

Date: April 22, 2025

Accepted by the Select Board: May 12, 2025

Subject: Town Manager Annual Evaluation FY25

Colin F. Loiselle, Town Manager

The purpose of this evaluation is to:

- a) **Review performance;**
- b) **Determine if any improvements and/or training are required;**
- c) **Determine any changes needed in the job description;**
- d) **Develop mutually agreed upon goals.**

This evaluation covers the period from July 1, 2024 through June 30, 2025.

Part A: Performance

My employment contract categorizes options for my performance evaluation as either “*needs improvement, satisfactory performance, or excellent performance*”. I believe that my performance has been **excellent** in accordance with the requirements of the positions as outlined in the job description and other tasks as they have been assigned to me. It is worth noting that the successes outlined in this report represent a tremendous level of teamwork both by Town staff and the members of the Select Board and other Boards and Committees. The most basic role of the Town Manager is coordination and proper coordination coupled with the hard work of our staff is the foundation of the successes outlined herein.

Some key takeaways and successes of the past year include the following items:

- **Work on the Public Safety Building**
 - At the direction of this Board and with support from the Fire Chief and Police Chief, we worked collaboratively to identify the capital needs of the existing fire station and police station; identify the needs of each department from a facilities standpoint; and based on feedback from the Select Board and the public prioritized advancing a new fire station. To that end, specific deliverables/achievements include:
 - Development of a five-year capital plan for the current Police Station, understanding that the ability to build a new Police Station is up to 10 years out; FY26 capital plan addresses the most significant items prioritized by the consultant.
 - Identification of the Winslow School parcel as the most advantageous site for the construction of a new Fire Station (also confirmed it could work on the site even if the Winslow stayed)

- May Town Meeting will be asked to authorize funding for a schematic design of a new fire station with the goal of having a firm construction estimate by Winter 2026 – which would allow us to better assess for when there might be a financial ability to construct a new station.
 - Identified a preferred parcel for a new Police Station when that time comes with a focus on raw land already owned by the Town.
- Bicentennial Field Irrigation
 - FY25 saw the award of a contract to Corbett Inc. for the installation of a new pump station in Bridge Meadow Brook and the construction of said pump station, which is set to be operational before year end. This is the conclusion of a 10+ year exploration by the Town to reduce our reliance on municipal water.
- Ironwood Park
 - With the help of the Recreation Committee, the Recreation Department, DPW, and the Sherburne Ave Committee, FY25 saw the implementation of the plans for a new recreation parcel on the donated parcel of land that used to be the Tyngsborough Country Club. The parcel will celebrate its grand opening on June 7th. In October 2024 we requested and received additional CPC funds to make the full plan come true.
- Hiring of a New Police Chief
 - Early in FY25 the Town Manager and Select Board were notified about the pending retirement of longtime Chief Richard Howe. Immediately upon his notification, I worked collaboratively with the Board to identify a thoughtful and intentional process to replace him. The process I developed with support from the Board was guided by public feedback, department feedback, and feedback from the Board. At the end of the process, Tyngsborough attracted several highly qualified candidates and advanced two incredibly well-suited candidates to the final round. As a result, Deputy Chief Shaun Woods' promotion has brought necessary stability and continuity to the department, and his vision for the department is aligned with the goals of the Town.
- Civic Leadership Academy
 - In conjunction with the Media Department, we launched the Town's first civic leadership academy which engaged every single department including schools and saw ten participants enroll in the first program. One of the participants is now a town employee and one is serving on the Finance Committee. At least one other has pulled papers to run for office. The goal of the program was to bring residents into the fold and get more local involvement, which was clearly a success.
- Implementation of the DPW Act
 - At the end of FY24, I was proud to appoint the Town's first Superintendent of Public Works, Jacob Zwicker. With his leadership, we have almost completely implemented and institutionalized the Department of Public Works (DPW). We have also seen tremendous cooperation amongst the different departments that now constitute the DPW and as a

result we have seen incredible teamwork that has resulted in a wide variety of efficiencies.

