

BOARD OF SELECTMEN MEETING  
SMALL CONFERENCE ROOM  
GOALS AND OBJECTIVES WORKSHOP

AUGUST 15, 2017 6:30 PM

RECEIVED  
TOWN CLERK  
17 AUG 23 AM 11:20 3:19 PM

---

Selectmen Present: Chairman Francis B. King, Sandra Cristo, Mary Krumsiek, Scott Despres,  
Jon Adams, Town Manager David Marciello.  
Susan Spencer-T&G;

---

Chairman King explained that this is for goals and objectives for the manager which will be reviewed in June of 2018.

Discussion on how to come up with goals for the manager and how many to give him.

Selectman Despres and Chairman King would like the three open vacancies be hired by December 1, 2017. Chairman King explained that the manager can come back to the discussions if he is not able to hire someone by November timeframe. The positions should be labeled as A, B and C.

Selectman Adams said that we need to change our way of recruiting if we are not getting quality candidates.

**Goal #1-** Hire vacant positions by December 1, 2017; A-DPW Director, B-Building Inspector and C-HR Director. Can discuss if getting close to deadline and have not met goal.

Discussion on the Master Plan-Mr. Marciello said that he has been working on this and bringing in Bridgewater State MPA students to do their capstone project; we had presentations today for consultants. \*see steps/date 3&4 on Dave's paper.

**Goal #2:** Complete the survey portion of the Master Plan and compile/analyze the data of the BSU survey by June of 2018. \* add financial policy\*

Discussion regarding bringing new businesses into town, how many expected, where and how. Mr. Marciello said that a tax incentive for downtown small businesses is not smart money. We are beautifying that area so that people will want to come. We could do incentives on the Rt. 146 district for bigger projects.

**Goal #3-** Develop a five-year financial plan by June 30, 2018

Discussion on OPEB and stormwater. Mr. Marciello said that \$300,000 was left on the table last year. You should have raised that money and put it into stabilization or OPEB. Auditors said that as a general rule it is not a good idea to go to your levy limit. We will have a lot of free cash this year and we should take some of that and use it for roads. The vast majority of towns in this state are ignoring OPEB because they are all in the same boat; the towns are banking on the state rolling in and wiping out the debt. Mr. Adams put this into the Reserve Policy. Selectman

Despres would like to reduce the liability. Mr. Marciello is planning on dumping a lot of free cash into stabilization and OPEB.

**Goal #4-** Have a OPEB Reserve Fund established by May of 2018.

Discussion on the McCracken Road TIP project. This is very important and we cannot miss this. Selectman Krumsiek knows someone who works for GHB and she will contact him for discussion with the Manager. They plan on breaking ground in 2020. This summer GHB was supposed to be coming before us. We were responsible for the designs, 1<sup>st</sup> phase was paid by the Mall & Lynch. Hopefully they will pay for the 2<sup>nd</sup> phase as well. We are on the hook for all of the taking which will be about \$600-800,000. This is a \$10,000 million project.

**Goal #5-** Make contact with funding sources for the Phase 2 design work for McCracken Road. Selectman Despres wanted to discuss a fee audit and do we need to continue it. He would like to earmark some of the fees for certain items.

**Goal #6-** Complete fee audit & report by June 30, 2018.

Discussion regarding Stormwater funding. There is 15 years on the plan that has to be implemented.

**Goal #7-** Have a proposed plan to fund the different stages for the MS04 by June 30, 2018.

Discussion regarding 40u and the meetings that are ongoing.

Discussion on getting a personnel board. Mr. Marciello would like to put together a 3 member personnel board to help the HR Director after one is hired.

Discussion regarding getting more interest in town meeting and better attendance.

Selectman Adams wanted a meeting with the auditors and DOR to discuss Mr. Marciello's new way of doing the finances and levy thinking so that we can make a financial policy. Selectman Adams suggested setting up quarterly grant opportunities and updates to the board. Selectman Despres asked if we need to discuss legal costs issues. Mr. Marciello said that assuming we stick to what is in the retainer we will be ok. Outside litigation will result in higher fees.

