

TOWN OF CHELMSFORD  
Town Manager Evaluation (FY22)

Job-related performance regarding each individual listed item should be evaluated separately and assigned a whole number rating of 1, 2, 3, 4, or 5. (1- Unacceptable, 2- Needs Improvement, 3- Satisfactory, 4- Strong Performance, 5- Outstanding)

The evaluation should be completed by each Selectman from the point of reference of his or her role as a member of the elected body representing the residents of the Town of Chelmsford.

The evaluation should consider the totality of job-related performance over the past year and not just the past month or a shorter duration of time.

The performance evaluation instrument includes a provision for an Overall Rating. An overall rating is a global rating. Therefore, in determining an overall rating, it is not recommended to "add up" the individual item ratings and arrive at an average rating, since individual items are not necessarily of equal weight with regard to importance and/or criticality.

The performance evaluation instrument includes provisions for written comments.

#### Suggestions for Conducting the Actual Evaluation Session

1. Select Board members should complete their individual evaluation forms independently and prior to the actual evaluation session.
2. The Town Manager should complete a self-assessment using the same evaluation forms prior to the actual evaluation session.
3. Select Board members should meet individually with the Town Manager prior to the evaluation to discuss their personal evaluation.
4. The actual evaluation session should be conducted in a setting where there are as few interruptions as possible and where all participants are seated at the same level.
5. The Town Manager should be present during the evaluation session.

1 \_\_\_\_\_
2 \_\_\_\_\_
3 \_\_\_\_\_
4 \_\_\_\_\_
5 \_\_\_\_\_

Does Not Meet
Meets
Exceeds  
Expectations
Expectations
Expectations

**Category 1: RELATIONS WITH GOVERNING BODY**

Item No.	Item	Rating
1	Keeps the Board informed in an appropriate and timely manner about matters critical to the Board's policy making role. E: 4 SB: 5, 3, 3, 4, 4	3.8
2	Provides information on an equal basis to all Selectmen E: 5 SB: 4, 2, 2, 3, 3	2.8
3	Anticipates and follows up promptly on Board requests for information or action without having to be reminded. E: 4 SB: 5, 3, 3, 3, 3	3.4
4	Available to the Board on official business either personally or through designated subordinates. E: 5 SB: 4, 3, 3, 5, 4	3.8
5	Reports departmental and staff activities to the Board in an appropriate and timely manner. E: 4 SB: 5, 2, 3, 3, 3	3.2
6	Advises the Board of relevant legislation and developments in the area of public policy affecting the Town of Chelmsford. E: 5 SB: 5, 3, 3, 3, 4	3.6
7	Develops, or is in the process of developing, comprehensive understanding of the problems and issues existing in the Town of Chelmsford. E: 4 SB: 4, 2, 2, 3, 4	3
8	Considers all available alternatives before making recommendations to the board. E: 4 SB: 4, 2, 3, 2, 4	3
9	Anticipates, plans, and prioritizes future needs and programs recognizing the potential problems confronting the Town. E: 4 SB: 4, 2, 2, 2, 4	2.8
10	Carries out directives of the Board as a whole rather than those of any individual Selectman. E: 4 SB: 5, 1, 2, 2, 3	2.6

**Employee Inputs:**

- I kept the Select Board informed of pending actions by the State legislature, such as redistricting. I consistently notified the Select Board of potential economic development projects and other significant activity that will be considered by the Planning Board and/or other Town Committees. The use of email provides information to all Select Board members on an equal basis.

**Select Board Comments:**

- ◆ (PW) Paul treats all Board members in a fair and equal manner. He is accessible and responsive to Board requests. He advises the Board on recommendations and options, but defers to the Board for all final decisions.  
Paul keeps current with all state and federal legislation, and other actions, that may impact the Town, and notes potential consequences, both positive and negative.
- ◆ (KL) The decisions are reactionary and not proactive. We deal with the next problem that pops up.  
Departmental changes have more often been “heard on the street” before an update from TM. Would like to see all options available with pros and cons listed instead of the best solution.
- ◆ (GD) Many of these activities require access because we really don’t know when and how many times he speaks to certain subordinates. This is just a comment by me which it is somewhat

TOWN OF CHELMSFORD  
Town Manager Evaluation (FY22)

difficult to give an answer! Sometimes it requires talking to the Board before he makes recommendations! This makes the Board part of the process, not required by the charter but helps the process be more balanced!

- ◆ (VT) Paul is always accessible 24/7. Paul is responsive to information requests and assisting the Board’s understanding based on his knowledge of municipal government, When a Board member speaks with Paul about a major issue and actions to be taken, I would like to see Paul take a more active role in bringing such things forward to the entire Board before acting so we can weigh everyone’s good intentions and work together to optimize outcomes. Board members have requested better documentation of alternatives and options for discussion, and we should continue working toward that. Aspects of sewer, roads, fire safety, and traffic are being address following recommendations, analyses, and inputs that were brought forward over several years with little documentation showing what or if there was past work done, if there were dispositions, and supporting rationale. While there is improvement, I would like to see more embracement of leadership accountability instead of attributing to others, as accountability for all town operations flows up to the Manager. Examples have been and can continue to be discussed with the Manger.
- ◆ (MC) I believe the Town Manager keeps the SB abreast of items / issues that the SB would need to be kept informed of. I can’t really comment on how the TM interactions outside of the SB meetings might be with other SB members. The TM consistently follows-up with my requests for information or meetings.

**Category 2: ORGANIZATIONAL RELATIONS**

**A. FISCAL MANAGEMENT**

Item No.	Item	Rating
1	Develops and administers a process of budget preparation and review which meets the requirements of the Town Charter, and expectations of the Board in its decision-making role. E: 5 SB: 5, 2, 3, 3, 4	3.4
2	Controls operational and capital costs through adequate budgetary controls and the judicious/ economical utilization of manpower, material and equipment. Advises Board of efficiencies gained and related management savings. E: 5 SB: 4, 3, 3, 3, 4	3.4
3	Provides the Board with timely and sufficient reports on the financial status of the Town government in accordance with the Charter and requirements of the Board. E: 5 SB: 5, 3, 3, 3, 4	3.6

**Employee Inputs:**

- The annual town operating and capital budgets were submitted in accordance with the timelines specified in the Town Charter. I worked with the Finance Director and Town Accountant to provide the annual financial audit and current fiscal year budgetary reports in a timely manner.

