



# Town of Chatham

Office of the Select Board

Town Manager

549 Main Street

Chatham, MA 02633



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TOWN MANAGER  
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*2024 Annual Performance Evaluation of Town Manager Jill R. Goldsmith  
Presented by Select Board Chair Michael Schell  
April 29, 2025*

In each year since her hire in 2011, the Town Manager has been evaluated annually with a Performance Evaluation instrument developed collaboratively by the Select Board and the Town Manager. To assist the Board in preparing the evaluation, Town Manager Jill R. Goldsmith provided a summary of her accomplishments and activities occurring in the 2024 review period.

Under the Board-approved methodology, Ms. Goldsmith's performance was evaluated on six general managerial categories:

- 1) Personal/Professional
- 2) Board Support/Relations
- 3) Financial Management
- 4) Personnel Management/Organizational Leadership
- 5) Community Leadership/Public Relations
- 6) Town Operations/Infrastructure

Participating Select Board members then awarded "performance points" based on a total of 38 different sub-categories, using a 4-point rating scale for each:

- 4 points = Excellent/Highly Commendable
- 3 points = Strong Performance
- 2 points = Satisfactory/Acceptable
- 1 point = Improvement Needed
- N/O = Not Observed

Based on this point system, Ms. Goldsmith was awarded a composite score of **3.72** out of 4.00, slightly lower than the composite score of 3.78 received last year. This score given by the Select Board, which once again borders on the Excellent/Highly Commendable and Strong

Performance rating, indicates their acknowledgement of her continued commitment to high performance and excellent managerial skills.

It is noteworthy that Ms. Goldsmith again received scores of 3.60 or greater in 33 of the 38 sub-categories indicating performance firmly in the high-end of the “Strong” category and received highly respectable composite scores ranging from 3.10 to 3.40 in the remaining 5 sub-categories. Six categories saw an increase in score from the previous year and a 4.0 score was earned in four categories.

### **2024 Select Board Comments Town Manager Performance Evaluation**

In addition to the metric measurements cited above, individual Select Board members were encouraged to provide their own written comments and make personal observations regarding Ms. Goldsmith’s performance in the past year. Select Board members were also provided with the opportunity to meet or speak with Ms. Goldsmith regarding their individual evaluations. The following comments were provided, according to category:

#### **1. *Personal/Professional***

The Town Manager is top grade in all of these categories. With respect to Item d., I have checked both boxes to indicate my view that sometimes her emphasis on process comes into conflict with her creative/inventive impetus. She is always top-grade, however, where “effective” is concerned. In more general terms, she is a capable, experienced, commanding manager of everything that appears on the dashboard of her job responsibilities.

The Town Manager consistently discharges her responsibilities in an honest, ethical and professional manner.

Relies heavily on Department Heads during Select Board meetings. Encourage Town Manager to be more involved in discussions and presentations. There are concerns over management decisions regarding recent housing projects, especially assignment of review committee and RFP evaluation process.

Jill has been a leader in management groups and leadership committees both on the Cape and off Cape. Her involvement provides Jill with opportunities for continuing professional development and raises the profile of the Town of Chatham beyond our immediate borders. Jill is highly regarded in all her roles outside Chatham.

Jill is a committed, well-regarded local government manager.

#### **2. *Board Support/Relations***

The Town Manager does a superlative job in this area – across the board. The only two places where I have indicated a mild caveat (b. & d.) come with a recognition that there are reasons. With respect to both, the first qualification is that she serves a five-headed

executive and that can often be complicated, as the consensus of the executive is sometimes either non-existent or difficult to discern. That said, there have been occasions where I felt that policy considerations were in tension with managerial considerations. As to Item d., this is clearly a function of the multi-headed feature of the executive function in Chatham.

The Town Manager interacts very well with the Select Board, providing ample support and assistance, both to the Select Board as a public body and to members individually.

Appears to have difficulty working with Select Board that is philosophically divided. Noticeable decline in keeping the members of the Select Board informed about events like swearing in ceremonies of new FTE, Citizen Police Academy graduation and celebration events recognizing staff/department achievements. Concerns about growing list of future agenda item request dating back to 2018 that need to be scheduled for Select Board discussion.

Jill, appropriately, has prioritized her role in supporting and executing the strategic goals of the Select Board. When the Board's consensus was reached, she fulfilled her role. The Penrose procurement recommendation is the most salient example. She has been very supportive of the Board's year-round housing initiatives and is truly in sync philosophically with the Select Board's strategic direction and works tactically to ensure it is carried out.

Jill conducts weekly and biweekly meetings with the Board and prioritizes the most immediate issues with quick responses and solutions.

### **3. *Financial Management***

Last year I was not entirely certain whether the Town's excellent financial position, operation and outlook were largely or even completely attributable to the Town Manager's leadership and attention. This year, with complete respect and admiration for the work of the Finance Director, I can say that the Town Manager deserves all of that credit. She is on top of everything, and has an excellent partnership with the Finance Director. She is also to be commended for her selection of the individual hired as the Finance Director, and, so far as I can see, she has done a superb job of onboarding and integrating the Finance Director into her job and into the Town's operations across the board.

Financial direction continues to show superlative accomplishment by the Town Manager (e.g. renewed AAA bond rating; effective management of the budgetary process together with the participation of the Finance Director).

Town Manager's financial efforts help maintain the Town's AAA rating. Town Manager and Town Finance Director work well in the preparation of our annual budget.

Jill has once again delivered successful financial results for the Town. One might argue that it is a well-feathered nest given our high property valuations and only seasonal demand for certain services. However, Jill and her team have delivered on all counts with our tax rate lower and our AAA Standard and Poor's rating intact. Jill's recommendations for increased FTE's were accepted by the Select Board and Finance Committee, given her clear rationales for their inclusion in the FY2026 budget.

Jill's presentation, along with her staff excel at providing a detailed report of our financial picture. And over the years, reports have become more comprehensive and thought compelling.

#### **4. *Personnel Management/Organizational Leadership***

Although four important appointments were made before this review period, their success has not become completely apparent before this year. Hence, I am including them as a basis for saying that the Town Manager has made four excellent appointments to positions that are extremely important to the overall success of Staff performance. Speaking more generally, some of the items in this category are things that I can only evaluate from something of a distance. Those about which my confidence is high include c, e, g and h. Because I do not have direct visibility on the specifics that would factually support evaluation of Items b, d and f, I can only say my assessment is primarily based on the absence of any evidence or indications to the contrary.

The Town Manager's selection of senior-level managers has been especially outstanding in recent times; her informal communication sessions with small groups of staff is a welcome and productive innovation.

Applaud many of the recent staff promotions and new hires but hold some concern over the overall staff morale in Town. Encourage the Town Manager to better introduce all new hires with the Select Board.

Jill has had a very good year with the re-making of her team. The hiring of Greg Berman and Rob Faley immediately improved the professionalism and dedication of her team. They are both results-oriented and extremely well received and respected in the community. The addition of Carrie Mazerolle is also a win as the shoes of Alex Heilala were big ones to fill indeed. Shanna Nealy is excelling in her new communications role. Megan Downey delivered 4 union contracts/agreements and Katie Donovan has led multiple initiatives in the Planning Department. I do think that the Director/leadership level of Team Chatham is on a very good trajectory. I do hear on the street that morale and communications are issues and more attention is needed. Jill's plans for brining "Town Hall on the Road" for residents and employees alike may serve to quell some of this noise. At least in the near term, given the largesse of recent contractual agreements, I do think we have put the cries for increased and more competitive compensation to bed.

Jill's creation of Team Chatham, her continued engagement of staff through informal meetings, and her proven status in navigating and negotiating contracts exemplifies strong management and leadership.

**5. *Community Leadership/Public Relations***

There are two aspects to this category. One is the media/publications feature. The Town Manager does a superb job where this is concerned. Taking into account all the various initiatives listed under Communications Initiatives – Town Website and Social Media in her Annual Report, Chatham gives the public access and informed, intelligent and comprehensive information about virtually everything – and from virtually every perspective. I can report from personal observation that she also does a first-rate job liaising with SRAC. And finally, I know that she is also a participant in a variety of professional and regional municipal associations and the like – all of which enhance her experience, her reputation and the Town's reputation and standing. The one area where I think she could perhaps do more is the personal touching and handholding of the various constituencies of the Town and the Town staff. I believe she does a very good job there, but it is one place where she might make some added effort. I say that recognizing that she has received a similar comment in previous evaluations and that she has made strong efforts to be responsive.

The Town Manager is accessible to citizen input, and interacts widely on behalf of the Town with diverse outside agencies and organizations.

Town Manager heavily involved in participation with professional municipal groups and training programs. Appreciate the use of the "Main Sheet" to help inform citizens of the Town's operations. Request more engagement from the Town Manager in discussions surrounding the Town's relationship with the United States Coast Guard.

Jill is active and visible in our community. She has maintained an excellent working relationship with the Chamber of Commerce and the Merchants' Association. She has presented at the Chatham Men's Club, SRAC and wherever she is asked to participate. She projects a positive image in our community. She prepares Town meeting educational videos and master minds "Backstage" videos. She represents herself well and communicates the Select Board's goals, related plans, and accomplishments very well.

Jill strives to connect the staff with a cohesive understanding of the Board's goals and objectives.

