

TOWN MANGER GOALS, EVALUATIONS, AND PROFESSIONAL DEVELOPMENT

for HENRY HAYES JR. as of May 2021

Goals and Evaluation Timeline

1. Within First thirty (30) days of the Town Manager's employment

Select Board and Town Manager will create entry plan goals and objectives including:

- a. Complete on-boarding processing as a Town employee
- b. Meet with and establish professional relationships with the Department Heads and senior Town employees with regard to positions held
- c. Become familiar with and review overarching operations of the Town by major functional areas
- d. Become familiar with Town policy needs
- e. Become familiar with various Boards, Commissions, Committees, Working Groups and the like across the Town
- f. Become familiar with sources to access Town data, including but not limited to: network drives, Town websites
- g. Gain access to municipal management systems and be listed on applicable registries
- h. Conduct initial training requirements as a municipal employee
- i. Apply for MMA-Suffolk Certificate in Local Leadership & Management program
- j. Establish a professional working relationship with the Select Board/Board of Selectmen (Board) members
- k. Provide quality feedback and information to the Board regarding Town impacting matters relevant to the function of community leadership

2. After Ninety (90) days of the Town Manager's employment

Select Board and Town Manager will review the onboarding process and experience and discuss priorities and any resources needed to facilitate full immersion into the position of Town Manager. This will include:

- a. Review of the onboarding process and status
- b. Discuss priorities and any resources needed to facilitate full immersion into the position of Town Manager
- c. Provide feedback regarding performance as the Chief Executive of the Town
 - i. Leadership of Town employees and provision of service to the Town
 1. Vision casting for Town employees
 2. Handling personnel and benefits
 3. Financial management and budgetary oversight feedback
 4. Administration
 5. Hiring and firing of personnel
 6. Employee performance reviews
 7. Collective bargaining
 8. Purchase of supplies, materials, and equipment
 9. Inventory of all Town property, to include maintenance and use of all Town facilities
 10. Coordinating the activities of all town agencies serving under the office of the Town Manager and the office of the Board
 - ii. Feedback regarding support to the Board
 - iii. Civic engagement feedback
- d. Continue to enhance professional development activities

3. After six (6) months of the Town Manager's employment

Select Board to conduct evaluation of Town Manager performance

- a. 360-degree assessment with solicited input from others

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- b. Subjective feedback from one of the Town's School Superintendents and
- c. Subjective feedback from at least four direct reports of the Town Manager chosen randomly in a process conducted by the Town Manager and Board

4. Annually throughout the duration of the Town Manager's employment

Select Board will conduct review and evaluation of Town Manager's accomplishment of:

- i. Established goals and objectives
- ii. Credentials and professional development status and progress
- b. The Board and the Town Manager shall
 - i. Review and define goals and performance objectives for proper operation of the Town
 - ii. Review and establish strategy or anticipatory actions to further the Board's policy objectives
 - iii. Establish a relative priority among the various goals and objectives

Town Manager Multi-Year Goals

1. **Fairbank Community Center**: Work with Town Staff and other interested parties to sustain and operate the Fairbank Community Center and execute any future / new facility plans
2. **Cleargov**: Continue to work with Cleargov to evaluate new features and implement those new features when they become available (**2021 update**)
3. **Town Center**: Continue to work toward protecting the land in town center, including working with Developer on permitting and working with the Board to finalize future plans and protections for the property
4. **Regional and Technical High Schools**: Work to establish clearer relationships, processes, budgeting, bussing and predictions as best as able
5. **Cemetery**: Work with DPW on plan to create future cemetery space, including increased number of plots and access
6. **Capital**:
 - a. **Revise the form and process.**
 - b. Continue to work on **funding sources for routine capital**, as well as finding capacity for larger projects.
7. **Complete Streets**: Conduct Implementation (**Grant awarded**)
8. **Municipal Vulnerability Preparedness Hazard Mitigation Plans**: Strive toward Implementation
9. **Ongoing Work with Various Committees/Commissions**: regarding master plans, including, town-wide, fields and senior needs
10. **Staff enhancement**
 - a. Update Employee Handbook (2019)
 - b. Discover and implement additional training and development opportunities
11. **Space Utilization**: Planning for facility use now and in the perceivable future for our teams employed by the Town