**Select Board Comments:**

- ◆ (PW) Paul works well with the other members of the finance team (Town Treasurer and Town Accountant), resulting in the Town maintaining a strong bond rating. His presentations to the Select Board, Finance Committee, and Town Meeting are precise and comprehensive.
- ◆ (KL) In the past the budget is presented with very little input and time before TM to discuss. There should be more of a runway on this.

TOWN OF CHELMSFORD  
Town Manager Evaluation (FY22)

Not sure that efficiencies are being presented.

- ◆ (GD) I would like to see the Board or a representative of, take part in some of the decisions.
- ◆ (VT) Strong collaborative work between the Town Manager, Finance Director and Town Accountant has been more evident at Board meetings this year, with the Town sustaining the AA/AA+ bond rating that most municipalities in the Commonwealth have. The Town Manager meets the minimum threshold requirements of the Town Charter for budget preparation. There is little opportunity for the Board to make any contribution to the process by the time the presentations and detailed data are given to the Board. While not a stated goal, because feedback on working toward a more collaborative process with more frequent visibility has been raised in the past and related examples were identified during the FY21 review process I feel this needs to be a more deliberate discussion between the Town Manager and the Board to achieve clarity in FY23. The Manger’s Proposed FY23 Budget and Capital Improvement Plan dated April 8, 2022 shows an increasing budget deficit FY24 through FY27. Because our sewer fund had to be used to cover the Southwell pump station failure, we had an additional \$1.5M in unplanned sewer expenses not related to COVID which had to be covered by 14% of our ARPA funds to mitigate burden on the taxpayers. The Board was not informed of delayed starts in executing ARPA projects with the potential of \$650K overrun until six months after the projects were approved and only when the Board asked for status.
- ◆ (MC) The TM and staff assembled comprehensive budgets for FY2022 that considered most issues that they could anticipate in the coming year. The budgets have been well done with minimal variances. This has been especially challenging with the uncertainty of Covid surges and new variants. The reporting has been timely and comprehensive.

**B. PERSONNEL MANAGEMENT**

Item No.	Item	Rating
1	Effectuates sound personnel selection and placement policies. E: 5 SB: 4, 2, 2.5, 3, 3	2.9
2	Recruits and retains competent personnel for Town positions. E: 4 SB: 5, 3, 2, 3, 4	3.4
3	Communicates organizational values, directions, and expectations. E: 5 SB: 4, 2, 3, 3, 4	3.2
4	Creates an environment for organizational and employee learning. E: 4 SB: 5, 2, 3, 3, 3	3.2
5	Motivates personnel through leadership and training so that they are increasingly effective in the performance of their duties, in achieving common goals and objectives, and in nurturing an attitude of courtesy, helpfulness, and sensitivity to the public. Makes all employees stakeholders in the process of delivering services. E: 5 SB: 4, 2, 3, 3, 3	3
6	Promotes and supports the "public service role" for all Town employees emphasizing exemplary performance. E: 4 SB: 4, 3, 3, 3, 4	3.4
7	Creates an environment that fosters and requires legal and ethical behavior. E: 5 SB: 5, ?, 2.5, 3, 3	3.4
8	Assumes responsibility for staff performance. E: 4 SB: 4, 1, 2, 3, 3	2.6
9	Treats all Town personnel in a fair and equitable manner. E: 5 SB: 5, ?, 2, 3, 3	3.3

**Employee Inputs:**

- We have done an outstanding job in personal placement, including significant positions such as

TOWN OF CHELMSFORD  
Town Manager Evaluation (FY22)

the DPW Director, Town Engineer, and Executive Director of the Chelmsford Center for the Arts. Today’s post COVID-19 work force has significant turnover. Chelmsford and other municipalities have not been immune to this trend. The Town’s employees treat the public well and act appropriately.

**Select Board Comments:**

- ♦ (PW) Paul’s hires have generally been extraordinary. He has attracted top-shelf talent for critical positions within the Town, and has successfully retained staff who serve the community in an exemplary manner.
- ♦ (KL) There are departments suffering from low morale. A few departments have had high turnover, as high as 50%. Worried about where we stand with new talent coming in to Town positions. Does not take responsibility for staff performance.
- ♦ (GD) Although it may not be a requirement, I think the manager should discuss some goals and hires with the Board prior to his recommendations. I like the idea of making all employees stakeholders, but I feel it could be done by more employees. That is why I feel some of these questions are difficult to assess.
- ♦ (VT) Most of the personnel management is done within the boundaries of the Town Charter and the Board has little visibility into all the criteria above. Although some may be attributed to the external environment, we have had high employee turnover in multiple departments this year which I feel warrants a deeper look at organizational culture and issues or longer-term systemic concerns. Paul and his staff executed timely closure on hiring into key positions. In general, the Town has hard working, committed employees. Paul empowers employees to present their work and expertise to the Board. Without overstepping charter roles, I would like to see the Paul consider where he can provide more visibility into the criteria above to better inform the Board.
- ♦ (MC) The TM sets a positive example of the “Public Service Role” when one observes his involvement in meetings, celebrations, etc. in the town. His hires in FY22 have been solid in a very competitive market. Retention of employees and adjusting the organization to current and future challenges will be an area to focus on in FY23.

**Category 2: ORGANIZATIONAL RELATIONS (continued)**

**C: MANAGING THE ORGANIZATION**

Item No.	Item	Rating
1	Executes the policies adopted by the Board in a timely and appropriate fashion. E: 4 SB: 5, 3, 3, 3, 3	3.4
2	Implements organization-wide strategic planning process. E: 4 SB: 4, 2, 2, 2, 3	2.6
3	Analyzes organizational problems or issues and identifies causes, reasons, implications, and solutions employing all available technologies, systems and methods. E: 4 SB: 4, 2, 3, 2, 3	2.8
4	Capitalizes on the diverse ideas, cultures, and thinking of employees and the community with which the organization interacts. E: 4 SB: 5, 3, 2, 3, 3	3.2
5	Communicates effectively, clearly, easily and to the point. E: 4 SB: 4, 2, 3, 3, 3	3
6	Demonstrates sensitivity to the opinions and concerns of others in and outside the organization. E: 4 SB: 5, 2, 2, 2, 3	2.8
7	Emphasizes the importance of teamwork and leadership in his/her relationship with the organization, and serves as a role model for personnel. E: 4 SB: 5, ?, 3, 3, 4	3.8
8	Accepts new ideas and suggestions for change. E: 4 SB: 5, 1, 2.5, 2, 4	2.9
9	Adapts to and deals effectively with unanticipated conditions and situations. E: 4 SB: 4, 3, 2, 3, 4	3.2

