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LUNENBURG TOWN CLERK OFFICE

BOARD OF SELECTMEN
MINUTES
Joseph F. Bilotta Meeting Room, Town Hall
May 7, 2019

Board of Selectmen present: Jamie Toale, Chairman; Damon McQuaid, Vice Chairman; Phyllis Luck, Clerk; Katey Adams, Member
Also Present: Heather Lemieux, Town Manager

The meeting opened at 7:00 PM with the Pledge of Allegiance.

Mr.Toale announced in accordance with the requirements of the Open Meeting Law, please be advised that this meeting is being recorded and broadcast over the Lunenburg Public Access channel.

PUBLIC COMMENT:
Mr. Toale stated last Saturday Lunenburg had their Annual Town Meeting. He thanked citizens for coming ou;, they had good attendance for a very long meeting that people stayed through. He thanked the Womens Club, school custodians, PACC, IT Department, and the voter check-in staff. Ms.Adams echoed Mr. Toale, thanking everyone who stayed through the meeting.
Ms. Luck stated that during the Town Manager evaluation process last year Board members were able to view each others' evaluations and determine if the consensus document was just that. This year unless Board members are willing to make their evaluations public documents, Board members will have no way to judge if the consensus is an opinion reached by the group as a whole. She requested the Board take this week to review the document and reflect and measure it against their own evaluation and be ready to discuss the evaluation at next week's meeting.
She has been informed by friends that the word on the street is that I am going after the Town Manager tonight. Nothing could be further from the truth. Our role as a Selectboard is to support the Town Manager and help her succeed. When she succeeds, we succeed. Supporting her does not mean that you always agree. I have had citizens criticize me and I have said thanks for your input. Sone of them elected me and it is their right to let me know what they are thinking. It is our responsibility as a Board to let the Town Manager know when we agree or disagree. I would resign from this Board before attacking anyone; I am just not wired that way. When I met with Town Manager to go over her evaluation, I stated that I thought she is a wonderful person and that she is working very hard; it's a tough job. I appreciate all that she does for Lunenburg.
Dave MacDonald, Island Road, thanked Chairman Jamie Toale for his six years of service to the Town; you have done a magnificent job through thick and thin. We are going to be sorry to see you go.
He stated he knew Ms. Lemieux's evaluation is due and he was sure a lot of people read the letter he placed recently in the newspaper. Mr. MacDonald noted Ms. Lemieux was hired for her resume, credentials and talents. You are in charge of this town. I have worked with you on the Personnel Committee and other committees and what I see is the respect you get from your employees and department heads; respect that you have earned. As a citizen, my wife and I want

to say that we give you our vote of confidence. How the review works is up to the Selectmen. He was very happy to hear what Ms. Luck stated, but it hasn't felt that way. He suggested if Ms. Luck did not think it was personal, to review the meeting recordings. It has to stop. Ms. Lemieux, you have done a great job, I personally want to thank you, and I'm sure your department heads and your employees will want to thank you. We all make mistakes, every day, but it the end I think you have done a great job.
He stated he was also on the Memorial Day Committee and thanked Dave Passios and Sue Doherty and everyone who is going to come and assist us with the ceremony on May 27 at 10:00 a.m. He encouraged everyone to attend.
Steve Weaver, 288 Holman Street, in regards to the Special Event permit that is being drafted, wanted to ensure there is more citizen participation for input. He asked for a four-day event, where does Sunday fall, is that two events for the week? He stated he has put in a request with DPW to address stormwater problems on Holman Street.

APPOINTMENTS:

Boys & Girls Club of Lunenburg Tollbooth Request

Executive Director Michelle Belleza presented for the fundraiser request for Saturday, May 18 from 9:00 AM to 2:00 PM. in the Town Center

Motion: K. Adams **2nd: P. Luck**
To approve the tollbooth request as presented **Vote: All in Favor**

Cruise Night- Memorial Drive

Police Chief Jim Marino presented the request for Wednesday, June 12 from 4:00 – 8:00 PM on Memorial Drive. They would like to shut the road down for the event.