12. **Disabilities and Accommodations focus:** Continue to seek opportunities to enrich the experiences and access for all people across Sudbury
13. Establish and sustain **emergency management** exercises to **ensure readiness** and responsiveness
14. **Establish Sewatara Policy** and recommend **fee structure** for use of the property to the Select Board (as requested by some of the Select Board members)
15. **Comprehensive Wastewater Management Plan:** Continue planning process and identify future needs and adjustments
16. **Implement major plans:** To include Livable Sudbury, Master Plan, community Profile and historical preservation
17. **Trail development:**
18. **Broadacres Farm:** Compile and recommend viable actions and identify timing potentials
19. **Sustain a SAFE, SECURE, SERVICED & STRONG SADBURY!**

Ongoing Professional Development:

1. **Conference attendance and participation**
The Town shall pay the Town Manager's registration fee(s) and related expenses for:
 - a. International City and County Management Association's (ICMA) Annual Conference (**2020**)
 - b. Massachusetts Municipal Association Annual Conference (MMA) (**2020, 2021**)
 - c. Massachusetts Municipal Management Association Annual Spring and Fall conferences (MMMA). (**2020, 2021**)
2. **Memberships:** The Town agrees to budget and pay for the professional dues and subscriptions for the Town Manager necessary for membership in the:
 - a. **International City/County and Management Association** (ICMA)
 - b. **American Society for Public Administration** (ASPA)
 - c. **Massachusetts Municipal Management Association** (MMMA)
 - d. **495/MetroWest Partnership**
 - e. Any other professional organizations deemed necessary and desirable for his continued professional participation, growth, and advancement for the good of the Town
 - f. The Town Manager shall throughout the term of this agreement be a member in good standing
 - g. Regularly attend meetings of organizations and any regional municipal management organizations and report to the Board on information relevant to the Town
3. **Certifications**
The Town Manager shall during the term of this agreement work toward certification as and attendance of:
 - a. ICMA Credentialed Manager

- b. Massachusetts Certified Public Purchasing Official through the Office of the Massachusetts Office of the Inspector General
- c. MMA Bootcamp
- d. MMA-Suffolk Municipal Finance Management Seminar
- e. **MMA-Suffolk Certificate in Local Leadership & Management Program**
(May 2021)

Select Board Goals 2021:

Goal	Primary Category	Total Score	Priority Level	Board Liaison	Staff Liaison	2021 deliverable
Financial Policies and Capital Planning/ Funding	Financial Management & Economic Resilience	19	High	Roberts & Schineller	Town Manager/Treasurer	Complete rreview of DLS Report; Finalize and publish Financial Policies ; identify gaps; select, prioritize and implement Capital planning improvements; transparency/communicate to the public ; identify what we mean by capital; secure funding sources;
LS Regional Agreement and Assessment Process	Effective Governance and Communication	16	High	Carty	Town Manager	Map out issues and process; coordinate with stakeholders / Lincoln leadership and LS&HS School Committee; evaluate Agreement review increments; examine vocational education responsibilities; define the perceived problems; budget timeline alignment; draft updates of the Agreement
Upgrade Fire Station 2 (Rte 20)	Town Services and Infrastructure	14	High	Dretler & Roberts	Fire Chief/Facilities	Conduct a forum for information on the project; accom
Bruce Freeman Rail	Open Space, Recreation & Historic Assets	9	High	Dretler & Russo	Planning	Re-establish Rail Trail Task Force; bid out final design; ke
Sewataro	Open Space, Recreation & Historic Assets	5	High	Schineller & Russo	Town Manager/Facilities/PRP	Increase public use (swimming summer weekends); safeguard property; update Agreement; examine / evaluate best uses for the property; discover revenue generating opportunities; define strategic vision, options and next steps; formulate evaluation team; compare data from other communities; increase documentation of activities and uses; consider tax exempt debt option (lease vs management agreement);
Expand (Normalize) and Fund Transportation Option	Transportation, Mobility & Housing	4	High	Carty	Planning/Treasurer	Evaluate additional options; future vision development / employment and oversight methodology; examine sustainment of operations and funding sources; determine transportation gaps; align with Master Plan intent; track trend data to discover efficiencies and distractions; develop community survey; add Town employee(s)
Master Plan Implementation (Driven by PB Support from SB)	Effective Governance and Communication	4			Planning/Town Manager	
Diversity, Equity and Inclusion Commision (underway)	Effective Governance and Communication	2				
Vocational Education	Town Services and Infrastructure	1				
Eversource llltagation	Environmental Health & Wellness	1			Town Counsel	
Customer Services for Municipal Facilities	Effective Governance and Communication	0			Town Manager	
Enhance Website (More Self Service)	Effective Governance and Communication	0			IT	
Remote Work Place Support	Effective Governance and Communication	0			IT	
Development Project Mgt and Reporting System (KPI report)	Effective Governance and Communication	0			Town Manager	
House Keeping - including transparency, minutes website)	Effective Governance and Communication	0			Town Manager/Treasurer	
Update Policies and Procedures	Effective Governance and Communication	0			Town Manager	
3 year Calendar for BOS	Effective Governance and Communication	0			Town Manager/Selectmen Office	
Town Meeting - Increasing Engagement, Efficiency, and Participation	Effective Governance and Communication	0			Town Manager/Selectmen Office	
Increase Civic Leadership and Engaged Citizenry	Effective Governance and Communication	0				
Preventative Maintenance for Capital Assets	Financial Management & Economic Resilience	0			Facilities/Treasurer	
Customer Services for Municipal Facilities	Financial Management & Economic Resilience	0			All	
Facilities Inventory	Financial Management & Economic Resilience	0			Facilities	
Staffing Plan for Future	Financial Management & Economic Resilience	0			Town Manager	
Fairbank Comm Ctr	Town Services and Infrastructure	0			Town Manager/Facilities/Sr Center/PRP/Treasurer	
Sidewalks and Crosswalks Priorities	Town Services and Infrastructure	0			DPW/Planning	
Pavement Management Plan	Town Services and Infrastructure	0			DPW	
Roadway (bridges, culverts, drains)	Town Services and Infrastructure	0			DPW	
Emergency Management and Response	Town Services and Infrastructure	0			Town Manager/Fire Chief	
Age Friendly and Dementia Friendly	Town Services and Infrastructure	0			Sr Center	
Indoor Environmental Health	Town Services and Infrastructure	0			Facilities/Health	
Town Hall Space needs	Town Services and Infrastructure	0			Town Manager/Facilities	
Comp Stormwater Mgt. (MS-4)	Town Services and Infrastructure	0			DPW	
Fire Station Number 3 (inc. ALS)	Town Services and Infrastructure	0			Fire Chief/Facilities	
CSX ROW Acquisition	Open Space, Recreation & Historic Assets	0			Planning/Conservation	
Land Stewardship Comm (Proactive)	Open Space, Recreation & Historic Assets	0			Conservation	
Town Center (former Sudbury Station)	Open Space, Recreation & Historic Assets	0			Planning	
Carding Mill Work	Open Space, Recreation & Historic Assets	0			Conservation	
Broadacre	Open Space, Recreation & Historic Assets	0			DPW/PRP/Planning	
GPS Base for Trail Guides	Open Space, Recreation & Historic Assets	0			Conservation	
Conservation Restriction Inventory	Open Space, Recreation & Historic Assets	0			Conservation	
Historic Preservation Plan (Bigger than an Inventory)	Open Space, Recreation & Historic Assets	0			Planning	
Funding for Trail Maintenance	Open Space, Recreation & Historic Assets	0			Conservation/Treasurer	
Complete Transaction Quarry Hill and Sudbury Station Transfer	Transportation, Mobility & Housing	0			Planning	
EV Charging Stations	Transportation, Mobility & Housing	0				
Nobscot Rd.and Rt. 20 Abandoned Property	Environmental Health & Wellness	0			Planning	
Nuisance By-law	Environmental Health & Wellness	0			Town Manager/Bldg-Zoning/Health/Fire/Town Counsel	
Sustainability - explore enhanced commitment	Environmental Health & Wellness	0				

