the Town may periodically issue debt obligations to finance the construction, reconstruction, or acquisition of infrastructure and other assets or to refinance existing debt. The Town will issue and manage debt obligations in such a manner as to obtain the best long-term financial advantage and will limit the amount of debt to minimize the impact on taxpayers. Debt obligations, which include general obligation bonds, revenue bonds, bond anticipation notes, lease/purchase agreements, and any other debt obligations permitted to be issued under Massachusetts law, shall only be issued to construct, reconstruct, or purchase capital assets that cannot be acquired with current revenues.

#### A. Debt Financing

Debt may be financed either within the levy, or beyond the levy (a debt exclusion which requires a Proposition 2 ½ voter referendum).

In financing with debt, the Town **will:**

1. Issue long-term debt only for objects or purposes authorized by state law and only when the financing sources have been clearly identified.
2. **Use available funds to the greatest extent possible to reduce the amount of borrowing on all debt-financed projects.**
3. Confine long-term **(QUESTION)** borrowing to capital improvements and projects that cost at least \$100,000 and that have useful lifespans of at least ten years or whose lifespans will be prolonged by at least ten years.
4. Restrict debt exclusion borrowing to proposals which meet all three of these criteria:
  - (1) useful life of 20 years or more
  - (2) estimated cost of the **principal payment in the first year of the debt issuance** must be **greater than 1%** of the prior year's General Fund revenue
  - (3) the expenditure is either for town-owned land, buildings, or infrastructure or for a LSRHS capital assessment.

5. Refrain from using debt to fund any recurring purpose, such as current operating and maintenance expenditures.
6. The policy of the Select Board shall be to include sufficient debt capacity within the levy, such that capital items can be more predictably funded.
7. As debt within the levy decreases annually, this amount shall be used for capital, future debt, or set aside for future capital.

#### B. Debt Limits and Targets

The Town will adhere to these debt parameters:

1. Total annual debt service, including debt exclusions and any self-supporting debt, shall be limited to 10% of General Fund revenues, with a target of 5-7%.
2. As dictated by state statute MGL ch 44 section 10, the Town's debt limit shall be 5% of its most recent equalized valuation.
3. The Town shall endeavor to gradually and consistently pursue future debt issuances financed by within-levy dollars with a target of 3% of prior year's General Fund budget.

#### C. Structure and Term of Debt

The following shall be the Town's guidelines on debt terms and structure:

1. The term of any debt shall not exceed the expected useful life of the capital asset being financed and in no case shall it exceed the maximum allowed by law.
2. The Town will limit bond maturities to no more than 10 years, except for major buildings, water and water facility projects, land acquisitions, and other purposes in accordance with the useful life borrowing limit guidelines published by the Division of Local Services (DLS).
3. For non-excluded debt the Town will generally choose terms less than 20 years and structure as level principal payments, so that over time the annual debt payment goes down, opening up capacity for future capital.
4. Any vote to authorize borrowing will include authorization to reduce the amount of the borrowing by the amount of the net premium and accrued interest.
5. The Town will work closely with its financial advisor to follow federal regulations and set time frames for spending borrowed funds to avoid committing arbitrage, paying rebates, fines and penalties to the federal government, and jeopardizing any debt issuance's tax-exempt status.

#### D. Bond Refunding

To achieve potential debt service savings on long-term debt through bond refunding, the Town will:

1. Issue debt with optional call dates no later than 10 years from issue.
2. Analyze potential refunding opportunities on outstanding debt as interest rates change.
3. Use any net premium and accrued interest to reduce the amount of the refunding.

4. Work with the Town's financial advisor to determine the optimal time and structure for bond refunding.

#### E. Protection of Bond Rating

To protect its bond rating, the Town will:

1. Maintain good communications with bond rating agencies, bond counsel, banks, financial advisors, and others involved in debt issuance and management.
2. Follow a policy of full disclosure on every financial report and bond prospectus, including data on total outstanding debt per capita, as a percentage of per capita personal income, and as a percentage of total assessed property value.
3. The Town will not rely on reserves to sustain operating deficits. Use of such reserves will be limited to helping the Town deal with short-term or emerging financial stress, but then the Town will either reduce spending to within the limits of recurring revenues, or seek approval for additional revenues from the voters of the Town.
4. The Town will not defer current costs to a future date. This includes costs such as pension costs or benefits costs. From time to time, the State offers municipalities the option of deferring payments to their pension system, or other costs, as a short-term way of balancing a fiscal year's budget. However, it is the intention of the Town of Sudbury not to rely on these options.
5. The Town will follow the policies as outlined in this policy statement.

#### F. Reporting

1. The Town's Annual Town Report, Town Manager's Budget Request and Annual Town Meeting Warrant will give comprehensive summaries of the debt obligations of the Town.
2. The Finance Director will include an indebtedness summary as part of a report on receipts and expenditures in Sudbury's Annual Town Report.
3. The Finance Director, with the Town's financial advisor, will file the annual audit and official disclosure statement within 270 days of the end of the fiscal year.

## **INVESTMENTS**

### **PURPOSE**

To ensure the Town's public funds achieve the highest possible, reasonably available rates of return while following prudent standards associated with safety, liquidity, and yield, this policy establishes investment guidelines and responsibilities. It is further designed to comply with the Governmental Accounting Standards Board's recommendation that each community disclose its key policies affecting cash deposits and other long-term investments to ensure they are managed prudently and not subject to extraordinary risk.

### **APPLICABILITY**

This policy pertains to short-term operating funds, including general funds, special revenue funds, bond proceeds, capital project funds, and to all accounts designated as long-term (e.g., trusts, stabilization funds, other postemployment benefits trust fund (OPEB), and others the Town may set aside for long-term use, including scholarship and perpetual care funds). It does not pertain to the Town's retirement fund, which is managed by the Middlesex County Retirement Board. This policy applies to the Finance Director, in the role as Treasurer, his or her designee(s), and any advisors or other professionals in their responsibilities for investing and managing Town funds.

### **POLICY**

The Finance Director shall invest funds in a manner that meets the Town's daily operating cash flow requirements and conforms to state statutes governing public funds while also adhering to generally accepted diversification, collateralization, and the prudent investment principles regarding safety, liquidity, and yield.

See additional details in the Town of Sudbury Investment Policy ([TODO: ADD DOC TO WEBSITE AND LINK](#)) document as well as the [Town of Sudbury CPA Investment Policy](#) document.

## CAPITAL ASSETS

### PURPOSE

To ensure Sudbury's capital assets can cost-effectively sustain the town's desired service levels into the future.

### APPLICABILITY

This policy applies to the Town Manager as the Town's chief budget decision maker. It also applies to the job responsibilities of the Finance Director, School Superintendent, School Business Manager, [Select Board](#), [Sudbury Public School Committee](#), and Finance Committee.

### POLICY

#### A. Capital Improvement Plan

The Town Manager shall maintain an inventory of all Town 'capital assets' (defined in Appendix A), their age, value, and condition. The Town Manager will update and adopt annually a five-year capital improvement plan ("CIP"), including the upcoming annual capital improvement budget ("CIB") and a four-year projection of capital needs and expenditures, which details the estimated cost, description and anticipated funding sources for capital projects. The CIP should govern projects undertaken either to build, buy, expand or replace a long-life asset or to an asset's condition beyond its original state of quality, efficiency, or useful life expectation.

Annually, the minimum level of capital spending the town should target year to year should be equivalent to 6% of the prior year's General Fund budget, drawn equally from within-levy debt and cash capital sources.

The 6% target shall guide how much capital spending can be planned in each year of the CIP.

1. The Town Manager shall establish criteria to determine capital asset prioritization, including but not limited to:
  - mitigation of safety hazards
  - legal compliance
  - ADA compliance (Americans with Disabilities Act)
  - operating cost reduction
  - service or efficiency improvement
  - availability of outside funding sources
  - conformance to asset replacement schedule
  - enhancement of quality of life
2. The Town Manager shall consult with Department Heads annually regarding the composition and prioritization of the capital plan and create an ordered list sorted by urgency score, with appropriate justification.
3. A Capital Project Submission Sheet shall be required for every item listed on the five-year CIP.

4. The CIP shall not include items that cost less than \$20,000 or have a useful life of less than 5 years. Items that do not meet this threshold should be included within the Town's operating budget.
5. Alongside the CIP prioritization, potential Funding Sources shall be identified. Wherever possible, funding sources should be derived from 'cash capital' and within levy debt funding options. Funding sources for capital may include:
  - Community Preservation Act (CPA) funds (if eligible; Open Space, Recreation, Historic)
  - Town Manager's Capital Budget (items <\$100K)
  - New growth dedicated to capital
  - Capital Stabilization Fund
  - Special-purpose stabilization funds
  - Free Cash
  - In-levy Debt
  - Dedicated revenue sources (i.e. Sewataro revenue share).
  - Capital Exclusion
  - Debt Exclusion
6. The Town will emphasize preventive maintenance as a cost-effective approach to infrastructure maintenance. Exhausted capital goods will be replaced as necessary.
7. The CIP shall not include items deemed to be departmental maintenance. Rather, such smaller, shorter life maintenance items should be included in departmental budgets.
8. Annually, the Town shall request LSRHS's 5 and 15 year capital plans. The Town's obligation per the LSRHS agreement shall be factored into the Town CIP.

#### B. Risk Management

1. The Town will maintain an effective risk management program that provides adequate coverage, minimizes losses, and reduces costs.
2. The Town will annually work with the Town's insurance carrier to update all listings of Town owned assets and the value and condition of such covered assets.

#### C. Reporting

1. Annually, the 5 year capital improvement plan shall be posted and accessible for public view on town website for public review at all times, reflecting updates for any changes made. The Capital Project Submission Sheet for each project on the 5 year CIP shall be posted and linked from the CIP.
2. The Town Manager will submit a capital program annually to the Capital Improvement Advisory Committee (CIAC). The proposed program will detail each capital project, the estimated cost, description and funding.
3. The Town Manager shall submit Town Meeting articles for the CIB by January 31<sup>st</sup>.
4. The Select Board shall report all requests for capital appropriations to the Finance Committee on or before February 5. (Bylaws Article IV Section 5).
5. The Town Manager will present the CIB for approval at the Annual Town Meeting (generally the 1<sup>st</sup> Monday in May).



## **OTHER POSTEMPLOYMENT BENEFITS LIABILITY (OPEB)**

### **PURPOSE**

To provide the basis for a responsible plan for meeting the Town's obligation to provide other postemployment benefits (OPEBs) to eligible current and future retirees. This policy provides guidelines designed to ensure OPEB sustainability and achieve generational equity among those called upon to financially support OPEBs, thereby avoiding transferring costs into the future.

### **APPLICABILITY**

This policy encompasses OPEB-related budget decisions, accounting, financial reporting, and investment.

### **BACKGROUND**

In addition to salaries, the Town of Sudbury compensates employees in a variety of other forms. Many earn benefits over their years of service that they will not receive until after retirement. A pension is one such earned benefit. Another is a set of retirement insurance plans for health, dental, and life. These are collectively referred to as other postemployment benefits or OPEBs.

