

10/7(5) 040

Christine Joyce

From: Marianne Fleckner
Sent: Wednesday, October 02, 2013 6:36 PM
To: Christine Joyce; Steve Ledoux
Cc: Mark Hald
Subject: RE: 2013 10 7 Agenda.doc
Attachments: Succession Planning - Introduction narrative.doc; Town of Acton Strategic Plan 2014-18 FINAL.doc

Attached is the full Succession Planning document in addition to the 5-year Strategic Plan.

For the Succession Planning document - In addition to the 2-pager we used on Employee Team and Professional Development Day, this full document also includes the "Key Factors" document and the "Six Steps to a Success(full) Plan" document that complements the 2-pager.

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Subject: RE: 2013 10 7 Agenda.doc

Lets add to selectmen's Business, " Town Manager to present departmental Strategic Plan"

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When writing or corresponding, please be aware that the Secretary of State has determined that most email is a public record and, therefore, may not be kept confidential.

From: Christine Joyce
Sent: Wednesday, October 02, 2013 9:51 AM
To: Janet Adachi; Steve Ledoux
Subject: FW: 2013 10 7 Agenda.doc

I meant NAFSTF

From: Christine Joyce
Sent: Wednesday, October 02, 2013 9:49 AM
To: Janet Adachi; Steve Ledoux
Subject: 2013 10 7 Agenda.doc

~ SUCCESSION PLANNING ~

One of Acton's Key Tools for Today into Tomorrow

What is Succession Planning?

A succession plan protects our organization's viability as it moves into the future by making sure that qualified talent is available to replace people in key positions who leave the organization or are promoted to other positions. Succession planning is an ongoing, continually readjusting process that is **woven into your overall strategic plan** as a guarantee that your organization won't miss a beat when a critical position becomes vacant. Succession planning includes developing replacement talent within the organization, as well as identifying externally available talent sources.

What may happen if the Town doesn't have a succession plan?

- A confusing lack of clarity about organizational direction
- Anxiety among employees, which leads to a drop in their motivation, satisfaction and morale
- Lower quality of service and drop in productivity
- Delays in completing critical projects
- A loss of critical and institutional knowledge
- Diminished flexibility in responding to community challenges and needs
- A decline in the Town's reputation, image and credibility

How will a Succession Plan help the Town?

- Conveys to people that you have a clear sense of direction and you're supporting it by properly managing your talent
- Prevents anxiety among employees stemming from worry about where the Town is heading in the future
- Ensures that you have the talent needed to deliver the kind of quality of services you want to deliver
- Ensures high level of productivity
- Helps you avoid any delays that would occur in critical projects due to the departure of needed personnel
- Gives you a vehicle for making sure that critical knowledge is passed on to new people
- Gives you the flexibility you need to respond to external challenges by maintaining and even improving talent in key positions
- Helps you more effectively implement your strategic plan
- Helps you identify potential talent throughout the Town
- Helps employees see opportunities for career advancement
- Helps you identify any needed training or other kinds of personnel development to maintain the kind of talent you need
- Helps maintain the Town's credibility, reputation and image

Key characteristics of a successful Succession Plan:

It is not a coincidence that “success” is part of the word succession. So, how do we arrive at a successful *Succession* Plan?

- **It’s linked to the Town’s Strategic Plan** – The plan is guided by the Town’s vision and mission statements which are part of a larger Strategic Plan. A five-year plan, FY14-FY18 is recommended.
- **It’s supported by the Board of Selectmen, Town Manager and his/her Department Heads**
- **It’s developed by a succession-planning team** – The team should include employees from different levels and parts of the Town. Members should be familiar with the skills that are needed for the key positions that make up the Succession Plan.
- **It’s the result of an open planning process** – The planning process needs to be openly communicated throughout the organization, enabling employees at all levels to offer suggestions or voice their concerns
- **It evolves over time** – The Plan must not be a static, one-time-only kind of plan. It must be an ongoing process that continually monitors the town’s key personnel needs and ensures that available talent will always be available. The team should be ready to make adjustments to the planning process when necessary.
- **It includes strategies for developing talent within the organization** – This gives employees opportunities to build stronger commitments to the organization and raises their skill levels, morale, and productivity along the way
- **It searches for talent both within and outside the organization** – The goal is to have the right talent for the right position at the right time