**6. *Town Operations and Infrastructure***

Generally speaking, the Town Manager does an extraordinary job of executing on items c and d. With respect to items a and b, I think she does a very good job within the limits imposed by the size of operations, size of the budget and size of the employee base

(150ish). The oversight and direction responsibilities are effectively in the hands of her direct reports. My observation is that necessarily can be only as good as the effectiveness of the direct report, where there is some variation. As to the enhancement of services and delivery, again the limits are meaningful. I believe this is a priority for the Town Manager and where it is visible to me, I believe she acts in accordance with that priority.

The Town Manager has progressively enhanced the efficiencies of Town government, including making citizen interaction more convenient for the community (e.g. – online permitting; online budget information and detail).

Encourage the Town Manager to schedule more time in the field to review our municipal projects and evaluate their results.

Jill and her team have continued to embrace the use of technology in Chatham. Covid drove some of this change, but Jill has kept up the pace of innovation. Our residents are informed by our Live streamed meetings as well as on demand archives. The Mainsheet is a hit. Social media is now being leveraged as a communications tool for outreach and civic information. The Town's website is a font of information with connectivity to all departments, data bases, annual operating and capital budgets, Town Manager reports and more. I do think Chatham is on the advanced vanguard in its use of technology and it is a testimony to Jill's leadership and the talents of the incredible IT Team that she has built.

The digital budget book is innovative and helpful for the community to deep dive into the intricacies of our Town's finances.

**Conclusion:**

In conclusion, the Select Board's total performance score in the aggregate was a very positive and very strong 3.72 out of a possible 4.00 points.

Jill's performance, as reflected in the written comments by Select Board members above, with very few and very modest suggestions for improvement, exemplified her excellent performance, her professionalism and her collaboration with all the Town's stakeholders. The comments and the scores reflect the overall consistent and exceptional discharge of Ms. Goldsmith's responsibilities as Chatham's Town Manager.

We extend our appreciation for her professionalism and the leadership which she efficiently and consistently provides to the Town of Chatham.

Michael Schell  
Chair, Chatham Select Board

**Town Manager Performance Evaluation Form: Jill R. Goldsmith  
2024 COMPILATION OF SCORES**

	EVALUATOR								
AREA	#1	#2	#3	#4	#5	TOTAL	/5	Average Score	
1a	4	4	2	4	4	18	5	3.60	
1b	4	4	3	4	4	19	5	3.80	
1c	4	4	3	4	4	19	5	3.80	
1d	3.5	3	2	3	4	15.5	5	3.10	
1e	4	4	3	4	4	19	5	3.80	
2a	4	4	2	4	4	18	5	3.60	
2b	3	3	3	4	4	17	5	3.40	
2c	4	4	3	4	4	19	5	3.80	
2d	3.5	4	2	3	4	16.5	5	3.30	
2e	4	4	3	4	3	18	5	3.60	
2f	4	4	3	4	4	19	5	3.80	
2g	4	4	3	4	4	19	5	3.80	
2h	4	4	2	4	4	18	5	3.60	
2i	4	4	3	4	4	19	5	3.80	
3a	4	4	3	4	4	19	5	3.80	
3b	4	4	3	4	4	19	5	3.80	
3c	4	4	4	4	4	20	5	4.00	
3d	4	4	4	4	4	20	5	4.00	
3e	4	4	3	4	4	19	5	3.80	
4a	4	4	3	4	4	19	5	3.80	
4b	4	4	3	4	4	19	5	3.80	
4c	4	4	3	4	4	19	5	3.80	
4d	4	3	3	3	4	17	5	3.40	
4e	4	4	4	4	4	20	5	4.00	
4f	4	4	2	2	4	16	5	3.20	
4g	4	4	3	3	4	18	5	3.60	
4h	4	4	3	4	4	19	5	3.80	
5a	4	4	3	4	4	19	5	3.80	
5b	4	4	3	4	4	19	5	3.80	
5c	4	4	3	4	4	19	5	3.80	
5d	4	4	4	4	4	20	5	4.00	
5e	4	4	3	4	4	19	5	3.80	
5f	4	4	3	4	4	19	5	3.80	
5g	4	4	3	4	3	18	5	3.60	
6a	4	4	3	4	4	19	5	3.80	
6b	4	4	3	4	4	19	5	3.80	
6c	4	4	3	4	4	19	5	3.80	
6d	4	4	3	4	4	19	5	3.80	
								141.40	
<b>OVERALL RATING</b>								<b>3.72</b>	
<i>Any "N/O" ratings or blanks will not be counted. The remaining reviewers' scores will be averaged/divided for the "equals" score.</i>									



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## MEMORANDUM

Tel: (508) 945-5105  
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TO: Honorable Select Board

FROM: Jill R. Goldsmith, Town Manager 

DATE: March 25, 2025 (Scheduled for the Board Meeting of May 6, 2025)

SUBJECT: Town Manager Performance Evaluation Transmittal– Calendar Year 2024/ Fiscal Year 2025 (July 1, 2024 – June 30, 2025)

I am very pleased and privileged to serve as Chatham Town Manager, now in my fourteenth (14<sup>th</sup>) year. I am always excited to kick-off my annual performance evaluation and to take the time to reflect on my performance and our accomplishments of the past calendar year and current fiscal year. This process allows us to formally carve out time for individual conversations about any areas where I have excelled and identify areas for growth, and for us to assess how well we have met the expectations of the community. Additionally, performance evaluations serve as a forward-looking exercise, allowing us to discuss your priorities and align my organizational goals moving forward to carry out policies.

I worked to streamline this year’s Performance Evaluation Transmittal (similar to the FY2026 Budget Transmittal) relying on the 2024 Annual Reports of the Select Board and Town Manager for details (attached), and I am happy to elaborate in our individual meetings. What you will see below are accomplishments driven by your goals as well as my day-to-day core Town Management duties for our municipal corporation with a \$78M omnibus budget and 156 full-time employees.

Over the past year, and in collaboration with the Board, I have worked diligently to support the needs of the Town of Chatham. I strive to have a pulse on the community, recognize various constituencies, listen to taxpayers regarding their concerns, and work collaboratively with all stakeholders in the community. We have prioritized investments in clean drinking water, housing, social infrastructure, and policies to assist property owners to connect to sewer system as water quality benefits all. I have also worked closely with Town employees to foster a spirit of collaboration and partnership, and to ensure that the needs of the community are always at the forefront of our service provision and decision-making. Looking back on the past year, I take pride in our accomplishments while acknowledging that there are always opportunities to improve and grow.

As Town Manager, I am honored to present CY2024/FY2025 efforts aligning accomplishments and progress with the Select Board’s Vision Statement and Goals. Such demonstrates the Town’s commitment to responsible governance, financial stewardship, and community engagement.

## **Alignment with the Select Board's Vision Statement**

The Town's 2024 initiatives reflect Chatham's Vision for 2030—ensuring a forward-looking, engaged, and inclusive community. Key accomplishments include investments in affordable housing, fiscal responsibility, environmental conservation, and the promotion of a strong year-round economy. These initiatives have been implemented through professional procedures, collaborative governance, and transparent community engagement.

### Select Board Goals & Key Achievements

#### **Year-Round Housing**

**Goal:** Add 200 affordable/attainable/workforce housing units over the next five years.

- Issued RFPs for development of Main Street (West Chatham) and Meetinghouse Road (South Chatham); awarded to Pennrose, LLC.
- Affordable Housing Trust acquired additional properties, including a portion of 1533 Main Street and 558 Crowell Road.
- Updated Housing Production Plan with extensive public engagement, receiving State approval in December 2024.
- Provided initial Test Fit options for Town property at 127 Old Harbor Road (Ellis property).

#### **Educational Excellence**

**Goal:** Support Monomoy Regional School District's (MRSD) infrastructure, programs, and enrollment growth.

- Continued financial support for MRSD school operations and capital investments through the budget process.
- Monthly Internal Finance Meetings with MRSD Administration, Chatham Town Manager and Finance Director, and Harwich Town Administrator and Finance Director. Also assisted in suggestions for Chatham representatives to the Siding Replacement Building Committee and assisted with coordinating air sampling testing at Chatham Town facilities for data collection.
- Dr. Florence Seldin Preschool Family Support Program provided crucial financial assistance to 17 families with young children between the ages of 3 and 4 years old.

#### **Foster a Vibrant and Sustainable Local Economy**

**Goal:** Develop a strategic plan for year-round economic expansion.

- Strengthened partnerships with the Chatham Chamber of Commerce & Merchants Association leadership, particularly for business outreach, grand opening events and project communications.
- Enhanced communication efforts, including the growth of The Mainsheet newsletter and social media engagement.
- Advanced town-wide broadband initiatives and streamlined online permitting through OpenGov, improving business accessibility.
- Expanded Childcare Voucher Program (\$125,000 allocated for FY2025; \$175,000 proposed FY2026), enhancing community and Town workforce retention and family stability.

#### **Environmental Conservation, Coastal Resiliency, and Natural Resources**

**Goal:** Integrate climate change projections and decarbonization strategies.

- Maintained operation of six photovoltaic solar installations, generating 2,422,321 kWh of power and yielding \$532,528 in savings.

- Electric vehicle adoption continued with three (3) plug-in hybrid EVs in use and two (2) all-electric vehicles added to the fleet. Four Level II and four Level III chargers recently activated at the Eldredge Garage Visitor Center and Parking Lot (365 Main Street).
- Advanced the Municipal Vulnerability Preparedness (MVP) Plan renewal, securing additional grant funding for climate adaptation.
- Special Town Meeting approval of the 90 Bridge Street waterfront project providing for the return of the Coast Guard Boathouse to Chatham
- Completed critical wastewater infrastructure projects, including new pump stations and sewer expansions for nitrogen reduction.