Selectman Krumsiek suggested having a plan or tracking system to have employees make return phone calls within 48 hours.

Selectmen Krumsiek would like an alcohol policy for the Mansion with the Task Force and the Director. Mr. Marciello said that he told the director, John McElroy that he would like the policy done by September 2017 and have it before the Task Force for approval. Selectman

**Goal #8** – Continue the 40u process and make recommendations by town meeting if we are moving forward.

Selectman Despres questioned quarterly billing for sewer bills. Mr. Marciello suggested having Aquarion do our sewer billing along with the water bill. Discussion on the cell tower overlay district- it would bring in revenue and the towers would go where we wanted them to go. Selectman Despres suggested 2 new revenue sources identified.

Goal #9- Become a certified manager and a credentialed manager. Mr. Marciello said that the courses are on Saturdays and Sundays and around \$600.00.

Motion to adjourn the meeting at 9:00 pm made by Selectman Krumsiek, seconded by Selectman Cristo.

Respectfully submitted,

Tish Hayes, Secretary

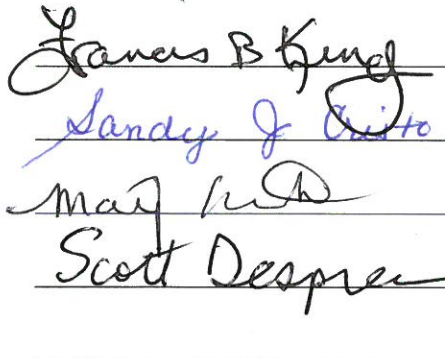
Francis B. King

Sandy J. Cristo

Mary Krumsiek

Scott Despres

Jon Adams

  
Francis B King  
Sandy J. Cristo  
Mary Krumsiek  
Scott Despres



David J. Marciello Esq., MPA  
Town Manager

Gateway to the Blackstone Valley

## TOWN OF MILLBURY *Office of the Town Manager*

MUNICIPAL OFFICE BUILDING • 127 ELM STREET • MILLBURY, MA 01527-2632 • TEL. 508 / 865-4710 • FAX. 508 / 865-0843

EMAIL: [dmarciello@townofmillbury.net](mailto:dmarciello@townofmillbury.net)

### 1<sup>st</sup> Goal/Objective

#### **Description:**

#### **Hires and Vacancies:**

The Town of Millbury has three essential positions that need to be filled in order to maintain effective operations.

#### **Measurement:**

Success measured as follows:

- Hires should be effectuated and presented to the Selectmen for ratification.
- Action plans/ measurable goals for each hire should be implemented promptly and continuously

Importance:



Essential



Important



Desirable



# Vacancy # 1 DPW Director:

## Action Steps/Date Due:

### Step 1 - Hire DPW Director:

- 1) Town Manager to continue to post and interview (immediately and continuing)
- 2) Town Manager to seek alternative means of finding acceptable candidates (immediate and continuing)
- 3) Three acceptable candidates to be interviewed (by 9/30)
- 4) At least one acceptable candidate to be offered the position (by Oct 1<sup>st</sup>)
- 5) Alternative budgeting solution to meet market demands (by May Town Meeting)

## Resources Available/Required:

- **Time to complete project:** estimated 5-20 hours of work per week by TM until filled
- **Money to complete project:** Insufficient at the present time - Town Manager must find alternative budget options and assess a cost benefit matrix of each alternative.