Motion: D. McQuaid **2nd: P. Luck**
To approve Cruise Night as presented with a rain date of June 19
Vote: All in Favor

INTERVIEWS/APPOINTMENTS/ RE-APPOINTMENTS/ RESIGNATIONS

- **Land Acquisition Committee-** Conservation Commission Representative- Ken Jones

Motion: D. McQuaid **2nd: P. Luck**
To appoint Ken Jones as the Conservation Commission representative on the Land Acquisition Committee
Discussion: Ms. Adams asked if anybody has been attending the meetings from Conservation. Ms. Luck noted Jones has been attending already. **Vote: All in Favor**

- **Housing Authority-Special Appointment to Govenor's Appointee Vacancy**

Karin Menard stated she wanted to serve because she is one year into a three-year elected position on Parks Commission and she does not plan to run again. She is currently a court appointed advocate for children in foster care and the first case she had was to find adequate housing for the mother of one of the children. This is easier said than done. There is a great need for affordable housing and what better way to get involved that to get on the Housing Authority.

Motion: K. Adams **2nd: P. Luck**
To appoint Karin Menard to the Housing Authority with a term to expire May 1, 2021
Vote: All in Favor

- **Agricultural Commission-** Greg Burns- 13 Oak Avenue- term to expire June 30, 2022

Greg Burns stated he would like to see farming stay in town and he has a lot of ideas for the commission.

Motion: D. McQuaid **2nd: P. Luck**

To appoint Greg Burns to the Agricultural Commission with a term to expire June 30, 2022

Vote: All in Favor

Weekday & Sunday Entertainment License Applications

Sara Lowe presented for the Friday August 2 -Sunday August 4 event for Famtasia The Sheep LLC, d/b/a Famtasia Family Getaway/Famtasia The Sheep to be located at 138 Howard Street. Ms. Lowe has been communicating with Executive Assistant Peterson, Fire Chief Sullivan and the Board of Health. We have decided to eliminate the camping and have partnered with Pine Acres Campground to give discounts to our attendees. We ran this event last year in New Hampshire. The focus is to have a weekend long place for families to get together and play games and have fun. We have music and professional story tellers. We have an emergency evacuation plan and the driveway will never have any vehicles parked in it. We have professional parking attendants across the street.

Chief Marino stated he has voiced some concerns and Ms. Lowe will be addressing those. His two biggest concerns was the grade of the driveway down to the street and possible noise to direct abutters.

Ms. Lowe stated she has talked to one neighbor and left messages with her phone number to call her back to all of the abutters, and they have not. Chief Marino said sound does travel and recommended reaching out to people within at least a thousand feet.

Ms. Lowe stated in the morning are children's bands and storytellers that will be amplified onto the lawn area. The stage is well back from the road and facing into a hilled area. Ms. Adams stated her concern about the event already being advertised. Ms. Lowe stated she had been emailing with Ms. Peterson for a couple of months and she had been asking us to hold off filing because the Board was working on the special event permit. Ms. Lowe stated her concern with holding off was that she needed to get advertisers to fund them. Ms. Peterson stated in an email to me that she did not see a problem with us starting that part of the process.

Ms. Adams asked if the music from 9 to 10 on the Friday and Saturday is amplified?

Ms. Lowe said it was but we can turn it down. Ms.Adams asked what the size of the property was and how many attendees were expected. Ms.Lowe answered eight acres and last year we had about 150 attendees.

Mr. McQuaid asked if 200 attendees would work. Ms. Lowe asked if that would include her 50 volunteers. Mr. McQuaid stated 200 tickets. Ms. Lemieux asked how much parking is available. Ms. Lowe stated the farm across the street is large and could accommodate 1000 cars there.