OPEBs represent a significant liability for the Town that must be properly measured, reported, and planned for financially. As part of a long-range plan to fund this obligation, the Town established an OPEB Trust Fund, which allows for long-term asset investment at higher rates of return than those realized by general operating funds.

### **POLICY**

The Town of Sudbury is committed to funding the long-term cost of the benefits promised its employees. To do so, the Town will accumulate resources for future benefit payments in a disciplined, methodical manner during the active service life of employees. The Town will also periodically assess strategies to mitigate its OPEB liability. This involves evaluating the structure of offered benefits and their cost drivers while at the same time avoiding benefit reductions that would place undue burdens on employees or risk making the Town an uncompetitive employer.

#### **A. Accounting and Reporting**

The Finance Director will obtain actuarial analyses of the Town's OPEB liability every two years and will annually report the Town's OPEB obligations in financial statements that comply with the current guidelines of the Governmental Accounting Standards Board.

The Town Auditor shall ensure that the Town's independent audit firm reviews compliance with the provisions of this policy as part of its annual audits.

#### **B. Mitigation**

On an ongoing basis, the Town will assess healthcare cost containment measures and evaluate strategies to mitigate its OPEB liability. The Finance Director shall monitor proposed laws

affecting OPEBs and Medicare and analyze their impacts. The Human Resources Director shall regularly audit the group insurance and retiree rolls and drop any participants found to be ineligible based on work hours, active Medicare status, or other factors.

### C. Funding

To address the OPEB liability, decision makers shall analyze a variety of funding strategies and subsequently implement them as appropriate with the intention of fully funding the obligation. The Town shall derive funding to invest in the OPEB trust from taxation, free cash, and any other legal form.

## Appendices

### Appendix A: Definition of Capital

#### Sudbury Capital Asset "Definition"

Capital Assets are the community-owned collection of significant, long-lasting, and expensive real and personal property used in the operation of government, including land and land improvements; infrastructure, such as roads, bridges, water and sewer lines; easements; buildings and building improvements; vehicles, machinery and equipment. In order to be included in Sudbury's Capital Improvement Program, Capital Assets must cost \$20,000 or more and have a useful life of 5 or more years. Items or improvements that do not meet this threshold should be included within the Town's operating budget.

### Appendix B: Protection of Credit Rating Policy

Maintenance of the highest-level credit rating possible is important to the continued financial health of Sudbury as it reduces the costs of issuing debt. Credit rating firms consider management practices to be very important factors. Poor management practices can inadvertently jeopardize the financial health of a local government. To be proactive in assuring the Town of Sudbury does not engage in these practices, the Select Board of the Town of Sudbury has adopted the following credit rating protection policies. The Town will not rely on reserves to sustain operating budgets. Use of such reserves will be limited to helping the Town deal with short-term or emerging financial stress. In the subsequent year, the Town will either reduce spending to within the limits of recurring revenues or seek approval for additional revenues from the voters of the Town. The Town will not defer current costs, such as pension or benefit costs, to a future date.

Policy Decision	Description	Comments
1 Name a second document for Action Plan (versus Policy doc)	"How to achieve targets Plan": For example: consider over time increasing the in-levy debt capacity. E.g. when there is capital that we might have historically considered paying with debt or capital exclusions, attempt to fit within the levy. FIRE STATION EXAMPLE...	
2 HOWTO: initially achieve Capital Stabilization Fund target balance	Map out in How to document, plan to get to 2% target. (Approach may include "wheel of free cash")	
3 overall reserves target	10-12 percent of prior year General Fund budget (Stabilization funds (5%) + Free Cash (3%) + Capital Stabilization Fund (2%))	
4 free cash target	year-to-year goal of maintaining free cash in the range of 3-5 percent of prior year General Fund budget	
5 acceptable uses of free cash what to do with free cash in excess of max	Town will limit its use of free cash to funding one-time expenditures (like capital projects or emergencies and other unanticipated expenditures)	
6 target	appropriate any excess above 5 % of the General Fund to reserves or to offset unfunded liabilities or to set aside for existing debt	
7 general Stabilization Fund target	5% of prior year general fund budget	
8 general Stabilization Fund withdrawal policy	If any necessary withdrawal drives the balance below the minimum level, the withdrawal should be limited to one-third of the general stabilization fund balance	
9 general Stabilization Fund replenishment policy	Replenishment of the funds should be made annually at the Fall Town Meeting, or the earliest available meeting after Free Cash has been certified.	
10 capital-related Special Purpose Stabilization Fund(s) target	2% of prior year General Fund budget (per DLS)	
11 Capital Stabilization Fund target	Capital Stabilization Fund (target of 2% of prior year general fund budget). Also we are recommending not using fund until target balance is achieved. If funds are used they should be replenished at the next Town Meeting as free cash allows.	
12 Close Melone Stabilization Fund and transfer to Capital Stabilization Fund	DLS recommendation "Close Melone Stabilization Fund"	
13 Limit the number of stabilization funds to small few that have clear but broadly defined purposes	does Turf fund fit this recommendation (clear but broadly defined?) and to what degree do we want to limit stabilization funds?	

- 14 Turf Stabilization Fund
  - Do we want to keep this? DLS recommendation to eliminate special purpose stabilization funds. Currently we put \$20K a year in (\$10K from field maintenance enterprise fund and \$10K from the general fund.)
  - Sale of moveable property: M.G.L. c. 44, § 53 \*\*\* DLS option... if we want to divert to Capital Stabilization, we could accept 4th para of ... M.G.L. c. 40 § 5B and specify a percentage of each sale (of moveable property e.g. Vehicles that will be dedicated, without further appropriation, to the capital stabilization fund.
- 15 adopt Sale of Moveable property policy (to fix Vehicle Surplus bylaw problem)
  - 16 use of Overlay Surplus funds policy
    - 17 Annual Capital Spending (non-debt) target policy
      - target of 3% of prior year's General Fund budget [see DLS pg 22 terminology and targets]
      - How to determine how much each year, considering 'catch up contributions' - we chose to not specify within Policies (consider for How To document)
- 18 OPEB Trust Fund annual contribution policy
  - In policies, "set aside for existing debt" e.g. Sewataro. Can't 'pre-pay' in this year's debt payment, but can make conscious decision to set aside revenue and not to raise corresponding amount of funds from levy next year for next years payment
- 19 special one-time revenue to offset Debt policy
  - New growth (residential or commercial) permanently adds to the tax base. The Town should attempt to dedicate 50 to 75% of all (commercial?) new growth levy amounts to capital expenditures or reserves. In talking to Dennis determined this was too aggressive. Changed to "The Town should endeavor to contribute any new growth in excess of 1 percent of prior year's general fund budget to capital expenditures or reserves."
- 20 special New growth revenue towards capital expenditures policy
  - Town departments that charge fees (Enterprise Funds and recreation programs, for example) shall annually review their fee schedules and propose adjustments when needed to ensure coverage of service costs and endeavor to generate retained earnings of 3-5% of prior year's enterprise fund budgets for asset replacement.
- 21 Policy on "Town departments that charge fees (Enterprise Funds and recreation programs...)"
  - costs and endeavor to generate retained earnings of 3-5% of prior year's enterprise fund budgets for asset replacement.

22 Overlay Surplus transparency  
 Minimizing debt by maximizing use of  
 23 available funds

At the annual Tax Classification Hearing, the Select Board shall request an update from the Board of Assessors on the balance of the overlay account

Use available funds to the greatest extent possible to reduce the amount of borrowing on all debt-financed projects

Confine long-term borrowing to capital improvements and projects that cost at least \$100,000 and that have useful lifespans of at least ten years or whose lifespans will be prolonged by at least ten years.

24 Long-term borrowing circumstances

25 Debt exclusion circumstances

Restrict debt exclusion borrowing to proposals which meet all three of these criteria:

- (1) useful life of 20 years or more;
- (2) estimated cost of the **principal payment in the first year** of the debt issuance must be greater than **1% of the prior year's general fund revenue** ; and
- (3) the expenditure is either for town-owned land, buildings, or infrastructure or for a LSRHS capital assessment.

The policy of the Select Board shall be to include sufficient debt capacity within the levy, such that capital items can be more predictably funded.

As debt within the levy decreases annually, this amount shall be used for capital, future debt, or set aside for future capital.

26 Debt within the levy

27 Total debt service limit

28 Bond term limit 10 years except for...

NOTE: is this too aspirational / infeasible  
 Might we make the notional 1% a value that the Select Board initially sets at lower bar, and increases as we gain more discipline and debt within the levy capacity? (Back of envelope: 1% of prior years general fund revenue is ~ \$1M. Only purchases of around \$20M or more would have first year Principal payment of > \$1M. ?? So this would say Broadacres, Sewataro would not have qualified for a debt exclusion.)

29 Debt re-funding options	Issue debt with optional call dates no later than 10 years from issue
30 Annual Capital Spending Target Requirement for adding item to CIB and CIP 31 list	<p>Annually, the minimum level of capital funding (spending) the town should target year to year should be equivalent to 6% of the prior year’s general fund budget, (drawn equally from within-levy debt and cash capital sources).</p> <p>require a Capital Project Submission Sheet for every item listed on CIB (this year) and CIP (5 years plan)</p> <p>The CIP shall not include items that cost less than \$20,000 or have a useful life of less than 5 years. Items that do not meet this threshold should be included within the Town’s operating budget.</p>
32 CIP inclusion / exclusion threshold	<p>Alongside the CIP prioritization, potential Funding Sources shall be identified. Wherever possible, funding sources should be derived from ‘cash capital’ and within levy debt funding options. Funding sources for capital may include:</p> <ul style="list-style-type: none"> <li>-Community Preservation Act (CPA) funds (if eligible; Open Space, Recreation, Historic)</li> <li>-Town Manager’s Capital Budget (items &lt;\$100K)</li> <li>-New growth dedicated to capital</li> <li>-Capital Stabilization Fund</li> <li>-Special-purpose stabilization funds</li> <li>-Free Cash</li> <li>-In-levy Debt</li> </ul>
<p>require potential funding sources including CPA eligibility be in the CIP (for each project 33 submission)</p>	<ul style="list-style-type: none"> <li>-Dedicated revenue sources (i.e. Sewataro revenue share).</li> <li>-Capital Exclusion</li> <li>-Debt Exclusion</li> </ul>
34 put maintenance and small, shorter life capital in Dept budget	<p>The CIP shall not include items deemed to be departmental maintenance. Rather, such smaller, shorter life maintenance items should be included in departmental budgets</p>

do not include / itemize LSRHS capital in  
 35 Sudbury CIP

LSRHS capital assets, while funded by Sudbury and Lincoln taxpayers, are not to be itemized in the Town of Sudbury Capital Improvement Plan. Rather, a single line item per year in each of the 5 and 15 year plans shall represent Sudbury’s contribution to LSRHS’s own independent capital plan (We did not choose to do this).

36 Transparency of CIP edits

Annually, the 5 year capital improvement plan shall be posted and accessible for public view on town website for public review at all times, reflecting updates for any changes made. The Capital Project Submission Sheet for each project on the 5 year CIP shall be posted and linked from the CIP.