## **DPW Director: continued**

### **Action Steps/Date Due:**

#### **Step 2 – Implement DPW Goals:**

- 1) 5 year roadway program (within 2 months of hire)
- 2) Town Manager in concert with the BOS, Finance Director, Treasurer/auditors and DPW Director to make a report suggesting various funding sources and options for roadway program (within 2 months of hire)
- 3) Action plan as to how to implement roadway program agreed to (by 1/30/18)
- 4) Roadway program and funding solutions for the program to be presented (May 2018 Town Meeting)

### **Resources Available/Required:**

- **Time to complete project:** estimated 5-20 hours per week by TM + Staff
- **Money to complete project:** developing / designing / planning the roadway program is not expected to require financial support. Funding the roadway program will require significant and extensive funding which is not currently budgeted or available. This is a major obstacle toward meeting this goal.

## **Vacancy # 2 HR Director:**

### **Action Steps/Date Due:**

#### **Step 1 - Hire HR Director:**

- 1) Town Manager to continue to work with the Superintendent in the posting and interviewing of candidates (immediately and continuing)
- 2) Town Manager and Superintendent to seek alternative means of finding acceptable candidates (immediate and continuing)
- 3) Alternative budgeting to meet market demands to be effectuated (ongoing and continuous in concert with the Supt. - Funding must be in place by May Town Meeting)
- 4) 3 acceptable candidates to be interviewed (by 10/30)
- 5) At least one acceptable candidate to be offered the position (by Nov 1<sup>st</sup>)

### **Resources Available/Required:**

- Time to complete project: estimated 5 hours of work per week by Town Manager / Supt and School staff until filled.
- Money to complete project: Insufficient at the present time - Town Manager must work in concert with the Supt to find alternative budget options and assess a cost benefit matrix of each alternative.

### **Action Steps/Date Due:**

#### **Step 2 – Logistics and support staff:**

- 1) Construction of adequate office space (before hire)
- 2) Procure file cabinets etc, (within 2 weeks of hire)
- 3) Procure HR software packages (some within 2 weeks of hire others next FY)

## HR Director: continued

- 4) Administrative support staff – how that is to work/look, etc. to be developed with the new HR Dir as to needs
- plan and budget developed (within 2 months of hire)
  - staffing plan implemented (ongoing from hire and fully implemented by FY19)

### **Resources Available/Required:**

- **Time to complete project:** Office construction is dependent on the Training School. (I am unoptimistic that this time schedule can be met due to the stair project experience. This is a major obstacle toward meeting this goal on time- but ultimately this objective will be met based upon the Training School's availability)
- **Money to complete project:** There is a budget/ resources for the construction, hardware and furniture. There is a limited budget in fy18 for software. Administrative staffing and software needs will be fully budgeted in FY 19. In FY18, shared overlapping staffing / resources will have to suffice.
- File cabinets etc will be procured within our budget once the HR Director opines as to what is necessary to meet his/her needs

### **Action Steps/Date Due:**

#### **Step 3 – Implement HR Director Goals:**

- 1) Director to develop and implement HIPPA compliance audit (within 2 months of hire)
- 2) Director to develop and implement FMLA process (within 2 months of hire)
- 3) Director to develop and implement onboarding and retention program (within 4 months of hire)



## HR Director: continued

- 4) Director to revitalize the HR / Personnel Board and its mission (within one year)
  - Develop solutions to attract qualified volunteers for personnel board
  - Develop new mission statement for personnel board
  - Develop strategy on how to work in tandem with personnel board

### **Resources Available/Required:**

- **Time to complete project:** estimated 5 hours of work per week for Town Manager – 40 hrs of work per week for HR Director
- **Money to complete project:** there is no budget for software or furniture/cabinets- to address this in FY 18. We will work within our means in this fiscal year and budget it for next year.

## Vacancy # 3 B/I:

### Action Steps/Date Due:

- 1) Town Manager to continue to post and interview candidates (immediately and continuing)
- 2) Town Manager to seek alternative means of finding acceptable candidates (immediate and continuing)
- 3) 3 acceptable candidates to be interviewed (by 10/30)
- 4) At least one acceptable candidate to be offered the position (by Nov 1<sup>st</sup>)
- 5) Alternative budgeting to meet market demands to be effectuated (ongoing and continuous. Funding must be in place by May Town Meeting)

### Resources Available/Required:

- **Time to complete project:** estimated 5-10 hours of work per week by TM until filled
- **Money to complete project:** Insufficient at the present time - Town Manager must work to find alternative budget options and assess a cost benefit matrix of each alternative.