- DPW Building Project
 - We inherited plans for a new DPW building that assumed a budget of \$450,000 plus up to an additional 1/3rd from the Sewer Commission. Over the course of FY25 I have worked with DPW Superintendent Jacob Zwicker to hire an architectural firm to design the new building in accordance with the Highway Division and Sewer Division needs. Upon confirming that the original proposed budget was not sufficient we pivoted to focus on addressing immediate needs, looking at options for expanding storage, and helping advance the Sewer Building on the same parcel. There is more work to be done in FY26 but the work to date has allowed us to focus better on the possibilities.
- Strategic Planning for Departments
 - In the beginning of FY25 we conducted the Town's first ever strategic planning retreat for department heads. The goal was to really focus on the work that departments are doing, identify ways to create efficiencies, and map out where our departments will need to be in the next five years. We tied this work into the budget planning process, capital process, and most recently into the first department head performance review process which we negotiated into contracts last year. When we undertake the five-year forecasting project this summer, this work will be helpful to include.
- Managed the \$2M MassWorks Grant
 - With support from the Department of Public Works, my office has coordinated the work under the \$2M MassWorks grant project which is seeing the construction of a new public road serving the DPW yard and the Park & Ride and unlocking a large economic development project behind the DPW yard. The project is on track to be complete by the end of the Fiscal Year. Our office has managed the budget ensuring prompt reimbursement from the Commonwealth and that the Town's interests are protected.
- Key Efforts Recognized by the MMA and MIIA
 - Thanks to our Director of People and Culture, Brigitte Bell, and the emphasis that we have placed on employee development and workplace culture we received the 2024 Outstanding Wellness Champion Award.
 - Thanks to Jackie Schnackertz and the work of our department heads to get relevant information out, we received the 2024 3rd Place Award for our Annual Town Report.

Daily Operations: Per the Town Manager's job description, the role and responsibility of the position is to "oversee the daily operation of Town government; manage employees and projects; ensure that deadlines are met, and goals are achieved." Although this is a difficult item to add metrics to, I believe that my work in ensuring smooth operations as outlined below demonstrates excellent performance.

- 1) I continue to maintain a well-known open-door policy whereby staff and residents alike have unfettered access to me to help brainstorm solutions to challenges, address problems, and provide information that might otherwise go unshared. I have been able to use this to my advantage to help see different perspectives and ensure that we are being as transparent as possible.
- 2) I continue to hold one-on-one meetings with all department heads (varying in frequency) which has allowed me to really dive into the daily operations of our various departments, provide feedback for enhanced efficiency, and work to create cohesion amongst all departments especially when working toward shared goals.
 - a. I believe this approach to management has also allowed me to get into the details on some of the larger projects that our staff are undertaking, provide feedback, and help navigate challenges as they come up.
 - b. This has also allowed me to ensure that town-wide, we are meeting goals and deadlines and has allowed me to keep the Board apprised of what is going on in Town.
- 3) I have also maintained bi-monthly department head meetings whereby all department heads get together in one place to talk about common goals, the things they are doing in their department, brainstorm ways to work together, and align on shared goals.
- 4) I believe I have demonstrated the ability to manage the daily challenges of a complex municipal operation while balancing the need to keep the Select Board appropriately informed and solicit feedback when necessary.
 - a. This has been aided by my Friday Updates which are a quick way to keep the Board up to date on the happenings of the Town between meetings.

As I approach the completion of the second year of my service as Town Manager, I think that I have enhanced the daily operations across Town Hall and have maintained, if not enhanced, the level of service that residents and this Board have come to expect. We have seen efficiencies across departments and improvements to processes, and resident satisfaction appears to be high.

