

 **COPY**



TOWN OF CHARLTON
Minutes of Special Selectmen's Meeting
Tuesday – July 17, 2012
5:30pm
Charlton Community Center

Submitted by MCD
Date 8/8/12
Received by del
Date 8/8/12

Present: Vice-Chairman – Frederick C. Swensen, Clerk – Brent Sellev and Member – Kathleen W. Walker. Also present: Town Administrator – Robin L. Craver. Absent: Chairman – Peter J. Boria and Member – David M. Singer.

Also in attendance – Jeff Nutting and resident Brian Howard.

1. Open Meeting – Vice-Chairman Swensen called the Special meeting to order at 5:30pm. The purpose of this meeting is to discuss and review the Board of Selectmen's Goals and Objectives.

Jeff Nutting stated that he sent the Board a questionnaire to answer. From the answers that he received, he's compiled a list for the five questions that were answered which are as follows:

1. List the three most important jobs of the Board of Selectmen:

- Resident concerns
- Maintain good quality police, fire, highway
- Appoint and oversee personnel
- Budget/Finance
- Employee morale
- Look ahead 5 – 10 years

2. How can the Board be more effective?

- Identify objectives; give TA clear direction and work to accomplish goals
- Interact with town employees
- Meet with seniors
- Work together more
- Keep an open dialogue with BOS and Depts.
- Be respectful of each other

3. List three major accomplishments of the Board over the last year

- Balanced budget
- Worked well with citizens to accomplish little things
- Fay Mtn Farm
- No OML violations
- New Highway Barn
- Getting Water turned on
- Moved the town in a positive direction

4. List five goals that the Board should accomplish over the next year.

- Increase interaction with boards/committees and build relationships
- Review staffing in building
- Improve efficiencies around Town Hall
- Begin looking into contracting with other towns, the services we can provide via our staff
- Work on recreation (land Use)

- Strive to reach consensus, work together, become more effective
- Engage public more during office hours
- Investigate Charlton having its own water company
- New fire station search committee
- Revitalize lake/pond committee
- Apply for more grants
- Group purchasing
- Improve transparency and access to information
- Work better with school on budget process
- Stream BOS meetings on line
- Improve customer services
- Staff bylaw review committee or BOS does
- Economic Development
- Spend more time with Department Heads

5. *List five goals the Board should accomplish over the next 3 – 5 years.*

- Stabilize budget
- Seeing gaming come to town
- Economic Development
- Big ED – shopping center
- Build fire station
- Request committees volunteers to self educate and provide support
- Bring town hall to ADA standards

Mrs. Craver handed out a copy of the Boards FY12 goals and objectives for review. Mr. Nutting also provided the Board with information regarding the role of the Board of Selectmen as a reference to help in setting up goals as well as a team oriented job description of the Board of Selectmen and Town Administrator. Mrs. Craver also handed out the Financial Planning information that she had.

After discussion, it was noted that the Board of Selectmen's goals and objectives should be placed on a future Selectmen's meeting for discussion.

2. Other business

3. Adjourn – Motion by Ms. Walker to adjourn, seconded by Mr. Sellew, motion carries unanimously.

Submitted by:
 Mary C. Devlin
 Administrative Assistant

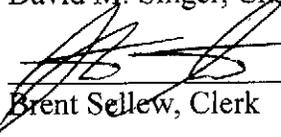
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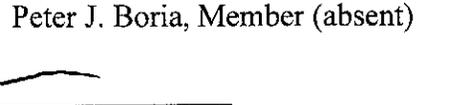
David M. Singer, Chairman (absent)



Kathleen W. Walker, Vice-Chairperson



Brent Sellew, Clerk



Peter J. Boria, Member (absent)



