In each year since her hire in 2011, the Town Manager has been evaluated annually with a Performance Evaluation instrument developed collaboratively by the Board of Selectmen 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 2019 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 Selectmen 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 3.89. This is the same composite score she received last year and indicates strong collective praise from the Selectmen for her ongoing high performance and excellent managerial skills. She continues to rank in the scoring range of Strong Performance to Excellent/Highly Commendable, mostly in the latter.

It is noteworthy that Ms. Goldsmith received “perfect” 4.0 scores in 23 of the 38 sub-categories, and received highly respectable composite scores of 3.60 to 3.80 in an additional 14
In only one sub-category was there a lower composite score of 3.40, still in the range of Strong Performance.

2019 BOS Comments Town Manager Performance Evaluation
In addition to the metric measurements cited above, individual selectmen were also encouraged to provide their own written comments and make personal observations regarding Ms. Goldsmith’s performance in the past year. Selectmen also were provided the opportunity to meet with, or speak with, Ms. Goldsmith in connection with their individual evaluations. The following comments were provided, according to category:

1. **Personal/Professional**

   The Town Manager is a person of the utmost integrity and conducts Town business in a highly professional manner, with deep commitment to the Town of Chatham and to her job responsibilities.

   The Town Manager is accessible and available and has earned high ratings in this category.

   Ms. Goldsmith maintains the highest standards of honesty and integrity regardless of what others may do ... truthful no matter the consequences. Fair and knowledgeable professional, she maintains ICMA certification through continued professional development. Fosters a team approach, high standard and leads by example. Highlights of her personal and team accomplishments noted in following section. Tested by two unexpected crises, tornado and ongoing COVID-19. Highly commendable.

   The challenges of the July tornado and Coronavirus pandemic has shown Jill to exceed in managing difficult problems and is forward thinking in her approach to finding solutions. No doubt the TM professional leadership is appreciated and an asset for Chatham.

   Jill’s performance in this category is stellar. She possesses the skills to resolve conflicts and has proven to be able to work under considerable pressure given the current COVID-19 challenge.

   Jill is a person of much integrity and has managed the Town fairly, equitably and with a steady hand. She keeps abreast with other Town Managers on the Cape. She has an excellent relationship with the Massachusetts State House as well as our State and Federal congressional delegations.

2. **Board Support/Relations**

   The Town Manager has established a strong working collaboration with the BOS, and continues to be available for cooperative and thoughtful discussion about issues/concerns with individual BOS members.
The TM continues to maintain a good relationship with the full Board. Request improved communication with the Board on Major Municipal Projects.

Ms. Goldsmith and her team provide excellent Board support through variety of methods e.g. always available for walk-ins; timely emails/calls; direct staff inputs; executive level informational/decision documents providing options/creative solutions; timely follow-ups. Yearly BOS goals clearly identified and addressed e.g. Chatham 365 approach; budget options; citizen forum on COVID-19 next steps; coordinated staff recommendations.

With the ability to work closely with the TM as Board Chair this year, when planning agendas, additional information and background has been forthcoming, immediate and substantially informative.

Jill has maintained clear lines of communication with the Board and keeps us well informed.

My only suggestion is that we hear more of Jill herself on certain issues of import (Senior Center location, ex.) I am sure she has an opinion and while she must maintain a certain amount of political ‘distance’ her opinion on vital issues is of immense value and I do not think we hear enough of them. Moreover, Jill can be an effective advocate for the Board’s position on issues as she is very visible and commands much respect amongst our citizenry.

3. Financial Management

This continues to be an A+ performance category for the Town Manager. She has been a great partner with the BOS in protecting the Town’s fiscal standing, which has put Chatham in a strong position to face the financial challenges posed by the COVID-19 pandemic.

Financial Management continues to be a strong area for the TM. Strong Budget Planning and Presentations.