Motion: D. McQuaid **2nd: P. Luck**

To approve the Weekday and Sunday Entertainment licenses for Friday, August 2 to Sunday, August 4 for Famtasia, The Sheep LLC, d/b/a Famtasia, The Family Getaway at 138 Howard Street with the conditions that no more than 200 tickets be sold and they adhere to the noise hours that they presented and meet all the department head concerns

Discussion: Ms. Adams expressed concern about the hours and three days of amplified music. Ms. Lowe stated her intent was to allow families to do activities during the music and be able to hear each other, so the music is not loud enough that you can't have a conversation in front of the stage. Ms. Adams stated we would authorizing 33 hours of amplified music.

Ms. Lowe stated it might be helpful to know there are breaks as we have an amplified stage and an acoustic stage. Ms. Adams suggested no more than eight hours per day of amplified music. Chief Marino stated even without a bylaw, there is case law that gives us the authority if someone's right to be undisturbed is in question; we can ask the music be turned down or shut off. If that doesn't happen the Police can issue a complaint. If the neighbors call the Police, the Police have to take action. Ms. Lowe stated our goal is not to disturb the neighbors. Marino suggested testing the sound and it travelling before the event. Ms. Lowe stated with the way it is set up they could probably accommodate the eight hour limit.

Mr. McQuaid amended the motion to no more than eight hours of amplified music per day. Ms. Luck seconded it. Vote: All in Favor

Mr. Toale reminded Ms. Lowe that she is still required to keep working with the Town on the other details.

Skate Park Committee Update

Anthony Caiozzo, 1090 Massachusetts Ave., reported they ran a Battle of the Bands fundraiser at the Bull Run Restaurant in Shirley and raised over $2000. It was very successful and they decided it would be a yearly event for the skate park. We also had a booth at the Groton Road Race and talked to people from everywhere.

Aiden Moore, 59 Wildwood Road, reported they held a Fortnite tournament at the high school and raised around $500. They also raised around $500 through a local church. They hosted a t-shirt contest for their next line of fundraising t-shirts. The winner of the contest will get two free t-shirts and their design on the set of t-shirts for sale.

Aiden Swift, 63 Oak Ave., reported they will holding a dodgeball tournament in the summer through the church as a fundraiser, date to be announced. We have received a $2000 check from the Turkey Hill Lunenburg Lions Club.

Chris Roy, 105 Chestnut Street, stated they had banana bread donated to them by Trudy's Treats. We ran a bake sale at the high school during basketball games. Miles for Myles has pledged $3000 to us. We are almost at the $50,000 mark.

Mason Whitcomb reported they have talked to the CEO of Rollstone Bank; they have promised $2500 towards the skate park. He is also a trustee for the Crocker and Wallace Foundation and will attempt to obtain $20,000 in matching funds from Crocker and $30,000 in matching funds from Wallace. We are still looking to break ground in 2020, so we are downsizing the design of the park to 4,000 to 6,000 square feet. The new goal amount is $200,000 to $250,000.

Ms. Lemieux asked if they have been updating the Parks Commission. Parks Commissioner Menard stated we have not asked them to come back to us since the last time. They need to get further into the process before coming back.

Mr. Toale commended the committee for their persistence. The Board thanked them for coming in.

CURRENT BUSINESS

1. **Town Manager Annual Performance Evaluation**

Mr. Toale stated the process for this review is one created by the Board over several years. A new wrinkle is the change in the process due to Open Meeting Law interpretation, so we would not be sharing all of our individual evaluations with each other outside of a posted meeting and therefore not having the ability to look at them ahead of time. Our intent tonight is to go through all this compilation, hopefully you will see your input in it and the ratings and input from your

fellow Board memebrs. We will be able to discuss them and at the end of this process we will agree it is no longer a draft but a document that we agreed to and put together.
He suggested going through it line by line. Ms. Luck reiterated it was unfair to ask the Board members to discuss it this evening without seeing it beforehand. She was not comfrotable commenting on it this evening. Ms. Adams agreed noting it was 22 pages long.
Motion: K. Adams **2nd: P. Luck**
To table this discussion and put it on the next agenda
Mr. McQuaid stated he would not be voting in favor of this so the vote will probably be 2-2. Mr. Toale noted we have a commitment to get this done before the election as part of the Town Manager's contract. Town labor counsel advised us to read it together in public meeting. Further disussion ensued. **Vote: In Favor- 2 (Luck,Adams) Opposed- 2 (McQuaid, Toale)**
The motion failed.

