

Approved: December 3, 2012

**Town of Boxborough
Board of Selectmen
Goals Workshop Minutes
November 3, 2012**

PRESENT: Les Fox, Chair; Frank Powers, Clerk; Vince Amoroso, Member; Bob Stemple, Member; Raid Suleiman, 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 Fox called the meeting to order at 8:15 AM in the Board Room of the Boxborough Holiday Inn, 242 Adams Place.

The Chair 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; the minutes from the goals workshop held on July 9, 2011 and information regarding code of conduct and ethics. The Board agreed that the last item would be reviewed and taken up at a future selectmen's meeting, with the intent to adopt and then distribute to boards under the selectmen's purview for adoption. Selectmen Suleiman and Stemple agreed to work on these.

Goals and Project List

Before reviewing the projects list and discussing the status of each, the selectmen agreed that it would be best to hold future goals workshops in September (once the summer has passed and before the end of the first quarter), and established this as their first goal.

- **Appreciation Event:** Board agreed to continue the successful barbecue format, which Selectmen Amoroso agreed to coordinate. The selectmen also agreed to increase the budget to \$750. All agreed to move to brownies and cookies for dessert, which are much easier to handle than cake.
- **Information Technology:** Agreed on the 3 major areas on which to focus: VoIP, upgrading of cable infrastructure and implementation of new website. Board would like a quarterly review on the status of these projects. Discussed possibility of consultant to complete transition of the website, and options for webmaster responsibility. Agreed that it was premature to move further until the selectmen had a better understanding of current status. Chair Fox will follow up with BITcom. Also discussed sources of funding for the IT projects and availability of cable monies for a number of these. Expectation that BoS will vote on funding for VoIP on the 19th November.
- **Capital Plan:** Chair would like to ensure that a line for debt service is included to provide better understanding of fiscal impact of items on plan. TA noted that this has been done.

- **5-Year Personnel Plan:** Brief discussion. FinCom's view that there should be a zero sum game when hiring was discussed by the selectmen who agreed that this is not necessarily practicable nor is it the FinCom's purview.
- **Fire Cistern Replacement:** Chief White is using plan of his predecessors (Chief Neagle or Chief Clayton). Selectman Powers will follow up with the Chief on updating and moving forward.
- **Town Hall Improvements:** TA updated Board on painting (original section of Town Hall exterior) procurement and need to re-bid. Grange Meeting Room floor will need to wait until cable plan has been developed. Foundation work needs to be evaluated before paving and other repairs can be made.
- **LEPC:** Selectman Powers reported that preliminary certification had been granted and will follow up on status of final approval. Selectman Amoroso asked if there was an emergency generator in place at the gas station in town and proposed working with the owner to explore viability of getting one in place in the event of future power outages. Selectman Powers will follow up with Chief White. Selectmen would like a better understanding of the responsibilities of the residents vs. LELWD when the power entry goes down, and discussed development of an "instruction booklet" for residents on how to prepare for and react to a power outage and more broadly in an emergency, and the need for such a document to be readily and prominently available on the town's website. Selectman Powers will follow up with Tom Argento (Electrical Inspector) and LEPC.
- **Master Plan:** Planning Board is trying to hire a consultant to update the town's build-out analysis and the open space plan. Chair Fox will follow up.
- **Collective Bargaining Agreements:** CBA's with Dispatch, Fire and Police CBU's have been negotiated and authorization for funding will go to Special Town Meeting in January. Board agreed to add a goal to evaluate health insurance alternatives. TA noted that MIIA would not provide a quote to the town citing that it could offer nothing more beneficial than the town's current plans due to the employee demographics and existing claims. Selectman Stemple suggested the use of a broker to evaluate health insurance providers and will work with TA and Treasurer. TA advised the BoS on the process moving forward if Town Meeting does not agree to fund the CBA's. Parties would return to negotiating table and continue to negotiate, possibly seeking to arbitrate the matter. The process could continue for an indeterminate period of time until Town Meeting authorizes funding of agreements that are acceptable to CBU's and BoS.
- **Department Head Negotiations:** Salary survey was completed... TA reported that notifications on all successor agreements are set, except for TA's; BoS must notify TA of intent to negotiate successor agreement by 12/31.
- **Department Head Reviews:** Prior year's reviews were completed for the Chiefs; those for TA and DPW Director are still outstanding. Selectmen agreed that target date for current year should be moved from January to March.
- **Water Exploration:** Selectman Suleiman reported that agreement with Acton Water District had been reached and legislation was successfully drafted and signed into law. Would like to continue work on database of water quality in town and to explore means to protect future potential resources. Related to latter goal, Selectman Suleiman will work with TA to set meetings with both the Harvard Sportsmen's Club and LELWD General Manger Savas Danos.
- **OPEB – GASB 45:** The BoS will continue to review liability and funding.
- **Regional Dispatch:** TA reported that consultant has been hired to examine feasibility of joint dispatch with Littleton. Report is due in March 2013.