Financial results and process simply outstanding. Overall AAA bond rating retained with improved criteria comments. Conservative, accurate FY2020 budget results, provide a solid foundation to address the unprecedented and complex development of FY2021 budget due to COVID-19 emergency e.g. fixed costs and creative use of prior year funds, risk assessment on budget reductions and clear understanding of unknowns. Long term financial and capital plan addressing Town needs with priority determinations. Grant funding of $275,000 for Town priorities.

In light of economic uncertainty, the TM has been able to provide us with solid information for budget decision-making, and from what I know from speaking with other communities; in comparison our Town is in good shape to plan for future. The early establishment of a Town state of emergency allowed us to be ahead of the curve to get resources in place to assist the staff/community better.
Jill and Alix consistently deliver superb financial management to the Town of Chatham. They responded to the challenges posed by the outbreak of COVID-19 with intelligence and dexterity by adjusting the FY2021 budget accordingly.

4. Personnel Management/Organizational Leadership

The Town Manager’s leadership of Town staff has notably matured to a level of high accomplishment, that is reflected in the quality of job performance achieved by Town employees across the various Town departments.

Good succession planning!
Making improvements to manage increase workloads of FTEs.

Chatham Town employees are professional, hardworking and dedicated. A relatively senior/experienced workforce that exhibits cooperation and accountability – an environment promoted by the Town Manager. Realigned functions between Parks and DPW to consolidate & streamline operations/supervisory workload. Continuous improvement to employee turnover, ongoing job description review & succession planning.

Putting town staff forward in leadership or delegation of tasks can have its drawbacks for the TM to effectively appear to the public to be on the forefront of the issues of a challenging project such as the fish pier observation deck.

Jill does a good job with her senior staff. She needs to be more visible with the line staff in the Town.

Of late, she has implemented policies that will serve to increase morale (day off at the Transfer Station, ex.). I would like to see more of those types of action.

5. Community Leadership/Public Relations

The Town Manager works very effectively within the community of other governmental entities and professional organizations; being somewhat more vocal and visible in communicating to the citizenry about the Board and Town issues (e.g., along the lines of the recently-initiated Community Updates in collaboration with the Executive Secretary) would enhance her accomplishment in this area.

Increasingly involved in the community.
Request more timely communication to citizens on major Municipal projects.
It is during crises/emergencies when community leadership is most tested and results most recognized. July 23 tornado and ongoing COVID-19 crisis saw Town Manager and staff out front addressing problems, notifying citizens using all media and available 24/7. Ms. Goldsmith’s leadership/performance are recognized by local and state officials. She is responsive to citizens, yet there are instances of untimely staff responses. Limited, but take away from how well the Town is run.

I believe Jill truly exceeds in this area. She is a wonderful representative for the Town of Chatham. She is visible, she communicates well with other communities, and participates in municipal management associations. I would like to see the dredge conversation get underway with neighboring towns.

6. Town Operations and Infrastructure

The Town Manager has very credibly met the challenges of continuing municipal operations during the COVID-19 crisis, including working with financial and IT staff to insure fiscal stability and ongoing transaction of essential BOS/committee business. The fish pier deck project introduced some unevenness in the progress of infrastructure construction, but the Town Manager applied the experience to improve management controls going forward for subsequent projects (e.g., trap dock).

Appreciate the monthly Report of the TM.

The large number of Town programs and services have had considerable success. One project is experiencing considerable delay, although it is just about complete. Primary cause is contractor support . . . although quality is good. Lessons learned have been incorporated into Town contract processes. Continuous thoughtful implementation of technology with increase of online applications and credit card payments. GIS expansion helped by innovative program of MMA interns. Designation as a Green Community & grant of $150,000. Replaced retiring vehicles with 5 EV vehicles and funding (grants) for 54 charging stations.

Jill challenges her staff to come up with inventive ways to deliver services to the Town (cross-training staff, ex.). She is implementing technology and integrating technology into the Town’s operations very well.