Key Factors to keep “on the front burner” when developing a Succession Plan

Competencies within a Job Description:

A key component of succession planning is the creation and updating of job descriptions. Within that description, detailing the set of competencies needed for any position in the Town. Competencies are important because they:

- Determine which present and future competencies in each Department play a critical role in helping the Town succeed
- Yield accurate, up-to-date job information that will provide the basis for job descriptions for every position
- Give employees clear expectations about their jobs, a step that will help them achieve higher performance levels
- Establish the competencies needed for employees to reach future job standards, expectations and objectives
- Provide information that will help you create a facilitative work environment for stimulating high performance among all employees
- Allow you to spot competency gaps and rectify them by making sure that the right people are in the right jobs
- Give you the ability to spot qualified successors for key positions, a step that will result in a continuing supply of competent candidates
- Help you redefine and improve your selection criteria when looking at new people

Workforce Changes:

Today's workforce is made up a greater mix of generations than any workforce in history. From Traditionalists (born before 1947) to Baby Boomers (born 1947 – 1965) to Gen Xers (born 1966– 1977) to Millennials (Born 1978 – 2000), today's workforce is diverse.

This mixture of the four generations in today's workplace has many implications for the kinds of competencies you identify in your succession planning because each generation brings with it a unique set of values , expectation , attitude, preferences and work styles. Her are just a few examples:

- Traditionalists and baby Boomers typically prefer conventional mail and face-to-face conversations with people by phone, while Gen Xers and Millennials are more inclined to communicate through the Internet and social media
- Traditionalists and Baby Boomers plan their work and take it step by step, while Gen Xers and Millennials are more inclined to jump right in and get things moving
- Traditionalists and Baby Boomers are comfortable with following a hierarchy, while Gen Xers and Millennials tend to be self-starters and more comfortable with a flat organizational structure
- Traditionalists and Baby Boomers tend to feel that constant performance feedback is a negative thing because they feel scrutinized and judged, while Gen Xers and Millennials appreciate and even need frequent feedback about their performance
- Millennials are much more interested in innovation and doing things in new ways than earlier generations

Providing Employee Development and Training Programs:

An important component of effective succession planning is clarifying the actions to take in order to **develop and train employees**. Having this integration in a Succession Plan will lead to more motivated employees while raising competency levels throughout the Town. A development and training planning tool will:

- Provide the data you need to help employees create individual development plans that will not only help them become more competent at what they do, but also give them opportunities to move to other positions in the organization
- Offer employees a mix of internal and external sources of education (i.e. in-house programs, online courses and webinars, various educational institutions), to help them develop their competencies
- Help employees develop their competencies by providing them with targeted coaching and mentoring
- Give employees new work assignments that will help them practice and/or expand their competencies
- Offer employees opportunities to rotate/be promoted to other jobs in the Town and explore additional developmental opportunities
- Allow potential in-house candidates be assigned special projects that would help them sharpen the competencies they'll need when moved to a new position

In addition to providing continuous development and training opportunities, a sense of “belonging to the work community” is also a key component. Providing programs or events, more on a social-level than on the education-level, lend to networking among colleagues that may not naturally happen.

Strategic Planning: A road map for the future:

From its Ancient Greet military roots to the present day, strategic planning has focused on the long-range outcomes of an organization. A strategic plan is a road map for determining how an organization will survive, thrive and compete in the marketplace. It determines the kinds of talent the Town needs to ensure its success. Therefore, a strategic plan is a critical backdrop to any succession planning one may undertake and will point to questions that we have to answer in order to prepare Acton for the future:

- Do we need to alter our strategies for selecting and developing people in our organization?
- Do we need to provide special training for potential internal candidates to enable them to adapt to future needs?
- Do we need to redesign our recruitment and retention strategies?
- Do we need to identify new pools of prospective candidates for new positions?
- Do we need to restructure our planned job assignment procedures?

