



BOARD OF SELECTMEN
Goals Workshop
(To be followed by an executive session)
October 24, 2015
Boxborough Holiday Inn, Board Room
242 Adams Place

1. Call to Order, 8:00 AM
2. Review FY 2015 Goals and Projects
3. FY 2016 Goals
4. Executive Session

Move to adjourn to executive session to discuss strategy with respect to collective bargaining (MassCOP Local 200 – Boxborough Police Officers) and to adjourn immediately thereafter **ROLL CALL VOTE:**

N.B. Chair shall state: “To conduct such session in an open meeting may have a detrimental effect On the bargaining position of the Board.”

5. Adjourn (no later than 11 AM)



Approved: November 17, 2014

**Town of Boxborough
Board of Selectmen
Goals Workshop Minutes
September 27, 2014**

PRESENT: Vince Amoroso, Chair; Bob Stemple, Clerk; Susan Bak, Member; Les Fox, Member; Jim Gorman, Member

ALSO PRESENT: Selina Shaw, Town Administrator

The documents discussed herein have been included with the file copy of the agenda packet for the above-referenced date and are hereby incorporated by reference.

Call to Order

Chair Amoroso called the meeting to order at 8:16 AM in the Deck Room of the Boxborough Holiday Inn, 242 Adams Place.

Before delving into the discussion on goals, the Chair reported on the recent BLF meeting, noting that regionalization was going well.... 24 students from Acton are attending Blanchard, while 10 students from Boxborough are attending elementary schools in Acton; class sizes are still manageable; there were some transportation hiccups at the start of the school year. Concerns were raised regarding the impact of the Reed Fram paving project on student transportation.

The Board reviewed the items in the packet: the “Goals and Projects List”, which is prefaced by the overarching goals and followed by a number of specific projects and the minutes from the goals workshop held on November 16, 2013.

Goals and Project List

- **Goals:** The Board was not able to review the goals on a quarterly basis; however, progress was made reviewing the status in April and July.
- **Appreciation Event:** Good turnout generally, but with the exception of Town Hall staff, employee turnout was low. Discussed alternatives to show appreciation to employees. Half day off at the discretion of the supervisor would be an issue for union employees (cost of coverage)... Notion of a gift certificate valued at ≈ \$15, in addition to BBQ, was also broached.
- **Information Technology:** Selectman Fox reported that it appears to be on-track to turn complete IT management over to Guardian... Past year has been one of bringing systems and infrastructure up-to-date... Over the next year in preparation for FY 17, need to review steady-state operations, closely monitoring issues and costs to repair, determining best approach forward (consultant, employee or hybrid). TA will ask Guardian to provide training session to staff on trouble-shooting common problems.

BoS also discussed cable infrastructure, and how funding from Verizon and Comcast could be used. TA explained that there are two pots of money – one specifically to be used for cable, and another for “technology-related” purposes. Chair Amoroso asked TA to send licenses for his review. TA and

Selectman Fox noted that they would follow up with Littleton Cable, who had provided an a la carte menu of services for AV support and programming that they could provide for the town.

Brief mention of Cisco layoff that had been publicized. Selectmen questioned whether Cisco would consider releasing any of the undeveloped pads to a tenant.

- **Capital Plan:** Selectmen discussed how the capital asset plan, developed by Inspector of Buildings David Lindberg could be integrated with the capital plan which is “owned” by the Finance Committee. It was suggested that an additional column could be added to provide a description of each item and how it is used. TA will coordinate with FinCom, Dave Lindberg and Selectman Gorman on bringing forward a comprehensive capital plan.

Chair Amoroso initiated discussion on town roads and recommended that the capital plan include an inventory of all town roads, their condition, the anticipated useful life, a schedule for when we can reasonably expect they will need repair and potential funding sources. DPW Director Tom Garman can provide a first cut by looking back at records; an initial survey is available in the GASB 34 report, but is out of date. Town’s consulting engineer can provide further input. It is imperative to have this information for the FY 16 budget cycle. Town should have opportunity to determine level of service... whether to fund only from Ch. 90 or from town sources as well. It was agreed that Selectman Gorman, as liaison to the DPW, should be the point person on this project. The Board would also like to understand why only one road was scheduled for paving this year and what caused the bottleneck. Selectman Gorman said that it was a combination of issues, caused by both the DPW and consulting engineer, and suggested that going forward it may be wise to hire a professional engineer to oversee.