We had two ‘misses’ during FY2020 not all entirely stemming from Jill’s leadership. My scores reflect that sentiment.

We selected the wrong contractor for the fish pier project. Period. Hopefully, there are lessons learned from that bidding process. On the other hand, the contractor for the trap dock has been outstanding.
The West Chatham corridor has been a disappointment all around. One hopes that it can get untracked with some alacrity.

I enjoy working with Jill immensely and believe this is a very positive review of her performance.

**Conclusion:** In the collective judgment of the five selectmen, the Town Manager has overall performed her job responsibilities at the highest level of achievement. She is a consummate professional, who works well with the Board and serves the town’s best interests. The Town of Chatham is most fortunate to have Jill R. Goldsmith as our Town Manager.
TO: Honorable Board of Selectmen

FROM: Jill R. Goldsmith, Town Manager

DATE: April 20, 2020

SUBJECT: Town Manager Performance Evaluation #8 Transmittal—Fiscal Year 2020 - Calendar Year 2019

To begin, I want to note that I am providing this self-evaluation at a time when the Town is under a Governor and BOS declared state of emergency for the COVID-19 pandemic and critical Town services only directive by me to protect the health and safety of Town staff. I could not be more proud of Town staff, appreciative of your leadership, and the generosity, patience, and resiliency of our great community!

I want to again express my sincere appreciation to the BOS for the action on November 19, 2018 to approve my second successor employment agreement for the period of July 1, 2019 through June 30, 2023. I greatly appreciate this vote of confidence in my abilities as Town Manager as well as my commitment to this wonderful community.

To assist the BOS in preparing the evaluation, I have shared some of the accomplishments and activities that have occurred in the review period driven by your goals as well as my day-to-day core Town management duties for our municipal corporation with a $55.2M omnibus budget and 132.5 full-time employees. I have also enclosed a preview of the 2019 Annual Reports by the Town Manager and BOS.

The accomplishments of our administration are the result a strong partnership with Town Officials, the hard work of Town employees, and the diligence and commitment of my management team. The ability of this team to work together to continuously strive to improve our processes and services, shift gears for required responsiveness, proactively work to identify issues, and provide our citizenry with the programs and services expected is both impressive and critical to achieve the goals set by the Board as well as maintain our organizational culture. I am proud of the team we have built, community partnerships, and maintaining a sense of community over the past eight years.
Building on initiatives since August 2011, I have worked to be a high energy, communicative and compassionate leader who seeks to balance progressive initiatives with our traditional community values. In 2019 this commitment continued. Much of my efforts are behind the scenes, but outcomes reflect high expectations for performance, transparency, and accountability. Below are highlights of my activities as Town Manager with more details in the 2019 Annual Reports.

**Personal/Professional**
- Work to remain accessible and available 24/7 in both my role as Town Manager and resident
- Commitment to continued professional development; ICMA Credentialed Manager in 2016 and annual recertification- (40 hours of professional development per year);
- Leadership roles on Statewide Committees -
  - Joint Labor Management Committee serving three Governors, and Management Chairman since 2012
  - MA Municipal Association – Committee on Manager/Police Chief Relations, Chairman
  - League of Women in Government; Founding Member of MA Affiliate in 2017
  - MA Shellfish Initiative – Town Manager member 2018
- Excellent relationships with local, State, and Federal legislators and administrations. Many call/email or text on a regular basis to check in on Chatham’s needs or initiatives

**Board Support/Relations**
- No appointment needed; walk-ins encouraged
- Continuing efforts to improve BOS agenda reports, meeting packets, and follow-up
- Communications to/from BOS shared in an effort to keep the BOS similarly informed and employees connected to our policy makers
- Community events e-calendared