- **Regional Transfer Station:** Selectman Amoroso will work with DPW Director on viability of allowing access to (some number of) Stow residents.
- **Consolidation of Town Services:** Currently, IT is shared across town and school facilities, as will be facilities management. DPW is providing trash removal for the library. BoS agreed to remove item from project list.
- **Hiring of Fire Chief:** Completed.
- **Disposition of Tax Title Properties:** Selectman Suleiman will work with Treasurer and TA.
- **Road Acceptances:** BoS agreed to remove from list. Town Planner continues to move these forward.
- **Interim Community Center:** Lease has been executed. BoS agreed to remove from list.
- **Stow Road Task Force:** Concept Development Committee has been established and is working on establishing a framework for issuance of an RFP by June 2013.
- **Outreach to Public on Town Services:** Selectmen agreed that more should be done to ensure that residents know how to sign up for Nixle and Code Red. Discussed expansion of website. Selectmen Stemple and Powers will work on the comprehensive plan for communication through a number of media.

The Selectmen agreed to add two new goals as discussed above:

- **Review of alternative health insurance providers**
- **Code of conduct/values for Board of Selectmen and town committees**

Selectman Powers brought up the topic of the establishment of an Animal Control Commission as Lancaster has done. After brief discussion, BoS agreed not to take on this matter for consideration at this time.

Adjourn

At 11:00 AM, it was moved and seconded to adjourn. **Approved 5 – 0.**

FY 2013 BoS Goals and Projects
Adopted November 3, 2012

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	Notes
<i>Annual Goals Workshop</i>	<i>BoS Chair</i>	<i>BoS/TA</i>			<i>Annually in September</i>				
Appreciation Event	Vince Amoroso	BoS			Annually in September	Fun time for volunteers and staff			BBQ @ Town Hall... Increase budget to \$750... cookies and brownies for dessert (no cake)
Information Technology (VoIP, WAN, Cable)	Les Fox	Network/IT Coordinator/BITcom/TA		ongoing	Winter 12-13	Implementation of VoIP at Town Hall, Police, Fire & DPW	BoS will discuss funding at meeting on 11/19/12.		Seeking to procure services in late Nov/early Dec 2012.
						Upgrading of cable system			
						Migration to new improved website			
Capital Plan	BLF/Raid Suleiman	Dilip Subramanyam, Gary Kushner, Treasurer, Accountant, TA		ongoing		Excel linked spreadsheet by years and departments in detail, including annual debt service	Ongoing process.		Plan is a living document, continually updated.
5-Year Personnel Plan	BoS liaisons to dept. heads	Primary dept heads				Comprehensive town-wide integrated plan of personnel resource utilization	Ongoing as part of budgeting process		This should be a fluid document to be reviewed annually.

**FY 2013 BoS Goals and Projects
Adopted November 3, 2012**

Goal / Project	BoS Team Leader/Liaison	Team Members	Priority	Start Date	Target Date	Deliverables	Status	Date Completed	Notes
Fire Cistern replacement	Frank Powers	Fire Chief				Master cistern plan to be included in comprehensive capital plan	Analysis ongoing. Cisterns are noted in capital plan, but have not been "scheduled" for any particular years		F. Powers will follow up with Chief on status.
Town Hall Improvements	Raid Suleiman	DPW Director/TA/BICAO				Scrape/paint exterior of older section of Town Hall	Re-bid painting in spring 2013		May include Steele Farm barn in procurement... and look at option of removing clapboards and replacing with pre-primed and painted clapboards.
						Replace Grange Meeting Room floor			Need to coordinate with cable improvements
						Foundation and paving improvements			Need to be coordinated with one another... Awaiting input from "professionals"
LEPC/Emergency Mgt	Frank Powers				Ongoing	Updated CEMP, meetings on standard basis	July 2009 - received preliminary LEPC certification. Still awaiting final approval.		F. Powers will follow up with dept. on status.
						Explore feasibility of emergency generator at Gulf station			F. Powers will follow up with Chief White
						Emergency preparedness guide for residents			F. Powers will 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				Revised Master Plan, including Open Space and Rec Plan and updated build-out analysis			L. Fox will follow-up. Planning Board in process of hiring a consultant.	
Collective Bargaining Agreements Dispatch, Fire and Police CBU's	Les Fox/Frank Powers					Executed CBAs			BoS has negotiated and ratified. Awaiting Town Meeting action on 1/7/13
Explore and Evaluate Alternative Health Insurance Providers	Bob Stemple	TA & Treasurer		Nov. 2012	Feb. 2013	Data regarding potential alternate providers/plans			When plan design changes were considered for FY 13, it was agreed that town would look at options for other health ins providers. TA has explored with MIA, who will not provide quote, citing demographics and claims
Department Head Negotiations	BoS liaisons to dept. heads			Various (see notes)	Various	Negotiated contract and salary	Salary survey completed in Feb. 2012. Salaries to be negotiated for FY 14. Contracts up-to-date. BoS must notify TA by 12/31 of intent to negotiate successor agreement.		For successor agreements, must notify as follows: TA by 12/30/12; Police & Fire Chiefs by 12/30/13 & DPW Director by 3/30/14.