Mr.Toale announced he would begin reading the draft composite evaluation and to feel free to stop him if you have any comments.

BOS COMPOSITE – DRAFT 5/7/2019

POLICY AND PURPOSE

The purpose of this evaluation instrument is to formally appraise the Town Manager's performance on an annual basis. The document allows the Board of Selectmen to assess the Town Manager's performance in management practices and in the accomplishment of goals.

Individual performance evaluation forms prepared by members of the Board of Selectmen are considered work product/personal documents, and shall not be publicly released. The only document to be released will be this overview document, compiling the ratings and comments, prepared by the Chair.

PROCEDURE

1. The Town Manager is reviewed annually on the achievement of the agreed upon goals established the previous year and performance standards. The performance standards are measured using a rating scale of "exceeds expectations", "meets expectations" and "needs improvement". In addition to annual goal (s), ten categories of performance standards and core responsibilities will be used to evaluate the Town Manager:

2. The Town Manager has submitted a narrative self-evaluation including a summary of the Town Manager's performance against goals and objectives for the year.

3. Board members completed their evaluations, met and discussed their conclusions with the Town Manager and gave their input to the Chairman.

4. This document represents composite ratings from individual reviews and represents a consensus overview document.

5. Copies of the individual reviews will be given to the Town Manager and placed in the Town Manager's personnel file.

6. This composite will be reviewed, discussed, revised and accepted at a scheduled Board of Selectmen meeting to publicly discuss the evaluation.

7. The Select Board will schedule a future workshop to discuss the evaluation process, compile information to improve future evaluations, and discuss and agree upon goals and objectives for the Board and Town Manager for the coming year.

Ms. Luck pointed out it this not a consensus document at this point because we haven't even seen it yet. It also says it will be reviewed, discussed, revised and accepted at a scheduled Board of Selectmen meeting and that can be next week. Ms. Adams stated she would not be signing what she hadn't read. Mr. McQuaid pointed out they would be reading it right now. When being accused of being disrespectful, Mr. Toale stated that Ms. Luck and Ms. Adams were being disrespectful. He stated this is a very difficult night for all of us, it is for the Town Manager; I put hours into putting this together and I believe I included all of your input in it and this is your opportunity to see if I did. Ms. Adams countered with we can read it, but it doesn't mean we will be able to talk about it.

TOWN OF LUNENBURG

TOWN MANAGER PERFORMANCE EVALUATION

Town Manager: Heather Lemieux

Date of Evaluation: 5/7/19

Review Period From: 5/18 To: 5/19

Type of Review: X☐Annual

RATING SCALE

The following scale will be used to rate the Town Manager's performance in all categories.

Exceeds Expectations:
Performance consistently exceeds expectations. The overall quality of work is excellent and annual goals were met or exceeded.

Meets Expectations:
Performance consistently meets expectations and the overall quality of work is good. The most critical annual goals were met.

Needs Improvement:
Performance has not met expectations and improvement is needed. One or more critical goals were not met.

PART I

PERFORMANCE ON PRIOR YEAR GOALS

Evaluation of the Town Manager's progress toward these goals will use agreed-upon measures of progress and standards of performance in determining whether the intended results are being (or have been) achieved.

Ms. Adams interjected her and Ms. Luck were considering leaving the meeting so they could discuss this next week. Mr. Toale stated, "Ms. Adams you can do anything you believe is the right thing to do. We have been advised by our Town Counsel to do it in this fashion." Ms. Luck stated, "we are not going to violate Open Meeting law if we read it tonight and discuss it next week." Mr. McQuaid stated," this is how we were instructed to do this and we should do it this way. "Discussion continued about the process recommended by Town counsel and Open Meeting law. Mr. Toale did not see any harm in reading it now as advised by Town Counsel, "if you choose not to vote on it or to think about it or whatever, that's fine." He wanted the first reading of it to be in public right now. Ms. Luck agreed to read it in public but would like the discussion on it to be held next week. Mr. Toale stated," then let's read it, I would like you to see the whole document and if you choose not to vote on it, then that is fine. "