Communication/Community Building

A key priority of mine throughout my first two years in this role has been enhancing our communication and engagement efforts with residents. In fact, I am constantly reminding our staff that we must meet residents where they are and do the hard work to get them the information they need. Collaboratively, we have accomplished this in a variety of ways:

- Increase and more effective use of the Town's social media accounts and websites.
- Wider distribution of the Town Manager's Report, not just in written form but in podcast and video form thanks to Tyngsborough Media.
- Installation & effective use of the new digital message board in the Town Center

We have also been bringing meetings and surveys to residents where they will more likely engage. We have done this for a few different key initiatives this year:

1. Housing Production Plan
 - a. Table at the Block Party and Center for Active Living
 - b. Held an open forum at the Center for Active Living
2. Budget Office Hours
 - a. Held the first one right after lunch at the Center for Active Living in hopes of engaging residents while they were already there.

Financial management and leadership: Fiscal Year 2025 saw the need for us to continue to address lingering challenges within the Finance Department specifically around cash receivables and best practices. While we addressed most of this in FY24 which resulted in a positive audit finding and the affirmation of our AA+ Bond rating, we spent much of FY25 continuing to review/implement best practices. To that end:

- I participated in a two-day DOR training course with the Finance Director to develop a comprehensive five-year budget forecast which we plan to roll out to Select Board and FinCom this summer.
- Connected our Treasurer/Collector with a mentor through the Massachusetts Association of Collector/Treasurers to ensure we are following best practices.

FY26 Budget

The FY26 budget was a challenge as it was the first year that saw the \$1M contribution to the Middle School Debt. This required us to take \$900k off the budget right off the top to meet that contribution while only assuming \$750k in new growth. Thanks to collaboration between departments, the Select Board, and Finance Committee, we did this without cutting services or programs. We have relied on prior planning and alternative revenue sources to maintain status quo and provide relief to taxpayers as promised.

We developed this budget in the most transparent manner the Town has seen to date. We continued our budget office hours, presented all the different variations of the budget to the Select Board and Finance Committee, and maintained a comprehensive FY26 budget page on the website to ensure residents could track the budget development from beginning to end. Additionally, I also developed the first publicly available budget narrative for each department to ensure that critical summary information was available to the public in a way that was clear and easy to follow. We have already received positive feedback about these pages which we hope will give people an easy-to-follow high level summary without having to analyze full budget sheets themselves.

Grants: It would be unfair to include grant receipt as a measurement of the performance of the Town Manager since most of the grant seeking is done at the department level. This approach to aggressive grant making is a long-standing tradition in Tyngsborough that continues today. While the Town Manager does considerable amount of grant review and grant management, this is not something that

falls squarely in the Town Manager's Office. To date, Tyngsborough has received more than \$2M in grants in FY25, including some as large as \$500k and some as small as \$4,500. Our next all-staff training will focus on identifying grants, grant writing, and grant management to further enhance our grant seeking efforts.

Closing: In year 2 of my service as Town Manager, I think the focus of my review should be on how well the Town has continued to operate, how we have advanced since I took over, and how much work has been done to address the overall goals set by this Board. With that as an area of focus, I believe that Town Hall has continued to operate more efficiently than ever before with increased employee & resident satisfaction. We have seen increased collaboration amongst departments and boards, and we have seen a tremendous increase in resident engagement. I would also argue that we have seen more effective and productive Select Board meetings which I believe reflect the effective communication and preparation that I have put into my relationship with the Board. I believe I have demonstrated that I am an effective communicator, strategic problem solver, a lead-by-example leader, and team player. FY25 has certainly presented us with some challenges but I believe that I have helped lead us through those challenges in a fair, transparent, and responsible manner.

Above all, I think that I have demonstrated a commitment to the role, to the Town, and to leading the Town through the challenges we face.

