

RECEIVED & FILED

AUG 04 2010

LUNENBURG TOWN  
CLERK OFFICE

BOARD OF SELECTMEN  
WORK SESSION MINUTES  
7/13/10

PM 09 17

The Board of Selectmen met in the Town Hall, Joseph F. Bilotta Meeting Room as scheduled with Paula Bertram, Steven M. deBettencourt, Ernie Sund, Tom Alonzo, Dave Matthews and Town Manager Kerry Speidel present. Meeting opened at 6:08 P.M.

**CURRENT BUSINESS**

**1. FY'2011 Town Manager Goals – as attached.**

Goal #1 - Website – committee has been established and meeting with the top three vendors that provide website hosting on Friday. Virtual Town Hall, E-Gov link, and QScend. Virtual Town Hall and EGov are the two that are widely used within Massachusetts and prices are similar. Requested comments from department heads with regards to what they would like to see on the website. Will discuss standarization of website etc.

Ernie will provide a link for the committee to review, which provides service to a Florida website, which he finds easy to navigate.

Kerry noted that the school department is satisfied with the functionality that is provided by School Center, the current web hosting site. Board discussed the various web hosting vendors for municipalities within the state.

Tom would like to have the website in-house so that we can build upon it before going live. Paula noted that we need to formulate the policies with regards to procedures in posting, to which Kerry noted that you should have one person that makes the decision as to what is placed upon the website.

Goal #2 – Departmental Metrics – Tom commented on the aspect of regionalizing services and what does this effect as it's been on for several years. Kerry questioned what the boards goal would be, suggested a report as in Perform Operational Review and Analysis to the Board as an example. Paula would like to understand what areas that Kerry would like to look at for consolidation or increase in hours, funding, etc., Kerry discussed the fact that it's not static, noted the changes which will be occurring within the school department in the areas of human resources, accounts payable, and payroll. Paula noted that item #1 ties into #2 and understands that it's all fluid, would expect that the manager have conversations and document the recommendations on changing processes, whether increasing employees, increasing funding and/or outsourcing. Dave noted that when you've done something the same way over years, it's very difficult to introduce change. Implementing some sort of reporting requirement and developing the framework should be part of the metrics for all of the departments. Project plan timelines, department heads are writing the plan and providing the data to the Town Manager, goals etc., whether they were met on time, why/why not etc. Kerry noted that we do have a ticket system for workorders etc., "school dude", which is currently being utilized by the IT department but not sure as to what extent the DPW has been using. Noted the difference between getting a task done and the goals that you want to see done; the over and above. Paula would want to see a system by which you could measure the day to day operations, then there are goals and objectives for each department and how they'll be reached and the specific projects that come up and change. Needs to be a project planning component as well.

Dave would like to know that Kerry has gone through every department to understand how they operate and if it makes sense.

Ernie suggested a standardized agenda form that could be used throughout the year, would be repetitive but would give some idea as to the time frame and actions to be taken.

Kerry questioned how specific the information the board would like to know about. Paula would like the general descriptions that the departments performs, the number of personnel, plans and objectives, timelines and recommendations based upon evaluating the general operation such as areas that could be improved or left as it is. If a task is given that a timeline is established for the department needs to report to the manager of the progress of that plan. Steve's concern in the staffing and whether we're now asking them to perform more tasks than they're able to. Dave's concern is that he's heard comments of alleged abuse of department performance and some sort of accountability would enable the board to understand the operations. Tom would expect that the Town Manager meet with the department head to understand what the goals are for the department and that they been evaluated. Disscussed that every department will be different and Town Manager may also have some, which would be different than the department head.

Paula noted that she would like to see this implemented across the board to include the smaller departments, i.e.; Planning Board, as well as the larger ones such as DPW, School, Police and Fire.

Goal #3 – Miscellaneous Ongoing Project Reports - Provide Quarterly Status of All Ongoing Legal Issues should be ongoing and not necessarily as a goal. Questioned the quarterly newsletter as a goal and Kerry noted that legally the Tax Collector can only put in a one page insert with the tax payer. Office may have a copy of one done previously and would look at this being done bi-annually.

Goal #4 – Personnel Matters – Kerry will provide the board with a list of employees who by law are allowed to have a contract and those that aren't will be incorporated under the Salary Administration Plan. Would like to have all employees not eligible to be under the Salary Admin Plan and when their current contracts expire this will be accomplished. Items 5 & 6; Consider Personnel Training for Effective Customer Service and Consider & Recommend Employee Retreat/Seminar for Team Building to be removed from Goal #4.

Under item #7 Conduct Annual Performance Evaluations, should also look at including this language within the union contracts and not to be used as a bargaining issue. Tom would like to have a department head evaluation of their employees even though it's not discussed with the employee. Paula noted that if problems are identified within department personnel; wants to have documentation. Per Kerry, this is how much of the performance evaluation is currently being done; it's in the negative and if there are performance issues they are documented. The way the contracts are written, if you're moving through steps you're no longer eligible for merit, this language has been eliminated.

Tom would like to have an employee evaluation, and if they want to be part of the process fine, but we need to have a record of performance evaluations, how the employee is doing.

Kerry will check with labor counsel as to the legality, particularly if the evaluation doesn't have an impact on their compensation. Kerry noted that there's difference between work rules and performance rating.

Tom noted the need for continuity, and that the town has experienced a number of turn arounds in Kerry's position and this would be better for new department heads to clearly understand department issues.