**Six Steps
to a great
Success(ion)
plan**

(“SSS”)

Step 1: Figuring Out What Type of Plan You Need:

You need to start with a clear understanding of the type of succession plan you're constructing. The type of plan you identify will determine the following:

- The size of your planning team
- Who you select to be team members
- The role that HR plays in developing the plan
- Which key positions you include
- How you look at market trends
- The scope of your plan
- The time frame of your plan
- How your succession plan fits into your organization's overall strategic plan
- The talent sources you decide to tap

There are essentially three types of succession plans:

- Plans that deal with **unexpected departures** (i.e. death, resignation, unexpected illness)
- Plans that ensure smooth and orderly, **predictable transitions** (i.e. retirement)
- **Longer-range, strategic succession plans** (developing talent needed to pursue your organizational vision in the future)

Step 1 Schedule:

12-12 01-13 02-13 03-13 04-13 05-13 06-13 07-13 08-13 09-13 10-13 11-13 12-13

Step 2: Forming Your Planning Team:

Selecting the right team members is very important. You need people who are knowledgeable about the talent involved in your plan, people who are good at mapping out processes, people who are good communicators, and people who are connected and respected in the organization in ways that will enable them to gain widespread commitment to the plan after it's communicated.

After team members have been selected, the team figures out who will play what role. Ideally, HR should play the leading role because they're responsible for ensuring that your organization has the right leadership and talent to accomplish its mission.

Some questions that need to be addressed when you're figuring out who does what on the team:

- Who will be responsible for identifying potentially vulnerable position (positions that you may need to fill sooner than later)?
- Who will be responsible for identifying the competencies needed?
- Who will be responsible for carrying out any talent search required by the plan?
- Who will be responsible for writing the plan so it can be distributed to the appropriate people?
- Who will be responsible for coordinating and delivering a communication strategy?
- Who will be responsible for monitoring, evaluating, and adjusting the plan after it's implemented?

Step 2 Schedule:

12-12 01-13 02-13 03-13 04-13 05-13 06-13 07-13 08-13 09-13 10-13 11-13 12-13

Step 3: Determining What Factors Will Influence Your Plan:

A successful succession plan must anticipate many factors that will influence the plan. Are trends in Municipal Government requiring new kinds of talent? Are there major changes in the sources of talent pools? What is the effect of changing generational and diverse cultural populations? People are living longer and retiring later in their lives. Meanwhile, the younger generation, typically referred to as the Millennial Generation, is increasing its presence in the workplace.

The marketplace is changing every day. For example, financial pressures are shaping organizational decisions. How do changes in the marketplace affect your succession plan? They require you to determine what kinds of talent you need in your organization to effectively deal with the changes. They also call for you to make sure that you have the talent you need to deal with the changes.

Here are some examples the planning team should be asking:

- How are Town customers' habits changing?
- How are the Town customers' ways of communicating with employees differing?
- What role is the Internet playing in shaping customer behaviors?
- How are customer expectations changing?
- How are customer needs changing?
- What kinds of competition have emerged and how much? (i.e. Pro-EMS, VNA)

Although these questions are important to an unexpected-departure succession plan and predictable-departure succession plan, they're critically important to a strategic-succession plan.

Step 3 Schedule:

12-12 01-13 02-13 03-13 04-13 05-13 06-13 07-13 08-13 09-13 10-13 11-13 12-13

Step 4: Linking Your Succession Plan to Your Strategic Plan:

No matter what type of succession plan you're developing, (unexpected, predictable, longer-range strategic succession plan), it must fit with and support your overall strategic plan. An organization's strategic plan tells people what the organization is all about. It tells people something about the history of the organization, how it's functioning at the present time, and what aspirations it has for the future.