37 Continue CIAC?

or eliminate this step from policies: "The Town Manager will submit a capital program to the Capital Improvement Advisory Committee (CIAC). The proposed program will detail each capital project, the estimated cost, description and funding. \*\*\*\* POLICY DECISION – IF WE FOLLOW DLS TAB’S RECOMMENDATION TO DISCONTINUE CIAC FOR LEANER, CENTRALIZED PROCESS / EMPOWERED TOWN MANAGER... THEN CAN ELIMINATE THIS STEP OF SUBMITTING TO CIAC. \*\*\*"

38 Deadlines

confirm Jan 31 for articles for CIB, Feb 5 bylaw to send to Fincom appropriate and compatible dates

Prescriptive Use of Free Cash (Wheel of Free  
 39 Cash)

Decided to keep out of Policies, more appropriate for How to Get There document

Decided not to address in Policies, other than to list M.G.L. c. 40 § 5B with laws we comply with. \*\*\* DLS option... if we want to divert to Capital Stabilization, we could accept 4th para of ... M.G.L. c. 40 § 5B and specify a percentage of each sale (of moveable property e.g. Vehicles that will be dedicated, without further appropriation, to the capital stabilization fund.

40 Moveable property

Town Manager shall maintain an inventory of all 'capital assets" (see Financial Policies Draft Appendix for definition).

41 Capital Asset Inventory



42 Debt Schedule Length Policy

Removed policy of "The Town will attempt to maintain a long-term debt schedule so that at least 50 percent of outstanding principal will be paid within 10 years."

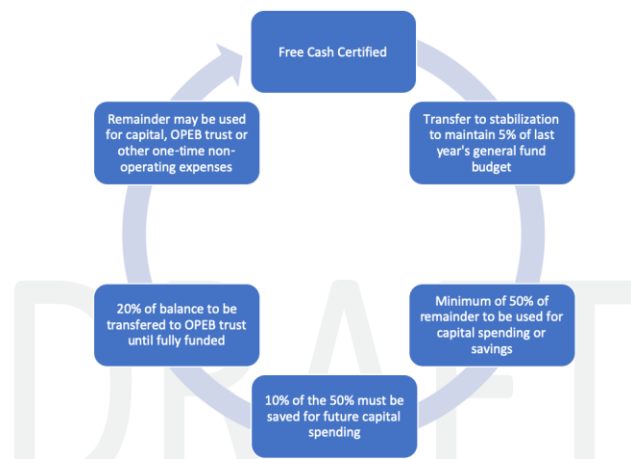
Changed to 3. For non-excluded debt the Town will generally choose terms less than 20 years and structure as level principal payments, so that over time the annual debt payment goes down, opening up capacity for future capital.

**Q&A for Dennis Keohane (Sudbury Finance Director)  
for Financial Policies Update Process 05.18.21**

1. Q: Opinion on policy for replenishing Capital Stabilization Fund after we withdraw from it?
  - a. **A: policy to “evaluate on annual basis how to achieve goal” and after achieve level, then policy kicks in to try to evaluate annually maintaining goal. (don’t be too prescriptive in policy)**
  - b. **Evaluate on annual basis. If we have free cash, then we can replenish. Address in free cash policy. Goal to achieve the target. DON’T have policy ‘shall replenish in subsequent FY’. Policy establishes goal and our ability to do it is a function of free cash...**
  - c. **Suggest as part of Select Board annual goals, we set goals on progress to achieve/maintain targets.**
2. Q: The Town will strive to maintain overall reserves in the level of 8-10 percent of the annual operating budget. These reserves are comprised of Stabilization funds + Free Cash target + ~~Overlay funds~~.
  - a. Please comment on where 8-10 percent target came from:
    - i. Has this always been our policy?
    - ii. Is it consistent with DLS recommendation (pg 6)?: “A 5% minimum target for the general stabilization fund is reasonable only if there are also targets for other reserves, such that the total combined reserves target equates to 10 to 12% of the prior year’s general fund budget (i.e., the total operating budget minus CPA and enterprise funds). Here, “total combined reserves” refers to the total of free cash and the town’s general and special purpose stabilizations funds all together.” **A: The 8-10 relates to General Stabilization 5% plus DLS recommendation of 3-5 for free cash. Dennis says other stabilization funds (e.g. Capital Stabilization fund target pct) would be ADDITIVE to the 8-10%, tending to make overall 10-13%.**
  - b. Please confirm ‘overall reserves’ = Stabilization funds + Free Cash target + Overlay funds. Anything else? **A: Exclude Overlay from this calculus**
3. Year-to-year goal of maintaining its free cash in the range of 3-5 percent of the annual budget
  - a. where did 3-5% target come from? **DLS Recommendation**
4. “Town will limit its use of free cash to funding one-time expenditures (like capital projects or emergencies and other unanticipated expenditures) and will appropriate any excess above 5 percent of the annual budget to reserves or to offset unfunded liabilities”
  - a. Please confirm interpretation: is this saying 5 percent is the MAX free cash to leave, therefore automatically put anything above 5 percent towards...? **A. Dennis says Yes, anything above the 5% allocate to unfunded liabilities... In practice haven’t really been generating more than 5% free cash**

- b. i.e. by “offset unfunded liabilities” (OPEB etc?)
- c. Might we also put towards paying down Debt? **A: Can’t just prepay like a mortgage because of bonds and call date. But \*could\* set aside to use to pay debt in future years. e.g. if in policies, say evaluate on annual basis, determine if you have to raise the funds to pay debt from taxpayers.**
5. Do you recommend prescriptive “Wheel of Free Cash” be included in Financial Policies? **A: not in the policies, rather in the separate document / Bridge letter / plan to achieve goals of “How do we get there.” Dennis recommends this, and particularly some of the prescriptive stuff like ‘50% of remainder to X’ be kept out of policies, and rather put in the separate How to get there annual doc.**

Free Cash Flow Chart (from 'BOS Financial Policies 2019 mmranddkfinpolicies')



6. If any necessary withdrawal drives the balance below the minimum level, the withdrawal should be limited to one-third of the general stabilization fund balance. Replenishment of the funds should be made annually at the Fall Town Meeting, or the earliest available meeting after Free Cash has been certified.
- Please elaborate on this.
  - Where did this guideline come from?
  - One-third at a time? E.g. one-third of balance, then another one-third of remaining balance if needed again?
  - Is more policy language needed to explain that regardless of how severe emergency need in any one fiscal year, max use 1/3 of stabilization fund? Is/should there be a policy about who to ask if need more? e.g. the Fincom, special town meeting?
- A: Dennis doesn't recall exactly where came from, but intent of policy is to prevent from using too much of general stabilization fund at one time.**
7. Please reconcile DLS statement (page 7) “all capital-related special purpose stabilization funds equal to 2% of prior year General Fund revenues” against your draft statement in Forecasting section A bullet 3 “Capital Stabilization Fund (target of 3% of operating budget)”

- a. Which one do you recommend? **A: in spirit was thinking a year's worth of usual capital spending in the Cap Stab. Could aspire to get to the point that every year you spend on capital the balance of Cap Stab from prior year. And that the levy just replenishes the Cap Stab Fund. E.g. if we had \$3M in Cap Stab Fund. That's the source of funding for next year's capital. And then next step is to replenish the Cap Stab Fund with \$3M from levy. No free cash for the usual capital. Only free cash for big nonrecurring...**
  - b. How to reconcile language? **A: Revenues is everything less ambulance receipts less free cash. Operating budget = appropriations.**
8. Capital Stabilization acceptable expenditures
- a. "Moderate range capital expenditures" – how to define?
  - b. Would you recommend a more concrete policy such as?:
    - i. (e.g. \$1M or less drawn) **A: Dennis agrees yes \$1M is good cutoff. Generally anything over \$1M is something you want to bond.**
    - ii. Given that the target balance of CSF is 2% of Gen Fund, could alternatively phrase as "capital expenditures of less than half of the CSF may be used?"
9. Capital Stabilization – achieving and maintaining/replenish target balance
- a. Please opine on how to go about initially achieving target balance
    - i. Should such approach be documented inside Fin Policies?
      - 1. (or keep out, into separate Howto doc...?) **A: not in the policies, rather in the separate document / Bridge letter / plan to achieve goals of "How do we get there. Dennis recommends this, and particularly some of the prescriptive wording like '50% of remainder to X' be kept out of policies, and rather put in the separate How to get there annual doc.**
  - b. Replenishment policy
    - i. Please suggest written policy (as with general Stabilization Fund?) for Replenishing Capital Stabilization Fund
      - 1. Once achieved
      - 2. As we progress towards the target balance and perhaps cheat and take from it along the way **A: policy to "evaluate on annual basis how to achieve goal" and after achieve level, then policy kicks in to try to evaluate annually maintaining goal. (don't be too prescriptive in policy) Evaluate on annual basis. If we have free cash, then we can replenish. Address in free cash policy. Goal to achieve the target. DON'T have policy 'shall replenish in subsequent FY'. Policy establishes goal and our ability a function of free cash... Suggest as part of Select Board annual goals, we set goals on progress to achieve/maintain targets**
      - 3.

10. Special Purpose Stabilization Funds

- a. Would you recommend keeping Turf Stabilization Fund separate from Capital Stabilization Fund? (How many Special Purpose Stabilization Funds are ok?) **A. Dennis thinks ok to keep Turf fund. Trying to get rid of would cause more problems. But agrees with DLS don't create a bunch more special purpose stabilization funds.**

11. Overlay Surplus (financial reserves)

- a. Please recommend clear consistent language concerning timing of Overlay Surplus. Compare the following:
  - i. Conclusion of each fiscal year (in section C. Overlay Surplus)
  - ii. Overlay Surplus section (silent on timing) **A: Dennis says best time to ask is in the Fall. After we set the tax rate Oct/Nov. Ask for the number, ask their opinion.**
- b. Who if anybody (the Board (of Assessors?) own vote?) restricts what the Overlay surplus can be used for? "Town's capital improvement plan or for any other one-time expense." **A: Mass General Law says any legal purpose. In current fiscal year, need TM to appropriate. "Town's capital improvement plan or for any other one-time expense." Was just a restatement of policy we state elsewhere**

12. Re: "Annual Capital Budget (target of 3% of operating budget)"

- a. Please reconcile this term and target versus how DLS breaks down on pg. 22 of DLS report

To have a successful CIP requires a community to develop its annual budgets with the intent of ensuring the due allocation of funds toward capital investment. Given the wide scope of services Sudbury provides and its access to low borrowing rates, we advise that the minimum level of capital funding the town should seek to achieve and then maintain year to year should be equivalent to 6% of the prior year's general fund revenue, drawn equally from within-levy debt and cash capital sources. Beyond this minimum target, the town should seek to further enhance its capital investment by supplementing it with other revenue streams, such as the CPA program, state and federal grants, donations as they are offered, and so on. The table below shows the gaps between the town's recent capital investment totals and the recommended targets.