Part B: improvements/training

1. Over the course of the last fiscal year, I have participated in over a dozen webinars largely from the Department of Revenue and the Massachusetts Municipal Association. Some topics covered include:
 - a. Creating a Culture of Collaboration
 - b. Key Insights for Overseeing Assessing Operations
 - c. Navigating Public Records and Open Meeting Laws
 - d. Mutual Aid During Crisis
 - e. Getting Ahead of and Combating Misinformation: Strategies for Effective Management
2. I am actively engaged in the Massachusetts Municipal Management Association which serves as an opportunity for networking, idea sharing, and mentorship.
3. Attended a two-day budget forecasting workshop hosted by the Department of Revenue along with more than two dozen other local officials from our area.

Part C: changes to job description

1. I believe that the job description is accurate and reflects the intent of the Town Manager Special Act.

Part D: Goals

Earlier this fiscal year, the Board laid out their priorities through the attached GOALS document which I believe accurately reflects my understanding of the Board's priorities. This year, I presented updates to the goals to the Board on more than one occasion, including the third time when this review is presented to the Select Board. I endeavor to establish quarterly reporting.

I believe that you will see, based on the attached update as of 4.19.25, that we have made substantial progress on nearly all of the goals set by this board and completed a handful. While these are lofty, long-term goals, I believe that the progress we have made this fiscal year is tremendous.

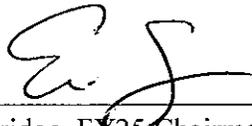
Additional Goals

1. Develop a firm schedule for the Finance Department to achieve mandatory tasks such as certification of free cash, submission of schedule A, initiation of annual financial audit, and develop best practices for financial monitoring and projections.

I believe this to be a fair assessment of my performance for the period of July 1, 2024 – June 30, 2025.

Sincerely,

Colin F. Loiselle
Town Manager

Reviewed by: 
Eric Eldridge, FY25 Chairman, Select Board

Voted and approved the Select Board on May 12, 2025

Additional Comments from Select Board

Comments from Select Board Member Mike Moran

- Re: Public Safety Building: Colin has been instrumental in identifying both budget concerns for the Winslow School, which is a contentious issue in town, and also dealing with high-profile budget concerns with a new fire station in competition with the now \$1M outlay of the “Middle School New Building”. This demonstrates an ability to prioritize the most pressing budget interests of the Taxpayers and have the town live “within a realistic budget”.
- Re: Appointment of New Police Chief: This was a controversial and contentious selection, especially since previous Selectboard members have been especially “Publicly Vocal” and Colin has been able to keep his wits about himself knowing that “Social Media” attacks on the Town Administration and Selectboard members was not practical in approach or outcomes.
- Re: Strategic Planning for Departments: This is an expectation of a Leader and Colin has hit this goal solidly and with consistency. It is a true test of a leader to hold department heads accountable for their respective areas and Colin has demonstrated this with both a focus on negotiating with those entities with contracts and those others that are outside of that scope.
- Re: Daily Operations: Colin is both a professional and well-liked leader of Town Administration. I constantly received immense positive feedback on how Colin carries himself, respectful with town citizens, and with the wider town employees.
- Re: Communications/Community Building:
 - Colin has dramatically improved communications to all town citizens with his vast array of media outlets. He impresses upon direct, easy to follow communications and is very open to feedback during open meetings and in one-on-one situations where his mindset is to listen, that is a rare talent.
 - Colin has moved Tyngsborough into the digital age and citizens are impressed by all the new signage, all supporting engagement with town citizens. This is a skill both innate and learned and Colin has done a fantastic job with respect to these improvements.
 - Colin is truly vested in the success of the Town of Tyngsborough and has his finger on the pulse of what the citizens find of most importance. The events over the past year demonstrate his creativity to getting things done within budget, working in partnership with departments, outside entities (vendors and businesses supporting the Block Party) and he gives credit to those who make all this happen (e.g., Rec Director).
- Re: Financial Management and Leadership: Always impressive that Colin knows the extensive details of the town budget, where he has the ability to make adjustments, and most importantly, to keep a keen eye on the bond ratings. His ability to easily explain the importance of both “out of pocket” town spending and reasonable “borrowing” to keep the bond rating in such good standing is a true measure of a leader who understands the budgeting processes in Massachusetts, aligning to those financial instruments that enable the town to achieve both appropriate spending

and maintaining “rainy day” funds – this all enhances the town’s ability to maintain its phenomenal bond rating.

