



OFFICE OF THE BOARD OF SELECTMEN

Veronica Kell, *Chairman*
Joseph Shank, *Vice Chairman*
Chaz Sexton-Diranian, *Clerk*

SELECTMEN'S MEETING MINUTES FOR JUNE 4, 2021, AT 12:00 P.M.

TCAM Inc. is inviting you to a scheduled Zoom meeting.

Join Zoom Meeting

<https://us02web.zoom.us/j/84923678815?pwd=MUQ2U1VKVENPWW8yaDVLZjBQNnloZz09>

Meeting ID: 849 2367 8815

Passcode: 771159

One tap mobile

+19292056099,,84923678815#,,,,*771159# US (New York)

+13017158592,,84923678815#,,,,*771159# US (Washington DC)

Dial by your location

+1 929 205 6099 US (New York)

+1 301 715 8592 US (Washington DC)

+1 312 626 6799 US (Chicago)

+1 669 900 6833 US (San Jose)

+1 253 215 8782 US (Tacoma)

+1 346 248 7799 US (Houston)

Meeting ID: 849 2367 8815

Passcode: 771159

Find your local number: <https://us02web.zoom.us/u/kcLMBKItYR>

I. PRELIMINARIES - VOTES MAY BE TAKEN:

1.1 Call the meeting to order and roll call.

Meeting called to order at 12:02 p.m. with Joe Shank, Chaz Sexton-Diranian & Veronica Kell present.

1.2 Announce the meeting is being tape recorded.

1.3 Chairman's Additions or Deletions.

Added: 5.1.4 Guardian IT

1.4 Public Comment Period. To make a comment, limited to one (1) minute, email vkell@townsendma.gov by Thursday, June 3.

Kathy Spofford had requested time during public comment, but she was not present.

Public Comment will not generally be held during M-W-F meetings, but will be taken during Tuesday evening meetings.

II. APPOINTMENTS AND HEARINGS - VOTES MAY BE TAKEN:

none

III. APPOINTMENTS OF OFFICIALS/PERSONNEL - VOTES MAY BE TAKEN:

none

IV. MEETING BUSINESS - VOTES MAY BE TAKEN:

none

V. WORK SESSION - VOTES MAY BE TAKEN:

5.1 Town Administration Updates and Reports.

5.1.1 Security of buildings and files

Suggestion to have an executive session for discussion.



OFFICE OF THE BOARD OF SELECTMEN

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Joseph Shank, Vice Chairman
Chaz Sexton-Diranian, Clerk

Moved (CSD) and seconded (JS) to have an executive session at June 8 BOS meeting to discuss security, and for anything that comes up security wise in the meantime, CSD will cover IT issues and JS will handle physical building issues. Discussion: Chief Sartell is invited to attend the executive session and confirms that he is able to attend.

Vote: All in favor, unanimous.

5.1.2 Finances – procurement of grants; review of bills to paid and extemporaneous expenses.

CDBG Grant extension:

Contract manager listed as Town Administrator – and since he is no longer with us, contract manager is successor. For the moment that is the BOS and will eventually be the Interim Town Administrator.

Motion made (CSD) and seconded (JS) for VK, Chairman of BOS, to sign the contract for the extension of the CDBG funds for the BOS as the successor of the named Contract Manager.

Vote: All in favor, Unanimous.

Building Department request for a laptop:

Some employees, but not all, were provided laptops from CvRF-MP funds. VK would like BOS to review where all laptops are located. CARES Act

Motion made (CSD) and seconded (JS) that VK review how Covid/CARES Act funds to see what was spent and what needs to be put in the report by end of month, and to see if further spending can be done to purchase more employees.

Vote: All in favor; Unanimous.

Staffing at Senior Center:

There is a need for additional clerical help at the Senior Center. Can be funded with LRTA grant and some budgeted funds.

Motion made (CSD) and seconded (JS) to permit COA director to reposition hours of grant funded employee to fit need while office staff is out.

Discussion: CSD would like Finance Committee to be included in anything having to do with funding. John Barrett has asked for a posting to be made for Finance Committee.

Vote: All in favor; Unanimous.

Municipal Relief Transfers will be needed:

\$36K for IT

\$20K for Legal

\$15K for unemployment

\$5K for streetlights.

No vote needed.

Union Retro payments and Change of Status forms for salary for all employees for FY22.

