



# **TOWN OF ARLINGTON**

## **HUMAN RESOURCES DEPARTMENT**

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CARYN COVE MALLOY  
DIRECTOR OF HUMAN RESOURCES

### Memorandum

To: Selectman Kevin F. Greeley  
From: Director of Human Resources Caryn Malloy  
Re: Town Manager Adam Chapdelaine Performance Review  
Date: April 20, 2016

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

1. Personal Characteristics – Average Score 4.88

Among the components of this category are to display honest and ethical behavior and to deal effectively with unforeseen issues and problems. Board members described Adam as exhibiting conduct “the rest of the Town does well to follow”. Board members echo comments made in previous years that Adam’s demeanor contributes largely to his success in his role as Town Manager. An experienced Board member described Adam as setting the standard for the conduct of a Town Manager. Adam received praise for his leadership in crafting a budget responsive to the needs of the School Department with “great sensitivity to enrollment growth and programmatic demands, while maintaining a fiscally responsible budget.”

2. Professionalism – Average Score 4.71

Members of the Board are appreciative of Adam’s commitment to continually educate himself and his staff in an effort to provide transparency in the delivery of local services. Adam continues to serve on the Board of Directors for the Massachusetts Municipal Association and is known among his peers to be among the most capable and skilled Town Managers in the Commonwealth.

3. Public Relations/Communication – Average Score 4.95

Again this year Board members described this area as among Adam’s strongest. Members expressed that Adam goes “above and beyond” to be visible and available to the citizenry. Efforts to improve the Town’s contact with citizens through social media and email was described as having evolved into a “well-oiled machine”. However, Board members consistently expressed concern that Adam be better supported in his community outreach efforts,

by sharing a commitment to attend various events with Board members, existing staff and also with the anticipated appointment of an Assistant Town Manager in the summer of 2016.

4. Board Support/Relations – Average Score 4.8

Board members expressed that they feel confident of Adam's judgement in terms of keeping them well informed. Board members also expressed a gratitude for Adam's counsel on matters of substance. One member stressed the importance of the Board having early warning when there is a potential for an issue to be contentious and difficult to resolve. Another member requested tighter coordination from reporting town staff when submitting agenda materials to the Board's administrative staff.

5. Community Leadership – Average Score 4.85

Members of the Board indicate that they think the manager is truly exceptional in this area and are grateful that Adam is so visible and approachable. One member indicated how well Adam works with the various state agencies while engaging elected officials at the right times. Another member indicated a desire to see the Town's legislative delegation further engaged in partnering with the community on various large scale projects.

6. Organizational Leadership/Personnel Management – Average Score 4.57

Board members gave the Town Manager high marks for making quality hires in the past year, and the members consistently expressed a desire that the staff under Adam have more work delegated to them in order to better support him. Adam has shown a talent for grooming managers and taking appropriate measures to retain quality managers. Members expressed that they would like to see a continued improvement in labor relations, particularly with AFSCME Local 680. Additionally one member asked that there be more frequent labor relations updates and the dialogue be most often tied to the salary and comprehensive salary survey.

7. Financial Management – Average Score 4.94

Adam was described as having managed conflicting (budgetary) expectations with great skill and thoughtful compromise. Arlington's finances are recognized by the Board to be extremely challenging but the Board thinks Adam exceptionally skilled in this area. Adam was described as having productive and effective relationships with the Finance and Capital Planning Committees. Additionally, Adam was recognized by a Board member for exhibiting leadership on the Long Range Planning Committee meetings encouraging "financial and political leaders to hone assumptions around the Town's financial plan". Despite not having a Deputy Town Manager in place the budget was still done on time and done well.

8. Planning and Organization – Average Score 4.87

Adam was acknowledged for bringing in the annual goal-setting process for both himself and the Board. Board members also acknowledged his leadership on the Long Range Planning Committee and also on the School enrollment growth issues.

Overall the Board was pleased with the Manager's efforts to prepare them for Town Meeting. There were some challenges with contentious discussion leading up to Town Meeting but members were pleased with the progress made since that time. One member also expressed they did not necessarily think it is the Town Manager's job to prepare the Board for Town Meeting.

9. Overall – Average Score 5.00