## 2<sup>nd</sup> Goal/Objective

### Description:

#### Master Plan

The Master Plan is outdated and does not align with current Town directives and goals. The Town Manager and the Planner / Economic Development Director have begun to design a multi-faceted approach to address this deficiency.

- Consultants are being reviewed towards the ultimate goal of having a consultant assist in the design of a new Master Plan addressing all of its sub parts
- Talks with a major state university are underway to establish an ongoing symbiotic relationship of shared resources and objectives
- Survey designs and reviews will be conducted in order to set benchmarks and goal measurement for citizen participation and expectation

### Measurement:

Success measured as follows:

- This is an 18-24 month project. Success measurement should be a review of the Town Manager's ability to continue to move the process forward through all its stages; ultimately leading to an affirmative TM vote on or before May of 2020.
- The implementation of a professional/scientific citizen survey designed to rate and rank residents' future Town goals/objectives/designs including economic growth models and services utilizing scientific quantitative and/or qualitative benchmarks and/or matrixes
- A formal update to the Master Plan is created and presented to the Selectmen for approval prior to an Annual Town Meeting vote – this is a multi-step and multi-year process estimated at 18-24 months.

Importance:

Essential

Important

Desirable

## **Action Steps/Date Due:**

- 1) The Town Manager and Planner / Economic Development Director shall select and contract with a Master Plan consultant (by September 30<sup>th</sup>)
- 2) The Town Manager shall finalize and formalize the relationship with Bridgewater State University in arranging for a MPA Capstone class assignment to develop a portion of the Master Plan, to wit the public assessment/survey (by January 2018)
- 3) The Town Manager and Planner / Economic Development Director shall complete the survey portion of the Master Plan (June 2018)
- 4) The Town Manager and Planner / Economic Development Director shall compile and analyze the data of the BSU survey (June 2018)

## **Resources Available/Required:**

- **Time to complete project:** estimated 5 hours per week: Town Manager: 15 hrs per week Planner
- **Money to complete project:** Money is already allocated through TM appropriations and grants already received. Resources from BSU are not going to cost the Town anything. Estimated in-kind value / savings to the Town: \$20-70,000



## 3<sup>rd</sup> Goal/Objective

### Description:

#### Financial Enhancement

The Town is heavily dependent on tax revenues. Outside revenue sources and cost savings / cost cutting / efficiencies / reimbursement efforts should be continuously sought after to supplement the tax revenues and ease the tax burden.

### Measurement:

Success measured as follows:

- A thorough and comprehensive review of available grants is maintained and new outside revenue sources and cost saving measures be achieved.
- A Cellular Overlay District bylaw be established and presented to Town Meeting
- At least two programs / policies / initiatives or changes be made which result in a measurable output efficiency, revenue generation or cost savings

Importance:

Essential

Important

Desirable

## Action Steps/Date Due:

- 1) Town Manager to charter a **grant-audit** (fall 17)
  - Town Manager to forecast grant opportunities & generate a report for the BOS: pros/cons (Fall 2017)
  
- 2) Town Manager to review and report on the **Snow and Ice Policy**
  - Policy to be reviewed (ongoing and continuous)
  - Report generated – (report for FY19)
  
- 3) Town Manager to review and report on the Town's interest in **MGL 40U**
  - Citizen participation – 5 open meetings (by October 30<sup>th</sup>)
  - Report generated re the Town's interest in pursuing 40U
    - ✓ If sufficient interest to forge ahead, bylaws drafted (by April 2018)
  