Motion made (CSD) and seconded (JS) to allow VK to review Town Administrator documents to compile retroactive payments for the union and to confirm salaries for union and non-union employees for FY22.

Vote: All in favor; Unanimous.

Decision to put future things that are fiduciary under Town Administration and non-fiduciary under Communication on the agenda. A recurring agenda items under Town Administration will be Finances.

Procurement:

RFP for Shared Streets and Spaces. All bids in on June 8 with opening on bids on Friday, June 11.

Motion made (CSD) and seconded (JS) to allow the Chair to talk to DLS/DOR in the June 7 meeting with them about procurement for the town going forward.

Vote: All in favor; Unanimous



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5.1.3 Policies and Procedures – review of use of Town Counsel Policy and signature page for Selectman's Operating Policies and Procedures.

Review of Use of Town Counsel Policy:

On Town website/BOS webpage/Selectmen Policies and Procedures – request that all Department Heads, Chairs, etc, review the policy and follow it.

Encumbrances:

Chief Sartell: Usually asked by Town Accountant for outstanding FY21 bills that may need to be paid in FY22.

Selectmen Operating Policies and Procedures:

Signature page needs to be signed by this BOS.

5.1.4 Guardian IT (added)

CSD has concern about redundancy as far as requests are made. Requesting that CSD is sole point of contact for Guardian IT.

Motion made (JS) and seconded (CSD) for CSD to be the point of contact with Guardian for services, issues, concerns for the Town going forward.

Vote: All in favor; Unanimous.

For HelpDesk requests – smaller requests made as usual; if helpdesk identifies request as more than a normal request, it will be escalated to CSD. Department Heads will be notified of this by VK at department head meeting to be scheduled.

More on Guardian IT on June 9 agenda.

5.2 Reports from Board liaisons.

Public Safety (JS) – Communication Center changes being looked at.

Senior Center tent (JS):

In 2019, a big tent was set up at the Senior Center that came down in a windstorm. The Senior Center would like this set up. Is there a liability for the Town?

Town Counsel Adam said no town employees should put the tent up because our policy does not cover this.

Karin, COA Director, says that the tent was given to the Town by the Friends of the Senior Center.

Who will install the tent if our employees can't? JS to get Town Counsel opinion in writing.

5.3 Announcements, Communications, etc.

March 3 BOS meeting – how do we respond as a town to inquiries from Cannabis vendors? Jim responded to vendor in a way that BOS agreed to, to have prospective vendors to go forward to obtain permits.

Motion made (CSD) and seconded (JS) to respond to other vendors consistently and in the same way that we responded in March, that a request for a Community Host Agreement be made after the vendor applies for and obtains permits.

Discussion: Chaz who was not on board in March agreed that the process for application must be made first and that there be a standard letter that we send out. VK and CS will work on a letter for response.

Vote: All in favor; Unanimous.

5.3.1 Public Health Excellence Grant

Letter came in to VK and BOH or Nashoba Board of Health would be the applicant. All agree.

Reopening of the State on June 15th with respect to Covid situation (CSD). VK put guidance from Town Counsel on June 8 agenda for discussion at that meeting.

5.4 Next meeting - June 7, noon

VI: EXECUTIVE SESSION - VOTES MAY BE TAKEN:



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none

VII. ADJOURNMENT:

Motion made (CSD) and seconded (JS) to adjourn at 1:28 p.m.

Vote: All in favor; Unanimous.

For further information see the YouTube recording at: https://www.youtube.com/watch?v=_dhRFrQs6b8

Submitted by

Veronica Kell, September 12, 2021

Questions for COG re: CDBG grant:

1. Please provide a breakdown of the grant funds "spent", i.e.,# of homes, cumulative funds expended to date, cumulative funds in the pipeline to be expended on specific households, cumulative funds expended for management of the grant (all aspects). And provide the total of the funds left on the table should the grant not be extended beyond the end of June 2021.