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2020 Board Goals:

BOS GOALS 2020						
Goal	Primary Category	Total Score	Priority Level	Board Liason	Staff Liason	2020 deliverable
Town Manager Search Completion	Effective Governance and Communication	15	High	Dan Carty	Maryanne Bilodeau	New Town Manager hired.
Fairbank Community Center	Town Services and Infrastructure	14	High	Jen Roberts	Town Manager/Bill Barletta/Deb Galloway/P&R Director/Dennis Keohane	New Fairbank Center - Warrant Article at May 2020 Town Meeting and Special Election.
Regional High School Agreement/Budgeting	Effective Governance and Communication	8	High	Pat Brown	Town Manager/Dennis Keohane	Secure Counsel to review agreement; Meeting between Sudbury BOS and Lincoln BOS. Dialogue with Legislators regarding regional budgeting.
Develop Project Management Review, Control, and Reporting Process	Effective Governance and Communication	7	High	Bill Schineller	Town Manager	Development of BOS policy. Project Key Performance indicators and identification of metrics & milestones.
Upgrade Fire Station 2 (Advanced Life Support Ambulance, Living Quarters)	Town Services and Infrastructure	6	High	Pat Brown	John Whalen/Bill Barletta	Fire Station 2 Upgrade to accommodate 3rd ambulance - Warrant Article at May 2020 Town Meeting and Special Election.
Bruce Freeman Rail Trail	Open Space, Recreation, and Historic Assets	5	High	Janie Dretler	Beth Suedmeyer/Town Manager	Complete 25% Design; hire consultant for 75/100% Design.
CSX Rail Acquisition	Open Space, Recreation, and Historic Assets	4		Jen Roberts	Beth Suedmeyer/Town Manager	CSX Rail Acquisition - Warrant Article at May 2020 Town Meeting.
School Administration Space Needs (Fairbank)	Town Services and Infrastructure	4		Bill Schineller	Town Manager/Bill Barletta/Deb Galloway/P&R Director	Contingency plan for SPS Adm. needs (if the Fairbank Community Center Warrant Article doesn't pass).
Capital Funding Capacity	Financial Management & Economic Resilience	3		Bill Schineller	Town Manager/Dennis Keohane	FY21 capital funding within tax levy, exceeds \$800,000; approve BOS Financial Policy that addresses sound capital funding strategies.
Council on Aging Space Needs (Fairbank)	Town Services and Infrastructure	3		Bill Schineller	Town Manager/Bill Barletta/Deb Galloway/P&R Director	Contingency plan for Senior Center needs (if the Fairbank Community Center Warrant Article doesn't pass).
Transportation and Traffic (plans to reduce travel times across Town)	Transportation, Mobility, and Housing	2		Dan Carty	Dan Nason/Scott Nix/Adam Duchesneau	Reduce traffic congestion throughout Sudbury.
Housekeeping (Approval of Minutes, etc.)	Effective Governance and Communication	1		Pat Brown	Town Manager	Approve Ex. Session minutes and review for release quarterly; review/disband defunct committees.
Revenue Diversification (Commercial Base as a component of the Tax Levy, economic development, user fees, etc.)	Financial Management & Economic Resilience	1		Jen Roberts	Town Manager/Adam Duchesneau/Dennis Keohane	Assess if we are maximizing opportunities to diversify town revenue streams.
Membership in Vocational Education	Town Services and Infrastructure	1		Dan Carty	Town Manager/Dennis Keohane	Define who is responsible for Voc Ed and choose membership school.
Improve Communication Effectiveness	Effective Governance and Communication	1		Janie Dretler	Town Manager	Conduct communications survey; continue to expand upon communication channels so as to reach maximum amount of citizens. Push out agendas to subscribers of various committees. Periodically review communication metrics and results. Timely updating of department webpages. Survey effectiveness of new newsletter delivery. Strive to post public agendas on Fridays.
Sidewalks & Prioritization Thereof	Town Services and Infrastructure	0		N/A	N/A	N/A
Comprehensive Stormwater Management Plan	Town Services and Infrastructure	0		N/A	N/A	N/A
Complete Streets Project	Transportation, Mobility, and Housing	0		N/A	N/A	N/A
Implementation of Municipal Vulnerability Plan	Environmental, Health, and Wellness	0		N/A	N/A	N/A