**FY 2013 BoS Goals and Projects
Adopted November 3, 2012**

<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</i>	<i>Notes</i>
Department Head Reviews	BoS				Annually in March		FY 12 completed for Police & Fire Chiefs, but not for DPW Dir & TA		
Water Exploration	Raid Suleiman					Amendment of Acton Water District enabling legislation	Amended legislation has been enacted.	2012	
						Protection of potential water sources			Initiate dialog with HSCand LELWD.
OPEB - GASB 45	BoS	BoS, FinCom, Treasurer, Mid Ret		ongoing		Plan to fund future benefits	Actuarial Study was updated in FY 2012. ATM (May 2012) authorized appropriation to start funding the liability.		
Regional Dispatch	Bob Stemple	TA, Police Chief, Fire Chief		ongoing	March 2013	Feasibility study	Consultant will begin on 12/3 with a public forum to be held at BoS meeting.		Study feasibility of RECC with Littleton
Regional Transfer Station	Vince Amoroso	TA, DPW Director				Access to some number of residents from Stow if feasible			V. Amoroso will meet with DPW Dir. to examine feasibility and costs/benefits...
Disposition of Tax Title Properties	Raid Suleiman	TA, Town Treasurer		Fall 2011		Possible revenue to town			Continue to review properties and determine next steps (auction... transfer to another town entity)
Stow Road Task Force	Les Fox			Fall 2011	June 2013	Develop a plan for moving forward with aff housing project	SRCDC establishing framework to issue an RFP		Stow Road Concept Development Committee was established to develop plan for use of property
Outreach to Public on Town Services	Bob Stemple & Frank Powers					Comprehensive plan for communication to residents on town matters, including how to sign up for Code Red and Nixle and expansion of website.			
<i>Establishment of code of conduct/values amd statement of ethics</i>	<i>Bob Stemple & Raid Suleiman</i>					<i>Code of conduct, ethics for BoS and town boards (and employees)</i>			

Additions in bold italics.



BOARD OF SELECTMEN
Goal Setting Workshop
Boxborough Holiday Inn
242 Adams Place
November 3, 2012

- 1. Call to Order, 8:00 AM**
- 2. Review FY 2012 Goals and Projects**
- 3. FY 2013 Goals**
- 4. Adjourn**



Approved: _____

**Town of Boxborough
Board of Selectmen
Goals Workshop Minutes
July 9, 2011**

PRESENT: Raid Suleiman, Chair; Christine Robinson, Clerk; Les Fox, Member; Rebecca Neville, Member and Frank Powers, 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 Suleiman called the meeting to order at 8:00 AM in the Grange Meeting Room of the Boxborough Town Hall.

Goals and Project List

The Board reviewed the projects list and discussed the status of each. Details may be found on the accompanying pages. Additional discussion, some of which may not be summarized in the addendum, ensued as follows:

- **Appreciation Event:** Board agreed to continue the successful barbecue format. Member Powers will look into renting a large propane grill. It was agreed that we could get by with half as many burgers and hot dogs, but will need more salad. TA will check on availability of Steele Farm on October 1st and when confirmed will ensure that a “save the date” e-mail is sent out.
- **5-Year Personnel Plan:** Brief discussion on possibility of combining an Inspector of Buildings with a Facilities Manager position. TA will reach out to other communities for job descriptions and will examine costs/benefits and feasibility of position vs. maintaining part-time Inspector of Buildings and contracting out facilities management. Will set a meeting with School Committee, Library Trustees, Board of Selectmen and FinCom to discuss. Additionally, TA will seek copy of facilities report that was done for the school several years ago.

TA will forward to BoS a copy of the “FTE summary” that is included when Town Hall budgets are discussed.

It was reported that Susan Bak had expressed an interest in serving on the Personnel Board, while still serving on Finance Committee. TA will confirm that FinCom Bylaw allows such and will follow-up with Sue.

- **MasterPlan:** Brief discussion regarding status of Master and Open Space and Recreation Plans, on which TA will follow-up with Town Planner. In course of discussion, the Board reiterated the need for the RecComm to come in for the purpose of discussing the use of Boxborough fields by various groups as well as providing a full reporting on the amount of revenues collected by outside entities for use of Boxborough fields and the amounts expended by those groups on maintaining the fields.

The Selectmen reviewed the list of principal goals and agreed that all were still valid.

The Selectmen agreed to add to the project list [NB: these are shown on the spreadsheet in italics]:

- **Interim Community Center**
- **Stow Road Task Force**
- **Outreach to Public on Town Services**

Additionally, the selectmen discussed:

- The potential need for folks to assist the Board of Health in a number of areas such as controls needed and education relating to tick-borne diseases, water resources and social services issues. Chair Suleiman and Member Powers will meet with BoH Chair Marie Cannon to explore option for “advisors.”

Other Business

The Board briefly discussed upcoming BoS meeting on July 11 to discuss goals with Police Chief. Liaisons will provide follow-up dialog as needed with Chief Ryder and will report back to BoS.