Line Item	Budget	Committed	Expended	Balance
4A	\$105,377	\$105,377	\$50,500	\$54,877
4C	\$642,932	\$328,309	\$207,374	\$435,558
8A	\$8,000	\$8,000	\$1,200	\$6,800
8C	\$26,250	\$0	\$0	\$26,250
9	\$60,373	\$60,373	\$44,738	\$15,635
Total	\$842,932	\$502,059	\$303,812	\$539,120

Admin	Budget	Breakdown	Amount	
4A	\$105,377	COG Contract	\$103,000	
		PD & GA	\$2,377	
8A	\$8,000	COG Contract	\$8,000	
		PD & GA	\$0	
9	\$60,373	COG Contract	\$49,000	
		PD & GA	\$11,373	

COG Contract Amount: \$160,000
 Billed To Date: \$116,700
 Balance: \$43,300

FY18 Housing Rehab. Program Status (4-30-2021)

	Units	Case #
Open/Active Cases	6	19-19, 19-03, 19-14, 19-32, 19-30, 19-31
Approved Cases	0	
Work Specs in Process	0	
Out to Bid	0	
Under Construction	5	19-09, 19-10, 19-02, 19-04, 19-29
Construction Completed	6	19-05, 19-12, 19-18, 19-26, 19-01, 19-07
Withdrew or Otherwise Ineligible	6	19-21, 19-11, 19-20, 19-16, 19-27, 19-22

2. **In order to expend all funds, is an “extension” beyond June 30, 2021 required?**
Yes. DHCD is already preparing the paperwork to extend Townsend’s FY18 grant beyond June 30, 2021.

Does that extension require a renegotiation of the management contract with COG? No. However, COG reserves the right to seek additional compensation if the housing rehabilitation program exceeds its 15 unit goal.

3. **Were the extensions signed by Sue Lisio (2019) and Wayne Miller (2020) an extension of the CDBG deadline or an extension of COG’s management contract?**

The original expiration date for the Town’s FY18 grant was December 31, 2019. The extension requests executed by Ms. Lisio and Mr. Miller were extensions of the grant deadline. The first request (under Ms. Lisio’s signature) extended the grant deadline to September 30, 2020. The second request (under Mr. Miller’s signature) extended the grant deadline to June 30, 2021.

4. **If further households are needed to expend the funds granted, what is the process for finding those households? Please provide a timeline and what the town can do to help.**

COG has been working off the waiting list of 41 applicants included in the FY18 application. We are continuing to process the applicants on that list. I am hesitant to undertake any kind of large marketing campaign while we still have so many applicants still in line. The Town could ask departments such as Inspectional Services or the Council on Aging to make individuals they think could benefit from the program aware of the resources but, unless new applicants have some type of emergency that needs to be addresses immediately, they will only be added to end of the waiting list.

5. **Now that the fuel assistance program is finally underway with the winter 2021 season being the first season that this program was in place, and given that the program ends on May 31, 2021 (next month), what can and/or will be done to extend this program to the 2021-2022 heating season?**

It appears the fuel assistance monies will continue to go largely unspent by May 31, 2021. I recommend the Town consider seeking a program amendment to move the remaining fuel assistance funding into the housing rehabilitation program. Assuming this grant gets extended to December 31, 2021, it is still unlikely the fuel assistance funds will be spent in the first half of the next heating season because everyone who is eligible for the LIHEAP program will have a new allotment of funding from that program.




Employee Evaluations: Components and Best Practices

September 17, 2020

Joellen J. Cademartori, Chief Executive Officer

630 Dundee Road, Suite 130, Northbrook, IL 60062
847.380.3240 info@govhrusa.com GovHRUSA.com

Presentation Outline




What is Performance Evaluation and Objectives of a Performance Evaluation System



Performance Evaluation Tool Components



Meeting with the Employees



Practical Tips and Questions

What s Performance Evaluation?

Examines and Evaluates
Employee Work
Behavior
to Preset Standards

Reviews Employee
Progress toward the
Completion of Goals

Documents the Results

Provides Feedback to
the Employee

Objectives of a Performance Evaluation System



Promotes and strengthens communication by outlining performance expectations and standards.



Promotes productivity and raises the level of performance.



Documents performance to support personnel decisions – promotions, merit increases, disciplinary actions.



Evaluates and prepares employees for future assignments – Succession Planning



Identifies training opportunities to enhance skills or improve performance.