Selectmen asked how and by whom the determination is made to restrict certain weighted vehicles from traveling on particular roads.

- **Fire Cistern Replacement:** Selectman Gorman reported that he has discussed matter with Chief White, who does have a plan in place. Cisterns are checked annually; all are currently in good shape.
- **Town Hall Improvements:** Chair Amoroso reiterated his support to be able to use the stage and asked that the Inspector of Buildings (BI) advise the BoS on what is necessary to make it accessible. Additionally, BoS would like to understand the town’s storage needs and if there is an equivalent amount of storage space (as compared to the BI’s earlier proposal for use of the stage space) available at another town location. BoS would also like input from the BI on the condition of the museum, particularly with respect to the dampness issues and potential for storage.
- **LEPC:** Selectman Gorman reported that LEPC had “collapsed”. Chief White does not believe that there is sufficient material about which to meet monthly and is considering semi-annual meetings.

Holiday Inn was not needed as a cooling center in 2014. Selectmen suggested that annually in May, the Chief should follow up with the Holiday Inn and thank them in advance for making it available as needed for the upcoming summer.

Blanchard is now fitted out with generator. Protocols should be put in place for utilization as an emergency center. Chiefs should have key(s) to the facility.

- **Master Plan:** Selectman Fox is BoS representative to Master Plan Update Committee. Economic development will be a major topic. Transportation and need for solution to the “last mile” is also an important subject to be pursued. Selectmen agreed that residents should be surveyed on their desire for services – what doesn’t town offer that you would like to see in place?
- **Collective Bargaining Agreements:** TA has informed all three CBU’s of Board’s intent to negotiate successor agreements (July 1, 2015 – June 30, 2018). Board will be discussing strategy and process in executive session.

- **OPEB – GASB 45:** Selectmen would like Treasurer’s opinion on amount and rationale for funding the obligation.
- **Regional Transfer Station:** Selectmen agreed that this should be re-visited annually.
- **Stow Road Task Force:** Selectman Fox updated BoS. RFP has been drafted. Team has an upcoming call with Town Counsel to discuss the team’s preferred methodology to evaluate proposals based on equity trade-offs.
- **Outreach to Public on Town Services:** Selectman Stemple reported that this has not really moved along. Discussed better utilization of town’s website and cable TV bulletin board.
- **Code of conduct/values for Board of Selectmen and town committees:** Selectman Bak will review materials and work with Selectman Stemple to bring forward a recommendation to the Board at a future meeting.
- **Website:** TA provided a brief update and discussed intent to include more forms/applications with ability to pay on-line.

Other Business

Selectman Gorman suggested that an attorney from Kopelman and Paige should provide a training session on procurement for department heads enabling TA to delegate authority as it made sense. TA suggested that a better approach would be for those department heads to undertake the paid comprehensive training offered by the Inspector General’s Office. TA will review matter and provide recommendation on limits of delegation.

Adjourn

At 10:57 AM, it was moved and seconded to adjourn. **Approved 5 – 0.**

**FY 2015 BoS Goals and Projects
Status at October 24, 2015**

Goals

All citizens will be accorded respect, courtesy, and fair due process by Town employees and members of all boards and commissions dealing with the public. Policies will be created for key government functions, based upon generally accepted practices throughout the Commonwealth.

Promote transparency in town government. Continue to provide information about town government, including related documents (e.g. minutes, bylaws, contracts), on town's website.

Expand the communication channels among the BoS, department heads and boards/commissions - by instituting formal quarterly meetings with department heads and meetings at least semi-annually with all boards. Liaisons should meet with department heads on a monthly basis. Expand communication channels among the selectmen, keeping all members informed.

Reinforce a high level of accountability flowing down from the BoS to the departments by creating overall goals for the town government and flowing specific contributing objectives and priorities to the department heads. Performance reviews will be based upon an accounting of actual performance against the agreed-upon objectives and priorities. Refine performance tool.