General Fund Capital Investment  
vs. Target Funding Levels, FY2018-FY2020

	FY2018	FY2019	FY2020	
Prior Year General Fund Revenues:	94,025,172	100,052,644	102,000,958	
Capital Funding Sources				Targets
Excluded Debt	3,297,860	2,945,115	2,935,815	Excluded Debt
% of prior year revenues	3.51%	2.94%	2.88%	no target
Nonexcluded Debt	155,190	155,510	154,610	Nonexcluded Debt
% of prior year revenues	0.17%	0.16%	0.15%	3%
Free Cash +	1,962,000	1,426,500	570,000	
Tax Levy	413,190	422,000	745,000	Cash Capital
Cash Capital Total	2,375,190	1,848,500	1,315,000	3%
% of prior year revenues	2.53%	1.85%	1.29%	
Capital Total	5,828,240	4,949,125	4,405,425	Capital Total
% of prior year revenues	6.20%	4.95%	4.32%	6%

**A: Dennis interprets, should be spending 6M per year including debt on capital. (if your total budget 100M.)**

- b. Please opine/confirm your intention about allocating one-time revenues to 4 or 5 bullets.

Attachment6.d: DennisQandA-051821 (4595 : Financial policies update)

- i. Are these in priority order?
  - ii. Three of these are RESERVE funds. (Gen Stab, Cap Stab, OPEB)
  - iii. “Annual Capital Budget” represents this year EXPENDITURES  
**A: Town manager’s capital operating budget plus any other budget articles that are capital.**
  - iv. Correct?
- 13. Allocating “one-time revenues” to prepay Debt
  - a. Would we ever do this, have we ever done this? paying off more than the required debt payment in a given year (i.e. prepaying)
  - b. i.e. Sewataro variable revenue share, using to offset its Debt payments  
**A: Don’t create Enterprise fund. But in policy a specific policy on Sewataro saying that setting aside revenues so that we will not raise via levy. E.g. will NOT raise the full amount required for bond payment for Sewataro in levy. Rather if we owe \$500K, take in \$120K from Sew revenues. And only raise \$380K. Even though the state says we have levy limit of X, our policy says limit ourselves to raise X minus \$120K.**
- 14. Allocating New Growth revenues towards capital
  - a. DLS recommendation on page 23
  - b. PROPOSED policy in Forecasting/Revenue guidelines section: New growth (residential or commercial) permanently adds to the tax base. The Town should attempt to dedicate 50 to 75% of all (commercial?) new growth levy amounts to capital expenditures or reserves.
  - c. QUESTION: if we formalized such policy for New Growth, how would this impact our current budgeting approach? (any unintended negative consequence?) **A: Dennis suggests, maybe any new growth in excess of 0.5% of prior year levy goes to capital...(could put a fixed number in there... e.g. 600K but would have to revisit every few yrs..)**
- 15. Vehicle surplus -> Moveable property MGL to divert to Capital Stabilization.
  - a. Do you recommend doing this? (we propose in section Forecasting, Revenue Guidelines)
  - b. Pg. 21 of DLS discussion...
  - c. To retain these revenues for future purchases of the same types of assets, the select board could sponsor a warrant article to accept the fourth paragraph of M.G.L. c. 40 § 5B and specify a percentage of each sale that will be dedicated, without further appropriation, to the capital stabilization fund.
- 16. “Town departments that charge fees (Enterprise Funds and recreation programs, for example...)”
  - a. Discuss reasonable goal on cost recovery
  - b. Recall this conversation at Jan 23, 2021 Select Board mtg:
    - i. Can fees be set so there is a contribution to capital expenses associated with the Enterprise? **A. Dennis: hope to generate retained earnings so you have a little extra. Dennis notes 2 of the 3 enterprise funds haven’t been self-sustaining. Transfer station has been sustaining, with some retained earnings.**



- ii. Endeavor to retain funds for asset replacement **A: *Dennis fine with this language.***
- iii. Definition of enterprise fund? Subsidized by levy or self-sustaining? Currently enterprise funds cover cost of employees and benefits. **A. *An enterprise fund is allowed to go into deficit for one year. But not 2 yrs in a row. In second year required to fund it from levy***

#### 17. Overlay Contribution

- a. Re: “the Board of Assessors shall vote in an open meeting to authorize a contribution to the overlay account as part of the budget process and to raise it without appropriation on the Town’s Tax Recap Sheet. The Principal Assessor will propose this annual overlay amount to the Board of Assessors based on the following”
- b. WHEN does the BofA meet as part of the budget process to authorize contribution to the overlay account? (Can the Financial Policies be more specific on what month range/deadline?) **A: *As above, Dennis says best time to ask is in the Fall. After we set the tax rate Oct/Nov. Ask for the number, ask their opinion.***

#### 18. Excess Overlay

- a. Re: “Annually, the Finance Director and Director of Assessing will conduct an analysis to see if there is any excess in the overlay account”
  - i. WHEN does/should this analysis happen? **A: *As above, Dennis says best time to ask is in the Fall. After we set the tax rate Oct/Nov. Ask for the number, ask their opinion.***

#### 19. Overlay Surplus timing

- a. Re: the Board of Assessors shall formally vote in an open meeting to certify the amount to transfer to overlay surplus.
  - i. WHEN exactly does vote to certify Overlay SURPLUS occur in process? this statement 'shall' implies it is required to happen and required to notify Town Mgr and Fin Dir.
- b. Re: a Proposed Select Board policy: “At the beginning of the budget cycle, the Select Board shall request an annual update from the Board of Assessors on the balance of the overlay account.”
  - i. WHEN exactly would you recommend this request and determination occur? **A: *As above, Dennis says best time to ask is in the Fall. After we set the tax rate Oct/Nov. Ask for the number, ask their opinion.***

#### 20. Overlay Surplus appropriation

- a. verify Town Meeting (and only Town Meeting) is the only way to use Overlay Surplus funds during fiscal year (e.g. not the FinCom, or Select Board by their own vote...) **A. *Correct only Town Meeting***

#### 21. re: “debt obligations permitted to be issued under Massachusetts law, shall only be issued to construct, reconstruct, or purchase capital assets that cannot be acquired with current revenues”

- a. Question 1: should we reference a specific MGL? **A: *if you want but saying Massachusetts law ok.***



- b. Question 2: confirm that “issue debt” only for capital is distinct from allowing Town to ‘take on debt’ through other borrowing programs like the state CWMP low-interest loan? **A. Not that literal; it’s ok to take loan for CWMP as the Plan considered a part of construction process.**
22. Re: “Issue long-term debt only for objects or purposes authorized by state law and only when the financing sources have been clearly identified”
- a. Pls explain this statement. (is it obvious e.g. can’t Issue a bond if you don’t know potential bidders?) **A: We can strike this phrase. It does not add any value.**
23. Re: DLS recommendation of restrictive criteria for Debt Exclusions
- a. DLS (aspirational?) suggested criteria was: “Restrict debt exclusion borrowing to proposals which meet all three of these criteria: (1) useful life of 20 years or more; (2) estimated cost of the principal payment in the first year of the debt issuance must be greater than 1% of the prior year’s general fund revenue; and (3) the expenditure is either for town-owned land, buildings, or infrastructure or for a LSRHS capital assessment.”
- b. Your opinion? Are criteria (2) unreasonable, too restrictive? 1% of prior year’s general fund revenue is ~ \$1M. Only purchases of \$20M or more would have first year Principal payment of > \$1M? So this would say Broadacres, Sewataro would not have qualified for a debt exclusion. **A: Dennis thinks good policy, but it is not achievable until we have more in levy debt capacity. It is a good financial policy, but each year for a while we may need to acknowledge policy and be able to identify why we cannot pursue it (i.e. we are working toward more in-levy debt.)**
24. Re: “Total annual debt service, including debt exclusions and any self-supporting debt, shall be limited to 10 percent of general fund revenues, with a target balance of 5-7 percent”
- a. We added ‘annual’. Correct?
- b. Why 10%? Did we make up the number 10 percent or did this come from some reference?
- c. what is our actual percentage in past few years?  
**A: 10% is a best practice (state guideline). It is on an annual basis. We are nowhere near this. We are close to 3%. If there is a “target balance” (i.e. 5%) it is to allow to pay for big projects and with the knowledge that we need to pay for big capital. Would not advocate for getting near 10%. Instead of saying “target” say goal is to keep it at less than 5-7%. Debt is o.k. particularly with low interest rates. Debt allows for project to be paid over time and more tax payers.**
25. Re: “the Town shall endeavor to gradually and consistently pursue future debt issuances financed by within-levy dollars with a target of 3% of prior year’s General Fund.”
- a. Is 3% good?  
**A: Yes, it is good, but it will take time to get there.**
26. re: “The Town will attempt to maintain a long-term debt schedule so that at least 50 percent of outstanding principal will be paid within ten years.”

- a. Clarify 'long-term debt schedule'
- b. Is this 50% of outstanding principal paid within 10 years good policy?  
**A: It is the current policy and basically means aim for no more than 20 years and level principal. Dennis feels some things should be 30-year bonds. He does not think it needs to be in policy in this way to have 20-year limit (perhaps only for in-levy debt projects). There could be a blend. Excluded debt could be longer. In compliance with Mass General Law X, items can be bonded with term of xyz. Whether or not something is level debt or level principal can be evaluated on a case-by-case basis.**
27. Re: "Any vote to authorize borrowing will include authorization to reduce the amount of the borrowing by the amount of the net premium and accrued interest"
- a. Please explain.  
**A: This is Mass General Law, we do it in practice.**
28. Re: "follow federal regulations and set time frames for spending borrowed funds to avoid committing arbitrage, paying rebates, fines and penalties to the federal government, and jeopardizing any debt issuance's tax-exempt status"
- a. Confirm this is just boilerplate language from somewhere? Don't worry about it?  
**A: This is Mass General Law, we must follow. We can't just borrow money and sit on it.**
29. Re: "Issue debt with optional call dates no later than 10 years from issue"
- a. Pls explain in layman's terms. Do you agree?  
**A: This is standard. You can't prepay debt until 10 years (the call date). 10-year call dates allow for more favorable rates so can refinance. If you do less than 10 years for a call date you less favorable bids as far as interest rate.**
30. Re: "Use any net premium and accrued interest to reduce the amount of the refunding."
- a. Pls explain in layman's terms. Do you agree?  
**A: This is standard as before.**
31. Re: "The Finance Director, with the Town's financial advisor, will file the annual audit and official disclosure statement within 270 days of the end of the fiscal year."
- a. File with whom? (assume it's obvious...)  
**A: Our advisor is Unibank. They coordinate with our bond council and do a lot of our reporting with debt issuers and rating agencies.**
32. Re: "The Town's retirement fund"
- a. OPEB is acknowledged as underfunded. How is 'the Town's retirement fund' funded? Are there employee contributions? Is the retirement fund 'fully funded' (is there a guaranteed pension amount?)  
**A: There is the retirement plan (mandate from state that it must be funded). OPEB is premiums for health and life insurance – no mandate to fund. They are both not fully funded on actuarial basis. Middlesex Retirement scheduled to be fully funded by 2038. Both are reevaluated every 2 years. There are the current contributions for**

**current retirees to the OPEB Trust and the ~\$600K we set aside for the future. We pay the current obligation for current retirees. There is no mandate that requires us to set aside extra money. If Sudbury doesn't contribute for future, it could look less favorable to bond agencies (particularly if other towns are).**

**For the Town's retirement fund employees have a contribution ~9% and 2% of over \$30K, and Town has obligation to pay out a defined benefit. The Town pays into the Middlesex Retirement Fund.**

33. Re: "APPLICABILITY This policy applies to the Town Manager as the Town's chief budget decision maker. It also applies to the job responsibilities of the Finance Director, School Superintendent, School Business Manager, Select Board, School Committee, and Finance Committee"
- a. Confirm LSRHS is not subject to this policy?  
**A: LS is a separate legal entity, and these policies do not apply to them. They have their own governing body. We contribute to them.**
34. Proposed "Annually, the minimum level of capital funding (spending) the town should target year to year should be equivalent to 6% of the prior year's general fund revenue, (drawn equally from within-levy debt and cash capital sources)."
- a. Your opinion? How feasible, aggressive?  
**A: Dennis thinks this makes sense, but it will take time to achieve this since we do not have much debt in the levy. It would be about \$6MM, and right now we are around \$5MM including excluded debt.**
35. Re: "The Town Manager shall establish criteria to determine capital asset prioritization"
- a. Please identify the currently used criteria  
We currently have criteria that are similar (we have about four now).
  - b. DLS suggests: "DLS suggests Select Board est criteria including but not limited to:
  - c. - mitigation of safety hazards
  - d. - legal compliance
  - e. - operating cost reduction
  - f. - service or efficiency improvement
  - g. - availability of outside funding sources
    - i. Not a part of evaluation now
  - h. - conformance to asset replacement schedule
    - i. Not as much a part of evaluation now as it is difficult with limited funding.
    - ii.
  - i. - enhancement of quality of life"
    - i. Talk about in context of nice to have vs need to have.
  - j. QUESTION: what do you think of this list? Useful? Any value added to the doc?