Motion: K. Adams **2nd: P. Luck**
In order to comply with Open Meeting Law that tonight we read this into the record and we have a thoughtful discussion next week
Mr. McQuaid stated if you see something that is wrong tonight you should respond so Mr. Toale can edit for next meeting. Mr. Toale stated he would not vote for that motion tonight because that is what will happen if you choose not to vote tonight so you will get exactly what you requested. Mr. Toale called for the vote.
In Favor- 2 (Luck, Adams) Opposed – 2 (McQuaid, Toale) Motion fails.

Mr. Toale continued reading the draft.

PART I

PERFORMANCE ON PRIOR YEAR GOALS

Evaluation of the Town Manager's progress toward these goals will use agreed-upon measures of progress and standards of performance in determining whether the intended results are being (or have been) achieved.

1. **Goal – Increase Public Outreach and Improve Public Relations:**
   Objective: To increase access to current information and solicit input from citizens on topics that are important to the Town, residents, and its' businesses.

Annual Assessment: **X☐ Complete** **X☐ In Progress** **☐ Not Undertaken**

Launch Goal – Complete **Process – Ongoing**

All members felt that this goal was still in progress with two members feeling that it was at least partially completed.

The new website was finalized and went live on Labor Day weekend and users can utilize the subscription feature to receive notifications on any updates to information they are interested in, see the latest news under News & Announcements, and view the posts on the Town Facebook page from the live feed. Various updates have been made, including new information on recycling, Americans with Disabilities Committee page, a page for information on ROAR, and the "Get Connected" page, that was retitled to "Citizen Engagement and Transparency Center." The Town has subscribed to a new financial transparency data platform called ClearGov that is also on the Citizen Engagement page. The Charter/Bylaws and Important Documents buttons were moved to the top of the main page and the home page middle buttons were changed to Town Calendar and Town Meetings & Town Finances. A communications questionnaire was created to gather data on how people receive information on town government and the type of information they are interested in. We received slightly over 100 responses and 56% of respondents receive their information through town social media accounts, 45% receive information through the Lunenburg Ledger, and 42% of respondents receive information through the Town website.

One member commented, "In its natural state, this type of goal is always ongoing". Another member input that "I went to the Town Calendar on April 27 to peruse the timeliness of information on the website and did not find either the Town Meeting on May 4 or Town Elections on May 18 shown." Better use of the signs at the Ritter and the High School as well as the Town Calendar were also suggested. Another member stated, "Heather has continued to seek input from citizens on current issues, increase and create new two way communications. This is a job that is never really done. Administration of the Facebook page as well as attending many other board meetings, then relaying information to the board via the town manager reports has really opened up the communication channels." While a member wondered if too much of the TM's time was spent keeping up with the Town Web and Facebook activity. The same member felt an opportunity to increase Public Outreach and participation was missed when the Town Manager included two new positions in the Budget proposal without using the many communication opportunities that are available to give visibility to these new hiring proposals.

2. **Goal – Comprehensive Infrastructure Plan:**
   Objective: Address deferred maintenance on town buildings, recreation areas, and other town infrastructure and continually update long-range capital plan for the town's assets

Annual Assessment: ☐ **Complete** X☐ **In Progress** ☐ **Not Undertaken**

All members felt this was an ongoing goal and was "In Progress"

Town Manager was goaled to continue to develop a comprehensive inventory and Building and Infrastructure Maintenance Plan that includes repair and maintenance of town buildings, school buildings/land, recreation areas, roads, and underground infrastructure. Building and infrastructure needs will be included in the Capital Plan and funded in the operating budget through the Facilities account and Town Roads account. The FY20 Budget recommendation includes an additional $40,000 for maintenance of facilities and an additional $50,000 in the Town Roads account. Town Manager will continue to address infrastructure needs through

recommendations to fund capital projects and recommend a budget that will address annual maintenance of facilities. In an effort to address the significant amount of capital requests identified to date in the Capital Plan, the FY20 Capital Plan also included all the repairs identified in the Vertex Reports for the Town Hall, Ritter Building, old Primary, Brooks and TC Passios buildings. Although the Town is still in the process of identifying the future use of some of these buildings, by including the known repairs to continue the current use of these buildings, these makes the Capital Plan a more comprehensive document.