Adjourn

At 11:20 AM, Member Neville moved to adjourn. Seconded by Member Robinson. **Approved 5 – 0.**

FY 2012 BoS Goals and Projects
Adopted July 9, 2011

Goals

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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	Notes
Appreciation Event	Becky Neville	BoS		ongoing	10/1/2011	Fun time for volunteers and staff			BBQ @ Steele Farm/ Town Hall if rain.
Information Technology (WAN, Cable)	Les Fox	Network/IT Tech/BITcom/TA		ongoing		Comprehensive IT Plan/Integration of LANs into WAN/Utilization of WAN/improved cable cast	In process		Working with Cisco on optimum "design." Network/IT Tech is preparing documentation of configuration... In interim, access is to be provided to Blanchard School Mgr to enable Vadar and Harpers input... New equipment to be purchased for cable ops...
Capital Plan	BLF/Raid Suleiman	Gary Kushner, Treasurer, Accountant, Dept. Heads		ongoing		Excel linked spreadsheet by years and departments in detail	Ongoing process.		Plan is a living document, continually updated.
5-Year Personnel Plan	BoS liaisons to dept. heads	Primary dept heads				Comprehensive town-wide integrated plan of personnel resource utilization	Ongoing as part of budgeting process		This should be a fluid document to be reviewed annually. TA will send TH staffing spreadsheet to BoS; liaisons will request similar info from other dept heads as well... Chair will create summary document... Fire department staffing and mode of delivery will be reviewed over next few years...

**FY 2012 BoS Goals and Projects
Adopted July 9, 2011**

Goal / Project	BoS Team Leader/Liaison	Team Members	Priority	Start Date	Target Date	Deliverables	Status	Date Completed	Notes
Fire Cistern replacement	Les Fox/Becky Neville	Fire Chief				Master cistern plan to be included in comprehensive capital plan	Analysis ongoing. Cisterns are noted in capital plan, but have not been "scheduled" for any particular years		L. Fox will follow up with Chief on status.
Town Hall Improvements	Christine Robinson/Raid Suleiman	DPW Director/TA			Fall 2011	Repair/replace Grange meeting room floor/cupola. Scrape/paint exterior of Town Hall	Cupola completed. Floor to be done in fall 2011. DPW to complete painting of Town Hall by end of September 2011		Additional needs for improvements to Town Hall (and other facilities) have been incorporated into comprehensive capital plan.
LEPC/Emergency Mgt	Frank Powers				Ongoing	Updated CEMP, meetings on standard basis	July 2009 - received preliminary LEPC certification. Still awaiting final approval. MEMA reps keep changing		Meeting every 1 - 3 months...
Master Plan Update	BoS					Revised Master Plan	Liaisons from many town boards have met with Planning Board to review and update their respective areas of MP.		Town Planner to provide update status on MP and Open Space & Rec Plan
Collective Bargaining Agreements	Les Fox/Frank Powers			Fall 2011	7/1/12	Executed CBAs			All must be notified by 11/1/11 for successor agreements commencing 7/1/12... Notifications will be sent out 9/1/11
Fire Negotiations									
Police Negotiations									
Dispatch Negotiations									
Department Head Negotiations	BoS liaisons to dept. heads			Various (see notes)	Various	Negotiated contract and salary	Up-to-date, except for Fire Chief to be hired...		For successor agreements, must notify as follows: TA by 12/30/12; Police Chief by 12/30/13 & DPW Director by 3/30/14. Agreed to conduct salary survey.
Department Head Reviews	BoS				Jan. 2012		In process		Assessment tool revised fall 2009
Water Exploration	Frank Powers			ongoing		Protection of potential water sources... Rescind /amend Acton Water District enabling legislation...	Revised Spec Leg filed re: AWD. Also entered into IMA with AWD and Town of Acton	ATM May 2011	Initiate dialog with HSC. F. Powers & L. Fox will contact Jim Gorman... TA will put F. Powers in contact with Mike Willis...