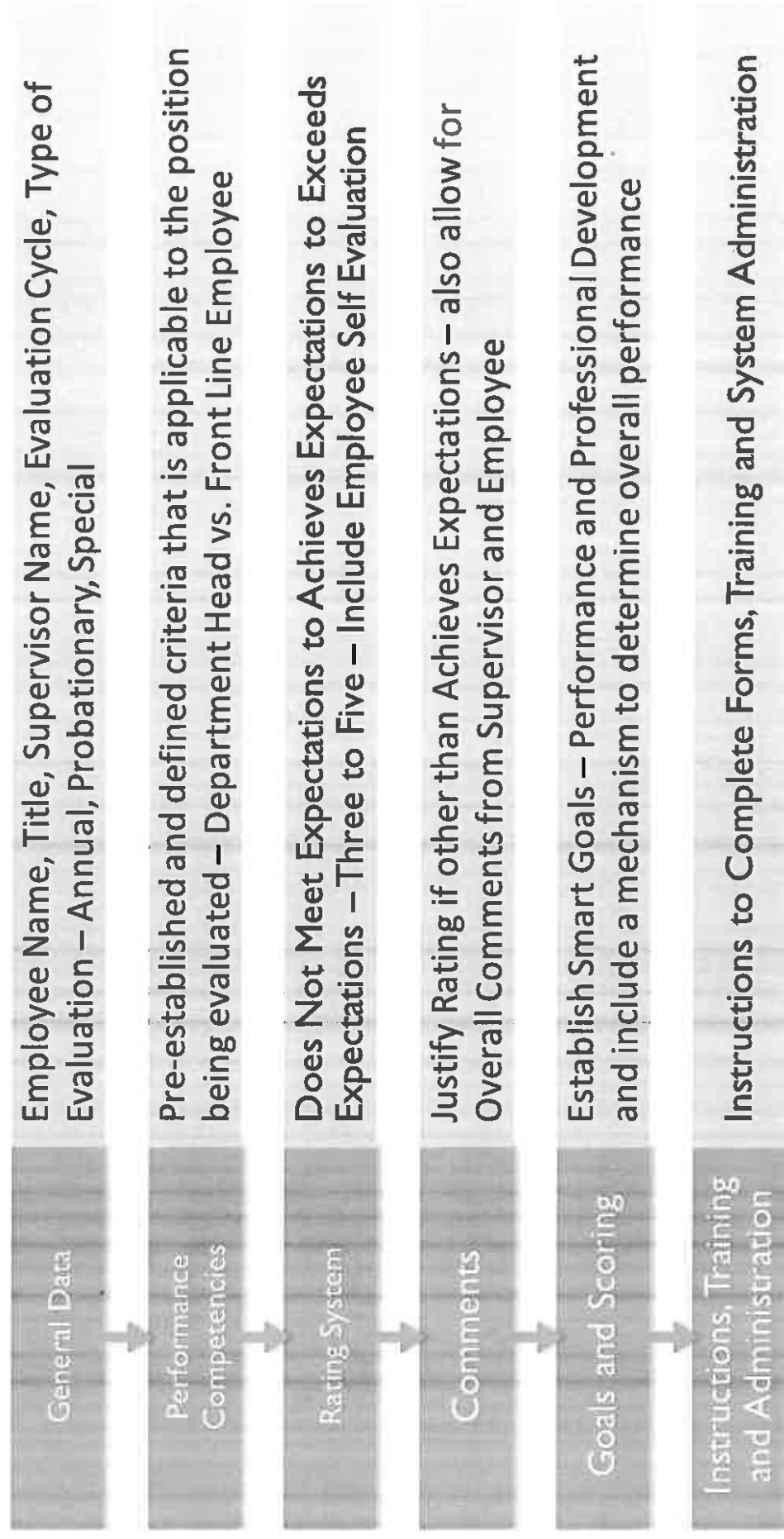


Focuses on performance criteria and goals.

Performance Evaluation Practices

- Scan of Tools and Practices
 - Massachusetts
 - 16 Communities Surveyed, 8 Responses
 - 5 have a system, 3 do not
 - Nationwide
 - 34 Communities Survey, 16 Responses
 - 17 have a system, 3 do not
-

Performance Evaluation Tool Components



Performance Competencies

Leadership

Management

Technical

Team

Performance Competencies and Categories

- **Leadership Categories**
 - Mission, Vision, Values and Strategic Plan
 - Initiative and Innovation
 - Relationship with Assigned Committees and Commissions
 - Professional Growth and Development
 - Leadership Perception
-

Performance Competencies and Categories

- **Leadership Category**
 - Relationship with Assigned Committees and Commissions
 - Actively Communicates and provides guidance and liaison support;
 - Develops and maintains effective professional working relationships;
 - Consistently and appropriately represents Town Administration's position;
 - Accessible and responsive to requests for information.
-

Performance Competencies

Exhibited by all employees – weighted differently

	Dept Head	Manager	Front-Line
Leadership	40%	20%	10%
Management	20%	40%	10%
Technical	20%	20%	60%
Team	20%	20%	20%

What Affects Performance?