Frederick C. Swensen, Member

BOARD OF SELECTMEN GOALS FOR FY12

GOAL	Timeline/Tasks (for FY12)
Conduct Evaluations of Department Heads appointed by the BOS and TA	Create 3 goals per DH by July 31, 2011; Complete Evaluations by end of July 2012
Continue positive growth for town hall offices: 1. Enhance customer service 2. Increase staff self development 3. BOS provide leadership for employee morale	
ExxonMobil	Ongoing- negotiate fair share of N. Main Street construction
Keep Stabilization at or above 10% of budget (excluding Education Budget)	
Complete Construction of New Highway Barn	Town Administrator to act as Owner's Project Manager (OPM) est. 6-9 hr per wk
Review Retirees Health Insurance Policy	Review policy; monitor legislative changes
Review Gas Tank Users	Review key/card system; identify users/vehicles;
Prindle Lake Dam	property transfer & repair
BOS office operations	Staffing: 1 FT Town Administrator; 1- 40 hr. Administrative Assistant; 1 – 30 hr. Administrative Assistant/Grantwriter
Inter/Intra –shared services	
Permanent Water Source	Town Administrator to continue to work with W/S Commission re permanent water source
ADA Town Hall	Complete project if awarded- July announcements
Financial Planning for FY13	Agreed to not use more than \$150,000 from Stabilization Fund for FY13 budget
Assess Water Betterments	Work with Water/Sewer, Assessors, DOR, and Legislature (if needed) to complete assessments; October STM
Continue All Boards and Committees Meetings	March/Sept
Review BOS Policies	Create an Agenda Item so that BOS can suggest changes
Continue to search for alternate energy solutions	
Review TIF By-law and create policy	Work with the Planning Board
Review BOS Policies	Create an Agenda Item so that BOS can suggest changes
Review Community Preservation Act	
Fay Mt Farm	Continue to work with ConCom to find use

**ROLE OF THE
BOARD OF SELECTMEN**

1. A member of the Committee, 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 Administrator.
- B. Realize that he or she is one of a team and should abide by, and carry out, all Board decisions once they are made.
- C. Be well informed concerning the duties of a Board member on both local and state levels.
- D. Remember that he or she represents the entire community at all times.
- E. Accept the office as a means of unselfish service, not benefit personally or politically from his or her Board activities.
- F. In all appointments, avoid political patronage by judging all candidates on merit, experience, and qualifications only.
- G. Abide by the ethics established by the State and not use the position to obtain inside information on matters, which may benefit someone personally.

2. A member of the Board, in his or her relations with Administrator should:

- A. Endeavor to establish sound, clearly defined policies that will direct and support the administration for the benefit of the people of the community.
- B. Recognize and support the administrative chain of command and refuse to act on complaints as an individual outside the administration.
- C. Give the Administrator full responsibility for discharging his or her disposition and solution.

3. A member of the Board, 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. Not make statements or promises of how he or she will vote on matters that will come before the Board until he or she has had an opportunity to hear the pros and cons of the issue during a Board meeting.
- C. Uphold the intent of executive session and respect the privileged communication that exists in executive session.
- D. Make decisions only after all facts on a question have been presented and discussed.
- E. Treat with respect the rights of all members of the Board despite differences of opinion.

Jeff Nutting

The Board of Selectmen of The Administrator and Municipal Leadership

A Team Oriented Job Description

This brief position paper is based on the need to develop a partnership that allows the Town Administrator and Board of Selectmen to deal with several aspects of **communication, planning and conflict management**.

There's no shortage of job descriptions for the Town Administrator. However, many of them have two basic flaws.

- First, they seldom address the underlying issue of working relations between the Town Administrator and the Board of Selectmen.
- Second, they tend to reflect a shopping list designed to touch every possible base of operation rather than to set clear professional priorities for a Town Administrator.

This paper doesn't present a radical departure from the **intent** of most job descriptions of the Town Administrator position. It does, however, provide a job description, which **integrates** many of the governance and leadership issues facing the Board of Selectmen and their Town Administrator. It clarifies parameters through which the Town Administrator can integrate his/her priorities with those of the Board of Selectmen and with those of other department heads. It clarifies the essentials of leadership at the top, leadership which should seek to **preserve** the positive aspects of the community and **change** those aspects which aren't as effective as they could be.

The job description reflects the hopes and needs of many Town Administrator and Board of Selectmen. This integrated job description is a tribute to their eagerness to provide municipal services in an efficient and effective way.

A. The Town Administrator as Chief Administrative Officer

The Town Administrator is the officer responsible for the overall planning, operation and performance of the Town. She/he provides staff support for the Board of Selectmen and is the leader of the municipality's senior management team.

B. The Board of Selectmen's Role

The effective Board of Selectmen exercises its governance role in three major areas:

1. It employs the Town Administrator and works through him/her in the best interests of the municipality as a whole. Implied in this statement is the need for the Board of Selectmen to:
 - identify clear expectations of the Town Administrator,
 - support internal procedures which will ensure effective communication through appropriate channels,
 - elicit continuous feedback from the Town Administrator and provide continuous feedback to him/her, and
 - evaluate the Town Administrator on a regular basis.

2. It sets policy and strategic direction in the best interests of the municipality as a whole. Implied in this statement is the need for the Board of Selectmen to:
 - adopt policies which promote change and development in those areas in which the municipality could benefit most,
 - adopt policies which preserve those aspects of the municipality deemed most appropriate to the municipality as a whole,
 - accord the Town Administrator the professional latitude to implement policy through effective management practices,
 - accord the Town Administrator the professional latitude to provide leadership and vision among staff, within the community and with the Board of Selectmen, and
 - give high priority to the Town Administrator recommendations in its deliberations regarding approval of appropriate policies and strategic direction.