**FY 2012 BoS Goals and Projects
Adopted July 9, 2011**

<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</i>	<i>Notes</i>
OPEB - GASB 45	BoS	BoS, FinCom, Treasurer, Mid Ret		ongoing		Plan to fund future benefits	Actuarial Study to be updated in FY 2012. ATM (May 2010) approved establishment of Trust Fund, putting in place a mechanism that will be available when Town appropriates funds to begin to meet the unfunded liability.		Funding has defaulted to "pay as you go" for time being...
Regional Growth District/MW I-495 Compact	BoS	BoS/Planning Board/TA/Planner		Jan 2009	Fall 2011?	State funding????	Ongoing		
Regional Dispatch	Becky Neville	TA, Police Chief, Fire Chief		ongoing	Sept 2011	Feasibility study	Study ongoing/ results to be provided in Sept 2011		Regional PSAP Ctr study with seven other communities
Regional Transfer Station	Raid Suleiman and Les Fox	TA, DPW Director				Facility open to residents from neighboring town(s)			R. Suleiman & L Fox will meet with DPW Dir. to examine feasibility and examine costs/benefits...
Consolidation of Town Services	Becky Neville	TA, School, Library		ongoing		Cost savings and more efficient operations			DPW now collecting library trash...
Hiring of Fire Chief	BoS			A.S.A.P.		New Fire Chief	B Neville and L Fox revising job description for BoS vote on 7/25 or 8/8		
Disposition of Tax Title Properties	Christine Robinson	TA, Town Treasurer		Fall 2011		Possible revenue to town			Properties have been reviewed. Need to work on next steps (auction... transfer to another town entity)
Road Acceptances	Raid Suleiman and Les Fox	Town Planner/DPW Director				Chapter 90 funds	Ongoing		Windermere accepted at May 2011 ATM
Interim Community Center	Frank Powers	Frank Powers, TA, CoA Coordinator			Sept. 2011	Use of UCC Fellowship Hall as community/senior center	In process		Negotiations have been in process. Lease has been drafted and is being reviewed.
Stow Road Task Force	Les Fox			Fall 2011		Develop a plan for moving forward with aff housing project			
Outreach to Public on Town Services	Becky Neville				Fifer's Day 2012?	An event to be held at a public venue where town services can be highlighted			

FOR DISCUSSION PURPOSES

**TOWN OF BOXBOROUGH
Statement of Ethics of the Board of Selectmen**

1. **A member of the Board of Selectmen, in relation to his or her community should:**
 - a. Realize that his or her basic function is to make policy, with administration delegated to the Town Administrator.
 - b. Realize that in creating and enforcing town policy, the Board of Selectmen may direct the Town Administrator in setting priorities that affect policy, but that the day-to-day operations of the town are left to appropriate department heads.
 - c. Realize that he or she is one of a team and should abide by, and carry out, all Board decisions once they are made.
 - d. Be well informed concerning the duties of a Board member on both local and state levels.
 - e. Remember that he or she represents the entire community at all times.
 - f. Realize that service on the Board is service to the community and not service for personal or political benefit.
 - g. Abide by the ethics guidelines established by the State.

2. **A member of the Board of Selectmen, in his or her relations with the Town Administrator and other primary Department Heads, should:**
 - a. Endeavor to establish sound, clearly defined policies that will direct and support the administration of or the benefit of the staff and residents of the community.
 - b. Recognize and support the administrative chain of command and refer complaints to appropriate members of the administration.
 - c. Give the Town Administrator and primary Department Heads full responsibility for discharging his or her duties.
 - d. Refrain from instructing or requesting assistance from Town staff; instead all such activities should be handled through proper administrative channels through the full Board and the Town Administrator or primary Department Heads.

3. **A member of the Board of Selectmen, in his or her relations with fellow Board members, should:**
 - a. Recognize that action at official legal meetings is binding and that he or she alone cannot bind the Board outside of such meetings.
 - b. Refrain from making statements or promises regarding the outcome of matters that will come before the Board until after having a full and fair opportunity to weigh the merits of an issue during a Board meeting.
 - c. Uphold the intent of executive session and respect the privileged communication that exists in executive session.
 - d. Make informed decisions.
 - e. Refrain from communicating the position of the Board of Selectmen to reporters or state officials without prior board approval.
 - f. Be respectful of other Board members and their opinions.

4. **A member of the Board of Selectmen, in his or her relations with Town staff, should:**
 - a. Treat all staff as professionals, with clear, honest communication that respects the abilities, experience, and dignity of each individual.
 - b. Limit contact to specific Town staff. Questions of Town staff and/or requests for additional background information should be directed only to the Town Administrator, or the primary Department Heads. The office of the Town Administrator should be copied on all requests or correspondence.

FOR DISCUSSION PURPOSES

- c. Never publicly criticize an individual employee. Concerns about staff performance should only be made to the Town Administrator or appropriate primary Department Head through private conversation.
- d. Limit requests for staff support, and ensure that all requests go through the office of the Town Administrator or the Primary Department Head.
- e. Ensure that any materials or information provided to a Selectmen from a staff member be made available to all Selectmen.

TOWN OF BOXBOROUGH

Statement of Values of the Board of Selectmen

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.

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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.

Code of Conduct: Can't We All Just Get Along?

January 20, 2012
MMA Annual Meeting & Trade Show

Applying the Code of Conduct to Conflicts
among and between Elected Officials,
Supervisors, Employees, and the Public

Edward R. Mitnick, Esq.
Just Training Solutions, LLC

1380 Main Street, Suite 202
Springfield, MA 01107

233 Needham Street, Suite 300
Newton, MA 02464

Justtrainingsolutions.com

Email: emitnick@justtrainingsolutions.com • Direct Phone: (413) 237-5286

“Can’t We Get All Just Get Along”

Focus on:

- understanding conflict sources, including dynamics and attitudes,
- steps to resolve conflict,
- preventive measures to keep it from reoccurring,

•

•1

Elected Officials are more than Politicians

Elected Officials are:

- Leaders
- Department Heads
- Administrators
- Supervisors
- Managers

Elected Officials are considered supervisors under the law with respect to harassment and discrimination

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What is workplace conflict?