### **Water Management**

**Goal:** Optimize the Comprehensive Wastewater Management Plan and potable water supply.

- Advanced sewer system expansions, including Phase 1C-5, Phase 1E-2, and new pump stations at Mill Pond and Queen Anne.
- Completed temporary drinking water treatment facility at Wells #5 & #8; permanent facility in design phase.
- Secured 0% interest State Revolving Fund loans and Cape Cod & Islands Water Protection Fund contributions.
- Recommended a Grinder Pump Policy approved by the Select Board considering information from various stakeholders. Presented the concept of a sewer connection assistance program for initial funding at the 2026 Annual Town Meeting.

### **Respond to the Needs of a Diverse, Welcoming, and Livable Chatham**

**Goal:** Provide facilities, programs, and infrastructure for a strong community connection.

- Expanded online engagement tools, including Community Voice portal, The Mainsheet newsletter, and increased social media reach. Strengthened community programming through Chatham TV, featuring 469 recorded meetings and expanded public service content.
- Continued Food for Thought employee engagement initiative, fostering internal collaboration and morale as well as enhancing employee connections to the community (see more below).
- Implemented DPW work order system for all divisions including facilities management that is also available on the Town's website for public use to report any deficiencies.
- Implemented the Ryder's Cove Respite Program – Adult Supportive Day Program at the Center for Active Living, grant funded for FY2025.
- Progress on the Town's Americans with Disabilities Act (ADA) Transition Plan – Upgrades to public restrooms at 549 Main Street.
- Upcoming Town Meeting votes for renovations and accessibility for the Center for Active Living and Transfer Station.
- Conducted ribbon-cutting events for Town Projects – Eldredge Garage Visitor Center and Parking Lot, George Ryder Road Bike Path Extension, New Pickleball Courts on Stepping Stones, and Volunteer Park Playground.

*In addition, I have highlighted efforts from three sections of the Town Manager Evaluation Form:*

### **Personal/Professional**

As Town Manager, I am committed to my professional development and also advocate for Chatham's interests and the broader municipal management profession through active participation in statewide committees. I have served as a Governor appointment to the Joint Labor-Management Committee (JLMC) for Municipal Police and Fire Contract Disputes since 2006 (reappointed in 2023). Within the MA Municipal Managers Association (MMA), I serve on the Programming Committee and on the Women Leading Government Committee (WLG) as a founding member. Appointed by the Select Board, I am the Chatham representative to the Cape Cod Regional

Transit Authority (CCRTA), Cape Cod Municipal Health Care Joint Purchase Group, and Cape Cod & Islands Water Protection Fund (CCIWPF) Board. In September 2024, I received re-certification by the International City/County Management Association (ICMA) as a Credentialed City/Town Manager since 2016. This month, I will join the ICMA National Athenian Leadership Project for 40 hours with fourteen (14) other City Managers.

I also have been active in speaking engagements - Eldredge Public Library Chatham Reads Poetry; 2024 Chamber & Merchants Association Annual Meeting; Town Employee Retirements; Chatham Men's Club, MMMA/WLG Moderator for AI (What's Current in AI and AI for Local Government), MMMA Monthly Meeting (Community Engagement).

### **Financial Stewardship & Governance**

- Maintained AAA S&P Global Bond Rating, reflecting strong financial management (June 2024).
- GFOA Certificate of Excellence Award – for the second consecutive year, the Government Finance Officers Association of the United States and Canada (GFOA) awarded the Certificate of Achievement for Excellence in Financial Reporting to the Town of Chatham for our Annual Comprehensive Financial Report for the fiscal year ending June 30, 2023.
- Led a successful FY2026 Budget Summit, aligning long-term financial priorities with community needs. Participants included the Select Board, Finance Committee. MRSD Administration/ Chatham Representatives and Department Heads.
- Executed strategic Capital Programs/Improvement Plan (CIP) to balance core service investments with fiscal responsibility.
- The recommended FY2025 and FY2026 Town Manager's Operating Budget and Capital Plan both received unanimous favorable recommendations by the Select Board and Finance Committee.

### **Personnel Management & Organizational Leadership**

Successfully managing employee transitions in 2024 involved welcoming new hires and investing in/promoting existing employees across multiple departments while ensuring smooth leadership succession. Key personnel promoted internally included the Harbormaster, Police Lieutenant, and Department Coordinators, reinforcing professional development and institutional continuity.

While working towards Chatham 2030, day-to-day activities and public needs often require immediate response, frequently involving coordination among multiple departments. The Select Board has recognized workload and service capacity challenges, and as noted in the FY2026 Budget Message, a review of department operations demonstrated that the majority of staff time is dedicated to core services essential for maintaining municipal functions. The remainder is absorbed by emergencies, regulatory compliance, and pressing community needs, leaving limited capacity for broader strategic initiatives or service expansion despite growing demand.

The accomplishments of my administration since 2011 are the result of a strong partnership with Town officials, the dedication of Town employees, and the commitment of my leadership team. I take great pride in fostering a collaborative and dynamic Leadership Team that continuously strives to improve operations, proactively addresses challenges, and delivers high-quality services to residents. The ability of this team to work together, pivot when necessary, and implement Board goals while maintaining Chatham's organizational culture is a testament to their professionalism.

Additionally, I continue to refine my management approach to align with Select Board priorities, ensuring a strategic focus and strong organizational culture. I dedicate significant time to mentoring and empowering staff as we manage multiple priorities, including staff liaison responsibilities for

over 30 Boards and Committees, preparation of Select Board reports and recommendations, and follow-ups on Board actions, often within the same week. In 2024, I also prioritized strengthening the consistency of staff liaison duties, conducting one of two scheduled meetings with all Board/Commission/Committee Chairs in February to clarify the role of liaisons and improve committee support.

A key initiative in enhancing organizational culture has been the *Food for Thought (FFT) Employee Engagement Initiative*, which provides employees with a direct platform to engage with leadership in a casual setting. Each session includes a rotating group of ten to twelve employees from various departments, fostering interdepartmental collaboration and open dialogue. Nearly 100 employees have participated in FFT, sharing insights on workplace improvements and community engagement. As a result of these discussions, updates to collective bargaining agreements have addressed financial concerns related to the cost of living on Cape Cod and employee retention efforts.

Additionally, employees from various divisions formed an *Employee Engagement and Recognition Committee* following FFT discussions. Their recommendations, including organizing community service initiatives, hosting an employee arts showcase, and Chili Cook-off (with a donation to Cape Veterans Outreach), have successfully strengthened internal culture and employee connections to the Chatham community.

**Additional Personnel Achievements in 2024:**

- Managed hiring processes for 27 full-time and 112 seasonal positions, ensuring workforce stability and operational efficiency.
- Continued emphasis on succession planning, with 34% of the workforce having between 11 to 40 years of service.
- Expanded employee wellness and engagement initiatives, reinforcing interdepartmental collaboration and professional development.

The role of a Town Manager is to execute policy, oversee operations, and ensure the long-term success of the Town. When every single issue, big or small, lands on my desk, it is crucial that I develop and empower people, create systems, and ensure the Town thrives whether I am in the room or not for a particular matter. I have always accepted the consumptive nature and responsibilities associated with the role and I continually endeavor to be as available and responsive as possible. I remain committed to fostering a culture of collaboration, accountability, and continuous improvement.

Through strategic leadership, collaborative governance, and sound financial management, Chatham continues to uphold its Vision for 2030. As Town Manager, I remain committed to fostering community engagement, implementing policies that reflect the Select Board's goals, and ensuring that Chatham remains a vibrant, inclusive, and sustainable community for all. In moving towards 2030, initiatives I would like to pursue include a Chatham Citizen/ Civics Academy modelled after our successful Fire and Police academies; bringing 'Town Hall' on the road and Select Board on the go to places where people naturally gather—like youth sports games or places to engage with our constituents where they are – going to them versus asking them to come to us, and utilizing the MainSheet to dive deeper into community conversations or topics I feel are important.

As always. I am open to suggestions to serve you and the community better. Thank you!

*Enclosures – 2024 Annual Reports of the Select Board Chair and Town Manager*

## Select Board 2024 Annual Report

The Select Board and the Town Manager, supported by our excellent employees and the many volunteers serving on boards, committees and commissions, work together to deliver the best municipal services possible for everyone – residents, taxpayers and visitors alike. Our collective goal is meeting community needs and maximizing the quality of life in our idyllic seaside Town.

The Select Board functions as the Executive Branch of Town government. We are its chief policy making agency. At its organizational meeting in May the Board elected Michael Schell Chair, Dean Nicastro Vice Chair and Shareen Davis Clerk. Jeff Dykens and Cory Metters are the remaining incumbents for 2024-2025.

In January, the Select Board implemented a new, long-term strategy for establishing goals and objectives. The result was six specific and actionable **Goals and Objectives** looking out over the next five years. The vision for Chatham in 2030 is an inclusive, engaged community with a focus on environmental preservation, economic health, responsible leadership, and a welcoming atmosphere. The six specific **Goals and Objectives** are these:

- **Year-Round Housing:** Add 200 affordable housing units in five years, issue RFPs for current properties, collaborate with developers, support zoning initiatives, and advance infrastructure projects.
- **Educational Excellence:** Support the Monomoy Regional School District with funding, innovative programs, and enrollment growth.
- **Local Economy:** Develop a strategic plan for a year-round economy, support new businesses, expand markets, and partner with institutions.
- **Environmental Conservation:** Integrate climate change projections, promote coastal resiliency, and protect natural resources.
- **Water Management:** Optimize wastewater management, secure potable water supply, promote private wells, and raise awareness about water conservation.
- **Community Needs:** Ensure facilities and programs for community connections, recreational and cultural experiences, and public health and safety.