BOS GOALS 2020						
Goal	Primary Category	Total Score	Priority Level	Board Liason	Staff Liason	2020 deliverable
Implementation of Recreation and Open Space Plan	Open Space, Recreation, and Historic Assets	0		N/A	N/A	BOS Support
Master Plan	Effective Governance and Communication	0		N/A	N/A	BOS Support
Inclusionary Zoning	Effective Governance and Communication	0		N/A	Planning Board Goal	N/A
Solar By-Law	Effective Governance and Communication	0		N/A	Planning Board Goal	N/A
Upgrade Fire Stations 3 (Additional Sleeping Quarters)	Town Services and Infrastructure	0		N/A	N/A	N/A
Parks & Recreation Indoor Programming Space (Fairbank)	Town Services and Infrastructure	0		N/A	N/A	N/A
Community Shelter (Fairbank)	Town Services and Infrastructure	0		N/A	N/A	N/A
Committee Management (review committees and disband unused or unneeded committees)	Effective Governance and Communication	0		N/A	N/A	N/A
3 Year Calendar Development (document Governmental "Life Cycle" - everything required of BOS over a 3 year period; i.e. Senior Tax Exemption Required to TM Approval every 3 years)	Effective Governance and Communication	0		N/A	N/A	N/A
Update/Review Policies and Procedures	Effective Governance and Communication	0		N/A	N/A	N/A
Transparency in Government (audit reports, training, etc.)	Effective Governance and Communication	0		N/A	N/A	N/A
Key Performance Indicators Dashboard ("what do we get for what we spend")	Effective Governance and Communication	0		N/A	N/A	N/A
Discuss potential development of Blight or Nuisance Bylaw (Nobscot and Route 20 intersection - abandoned property)	Financial Management & Economic Resilience	0		N/A	N/A	N/A
Nobscot and Route 20 Intersection - abandoned property)	Environmental, Health, and Wellness	0		N/A	N/A	N/A
Town Hall Renovation/Execute Design	Town Services and Infrastructure	0		N/A	N/A	N/A
Eversource Litigation	Environmental, Health, and Wellness	0		N/A	N/A	N/A
Historic Preservation Plan	Open Space, Recreation, and Historic Assets	0		N/A	N/A	BOS Support
Route 20 Beautification and redevelopment (walkability, vitality, traffic, sewer, etc.)	Financial Management & Economic Resilience	0		N/A	N/A	N/A
ADA Transition Plan	Town Services and Infrastructure	0		N/A	N/A	N/A
Landham Road/Rt 20 Intersection	Transportation, Mobility, and Housing	0		N/A	N/A	N/A
Complete Transaction of Quarry North and Sudbury Station Transfer	Transportation, Mobility, and Housing	0		N/A	N/A	N/A
Change name of BOS to Select Board	Effective Governance and Communication	0		N/A	N/A	N/A
Complete Playgrounds	Open Space, Recreation, and Historic Assets	0		N/A	N/A	N/A

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