- 4) Town Manager to create a **Cell-Tower-Overlay** proposal for Town Meeting vote
  - Cell Tower Committee established (by September 30)
  - Public Hearings on overlay district completed by (January 2018)
  - Overlay District bylaw written (by April 2018)
  - Overlay bylaw presented to May 2018 Town Meeting
  
- 5) ASA Waters / TOM **Liquor License Policy**
  - Assuming the State issues a liquor license to the Town, a policy for the Town selling liquor at the Asa Waters Mansion is to be designed and implemented (January 2018)
  - Budgeted and implemented August 2019
  
- 6) Town Manager to investigate and report on **Solar Voltaic opportunities** on Town Owned properties
  - A report generated re available sites / locations (long range plan - FY 19/20)
  
- 7) The Town Manager to review and report on the pros/cons of establishing **Capital Reserve Funds** ~ MANDATED SPECIAL ACTS / FINANCIAL POLICIES (long range plan FY19/20)
  - To fund OPEB
  - To fund MS4

## **Resources Available/Required:**

**Time to complete project:** Grant forecast – estimated 40-60 hours work for Town Manager and Staff

- Snow and Ice Policy – estimated 40-60 hours of work by TM
- 40U – estimated 40-60 hours work for Town Manager
- Cell Overlay- estimated 60 hours of work by TM and Committee
- Liquor License – Estimated 5-20 hours work for TM to review policy and laws, estimated 100-200 hrs of work for staff / taskforce
- Solar projects – long range FY 19/20
- Capital Reserve Funds – long range FY 19/20

**Money to complete projects:** It is not expected to require any financial resources for any of these goals. Man hours are the only resources that will be required.

## 4<sup>th</sup> Goal/Objective

### Description:

#### Personal Health and Professional Growth:

Being a Town Manager is a daunting and grueling job. Attention to personal wellbeing and professional growth is tantamount to sustaining a high level of dependability and avoiding burn-out. In the next 6 months I am going to focus more attentively to maintaining a healthy regimen of exercise both as a means to personal wellbeing and also as means to combat fatigue and burn-out.

Likewise, constant professional growth is also important to maintain best practices and keep the Town in a favorable position to weather unforeseen storms when they occur. To this end I am going to maintain all of my certifications and continually seek a constant influx of best practice information from various sources including seminars, books, webinars, courses and conferences both on my time and likewise part and parcel to my daily undertakings of Town of Millbury business.

### Measurement:

Success measured as follows:

- Maintaining working towards and/or obtaining new certifications, credentials and professional acknowledgements.
- Maintaining a presence of at least 2 work-out sessions per week on average.

Importance:

Essential

Important

Desirable



## **Action Steps/Date Due:**

- 1) Town Manager or his designee to attend at least 4 MMA / MMMA / MMPA meetings / seminars / conferences / lectures / webinars (by June 2018)
- 2) Town Manager to attend at least 1 ICMA meetings / seminars / conferences / lectures / webinars (by June 2018)
- 3) Town Manager to attend at least 1 MCLE seminar / lecture / conference / webinar on municipal and/or personnel / and/or labor law – if applicable seminars, etc be available by June 2018)
- 4) Town Manager or his designee to attend at least 4 CMRPC meetings / seminars / conferences / lectures / webinars (by June 2018)
- 5) Town Manager or his designee to attend at 6-10 WCM meetings (by June 2018)
- 6) Town Manager to seek ICMA credentialing (by FY19)
- 7) Town Manager to seek Massachusetts Certified Manager (by FY19)

## **Resources Available/Required:**

**Time to complete project:** Estimated 100-200 hours of time for Town Manager or his designee to attend these meetings.

**Money to complete project:** It is not expected to require any financial resources for the goal other than what is budgeted and/or contracted. Some of these meetings, credentialing, and certifications the TM will pay for himself in the pursuit of continuing to better his professional knowledge and standing. This pursuit will likewise benefit the Town.