Along with each goal, the Select Board identified specific implementing objectives which – taken together – emphasized collaboration, strategic planning, targeted action and sustainability across all areas. The Select Board reaffirmed these Goals and Objectives in October.

Housing initiatives continued to be a priority in 2024. Chief among them was the process leading to development designations for the construction of affordable and attainable housing at 1533 Main Street in West Chatham and the construction of affordable housing at 0 Meetinghouse Road in South Chatham. The Select Board has requested the Affordable Housing Trust Fund Board to present to it, for consideration, a draft Request for Proposals for affordable housing on the Town property on Stepping Stones Road. The Select Board has requested and will consider test fits for housing that could be developed at 127 Old Harbor Road. The Massachusetts Executive Office of Housing and Livable Communities approved Chatham's 2024 Housing Production Plan (HPP), including a comprehensive Housing Needs Assessment (HNA), in December 2024. The HPP was developed with public input and leadership from the Affordable Housing Trust and Community Housing Partnership over the course of nine months beginning in January 2024. The HNA sets a

comprehensive and challenging action agenda for Chatham. The HPP was adopted by the Planning Board on September 23, 2024, and by the Select Board on September 24, 2024.

This past year saw a continuation of the Dr. Florence Seldin Preschool Family Support Program assisting young families with the cost of childcare for 3- and 4-year-olds. The program pays up to \$5,000 per 3-year-old and up to \$10,000 per 4-year-old for preschool education from approved licensed providers. By providing financial assistance for preschool and childcare, the program ensures that all children in Chatham have access to high-quality early childhood education, regardless of their family's financial situation. Throughout the year, the Select Board has been receiving reports and monitoring capital planning and related repair needs for the Monomoy Regional School District. Particular attention is addressed to the planning for siding replacement at the Regional Middle School on Crowell Road, as this is likely to require a substantial capital investment in Fiscal Year 2026.

At the 2024 Annual Town Meeting (ATM), there was a comprehensive proposal to fund five waterfront infrastructure projects deemed necessary for enhancing the Town's waterfront infrastructure, as consistently recommended by our water-related committees. The proposal received majority approval at the ATM as well as in the subsequent Town election but did not receive the requisite two-thirds majority. On motion from the Shellfish Advisory Committee, the Select Board convened a Special Town Meeting (STM) in September to consider approving funding for one of the five infrastructure projects – the 90 Bridge Street project. The STM approved the project overwhelmingly. This will be a significant development of Town-owned property for multi-use waterfront access. An important feature of the project is creation of a structure to house a new shellfish upwelling facility, which will enhance shellfish propagation. Historically, our upweller system has been a sustainable and reliable resource supporting quahog harvest, contributing considerable value to our economy. This project will not only enhance a multimillion-dollar local industry but will also enhance a reliable local source of healthy food for Chatham residents, while also bolstering the recreational and cultural vitality of the shell fishing community. The remaining waterfront infrastructure projects are planned for presentation as individual articles in future ATMs.

The 2023 ATM and a subsequent 2023 STM declined to approve a proposed new CFAL facility in West Chatham. Early in 2024, together with the COA Board, the Select Board began studying the feasibility of renovations, addressing major deficiencies in the existing facility and possible alternatives making it more serviceable. The year-long effort has resulted in a plan and design that involves renovating and upgrading the facility to address its outdated design and enhance its functionality, significantly improving its capacity to meet current and future space and programming needs. In particular, it provides space for the new Ryder's Cove Respite Program providing adult supportive day care in Chatham. Moreover, the inception, funding and implementation of this new CFAL program is itself another 2024 accomplishment speaking directly to the Select Board's goal of responding effectively to Chatham's community needs.

The Select Board devoted considerable time and effort to two other infrastructure projects in 2024. The first is discussion and consideration of policy initiatives concerning homeowner connections to the sewer system upon receipt of orders from the Board of Health. This has been supported by input and recommendations from the Water & Sewer Advisory Committee and the Summer Residents Advisory Committee, as well as other private groups of concerned and engaged Chatham citizens. This has been a more than two-year process and will hopefully be concluded with policy decisions from the Select Board in 2025.

The second infrastructure project is the two-phase upgrade and improvement of the Transfer Station on Sam Ryder Road. Implementation of the first priority stage of this Transfer

Station Redesign Project began in 2024. The second priority stage entails accessibility upgrades to the facility necessary for compliance with OSHA and other Federal mandates and will be presented to the 2025 ATM. Upon completion, this project will provide Chatham with a safe, convenient and efficient recycling and refuse repository and will also provide employees with a safe, comfortable and functional workplace.

Chatham is in the second year of a five-year capital plan to provide required accessibility to Town facilities in accordance with the Americans with Disabilities Act of 1991 (ADA). In 2024 the Town dedicated \$433,000 of its American Rescue Plan Act funds to a full renovation of the public restrooms at the rear of the Town offices. This project will afford improved wheelchair access and entry, safer floorplans and new appliances, fixtures, furnishings and hardware.

The Select Board met 49 times in 2024. Its attention was required for a broad array of policy, regulatory, resource allocation and developmental issues. A very few representative matters – large and small – which came before the Select Board include the following:

- Enactment of a new Tree Protection Bylaw
- Amendment of Chapter 100 of the General Bylaws
- Traffic safety improvements
- Supervision, oversight and recruitment for Town committees
- RFP and selection of new Town Counsel
- Nuisance dog complaints
- Policy enactment concerning encroachments upon Town property
- Annual evaluation of the Town Manager
- Litigation regarding unsafe and unsanitary conditions on a Town road
- Oversight of the major events hosted by the Town through the course of 2024

As it does every year, in 2024 Chatham hosted several major events which attract not only the Chatham community but visitors from around the Cape and beyond. Every one of these is an occasion for Chatham to show its unique character, spirit and welcoming outreach far beyond its own borders. The work, imagination and enthusiasm which contribute to making these events so special and so amazingly enjoyable come from the heart of Chatham and its extraordinary residents. Among those events are First Night; the Airport Exhibition of Planes, Trains and Automobiles; the July 4<sup>th</sup> parade; Oktoberfest; the Turkey Trot; the Christmas Stroll; and the 12 Band Concerts every summer. These events contribute to making Chatham the very special place it occupies on the Cape, in the Commonwealth and around the World.

The Select Board is deeply appreciative and indebted for the extraordinary work of our very talented Town Manager, Jill Goldsmith, our dedicated Communications Manager, Shanna Nealy, and our tireless Executive Assistant, Cathy Lewis. We are also grateful and beholden to the hundreds of volunteers who serve on boards, commissions and committees and provide valuable input, guidance and wisdom on the myriad and complex issues the Town encounters. Without the untold hours of hard work by our citizenry and Town staff, the Select Board would be at a loss.

Thanks to all for a constructive, productive and successful 2024.

Respectfully submitted,

Michael Schell, Chairman,  
On Behalf of the Select Board

## Town Manager 2024 Annual Report

The Town Manager, appointed by the Select Board under the Town Charter, holds responsibility for overseeing the operation and management of all Town departments, excluding the library and schools. Serving as the appointing and contracting authority for these departments, the Town Manager supervises budgetary, financial, and personnel administration activities. Collaborating with the Select Board, the Town Manager provides executive leadership, ensuring efficient allocation of resources to safeguard public safety, assets, and Chatham's distinctive quality of life through professional procedures and collaborative processes.

It is my great pleasure to present to you the annual report for the year 2024 and I remain honored to serve as Chatham's Town Manager for 2024, my 13<sup>th</sup> year – and the 312<sup>th</sup> year of our great community! I continue to work diligently to keep the Town's citizenry connected to the Town's policy makers and the core services offered and performed by our very dedicated and talented Team Chatham Town employees.

As you will read in the Select Board's 2024 Annual Report, many great community initiatives were instituted that focused on preservation of our social infrastructure and resiliency of our community. Through our annual budget process, we worked to ensure what lies before us is a pathway to sustainability and investment in our community.

I am thrilled to report that we have accomplished a great deal in the past year. In addition to our investment in clean drinking water, we made significant progress to address affordable housing opportunities and bolstering social infrastructure, as elaborated below.

The Select Board's goal setting for Fiscal Year 2026/Calendar Year 2025 continued to focus on envisioning Chatham in 2030. Vision Statement – *Chatham in 2030 will be a forward-looking, engaged, and inclusive community of demographically diverse year-round citizens that maintains a unique integration of preservation of its pristine environment, promotion of a healthy economy, fiscally responsible and responsive leadership, and a welcoming environment for all to Chatham.* Utilizing SMART goals (specific, measurable, achievable, relevant, and time-bound), the Board identified "goal buckets" where the Town can move forward on initiatives that will encompass previous value statements on a variety of levels to move initiatives forward. Such was reaffirmed on October 29, 2024. Please visit the link for details [TOWN OF CHATHAM](#)

I invite the public to explore Budget Central on the Town website <https://www.chatham-ma.gov/214/Budget-Central>. This serves as a central hub for budget-related news, documents, presentations, and real-time updates concerning the Town's budget process and planning. It also contains communications from the Town's Financial Administration and links useful to the public, including historical budget and financial documents.