TOWN OF CHELMSFORD  
Town Manager Evaluation (FY22)

10	Presents and utilizes innovative solutions to conditions and situations affecting the Town. E: 4 SB: 4, 2, 3, 3, 4	3.2
11	Keeps informed on legislative issues that may affect the Town. E: 5 SB: 5, 4, 3, 3, 4	3.8
12	Sets and deploys organizational values, short- and longer-term directions, and performance expectations. E: 4 SB: 4, 2, 3, 3, 3	3
13	Creates an environment for empowerment, innovation, and organizational agility. E: 4 SB: 5, 2, 3, 3, 3	3.2

**Employee Inputs:**

- The outreach for the use of ARPA funding demonstrated a wide-reach and inclusive planning process. Department heads and employees are given opportunities to be creative. An example was supporting the Town Clerk’s effort to expand from 9 to 11 town meeting precincts, rather than 10 precincts. The town was able to achieve more sensible voting precincts and maintain approximately the same number of town meeting representatives. The Town’s outstanding response to the COVID-19 pandemic demonstrated the ability to adapt to unanticipated conditions and situations.

**Select Board Comments:**

- ◆ (PW) Paul works well with staff at all levels in the organization. He is not a micro-manager, instead allowing department heads to run their respective department to the benefit of the Town, while recognizing the values that the Town aspires to. He is aware of the skills his staff members possess, and calls upon them as needed.  
There is apparent mutual trust and respect between the Town Manager and employees.
- ◆ (KL) Not open to new ideas or suggestions. The solutions seem to be the same solutions. There is a lack of long term planning.
- ◆ (GD) Looking for more opportunity for input of the Board before decisions are made.
- ◆ (VT) With respect to legislative issues, Paul is very knowledgeable and keeps abreast of statutes and policies relevant to the Town. The Board and Paul together can do a better job proactively working the budget and earmark processes with our legislators rather than be reacting to the deadlines. While I have little visibility into organizational interactions, I would like to see Paul continue to work on being receptive at the outset to others’ ideas or comments, applying curiosity along with his expertise to help vet them. Once a path has been decided Paul helps make it happen. Parts of the town operations have done long range planning or some semblance of strategic thinking. While Paul and the Board gave consideration to town-wide strategic planning in FY22 and while the school system does strategic planning, there have not been any organization-wide strategic planning efforts for the town’s government operations. In some areas Paul does well at analysis and problem solving and in others where the conversations are more difficult like the sewer capacity or fire stations, it has taken over a year to complete or initiate to inform the path forward. Paul and his staff have been resourceful and creative in pursuing grants or state aid to address major improvements like a water main upgrade, intersection improvements and recreational additions to the town. Paul and the town employees have done a good job adapting to changes and demands due to the pandemic /endemic, and municipal changes due to the census update.
- ◆ (MC) The TM has worked well with his staff and the SB on the many challenges the town faced in FY22. The work he and his staff did to bring forward recommendations for ARPA funding was very effective. The re-precincting efforts were complicated and yet well done with little time. The organization of the voting locations was well thought out and organized. He adjusts quickly to new information and makes organizational changes as required. He keeps the SB abreast of legislative news or direction that may affect the town operation or planning.

**Category 3: RELATIONS WITH THE PUBLIC**

Item No.	Item	Rating
1	Handles disputes or complaints involving citizens in an effective, equitable, and timely manner. E: 4 SB: 4, 2, 2, 3, 3	2.8
2	Makes himself/herself available and visible to the citizens of Chelmsford in an appropriate manner. E: 5 SB: 5, 4, 2, 5, 4	4
3	Presents Board policies and positions on issues to the citizens and Town organization accurately, equitable, and effectively. E: 4 SB: 5, 2, 2, 3, 4	3.2
4	Directs sufficient public credit to the Board in its role as the Governing Body. E: 5 SB: 4, 2, 3, 3, 3	3
5	Anticipates public concerns with current and future services, programs, and operations and prepare for these concerns in a proactive manner. E: 4 SB: 4, 3, 2, 3, 3	3
6	Utilizes the print and electronic media to effectively inform the public of Board activities and initiatives. Updates WEB SITE to be more interactive and user friendly. E: 4 SB: 4, 2, 3, 4, 3	3.2

**Employee Inputs:**

- Citizen concerns are addressed timely and appropriately. I attend significant town events and I am available to the public. I am very mindful to publicly recognize the Select Board's role to set policy for the community. Whenever I addressed a public gathering, I am mindful to recognize the Select Board. The new Town Manager's Newsletter is part of a conscious effort to inform the public.

**Select Board Comments:**

- ◆ (PW) Paul is accessible and responsive to resident requests and issues. He addresses concerns in a fair manner. He is present at many events, including those conducted on weekends and holidays. He makes himself available whenever and wherever needed.
- ◆ (KL) While the TM makes himself available and is very present in the community at events, I have been told at times he can be off putting in dealing with resident issues.  
Minimally directs credit to the SB while upset he does not get more credit.
- ◆ (GD) These comments or ratings are based on calls and contacts with the citizens of Town! Many have called and never received a call back after numerous times.
- ◆ (VT) Paul is conscientious about giving credit to the Board and sometimes over attributes to the Board without assuming responsibility or joint responsibility. The Manager's monthly newsletter provides relevant and comprehensive updates to the town. Paul devotes many hours to being present at community functions, committee meetings, ribbon cuttings and other civic events. Chelmsford events are publicized on social media and major events sometimes make the newspaper print for those not on social media. When residents are not satisfied or raise concerns, I bring the issues to Paul's attention.
- ◆ (MC) The TM does a good job with the public in what can be a difficult position. In many cases his interaction can be due to problems as opposed to positive situations which are challenging. When one considers the amount of misinformation that can be in the public domain via social media, this can add to the complexity of the issues that come to him. Continued emphasis on putting out information via the website and social media is an effective and proactive way can help in this area.

