



TOWN OF ARLINGTON

HUMAN RESOURCES DEPARTMENT

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Memorandum

To: Select Board Chair Dan Dunn
From: Director of Human Resources Caryn Malloy
Re: Town Manager Adam Chapdelaine Annual Performance Review
Date: April 4, 2019

Pursuant to the evaluation forms completed by each member of the Select Board I am providing you with the consensus document for your consideration.

1. Personal Characteristics – Average Score 4.71

The Town Manager is described as a hard working, “extremely professional and ethical” individual whose strengths have increased with his tenure. He is trusted by a wide array of people: employees, elected officials, Town Meeting members and more; “people trust him even when they disagree with him.” He works “very hard to balance the competing needs of Board members, professional staff, residents and volunteers”. His efforts around the Arlington High School Building project were noted as exceptional. Adam is described as consistently conducting himself professionally, even in extraordinarily stressful situations.

2. Professionalism – Average Score 4.8

It was commented that the Town Manager “always has a good grasp of the issues” and knows when to rely on the expertise of others. Additionally he is described as a “very effective town manager, with a clear understanding of the needs of the town and the right leadership skills to address those needs”. Members of the Board appreciate that Adam is a “recognized leader” in the Commonwealth in the field of public administration; members were also complimentary of the decision of the Town Manager to join the Metro Mayor’s Coalition. The Town Manager was also recognized for expanding professional development to town department heads and middle managers.

3. Public Relations/Communication – Average Score 4.58

Overall members of the Board indicate that Adam presents a very positive image in the community. Members of the Board complimented his high degree of availability and involvement with citizens, volunteers and committees. Members appreciate Adam’s habit of notifying the Board prior to releasing potentially controversial information being released to the

public. Adam was recognized for effectively utilizing email and social media for town announcements and for his efforts to build rapport with members of the local media. One area for criticism revolved around the recent property assessments. Members of the Board felt that communication could have been done earlier, more clearly and more comprehensively to help the public understand their tax increase.

4. Board Support/Relations – Average Score 4.55

Board members indicate that Adam is a good listener and provides excellent guidance and support to the Board. Adam was recognized for keeping track of and implementing Board decisions and that he has “made admirable progress on most of the past year’s approved goals”. Board members appreciate Adam’s preparedness for Select Board meetings. Adam is described as being careful to take into consideration “the many concerns and perspectives of a demanding Board.”

5. Community Leadership – Average Score 4.8

The Town Manager was described as having the trust and faith of community groups across town. He is often sought out to represent the Town at community events. He is recognized for having good relationships with the Town’s legislative delegation and for staying apprised of developments at the State House. While Board members were appreciative of the Manager’s availability to citizen groups members also expressed a desire to see Adam delegate more of these responsibilities to other town staff.

6. Organizational Leadership/Personnel Management – Average Score 4.44

Adam was complimented for continuing to build a strong leadership team in the face of turnover in several key positions. Adam was complimented for his strides in better delegating responsibilities to town staff and for also relying on the Board to represent the Town at various meetings and events, however board members continue to express strong concern that Adam still needs delegate more . One member expressed concern over the use of the Restorative Justice Process on a recent personnel matter but indicated that only time would tell if would be a success or failure. Another member expressed that they wish the proposal to remove the Police Chief from civil service had been handled differently. Another member of the Board expressed the need to hire and promote more women to the organization. Board members were complimentary of the of the Town Manager’s handling of collective bargaining and indicated they would like more updates on the status of various agreements.

7. Financial Management – Average Score 4.90

Adam is described as taking a “forward thinking, progressive approach to governing that will allow the town to continue to improve while remaining fiscally secure”. His preparation to the Board around the override campaign was described as “invaluable”. Financial Management is recognized as an area of particular strength for Adam. Members were complimentary of the progress made in consolidating professional financial functions. One member of the Board expressed that they would have like to have seen more progress than they have in the area of

streamlining financial functions, specifically with regard to “establishing unilateral finance and/or accounting procedures” across all departments including the School Department.

8. Planning and Organization – Average Score 4.9

Adam was complimented for embracing the performance review methodology and the consolidated view of Board and Manager goals. Board Members were complimentary of the “excellent and detailed” supporting documentation for the Board for Town Meeting. One member expressed that memos from other town staff need to be submitted in a timelier manner. Adam was complimented for being mindful of both short and long term issues. Board members appreciate his continued investment in the long-range financial planning process.

9. Overall – Average Score 4.73

Board members overall are extremely pleased to have Adam as their Town Manager. He is recognized as continually adapting to the changes in the town and that he “mitigates the negative parts, and he encourages the new, positive ideas”. Members indicated that he is the best Town Manager they have worked with and that his tenure as Town Manager continues for many years to come.

Thank you for having me prepare this consolidated evaluation document. Please do not hesitate to contact me should you have any questions.