**Financial Management**
With a priority for financial prudence and efficient direction of resources to maintain a stable tax rate, the Town was able to fund community priorities in 2019:
- Implementation of initiatives approved by Town Meeting and settlement of Town litigation
- Funding Community Initiatives:
  - Social Infrastructure- Public/Private Partnerships (P³)/ Engagement – The Town’s Chatham 365 Task Force engagement/recommendations in September 2019 and Affordable Housing partnerships (i.e. expansion of the MCI rental escrow program) demonstrates the BOS commitment to community partnerships and engagement to serve all constituents. Enhanced funding in correlation to some of those recommendations was included in the Town Manager recommended budget in February 2020.
Childcare Voucher Program Expansion - This program has been funded via the Human Services Budget since FY2010. In FY2020, additional funding of $30,000 = $55,000 was approved as a first-year step to augment and support a greater number of families with young children in Chatham as identified through the Chatham 365 Task Force, Economic Development Committee, and a group of Community Stakeholders including MRSD. The increase in funding served a broader population to provide year-round assistance for our families beyond the regular workday/ work week, promote the program, and provide more information to further expand the program services.

Climate Change – The Town was designated as a MA Municipal Vulnerability Preparedness (MVP) Community in 2019. The MVP Community Designation indicates the Town’s commitment to preparing for climate change. The Town is eligible to apply for State grants and receives increased standing in future funding opportunities to pursue implementation of priority actions. Additionally, the Town became a Green Community which availed the Town to additional grants, additional EV for Inspectional Services, and Town charging stations opportunities.

- Maintain and improve bond rating – annual review of budget and (2018) financial policies; Budget Summits; OPEB funding obligations
- Collective bargaining cost containments since 2013- $200,000 in savings in health insurance premium cost sharing in FY2020, limited buy-out liabilities
- Senior Tax Work-off Program – initiated at my recommendation in 2012 when the previously (2010) approved debt -excluded projects repayment hit the tax rate in 2012 – continues to flourish

Personnel Management/Organizational Leadership

- Improved employee turn-over due to separation versus retirement. Continued efforts to recruit/hire quality Chatham and Cape based employees
- Encouraging Departments to collaborate - COA/Public Safety/Health/Elder Services Team; Emergency Management Team
- Regular meetings with staff, enhancing performance evaluations and training

Community Leadership/Public Relations

- Attendance at Chamber of Commerce, Community social events and fundraisers
- Channel 18 shows – ATM Warrant Preview, Town Department Highlights - COA
- Citizen Academy - Fire and Police departments, and new CERT initiated at my direction
- Community Forums on Policing and Race Relations and Chatham; Chatham 365
- Meals on Wheels Delivery in March – National Program for Mayors or City Managers

Please also refer to the attached 2019 Annual Reports for more details.
Town Operations and Infrastructure:
As you are aware, early in my first appointment, I began providing a compilation monthly report to the BOS which is also published on the Town’s website. Much is guided by the BOS commitment to the annual goals and objectives process, Committee and Board priorities, proactive best practices, and outputs/responses to the welcome demands of the public. Additionally, I continue to fine-tune leadership efforts in line with BOS priorities to retain a strategic focus and organizational culture established by the BOS; communications via regular weekly Department Head meetings, bi-weekly meetings with off-site Department Heads and staff, and an open door policy for BOS, employees, citizens, and visitors. I also continue to devote much time and effort behind the scenes to coach staff as we manage many priorities – from staff liaison activities to the 40+ Boards/Committees to presentation of weekly BOS agenda staff reports to ensure the BOS has the information and resources necessary to contemplate any action, and complete core functions.

In 2019, I continued to focus on identifying reforms and developing strategies to enhance the delivery of services, maximize resources, and strengthen operations at all levels of the organization. In November, I filed an Administrative Order (#4) realigning the Department of Public Works to include Grounds Maintenance, Custodial Services, and Facilities Divisions. This action shifted certain functions previously organized as the (Parks) Grounds Maintenance Division, Custodial Services Division and Facilities Division into the DPW. The realignment of similar divisions into the DPW formally consolidated and streamlined operations and points of contact and gain shared access to services and resources. Budget resources for these divisions are currently, and have been historically, voted under the Public Works category and will continue as such. Under this action, the classified labor and maintenance workers remained in the same collective bargaining units, report to the same location (DPW), and work out of that same complex. Both the Principal Projects and Operations Administrator and the Director of Parks & Recreation continued to be direct reports to the Town Manager, but with supervisory workload relief by the new DPW Superintendent Gary Glazier.