3. It resolves only those appeals and special problems not resolved at lower levels. Implied in this statement is the need for the Board of Selectmen to:
 - support procedures which direct appeals and special problems through administrative channels,
 - avoid becoming directly involved in problem solving and conflict management except through the Town Administrator, and
 - upon recommendation of the Town Administrator, hear those appeals and special problems, which have not been resolved at lower levels, and provide a fair and just resolution based on existing policy.

C. **Primary Duties of the Town Administrator**

1. Work closely with the Board of Selectmen, and with the chair as appropriate, to develop and sustain the working relationships implied in Sections A and B;
2. Establish programs and practices for a constructive relationship of the municipal organization structure within the community;
3. Direct planning and implementation of municipal services which will ensure the highest possible effectiveness level of each department;
4. Direct planning and implementation of business related functions to enable the municipality to support service delivery in an efficient and cost effective manner;
5. Organize and lead the municipality's senior leadership team responsible for strategic municipal planning, and implement a leadership development program for all Administrator and supervisors within the municipal system;
6. Participate in a high quality program of staff selection, training, supervision, evaluation and compensation;
7. Develop and implement a performance monitoring system to measure service delivery in quantitative and qualitative terms;
8. Ensure that all department operations meet legal requirements and local policy requirements;
9. Perform all other duties consistent with Sections A and B of this job description.

D. **Qualifications**

All qualifications deemed appropriate by the Board of Selectmen or required by law.

E. **Implementation of Job Description**

This job description provides direction while the Town Administrator and Board of Selectmen exercise their legitimate roles and responsibilities. The Board of Selectmen-Town Administrator team should retain the best interests of the municipal system **as a whole** in terms of its capacity to provide services. The Town Administrator delegates responsibilities to members of his/her team while she/he remains accountable for overall effectiveness.

This job description emphasizes **integrated teamwork** at the top. It strongly implies a working partnership. It sets the stage for a common purpose, legitimate leadership over political expedience, and realization of the legitimate hopes and aspirations of Board of Selectmen members and Town Administrator. Such leadership at the top is essential if the community is to receive services efficiently and effectively.

Board of Selectmen FY13 Goals

Create TIF policy	DEC	BOS	Ask BOS if still a priority	8/7/2012
Have more committees/boards on Cable TV	Sept	BOS	Discuss at regular meeting	8/7/2012
Board members will give prior notice to chair and TA about	Ongoing	BOS	Discuss at regular meeting	8/7/2012
Once goals are adopted they should be put on web, given to	AUG	TA	TA to post	8/8/2012
Explore Regional Opportunities (dispatch)	March	TA	Discuss shared services of Building	8/26/2012
Facilitator suggested the board consider policy on role of	Sept	BOS	Inspectional services August 6th reg	
Board - draft provided at meeting	Sept	BOS	Sept 11th workshop	9/11/2012
Workshop on BOS/TA chain of command, evaluations and	Sept	BOS	September 11th workshop	
roles and responsibilities				9/11/2012
Fund Training for committees/employees - STM warrant	OCT	BOS	Sept 16th reg discussion	9/16/2012
article				
BOS to hold employee appreciation day	June	BOS	Regular meeting- September 18th	9/18/2012
			agenda	
Place Policy Review on Agenda	November	BOS	Discuss September 18th reg meeting	9/18/2012
Bylaw Review - Update Bylaws as needed do (3)	March	BOS	discuss Sept 18	9/18/2012
Exxon - permanent agreement and expansion of water	Ongoing	TA	hold a joint meeting with W/S -	
system			update -September 25	morning
Assess water betterments; follow up on special legislation;	Ongoing	BOS/TA	hold a joint meeting with W/S -	
work with W/S Commission			update -September 25	morning
Continue All Board meetings - ask participants to list their	Sept/March	BOS	September- use a goal setting format-	
goals - change format using a workshop to develop long term			5 year plan	9/25/2012
goals				
Review Fiscal policies including stabilization and Free Cash -	Sept	BOS/TA	Discuss September 18th reg meeting	10/18/2012
reg meeting				
Workshop on Revenue enhancement	NOV	BOS	Oct 23rd workshop	10/23/2012
Water Source	Ongoing	TA	hold a joint meeting with W/S -	
			update -September 25	10/25/2012
CPA information on Agenda	OCT	BOS	Discuss supporting a warrant article to	11/2/2012
Bos workshop on staffing challenges /requirements- meet	Feb	BOS	schedule workshop to meet with DH-	
with department heads to discuss (job sharing)			Oct 9th	11/9/2012
Flint Road recreation Area - Meet with Recreation	June	BOS	nov 20th workshop w/ reccom	
Committee				11/20/2012