The Town Manager Budget Message includes a look at the previous year as well as future forecasts in consideration of economic conditions, quality of life, core services, department accomplishments, staffing, and a conscious effort to contain the Town's tax rate, \$3.47. The current fiscal year (FY2025) Town Budget (July 1, 2024-June 30, 2025) is available in Budget Central along with the FY2025 Digital Budget Book, and past Budget summaries (FY2001 to current). The Capital Programs/Improvement Plan (CIP) mirrored the strategic approach taken with the Operating Budget, focusing primarily on core services. These recommendations involved a thorough review of potential funding sources, non-tax levy funds, and opportunities for shared resources to ensure a balanced funding approach across departments within the funding amount mandated by the Town's policy.

I also recommend that the public visit the Town Manager's Department page on the Town website to review Monthly Reports <https://www.chatham-ma.gov/DocumentCenter/Index/250> provided to the Select Board since 2012. These reports contain up-to-date information and insight on Town operations by Department and Division, and benchmarking operations for performance management. This history and context have assisted in establishing funding priorities and providing informed policy decisions.

Please also visit the Town Meeting link for everything related to Town Meeting (the Town's legislative body) including results and video links. <https://www.chatham-ma.gov/342/Town-Meeting-Central>

Projects Status - A real-time status of all capital projects can be found on the Town's website main page, Town Projects tab - <https://www.chatham-ma.gov/267/Town-Projects> . While the following Department Annual Reports provide details on Town projects, I wanted to spotlight a few items.

#### Acknowledgment of 2024 Achievements and Events

In reflecting upon the accomplishments and significant events of 2024, it becomes evident that these milestones have effectively aligned financial plans, community priorities, and successful outcomes, all while fostering robust public engagement. For a comprehensive listing of the achievements by Departments in the prior calendar year (2024), please refer to the FY2026 Digital Budget Book narratives - [Introduction Letter | FY2026 Town Manager's Budget](#).

The following highlights the positive impacts of our ongoing initiatives:

Community Connections – Our Information Technology (IT) Division continues to rise to the task to give us the tools for the now normal way in which Town officials and staff conduct Town business. Our Chatham TV Team (formerly Channel 18) continued efforts to keep our community connected by recording or streaming community events on the Town's YouTube Channel <https://www.youtube.com/chathamchannel18>. There you can also find behind the scenes limited series on Town operations and *The Flash* COA video newsletter. Our Communications Manager (Shanna Nealy) uses our enhanced website to receive comments through our Community Voice portal – 24/7 – in addition to curating the Town's social media outlets (website, Facebook, X (formerly Twitter), YouTube, LinkedIn, Instagram). We enhanced community outreach using on-line Community Updates - *The Mainsheet* - <https://www.chatham-ma.gov/list.aspx?PRVMSG=240>, as well as our Swift 911 phone/text/email systems. We also partnered with the Chatham Chamber for direct business outreach efforts such as on road improvement projects, new business ribbon cuttings and pushing information in conjunction with the Town's social media.

Town Meetings - The 2024 Annual Town Meeting was held on Monday May 13, 2024 with 562 voters participating. *The recommended FY2025 Town Manager's Operating Budget and Capital Plan both received unanimous favorable recommendations by the Select Board and Finance Committee.* Town Meeting approved funding allocations reflected a commitment to all Town constituents. A Special Town Meeting was held on Monday, September 16, 2024 with 577 voters participating. It was a single article warrant to fund the completion of 90 Bridge Street waterfront infrastructure bond project following the approval of the ballot question at the 2024 Annual Town Election. The article passed by more than 80% of the special town meeting voters.

Town S&P Global Bond AAA Ratings re-affirmed on June 14, 2024, with a stable outlook – AAA is the highest bond rating for municipalities. The rating further reflects S&P's opinion of Chatham's very strong economy; very strong management, with strong financial policies; strong budgetary

performance; very strong budgetary flexibility; very strong liquidity; manageable direct debt Manageable direct debt and retirement costs, and strong institutional framework score. Our conservative budgeting, strong reserves, cyber security planning, coastal resiliency efforts also contributed to maintaining our S&P bond AAA rating and with a stable outlook. Here is the link to the full ratings report – [Standard--Poors-Bond-Rating-2024-PDF](#).

SRAC Annual Town Meeting - The Summer Residents Advisory Committee (SRAC), established by Town Meeting and appointed by the Select Board, held its in-person/hybrid 2024 Annual Meeting on August 13, 2024 – it's 78<sup>th</sup> Summer Town Meeting. Here is the link to the video - [Summer Residents Advisory Committee](#) The financial presentations and scorecard results demonstrated continued cohesion and shared Town vision for financial matters by SRAC, Town officials, and our Finance Team, which is a significant collaboration.

Budget Summits – The FY2026 Budget Summit was held on October 22, 2024 [Joint Meeting of the Select Board & Finance Committee](#). Multi-year financial forecasts and assumptions were reviewed and updated for the 2026 fiscal year and beyond, as well as an examination of financial indicators for revenues and cost controls in prior budget performance. Participants included the Select Board, Finance Committee, Monomoy Regional School District (MRSD) Committee/Administration, and Department Heads. At the Budget Summits, we discuss financial trends, prior recommendations by the Finance Committee and SRAC, and funding priorities. In addition to fiscal prudence and sustainability, discussion at the recent Summit focused on efforts to increase affordable/attainable housing, and continued capital investment for our drinking water supply, and prioritization/strategies. Presentations from the Budget Summits can be found in [Budget Central](#).

## **Social Infrastructure Initiatives**

### Senior Tax Work-Off Program

The Senior Tax Work-Off Program, established in 2012, offers residents aged 60+ the opportunity to receive property tax relief by sharing their skills and experience through meaningful contributions to Town operations. In its 12<sup>th</sup> year (FY2025), 17 participants contributed 758.25 hours toward tax abatements, with an additional 247.25 volunteer hours provided. Now in its 13<sup>th</sup> year, the program has 14 participants who have already completed 278.45 hours as of December 31, 2024. The program exemplifies how Chatham's talent strengthens Town operations while fostering intergenerational connections.

### Childcare Voucher Program

Since FY2010, the Childcare Voucher Program has provided crucial support for families in Chatham. Starting with a modest \$5,000 annual budget, it has grown significantly, reaching \$125,000 in FY2025 as recommended by the Human Services Committee. This funding supports year-round childcare assistance, ensuring that families living and working in Chatham can access affordable care, contributing to family stability and workforce retention.

### Dr. Florence Seldin Preschool Family Support Program

The Dr. Florence Seldin Preschool Family Support Program, now in its third year, offers financial assistance to families with three- and four-year-olds attending approved preschool programs. Testimonies from participating families highlight the program's transformative impact:

- *“We are grateful for the financial support towards our daughter’s early education. This is an amazing program and we hope it continues.”*
- *“The program has made it possible for our son to enter his first year of Pre-K... We have seen him grow so much in just these past few months.”*
- *“We feel so lucky that we were given the opportunity to apply to the program and that we were awarded this generous amount which will help us pay the cost of childcare... The benefit to (our son) is tremendous. The friendships he has formed and the experiences at these two programs has helped foster his relationship with his community and with all the wonders of nature here on Cape Cod.”*

Currently, 10 four-year-olds and 7 three-year-olds are enrolled, with \$125,000 in allocated funds for FY2025. Any unexpended funds will roll over to the next fiscal year, ensuring continued support for families in need. More information on this program is available on the Department of Community Services webpage.

### **Water Quality Initiatives:**

Efforts continued in 2024 to protect the Town’s natural resources by advancing the Comprehensive Wastewater Management Plan with sewer and pump station installations in South Chatham and with the replacement of the Queen Anne Road pump station.

### **Wastewater Program/Sewer Project Status**

The next phase of implementation of the Comprehensive Wastewater Management Plan (CWMP) includes design and construction of wastewater collection facilities in various areas of town within the southern embayment areas. For FY2026, this \$32,000,000 request includes the Stage Harbor Phase I areas (Phase 1F), with a focus on furthering Nitrogen reduction in Oyster Pond and Oyster River. This consists of sewerage Cedar Street and side streets (and the construction of a critical pump station) and will also tie-in smaller neighborhoods adjacent to existing gravity collection systems along Route 28 (Phase 1F-1) Phase 1F-2 will address sewer expansion in the Barn Hill area along the western banks of Oyster River. Additional efforts include the initial design costs to advance engineering for the next phase of sewer projects in the North Chatham area. State Revolving Funds (SRF) were applied for in July 2024 to support this effort with anticipated construction from 2026-2028.

Construction has been ongoing in the southern embayment areas. C.C. Construction, South Dennis, substantially completed work on the Phase 1D-2A construction contract (\$8,478,406), installing sewers on Meetinghouse Road (aka Route 137) (Route 28 to Stage Coach Dr.), Morton Road (bike path to Tirrell’s Way), Mill Hill Road, Middle Road (Meetinghouse Rd. to back entrance of Water Pollution Control Facility). Two (2) wastewater pump stations (PS) are part of this contract, one on Morton Road at the bike path and a second on town-owned property at the intersection of Meetinghouse Road and Route 28. These pump stations have been tested and approved by DEP, but they have yet to be put into service due to some punch list items. The pump stations and associated sewer infrastructure under this project is expected to go on-line in early 2025.