**A: Dennis thinks a list like this makes sense. The order makes sense. We look at it a bit more broadly now but do touch on these. If you apply numbers, you may never get to lower on list. (So, it does require some subjectivity or flexibility.) This year items were "color-coated."**

36. Require a Capital Project Submission Sheet for every item listed on CIB (this year) and CIP (5 years plan).

- a. Does this happen now? Are items making it onto the CIB and CIP spreadsheet that don't have accompanying submission sheet filed? Right now we have a Form A with 1-5 urgency score.

**A: Process was modified slightly this year. Each year put their items in numbered priority. Then full group discussed how each fell into key categories and color-coated the according to priority across 4 categories.**

**For each item on an annual basis there is a Form A, but future items (i.e. 5 years out) may not have a form now. Now not a big deal to submit a form for each one, but some may not have a lot on them or may have estimates (not specific quotes).**

37. Would acquiring Open Space ever be in the Capital Improvement Plan?

**A: No, not unless it was something planned well in advance with a known date of acquisition. Otherwise, it would just be on the Open Space and Recreation plan.**

38. Re: proposed "DLS: put maintenance in Department budgets... <--- this would be a significant policy change Rather, such smaller, shorter life maintenance items should be included in Departmental budget capital line item. [DECISION: adopt this DLS section B-1 recommendation of putting in Dept budget???: clearly define what items included in capital plan]"

- a. How radical would this be? Do department budgets currently have line items that cover ALL items under \$20K or 5 years?
- b. Department Budgets per DLS recommendation, should have capital line items for these smaller, shorter life maintenance items...
- c. QUESTION: do we currently have such a line item per department budget?
- d. Type of expense e.g. maintenance and anticipated replacement. Maintenance (not huge unanticipated maintenance...) is recommended by DLS to go in Dept OPERATING budgets.
- e. Replacement of trucks (<100K?), ambulances/firetrucks <\$1M

**A: This is not a radical idea. Most departments (but not all) have line items in their budgets for smaller budget items. Not all departments have maintenance needs.**

39. Re: proposed "LSRHS capital assets, while funded by Sudbury and Lincoln taxpayers, are not to be itemized in the Town of Sudbury Capital Improvement Plan. Rather, a single line item per year in each of the 5- and 15-year plans shall represent Sudbury's contribution to LSRHS's own independent capital plan"

- a. Opinion? Good idea

**A: They are a separate legal entity. Right now LSRHS items are included on the capital plan just like any other item. (This started 6-7 years ago). The Town still would need to decide whether or not to fund them regardless. The one line item could include all the capital items in one article. This means all items might not be presented separately. However, this one should be thought through. It can be challenging to blend them together sometimes, but it is good to know what they**

**have coming up. Perhaps it could be a separate section of the capital plan so people realize we are separate entities. In the future, the roof will come forward which will require debt (so will have to be a separate vote).**

40. Risk Management Program

- a. What is the Risk Management Program (besides holding insurance policies...) who is the Risk Manager? (Town Manager?) Does Risk Management flow down to various accountable departments?

**A: This is more of an overriding concept. We don't have a specific risk manager. The Asst Town Manager handles insurance.**

41. Continuation of CIAC

- a. Eliminate this step? "The Town Manager will submit a capital program to the Capital Improvement Advisory Committee (CIAC). The proposed program will detail each capital project, the estimated cost, description and funding."
- b. \*\*\*\* POLICY DECISION – IF WE FOLLOW DLS TAB'S RECOMMENDATION TO ABOLISH CIAC FOR LEANER, CENTRALIZED PROCESS / EMPOWERED TOWN MANAGER... THEN CAN ELIMINATE THIS STEP OF SUBMITTING TO CIAC. \*\*\*
- c. Opinion

**A: This a judgement call. It may have been needed more before we had a "strong Town Manager." Ultimately, it is a judgement call by the Select Board.**

42. OPEB Trust Fund

- a. How to determine policy of how much to contribute annually to OPEB Trust Fund? Roughly how to determine if (current balance and annual contribution) will be sufficient as a function of when, how many retirees roll on and off?
- b. Consider phrase "until it is fully funded as actuarially determined" (from 2019 draft)?
- c. Do you have a trend chart of fund balance, contributions per year, withdrawals per year and forecast future liabilities(withdrawals) in future years?
- d. How is the liability measured? What metric should be tracked to inform whether we are contributing enough?
- e. How to determine policy of how much to contribute annually to OPEB Trust Fund? Like what? How much to contribute each year? E.g. are we aiming for 70% of future need? How far off are we? Is there a metric/rule of thumb for 'usual' contribution level, distinct from 'catch up' contributions?

**A: There is an actuarial evaluation. Now our annual contribution is about \$1.8MM. We appropriate for current retirees and \$1.2MM for future retirees and ~\$600K. "Normal costs" are how much we need to set aside for future benefits for current retirees. We are working towards the "annual required contribution." Back in 2015, we were trying to achieve this number (it fluctuates based on factors). As far as right amount, anything that is required above what we "need to pay" is a good thing. If we continue to put money aside eventually,**

***we will get to a point where we are fully funded. (Although it may take a long time such as 60 years). Amount we are putting away is reasonable and on high end vs peer communities. Now we have ~\$10MM set aside. In 2015, we were under \$1MM set aside so we have been steadily adding (\$600-800K between our contribution and investment earnings). Some of this is after a conversion of money from the old self insurance plan. In our “How we get there” future document we could add “we will continue contributing a certain baseline budget number...” Or a certain % of free cash over and above the baseline amount we contribute.***

***Dennis would consider putting more of budget into capital and more free cash into the future OPEB (since we have capital every year and is a known need.)***





SUDBURY SELECT BOARD  
Tuesday, May 18, 2021

**MISCELLANEOUS (UNTIMED)**

**7: Citizen's Comments (cont)**

REQUESTOR SECTION

Date of request:

Requested by: Patty Golden

Formal Title: Citizen's Comments (cont)

Recommendations/Suggested Motion/Vote:

Background Information:

Financial impact expected:

Approximate agenda time requested:

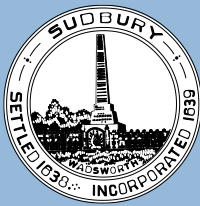
Representative(s) expected to attend meeting:

Review:

Patty Golden	Pending
Henry L Hayes	Pending
Jonathan Silverstein	Pending
Janie Dretler	Pending
Select Board	Pending

05/18/2021 7:00 PM





SUDBURY SELECT BOARD

Tuesday, May 18, 2021

**MISCELLANEOUS (UNTIMED)**

**8: Minutes review**

REQUESTOR SECTION

Date of request:

Requested by: Patty Golden

Formal Title: Review open session minutes of 3/8/21 and 4/27/21 and possibly vote to approve minutes.

Recommendations/Suggested Motion/Vote: Review open session minutes of 3/8/21 and 4/27/21 and possibly vote to approve minutes.

Background Information:

See attached drafts. The 3/8/21 joint meeting minutes were drafted and approved by the Town of Lincoln.

Financial impact expected:

Approximate agenda time requested: 30 minutes

Representative(s) expected to attend meeting:

Review:

Patty Golden	Pending
Henry L Hayes	Pending
Jonathan Silverstein	Pending
Janie Dretler	Pending
Select Board	Pending

05/18/2021 7:00 PM

**BOARD OF SELECTMEN MEETING MINUTES – Final**  
**Public Health Emergency Response Update Virtual Meeting**  
**Pursuant to Governor Baker's March 12, 2020 Order**  
**Suspending Certain Provisions of**  
**Open Meeting Law.**  
**Zoom Meeting ID# 918 3237 5325**  
**Monday March 8, 2021**  
**6:30 P.M.**

**PARTICIPANTS:** James Craig, Selectmen Chair  
(Virtually) Jennifer Glass, Selectman  
Jonathan Dwyer, Selectman  
Tim Higgins – Town Administrator  
Peggy Elder – Administrative Assistant

**WELCOME & INTRODUCTIONS:**

- Mr. Craig opened the meeting at 6:30 pm and noted that this meeting is being held remotely in a way that is consistent with Governor Baker’s Executive Order of March 12, 2020 in order to mitigate the transmission of COVID-19 virus. The order suspends the requirement to hold meetings in a publicly accessible physical location and it allows bodies to meet entirely remotely so long as there is reasonable public access. Mr. Craig noted that this evening a public comment portion has been built into the meeting that will take place after they have gone through the discussion items on the agenda. He respectfully asked that the public participants keep their video and microphones off until that time. Mr. Craig reported that in addition to Zoom, this meeting is being broadcast on Comcast channel 8, Verizon channel 33, and is available through the Town website at [www.lincolntown.org](http://www.lincolntown.org). He noted that this meeting is being recorded and that attendees are participating via video conference.

**ANNOUNCEMENTS:**

- None

**APPOINTMENTS:**

- Sudbury Select Board - Janie Dretler, Sudbury Select Board Chair opened their meeting with a Select Board roll call William Schineller: present; Dan Carty: present; Charles Russo: present; Jennifer Roberts: present; Janie Dretler: present; Town Manager Henry Hayes: present.

