

**Town of Chelmsford – FY2021 Town Manager and Select Board Goals (Rev 1)**

<b>Town Manager</b>		
<b>Goal</b>	<b>Expectations</b>	<b>Result</b>
1) Address town sewer capacity, including the implications of current sewer connection moratorium. Establish short, medium, and long-term options and recommendations. Implement short-term viable solutions.	Engage consultant (Weston & Sampson) to evaluate current wastewater situation, make recommendations, and provide data for potential wastewater treatment plant in Chelmsford. Work with town departments, boards and committees as applicable to address capacity issues.	Report showing options, costs, timeline, availability. Interim reporting to be provided until final report is completed.
2) Conduct a root cause/ lessons learned analysis to identify process issues contributing to the Town’s current sewer capacity situation. Identify opportunities for improvement and recommend changes.	Process issues are identified and documented along with opportunities for improvement and recommended changes.	Sewer capacity root cause / lessons learned analysis report. Lessons learned applied to future management of town sewer and utilities capacities.
3) Develop plan for use of the Warren-Pohl Farm	Work with members of the Chelmsford Land Conservation Trust and the Conservation Commission to take into consideration all stakeholders and to implement recommendations. Engage individuals and groups to define best uses for the property, while addressing Warren-Pohl family intent, abutter concerns, and community input. The Sep 2020 Ad Hoc Committee draft recommendations that were not agreed to by all committee members before it disbanded are available to inform the process.	Execute Conservation Restriction for the subject property. Submit plan for municipal uses of the property, such that it will be self-sustaining.
4) Review the FY21 financial status of the town monthly with the Select Board including considerations attributed to the dynamic pandemic environment.	Manage FY21 financials and provide transparency with respect to FY21 status. Identify opportunities and risks.	Financial status and considerations addressed monthly with leadership team.

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<b>Town Manager (continued)</b>		
<b>Goal</b>	<b>Expectations</b>	<b>Result</b>
5) Establish a FY22 budget recommendation that raises the tax levy below the 2.5% limit while slowing the rate of increase on resident and local business property taxes. Work with the Tri-Board (Select Board, School Committee, Finance Committee) to establish a revenue target.	FY22 budget recommendation in accordance with Goal.	FY22 budget recommendation in accordance with Goal.
6) Provide monthly updates and progress measurements of traffic safety issues and action items.	Traffic issues, actions and status reviewed at monthly Select Board meetings.	Monthly progress reviews with identification successes and areas needing attention.
7) Review outcomes of Criterion Report and other audits to assess next steps for Fire Station Engines 3, 4, and 5. The end goal is understanding what would need to be done to keep these Engines operational and in compliance with current standards; if not then what is the plan?	Establish common understanding of what needs to be done to keep Engines 3, 4, and 5 operational and compliant with current standards. Develop recommended path forward.	Report and recommendations.
8) Implement a means of providing accurate, accessible, and current listings of Board and Committee members on the town web site. Implement easy access to Town Meeting Representatives contact information and an easier way of emailing them by precinct.	Evaluate methods and tools that meet the Town's needs and are compatible with the current website. Consider software tool applications as appropriate.	Update committee and board memberships as well as Town Meeting reps listed on the Town website, with accurate information of all members (address, email, telephone, term expiration, etc.). Method provided for emailing Town Meeting reps by precinct.
9) Consider restarting local events	Work with event organizers to develop plans to safely conduct respective events, potentially on a limited basis, as appropriate to health and safety guidelines.	Safely engage residents in traditional local events.

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10) Implement the recommendations of the Vision and Values Committee	<p>Per Committee Recommendations:</p> <p>a) Committee presents at Annual Town Meeting (TM, SB)</p> <p>b) Post V&amp;V on TOC Website and in municipal buildings (TM)</p> <p>c) Assure Town Boards, Committees and Municipal departmental Goal setting and strategic planning efforts align with V&amp;V (TM, SB)</p>	<p>Recommendations (a) and (b) implemented as stated.</p> <p>Examples of results for (c) may be:</p> <ul style="list-style-type: none"> <li>• A formal communication that shares the V&amp;V statements and intent with all Boards, Committees and Municipal Departments</li> <li>• Elevating awareness as appropriate in our interactions with Boards, Committees and Departments.</li> </ul>
11) Support the efforts of the Age-Friendly Committee and its pending action plan recommendations as appropriate and applicable.	Receive periodic reports/updates from the committee. Take actions where appropriate.	Improved communication. Enhanced visibility for successes. Assistance in moving age-friendly initiatives forward.
12) Monitor & Support progress of the Diversity, Racial Equity & Inclusion Committee	Receive periodic reports/updates from the committee; take actions as recommended, including training, seminars, etc. for all employees and board/committee members.	Improved communication and enhanced understanding of issues and concerns of all residents.
<b>Select Board</b>		
<b>Goal</b>	<b>Expectations</b>	<b>Result</b>
13) Update Board policies	Update policies including but not limited to: Incorporate the Board's name change. Insert recently adopted policies. Adopt and include codes of conduct for the Board and Town Manager.	Updated, accurate policies available on the Board's web page.