**Category 4: RELATIONS WITH OTHER GOVERNMENTS AND AGENCIES**

Item No.	Item	Rating
1	Deals effectively with other governmental agencies at all levels in representing the Town of Chelmsford. E: 5 SB: 5, 3, 3, 3, 4	3.6
2	Utilizes the resources available at Massachusetts Municipal Association, NMCOG and the LRTA Board. E: 5 SB: 5, 4, 3, 5, 4	4.2
3	Cooperates with neighboring communities and maintains open communications with other municipalities in areas that may affect or relate to the Town. E: 5 SB: 4, 3, 3, 4, 3	3.4

**Employee Inputs:**

- Effective outreach to State Representatives regarding budgetary earmarks and redistricting. We have successfully obtained NMCOG’s assistance with planning grants for climate change, Route 129 sewer capacity, and addressing commercial truck traffic concerns in the Groton Road area. Unfortunately, the prolonged vacancy in the NMCOG Executive Director position has delayed the assistance with the commercial truck traffic concerns.

**Select Board Comments:**

- ◆ (PW) Paul has a reputation across the region as an excellent Town Manager. He is aware of the resources that are available to the Town from various agencies, as well as federal and state representatives, and reaches out to them as needed and appropriate.
- ◆ (KL) In this area the Tm does as he should.
- ◆ (GD) More balance with legislators. Should have all of them in as frequently as possible to discuss the problems facing the Town!
- ◆ (VT) As stated previously, the Board and Paul together can do a better job proactively working the budget and earmark processes (or other relevant legislation) with our legislators rather than being reactive to the deadlines. With that, strengthening and better balancing our relationships with all our legislators is warranted by both Paul and the Board. Once we decided to meet with our Congresswoman, Senator, and four House Representatives regarding the North Chelmsford truck traffic and a subsequent letter signed off by our Legislators, Paul was instrumental in pulling that group together, getting the letter done, and engaging NMCOG. Paul and his staff have secured grant money to address important projects in Chelmsford. Paul has worked with other municipalities in vetting our sewer capacity issue, animal control services, ARPA funds use, and auditing practices. Paul has also worked toward helping secure state funds for water department(s) for water main upgrades and mitigation related to PFAS issues.
- ◆ (MC) The TMs work and relationships with state reps and NMCOG gaining assistance with sewer and truck traffic issues are examples of his work with government officials and agencies.



**OBJECTIVES/ACCOMPLISHMENTS:** From Annual Non-Union Employee Performance Review Form: “Assess the employee’s performance based upon objectives previously set for this review period. Describe below each major objective and accomplishments against each objective.”

<b>FY22 Town Manager and Select Board Goals</b>		
<b>Goal</b>	<b>How Measured</b>	<b>Original Assigned To / By When</b>
<p><b>1) SEWER CAPACITY:</b> Address town sewer capacity, including implications of current sewer connection moratorium along with needs or potential for expanded capacity. Establish short, medium, and long-term options and recommendations.</p>	<p>Report showing options, costs, timeline, availability. Interim reporting to be provided until final report is completed.</p>	<p>Town Manager            Initial Report by 09.27.2021            Follow up actions and deadlines pending report review</p>
<p><b>Employee Inputs Goal (1):</b></p> <ul style="list-style-type: none"> <li>- The sewer capacity report was completed in a timely manner. Inflow and infiltration was expected to be a promising option for additional capacity. The camera and sewer flow investigations has not produced any significant potential for expanded capacity. Billerica was contacted for possible sewer treatment, but the community would not offer any capacity. Current federal and state environmental regulations have prevented any expansion of capacity at the Lowell Regional Wastewater facility and do not allow for Chelmsford to construct a wastewater facility at Southwell.</li> </ul> <p><b>Select Board Comments Goal (1):</b></p> <ul style="list-style-type: none"> <li>◆ (PW) By its nature, this will likely be a long-term, on-going goal.</li> <li>◆ (KL) We are approaching the 2 year mark and no options have been presented. It was not until 2 weeks ago when myself and SB member Carota met in the TM office to ask for creative solutions. This took 2 years and us to push for options.</li> <li>◆ (GD) Should have been heavily discussed much earlier.</li> <li>◆ (VT) Weston and Sampson briefed the Board on their analysis. The Town conducted the first phase of Inflow and Infiltration analysis for sewer system health diagnostics and capacity considerations. The Town needs to formalize plans and recommendations for inflow and infiltration analyses on an annual or other basis as Weston and Sampson has brought this consideration forward in 2010, 2019 and 2021 along with it being identified as a consideration during the DEP 2020 Southwell Pump Station failure investigation and draft consent order. We fell a year behind establishing a foundational understanding of where we stand on this critical Town issue because this goal was included but not addressed in FY21. With no option for getting capacity from other municipalities a fresh look at whether the moratorium is our only option is anticipated in FY23.</li> <li>◆ (MC) The report was generated, and this led to the inflow and infiltration study to be conducted at the most probable locations, where if an issue were to be present and corrected, would lead to a positive impact on the town’s overall sewer capacity limitations. This needs to be taken to the next step whereby other options for gaining capacity might be explored to gain a buffer for the town and possibly be used for development or areas where a hardship might exist.</li> </ul>		

