



**BOARD OF SELECTMEN**  
**Goals Workshop**  
**(To be followed by an executive session)**  
**October 29, 2016**  
**Boxborough Town Hall**  
**Morse-Hilberg Meeting Room**

1. Call to Order, 8:00 AM
2. Review FY 2016 Goals and Projects
3. FY 2017 Goals
4. Executive Session

*Move to adjourn to executive session to discuss strategy with respect to negotiations with non-union personnel 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)

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**Upcoming Board of Selectmen Meetings**

10/31; 11/7; 11/28; 12/5; 12/19; 1/9/17

**BLF:** 11/15

**STM:** 12/12

**FY 2016 BoS Goals and Projects  
Status at 10/27/16**

**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>Did not review quarterly.</i>
Appreciation Event	Vince Amoroso	BoS			Annually in September	Fun time for volunteers and staff		9/17/16	

**FY 2016 BoS Goals and Projects**  
**Status at 10/27/16**

<b>Goal / Project</b>	<b>BoS Team Leader/Liaison</b>	<b>Team Members</b>	<b>Priority</b>	<b>Start Date</b>	<b>Target Date</b>	<b>Deliverables</b>	<b>Status</b>	<b>Date Completed (if not ongoing project)</b>	<b>Notes</b>
Information Technology (incl WAN and VoIP)	Les Fox	Les Fox/Dept. heads		ongoing		Immediate needs and long-term strategy for networks (including servers), email, desktops, security, licensing and cable.	Ongoing		Continue to monitor steady-state operations, review costs to repair & determine best approach forward (consultant, employee or hybrid) for FY 18 and beyond
						Training session for staff on trouble-shooting common problems.	Guardian has been asked to arrange		TA pursuing with Guardian and Town staff
						VoIP maintenance and support	Ongoing		Part of complete IT support
Cable Operations		Les Fox/TA				Upgrading of cable system	Ongoing		First phase completed in June 2016. Second phase to be completed with Grange Meeting Room renovations.
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 repairs.			Needs to be pursued with Ted Kail and Gerry
Capital Plan	FinCom	Ted Kail				Excel linked spreadsheet by years and departments in detail, including annual debt service	Ongoing		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.
5-Year Personnel Plan	BoS liaisons to dept. heads	Primary dept. heads				Comprehensive town-wide integrated plan of personnel resource utilization	Currently reviewing Town Hall		

**FY 2016 BoS Goals and Projects**  
**Status at 10/27/16**

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			Funding approved at ATM in May 2016. Expect that project will go out to bid in late fall/early winter.
						Grange meeting room stage			
						Foundation and paving improvements (T Hall, DPW and Hist museum)		Paving completed. Landscaping plan in the works.	
LEPC/Emergency Mgt	Jim Gorman				Ongoing	Updated CEMP, semi-annual meetings	Unknown		
						Emergency preparedness guide for residents	No progress		Not discussed at goals workshop.
Master Plan Review	BoS (and Planning Board) to provide "oversight"	Stakeholder boards			2 - 3 times per year	Implementation of Master Plan recommended goals	Town Planner will be scheduling with various boards/committees.		BoS/Planning Board to hold meetings 2 -3 times per year with stakeholder boards to review implementation of Master Plan.
Department Head Negotiations	Amoroso and Bak (TA) Chair and Liaison (PC) Chair and Liaison (DPW) Chair and Liaison (FC)				Various	Negotiated contract and salary	TA - completed through retirement (Sept or Dec 2018) Fire Chief - completed through retirement (Aug 2018?)		Police Chief & DPW Director have been negotiated through June 2017; must be notified by 12/30/16.
Department Head Reviews	BoS				Not determined				
Disposition of Foreclosed & Tax Title Properties	Susan Bak	TA, Town Treasurer		Fall 2011	Spring 2016	Possible revenue to town	Incomplete		Looking for further input from AgComm, BHB and ConsComm.