A sharp disagreement or opposition of interests or ideas.

What are the costs of workplace conflict?

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What are the Costs of Workplace Conflict?

- **increased absenteeism**
- **increased turnover**
- **increased stress**
- **increased costs for employee assistance programs (EAPs)**
- **Increased workers' compensation claims**
- **increased risk for accidents / incidents**
- **decreased productivity and motivation**
- **lower morale**
- **reduced image and customer confidence**
- **poorer customer service**
- **Increase in complaints, grievances, and lawsuits**

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Sources of Conflict

- Poor Communication
- Different Values
- Differing Interests
- Scarce Resources
- Personality Clashes
- Poor Performance

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7 Steps to Avoid Conflicts

1. Gain Knowledge
2. Avoid Ignorance
3. Be an Effective Administrator and Supervisor
4. Build Positive Meaningful Relationships with Employees
5. Adopt, Implement, and Enforce a Code of conduct Policy
6. Effectively Address Performance Issues
7. Be A Real Leader

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Steps to Avoid Conflicts

Step One: Gain Knowledge!

- What are your duties and responsibilities?
 - In many cases, an Elected Official's authority is very limited – Do not Abuse!!!!
 - Members of Boards and Committees have no independent authority or power
- Find out what is going on.
- Obtain the 3D's: data, details and documents.
- Don't make assumptions!
- Don't make comments or pronouncements without the facts to back them up!

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Steps to Avoid Conflicts

Step Two: Avoid Ignorance!

•Nothing in the world is more dangerous than sincere ignorance and conscientious stupidity.
Martin Luther King, Jr.

•There is no darkness but ignorance.
William Shakespeare

•The doorstep to the temple of wisdom is a knowledge of our own ignorance.
Benjamin Franklin

•Ignorance, the root and stem of all evil.
Plato

•People always fear change. People feared electricity when it was invented, didn't they? People feared coal, they feared gas-powered engines... There will always be ignorance, and ignorance leads to fear.
Bill Gates

•All I know is just what I read in the papers, and that's an alibi for my ignorance.
Will Rogers

•Blinding ignorance does mislead us. O! Wretched mortals, open your eyes!
Leonardo da Vinci

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Steps to Avoid Conflicts

Step Three: Be an Effective Administrator and Supervisor

- Appoint, hire, and promote the best qualified people for the job. Avoid hiring friends, relatives, political supporters
- Set clear and reasonable expectations.
- Hold yourself and employees accountable.

Steps to Avoid Conflicts

Step Four: Build Positive Meaningful Relationships with Employees

Key: Knowing what employees want!

What do Employees Want?

- Feeling In On Things
- Full Appreciation for Work Done
- Good Wages
- Good Working Conditions
- Interesting Work
- Job Security
- Promotions/Growth Opportunities
- Personal Loyalty to Workers
- Tactful Disciplining
- Sympathetic Help with Personal Problems

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What Supervisors Thought Employees Wanted Most

1. Good Wages
2. Job Security
3. Promotions/Growth Opportunities
4. Good Working Conditions
5. Interesting Work
6. Personal Loyalty to Workers
7. Tactful Disciplining
8. Full Appreciation for Work Done
9. Sympathetic Help with Personal Problems
10. Feeling In On Things

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What Employees Actually Wanted Most

1. Interesting Work
2. Full Appreciation for Work Done
3. Feeling In On Things
4. Job Security
5. Good Wages
6. Promotions/Growth Opportunities
7. Good Working Conditions
8. Personal Loyalty to Workers
9. Tactful Disciplining
10. Sympathetic Help with Personal Problems

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What can Elected Officials, Department Heads, and Supervisors control?

- 1. Interesting Work**
- 2. Full Appreciation for Work Done**
- 3. Feeling In On Things**

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Steps to Avoid Conflict

Step 5: Adopt, Implement, and Enforce a Code of Conduct Policy

Eliminate workplace conflict by implementing a policy of mutual respect

Prohibits conduct that would be construed as:

- Inappropriate
- Offensive
- Rude
- Disrespectful
- Bullying
- Intimidating

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Steps to Avoid Conflict

Step 5: Adopt, Implement, and Enforce a Code of Conduct Policy

• Covers any inappropriate and offensive conduct that may not amount to Harassment and Discrimination

• Strictly Enforce in a Consistent Manner

• **Applicable to All Personnel: Elected Officials, Supervisors and Employees**

• **Distribute Annually to Everyone – Sign Acknowledgement Form**

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Step 5: Adopt, Implement, and Enforce a Code of Conduct Policy

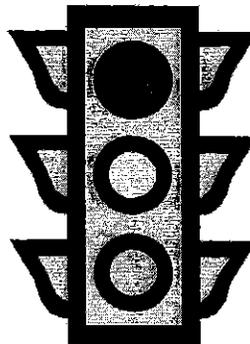
Examples of "offensive" conduct that may violate the "Code of Conduct" policy:

- Unwarranted or invalid criticism
- Gossiping or spreading rumors
- Blaming without factual justification
- Treating an employee differently than the rest of the work group
- Use of profanity
- Exclusion or social isolation
- Shouting or humiliating
- Playing practical jokes or making the employee the butt of jokes
- Off-premises conduct
- No feedback on work performance
- Ostracizing
- Excessive monitoring

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Effectively Implementing and Enforcing a Code of Conduct Policy:

First: Use the TRAFFIC LIGHT!