<p><b>2) SEWER LESSONS LEARNED:</b> Conduct a root cause / lessons learned analysis to identify process issues contributing to the Town’s current sewer capacity situation. Identify opportunities for improvement and recommend changes. Consider Town Staff and relevant Board/Committee roles.</p>	<p>Lessons learned analysis report. Process issues identified and documented along with opportunities for improvement and recommended changes.  Recommendations for applying lessons learned to processes for other town utilities.</p>	<p>Town Manager, Select Board 12.20.2021</p>
<p><b>Employee Inputs Goal (2):</b></p> <ul style="list-style-type: none"> <li>- Root cause analysis of the sewer treatment capacity process was conducted with Community Development, DPW, and relevant town staff. The DPW has instituted a detailed checklist and conducts an analysis on all development projects. Weekly meetings have been instituted with the pertinent department heads to discuss the status of current and future projects. Outreach to other utilities such as National Grid revealed that there are no capacity issues with electricity, natural gas, and water supply.</li> </ul> <p><b>Select Board Comments Goal (2):</b></p> <ul style="list-style-type: none"> <li>◆ (PW) All departments are aware of the issues that occurred, and are making extra efforts to preclude similar situations from occurring.</li> <li>◆ (KL) Although the root cause analysis may have been done, I am not sure of the results. My estimates suggest there were not procedures in place. What is listed is the outcome of the analysis.</li> <li>◆ (GD) We can always learn, however we pay a great deal of money to subcontractors and high paid employees who should be more aware of these problems and have ideas to fix them or prevent them from happening in the 1<sup>st</sup> place!</li> <li>◆ (VT) The primary lesson learned was that the town was surprised by the impact of developments on the sewer capacity because for many years there was no process in place or enforced to do required calculations or track the relevant data, interdepartmental communications needed improvement, and proposed sewer flows were not formally presented to the permitting boards. The process improvements established appear to strong and will need to be comprehensively managed and executed going forward. We have fallen a year behind on getting the process improvements implemented for this critical Town issue because this goal was included but not addressed in FY21.</li> <li>◆ (MC) The TM has reported that checklists have been implemented to ensure that all inputs required for an application, project proposal, etc. will be required to be filled out for departments required with documented rationale for their input / decisions.</li> </ul>		
<p><b>3) WARREN-POHL FARM:</b> Complete development of plan and conservation restriction for the Warren-Pohl Farm. Work with the Conservation Commission considering stakeholders and wishes of the W-P Family.</p>	<p>Executed Conservation Restriction for the W-P property. Sustainable plan for municipal uses of the property. before it disbanded are available to inform the process.</p>	<p>Town Manager Ready to submit to State 12.20.2021 Complete June 2022</p>

**Employee Inputs Goal (3):**

- DPW completed perimeter survey. Conservation Commission developed and approved plans for access driveway and parking area. Easement plans were approved at Spring Town Meeting. Conservation Commission met with the Chelmsford Land Conservation Trust last month to review the conservation restriction. The document is in its final stages.

**Select Board Comments Goal (3):**

- ◆ (PW) expectation is to complete the execution of the Conservation Restriction in the near future.
- ◆ (KL) The so far has been in the hands of the Conservation Committee. TM has been shepparding it along.
- ◆ (GD) No comment.
- ◆ (VT) The Conservation Restriction process working with the Chelmsford Land Conservation Trust and the Conservation Commission should be close to closure as it enters its third fiscal year. The DPW has supported the Conservation Commission in transitioning this property for community use.
- ◆ (MC) The DPW completed the survey, and the town completed a plan that is in-process. Many signoffs from required committees have been obtained, as well as an easement submitted and approved at Town Meeting.

**4) FIRE STATIONS:** Establish Committee that was discussed post Criterion report to review Criterion report, other available analyses, and audit data from Engines 3, 4, and 5. Establish common understanding of what needs to be done to keep Engines 3, 4 and 5 operational and compliant with current standards.

Collaborative Committee Process with Report and Recommendations.

Town Manager, Select Board  
 June 2022

**Employee Inputs Goal (4):**

- The Select Board Chair and Town Manager serve on the Fire Station Study Committee, which meets about twice a month. The committee developed a mission statement and has considered the salient issues of current station conditions, response time, alternative station configurations, staffing levels, and safety needs for the community and responding firefighters.

**Select Board Comments Goal (4):**

- ◆ (PW) Good progress is being made by all involved in this effort.
- ◆ (KL) This goal seems to be moving for at the hands of the committee and shows promise.
- ◆ (GD) Wait and see results. Weigh Pros and Cons and analyze cost and tax consequences!
- ◆ (VT) The Town Manager worked with the Select Board to establish the Fire Station Study Committee which organized in December and began its evaluation process in January. The Committee is considering station conditions, response times and public safety, firefighter staffing and safety, apparatus and funding required in the trade space complexities and the analyses are in progress. Besides the Criterion Report and any analyses performed during the Committee's work, other

<p>available analyses and data include MMA Consulting Safety Analyses from 1998 and 2017, IAFF 2017 Analysis, and benchmark data from other municipalities. The Town Manager is a member of this Committee. We fell a year behind on initiating this process for this critical Town issue because this goal was included but not addressed in FY21.</p> <ul style="list-style-type: none"> <li>◆ (MC) Fire station study committee has been formed and meet regularly to determine best options (safety, staffing, response time, cost to operates system, etc.)to improve the issues that face the Fire Department both from a staffing and organization standpoint. The TM is active on the committee to provide input from the Town’s standpoint.</li> </ul>		
<p><b>5) PFAS RICHARDSON ROAD:</b> Continue Evaluation of PFAS issues at 54 Richardson Road. Establish and implement Immediate Response Action plan in compliance with DEP directives.</p>	<p>Continued responsible evaluation and investigation of PFAS issues.  Immediate Response Action Plan (IRA) established with implementation initiated and conducted in accordance with DEP directives.</p>	<p>Town Manager IRA Implementation Assessment due to DEP 10.11.2021  Follow up actions and deadlines per DEP directives</p>
<p><b>Employee Inputs Goal (5):</b></p> <ul style="list-style-type: none"> <li>– The Response Action Plan was filed with the DEP on October 8, 2021. The Phase 1 Initial Site Investigation Report was filed with DEP on December 10, 2021. The PFAS treatment system was installed and became operational on July 5, 2022. Quarterly PFAS sampling of monitoring wells has occurred throughout the fiscal year with results reported to the Select Board.</li> </ul> <p><b>Select Board Comments Goal (5):</b></p> <ul style="list-style-type: none"> <li>◆ (PW) This initiative is on-going, and results are being evaluated as received.</li> <li>◆ (KL) This goal is being maneuvered to a solution.</li> <li>◆ (GD) No comment – Recused!</li> <li>◆ (VT) The Town Manager and his staff have worked with our Licensed Site Professional to conduct monitoring and sampling, file the Response Action Plan, and install the treatment system in accordance with the DEP directives.</li> <li>◆ (MC) Action plan was filed and accepted. The treatment system options were reviewed, and the pump and filter system chosen. The system has now been deployed and is operational. This was well done, and regular testing will be completed and reviewed to determine effectiveness.</li> </ul>		
<p><b>6) ARPA FUNDS:</b> Establish a process for receiving input on, identifying, and prioritizing uses of American Rescue Plan Act funding</p>	<p>Process identified including responsible individuals and roles. Implementation initiated.</p>	<p>Town Manager, Select Board 11.29.2021</p>
<p><b>Employee Inputs Goal (6):</b></p> <ul style="list-style-type: none"> <li>– Notice of the availability of ARPA funding was issued, followed by discussions at Select Board meetings. Department heads helped develop proposals to address air quality concerns, public health impacts, repair sewer pump stations, and purchase a fire rescue vehicle. Select Board approved the plan on January 24, 2022. Monthly meetings occur among the DPW Director, Facilities</li> </ul>		

Manager, Superintendent of Schools, School Director of Facilities Services and Town Manager to review status of projects. Initial project focus has been on school locations.