My time continues to be allocated to Financial planning and Human Resources compliance due to both Directors focused on day to day matters as we work to modernize systems and procedures. I continued to focus on cost-containment/return on the Implementation of health insurance reforms/tiered benefits; completion of infrastructure projects; and advocacy for the Town’s position on HR183 locally with bi-partisan letters of support for legislation and meetings with environmental groups. In addition, we worked to respond to citizen inquiries and numerous public records requests in a timely manner. In partnership with the BOS, many strategic planning initiatives came to fruition – see attached BOS 2019 Report.

The COA facility initiative was a great example of thoughtful strategic planning and community engagement. In 2018/2019 utilizing the key findings and recommendations from the COA’s comprehensive Community Needs Assessment, we completed the COA Space Need Analysis and Program Development Pre-Design Planning for the Council on Aging which was presented at the 2019 Annual Town Meeting. Although the Middle Road location failed, the Working Group and working sessions with Town leaders and community stakeholders were held to
receive to formulate a presentation/recommendation to the BOS for another potential location – ultimately 1610 Main Street for which the owner agreed to donate the property at the end of 2019 – valued at $750,000 with contingencies for project approval at a subsequent Town Meeting.

Some of our other stakeholder initiatives related to waterfront infrastructure resulted in a potential price tag more than estimates such as 90 Bridge Street. One waterfront infrastructure project proved to be the most challenging in my career - the Fish Pier Observation Deck project. That was awarded to a contractor that met the bid requirements at a price that was below Engineer’s estimates and with appropriate reference checks by the Project Engineer. However, the Contractor’s allocation of staffing (which cannot be dictated by the Town) and challenges with material fabrication provided for delays of more than a year. In May, I brought in a Consulting project manager, Rick Pomroy, to serve as the Town’s representative to facilitate the efforts of the Contractor and Project Engineer in an effort to move the project towards completion. At the time of this report, the project is 99% complete with excellent quality, but at a loss of some creditability to our Administration; reports were provided at BOS meetings with up to date information posted on the Town’s website – Town Project Tab. Since then, I updated the Town’s RFP solicitation document and Agreement as it relates to contactor obligations and liquidated damages. Such was used for the Trap Dock project bid which has been awarded and progressing well. While politically difficult, the experiences identified strengths and weakness with our project planning and implementation process which have been resolved, and ultimately a Board objective on a better process for evaluating and prioritization of capital projects was provided with the F2020/Cal 2019 BOS goals and objectives.

Utility and Roadway infrastructure projects continued - notably the West Chatham Roadway Design project where the two converged with a gas line installed to the current conditions versus new design. A meeting was held at Representative Peake’s office in Boston which allowed us to communicate the Board’s priorities and hear from MA department of transportation (MDOT) Administration on project schedule and direction to the Contractor. That information is also posted to the Town projects webpage and updated on a regular basis.

Other infrastructure highlights relate to our focus on water quality (sewer installation), dredging, and water consumption/conservation and recommendations to the BOS as Water/Sewer Commissioners and the Water Treatment project completed in early 2019.

Financial Management:
The fiscal condition of the Town remains stable due to conservative budgeting, multi-year forecasts, and the review/implementation of reforms which result in savings and efficiencies. The economic outlook included in the Town Manager’s budget message illustrates activities of a coordinated department permit review and a component of the Town’s increased valuation in 2019 – with a tax rate of $4.82 per thousand, down from $4.85 in 2018. The adopted FY2020 Town Manager’s Operating Budget and Capital Plan both received unanimous favorable
recommendations by the BOS and Finance Committee. Funding allocations reflected a commitment to all Town constituents.

