



## Goal Worksheet

For Evaluation Period: 7/1/2021 to 6/30/2022

Employee:	Stuart Beckley	Position Title:	Town Manager	Last Updated:	
Manager:	BOS	Division/Dept:			

Goal Description	Intended Results or Outcomes	Completion Timeline	Date Completed	Notes
1. Organizational Excellence	<ul style="list-style-type: none"> <li>a. Develop a strategic plan that will guide staff towards town priorities, with intentional goal setting, benchmarks, and performance metrics.</li> <li>b. Formalize the Town's Performance Management Plan, provide training for Department Heads and schedule staff initial goals/evaluations.</li> <li>c. Develop a succession plan that will identify future Department Heads.</li> <li>d. Formalize the HR Policies Manual which will build an internal framework of standards and processes intended to engage and motivate employees.</li> </ul>	<ul style="list-style-type: none"> <li>September 2021</li> <li>August 2021</li> <li>December 2021</li> <li>July 2021</li> </ul>		

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2. Functional & Operational Expertise	<ul style="list-style-type: none"> <li>a. Provide direction and feedback to department heads, highlight achievements at BOS meetings.</li> <li>b. Expand Capital Improvement Plan to ten years by June 1, 2021. Complete Capital Plan and establish long-term funding strategy. Track large items that will need funding past 5 years.</li> <li>c. Complete Union negotiations with 4 bargaining units by May 2021.</li> </ul>	<p>Meet monthly with Dept Head, provide report to BOS quarterly.</p> <p>December 2021</p> <p>June 30, 2021</p>		
3. Purposeful Citizen Service	<ul style="list-style-type: none"> <li>a. Set goals to improve responsiveness to residents, businesses, officials. [example: call-back within 4 hours]</li> <li>b. Formalize a Complaint System that will track issues and create quarterly reports for Select Board.</li> <li>c. Establish a recycling program for residents, including a drop-off center.</li> <li>d. Create and implement a sustainable plan for the Quaboag Connector by August 2021. Hire staff to operate and manage.</li> <li>e. Conduct a town-wide survey to measure the current effectiveness of Ware's Town government.</li> <li>f. Post goals and progress on Town website to enable citizens to track.</li> </ul>	<p>July 2021</p> <p>August 1, 2021</p> <p>April 2022</p> <p>August 2021</p> <p>October 2021</p> <p>August 2021</p>		

Goal Description	Intended Results or Outcomes	Completion Timeline	Date Completed	Notes
4. Successful Strategic Planning & Fiscal Health	<ul style="list-style-type: none"> <li>a. Identify efficiencies within Town Departments, including practices and cost savings. Meet with Department heads to schedule implementation of findings. Complete one Department/month.</li> <li>b. Identify areas of town that are safety concerns and set timeline to address and mitigate.</li> <li>c. Seek State and Federal funding opportunities and facilitate grant submission. Report to BOS monthly.</li> <li>d. Improve time-management skills by delegating appropriate tasks and scheduling “uninterrupted” time to complete projects.</li> <li>e. Prioritize meetings and attend only those that will support the role as Town Manager.</li> </ul>	<p>Set schedule in July to do one department per month.</p> <p>January 2022</p> <p>Ongoing process, will report at BOS meeting on progress during Town Manager’s Report</p> <p>Will post schedule to BOS, indicating blocks of time reserved for appointments. This can be done through Outlook.</p> <p>Will keep a monthly schedule of meetings and will post to BOS and Department Heads.</p>		<p>Develop strategy to use Covid \$</p>