It is likely the level of performance will change from year to year:

Organization Policies and Practices
Job Concerns
Personal Life



Understand the biases that accompany rating performance:

Halo vs Horn
Recent Effect, Central Tendency
Positive vs. Negative Leniency
Like Me or Contrast Effect

Rating System – Use Words!

Too Few?

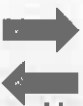
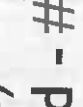
- ▶ Does Not Meet Expectations
- ▶ Achieves Expectations
- ▶ Exceeds Expectations

Too Many?

- ▶ Unacceptable
- ▶ Needs Improvements
- ▶ Meets Expectations
- ▶ Exceeds Expectations
- ▶ Outstanding

Establishing Performance Goals

Decide on the types of goals to be established, either project or program focused or task oriented

- Use the SMART goal format:
 - Specific (Single Outcome)
 - Measurable (Action Oriented - #  )
 - Attainable (Realistic – can be accomplished)
 - Relevant (To our mission and positions)
 - Timebound (By when)

Smart Goals?



Attend a time management seminar by December 31, 2020



Purchase a work order system



Have no accidents while operating City/Town equipment throughout the evaluation period



Develop a list of CIP items as they relate to HVAC by November 2, 2020

Smart Goals?



Provide more online services for residents



Find a way to cut the budget by 5%

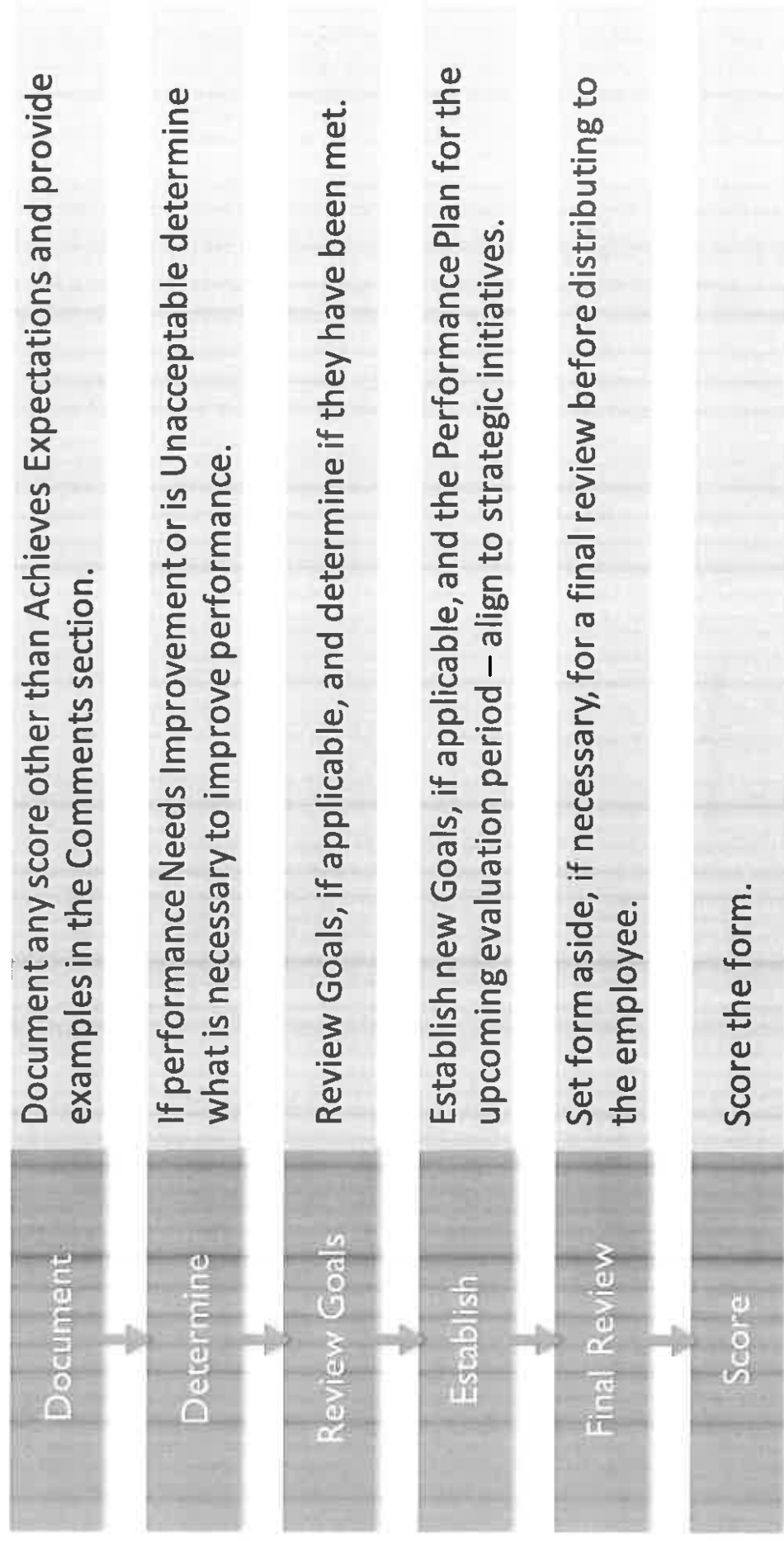


Improve work relationships



Read the Purchasing Manual by September 21, 2020

Steps in Evaluating Performance



Discuss any recommended training and development opportunities.



Solicit feedback from the employee and answer all questions.



Allow the employee to provide written feedback and give the deadline for the written feedback to be provided.



Schedule a follow-up meeting if necessary.



Sign the form.



Send form to Supervisor or Human Resources.



Meeting with the Employee

Distribute the Performance Evaluation Form Prior to the Meeting

Meet in Private Location

Emphasize the Discussion is Free-flowing and Solicit Feedback

How to Ensure Success!



Open communication and notetaking will go a long way when evaluating employee performance. No surprises!



Aligning goals to the mission of the Community will make work more purposeful.