Board of Selectmen FY13 Goals

Revitalize Lake/Pond Committee - work with the Conservation Commission	Nov	Todd	nov 20th workshop	11/20/2012
Invite EDC to BOS meeting to discuss how BOS can support new economic development	OCT	BOS	Dec 4th workshop	12/4/2012
Offer Staff development (1 session this year)	April	TA	Town Administrator to hold one session of training	
Review Gas Fueling system including security and dispensing	June	TA	TA to bring back plan	
ADA renovation of Town Hall - Apply for Grant	Ongoing	TA	TA to work on	
Stream committee meetings on the Web	Sept	BOS	Accept proposal from Cable Committee	
Board should schedule six workshops - use goals to develop agendas	Ongoing	BOS	in process, finalize schedule	
On a rotating basis board members should visit seniors during lunch	Ongoing	BOS	?	

Department heads respectfully request the opportunity to take an active part in developing solutions for reducing or eliminating the expected FY 2012 deficit.

As we and our personnel provide services to the Charlton community and best know the needs to maintain or modify those services. We hope our input is valued and sought.

Department heads are a near constant in local government bringing years of experience together with knowledge of local needs.

We would like to express concern about any proposed changes to our compensation which we receive for our skills and management efforts. Also of great importance is the quality of healthcare coverage, acknowledging cost shifts represent a reduction of compensation.

Department heads believe that methods to enhance revenue are important and may reduce the need for proposed budgetary cuts.

Method	Action	Responsible Party
LAND		
seek new sources of reoccurring revenue such as lease of town owned land to private businesses	cell tower; billboard	BOS/ Treasurer
continue to develop methods to maximize returns on disposal of town owned land	review cost benefit analysis re sale of land for single family v. costs for schooling	BOS/FinCom
review feasibility of leasing space at Colburn and Daniels property for solar park		BOS/ConCom
engineer and sell several lots from Colburn and Daniels Road possession	research land slae opportunity; impact on future budgets	FinCom/Treasurer/Assessor
In lieu of Taxes/Donations		
seek donations or partnering with private companies to defray cost of municipal services	grant for agie education; create a "Revenue Enhancing Committee"	BOS/FinCom
continue to seek sponsorship of annual activities by local banks and companies		Boards/Committees
seek PILOT payments from non-profit organizations that rely on town services	seek payment in lieu of taxes for services rendered-est. 20% of tax base	BOS/Assossors
pursue revenue sharing for land under turnpike	seek payment in lieu of taxes for services rendered-est. 20% of tax base	BOS/Assossors
Financial Management		
work with school system for updated financial info to ID actual impact on FY12 budget	begin joint meeting earlier	BOS/FinCom/School Committee

request financial management review update by DOR/DLS	already on waiting list	BOS/FinCom
Seek grants to subsidize current programs (ex. ERRP to reduce current health care costs)	1. Review all grant opportunities; 2. private sector foundations; 3. add grantwriting to present staff/create grantwriter	all Depts; BOS
annual review of fee structure to ensure recovery of costs associated with services provided	review fees charged by surrounding towns and adjust as necessary	all Depts; BOS
use \$250,000 from stabilization for FY 2012 operating costs	support BOS in a phased out method for reducing deficit	BOS/FinCom/Depts
acknowledge \$_____ additional new growth available over and above forecast		Assessor
old debt of \$_____ retires before 2012 (\$109,000 less_____)		
offer capital exclusions for capital expenditures	create policy; look at onetime large purchases and bundling	BOS/FinCom
e-mail tax and excise bills to reduce postage expenses and seek other technology savings		Collector
convene override committee for mandated wealth formula increases to school budget	research and educate public re the costs shifts between general gov and school	BOS
declare old driveway bonds abandoned		Highwat/Treasurer
file claims to insurance companies of parties causing damage to town owned property	1. road signs; 2. town owned buildings; 3. environmental clean up	Highway/all depts in control of buildings/Police & Fire
create advertising committee to develop p/p to sell space for ads on local access, website, town owned land		BOS/Cable Committee/Westwell Designs
bid out to one company refuse removal for all residents or create permit fees on individual haulers		Board of Health
bid towing rights annually to a sole service provider or create permit fees on individual towers		Police Chief/BOS
Alternative Personnel/Workforce		
use free labor from "Operation Able" and DOL to fill non-critical openings	continue to review opportunities to partner	all Depts; BOS