- Re: FY26 Budget: Colin is exceptional at relaying budget information in a manner that is understandable for town citizens and can also speak to those governance entities who he has to maintain positive relationships with in order to ensure transparent and detailed compliance reports to the State.
- Summary/Closing
 - Colin demonstrates that he is committed to the Town of Tyngsborough! He has the right mindset to not only be successful in this role but also to enable others to be successful in their roles, and he does this by “Leading by Example”. He is truly one of the best Town Managers Tyngsborough has ever had and my professional belief is that the Town benefits from his expertise, experience and talents!
 - In summary, Colin has kept his focus on delivering this past year and the expectation is that he will continue to excel on next year’s goals. He has led transformations within the town offices, implemented those legislative acts approved this past year with ease and the confidence of a leader who has been doing these types of activities for a long time! Tyngsborough is fortunate to have Colin in this role, leading the way he does, collaborating where needed, and being one of the utmost transparent leaders Tyngsborough has ever had!



Date: April 25, 2025

Subject: Colin Loiselle Performance Review FY2025

Additional feedback from Eric Eldridge, Select Board Chair

Summary

Colin provided an incredibly detailed self-evaluation which covers most of the key items that I identified. Colin is meticulous, diligent and has the personality necessary to excel in his role as Town Manager. I agree with Colin's assessment of his performance this year has been "excellent". He has continued to meet very lofty expectations, and we look forward to another year of success.

Here are my additional comments on Colin's performance with a particular focus on some areas that I think are important to the role.

- **Performance:**

- **Budgeting and Planning:** This year was a particularly difficult year relative to the budget due to economic factors and the need to contribute \$1m of operating budget to help pay the debt for the new Middle School. Colin led department heads and the various Boards through this process, which ended up with level services and no override. His communications regarding budgets, rationale, and impact to residents have consistently improved over time and his engagement with residents to maintain transparency about the budget has been outstanding.
- **Day-to-day operations:** Colin continues to work well with department heads to ensure smooth operations, high levels of service, and improvements.
- **Projects:** Colin has coordinated many key projects that resulted from Town Meeting votes and Select Board delegations as he outlined in his self-evaluation. Each of those projects has been very important to providing better services to residents and improving the town overall.
- **Staff:** Colin has been a strong leader and improved morale has helped produce minimal turnover and better customer service at Town Hall.
- **Negotiations:** Colin has provided fair opportunities for staff while maintaining fiscal responsibility in times where this is critical. This provides good stability in budgetary planning and makes staff feel respected.
- **Addressing problems:** Colin handles difficult situations with calm and formulates a path towards resolution that gives people confidence.
- **Leadership and Communications:** Colin continued his strong leadership and expanded upon the communications improvements with residents through various media. Residents feel more engaged with what is happening in town on a regular basis.
- **Connecting with the community:** Colin has been responsive to requests from residents and is a regular attendee at almost all town events. The residents know Colin and find him very approachable, which is especially important in his role.
- **Supporting the Select Board:** Colin does a great job of keeping all Board members informed through weekly updates and when critical communications are necessary.

Colin does a good job of working collaboratively with the Board to understand the level of detail and information needed for us to make decisions and deliberate effectively.

- **Improvement/Training needed:** Colin has done a great job of seeking additional training and mentoring through the MMA and other avenues to improve his understanding and his teams'. The Board should continue to assist in supporting formal and informal training as demands for service improvements continue.
- **Changes to the job description:** At this point, we have not identified any that would make Colin or the administration more efficient or effective.
- **Mutually agreed upon goals:** A process is in place for setting goals at the beginning of the fiscal year and will be one of the first activities of the newly constituted Select Board in May/June.