To align your succession plan to your vision, mission and strategies, being able distinguish between them is helpful:

- **Vision:** An organizational vision is essentially a snapshot of the future, a picture of what you want your organization to look like and where you want it to go in the future.
- **Mission statement:** Your organizational mission statement is more focused on the how and now. It turns the vision into a primary goal and supporting objectives.
- **Strategies:** Overall, your strategies are like a long-range map or set of instructions and processes for how you'll achieve your organizational mission and realize your vision.

No matter what type of succession plan you're developing, it must fit with and support your organization's overall strategic plan. For example, when you're replacing a Department Head, the values, aspirations, talents and competencies of the new hire must support your organization's strategic plan.

Step 4 Schedule:

12-12 01-13 02-13 03-13 04-13 05-13 06-13 07-13 08-13 09-13 10-13 11-13 12-13

Step 5: Identifying Potential Candidate Sources:

Based on your identification of the needed candidates, you need to describe the competency required for the position to be filled.

Competency (as further defined under the “Key Factors” section earlier), is the characteristics and behaviors of a person that lead him or her to perform a job successfully. A person’s competencies may be derived from or based on his or her knowledge, skills, experience, or just plain natural talent.

To determine the competencies you need in a candidate for the position you need to fill, ask the following questions:

- **What kinds of information and expertise should the candidate possess to effectively perform the job?** For example, a broad knowledge about techniques of evacuation would be invaluable to an Emergency Management Director
- **What particular skill or set of skills should the candidate possess to effectively perform the job?** For example, being skilled at writing and clearly communicating an idea or concept would be necessary for a DPW Director
- **What kinds of expertise should the candidate possess to effectively perform the job?** For example, a Nurse with extensive experience in community nursing services may be a good candidates to head your Nursing Department
- **What kinds of natural talents (behaviors that easily occur without any thought or practice) do you need in a potential candidate?** For example, a person who is just naturally a people person may be an excellent candidate for a key position in your Library

The competency you need in a candidate may be knowledge, skills, experience, talent or a combination of these things. After you have identified and can describe the needed competencies, you’re ready to look for what you need.

Developing a list of internal potentials:

After you’ve defined the candidate competencies needed, HR can construct a job and then be able to identify potential internal sources to fill it by:

- Posting job descriptions
- Tapping into other job descriptions to locate potential candidates
- Identifying qualified people who are ready to be promoted, based on a review of their career paths, formal and informal training, and performance evaluations

- Identifying qualified employees who can easily transfer from another job in your organization
- Hearing suggestions from current or former employees. They know enough about an organization to judge whether a person would be a good fit.
- Re-recruiting former employees and job applicants
- Seeking employees who rose to the top in a Town-sponsored training program

Compiling external sources of talent:

In today's highly connected work world, a great variety of external sources of talent exist:

- **Online** – Due to the explosive growth of computer technology, there are many sources of potential candidates on the Internet
- **Employment agencies and search firms** – These firms will do some preliminary screening for you and put you in touch with applicants for a fee
- **Colleges and Universities** – For jobs that require a college degree, particularly in technical areas, Colleges and Universities are a potential sources for candidates
- **Job Fairs** – Setting up or attending existing job fairs can be a very efficient method for finding talent at a variety of levels
- **Postings in specialized periodicals/media** – Will help pinpoint candidates who have a specialty/license that you're seeking (i.e. posting in the MMA's Beacon for a Certified Government Accountant)
- **Local newspapers** – Will attract an audience familiar with your community
- **Networking** – Networking with other professionals in the field of which you are seeking candidates

Step 5 Schedule:

12-12 01-13 02-13 03-13 04-13 05-13 06-13 07-13 08-13 09-13 10-13 11-13 12-13

Step 6: Putting It All Together:

The first five steps in succession planning give you the most important ingredients of a succession plan. Now you're ready to pull all those ingredients together into a coherent step-by-step plan.