Work is done throughout the year with Department Heads to evaluate and prioritize departmental needs and financial requests recognizing the need to be flexible and adapt to changing situations. As variables arise, such as broken equipment, staff injuries/illnesses/retirements, new regulations or requirements, or storm/weather-related issues, each Department Head keeps me apprised as to the issues and proposed remediation. All department and division heads review budget to actual spending reports on a monthly basis and are encouraged to review costs/charges for services and continually seek alternate funding sources to augment their programs and services. We also implemented our financial transparency platform – OpenGov
https://stories.opengov.com/chathamma/published/zV7dko0Wb

**Personnel Management/Organizational Leadership:**
Personnel management is not always apparent to the public - or the Board, but my commitment remains to teambuilding, professional development, and transition/succession planning. Enhanced benefit/premium cost sharing and limitation to employee pay-outs implemented in 2013 for new employees contributing 35% to benefits (legacy employees’ share is 30%) has resulted in cost containment. As we have seen a turnover in more than 40% of our workforce since 2010 when the State offered Early Retirement- many more expected due to retirement eligibility, I directed our new Human Resources Director in 2017 to proactively plan for such transition and succession planning in collaboration with the Departments. We have seen the benefits since that initiative. Feedback to Department Heads is provided on information received in exit interviews with separated employees, review of operations when a vacancy occurs, and the encouragement of feedback on an ongoing and regular basis is encouraged, in addition to goal setting in annual performance evaluations based on the adoption of the BOS annual goals. We also have three different generations of employees working for the Town, and all are commitment to new workplace requirements that have been implemented. Ongoing effort and enhanced attention were committed in 2018 to employee relations, review of administrative procedures, training, and resources for our most important asset. As such, we have seen continued stabilization of our workforce in 2019 with only 8 positions open for recruitment.

In 2019 we focused on workload challenges and capacity. Human Resources worked with Department Heads this past year, in conjunction with the grant-funded Collins Center Classification and Compensation Study underway to review job descriptions and identify critical areas for service delivery efficiency. HR’s analysis noted the following areas requiring attention.

**Increased Demands** – Our residents and visitors expect and deserve state-of-the-art services and high-quality service delivery. Higher levels of service needed to address broader and more time-consuming responses to Community priorities as experienced throughout the year, not just seasonally.
Greater Reliance on Technology and Changing Regulatory Compliance — In 2019, the Town dramatically improved analysis and failure-response capacity through Geographic Information Systems — most notably with storm response logistics/resource allocation and used for COA site selection alternatives. Ways to serve the public through automation is moving forward, but slowly. Additionally, compliance with regulations (OSHA, ADA, Open Meeting Law, Ethics, Public Records Requests, DOT, FAA, EPA) requires monitoring and reporting to ensure that we are performing within the parameters of law and administration-set standards. My monthly report provides examples of such.

Board/Commission/Committee Complexity and Staff Liaisons Requirements — The daily tasks required to maintain our Committees and Boards (posting of meetings, meeting preparation, information gathering and compilation, attendance, follow-up correspondence, staff reports, regulatory findings, etc.) is increasingly diverting the attention of Department and Division heads away from the larger and more complex work required of them. As of this report, under my COVID-19 critical services directive, it is even more apparent how much time is allocated to customer service.

Project Management Challenges — With a growing number of complex projects, often occurring simultaneously, more time or skilled labor was required to coordinate, manage, and successfully complete them. In 2019, we relied on Consulting project management for waterfront infrastructure projects approved by Town Meeting or BOS.