Kerry noted that she has those things and questioned what it is that the board is looking for, as she has this information. Is it critical component, noted that department head evaluations do need to be done. Evaluations are different in a union environment, referred to the clerical and that it was tied to the merit, which didn't work. You can evaluate union employees but has to be part of their contract. Kerry will work with union negotiations to incorporate this into their contracts.

Paula would like to add back in the five year financial plan and per Tom the charter requires it, so it doesn't need to be incorporated into the goals.

**2. PAYT Program** – Kerry not ready to make a final recommendation at this time as she is still attempting to get a better idea as to the number of bags and has asked DPW to identify what is out there as of June 30<sup>th</sup>. Noted that she met with Waste Management and discussed some of the methods used by other municipalities to realize a cost savings and an actual count as to number of users. Some communities assume 100% participation and allow residents the opportunity to "opt out" of the program. Noted that three years ago vendors were charging about \$60/month and now we're hearing that they're charging less per month and the only way we'll be able to determine is by the number that are participating. This is one main item that the town and Waste Management need to get a clear understanding on. Currently Kerry is not ready to propose to raise the fees, noted that the contract expires June 2011 and we're looking at ways to make the program more attractive to get more of the property owners involved.

Kerry informed the board of the solar powered trash compactors and recycle containers, which are made to be placed in public places. Will hold about five times the amount of a regular container. Kerry would like to ask Emerald Place to purchase a couple of these to include within their esplanade on Lakefront Ave. Paula questioned if we've received a memorandum of understanding from Emerald Place with regards to the maintenance of the esplanade. Board would like to pursue this.

**3. Town Hall Renovation** – Kerry presented a draft renovation plan for the board to review. She has presented to all the departments in Town Hall and all have basically agreed to the plan. Biggest issues that we're trying to address are giving adequate privacy, work space. Tried to accomplish when we moved people over to the Ritter, keeping people who work in close proximity to one another together. The plan that was taken to town meeting was a draft and didn't quite meeting the people's (employee's) needs. Would be looking to the Sheriff's department for some painting and minor carpentry, also Monty Tech (may have scheduling issues); have a person willing to donate carpeting, our plumbing and electrical inspector's would be doing the work on an hourly basis. Steve noted heating / cooling issues and the difficulty that would be experienced in scheduling the work with employees in the building. Kerry still needs to take this back to Pat Slattery to see if it's going to work and if so, pricing the project out. Only concerns are the workspaces for the school accounts payable position and the stage area on the second floor.

**Minutes** - Board of Selectmen Regular and Executive Session for 7/6/10 reviewed and signed.

**Warrants** - #1 W/P 10, 6/30/10 - \$152,532.09 reviewed and signed, Paula questioned an invoice (Sani-tank) for piping project in Whalom and if the issue is the work on the rotary was "mitigation requirements", #70317 & 70299. Why are we paying for any component if it's related to Emerald Place. Kerry will look into this and respond to the board.

## **UPCOMING MEETING SCHEDULE**

July 20, 2010 Business Session

August 3, 2010 Business Session

August 5, 2010 Work Session (tentative)

August 10, 2010 Work Session

Being no further business board voted unanimously to adjourn Work Session at 8:24 P.M.

Respectfully submitted,

Laura Williams, Chief Administrative Assistant  
Board of Selectmen

## Chief Administrative & Financial Officer's Goal Progress Sheet

**Goal # 1: Website**

**Date: 7/13/2009**

Objective	Completed	Substantive Progress	No Progress	Comments
Independent Website Committee				
Examine, Analyze & Recommend a Municipal Website Package				
Develop Plan to Standardize Town Website				
Decentralize Content Management				
Conformity to State Guidelines (i.e. lunenburg.ma.us.gov)				
Organization of Website: Minutes, budgets, forms, zoning/general by-laws on line				
Procedures for Training				
Policies & Guidelines				

# Chief Administrative & Financial Officer's Goal Progress Sheet

Goal # 2 Departmental Metrics

Date: 7/13/2009

Objective	Completed	Substantive Progress	No Progress	Comments
Perform Operational Review and Analysis				
Establish Method of Metrics upon which to Measure Department Performance				
Investigate Regionalizing Services with other Towns where applicable				
Incorporate "Performance-Based" Budgeting where possible				

## Chief Administrative & Financial Officer's Goal Progress Sheet

**Goal # 3: Miscellaneous Ongoing Project Reports**

**Date: 7/13/2009**

Objective	Completed	Substantive Progress	No Progress	Comments
Provide Quarterly Status of All Ongoing Legal Issues (summary)				
Develop Project Plans for All Projects Including "next steps"				
Provide Periodic Reports on Ongoing Town Projects				
Reinstate "Citizen Newsletter" to be distributed w/Tax Bills				
Investigate Outsourcing Opportunities				

## Chief Administrative & Financial Officer's Goal Progress Sheet

**Goal # 4: Personnel Matters**

**Date: 7/13/2009**

Objective	Completed	Substantive Progress	No Progress	Comments
Revise Salaries & Admin. Plan w/Personnel Board				
Evaluate Personnel Board Need				
Provide Organizational Chart of all Town Depts. (exc.school) w/Job Descriptions & Salary Qualifications				
Full Review of Contract Language				
<del>Consider Personnel Training for Effective Customer Service</del>				
<del>Consider &amp; Recommend Employee Retreat/Seminar for Team Building</del>				
Conduct Annual Performance Evaluations				