Ongoing training to ensure the system is being used uniformly is paramount.



Overall management of the system to ensure consistency across departments is critical to its success.



Employees take pride in their work and desire feedback!

Let me know if I can help...

Questions?

icademartori@govhrusa.com

Direct: 847-380-3238

Mobile: 224-545-4333



Town of Townsend

**BOARD OF SELECTMEN
DEPARTMENT SUPERVISOR PERFORMANCE EVALUATION**

Name: James M. Kreidler, Jr-

Title: Town Administrator

Person Performing Evaluation:

Date: _____

RATING SCALE								
<u>1</u>	/	<u>2</u>	/	<u>3</u>	/	<u>4</u>	/	<u>5</u>
1 – Unsatisfactory		2 – Below Expectations		3 – Meets Expectations				
4 – Exceeds Expectations			5 – Outstanding					
N/A – Not Applicable								

PERFORMANCE EVALUATION CRITERIA

1. Board Relations: 1 / 2 / 3 / 4 / 5
- a) Maintains a shared calendar - by June 1, each Selectman can view the TA's daily outlook calendar including days not in office (scheduled vacation, appointments, etc.)
 - b) Maintains a shared correspondence folder for each BOS meeting- meeting files, mail, employee documents, etc., accessible in Sharepoint.

Comments:

2. Public Relations/Communications: 1 / 2 / 3 / 4 / 5
- a) Place in Sharepoint the agendas and action items from monthly staff meetings re: communication with Town departments relative to town operations including but not limited to state and federal regulations, local general bylaws and Town charter.

Comments:

3. Budget Preparation and Administration: 1 / 2 / 3 / 4 / 5
- a) Monitoring of budget administration during the year – evidenced by quarterly expenditure reports made available by request of the Town Accountant to and reviewed with the BOS (and the Finance Committee)
 - b) Follows the Budget Policy and budget guidelines specified in the Charter –
 - i. Sees that Financial Staff updates the Town's 5-year financial forecast by the end of October.
 - ii. Holds Financial Summit with BOS, Finance Committee, and NMRSD School Committee in early November.
 - iii. Sees that BOS sets policy priorities and other directives for town, develops budgetary guidelines for dept heads and sends budget forms with guidelines to all departments, boards and committees by early December.