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Effectively Implementing and Enforcing a Code of Conduct Policy:

Second: Apply the "Reasonable Person Perspective!"

- The Intentions of the Alleged Wrongdoer do not Count!
- Look at from the perspective of the message receiver!

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Steps to Avoid Conflict

Step 6: Effectively Address Performance Issues

Positive/Effective

- Collaboration:** working together to find a mutually beneficial solution.
- Compromise:** finding a middle ground.

Negative/Harmful

- Avoidance
- Competing
- Accommodating: Surrendering our own needs and wishes to please the other person.

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Steps to Avoid Conflict

Step 6 Effectively Address Performance Issues

If Conflict related to an **Employee's Performance**, use SMART Guidelines:

Specific, clear, and observable facts regarding the employee's failure to meet job standards should be discussed and documented.

Mutual goals should be developed and agreed to by the manager and the employee to address performance deficiencies and to help the employee meet and/or exceed job expectations.

Actions that will need to be taken if the employee continues to fail to meet job expectations should be established.

Revue and discuss any concerns and suggestions made by the employee regarding the ability and resources needed to improve performance and meet job expectations.

Time frames should be established for improved performance and status checks.

Steps to Avoid Conflict

Step 7: Be A Real Leader

Walk the Walk!

Talk the Talk!

Lead by Example!

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CREATING A CIVIL



DIALOGUE:

WITH EMPLOYEES, DEPARTMENTS AND THE PUBLIC

By JANE DE COLGYLL



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ou are a town manager, and over the last two years you have worked with your board of selectmen as well as town departments, committees and commissions to come up with recommendations to save money in the municipal budget. You used an exhaustive and fair process to decide where appropriate cuts should be made. As a result, your town's finance department has been scaled back from five employees to three.

While the affected employees were all part of the process, it comes as no surprise that the surviving employees are having some difficulty. Overwhelmed by the amount of work that now must be done by fewer people, the remaining employees are exhibiting symptoms of disengagement and anxiety. You find them complaining about how much work they have to do, gossiping, and comparing their situations with other departments that have remained fully staffed. You notice more absenteeism, abuse of sick leave, and low morale. Their negativity is spilling over to their interactions with other departments and the public, as evidenced by curt answers to questions posed by other staff and less-than-stellar customer service. More formal complaints are filed over issues that years ago would have been settled directly between the conflicted parties.

Other departments continue to make demands on the finance department, but the other employees feel unwelcome in the negative environment and seek answers to their questions through other means in order to avoid contact with the finance employees. There is a risk of all town departments developing a "silo" mentality, thereby weakening communication among departments. It has become hard for all teams to see and understand the bigger picture.

Residents, meanwhile, find that it takes longer for the finance department to do its job, and they have witnessed poor customer service or uncivil behavior. As we know, it only takes one bad experience in town hall for negative public opinion to be formed and generalized to all departments.

As a town leader, what can be done to turn this situation around? There is a tendency to want to throw up your hands, say, "It is what it is!" and go on with the important work of managing the budget process, putting aside the frustrating human drama around you. To do so, however, is to neglect an important leadership opportunity. You have the ability to set the tone of civility for your entire organizational structure. You can help employees move through their disengagement and anxiety to engagement and civility. You can encourage departments to create collaborative relationships with other departments, boards, committees and commissions, and help your residents appreciate the excellent work your town employees are doing for the community.

Local officials have the ability to set the tone for community discourse by effectively communicating up, down and across—up to residents, down to each employee, and across to departments, boards, committees and commissions.

Jane de Colgyll is an employee assistance program consultant with AllOne Health EAP (www.allonehealth.com), which works with more than 270 municipalities in Massachusetts.

CREATING A CIVIL DIALOGUE



Communicating Down

Let's look at that theoretical finance department employee: disengaged, anxious, worried about losing his or her job, fretting about the amount of work he or she has to do, poorly motivated, and complaining about others. No community can afford to have unhappy, unproductive workers. So what can be done to turn this situation around? As a community leader, you have an opportunity, through communication, to create an atmosphere where employees feel important and motivated.