**FY 2016 BoS Goals and Projects**  
**Status at 10/27/16**

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Stow Road Task Force	Les Fox			Fall 2011	2015	Develop a plan for moving forward with aff housing project	<i>RFP being reviewed by special counsel.</i>		
Procurement Delegation	James Gorman	TA				Recommendation on potential delegation of some levels of procurement	<i>TA has provided fall training schedule to dept heads.</i>		
Minuteman Regional High School	Vince Amoroso, Susan Bak	Vocational Education Advisory Comm			Spring 2016	Information to Town Meeting to enable informed decision regarding voc ed for Boxborough residents	<i>Completed Feb 2016. Town withdrawing from District effective 7/1/17. BoS will invite Boxb members of ABRSC to 11/7/17 meeting to discuss recommendation for preferred schools</i>		
Public Safety Facility	BoS	Police and Fire Chiefs, TA, Planner, BICAO				Plan to provide improved facility (ies) to meet needs of public safety	<i>BBC has been established and held 1st meeting 10/24</i>		<i>Will combine efforts and look at DPW facility needs as well</i>
DPW Facility	BoS	DPW Director, TA, Planner, BICAO				Plan to provide improved facility to meet needs of DPW	<i>See remarks under Public Safety Facility</i>		<i>Combining efforts with Public Safety facilities study</i>



Approved: November 16, 2015

**Town of Boxborough  
Board of Selectmen  
Goals Workshop Minutes  
October 24, 2015**

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 8:00 AM in the Board Room of the Boxborough Holiday Inn, 242 Adams Place.

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 September 27, 2014. The Board agreed to remove a number of items from the list, as will be discussed below.

**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 December 2014 and July 2015.
- **Appreciation Event:** Good turnout generally. Discussed need to better manage the quantities of hamburgers and hotdogs; will plan for 1 hamburger and .5 hot dog per guest. Would like to provide better quality of hot dogs in future; Hebrew National was suggested. After some discussion on alternatives to show appreciation to employees, e.g. gift certificates, it was agreed to continue with the BBQ for staff and employees. Managing of gift certificates for FT and PT employees would be cumbersome. Discussion regarding clean-up; heavy burden for the three selectmen present at the end of the event. General agreement that all hands are needed to assist with the clean-up effort and to schedule event so that all would be available to assist. Chair Amoroso designed and ordered beverage cozies; they were not available in time for the BBQ, but are currently being distributed to attendees. Chair Amoroso suggested that cozies also be provided at Fifer's Day. Agreed to continue to send holiday greetings to staff. TA will send Board last year's letter for comment.
- **Information Technology:** It was agreed to include the WAN/VOIP on the goals/projects list for another year, as progress continues to be tracked on IT support activities. Next year, with two years of steady-state operations behind us, the item will likely be removed from the list.

The Selectmen agreed that cable operations warranted its own entry on the goals/projects list. The Town continues to deliver and improve expanded services, with Littleton Community Cable managing the cable operations for the town since May. BoS meetings are now available for viewing on demand. TA is working with Production Manager on cable capital plan. In order to develop the plan, need to have a better understanding of the extent to which cable recordings of other meetings/events in the town are

desired. Discussion regarding recording and streaming of meetings of “other” boards’ meetings. TA will seek input from town boards.