Comments:

4. Managerial Skills: 1 / 2 / 3 / 4 / 5
- a) Creates annual town operational calendar to include, at a minimum:
 - 1. Appointment deadlines with position description/committee charge and appointing authority,
 - 2. License deadlines with date for renewal letters, review and vote.
 - 3. Budget Process
 - 4. Capital Planning
 - 5. Annual policy review
 - 6. Quarterly training opportunities, to include Boards and Commissions each June in OML, Public Records, Ethics.
 - 7. Union and personal service contracts dates and deadlines
 - 8. Monthly department head meetings
 - 9. Standing monthly department/commissions invitation to Board of Selectmen meetings dictated by work cycle.
 - 10. Grant opportunity cycles
 - b) Organizing the completion of town-wide documents – provide the BOS with bi-monthly reports beginning June 2021 on completion status of Master Plan, Open Space and Recreation Plan, ADA Plan, Energy Master Plan, Water Master Plan, and anything required from the BOS to support the completion of these documents.
 - c) Evidence of the meetings required for union negotiations for all contracts for all unions (Clerical, Supervisors, Highway-Water, Fire, Police) in accordance with each contract negotiation timeline.

Comments:

5. Direction/Supervision of Town Organizations: 1 / 2 / 3 / 4 / 5
- a) Leadership provided to employees who he/she directs supervision over – evidenced by quarterly meetings of each Department & its Board/Commission (scheduled on a rotating basis so 1-2 departments are at each BOS meeting) beginning June 2021.
 - b) Staff development, growth and recruitment:
 - i. evidenced by a recommended uniform practice for hiring provided to the BOS by September 1.
 - ii. a schedule for anticipated staff and boards development trainings (e.g. OML, Ethics, Leadership, etc.) shown on the Operational Calendar.

Comments:

6. Personal and Prof. Growth of the Administrator 1 / 2 / 3 / 4 / 5
- a) Attendance at job specific professional meetings, seminars, and conferences

Comments:

7. Productivity and Reliability 1 / 2 / 3 / 4 / 5
- a) The extent to which the Supervisor can complete required tasks by proscribed deadlines.

Comments:

Addendum: Goals and Objectives

The extent to which the Supervisor was able to meet the established goals and objectives.

- Support Town Employees
- Complete the Senior Center Expansion
- Harmony of town moving forward. All departments work together with each other.
- Personnel Policies and Procedures reviewed.
- Open and Transparent communication. The BOS should always know what the Town Administrator is working on.
- Communication Center – consolidating with Ashby, Townsend, and Pepperell
- Grant Administrator position – funded and staffed
- Cash Operations in town – review
- Minutes available on time
- All volunteer committees/commissions “staffed”, i.e., Strategic Planning Committee, Disability Commission, Agricultural Commission, Capital Planning, etc.
- Scope out the needs and costs for Office 365/Outlook to share documents, files, agendas and calendars implemented at Town Hall (for all departments and boards/commissions), including providing all elected board members townsendma.gov email address.
- Retiree health insurance

A decorative border in blue ink surrounds the central text. It features stylized leaves and small clusters of berries or flowers, repeating along all four edges of the page.

Townsend Cultural Council

April 20, 2021

**Townsend Board of Selectmen
272 Main Street
Townsend , MA**

Please appoint Karen Provost, P.O.Box 27, to a one-year term on the Townsend Cultural Council.

Thank you

A handwritten signature in blue ink, appearing to read "Alice Avery Struthers".

**Alice Avery Struthers
Chair**

TOWN OF TOWNSEND

REQUEST FOR RE/APPOINTMENT TO
BOARD, COMMITTEE OR COMMISSION

RECEIVED
APR 20 2021

TOWN OF TOWNSEND
TOWN CLERK

- Name: Citkeyl Jimenez
First, Middle/Initial and Last Name/If registered voter, then as registered.

- Address, including P.O. Box Number (if applicable), Town, Zip Code:
3 Apple Drive
Townsend, Ma 01469

- Telephone Number: 978-597-6589
- Position: COA member
- Term Expiration Date: June 2021
- Current Term Expiration: _____
- Note if filling unexpired term of a former member: _____

Signature of Board, Committee or Commission Chair or designee:

Joseph Daniel - Chair

Please return this form to:

Office of the Board of Selectmen
272 Main Street
Townsend, MA 01469