**Select Board Comments Goal (6):**

- ◆ (PW) This will be on-going, with input from the finance team, and others involved in executing the funds that are programmed.
- ◆ (KL) Not happy with the overruns in projections and wonder if a more timely implementation would have avoided this.
- ◆ (GD) Not really happy but it is difficult. The employees in the front line in my opinion should have been treated better!
- ◆ (VT) The Town Manager solicited proposals for ARPA funding from department heads and worked with the Finance Director, Town Accountant, and Board to identify the highest priority recommendations to be funded with the remaining ARPA funds that had not already been committed. To mitigate taxpayer burden, we had to allocate \$1.5M (14%) of ARPA funds toward sewer issues that were not related to COVID. The Board was not notified that there would be a six month or more delay to execute some of the procurement projects following approval due to staffing and supply chain issues nor was it notified of a potential \$650K unfavorable impact on these projects until the Board asked for a status report.
- ◆ (MC) Once ARPA funds were available to the town, the TM and staff put together comprehensive lists of good, qualified projects which would help the town with solid infrastructure projects. As the inclusion criteria changed, the TM and staff kept the SB up to date so that other types of projects could be included. The SB selected several projects in January enhance the town’s chances of getting bids and work started ahead of other municipalities considering the issues with supply chain. As of June, bids had not been sent out by the town which was disappointing. The reason given was due to other priorities (school) and short staffing. The TM has since requested additional temp help to move this process along.

**7) COVID RECURRENCE PREPARATION:**  
 Prepare critical factors plan to be acted on should negative pandemic trends escalate.

Critical factors and actions to take under recurrence surge identified and documented.

Town Manager  
 10.04.2021

**Employee Inputs Goal (7):**

- The Board of Health has an emergency plan to dispense COVID-19 vaccines. Personnel Protective Equipment is well-stocked. The Public Health Director meets with the Town Manager and other critical department heads weekly to monitor COVID-19 issues. HVAC improvements are being implemented at school, library, and other facilities.

**Select Board Comments Goal (7):**

- ◆ (PW) The plan is in place for actions to take as needed.
- ◆ (KL) There has not been a recurrence. Been updated that actions have been implemented.
- ◆ (GD) Decent job by many.

<ul style="list-style-type: none"> <li>◆ (VT) The Town Manager is actively engaged with the Health Department Director regarding BOH emergency response policy and procedures and has recently instituted regular inter-department management meetings for critical HVAC upgrade projects.</li> <li>◆ (MC) The Health Department had clinics to dispense Covid vaccine and performed contact tracing with limited staff and resources which was a very commendable effort. The Health Department and town was prepared with PPE and had plans on how to adjust based on state reported data regarding positive test rates or surges. HVAC improvements were put in place and portable filtration systems were also deployed where needed.</li> </ul>		
<p><b>8) RESIDENT COMMUNICATIONS:</b>          Identify and implement ways to improve communications with residents. Consider what we have learned with respect to effectiveness of current means including the press, the town web site, and social media.</p>	<p>Current communication methods and suggested improvements identified with priorities implemented or initiated depending on complexity.</p> <p>New ways of enhancing communications identified with priorities implemented or initiated.</p>	<p>Town Manager, Select Board          June 2022</p>
<p><b>Employee Inputs Goal (8):</b></p> <ul style="list-style-type: none"> <li>- The Town Manager’s Newsletter has been established to provide information to the residents via the Town’s website, social media, and print form. News flashes are provided on the Town’s website and posted on social media. Social media websites are monitored and, when appropriate, factual responses of information are provided. Chelmsford Telemedia programs are utilized to provide information, promote new business, and provide access to civic events.</li> </ul> <p><b>Select Board Comments Goal (8):</b></p> <ul style="list-style-type: none"> <li>◆ (PW) Resident communications have increased as noted.</li> <li>◆ (KL) The main go to- the town webpage is still terrible to search.</li> <li>◆ (GD) Not Facebook or favorite reporters! Management must face all issues with help from the Board. Let the people know what is happening and take credit for doing job well or accept responsibility when things are not so well.</li> <li>◆ (VT) The Town Manager’s newsletter provides substantive and comprehensive updates for the community. Social Media and Telemedia communications regularly convey relevant information to the community.</li> <li>◆ (MC) TM Newsletter was initiated to provide information on the important issues in town which is well done and informative. This letter was added to the town website and links from social media. Additional communication via social media should be explored to provide additional information on “Breaking News and Events” as well as information to detail changes to projects / initiatives etc. to keep the public informed of the important issues in town.</li> </ul>		

<p><b>9) MINUTES:</b></p> <p>(a) Refine and document the Select Board minutes process. (SB)</p> <p>(b) Establish a Minutes Policy along with an Education and Enforcement approach for all Boards and Committees to be compliant with Massachusetts' Open Meeting Law. (SB, TM)</p>	<p>(a) Select Board Minutes process established and documented.</p> <p>(b) Minutes Policy/Guidance established and rolled out. Critical actions for OML compliance identified and completed.</p>	<p>Select Board, Town Manager          1<sup>st</sup> Draft 11.29.2021</p>
<p><b>Employee Inputs Goal (9):</b></p> <ul style="list-style-type: none"> <li>- Select Board Goal that was successfully completed.</li> </ul> <p><b>Select Board Comments Goal (9):</b></p> <ul style="list-style-type: none"> <li>◆ (PW) The Town Manager will be monitoring compliance.</li> <li>◆ (KL) Complete</li> <li>◆ (GD) I still believe Executive Sessions should be private obviously but taped, when released, hold for a year!</li> <li>◆ (VT) The Town Manager's staff provided inputs to the policy creation. The Select Board policy was approved, and the policy book updated in April. The Town Manager is monitoring compliance of the boards and committees with Open Meeting Law minutes publication. The Town Manager and Clerk's office communicated the policy to all members of Town boards and committees in July with request for acknowledging receipt.</li> <li>◆ (MC) Minutes policies for general use and for the SB were drafted and adopted. The TM's staff, town council, and the SB chair provided valuable input and time to get this accomplished.</li> </ul>		