- **Capital Plan:** The Inspector of Buildings and Finance Committee member Ted Kail continue to work on developing a comprehensive plan, which would integrate the asset management plan developed by Inspector of Buildings David Lindberg with the FinCom’s capital improvement plan. Selectmen discussed the options of maintaining separate but linked plans or one comprehensive plan, but no conclusion was reached.
- **5-Year Personnel Plan:** The Board and TA discussed the savings that had been reaped since the Town’s long-serving Tax Collector retired. The Treasurer had assumed the duties of the Tax Collector (will need to seek Town Meeting approval on establishing a formal Treasurer/Collector position) and has been able to perform those duties with assistance, as needed, from existing support staff. With regionalization, the TA reported that the Treasurer’s workload with respect to benefits administration had decreased. The TA reported that she currently saw no need for increased staffing at Town Hall. Selectman Gorman reported that the Fire Department would not be increasing staffing in the foreseeable future. In lieu of two PT workers, the DPW recently hired a new FT worker as had been authorized by Town Meeting.
- **Fire Cistern Replacement:** It was agreed to remove this item from the goals/projects list; the cisterns are checked annually in the normal course of business. There was discussion regarding exploring the possibility of installing a hydrant which would be connected by a pipe from the Hager well down to Mass Avenue as a means to provide a more efficient water flow for filling the tanker truck. Selectman Gorman will pursue with the Fire Chief and explore the availability of grants.
- **Town Hall Improvements:** Discussed the CPC project that the Inspector of Buildings had submitted for the Grange meeting room. The Selectmen asked that CPC Chair, Owen Neville, provide an update to the BoS on CPC. Selectman Bak will follow up with Owen.
- **Historical Museum Basement:** Selectman Gorman provided an update and reported that there was some disagreement on whether the moisture issue had been completely remedied. Likely, there will be need to acquire a dehumidifier. It was agreed to remove this item from the goals/projects list because it is a routine matter.
- **LEPC:** Selectman Gorman reported that LEPC was semi-dormant. TA asked about LEPC certification that had been pursued several years ago. Selectman Gorman will pursue with the Fire Chief.
- **Master Plan:** Selectman Fox reported on this matter and noted that there would be a joint BOS/Planning Board meeting in the near-term to review the Plan. Selectman Fox also informed the BoS that it had been agreed that the BoS and Planning Board would take on the responsibility to oversee the implementation process and would discuss at joint meetings 2 – 3 times a year at which stakeholder boards would be invited to participate. A new goal (or rather a revised one) will be added – “Master Plan Review” (in place of Master Plan Update. Brief discussion about the Jefferson at Beaverbrook development, which was underway. The Board was curious to get an understanding of potential impact on the schools, and asked the TA to follow up with Acton officials on the impact of the Avalon development on the A-B schools and Minuteman.
- **Economic Development:** Selectman Fox noted that the Master Plan process had captured some sentiment that the Town should not seek development simply to increase the tax base; rather a number of residents had expressed the need for certain amenities in town that would improve the quality of life. Possibly an ad hoc committee will be appointed to pursue. It was agreed to remove this item from the goals/projects list.
- **Collective Bargaining Agreements:** Successor agreements (July 1, 2015 – June 30, 2018) are in place. The Board agreed to remove from the goals/projects list.

- **Department Head Negotiations:** TA reported that contracts were in place for all the department heads, with hers next to be negotiated. She will meet in the near term to discuss with Chair Amoroso and her BoS liaison, Susan Bak.
- **Department Head Reviews:** Chair Amoroso took the lead on discussing. The Board embarked on the process many months ago. Various members of the Board had expressed dissatisfaction with the impediments to the process caused by the constraints imposed by compliance with open meeting and public records laws. Chair Amoroso sought further input on the matter from Town Counsel, but the response seemed more confusing and was not helpful. Selectman Fox noted that the Housing Board had also expressed dissatisfaction with services received. Chair Amoroso will follow up with the town's chief counsel at K & P, John Giorgio. The Board agreed to leave the item on the goals/projects list for the next year.
- **Water Exploration:** The Board agreed that because the item is captured in the Master Plan, there is no need for a separate item on the goals/projects list.
- **OPEB – GASB 45:** It was noted that with regionalization, the Town has roughly two-thirds less employees. The Board agreed that it seemed reasonable to reduce that town's annual contribution to the OPEB Trust Fund by a percentage related the number of school employees that moved on to the Region. TA will work with Treasurer. Because the matter falls under the regular course of business, the BoS agreed to remove it from the goals/project list.
- **Regional Transfer Station:** Selectmen agreed that this item should be removed from the goals/projects list.
- **Disposition of Tax Title Properties:** TA reported that the list of foreclosed and tax title properties had been sent to the land use boards to provide them an opportunity to review and express potential interest in any of the properties. The matter will be brought forward for discussion at the BoS meeting on November 2.

Brief discussion regarding possible acquisition of parcel(s) for public works and public safety facilities. The Board agreed to add two items, one for each facility, to the goals/projects list.

- **Stow Road Task Force:** RFP is in final stages. Likely will bring forward in December for BoS input.
- **Outreach to Public on Town Services:** It was agreed to remove this ongoing item from the goals/projects list.
- **Code of conduct/values for Board of Selectmen and town committees:** This has been completed and will be removed from the goals/projects list.

The Board agreed to add “Minuteman” to the goals/projects list. Selectman Bak asked the Board if the Vocational Education Advisory Committee was expected to provide Town Meeting with a recommendation for moving forward. Chair Amoroso said that the Committee should provide Town Meeting with its findings, but should not provide a recommendation.

### **Adjourn**

Just before 11 AM, it was moved and seconded to adjourn. **Approved 5 – 0.**