The following are some strategies you may use to keep employees engaged, reassured and productive:

- No matter what your position within the organization, get to know every employee by name and talents. They will feel valued and connected.
- Make sure you keep the “big picture” in view for all employees, establishing board, town hall, departmental and employee objectives that support the larger goals of the town.
- Honestly explain how the decisions in city or town hall affect every employee's work and life.
- Maintain regular all-staff meetings and departmental huddles.
- Share information, and repeat it when necessary. When they are feeling overwhelmed, it's hard for employees to take in information; repeating the message is vital for understanding.
- Be sure to clear up misinformation quickly.
- Invite a collaborative process with employees that values input from all.
- Promote an “open door” policy and be there to listen. Some town leaders have identified certain hours during which they will be fully available for one-on-one discussions.
- Publicly recognize individual employee contributions to the work of the city or town. This may be done in a public meeting, a news article in the local paper, or in your remarks on cable TV.
- Encourage a culture of creativity from bottom to top. Seek ideas from employees on projects you have in mind. Make sure all stakeholders have the opportunity to share their knowledge and expertise before final decisions are made.
- Build morale with employee-driven, low-cost or no-cost fun activities. While these creative opportunities for social interaction may appear to be time-consuming fluff, they can actually be productive in fostering a feeling of well-being and trust among employees that is hard to measure in dollars and cents.
- Promote employee career development by encouraging cross-training among under-resourced departments.
- Model fairness and equity in your words and deeds.



Communicating Across

Collectively, city and town departments need to know what is happening on all levels of local government. The open sharing of information helps to build a sense of connectedness throughout the organization, which promotes collaboration among departments and creative problem-solving.

The following are some ideas that may help to keep information moving across departments, boards, committees and commissions:

- Make it a priority to meet monthly with department heads, no matter how disparate their locations, in order to keep everyone “in the loop.” Hold these meetings in various department settings and provide food to encourage attendance.
- Offer a clear agenda, allowing time in each meeting for discussing the future.
- Share examples of challenges that departments have overcome.
- Applaud individual department and intradepartmental successes.
- Expect conflict, but move quickly to find common ground and resolution when conflict occurs.
- Demonstrate your willingness to be open to ideas from all department heads.
- Offer incentives to departments for finding creative, low-cost or no-cost ways to work together.
- Create intradepartmental electronic tools for clear communication on a weekly basis.
- Visit each department for a few hours at least twice per year, working side-by-side with employees to learn what they do.
- Plan an annual department-head retreat to focus on the best ways to build teamwork and collaborate effectively across departments.



Communicating Up

In his article “Community Building: How to Do It, Why It Matters,” published by ICMA Press, Ed Everett points out that people need to feel that they belong to something bigger than themselves. This is not a new concept, but Everett shines a spotlight on ideas that help to move us toward civility and the civilizing force of true community. He discusses the evolution of local government and public involvement, pointing out that town halls in early history were viewed as the center of the community. At that time, citizens were active in their own governance. Since about 1970, however, citizens have been more likely to treat town hall like a vending machine, Everett says, expecting services for their tax dollars just as we expect a product when we put money in a vending machine. What do we do when the vending machine is out of candy? We shake it, and maybe kick it! How can we change this view back to that of vitally interested citizenry engaged in the life of their community, proud of its city or town hall, invested in making their hometown a safe and fun place to live?

The following are a number of strategies for addressing this issue and improving the city or town’s image in the eyes of the public. (Many of these ideas were offered by local officials during the workshop “Best Practices for Top Recurring Municipal Problems,” which AllOne Health presented during the MMA’s Annual Meeting in January.)

- Make sure the public is not only informed about the positive contributions of municipal employees to the operations of the city or town, but also that their opinions are heard and respectfully considered.
- Make the city or town website accessible and interactive 24/7 for local residents to communicate with municipal offices, voice concerns, learn what each department is doing, find forms, etc.
- Collect email addresses of residents and use them periodically to send important news items touting municipal successes and challenges.
- Institute an “open door” policy for residents, with specific times that department heads will be available.
- Make sure every department responds directly and quickly to resident complaints.
- Conduct sit-down interviews highlighting a variety of municipal employees on a regular basis for viewing on cable and/or print follow-up articles in the local paper.
- Create and promote special events unique to your city or town (e.g., a farmers market or holiday parade).
- Erect a highly visible electronic community bulletin board, near the city or town entrance or on main intersections, reminding residents and the visiting public of important local events.
- Share some aspect of local history at key municipal meetings, publish historic notes in the local newspaper, or set aside a special section of the city or town website for historic notes.
- Include local history in the grade-school curriculum.
- Plan an open house where department heads describe what each department is doing.
- Promote good-natured competitive community involvement in a “cleanup day.”
- Confer annual volunteer awards for community service/civic involvement.
- Hold a student artwork contest on the theme “What I like best about my city or town,” and use the winning submissions to produce a city or town calendar.
- Plan a historic house and garden tour in your city or town.



Meeting Human Needs

In the last few years, AllOne Health has worked with municipal leaders on the human challenges they face as they trim local budgets and attempt to meet the growing expectations and challenges from residents, governing bodies and employees. The list of top recurring problems cited by municipal leaders is daunting, but on closer inspection, some human themes emerge.

Municipal officials can take the lead to model the voice of reason and civility at every level of human interaction—with employees, in departments and with the public—by effectively communicating up, down and across. Once the basic human need to feel valued has been met, employees, departments and the public can become increasingly civil and engaged in the work of the city or town. ❁