C.C. Construction also continued work for the Queen Anne Pump Station (QAPS) project (\$2,103,000). The Project is upgrading/rebuilding the Queen Anne PS, built as part of the original sewer collection system in 1969-1970. The station needed to be upgraded to a more modern, energy-efficient pump & controls, as well as increased capacity as more sewer flow from other parts of the Town will flow through this station. The QAPS is currently located on a small parcel at the corner of the CVS/Chatham Village Market parking lot. The size of the parcel and the need to keep the current

pump station operational while the new station is built presented logistical challenges. Those challenges were met with the cooperation of the Queen Anne Inn owners who provided an easement to allow construction of the new PS across Oyster Pond Furlong opposite the existing station. The old pump station has been decommissioned, and the new pump station is operational. Construction of the new station began in early 2023 and was completed in fall 2024.

Robert B. Our Co., Harwich, began construction on the Mill Pond Pump Station (PS) project (\$2,963,000). The project is designed to upgrade/rebuild the Mill Pond PS, built as part of the original sewer collection system in 1969-1970. The station needed to be upgraded to a more modern, energy efficient pump & controls, as well as be operable under its own generator power. The Mill Pond PS is located immediately adjacent to Mill Pond which requires environmental sensitivity and poses high water risks. An easement from an adjacent property owner was critical to the success of this project and undergrounding of utilities will improve the neighborhood. The old pump station has been decommissioned, and a temporary bypass has been installed. Construction began in fall 2024 and is expected to be completed by fall 2025.

C.C. Construction began construction on the Phase 1C-5 (Oyster Pond Sewer Extension) construction contract (\$7,976,897), installing sewer on portions of Independence Lane, Pond View Avenue and Pond View Lane, Kelly Lane, Woodcarver Knoll, and connecting the Oyster Pond Condo development. This project will also replace low pressure sewers on portions of Independence Lane, Ellis Street and Smith Street with gravity sewers. Three (3) wastewater pump stations are part of this contract, one on Independence Lane, Pond View West, and the Oyster Pond Condo site to handle flows from that area. Construction began in fall 2024 and completion is expected in fall 2025.

Dig It Construction, Dennis Port, began construction on the Phase 1E-2 (Stage Harbor Road Sewer Extension) construction contract (\$5,740,826), installing sewer on the southern portion of Stage Harbor Road (from Honeysuckle Lane to Champlain Rd.), Atwood Lane, Cedar Swamp (north and south), Honeysuckle Lane, and the eastern portion of Champlain Road. A new pump station at Old Mill Boat Yard (behind the Harbormaster's shop) is part of this contract. Sewer line work is largely complete and pump station work is ongoing. Construction began in winter 2024 and completion is expected in fall 2025.

All projects above are being financed through the State Revolving Fund (SRF) at low interest (2%) or 0% if eligible (wastewater projects). In addition, wastewater projects are eligible for principal subsidy through the Cape Cod & Islands Water Protection Fund. The choice of these areas is based on multiple factors including environmental sensitivity of receiving waterbodies, proximity of existing infrastructure, coordination with other town projects (water main upgrade/replacement, stormwater improvements, road projects [Mill Hill water main upgrade being a perfect example]), consistency with the Comprehensive Wastewater Management Plan (CWMP), and cost.

Chatham began receiving wastewater flow from the East Harwich area through the recently completed Chatham-Harwich Interconnection Project (Contract 1D-1), whereby wastewater collected from East Harwich is transported to the Chatham Water Pollution Control Facility for treatment and recharge. This project was agreed upon in an Intermunicipal Agreement between Chatham & Harwich, signed in 2017. Both towns received DEP approval for 0% loan funding through the SRF.

Since new sewer connections began in 2012 the Board of Health (BOH) has been issuing Orders requiring connection to the municipal sewer in accordance with the Boards mandatory Sewer Connection Regulation. In November 2022 the BOH approved the issuance of Connection Orders for additional completed Contracts: Phase 1C-2, 116 properties; Phase 1C-3/4, 258 properties; Phase 1D-1, 88 properties; and Crowell Rd. Phase I (1E-1), 30 properties. Issuance of BOH Connection Orders for Contracts 1C-2, 1C-3/4, 1D-1 & 1E-1 will add another 492 properties to those eligible to connect. The Health Division Staff sent out 393 orders to connect in 2023 on behalf of the BOH, with no additional orders sent in 2024. The BOH extended the connection period from 1 to 2 years in response to difficulties experienced by property owners in getting timely responses from engineers and contractors due to the heavy workload on Cape Cod. The BOH also placed a moratorium on connections that require grinder pumps to allow time for the Town to develop a policy regarding grinder pump acquisition.

For completed sewer construction contracts to date 823± properties have been ordered to connect. Where able (not dependent on pump station completion) some properties have connected due to septic system issues or new construction on a case-by-case basis. 646 connections have been completed to date, that is a 78% rate of connection. There are an additional 166 properties in-process, i.e., have applied for a permit, awaiting permit, awaiting contractor, etc.

Phase 1F-1, side roads off Route 28, as well as, the southern end of Cedar Street, are expected to go to bid in 2026 after design finalization and resolution of easements for pump stations. Phase 1F-2 will follow with construction expected to begin in 2027.

Wastewater Revenue

The Town continues to qualify for 0% interest loans through the Clean Water Trust, and loan forgiveness from ARPA<sup>1</sup> and the Cape Cod & Islands Water Protection Fund (CCIWPF). The Intermunicipal Agreement (IMA) with the Town of Harwich provides for milestone payments as well as reimbursement for operating costs of the Water Pollution Control Facility – referred to as Capacity Purchase Fees. The first milestone payment of \$2,265,000 was received on July 1, 2017, and closed to undesignated fund balance (Free Cash) at the end of FY2018. At the May ATM2023 for Fiscal Year FY2024, Article 38 created a new Wastewater Capital Stabilization Fund (M.G.L. Ch 40, Section 5b) to direct all future milestone payments and/or project share costs received by Chatham from Harwich pursuant to the June 20, 2017 Intermunicipal Agreement (IMA) for Wastewater Collection and Treatment by and between the Towns of Chatham and Harwich, shall be deposited into said Wastewater Capital Stabilization Fund.

Following is the IMA payment schedule:

IMA Payment Date	Capacity Purchase Fee	
6/20/2017	2,265,000.00	received July 1, 2017 (FY2018)
FY2022-23	1,500,000.00	received January 20, 2023 (FY2023)
6/18/2024	1,500,000.00	not greater than 7 years (received 8/23/24- FY2025)
6/18/2026	1,500,000.00	not greater than 9 years
	<b>\$ 6,765,000.00</b>	<b>TOTAL</b>

After enduring drought conditions in the region for the last few years, significant progress was made in ensuring our community has an adequate supply of clean drinking water at all times with the construction of drinking water Wells #10 & #11 and the completion of a temporary water treatment facility for drinking water Wells #5 & #8. Design, engineering and permitting for a permanent treatment facility for those wells is underway.

**Community Housing Initiatives:**

In 2024, the Town advanced multiple housing initiatives to address affordable and attainable housing needs. Following a 14-month community engagement process, Requests for Proposals (RFPs) for the development of Town-owned properties on Main Street (West Chatham) and Meetinghouse Road (South Chatham) were issued in February. Pennrose, LLC was awarded development rights for both sites in July, with the Land Disposition Agreement (LDA) for Main Street approved in October and the Meetinghouse Road LDA on February 4, 2025.

The Affordable Housing Trust (AHT) acquired 1533 Main Street in January to enhance development opportunities on the adjacent Town parcel and purchased 558 Crowell Road in August for resale with an affordability restriction. The Town issued RFPs to acquire additional properties in January, March, and August.

The Town updated its Housing Production Plan (HPP) with consultant JM Goldson, receiving \$57,000 in grant funding. Following extensive public engagement, the HPP was approved in September and received State approval in December.

Additionally, in November, Utile Architecture and Planning was selected to conduct test fits for development scenarios at 127 Old Harbor Road, with presentations to the Select Board planned for early 2025.

The efforts noted above reflect the Town’s dedication to responsible governance, financial stewardship, and community engagement. As we move forward, we remain committed to upholding the values and priorities that define Chatham's character.

Communication Initiatives - Town Website and Social Media



In 2024, the Town’s website recorded 670,018 views, with the most visited pages being the home page, search page, Assessors page, Online Services, and Jobs page. Users spent an average of 1 minute, 26 seconds on the site—well above the 50-second benchmark for strong engagement.

The Town’s social media presence continued to grow, reaching 4,012 followers on Facebook, with 394.4K content views and a total reach of 533.5K. The Town launched an Instagram account, gaining 575 followers and 7.1K views to date. The Town’s X/Twitter account maintained 305 followers, while LinkedIn focused on showcasing staff activities and achievements, reinforcing the Town as an engaged and dynamic employer. Departments such as Police, Fire, and Community Services maintained additional social media accounts, ensuring broad access to critical emergency updates and educational content on Town programs and services.

The Town Manager's weekly e-newsletter, The Mainsheet, reaches 1,589 direct subscribers with an impressive 72% average open rate and is also accessible through the Town's social media platforms.

#### Online Permitting/Services - [Online Services | Chatham, MA](#)

The Building Division of the Community Development Department implemented a new cloud-based online permitting system, OpenGov Citizen Services, enhancing accessibility for staff and applicants. This system allows for remote access to permit information; processing, reviewing, and issuing permits online; and direct communication with staff, digital permit approvals, and online inspection requests. In 2024, IT staff expanded OpenGov to include additional Health Division permits, including the Short-Term Rental Registry. Links to the system are available on the Town's website, under the Building, Conservation, and Health Departments.