Ms. Dretler noted that this was the first time that the two Boards have met for a joint meeting in recent history. Mr. Craig (Chair, Lincoln Board of Selectmen) thanked Ms. Dretler for reaching out to him and said that he has enjoyed speaking with her and getting to know her better. He added that it is a great opportunity to start a dialogue on a few topics and look to continue the conversation going forward on topics of common interest. Mr. Craig said that one of the topics raised by the Sudbury Select Board is the status of the Lincoln-Sudbury High School Regional Agreement. He noted that it was important to help those who are watching the meeting understand why this has become an important topic for the Sudbury Select Board. He acknowledged that the Agreement is now over 40 years old and that it is good practice to review and update such an important Agreement periodically. Mr. Craig then welcomed a discussion from the Sudbury Select Board as

to why a review of the Agreement has become such an important issue for them. Ms. Dretler had Dan Carty (Select Board liaison to the Lincoln-Sudbury Regional High School) begin the conversation.

Mr. Carty noted that it was about three years ago when this was last discussed between the Town Boards. He added that at that time the discussion consisted of some large structural administrative changes, noting the idea of setting up a K-12 program among the proposed changes. He stated that at the time, that was more of a conversation that the three school systems should be having. Mr. Carty agreed that as with most contracts, it is a good practice to review periodically and since the last time the contract was reviewed was 37 years ago. Since that time, he noted that not only has a new high school been built, but also that both Towns have pulled out of Minuteman Regional Vocational Technical High School. Mr. Carty reported that since that time, Sudbury has changed to a Town Manager structure and increased the number of Select Board members from of 3 to 5. He added that the Town has consulted a lawyer regarding several aspects of the Agreement and that the attorney underscored that this Agreement should be reviewed more frequently.

Ms. Glass (Lincoln Board of Selectmen) commented that the one advantage to virtual meetings is that it makes it easier to pull together a meeting like this, adding that she hopes that this becomes a more regular dialogue. She said that she is interested in finding out more the Sudbury Select Board's questions related to vocational education.

Mr. Dwyer (Lincoln Board of Selectmen) reported that he is a member of Hanscom Area Towns Committee (HATS) which is made up of a member of the Board of Selectmen from Lincoln, Lexington, Concord, and Bedford and that this affords an opportunity to share best practices about many things: How the towns manage police/fire fleets; partnering up with Hanscom and Massport, etc. This gives Lincoln an opportunity to work closely with these neighboring towns. Lincoln and Sudbury have a different connection. Our kids go to school together, so this type of dialogue is important.

Mr. Craig stated that he agrees that 37 years is too long to go without a review, noting that historically the Town relied on the L-S School Committee to advise the Board or bring up issues that needed to be addressed concerning the L-S partnership.

Mr. Higgins (Lincoln Town Administrator) explained that when Lincoln decided to withdraw from Minuteman, the preK-8 School Administration took primary responsibility for ensuring that eighth graders understand their vocational choices. He added that without exception, all Lincoln students who wish to pursue vocational education have done so at Minuteman, which makes the administrative and transportation parts easy for the Town. The primary responsibility for transportation is in the hands of the Lincoln Public Schools administration with the Administrator for Business and Finance, Buck Creel, heading the effort.

Mr. Craig noted that the Sudbury Select Board shared some best practice materials concerning how to form a Regional Agreement review committee along with materials explaining how to amend a regional agreement.

Mr. Russo (Sudbury Select Board) reported that he shared a power point presentation that he found on the Massachusetts Association of Regional School Systems website. He added that there are several Towns that have done this in the last few years noting that there are a number of different types of amendments that have been made. The typical committee would be made up of a member of each town's Select Board, a member of the School Committee from each town, and a Finance Committee member from each town, along with a strong recommendation of a general member from each town.

Ms. Roberts (Sudbury Select Board) emphasized that she felt that who appoints the committee members is not as important as the makeup of the committee itself.

Mr. Craig asked if any of the members of the School Committee in attendance would like to comment. Carole Kasper (Lincoln-Sudbury School Committee) introduced herself and reported that she had seen the MARS presentation, adding that it might make sense for the LS School Committee to appoint a subcommittee. She said she thought that the Regional School Committee should be the body appointing the members to the subcommittee and developing the charge for the committee. Ms. Kasper noted that the priority item for the past year has been delivering academic rigor and reimagining teaching and learning during the COVID pandemic, and that that has been the main focus of the faculty and. Ellen Joachim (Chair, Lincoln-Sudbury School Committee) noted that it was her understanding that the Regional School Committee would be responsible for this for all of the reasons stated by Ms. Kasper because the LSSC includes members from both Towns. She noted that any amendments would need to be approved by the School Committee, both Select Boards, and then be approved by a majority at each town's Town Meetings. It is quite a process. She underscored that the School Committee's main concern this year has been trying to educate students during this pandemic. She added that the Regional Agreement has not been a priority for the School Committee because they simply do not currently have the band width to take it on.

Ms. Dretler reported that the agreement is a high priority for the Sudbury Select Board. She added that she would like to see some sort of timeline developed that shows some progress being made in the next year or so, and some sort of commitment that this would happen. Mr. Carty noted that starting the discussion is important and hopes that this will be a collaborative effort.

Mr. Dwyer would not like to go forward with discussions concerning the Regional Agreement without representation from the L-S School Committee. If the School Committee can't do this at this time, he would rather address non-school related issues.

Ms. Roberts commented that hopefully by the Fall things will have slowed down a bit and LSSC can address some of these issues. One approach would be for the two Town Select Boards come together. Another would be to ask the School Committee to put this on their agenda and then report back to the Select Boards. She added that it should be led by the School Committee, but there should be Select Board representation as well, especially regarding budgets. Also, vocational education questions definitely go beyond transportation, and there are fundamental questions as to where the vocational education budget should live.

Mr. Schineller echoed the thoughts of Ms. Roberts adding that the Select Boards can drive this for the most part between now and the Fall. He didn't feel they needed to wait to continue the conversation.

Mr. Russo stated that he agreed with his colleagues on the Sudbury Select Board, noting that he got most of his information from the April 2019 meeting that is recorded on Sudburytv.org. It was a joint meeting and a representative from MARS, members of the Lincoln-Sudbury School committee, and members of the Finance Committee from both towns, as well as members from both Select Boards were there. He wondered if a post July meeting date would be better than the Fall.

Mr. Carty understands the lack of time right now but does not want to lose sight of this. He suggested quarterly check-ins.

Sudbury Select Board  
Joint meeting with Lincoln Board of Selectmen  
March 8, 2021  
Page 4

Ms. Glass suggested a group meeting in the Fall which would include both Select Boards as well as the School Committee since they do not have a quorum at this meeting. It would be good to have all three boards be able to deliberate together.

Ms. Dretler moved to adjourn the Sudbury Select Board meeting. Mr. Schineller seconded the motion to adjourn. With no further discussion, the motion was approved unanimously with a roll call vote: Dan Carty: Aye; Charles Russo: Aye; Jennifer Roberts: Aye; William Schineller: Aye; Janie Dretler: Aye.

SUDBURY SELECT BOARD

TUESDAY APRIL 27, 2021

(Meeting can be viewed at [www.sudburytv.org](http://www.sudburytv.org))

Present: Chair Janie Dretler, Vice-Chair Roberts, Select Board Member Daniel E. Carty, Select Board Member William Schineller, Select Board Member Charles Russo, Town Manager Henry L. Hayes, Jr.

The statutory requirements as to notice having been complied with, the meeting was convened at 7:01 p.m., via Zoom telecommunication mode.

Chair Dretler announced the recording of the meeting and other procedural aspects included in the meeting. She acknowledged that the Board had just adjourned in Executive Session.

**Call to Order/Roll Call**

Select Board Roll Call: Schineller-present, Carty-present, Russo-present, Roberts-present, Dretler-present

**Opening remarks by Chair:**

- Baker-Polito Administration announced MA will reopen some outdoor Phase 4, Step 2 industries effective May 10<sup>th</sup> and plan for additional reopenings on May 29<sup>th</sup> and August 1, 2021.
- Real Estate and Personal property taxes are due May 3, 2021
- Annual Town Meeting Warrant has been mailed to residents

**Reports from Town Manager:**

- Inter-departmental meeting held today regarding planning for the Annual Town Meeting
- Received May 1st payment from Camp Sewataro
- Attended the Sudbury Lions Club meeting last night
- Fire Station 2 and Town Moderator Municipal Minutes have been recorded
- Sudbury received the 2020 New England Stormy Award for the “Using Mini Weather Stations to Improve Winter Operations, Reduce Chloride Impacts, and Meet Stormwater Permit Requirements” submission; kudos extended to Sudbury DPW

**Reports from Select Board**

Board Member Carty:

- Thanked all for participation in Sudbury Clean-up; his family participated
- Curtis Middle School and LSRHS resumed full-time, in-person learning this week; he requested everyone exercise patience regarding related increase in traffic
- Announcements during the SPS meeting last night included: the Federal Government - sponsored free lunch program would continue through the next school year and the State COVID-pool testing program would continue through the summer
- Tomorrow evening SPS and Lincoln Public School Committees will meet with legislators
- Last meeting of the Master Plan Steering Committee scheduled for tomorrow

Board Member Schineller:

- Select Board Financial Policies Subcommittee (Board Members Roberts and Schineller) met last night with Finance Director Dennis Keohane; will present revised Policies to the Board at the next meeting
- Sewataro Subcommittee (Board Members Russo and Schineller) held the first Subcommittee meeting, with several residents in attendance
- The Diversity, Equity, and Inclusion (DEI) Commission will conduct the first DEI meeting soon, with Board liaisons Schineller and Roberts
- Attended Earth Removal Board meeting last night with focus on the Eversource transmission line proposal
- Looking forward to the joint meeting with Commission on Disability during this meeting

Board Member Russo:

- Thanked Staff for efforts associated with the Sewataro Subcommittee
- Attended American Recovery Act funding meeting
- Participated in Earth Day activities
- At last evening's meeting, members of the Earth Removal Board voted to continue the Eversource Transmission Hearing discussion.
- Announced mild drought status in the state of MA and recommended that everyone be mindful of outdoor water usage

Vice-Chair Roberts:

- Announced Select Board Office hours with she and Board Member Russo on Thursday, April 29; made recommendation that the Select Board Office Hours be posted on the Town website
- Expecting the first DEI meeting to be held in May
- Select Board Policies and Procedures draft revision likely to be presented at the next Board meeting
- Congratulations to DPW regarding the 2020 Stormy Award as granted by the New England Stormwater Collaborative
- Addressed the lifting of COVID-related openings and practices; she recommended that all continue to exercise caution in this regard, stressing that youth population has not been vaccinated

**Citizens comments on items not on agenda**

No comments presented

**Vote to open a joint meeting with the Commission on Disability to review results from ADA Assessment**

Present: Commission on Disability Members: Chair Pat Guthy, Kathleen Bell, Lisa Kouchakdjian, Doug Frey, Caroline Santangelo; IHCD Representatives: Meghan Dufresne, David West, Kathy Gips; Sudbury Staff: Bill Barletta, Facilities Director; Maryanne Bilodeau, Assistant Town Manager/Human Resources Director; Henry L. Hayes, Jr., Town Manager; Bethany Hadvab, Town Social Worker; Anna Christina, COA Administrator

Chair Dretler read in the words of the motion. Board Member Carty moved in the words of the Chair. Vice-Chair Roberts seconded the motion.

It was on motion 5-0; Russo-aye, Carty-aye, Schineller-aye, Roberts-aye, Dretler-aye



VOTED: To open a joint meeting with the Commission on Disability to review results from ADA Assessment. Representatives from IHCD also attending.

