

Major Goals of the Town Administrator Fiscal Year 2016 (Year 3)

1. Communication/community relations

- Branding/image-building
- Continue developing Town website
- Work to develop a system for board and commissions to better communicate projects to the public
- Increase training and public forums on topics of interest to the community
- Improve distribution of the Town Administrator report
- Have a regularly-published column with important issues or news about South Hadley

Rating:

5 [Always exceeds goals] 4 [Often exceeds] 3 [Meets goals] 2 [Sometimes meets] 1 [Rarely meets]
(4.1)

Comments:

Mike continues to make improvements to communications with residents and the public. Looking forward to seeing more improvements and attention to the Town website in the coming year.

Mike has made commendable progress in improving communication as witnessed by the smooth running of ATM and STM, Mike's articles in the Reminder point out the good in SH. Mike distribution of TA Report and budget information is timely and appropriate.

Mike has been busy with many communication/community relations-related initiatives and challenges, including those listed above. Some have moved along, while others are still in progress. I commend him for his enthusiasm, energy, and initiative. He has made adjustments to the web site in response to comments and suggestions. He has mentioned to me that it would be well for the Selectboard to spend a little time doing some analysis of the effectiveness of the web site. I agree - this task should be a shared one. . We do need to do a better job of getting the activities of the various boards and commissions out to the public. I'm glad to see his reports to the Selectboard get greater circulation in the community. One can't communicate enough, it seems. Mike is improving in this area; to receive public praise from Linda Young about his communications to Town Meeting members concerning the construction of the FY 17 budget is testament to his improving communication skills.

2. Organizational structure

- Examine and support needs and functions of boards and commissions
- Demonstrate and articulate other governmental structures seen as effective in other municipalities
- Review internal organizational structure and functions of component departments
- With the Selectboard, examine commissions and boards, regarding as to functionality and need
- Support the efforts of Town boards and commissions as needed

Rating:

5 [Always exceeds goals] 4 [Often exceeds] 3 [Meets goals] 2 [Sometimes meets] 1 [Rarely meets]
(4.5)

Comments:

Mike is an effective manager. He maintains good relationships with our boards and commissions, including the elected boards. He considers and suggests ways in which some of our many boards and commissions could be consolidated. He suggestion that the Redevelopment Authority take on the responsibility of being the local affordable housing trust was appropriate. He has a great deal of experience with various municipal governmental structures, and keeps abreast of such things; he provides useful insights to the Selectboard about their strengths and weaknesses. He responds to organizational challenges quickly and decisively. The latest two examples are the organizational changes at the Ledges and at the Police Department. He recognizes and implements useful suggestions and is willing to credit to others when it is due.

Mike's handling of the Ledges management situation was handled very professionally by personally meeting with the Golf Commission and informing them of the change and plans going forward. Mike attends Capital Planning and Appropriations meetings to bring the Town's perspective. Mike with SB is evaluating various boards and commissions for appropriateness.

Organizational changes to date have worked well and saved the town money. We need to continue to examine additional potential restructuring to look for further efficiency, accountability and cost savings.

Mike continues to re-evaluate positions, responsibilities and resources, and making changes where appropriate.

Mike's support and understanding of Town boards and commissions is outstanding. He has innovative and creative solutions to department needs.

3. Policy development

- Assist thorough review and codification of town bylaws
- Present streamlined government concepts to be considered by the Selectboard and possibly Town Meeting
- Continue to develop written policies and procedures
- Establish a process for annual appointments
- Present strategies to reduce accumulated benefit time to present to unions and non-union employees
- Continue Town employee professional development

Rating:

5 [Always exceeds goals] 4 [Often exceeds] 3 [Meets goals] 2 [Sometimes meets] 1 [Rarely meets]

(4.7)

Comments:

TA has demonstrated effectiveness in passing policies (ie email) and procedures (transparent hiring). TA is aware of accumulated time and the need to use time before expiration or accumulations. I have attended staff development and feel we are going in a positive direction. Understands the need to inform town residents of closing for development/training days. Has seen staff attends appropriate trainings (e.g. Complete streets).

Much accomplished this year in this area: process for annual appointments, policies, professional development, etc.

We have made excellent progress here. Recent contracts and negotiations have succeeded in reducing accumulation of sick time. Professional development has improved. 3 or 4 policies have been written or amended in the last year. It has been more than 10 years since the last comprehensive review of town bylaws. I would like to see a more comprehensive review in the next 12-18 months.

Mike continues to develop appropriate policies and bylaws for the Town. The Selectboard and Town Meeting have supported his effort. Most recently he has made policy recommendations concerning the trash pick-up fee and town-related emails, He also drafted and recommended a bylaw modification having to do with the definition of domestic pets and a bylaw having to do with abandoned housing. All of these policy and bylaw recommendations have been approved and implemented. and I have attended some of his employee professional development programs; they are useful and well presented. Our personnel policy has been updated and our annual appointment process is now in good shape, as are the application, interviewing and hiring processes for new employees, including summer help. Mike tries very hard to negotiate reductions in accumulated benefit times with the unions; we appreciate how difficult this is to accomplish. He has had some success. Mike tries very hard to negotiate reductions in accumulated benefit times with the unions; we appreciate how difficult this is to accomplish. He has had some success.