The Mooring Management Permit Program, introduced in FY2022, continued to streamline online renewals, with Mooring and Waitlist Permits due by December 31<sup>st</sup> each year.

#### Geographic Information Systems (GIS)

The Town's GIS Division, led by the GIS Planner, expanded data layers in 2024, improving tracking for Water quality sample stations, Airport traffic patterns, Coastal development and FEMA updates, and Town landings and neighborhood center districts. These additions build on the existing GIS foundation, which requires ongoing updates to water mains, sewer lines, snow plowing routes, and parcel layers. The Town also acquired high-precision GPS equipment, capable of providing centimeter-level positioning data for exceptional accuracy.

#### Chatham TV

Rebranded in 2023, Chatham TV (Xfinity Channel 1072) continues to offer live and on-demand broadcasts, enhancing community engagement and government transparency.

#### 2024 Highlights:

- 469 meetings recorded and archived
- 10,123 Live Stream and On-Demand views
- 13,632 YouTube views
- 12 episodes of Flash TV (Community Services)
- 3 episodes of Seafaring Stories (CFAL)

#### Special Productions:

- Water Quality Monitoring Lab Interview – Bob Duncanson & Greg Berman
- Live Stream: Sound Dunes Concert (Community Center, CFAL)
- Public Service Announcements:
  - North Beach Best Practices
  - E-Voting Information
  - CFAL. Nordic Walking
  - First Night Chatham
  - Town Meeting Preview Shows (Annual & Special)
  - Chatham Police Department | Youth Academy Highlights

#### Backstage Episodes:

- DPW Snow Removal Preparations – Tom Barr
- Herring Run Restoration – Department of Natural Resources
- Osprey Pole & Informational Kiosk – Department of Natural Resources
- Harbormaster Navigational Buoys

## Shellfish Division Features:

Upweller

Quahog Ride-Along

Oyster Cage Ride-Along

Coastal Resources – Army Corps of Engineers Dredge Murden

Through informational videos, live streams of community events, and public service content, Chatham TV continues to serve as a key communication tool, ensuring the public stays informed and engaged at their convenience.

## **Renewable Energy, Electric Vehicles (EV), Green Community Designation/Climate Change**

Chatham's commitment to sustainability is guided by General Bylaw Chapter 35 – Energy Efficiencies in Procurement, updated via Articles 57 and 58 at the 2021 Annual Town Meeting. These bylaws establish a framework for reducing the Town's carbon footprint by prioritizing net-zero emission designs in public buildings and transitioning the municipal fleet to zero-emission vehicles. Additionally, Chapter 130 – Climate Policy, adopted at the same meeting, outlines the Town's objective of achieving net-zero greenhouse gas emissions at the earliest feasible time.

In 2024, the Town maintained full operation of six photovoltaic (PV) installations, including at the former landfill, Water Pollution Control Facility, Water Treatment Plant, Police Department, Town Offices Annex, and Fire Department. These systems generated 2,422,321 kWh of power, offsetting 71% of municipal electricity demand and yielding \$497,455 in net benefits. Additional Cape and Vineyard Electric Cooperative (CVEC) "off-taker" agreements contributed another \$35,083, bringing the total energy savings to \$532,528. The Community Center PV installation was nearly complete in 2024, with activation expected in 2025. Plans for a Police Department parking lot canopy with PV panels remain under review.

Electric vehicle adoption continued with three plug-in hybrid EVs in use and two all-electric vehicles added for Community Development. Two new EV charging stations at the Town Annex support fleet vehicles, while four Level II and four Level III chargers are slated for installation at the former Eldredge Garage property in 2025. Streetlight conversion to LEDs continues to yield budget savings, with FY2026 projections remaining at \$22,500, reflecting efficiencies gained since the 2015 program completion.

Chatham advanced its Green Communities initiatives by completing LED lighting and energy efficiency upgrades at the Water Pollution Control Facility, DPW Complex, and Center for Active Living. A major HVAC conversion to an electric heat pump system at the Eldredge Public Library is underway. Staff will develop additional Energy Conservation Measures (ECMs) to optimize grant eligibility and incentives in 2025.

The Town continues its climate resilience efforts through partnerships and strategic planning. The Energy and Climate Action Committee (ECAC) is completing a CPA-funded salt marsh study and seeking additional funds to expand town-wide. As a Municipal Vulnerability Preparedness (MVP) Community since 2019, Chatham has received multiple Coastal Zone Management (CZM) grants for climate adaptation projects, including shoreline stabilization and salt marsh restoration. With the current MVP Plan expiring in 2025, the Town is pursuing funding for MVP 2.0, which would bring an additional \$50,000 for adaptation efforts.

The Town's Multi-Hazard Mitigation Plan was last updated in 2018 with an effort by Town Staff and The Cape Cod Commission. Many of the Action Items identified in the 2018 Plan are complete or ongoing while others have been deferred for various reasons. A memorandum of Agreement is now

in place for the Cape Cod Commission staff to assist the Town on the update to the 2018 Plan which is expected to be complete by the end of 2025.

Chatham maintains a Class 7 rating in the National Flood Insurance Program's Community Rating System, providing a 15% flood insurance discount to approximately 423 policyholders.

### **Waterfront Infrastructure Projects Status**

In 2017, voters approved an \$11.355 million Capital Bond to fund multiple waterfront projects, expected to be fully expended by 2025. At the May 2024 Annual Town Meeting (ATM), a proposed \$11.4 million Waterfront Bond failed to secure the required two-thirds majority, despite 60% voter support. Though the measure passed at the ballot, funding was not secured. In response to a Shellfish Advisory Committee request, a Special Town Meeting (STM) in September 2024 approved \$4 million (82% support) to complete 90 Bridge Street. As of December 18, 2024, \$4 million from the STM and \$2,322,753 from the 2017 Capital Bond remain available.

Projects that remain unfunded from the 2024 Town Meetings include the Little Mill Pond Pier replacement, Ryder's Cove Landing improvements, Barn Hill Landing bulkhead replacement, and Fish Pier walkway construction. These may return as separate funding articles at future ATMs.

#### 90 Bridge Street

Enhancing multi-use waterfront access, the dredging (February 2024) and bulkhead construction (November 2024) were completed under budget, supported by a Seaport Grant (\$1M), Waterways User Fees (\$753,737.50), and a State Dredge Grant (\$30,012.50). The next phase includes pier and float installation (winter 2025) and restoration of the historic Stage Harbor boathouse into a shellfish upwelling facility. The total project cost is \$11,028,494, with \$8,766,147 from Town funds and \$2,262,347 from external sources, including \$700,000 in CPA funds for boathouse preservation.

#### Fish Pier

Completed work includes major repairs to wharf structures, bulkheads, fuel tanks, and pedestrian access. The final project — a walkway separating public access from fish offloading areas — is in design and permitting. Costs are estimated to \$400,000.

#### Other Waterfront Projects

- Trap Dock Pier Shelter: Completed with ice machine and cooler box.
- Ryder's Cove Landing: Design and permitting resumed for new floats, bulkhead, and ramp replacement, with eelgrass surveys completed (Fall 2024). Funded \$140,000 in Waterways User Fees (WUF); construction funding may be requested at 2026 ATM.
- Little Mill Pond Pier: In design phase, addressing coastal erosion, ADA accessibility, and resiliency. A \$500,000 CPA funding request for construction will be proposed at 2025 ATM.
- Barn Hill Landing: Bulkhead is in poor condition, with replacement needed in 3–5 years. Estimated \$200,000 for design/permitting at 2026 ATM and \$2 million for construction by 2027.

#### Future Considerations & Funding

- Crows Pond Ramp renovations are on hold pending sea level rise assessments but included in a FY25 CZM Coastal Resilience Grant application.
- Jackknife Harbor Living Shoreline project is permitted, with funding targeted for FY26 CZM grant cycle.
- US Coast Guard Floats expansion remains uncertain pending a Coast Guard site decision.

The Waterways User Fee fund (WUF) holds \$1.56M (Dec. 31, 2024), with \$942,689.78 unallocated and an annual revenue of ~\$250,000. Additional funding sources include Seaport Economic Council

grants, Saltonstall-Kennedy aquaculture grants, CPA funding, and ARPA/CZM resiliency grants. The Town remains proactive in securing external funding to lessen the burden on local taxpayers.

Through strategic investments, policy-driven sustainability efforts, and proactive climate resilience planning, Chatham remains committed to reducing its carbon footprint, enhancing energy efficiency, and safeguarding its natural resources for future generations.

### **Personnel and Employee Engagement**

The foundation of Chatham's operational success is not only sound financial management but also the dedication and expertise of our professional staff (Team Chatham!)

In 2024, Team Chatham bid farewell to four longstanding members who retired: Harbormaster Stuart Smith, Projects and Operations Assistant Michele Clarke, Police Lieutenant Andrew Goddard, and Firefighter Kevin Moore. Each of them leaves behind a lasting legacy with the Town and their dedication is remembered and appreciated.

#### Promotions:

Crystal Keon, Wetlands Permitting Coordinator; Jason Holm, Harbormaster; Sarah Harris, Police Lieutenant; Christopher Merigan, Police Sergeant; Sawyer Bengston, Projects and Operations Assistant; Alexis Weglarz, Department Coordinator, Council on Aging.