Commission on Disability Chair Guthy read in the words of the motion. Ms. Bell moved to open a joint meeting with the Select Board. Mr. Frey seconded the motion.

It was on motion 5-0; Bell-aye, Frey-aye, Santangelo-aye, Guthy-aye, Kouchakdjian-aye

VOTED: To open a joint meeting with the Select Board.

Town Manager Hayes stated that the ADA project had been in process for over a year. Ms. Bilodeau noted that she is the ADA Coordinator for Town of Sudbury employees, Bill Barletta is the ADA Coordinator for Town facilities, and Town Manager Hayes is the overall ADA Coordinator.

Mr. West presented the IHCD - Town of Sudbury ADA Transition Plan slide show. Ms. Dufresne highlighted items from the presentation:

- Brief Overview of IHCD
- Self-Evaluation and Transition Plan Overview
- Built Environment Findings
- Policies and Procedures Findings

Ms. Dufresne acknowledged the following Sudbury municipal buildings were evaluated by IHCD:

- DPW Offices and Garages
- Fairbank Community Center
- Fire Station 1
- Fire Station 2
- Fire Station 3
- Flynn Building
- Goodnow Library
- Hosmer House
- Loring Parsonage
- Parks and Grounds Building
- Police Department
- Town Hall
- Transfer Station

Schools:

- Curtis Middle School
- Haynes Elementary School
- Loring Elementary School
- Nixon Elementary School
- Noyes Elementary School

Parks:

- Broadacres Farm
- Camp Sewataro
- Davis Field
- Featherland Park
- Feeley Field
- Grinnell Park
- Haskell Field
- Heritage Park
- Playground at Horse Pond Road
- Ti-Sales Field
- Willis Lake Access

Ms. Dufresne noted the primary municipal ADA deficiencies focused on Parking, Exterior Accessible Routes, Service Counters, Assembly Areas, Toilet Rooms, Signs, and Facilities for Detainees.

Mr. West and Ms. Dufresne provided best practice options.

Vice-Chair Roberts asked if IHCD would provide assistance with advancing ADA municipal websites and help communications regarding ADA improvements for the residents of Sudbury. Mr. West responded in the affirmative.

Mr. West initiated a discussion regarding screen readers. Vice-Chair Roberts addressed Zoom options in effort to include all people. Ms. Gips agreed that meeting options such as Zoom would be of great benefit.

Ms. Guthy asked if the presented IHCD Power Point presentation would be accessible for COD review. Mr. West responded in the affirmative, and noted the Power Point presentation was included on the Town website.

Ms. Guthy asked about possible COD guidance during the transitional phase of the project. Mr. West spoke about the significance of the capital plan in this regard and suggested that any COD request/questions for IHCD go through the Town Manager.

Ms. Guthy asked about the Transition Plan timeline. Mr. West responded the overall timeline was three to five years, with exception of a large university who had a time allotted (via super variance) of ten years.

Ms. Kouchakdjian asked if IHCD could attend a future COD meeting in order to address additional questions by COD members. Chair Dretler concurred with the need for additional time and requested that Town Manager Hayes consider this aspect.

Ms. Bell inquired about the “user expert/s” involvement, and queried about what might happen when “user expert/s” are involved and what might happen when such experts are not involved. She suggested that this topic be discussed at a future meeting.

Ms. Hadvab mentioned the high incidence of mental health and cognitive disabilities. She stressed the impact of these disabilities during the COVID pandemic and increased cases of extreme anxiety. She suggested that future presentations included mental health and cognitive disabilities, as well. Mr. West mentioned that physical space can determine how individuals view the environment and effective communications could include providing assistance to people who are overwhelmed.

Ms. Kouchakdjian commented that the SPS website is now accessible and is comprehensive. She suggested that Sudbury IT personnel speak to the SPS Superintendent for more information.

Vice-Chair Roberts commented about next steps, and agreed that another group meeting as suggested by COD would be helpful. Chair Dretler suggested posting such meeting as a Select Board meeting. Town Manager Hayes stated the next steps would involve detailing the Transition Plan aspect. He stressed that the capital plan would fund the ADA project, and noted the funding reflected a “competing” process with other Town projects requiring funding. Town Manager Hayes indicated that specific considerations would be further studied during the summer, and stated that the compliance aspect would be studied. He thanked Mr. Barletta for his work on this project and his availability, as well as changes made at Sewataro and related IT adjustments. He stressed he was open to receiving additional questions/comments.

Chair Dretler asked about associated timeline to complete the report and complete the transition plan. Mr. West said IHCD would be checking with Town Manager Hayes and Mr. Barletta regarding some minor changes to the transition plan, which would likely be completed within several weeks. Chair Dretler confirmed that the objective was to complete the plans as soon as possible, and recommended the Board and COD receive the report at the same time. Town Manager Hayes concurred.

**Vote to close joint meeting with Commission on Disability and resume the Select Board meeting**

Ms. Guthy motioned to adjourn the joint meeting with the Select Board. Ms. Bell seconded the motion.

It was on motion 5-0; Guthy-aye, Bell-aye, Frey-aye, Kouchakdjian-aye, Santangelo-aye

VOTED: To adjourn the joint meeting with the Select Board

Chair Dretler read in the words of the motion. Board Member Schineller moved in the words of the Chair. Board Member Russo seconded the motion.

It was on motion 5-0; Russo-aye, Carty-aye, Schineller-aye, Roberts-aye, Dretler-aye

VOTED: To close joint meeting with Commission on Disability and resume the Select Board meeting.

**Town Meeting Planning, Communication, and Public Education - update from Town Manager**

Town Manager Hayes stated that he conducted a related meeting with department heads, SudburyTV, Town Moderator, and COD members Lisa Kouchakdjian and Doug Frey. He stated that the outdoor Annual Town Meeting would look much like the last outdoor Town Meeting.

Town Manager Hayes confirmed there are 18 Warrant Articles to be covered at May Town Meeting. He provided details regarding seating, food vendors, rest room accommodations, golf carts, and cleaning schedule.

Town Manager Hayes confirmed that Governor Baker announced today that face coverings would not be required/mandated for outdoor use if a distance of at least six feet was maintained. Chair Dretler asked if the Town could amend the proposed mask plan. Town Manager Hayes noted that such decision would be under the purview of the Select Board. Chair Dretler indicated that Board of Health advisory would be preferred regarding the face covering issue.

Vice-Chair Roberts suggested a strong advisory regarding face coverings be issued in consideration that the meeting is less than a month away. Vice-Chair Roberts inquired about pre-Town Meeting communications, especially in consideration of the Fire Station #2 Article. Town Manager Hayes acknowledged that Chief Whalen had presented the Fire Station #2 Article. He also noted that the recent Municipal Minute episode with Chief Whalen addressed possible Fire Station #2 funding. Vice-Chair Roberts suggested that residents submit related questions/comments to the Town and recommended establishing a designated Fire Station #2 project webpage on the Town site. Chair Dretler agreed with residents submitting Fire Station #2 questions via e-mail and supplying the answers on the proposed Town website.

Board Member Carty suggested that the Health Department provide guidance regarding the use of face coverings at Annual Town Meeting. Chair Dretler reiterated receiving guidance from the Health Department would be beneficial.

Board Member Russo noted that there may be benefit a waiting a bit to access the mask situation and suggested having that discussion at the May 11<sup>th</sup> Board meeting.

#### **Discussion on Town Manager Evaluation and 360 Assessment**

Chair Dretler confirmed that the 360 assessments were completed and would be included in an upcoming Board meeting.

The Board voted to recess for five minutes.

Upon return from a five-minute recess, the Board discussed the 2018 Town Manager Evaluation procedure/policy. Board Members agreed to follow the most recent 2018 Town Manager Evaluation iteration. Board Members acknowledged that quantitative and qualitative evaluation information would be submitted to Ms. Golden of the Select Board's Office by May 10, 2021.

Town Manager Hayes confirmed that the Town Manager Evaluation – Option 1, was acceptable.

#### **Vote to establish Town Manager Evaluation subcommittee. Also, vote to appoint Board members Daniel Carty and Charles Russo to this subcommittee for an indefinite term.**

Vice-Chair Roberts stressed the merit of having this agenda item discussed at a future Board meeting, in consideration of Town Manager Evaluations going forward. Board Member Carty agreed.

#### **Recusal Discussion**

Board Member Carty provided detail regarding the Commonwealth guidelines regarding recusal process at "Selectmen" Meetings. He referred to recusal incidences as demonstrated at several Select Board meetings. He indicated that his treatment was different when compared to that of other Board Members.

Board Member Carty stressed the importance of consistency in regard to the recusal process. Chair Dretler recognized the importance of consistency and noted the unique implications associated with virtual meetings. She confirmed that going forward, she would wait to get members recusal directive/s before proceeding.

Town Manager Hayes stated that unless something was clearly stated by a Board Member, the minutes would not reflect such recusal.

**Discuss topics to be assigned for the Spring 2021 Select Board Newsletter.**

Board Members selected the following topics:

- |   |                         |
|---|-------------------------|
| • Town Manager's first year on the job        | Board Member Carty      |
| • Fairbank Community Center and BFRT Summary  | Chair Dretler           |
| • Formative of Diversity Inclusion Commission | Board Member Schineller |
| • ADA Assessment                              | Vice-Chair Roberts      |
| • Town Culverts                               | Board Member Russo      |

Chair Dretler stated the Newsletter submission deadline is May 17, 2021.

**Review open session minutes of 3/23/21 and 4/6/21 and possibly vote to approve minutes**

Vote to approve 3/23/21 Open Session minutes

Chair Dretler moved in the words of the motion. Board Member Carty moved in the words of the Chair. Vice-Chair Roberts seconded the motion.

It was on motion 5-0; Carty-aye, Schineller-aye, Russo-aye, Roberts-aye, Dretler-aye

VOTED: To approve the open session minutes of 3/23/21, as edited

Vote to approve 4/6/21 Open Session minutes

Chair Dretler moved in the words of the motion. Board Member Carty moved in the words of the Chair. Board Member Russo seconded the motion.

It was on motion 5-0; Carty-aye, Schineller-aye, Russo-aye, Roberts-aye, Dretler-aye

VOTED: To approve the open session minutes of 4/6/21, as edited

**Upcoming Agenda Items**

May 4<sup>th</sup> Agenda items include:

- Eversource Transmission Line Hearing
- Financial Policies
- American Rescue Plan
- Town Forum

May 18<sup>th</sup> items:

- Financial Policies
- Sewataro
- Lincoln BOS and LSRHS School Committee meeting

**Citizen's Comments (cont.)**

There were no citizen's comments

**Consent Calendar**

**Vote to accept and execute the Conservation Restriction from JoAnn L. Howe to the Town of Sudbury, acting by and through its Conservation Commission, pursuant to M.G.L. Ch. 184 Sec. 32 for a 0.33-acre portion of the property located at 38 Birchwood Avenue, shown as a portion of Assessor's Map F04, Parcel 0427, to maintain the Premises predominantly in its natural state in perpetuity**

Chair Dretler moved in the words of the motion. Board Member Russo moved in the words of the Chair. Board Member Schineller seconded the motion.