<p><b>10) PUBLIC WORKS INFRASTRUCTURE:</b></p> <p>(a) Transportation Infrastructure – Conduct Listening Sessions to identify and inform prioritization of actions related to traffic, sidewalks, bike access, etc. toward improving resident safety and quality of life.</p> <p>(b) Establish a prioritized plan for road infrastructure improvements and initiate.</p> <p>(c) Establish plan for and execution of DEP Consent Order received as result of March 2020 Southwell Pump station failure</p>	<p>(a) Two Listening sessions conducted – North Chelmsford and Rest of Town. Resident inputs synthesized with other transportation infrastructure information residing with town staff to establish prioritized plans and actions.</p> <p>(b) Road Infrastructure across town assessed and prioritized for improvements. Resources for improvements assessed and improvements initiated.</p> <p>(c) Plan established and execution initiated. Address all DEP violations cited and final DEP directed consent order compliance actions.</p>	<p>Town Manager, Select Board</p> <p>10.18.2021</p> <p>11.29.2021</p> <p>11.29.2021</p>
--	---	---

**Employee Inputs Goal (10):**

- Following the Select Board’s two traffic listening sessions, the Town Manager’s Traffic Safety Advisory Committee addressed items raised during the listening sessions as well as other issues that arose throughout the fiscal year. A five-year plan for roadway and sidewalk infrastructure was prepared and presented. The Town has met the requirements of the DEP Consent Order pertaining to a sewer inflow and infiltration plan, updated emergency response plan, and a progress report on the assessment of the sewer mains.

**Select Board Comments Goal (10):**

- ◆ (PW) These efforts are on-going. Reports are presented on a regular basis.
- ◆ (KL) Listening sessions this year had the same to lower attendance. The Ledge Road area is still an issue. The goal is still in progress. The road study from a decade ago was a bit of a surprise.
- ◆ (GD) Roads are bad! Biggest complaint by taxpayers. We must work more closely with Beacon Hill. If we are not satisfied, let voters know! Get rid of non-producers.
- ◆ (VT) The Town Manager and Traffic Committee worked with assigned Select Board members on the detailed responses to the listening session inputs. Upon request, the Town Manager helped the Board representatives get our Congresswoman and Four House Representatives engaged in discussions and a written letter to NMCOG regarding the truck traffic issues in North Chelmsford followed by securing a DLTA grant with NMCOG. Continued effort is expected in FY23 on areas requiring Town Leadership and the Board to continue to work with our Legislators, NMCOG, state, and federal organizations regarding the significant growing truck traffic issues. For road infrastructure, the Baden Consulting Pavement Plan Analysis was presented with funding approved



<p>at Town Meeting above the past years' level funding. In 2013 Baden Consulting predicted that, using level funding year after year, the condition of the Town's Roads would deteriorate which is what happened. The Town satisfied the requirements of the Southwell Pump Station DEP Consent Order.</p> <ul style="list-style-type: none"> <li>◆ (MC) A five-year plan for roads and sidewalks was completed detailing road conditions and trends. Traffic listening sessions were held and that input was considered by the Traffic Advisory Committee and the SB. The requirements of the consent order for the I.I. plan, Emergency response and progress have been met.</li> </ul>		
<p><b>11) GROWTH STRATEGY:</b> Work with the Select Board, Planning Board, Finance Committee, School Committee, businesses, residents and other stakeholders to establish a clearer understanding of the desired growth strategy for the town</p>	<p>Kickoff discussion with four Boards conducted. Process and stakeholders identified. Growth Strategy articulation and development initiated.</p> <p>(Assumes Master Plan completed and MP Implementation Committee appointed by end December)</p>	<p>Select Board, Town Manager Jan-Jun 2022</p>
<p><b>Note: Goal #11 was removed to conduct higher level strategic planning discussions and focus on other priorities.</b></p> <p><b>Board Comments:</b></p> <ul style="list-style-type: none"> <li>◆ (GD) Growth strategy is dead until a solution for sewer is found.</li> </ul>		
<p><b>12) CYBER SECURITY VIGILANCE:</b> Continue efforts in cyber vigilance to protect the town's information and IT infrastructure.</p>	<p>Minimum of quarterly reporting on Cyber Security status and measures taken.</p> <p>Define and achieve a standard that ensures a comfort level in the town's cyber protection.</p>	<p>Town Manager Quarterly June 2022</p>
<p><b>Employee Inputs Goal (12):</b></p> <ul style="list-style-type: none"> <li>– Employees participated in the Massachusetts cybersecurity training program throughout the fiscal year. Multifactor authentication is in place with access restrictions, data backups, and device management. Antivirus software, email filtering, and link security is installed. IT Director met with Select Board in Executive Session on March 28, 2022 to discuss security measures.</li> </ul> <p><b>Select Board Comments Goal (12):</b></p> <ul style="list-style-type: none"> <li>◆ (PW) Vigilance will necessarily need to be continuous.</li> <li>◆ (KL) Completed</li> <li>◆ (GD) Should be continuous – seems like they know what the problems are and what future problems could be!</li> <li>◆ (VT) The IT Director met with the Select Board once to provide a verbal update on relevant activities.</li> <li>◆ (MC) IT Infrastructure security was reviewed with the SB and the efforts of the IT department were detailed. They have taken measures to protect the town's data with Multifactor authentication,</li> </ul>		