Unfortunately, due to workload and staffing constraints, two projects approved at the 2019 Annual Town Meeting were not initiated/implemented — Eldredge Garage Property Architectural/Engineering RFP solicitation, and the EPL Library Landscaping Project (due to a work around contemplated to save the Tree). Those two projects are staffing priorities in 2020 as they are BOS and community priorities. As presented to the BOS at the October Budget Summit, in order to maintain a healthy and productive staff, I am working to adjust capacity and capabilities to meet the growing workloads, whether permanent, cyclical or temporary. Workload to maintain level services and core functions, including the staffing for Boards, Commissions, and Committees, has been challenging as we are still below the number of full time equivalent (FTEs) employees the Town had in 2007.

For each goal setting process in late Fall, I provide a status report on the current year goals. As implemented in 2019, BOS agenda reports reference the item as a BOS G&O and Monthly Reports provide updates to such in a division report when there is action. As noted above, I am aware that I was not able to complete a few of the priorities which have been carried over. I am committed to lead our team to accomplish said goals and provide quarterly updates on the BOS goals as a dedicated discussion topic to recalibrate or prioritize as needed.

I continue to have weekly Department Head meetings to ensure interdepartmental communication and collaboration, but also to provide a forum to preview agenda items or contemplated new practices. I continue to meet bi-weekly with DH/staff at their off-site
locations to remain current on personnel and operational matters – and available if an employee wants to chat with me at their workplace. I remain open to refine administrative procedures with input from Town employees/Unions.

To protect the privacy rights of employees under the law and to protect the Town from liability exposure, I have kept the Board apprised of (occasional) personnel matters to the extent possible within the law. All contracts/employment agreements are available on the Town’s website. With a multi-generational workforce, we provide on-going training on workplace communications, diversity, unconscious bias, and anti-harassment/discrimination. A continuing to-do item is to provide the same training to volunteer/appointed Town officials.

Professional Development/Community Leadership/Public Relations:
Communications with my peers continues to remain a priority. As a member of the Massachusetts Municipal Managers Association (MMMA) and Cape Cod Managers Association, I attend regular meetings throughout the year in order to stay apprised of pertinent legislative initiatives, best practices and compelling issues of my colleagues. Further, I worked with the MMA to inform the legislature of our needs or any impacts contemplated to the Town. For the past four years I have served as the Management Chairman for the MA Joint Labor-Management Committee (JLMC) for Municipal Police and Fire contract disputes. I was originally appointed in 2006 by the Governor Patrick and reappointed by Governor Baker. I also founded the MMA Women Leading Government Initiative and serve as a Chair of the MMMA Public Safety/Emergency Management Committee.

In late 2016, I received certification as a Credentialed Town/City Manager by the International City and County Managers Association (ICMA). The ICMA Voluntary Credentialing Program recognizes professional local government managers qualified by a combination of education and experience, adherence to high standards of integrity, and an assessed commitment to lifelong learning and professional development. At that time, I became the 29th credentialed Town Manager/Administrator in MA. In 2019, I continued professional development – 40 hours per year and commitment to a professional development plan for my annual recertification.

Collaboration locally continues with our regular Finance Team meetings with the Harwich Town Administration, Monomoy Regional School District Administration and our Town Finance Team including the Finance Director. I am also in regular in communications with our State Legislative delegation and Baker-Polito Administration. With the BOS adoption of the Commonwealth Community Compact in 2018, we became eligible for grant funding – either regionally or on our own. In 2019 we received approximately $275,000 in grant finds for dredging, coastal resiliency, shark mitigation study, Federal Assistance to Firefighters, Emergency preparedness, receipt of a new COA passenger van and 50% funding for a Nissan Leaf for our Inspectional Services team. Funding has off-set both operational and capital budgets. We recently received funding reimbursement for costs associated with the July 23, 2019 tornado – in excess of $300,000.
I also have an excellent working relationship with the Chatham Chamber of Commerce Director and meet with her on a monthly basis – email more frequently. We also collaborated on a Pre-Town Meeting (coffee house format) forum and Food Truck discussion. Our media relations also improved in 2019 with regular press releases/contact and a limited social media presence that I hope to enhance as a my (and BOS) continued goal for FY2021/Cal 2020.