It was on motion 5-0; Roberts-aye, Russo-aye, Carty-aye, Schineller-aye, Dretler-aye

VOTED: To accept and execute the Conservation Restriction from JoAnn L. Howe to the Town of Sudbury, acting by and through its Conservation Commission, pursuant to M.G.L. Ch. 184 Sec. 32 for a 0.33-acre portion of the property located at 38 Birchwood Avenue, shown as a portion of Assessor's Map F04, Parcel 0427, to maintain the Premises predominantly in its natural state in perpetuity.

**Vote to appoint Janet Cowan, 25 Adams Road, to fill a vacant position on the Sudbury Housing Authority as an interim appointment through the start of Ms. Cowan's elected term, which will begin at the conclusion of 2021 Annual Town Meeting.**

Chair Dretler moved in the words of the motion. Board Member Russo moved in the words of the Chair. Board Member Schineller seconded the motion.

It was on motion 5-0; Roberts-aye, Russo-aye, Carty-aye, Schineller-aye, Dretler-aye

VOTED: To appoint Janet Cowan, 25 Adams Road, to fill a vacant position on the Sudbury Housing Authority as an interim appointment through the start of Ms. Cowan's elected term, which will begin at the conclusion of 2021 Annual Town Meeting.

**Vote to accept a \$2,800 donation from Mary Ellen and Stewart Hoover to the Sudbury Health Department and Social Work Office Single Mothers Scholarship Fund.**

Chair Dretler moved in the words of the motion. Board Member Russo moved in the words of the Chair. Board Member Schineller seconded the motion.

It was on motion 5-0; Roberts-aye, Russo-aye, Carty-aye, Schineller-aye, Dretler-aye

VOTED: To accept a \$2,800 donation from Mary Ellen and Stewart Hoover to the Sudbury Health Department and Social Work Office Single Mothers Scholarship Fund.

**Vote to approve for FY22 the annual or renewal DPW contracts awarded and previously approved for FY21 or to be awarded in FY22 on a Fiscal Year basis or Calendar Year basis by the Town Manager in accordance with procurement requirements and as reviewed by Town Counsel.**

Chair Dretler moved in the words of the motion. Board Member Russo moved in the words of the Chair. Board Member Schineller seconded the motion.

It was on motion 5-0; Roberts-aye, Russo-aye, Carty-aye, Schineller-aye, Dretler-aye

VOTED: To approve for FY22 the annual or renewal DPW contracts awarded and previously approved for FY21 or to be awarded in FY22 on a Fiscal Year basis or Calendar Year basis by the Town Manager in accordance with procurement requirements and as reviewed by Town Counsel.

**Vote to approve the Town Manager appointment of Randi Korn, 21 Pine Ridge Road, to the Commission on Disability for a term ending 5/31/24**

Chair Dretler moved in the words of the motion. Board Member Russo moved in the words of the Chair. Board Member Schineller seconded the motion.

It was on motion 5-0; Roberts-aye, Russo-aye, Carty-aye, Schineller-aye, Dretler-aye

VOTED: To approve the Town Manager appointment of Randi Korn, 21 Pine Ridge Road, to the Commission on Disability for a term ending 5/31/24

**Vote to Adjourn Meeting**

Chair Dretler read in the words of the motion. Board Member Carty moved in the words of the Chair. Vice-Chair Roberts seconded the motion.

It was on motion 5-0; Carty-aye, Roberts-aye, Schineller-aye, Russo-aye, Dretler-aye

VOTED: To adjourn the meeting

There being no further business, the meeting was adjourned at 10:22 p.m.





SUDBURY SELECT BOARD  
Tuesday, May 18, 2021

**MISCELLANEOUS (UNTIMED)**

**9: Upcoming Agenda Items**

REQUESTOR SECTION

Date of request:

Requested by: Patty Golden

Formal Title: Upcoming Agenda Items

Recommendations/Suggested Motion/Vote:

Background Information:

Financial impact expected:

Approximate agenda time requested:

Representative(s) expected to attend meeting:

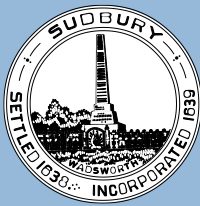
Review:

Patty Golden	Pending
Henry L Hayes	Pending
Jonathan Silverstein	Pending
Daniel E Carty	Pending
Janie Dretler	Pending
Select Board	Pending

05/18/2021 7:00 PM

## POTENTIAL UPCOMING AGENDA ITEMS/MEETINGS

MEETING	DESCRIPTION
<b>May 22-23; rain date of June 12-13</b>	<b>Annual Town Meeting at LSRHS field; start time 12:30 PM Sat, 5/22</b>
<b>May 25</b>	Annual Board and Committee/Commission reappointments
	Select Board reorganization
	CWMP Update
	Fall Town Forum discussion
	American Rescue Plan discussion
<b>Date to be Determined</b>	Budget Strategies Task Force
	By-law items to examine - Special Events & Demonstration Permits; Common Victualler License Holders (Related to Farm Act exemptions, citizen request); Nuisance / Blight Bylaw; Removal Authority of members from appointments
	Citizen Leadership Forum
	Fairbank Community Center update (ongoing)
	Financial policy review (ongoing)
	Health/COVID-19 update (as of 3/18/20)
	Housing Choice discussion
	Invite Commission on Disability Chair to discuss Minuteman High School
	Lincoln BOS and LSRHS School Committee – future meeting
	Local receipts – fee schedule review
	Planning Board joint meeting
	Projects to track using form (KPIs)
	Quarterly review of approved Executive Session Minutes for possible release (February, May, August and November). Consider separate meeting solely for this purpose.
	Quarterly update on Bruce Freeman Rail Trail (BFRT) (March, June, September, December)
	Quarterly update on CSX (January, April, July, October)
	Route 20 empty corner lot – former gas station
	Sewataro Financial Statement review
	Sewataro Future planning - \$ for negotiations, insurance, contract
	Sidewalks discussion
	State of Emergency rescinding letter
	Town meeting recap – year in review
	Town-wide traffic assessment and improve traffic flow
	Update from SB Policy Subcommittee
	Update on crosswalks (Chief Nix/Dan Nason)
	Update on traffic policy (Chief Nix)
	Work Session with Town Counsel: Select Board/Town Manager Code of Conduct and other procedural training
<b>Standing Items for All Meetings</b>	Select Board requests for future agenda items at end of meeting
	Citizens Comments, continued (if necessary)



SUDBURY SELECT BOARD

Tuesday, May 18, 2021

**CONSENT CALENDAR ITEM**

**10: Thank you letter to former COA members**

REQUESTOR SECTION

Date of request:

Requestor: Jeff Levine, COA chair

Formal Title: Vote to send thank you letters to John Beeler and Robert May for their years of service on the Council on Aging.

Recommendations/Suggested Motion/Vote: Vote to send thank you letters to John Beeler and Robert May for their years of service on the Council on Aging.

Background Information:  
attached thank you letters

Financial impact expected:

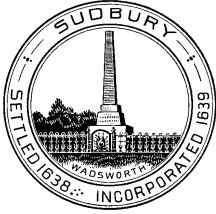
Approximate agenda time requested:

Representative(s) expected to attend meeting:

Review:

Patty Golden	Pending
Henry L Hayes	Pending
Jonathan Silverstein	Pending
Daniel E Carty	Pending
Janie Dretler	Pending
Select Board	Pending

05/18/2021 7:00 PM



# Town of Sudbury

Office of Select Board  
[www.sudbury.ma.us](http://www.sudbury.ma.us)

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 978-639-3381  
 Fax: 978-443-0756

Email: [selectboard@sudbury.ma.us](mailto:selectboard@sudbury.ma.us)

May 18, 2021

John Beeler  
 57 Wagonwheel Road  
 Sudbury, MA 01776

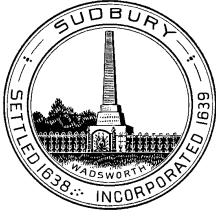
Dear Mr. Beeler,

On behalf of the Sudbury Select Board and Town Manager, I would like to thank you for your 14 years of service as a valuable member with the Council on Aging. Your involvement with the Council has helped to support and promote resources and assistance to the needs of the Sudbury senior adult population.

Sudbury is fortunate to have committed residents like yourself, who willingly give their time, knowledge and effort in making their community a better and beautiful place to live. Your volunteer service has made a tremendous contribution to the community. We thank you again for your service and we wish you well.

Sincerely,

Janie W. Dretler  
 Chair, Select Board



# Town of Sudbury

Office of Select Board  
www.sudbury.ma.us

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

Email: [selectboard@sudbury.ma.us](mailto:selectboard@sudbury.ma.us)

May 18, 2021

Robert May  
98 Maynard Farm Road  
Sudbury, MA 01776

Dear Mr. May,

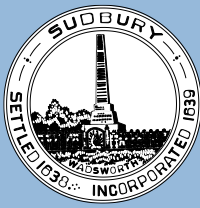
On behalf of the Sudbury Select Board and Town Manager, I would like to thank you for your 12 years of service as a valuable member with the Council on Aging. Your involvement with the Council has helped to support and promote important resources and assistance to our community's senior residents.

The Sudbury community is fortunate to have such committed residents who willingly give their time and effort in making their community a better place to live. Your volunteer service has made a tremendous contribution to the community. Thank you again for your service and our very best to you.

Sincerely,

Janie W. Dretler  
Chair, Select Board

Attachment10.b: May\_Robert\_COA (4563 : Thank you letter to former COA members)



SUDBURY SELECT BOARD

Tuesday, May 18, 2021

**CONSENT CALENDAR ITEM**

**11: Thank you letter to Susan Rushfirth**

REQUESTOR SECTION

Date of request:

Requested by: Patty Golden

Formal Title: Vote to send a thank you letter to Susan Rushfirth for her years of service on the Commission on Disability.

Recommendations/Suggested Motion/Vote:

Background Information:  
attached letter

Financial impact expected:

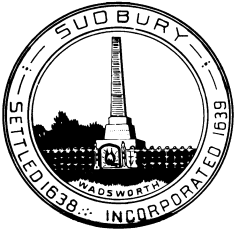
Approximate agenda time requested:

Representative(s) expected to attend meeting:

Review:

Patty Golden	Pending
Henry L Hayes	Pending
Jonathan Silverstein	Pending
Daniel E Carty	Pending
Janie Dretler	Pending
Select Board	Pending

05/18/2021 7:00 PM



978-639-3381

# Town of Sudbury

*Office of Select Board*  
Sudbury, Massachusetts 01776

May 18, 2021

Susan Rushfirth  
48 Harvard Dr  
Sudbury, MA 01776

Dear Ms. Rushfirth:

On behalf of the Select Board and myself, I would like to express our sincere appreciation for your service as a Member of the Commission on Disability.

Our community is fortunate in having many volunteers whose diligent efforts and hours of dedication help set the direction for the Town.

Once again, our thanks for your assistance, and we wish you well in your future endeavors.

Sincerely,

Henry L. Hayes, Jr.  
Town Manager

Attachment11.a: Rushfirth\_Susan\_resigned COD 2019 (4575 : Thank you letter to Susan Rushfirth)