A) Establishing Your Goals:

Putting everything together begins as most planning does, with establishing the goals of your plan. The goals of your plan are a function of the position you need to fill – pure and simple - **whether that is an unexpected, predictable or longer-range strategic succession plan**. Again, longer-range strategic succession planning looks at market challenges and realizing that replacing departing talent may require new competencies to meet the challenges.

B) Describing the process steps:

Given the goal of your succession plan, you're now ready to describe the specific steps that you must carry out. These steps may be very simple and straightforward or more complex, depending on the goal of your succession plan.

Although the following sample steps illustrates what you may include in a longer-range, comprehensive succession plan that anticipates both present and future personnel needs, its basic components are needed in any succession plan:

1. Identify which positions need to be filled immediately or in the near future.
2. Identify potential staffing needs, given changes in your strategic plan or challenges in the marketplace.
3. Identify the competencies needed for each position.
4. Determine where candidates with the needed competencies can be found. Specify both internal and external sources of potential candidates.
5. Interview and assess potential candidates to determine their fit for the needed position or positions.
6. Hire and orient the selected candidates.

C) Specifying a timeline:

As in any plan, establishing a timeline and who is responsible for the completion of each step is important. Some activities on a timeline may overlap; that is OK.

D) Communicating the Plan:

You've completed the drafting of the succession plan. Now comes a very important step, a step that some people don't give enough attention to: communicating your succession plan. The process of communicating your succession plan is important for a variety of reasons:

- Developing a succession plan behind closed doors and not communicating it adequately can lead to some very disturbing rumors
- In recent decades there has been a growing trend toward empowering employees, fostering a sense of their importance and inclusion to the organization
- In any succession plan, candidates often are selected from within the organization. Knowing that there may be opportunities for advancement or movement to another key position in the organization, they'll know that the plan isn't just another bureaucratic activity, but something that offers them a potential opportunity
- By communicating your plan openly, positively, and with a sense of inclusiveness you'll establish a foundation for getting the commitment of people throughout the organization, which is necessary for it to succeed

There are many possible ways to communicate your plan:

- Begin by communicating your plan to key Managers to gain their commitment
- Bring everyone together in a meeting to present and discuss the plan
- Include it in an internal newsletter
- Include other parts, like the Strategic Plan, on the Town's website and other electronic media

E) Now What?

You've constructed a plan. You've covered all six steps, and you're ready to implement your plan. Following are a few thoughts to keep in mind as you proceed:

- **Don't stop here.** Make sure it keeps being a priority. Steady succession of key talent leads to the sustainability of your organizational success
- **Be ready for change.** As the old saying goes, "Change is the only constant." Be alert to forces that may require you to alter it
- **Maintain your plan's visibility in your organization.** People who are informed and know where they are going will feel more involved and more satisfied in your workplace

Step 6 Schedule:

12-12 01-13 02-13 03-13 04-13 05-13 06-13 07-13 08-13 09-13 10-13 11-13 12-13

*Town of Acton
Departments' Strategic Plan
FY 2014-2018*

Why This Plan

In order to ensure that Town Departments are meeting the needs of the community in a methodical, responsive, efficient manner; the Town Manager and Department Heads undertook to develop a strategic plan that will guide departments for the next five years.

Our Approach

The Town Manager and Department Heads held two meetings with professional facilitator Nancy Rea to assess the Town's needs and how Town Departments can best help meet these needs. The meetings consisted of whole group discussion and small group work. The group discussed how the community has changed in the last 10 years and national and global trends that may affect Acton. They defined department strengths and outlined opportunities, aspirations, and desired results. The group formulated Mission and Vision Statements and developed goals to accomplish their vision. In their work, the group reviewed and considered Acton's new Comprehensive Plan. The Mission, Vision Statements, Goals and Objectives of this Departments' Strategic Plan are intended to align with the vision and goals for the community outlined in the Town's Comprehensive Plan.