Throughout the year, during regular and after-hours at various events, I meet or speak with many residents, property owners and business owners to listen and address matters of concern; sometimes it is a quick compliment or specific issue, other times it may relate to a policy or administrative protocol. I make every effort to respond to phone calls, emails, visits and letters in a timely fashion and/or delegate to the appropriate staff person with the same expectation. Over the past year, I received and responded to approximately 6,500 emails (a record high!) relating to issues before the Board, general community issues/questions, public record requests and staff communications. I continue to remain accessible to the members of our community and strive to be responsive personally to inquiries in a timely manner – a directive I have made to staff as well.

Additionally, I worked to enhance multi-media approach to public information - Channel 18 cable show on the budget and ATM available on-line on demand, YouTube shows as well as Chatham Today programming highlights. Budget Central, Town Meeting Central, OpenGov (Fiscal transparency) enhancements to the Town’s website gets us closer to 24/7 access to information, including links to Town Projects and Town Manager’s proposed Budget and Budget Book.

**Board Support/Relations:**
I have kept the BOS informed of major issues throughout the year including emergency situations, legislative updates, new initiatives and significant issues in our administration. This includes regular email notifications to inform the Board of various issues or concerns so that any member can respond to constituent inquiries, including but not limited to storm updates, roadway projects, public safety issues, as well as community events, development projects, and various issues that residents have brought to my attention. In addition to these communications, I have also provided or asked staff to provide numerous reports, information and updates to the Board at BOS meetings and in Executive Sessions, if necessary.

While I strive to effectively oversee and manage the daily operations and administration of town government, I do not hesitate to seek input from the Board. I meet regularly with the BOS Chairman to review agendas, discuss policy issues for future agendas, as well as word on street. I have been and remain open to direction and guidance by the Board and I actively work to provide feedback and implement suggestions provided. Communication with the Town Manager is integral to our partnership and I appreciate your continued efforts. I am always available to meet with Board members and will continue to keep all similarly informed.
Final Thoughts:
As has been my practice, every Sunday evening, I take a moment to reflect on the previous week and to plan for the week ahead. It is always amazing for me to look back at the pace for which staff and I work on day-to-day matters in addition to established goals and items for/from weekly BOS meetings - and other Committee meetings. While I have worked to highlight accomplishments, I am very self-aware that challenges still exist in my role as Town Manager, appreciate when you bring such to my attention. I continually strive to be as available and responsive as possible.

Our workforce is aging and while we work on succession planning, many departments do not have a deep bench to call upon. Cape-based entrance into the public sector – professional or skilled positions is challenging coupled with market competition for Cape employees and cost of living. Two years ago, there was significant turn-over in the Finance Division and Community Development, and retirements in DPW which has since stabilized due to excellent hires. In 2019, we enhanced our internship programs with MA Maritime Academy and Monomoy High School – including co-op arrangement with the CC Regional Technical High School. As such, we have been able to focus on grant opportunities, regional initiatives, and BOS priorities to maintain a sense of community - more than in prior years. In our “small/rural” community as defined by the State due to its year-round population, staff is tackling issues that persist year-round - coastal resiliency/storm preparation/response; public safety call volumes; maintenance of the Town’s infrastructure, facilities, streets; and basic core service requests and community initiatives. Staff is still experiencing a trickle up of workload demands – to me, and we are working to balance it considering the current fiscal uncertainty.

Our employees are very dedicated -whether its serving as staff to the many Town committees or call backs for emergency management to protect our citizenry – all welcomed in addition to day to day duties. We saw that throughout 2019.

It is an honor to serve as Chatham’s Town Manager! I especially appreciate the open discussion by individual members of the Board of Selectmen for personal feedback throughout the year and via this formal evaluation process. I am always open to suggestions to serve you and the community better and I hope to continue to serve as your Town Manager for many years.

Thank you in advance for your consideration and the opportunity to serve this great community!