Succession planning continues as a top priority with 34% of our employee tenure ranging from 11 to 40 years of service.

Human Resources facilitated the hiring/placement process for 27 full-time and 112 seasonal positions in 2024. Given the seasonality of Town operations, part-time seasonal and intermittent staffing, constituting over 42% of the workforce, play a crucial role. The hiring process resulted in the following individuals filling year-round vacancies:

Erich Finan: Transfer Station Gate Attendant  
Michael McKeen: Parks & Grounds Laborer  
Lisa Steele: Human Resources Administrative Assistant  
Leanne Gay: Assistant Treasurer/Collector  
Donald Richardson: Parks & Grounds Laborer  
Karen Chimwaza: Health Inspector  
Diane Nash: Adult Behavioral Health Clinician  
Christine Boorack: Police Administrative Assistant  
Kerri Kelly: Council on Aging Outreach Coordinator  
Joseph Pagliaro: Police Officer  
Jordan Gagliardi: Police Officer  
Alexis Weglarz: Department Assistant, Council on Aging  
Nicholas Cantella: Assistant Town Accountant/Assistant Finance Director  
Christine O'Grady: Town Planner  
Catherine Ricks: Assistant Conservation Agent  
Ellie Ward: Fire Administrative Assistant (Part-Time)  
Josephine Fennell: Adult Supportive Day Program Director  
Richard Spaulding: Police Officer  
David Caruso: Firefighter  
Kali Burnham: Firefighter  
Rebecca Santos: Transfer Station Gate Attendant  
Matthew Eames: Parks & Grounds Laborer

Additionally, Bretten Fortin transitioned from Transfer Station Gate Attendant to Parks & Grounds Laborer. Retired EMS Captain Mark Heller re-joined Team Chatham as Emergency Management Deputy Director (Part-Time).

A comprehensive list of all Town-paid staff, including part-time, seasonal, and intermittent employees, along with their annual compensation for 2024, can be found in the Financial Reports within this Annual Report.

**Food for Thought Employee Engagement:**

In February 2023, an employee engagement process was initiated, allowing a rotating mix of ten to twelve attendees from various departments/locations to interact directly with the Town Manager and coworkers in casual conversation, fostering connections beyond their workspace. Employees were encouraged to share their thoughts on being part of Team Chatham, areas of improvement, and suggestions for enhancing the work environment. This initiative aimed to provide employees with a platform to directly voice their observations, facilitating collaborative efforts to strengthen the organization. After almost a full year of the Food for Thought program, over 100 employees have participated.

As Town Manager, I am committed to my professional development and also advocate for Chatham's interests and the broader municipal management profession through active participation in statewide committees. I have served as a Governor appointment to the Joint Labor-Management Committee (JLMC) for Municipal Police and Fire Contract Disputes since 2006 (reappointed in 2023). Within the MA Municipal Managers Association (MMA), I serve on the Programming Committee and on the Women Leading Government Committee (WLG) as a founding member. Appointed by the Select Board, I am the Chatham representative to the Cape Cod Regional Transit Authority (CCRTA), Cape Cod Municipal Health Care Joint Purchase Group, and Cape Cod & Islands Water Protection Fund (CCIWPF) Board. In 2024, I received re-certification by the International City/County Management Association (ICMA) as a Credentialed City/Town Manager since 2016.

I greatly appreciate the knowledge, historical perspective, feedback, and support from the many taxpayers who care so passionately about our beautiful community. It remains an honor to serve as your Town Manager. I extend my sincere appreciation to the Select Board and Town officials for their dedication, collaboration, and strategic insights throughout the year. I also want to recognize the countless volunteers serving on Town committees and community organizations whose leadership and support enrich the services, programs, and events that make Chatham such a special community. A special acknowledgment goes to Team Chatham for their professionalism and teamwork each day. Together, we will continue to uphold our community's values and advance initiatives that serve the best interests of all

Respectfully submitted,

Jill R. Goldsmith, Chatham Town Manager, [ICMA-CM](#)

**SELECT BOARD  
PROCEDURES FOR THE  
TOWN MANAGER PERFORMANCE EVALUATION**

**I. PURPOSE**

The Select Board of the Town of Chatham shall conduct a performance evaluation of the Town Manager in compliance with the Charter and in a manner defined in the Town Manager's contract or as mutually agreed the Board and Town Manager.

**II. FORMS**

The performance evaluation form is provided below. The individual performance evaluation documents of the Select Board are considered work products/personal documents and shall not be publicly released. The only document to be released will be the overview document compiling the scores and comments developed by the Board Chair.

**III. PROCEDURE**

The following timeline shall be utilized.

<b>Reflective on the Prior Fiscal Year (FY2025)/Cal Year 2024</b>	<b>By Date</b>
1. A date shall be determined by the Chair on which the final review shall be made public by the Board. The document shall be released at a meeting of the Select Board.	May 6, 2025 (or sooner if completed)
2. 30 days prior to the public release date, each Board member shall be given the performance review form.	March 27 (Thursday)
3. 10-30 days prior to the public release date, each Board member shall meet ( <i>virtually- or in person</i> ) individually with the Town Manager to discuss each aspect of the performance review (or a draft) before submittal. Following the meeting, each Board member shall complete the performance review document.	April 4 -25
4. No later than 10 days prior to the public release date, each Board member shall turn in their completed forms to the Executive Assistant or email <a href="mailto:clewis@chatham-ma.gov">clewis@chatham-ma.gov</a> . The Executive Assistant shall compile the scores and work with the Board Chair to develop an overview for public release.	April 25 (Friday)
5. No later than 2 days prior to the public release date, the Board Chair shall provide a copy of the public document to the Town Manager.	May 1 (Thursday)
6. The overview shall be released with a prepared statement from the Chair at the selected meeting of the Select Board.	May 6, 2025 (or sooner)

**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/O space.

**Rating Scale (1-4)**

- |                                  |  |
|----------------------------------|--|
| Improvement Needed (1)           | The Manager's work performance does not consistently meet the standards of the position. Serious effort is needed to improve performance.                                  |
| Satisfactory/Acceptable (2)      | The Manager's work performance consistently meets the standards of the position.   |
| Strong Performance (3)           | The Manager's work performance is frequently or consistently above the level of a satisfactory employee, but has not achieved an overall level of outstanding performance. |
| Excellent/Highly Commendable (4) | The Manager's work performance is consistently excellent when compared to the standards of the job.  |
| Not Observed (N/O)               | This rating is used when the reviewer has not directly observed the actions of the Manager. It will not be counted in the compilation of scores.                           |

<b>1. Personal/Professional</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>N/O</b>
a. Is able to resolve difficult problems, manage conflict and work effectively under pressure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Is fully knowledgeable and committed to the field of local government management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Acts in a fair and equitable manner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Is creative, with the ability to reach for effective and inventive solutions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Is a person of integrity and honesty	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments:					

<b>2. Board Support/Relations</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>N/O</b>
a. Maintains a professional working relationship with the Board, promoting a climate of mutual respect and trust	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Provides quality analysis of policy issues and proposals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Interprets, supports and implements Board decisions	<input type="checkbox"/>	<input 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 type="checkbox"/>	<input type="checkbox"/>
e. Provides support material and other necessary information to Board members as requested	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Responds to requests for action from the majority of the Board	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. Listens and understands Board members concerns	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. Works with Chair to establish agenda that addresses issues in a timely manner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i. Works with the Board to annually evaluate, develop and implement goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments:					

<b>3. Financial Management</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>N/O</b>
a. Establishes annual budget process and considers needs, goals and priorities as set by the Board	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Accurately forecasts and reports the Town's financial condition	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Presents budget information in a manner that promotes full understanding of the issues and needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Manages the Town's debt program to balance the needs of the Town and the rating agencies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Develops and maintains a long-term financial plan and works with the BOS to develop strategies and direction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments:					

<b>4. Personnel Management/Organizational Leadership</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>N/O</b>
a. Recruits, selects and retains quality personnel	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Assures systematic performance evaluation of personnel under the authority of the Town Manager	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Establishes high standards of performance for all department heads; develops and utilizes their leadership abilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Effectively delegates tasks and assignments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Provides leadership in negotiating labor contracts; keeps Board informed of progress	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Strives to maintain good staff morale and maintains open, honest and professional relationships with staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. Develops proposals for cost effective reorganization of Town operations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. Encourages trust and mutual respect between staff and Board	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments:					

<b>5. Community Leadership/Public Relations</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>N/O</b>
a. Provides leadership within community by being visible and approachable; is responsive to citizen complains; responds promptly to top e-mails and calls	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Interacts with the business/civic community groups; summer residents advisory committee	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Maintains effective communication with other communities, municipal organizations, and state agencies to enhance the Town's position	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Participates in professional municipal management associations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Projects a positive image in the community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Keeps citizens informed of current issues in Town government	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. Communicates the Board's plans, goals and accomplishments to staff, other committees or commissions and the community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments:					

<b>6. Town Operations and Infrastructure</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>N/O</b>
a. Provides effective oversight and direction of Town programs and services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Seeks to enhance municipal services and delivery	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Promotes use of technology and innovation in service delivery	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Provides a long-range plan to establish a funding mechanism for capital projects	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments:					

**Acknowledgement of Receipt**

This is to acknowledge the fact that the performance review was conducted by the Select Board in accordance with the procedures and that the Town Manager has received the overview document with the compilation of scores.

SELECT BOARD

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

TOWN MANAGER

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