Mission Statement

(What We Do)

Acton Town Departments provide residents with safe, well-maintained, accessible infrastructure, services and resources. Trained, professionally led staff are courteous, helpful and function as a team to address the needs of the community employing current user-friendly technology for staff and public, and environmentally conscious methods.

Vision Statement

(Our Aspiration)

The Town of Acton Departments will support the Town of Acton's vision, goals and needs with, unparalleled services, highly skilled staff, state-of-the-art technology, and fiscal accountability.

GOALS

(How We Get There)

GOAL 1 FISCAL RESPONSIBILITY

Acton Residents will understand and be confident in the financial stability of the Town

Objective A

Departments will continue to annually consider the Town budget as a whole when making annual requests in order to ensure a sustainable, equitable budget that meets the needs of all residents

Actions

- Department Heads will continue to share budget requests with each other at the annual October meeting
- Department Heads will discuss Town priorities and adjust requests accordingly
- Department Heads present their budget to BoS and Finance Committee each year in January
- Department Heads continue to work with Town Manager and Budget Book Work Group (BBWG) for final budget submission to Annual Town Meeting in April

Implementation: Town Manager, BBWG, Department Heads

Objective B

Department budgeting will continue to be available to residents annually for their information on the Town website

Actions

- Town website is structured to display budget in a user-friendly format
- Approved budget from Annual Town Meeting is posted on website

Implementation: Town Manager, CIO

GOAL 2 SERVICES

Residents of Acton will receive services that meet their current needs

Objective A

Department Heads will assess and evaluate services offered based on the priorities of the Town Comprehensive Plan

Actions

- Review 2020 Comprehensive Plan
- Survey residents to determine their service needs
- Evaluate services of each department as it relates to the Plan
- Adjust services based on assessment

Implementation: Town Manager, Planning Director and other Department Heads

Objective B

Department Heads will explore ways that technology may make services more efficient, user-friendly, or would improve delivery to residents

Actions

- CIO will discuss technology trends with Department Heads
- In communications, Department Heads will encourage staff to explore new technology
- Department Heads will report promising technology to the Town Manager and CIO
- GIS mapping projects will continue to be implemented and upgraded

Implementation: Town Manager, CIO, Department Heads

Objective C

At least monthly public safety will be an agenda item for the Department Heads meeting

Actions

- Public Safety Department Heads will regularly discuss public safety with their staff
- Department Heads will submit agenda items to be discussed at Department Head meetings
- Town Manager will include items on agenda and, when appropriate, Department Head will lead discussion alongside other appropriate Department Head(s)

Implementation: Town Manager, Police Chief, Fire Chief, Emergency Management Director, Department Heads

GOAL 3 CUSTOMER SERVICE

Acton Residents will experience convenient, efficient, courteous service from Town Departments

Objective A

By June 2015 the town will explore enhancing/expanding online payment for services

Actions

- Investigate vendors
- Contact and interview colleagues for best practices
- Develop possible timeline for implementation

Implementation: Town Manager, Finance Director, CIO

Objective B

Monthly, a customer service behavior (e.g. smile when answering the telephone) will be promoted by all staff

Actions

- Human Resources will compile a list of most critical customer service behaviors
- Department Heads will select a “behavior of the month/season”
- Training will be pursued and implemented by Human Resources when necessary
- Staff will practice selected behavior

Implementation: Town Manager, Human Resources Director, Department Heads

GOAL 4 FACILITIES

Acton Residents will have safe, accessible, well-maintained facilities that meet the community's needs

Objective A

By August 31, 2013, a Space Study will be completed for all town-owned facilities. By design, this space study will not include the Public Safety Facility, Fire Stations or Acton Memorial Library.