antivirus scanning, and approvals for employee access to different drives, folders, and external web access.		
<p><b>13) SUCCESSION PLANNING:</b>          Implement a succession plan for major town staff positions that can be systematically updated. Consider areas such as critical positions, core competencies required, and gap analyses to inform talent management.</p>	<p>Succession Plan developed with plan and future process managed by HR.</p>	<p>Town Manager          Q4 FY22</p>
<p><b>Employee Inputs Goal (13):</b>          – Obtained a grant from the UMass Boston Collins Center to develop a succession plan. After consultation with the Town Manager and Department Heads, the succession plan was presented at the May 23 Select Board Meeting. Implementation has begun, most notably at DPW and Board of Health.</p> <p><b>Select Board Comments Goal (13):</b></p> <ul style="list-style-type: none"> <li>◆ (PW) The plan presented to the Select Board was comprehensive.</li> <li>◆ (KL) Due to a grant from the Collins Center, I think this goal is now better understood and the needed updates and deficiencies are being addressed.</li> <li>◆ (GD) Good idea.</li> <li>◆ (VT) The hired consultant briefed the succession plan recommendations to the Select Board.</li> <li>◆ (MC) The town received a grant to complete this goal and a professional trained in this area worked with the town staff to formalize a succession plan that will be reviewed and updated periodically. The plan was presented to the SB and appeared to be a comprehensive step to identify gaps, create plans to mitigate gaps, and identify path forward for key positions in the event of staff departures.</li> </ul>		
<p><b>14) TOWN COMMON &amp; ITS EXTENSIONS PLAN:</b> Develop conceptual candidates for improving community areas from the Town Common through North Road and the Historic District. Consider modifications to improve event audio experiences, landscaping, parking, the brook walk, and the center vacant parcel.</p>	<p>Conduct listening session(s) with public, boards and committees to gauge interest and to inform further work on this objective in FY23 and beyond.</p>	<p>Town Manager, Select Board          Q4 FY22</p>
<p><b>Employee Inputs Goal (14):</b>          – The Select Board held a listening session on June 13, 2022. The Traffic Safety Advisory Committee is considering items that fall within its domain. After the summary of key items is developed, outreach will occur to relevant boards and committees.</p>		

**Select Board Comments Goal (14):**

- ◆ (PW) Given the recent listening session, many of the actions for this goal are yet to be determined.
- ◆ (KL) Listening session was held and some concerns were expressed. The next step is to look at the needs are for the common and the down town area and a committee should look to see what can be achieved.
- ◆ (GD) I will be on a committee to work with the people who made recommendations at our listening session. Christine Clancy and Paul were present and I a am sure will have plenty of input!
- ◆ (VT) The listening session was held in June. The Traffic Committee has taken the initiative on inputs relevant to their domain. The Select Board and Town Manager will finish dispositioning the listening session inputs in FY23.
- ◆ (MC) Listening session held and input received. Data will be considered by appropriate Boards and committees.

<p><b>15) SELECT BOARD POLICIES -</b>          Update Select Board Common Victualler and Alcohol License policies.</p>	<p>Common Victualler and Alcohol License policies updated, approved and posted on town website.</p>	<p>Select Board          12.20.2021</p>
--	---	---

**Note: Goal #15 is not a Town Manager Goal. Completed by the Select Board.**

**GOALS AND OBJECTIVES:** “List and clearly define each goal and objective for the next performance cycle.”

*Note: Goals and Objectives for the Town Manager and Select Board will be set beginning with the August 2022 Goals Work Session. Board Members and Town Manager should bring their suggestions for FY22 Goals to the work session.*

**GOAL #1**

How is this going to be achieved?

How and when will progress be measured?

Expected date for accomplishing this goal?

**Employee Additional Input:**

- In addition to the above goals, other notable accomplishments that occurred during the past fiscal year included:
  - o North Fire Station Renovation/Expansion
  - o Redistricting/Reprecincting of State Representative Districts and Town Meeting Precincts
  - o State budget earmarks to restore the Vietnam Veterans Memorial (\$50K) and for recreational fields (\$200K)
  - o Obtained a \$680K MassWorks Grant for water main upgrade along Groton Road
  - o Collaborative process to obtain Town Meeting zoning approval for the redevelopment of 255 Princeton Street
  - o Vinal Square Transportation Improvements Concept Plan

This has been a challenging and rewarding fiscal year. Town operations have run well. The Town’s Departments pull together at a team to address the Select Board’s directives and the needs of the public. Overall, this has been a productive and successful fiscal year.

**Select Board Additional Input:**

- ◆ (PW) Overall, Paul is a very effective Town Manager. He understands his responsibilities and authority. He is accessible and accountable. He is well-versed in municipal law and guidelines, as well as the Town Charter and bylaws. He is committed to the Town of Chelmsford in all aspects. He is willing to act ‘outside the box’ to effectuate positive results. He shares credit for achievements with others, including staff and the Select Board, as warranted. He communicates well with the Board, both in-person and via email, as needed. He volunteers for additional duties where his input and presence will benefit the Town.
- ◆ (KL) None.
- ◆ (GD) None
- ◆ (VT) Paul has worked with the Board and others to accomplish the Select Board and Town Manager goals, three of which had to be repeated from last year. Areas such as the sewer inflow and infiltration diagnostics, road pavement, and fire station issues have documented recommendations and concerns over the last 10+ years that the town has been slow to address and drive to closure with deliberate and documented dispositions or planning. The sewer capacity issues that have emerged are indicative of past systemic management and execution issues along with having serious impacts on residents, businesses, new business and economic development, and previous public health strategies implemented by the Board of Health to eliminate septic tanks in town. Addressing the Richardson road PFAS contamination, data collection and root cause will be a continued priority in FY23. Considerations working with the Board going forward include continued collaboration improvements, strengthening our legislative effectiveness, ARPA project management, any anticipated fiscal challenges, relevant process improvements, and sustaining an attractive and resilient organizational culture in today’s competitive environment. I agree with Paul’s list of other notable accomplishments.
- ◆ (MC) None

\*\*\*\*\*

OVERALL RATING \_\_\_\_\_ (Considering all items above)

**BOARD MEMBER INDIVIDUAL INPUTS ON OVERALL RATING:**

- ◆ Pat Wojtas: 4
- ◆ Kenneth Lefebvre: 2.3
- ◆ George Dixon: 2.5
- ◆ Virginia Crocker Timmins: 3
- ◆ Mark Carota: 4

**SELECT BOARD FINAL RATING:**

1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_ 5 \_\_\_\_\_  
Does Not Meet Meets Exceeds  
Expectations Expectations Expectations

Note: It is not recommended to "add up" the individual item ratings and arrive at an average rating.

Select Board (Please Print): \_\_\_\_\_

Signature: \_\_\_\_\_

Date Completed: \_\_\_\_\_