Formalize a personnel and capital resource planning activity in order to effectively prioritize potential personnel additions, infrastructure requirements, capital equipment purchases, and other large discretionary acquisitions such as land purchases in an environment of limited and possibly shrinking resources. This will require department heads, boards and commissions to carefully forecast personnel, infrastructure, capital, and real property needs and priorities. These individual forecasts will be integrated and prioritized from a town-wide perspective in order to constitute comprehensive five-year and ten-year plans that will form the basis for effective town meeting actions.

Establish several realistic goals and participate in regional and statewide municipal organizations working toward improvements in local revenue distributions, effective development policies, regional management of emergency services, affordable housing policies and other resource management issues. Review potential for consolidation of services within the town.

Goal / Project	BoS Team Leader/Liaison	Team Members	Priority	Start Date	Target Date	Deliverables	Status	Date Completed (if not ongoing project)	Notes
Annual Goals Workshop	BoS Chair	BoS/TA			Annually in September; status of goals to be reviewed quarterly				<i>BoS reviewed in December and June.</i>
Appreciation Event	Vince Amoroso	BoS			Annually in September	Fun time for volunteers and staff	9/19/2015		<i>Good turnout... = 100 attendees. Week after Ag Fair works well with leftovers from FF Assn and table set-up. Drink cozies designed and ordered by Vince being distributed to attendees. Continue with holiday greetings ??</i>

**FY 2015 BoS Goals and Projects
Status at October 24, 2015**

Goal / Project	BoS Team Leader/Liaison	Team Members	Priority	Start Date	Target Date	Deliverables	Status	Date Completed (if not ongoing project)	Notes
Information Technology [IT (incl WAN), VoIP, Cable]	Les Fox	Les Fox/Dept. heads		ongoing		Immediate needs and long-term strategy for networks (including servers), email, desktops, security, licensing and cable.	Ongoing		<i>In preparation for FY 17, review steady-state operations, closely monitor issues and costs to repair & determine best approach forward (consultant, employee or hybrid)</i>
						Training session for staff on trouble-shooting common problems.	<i>Guardian has been asked to arrange</i>		<i>TA will pursue again at upcoming meeting (11/5)</i>
						VoIP maintenance and support	Ongoing		<i>Part of complete IT support</i>
		Les Fox/TA			Upgrading of cable system	Ongoing		<i>Entered IMA with Littleton for provision of cable services effective 5/1/15. Working on scope of work for upgrades. Initial discussion with BoS (10/19/15) regarding coverage of other Board meetings</i>	
		Les Fox, Town Clerk, Town Assessor and TA			Ongoing improvements, including more on-line forms, applications, on-line payments	Ongoing		<i>Transfer Stn app, bulk permits, a number of Town Clerk on-line apps went live in May/June. On-line fillable form for seniors now available.</i>	
Capital Asset Management Plan	Jim Gorman	Inspector of Buildings				Narrative describing each of the assets, the life cycle and current overall status of the town's infrastructure as well as plans for managing the replacement/repair of those assets. Should also include Inventory of town roads, with condition, anticipated useful life, repair schedule and potential funding for those	Ongoing		<i>Still a work-in-progress. BI continues to work with Ted Kail. Expect a draft this fall.</i>
Capital Plan	FinCom	Ted Kail				Excel linked spreadsheet by years and departments in detail, including annual debt service	Ongoing		<i>To tie together with capital asset mgt plan, perhaps an addl column could be added to provide description of each item and how it is used.</i>
5-Year Personnel Plan	BoS liaisons to dept. heads	Primary dept. heads				Comprehensive town-wide integrated plan of personnel resource utilization			<i>This should be a fluid document to be reviewed annually.</i>
Fire Cistern replacement	Jim Gorman	Fire Chief				Master cistern plan to be included in capital asset management plan	Checked annually		<i>Cisterns are noted in capital plan. They are checked annually; all are in good shape.</i>