Actions

- Hire Space Consultant
- Identify problem areas and possible solutions
- Commission Consultant to draft Space Study report
- Report space recommendations to the Board of Selectmen

Implementation: Town Manager, Municipal Properties Director

Objective B

By June 2018, recommendations from the Space Study will be implemented

Actions

- Space Study will be evaluated annually
- Feasible projects will be targeted and prioritized
- Request funding approval, when necessary, through Town Meeting
- Recommendations will be implemented and projects completed

Implementation: Town Manager, Municipal Properties Director and affected Department Heads

Objective C

By June 30, 2016 a comprehensive Facilities Maintenance Study will be completed for all town facilities

Actions

- Evaluate condition of all systems, including technology, in each Town facility
- Develop a schedule for repairs and upgrades based on community priorities
- Develop a schedule for new structural projects
- Develop a cost estimate for needed projects
- Report costs and recommended schedule to Board of Selectmen
- Request funding approval, when necessary, through Town Meeting

Implementation: Town Manager, Municipal Properties Director, Department Heads

Objective D

By June 30, 2014 a comprehensive study for Advanced Life Support (ALS) and integration with current and future Fire Stations will be completed

Actions

- Hire Consultant
- Coordinate efforts with Consultant to determine Town-run ALS versus contract
- Request funding, if necessary, through Town Meeting
- Implement decision in connection with current and possible future Fire Stations

Implementation: Town Manager, Fire Chief, Municipal Properties Director

GOAL 5 STAFF

Acton Residents will be serviced by well-trained, professional staff

Objective A

Staff will attend at least one continuing education workshop annually

Actions

- Survey staff to identify training needs
- Offer in-house or vendor training opportunities based on identified needs
- Human Resources to work with Department Heads on identifying training needs of staff from a Supervisory standpoint
- Employee acknowledgement programs, through a Succession Plan, will be ongoing

Implementation: Town Manager, Human Resources Director and Department Heads

Objective B

Department Heads will communicate monthly with staff to ensure that information important to the department and town functions is available to all staff

Actions

- Department Heads will meet at least weekly
- Department Heads will monthly report news of other departments to their staff
- Department news of an urgent nature will be communicated immediately to all staff in order to better inform and direct the public
- Town Manager and BoS will sponsor an annual Employee Team Day/Professional Development Day

Implementation: Town Manager, Department Heads

Objective C

Each town department will have a succession plan by June 2014

Actions

- Department Heads will evaluate the organization, positions and tasks for which their department is responsible
- Critical positions will be identified
- Mentoring and cross-training will be considered
- Plans will be filed with the Town Manager

Implementation: Town Manager, Department Heads

GOAL 6 ENVIRONMENTAL SUSTAINABILITY

Acton Residents will live in an environmentally responsible and sustainable community

Objective A

Bike and walking trails in the community will be increased or enhanced by 25% by June 2018

Actions

- Form Bike/walking trails committee
- Explore possible routes in the Town that address priorities identified in the Town's comprehensive Plan
- Hold public meetings for input
- Report findings to Board of Selectmen

Implementation: Town Manager, DPW Director, Planning Director

Objective B

By June 2018 more opportunities for public transportation will be explored

Actions

- Transportation goals in the Town Comprehensive Plan will be reviewed quarterly by Department Heads
- Public transportation will be an agenda item quarterly at Department Heads meetings
- Implement "Crosstown Connect"

Implementation: Town Manager and appropriate Department Heads

Objective C

By June 2015, Departments will investigate the present status of local jobs and explore ways to increase local job opportunities

Actions

- Departments Heads will discuss possible jobs
- Department Heads will partner with the community agencies to discuss possible solutions
- Town Manager will report findings to Board of Selectmen
- Promote Veteran Services and hires

Implementation: Town Manager, Human Resources Director, VSO, and other affected Department Heads

EVALUATION OF THE PLAN

Annually, the Town Manager and Department Heads will evaluate this plan, and adjust as needed to ensure that it continues to reflect the community needs and priorities.