Recently adopted nuisance by-laws are examples of the efforts being made to review and strengthen town by-laws. Quarterly employee professional development days and supervisor leadership development program reflect Mike's

commitment to get the most from Town staff. Mike continues to pursue contract negotiations resulting in reduced accumulated benefit time. Mike has been very successful streamlining Town Meeting.

4. Innovation (projects/initiatives/streamlining)

- Develop a short-term and long-term plan for the Town Hall building
- Alternative transportation initiatives
 - Bike path study
 - PVTA
- Alternative energy efficiencies and initiatives
- Continue to explore and develop “Creative Economy” opportunities
- Municipal technology
 - Swipe cards
- Assist in the development of a Mass. Chapter 40R and 40B housing plan for the town
- Continue to work with HG&E to enhance assets

Rating:

5 [Always exceeds goals] 4 [Often exceeds] 3 [Meets goals] 2 [Sometimes meets] 1 [Rarely meets]
(4.2)

Comments:

“Small” projects at town hall are beginning to reap big benefits. Upgrade of boilers and relocation of Inspectional Services office are excellent improvements done at nominal cost. PVPC study in coordination with Bike Walk Committee promises great results. Issues at SHELD have certainly impacted our ability to take a more comprehensive look at alternative energy opportunities. Creative Economy continues to be a topic of discussion. This should be an area for growth as economic development continues to gain momentum.

Mike is well aware of the situations facing the current Town Hall and has a long term view of the needs. Mike’s attention to the Complete Streets Policy, his work with Mass DOT initiatives is moving SH in a positive direction. Mike’s steadfast desire to implement the new time card system is coming to fruition.

Much of this is currently in initial stages of progress and undergoing study.

Mike continues his program of low-cost improvements in Town Hall - the latest of which is the new space for the building department. He is relying on the pending study of the long-term space needs of the Town for expert advice on the future of the Town Hall building. The Selectboard has approved that approach. He has worked with the very active bike/walk committee, worked with the PVPA on its Town-supported bike/walk study, and has met in Holyoke with the ValleyBike Share, a group that is trying to establish a bike sharing program in the area. He has found ways to save energy in Town Hall, and lobbied SHELD to reduce its bill to the Town for street lighting as it has installed LED lighting on its poles. He has been working on an RFP for solar panels at the Ledges and the landfill, and has negotiated a payment for the rights to methane capture at the landfill. He has encouraged cross-training of Town Hall employees for more efficient operations. He meets regularly with HG&E. We now have Chapter 40R District, in the Falls. It is hoped that we can attract a developer; that would make possible the construction of affordable housing in that area (Chapter 40B). He has provided advice and support to the Redevelopment Authority.

5. Fiscal management

- Use all means and resources to collect previously owed taxes and fees, including tax titles
- Develop long-term borrowing and debt retirement strategies for the town
- Ensure that audit reports are widely circulated and discussed
- Explore opportunities to make fee-based departments self-funded
- Present opportunities to increase customer access to online payments and other services
- Review all fees and charges from various departments

Rating:

5 [Always exceeds goals] 4 [Often exceeds] 3 [Meets goals] 2 [Sometimes meets] 1 [Rarely meets]
(4.6)

Comments:

Use of BAN anticipation notes and rolling debt issuances are examples of Mike's imaginative strategies for funding important initiatives. A review and updating of Building Department fees was accomplished.

Mike has moved aggressively to collect overdue property taxes and to auction off tax-titled properties. He has developed both long-term and short-term borrowing and debt retirement strategies for the Town. The most recent audit report was sent out to Town Meeting members, and was also presented to the Selectboard. He has moved to give the Building Department the resources it needs to make it self-funded. We now have on-line dog and tag sale license applications, and building permits. He has expressed the need for more centralized, one-stop service in Town Hall - more progress is needed there. We have recently reviewed the building permit fees, at his urging.

Some of this is being accomplished; some still in progress.

Outstanding progress here. Mike has done a great job of getting out the message that we must live within our means and "do more with less".

Mike's diligence in going after property owners is to be commended. Mike has a firm grasp on long term issues facing the Town (ie OPEB). The renovations to the Building Dept to ensure a smooth operation and sustainability, View Permit functionality are well under way due to his leadership.

** It is recommended that the TA maintain a log of all of his major activities that are directed at the fulfillment of the Major Goals.

Summary:

Rating total: 22.1

Comments:

Overall, an excellent job in the past year. We are fortunate to have such a dedicated and thoughtful Town Administrator!

Mike's efforts and results are much appreciated. His work on behalf of the Town of South Hadley is stellar.

As effective as Mike has been meeting these major goals and objectives, he has been equally effective dealing with day-to-day issues as well as other important initiatives.