**FY 2015 BoS Goals and Projects
Status at October 24, 2015**

Goal / Project	BoS Team Leader/Liaison	Team Members	Priority	Start Date	Target Date	Deliverables	Status	Date Completed (if not ongoing project)	Notes
Town Hall Improvements	Susan Bak	BI/DPW Director/TA				Replace Grange Meeting Room floor			To be completed with rest of GMR improvement.
						Drop ceiling - replace	CPC and Town Meeting turned down funding. Wanted plan for all Grange Meeting Room renovations; not piecemeal. BI working on plan.	Submitted to CPC for FY 17	
						Grange meeting room stage			
						Foundation and paving improvements (T Hall, DPW and Hist museum)	Paving completed. Landscaping plan in the works.		
Historical Museum Basement	Jim Gorman	BI/ Hist Comm/TA/Town Clerk				Plan for possible storage use	DPW has cleared out basement. New furnace installed. Painting complete.	Once room for Pub Safety communications equipment has been completed, remaining space will be divided between Hist Soc and town for storage. May need some add'l shelving.	
LEPC/Emergency Mgt	Jim Gorman				Ongoing	Updated CEMP, semi-annual meetings			
						Blanchard to serve as emergency shelter			Has been available to be utilized since late spring 2014; has not yet been necessary.
						Emergency preparedness guide for residents	No progress		Seek input from Elect. Inspector and LELWD on responsibilities of residents vs. utility co... Work with LEPC to put info brochure together for distro and posting on website.
Master Plan Update	BoS			Fall 2014	Dec. 2015	Revised Master Plan	MPUC finishing up work with MPUC	Draft plan will be brought forward to a joint BoS/Planning Board meeting on 12/7/15	
Economic Development	Les Fox	Les Fox/TA/Planner							Need to determine town's appetite for development... Expect input during Master Plan process.

**FY 2015 BoS Goals and Projects
Status at October 24, 2015**

<i>Goal / Project</i>	<i>BoS Team Leader/Liaison</i>	<i>Team Members</i>	<i>Priority</i>	<i>Start Date</i>	<i>Target Date</i>	<i>Deliverables</i>	<i>Status</i>	<i>Date Completed (if not ongoing project)</i>	<i>Notes</i>
Collective Bargaining Agreements Dispatch, Fire and Police CBU's	BoS	Town Counsel (Joe Fair) and TA			ATM May 2015	Executed CBAs	Complete	May 2015	
Department Head Negotiations	Amoroso & Fox (PC) Amoroso & Gorman (FC) Fox & Stemple (DPW)				Various	Negotiated contract and salary			<i>TA contract negotiated through Sept. 2016; Police Chief & DPW Director through June 2017; Fire Chief through August 2018.</i>
Department Head Reviews	BoS				January/February 2015		<i>Process for releasing still being discussed</i>		
Water Exploration	<i>Susan Bak/Vince Amoroso</i>					Protection of potential water sources			<i>On hold. Master Plan may provide some recommendations.</i>
OPEB - GASB 45	BoS	BoS, FinCom, Treasurer		ongoing		Plan to fund future benefits			<i>Treasurer provided latest study to BoS on 8/31. Town has been putting 100k per year in Trust for past couple of years. Treasurer will get AB OPEB report to understand portion of obligation that is part of assessment. BoS may consider recommending decreasing the amount of town earmark by any add'l amount to be funded as part of AB assessment.</i>
Regional Transfer Station	Vince Amoroso	TA, DPW Director				Access to some number of residents from Stow if feasible			<i>Will revisit annually</i>
Disposition of Tax Title Properties	<i>Susan Bak</i>	TA, Town Treasurer		Fall 2011	Spring 2015	Possible revenue to town			<i>Continue to review properties and determine next steps (auction... transfer to another town entity). Information on properties and process sent to all land use boards on 8/27. Tentatively plan to discuss at BoS on 11/2</i>
Stow Road Task Force	Les Fox			Fall 2011	2015	Develop a plan for moving forward with aff housing project	<i>In final review</i>		<i>To be brought forward for BoS comment by year end?</i>

**FY 2015 BoS Goals and Projects
Status at October 24, 2015**

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Outreach to Public on Town Services	Bob Stemple					Comprehensive plan for communication to residents on town matters, including how to sign up for Code Red and Nixle and expansion of website.	<i>Town Services booth at Fifers day</i>		<i>Utilize website and cable bulletin board</i>
Establishment of code of conduct/ values and statement of ethics	Bob Stemple & Susan Bak					Code of conduct, ethics for BoS and town boards (and employees)	Completed	<i>1/5/15</i>	
Procurement Delegation	James Gorman	TA				Recommendation on potential delegation of some levels of procurement	<i>TA provided recommendations. Dept heads need training</i>		TA preparing policy "manual"