

Town Administrator Evaluation: The Town Administrator will present his self-evaluation. The Board will then prepare their evaluation to be completed 8/5.



# Town Administrator

## TOWN OF HADLEY

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July 15, 2015

Select Board  
Town of Hadley  
100 Middle Street  
Hadley, MA 01035

**Re: Town Administrator's Goals and Objectives Report, FY 2015.**

Dear Select Board:

Please accept this letter as a report of my goals and objectives. The Select Board and the Town Administrator agreed to a series of goals and objectives on August 6, 2014, and this month represents roughly the first year. Most projects that were initiated are still in progress.

1. **Strategic Plan:** The strategic plan continues to be developed by the Select Board. The Select Board has focused on several important tasks to provide the townspeople with services and facilities to support those services. Chief among these tasks is the development of a financial and operational calendar for managing Town business and ensuring service delivery in conjunction with a SWOT (strengths weaknesses, opportunities, and threats) analysis.

The Board has produced a draft calendar of actions to be taken each fiscal year. The draft calendar has been reviewed by the Tri-Board, and the Select Board liaisons asked Department Heads for their input at their meeting of July 1. This calendar outlines the activities of the departments and Financial Management Team so as to provide the Select Board with information that they may use to develop their decisions.

Part of strategic planning is the development of a SWOT analysis for each department. The departments have embraced this project, and the analysis is due July 29. Several departments have approached me for guidance on preparing this situational analysis.

One important project is the rehabilitation of the municipal buildings. The Select Board has been working with the Municipal Building Committee to implement the recommendations contained within the Facilities Plan and the Historic Preservation Plan. To date, the Committee

has worked on projects associated with the Senior Center, Russell School, Town Hall, and Highway Garage. Future projects include the sale of North Hadley Village Hall, new roofs for the Public Safety Complex and the Highway Garage, and an exploration into the possible purchase of property in North Hadley.

2. **Action Plan:** I have continued working with the Treasurer, Accountant, Collector, and Assessor to implement the recommendations contained within the Department of Revenue financial management report and the auditor's FY 2013 recommendations. Progress toward resolving the various issues is on-going with completion on most matters expected in early FY 2016.

In addition, the Town has received the auditor's report for Fiscal Year 2014, and Melanson and Heath presented their findings and recommendations to the Select Board on June 17, 2015. Many of the recommendations had already been addressed at the time of the presentation, and the Town is working to implement recommended best management practices regarding its financial operations.

I have been working on a service delivery plan for major departments, which I intend to present in FY 2016. The service delivery plan will identify major projects or service targets with an eye toward strengthening departmental efforts to address them, improve departmental effectiveness, and align with the Select Board's strategic goals. The results of the SWOT analysis will be very helpful in bringing this plan into focus.

3. **Financial Reporting:** The Financial Management Team has been reporting revenues, expenditure, capital accounts, and other information using VADAR and other formats. With the financial calendar, I expect to provide regular quarterly statements, showing the Town's financial condition and a summary of revenues and expenses and other financial information.

The Select Board is moving forward with implementing its electronic meeting program, which is expected to be operational in Fall 2015. Funds for this project will be requested from the Reserve Fund on July 15.

The Visual Budget project is underway, and the Accountant has provided historical data. The Accountant is sending FY 2016 data as it becomes available. Implementation of this project is expected in Fall 2015. The project will help communicate financial information to the public and help make budgetary decisions and debate more transparent.

In Fall 2015, the Accountant I plan to visit VADAR headquarters to receive training in order to utilize more features of the accounting software. We expect that we will be able to improve communication using VADAR.

4. **Personnel Policies and Wage Study:** Town was able to secure a Risk Management Grant through the Massachusetts Interlocal Insurance Agency to perform a complete revision of the personnel

policies and job descriptions. The personnel manual is completed, with the exception of a policy issue that will be presented to the Select Board shortly.

A wage study was deemed ineligible for funding through the above grant, and the Town is developing a wage study using resources provided by Franklin Regional Council of Governments, Hampshire Council of Governments, and the Massachusetts Municipal Personnel Association. The Town has reached out to the University of Massachusetts through its newly-signed partnership agreement to perform analysis.

5. Special Projects: Although not part of the formal goals and objectives, the Town has moved forward with several major projects, all of which require time and attention. Concerning municipal buildings, the Town Hall asbestos floor replacement project is well under way, and the move from Town Hall to the Public Safety Complex went smoothly. The Town Hall roof project is ready to start, and the Notice to Proceed has been issued. The Goodwin Memorial Library owner's project manager has been selected, and designer services are out to bid. The design services will position the Library to be eligible for a Public Library Construction Grant through the Massachusetts Board of Library Commissioners. The sale of North Hadley Village Hall request for proposals is ready, with the exception of the historical restrictions. The Town has issued an request for information (RFI) for the availability of land for purchase in North Hadley. The RFI is due August 3, and I have received some inquiries about the Town's interest in purchasing property. The Route 9 widening project is proceeding, and the Town has developed plans to replace water lines within the MassDOT project area. The Town will raise funds for the project at the October 22, 2015 Special Town Meeting.

Thank you for taking the time to review the information within this report. If you have any questions, please feel free to contact me.

Sincerely,



David G. Nixon  
Town Administrator