One member recognized the Town Manager effort to continue the Town's plan to include Building and infrastructure needs in the Capital Plan and be funded in the operating budget through the Facilities account and Town Roads account and is pleased that she is continuing the practice put in place when the Town passed the Road Improvement Debt Exclusion to include an additional $50,000 in the Town Roads account. The member commented, "The Complete Streets presentation recently given to the BOS was confusing at best; the consultant used information that was different from the information provided to the BOS, leaving the BOS looking unprepared." Another member commented that the Town Manager along with the Capital Planning Committee have put together a google doc spreadsheet administered by the town department heads that centralizes and projects capital needs in one location. "This has drastically improved the ability to track needs and plan for the future. Heather has continued to develop a comprehensive inventory and Building and Infrastructure Maintenance Plan that will include repair and maintenance of town buildings, school buildings/land, recreation areas, roads, and underground infrastructure. This is another task that is impossible to truly complete as building and asset conditions are always changing, but I feel that her administration of the 10 year capital plan has set a solid framework to track infrastructure."

3. **Goal – Facilitate Business and Economic Development**:
   Objective: Create a partnership with the business community that promotes stability and growth of our existing businesses.

Annual Assessment: **X☐ Complete** **X☐ In Progress** **☐ Not Undertaken**

The Board was split on whether this goal was still in progress or completed during the review year.

The Town Manager held sessions with the business community to find ways to partner with local businesses and facilitate meetings with other business associations to form regional alliances. She held business-town partnership meetings with the Lunenburg Business Association and coordinated a joint meeting with the Pepperell Business Association that led to Lunenburg joining Townsend, Pepperell and Groton in regional business association events. She has worked with the regional planning agency and the business group to create a business brochure. She applied for and received District Local Technical Assistance to have planning assistance from Montachusett Regional Planning Commission (MRPC) to create a business brochure. Meetings were held with the Lunenburg Business Association to develop the "Explore Lunenburg" brochure, which was completed at the end of 2018 and is now up on the website under the Business section on the website and the Conservation Commission's page.

The Town Manager was asked by the BOS to create a charge for an Economic Development Committee and work with the Committee members. A charge was created and adopted by the Board at the November 6 meeting. After initiating the advertising process for filling the seats on the Committee, the Board decided to put the process on hold.

Although one member was critical of the Economic Committee charge and felt it was poorly written and exercised, two members felt that the slow progress against this goal was not the fault of the Town Manager and the Board agreed to table Economic Development as a primary goal until further direction can be provided.

4. **Goal – Advance Human Resource Management**:
   Objective: Streamline processes and procedures for employees.

Annual Assessment: X☐ **Complete** X☐ **In Progress** ☐ **Not Undertaken**

All members feel that progress was made against this goal and two members feel that some degree of completion was achieved during the review year.

Heather completed a comprehensive update of personnel policies and procedures: this will be a regular review process starting in July. The Board reviewed and updated various policies and procedures at the workshops in July and October and made amendments to the Alcohol and Drug Policy and the CORI Policy. The Social Media Policy is the only personnel policy that is yet to be updated. An Employee Handbook was completed that includes all the personnel policies, codifies the town's hiring process, and other relevant employee information. New performance evaluations were included in the most recent DPW collective bargaining agreement and are being utilized. The plan is for other departments to implement performance evaluations for their departments.

One member stated " I believe the Town Manager's proposal to add an Assistant Town Manager/Human Resource Director and Recreation Director show that her work on Human Resource management is still in progress." And "the Town Manager has been unwilling to engage in further discussion on this topic, beyond defending her position, displaying an inflexibility and unwillingness to listen. As a direct result of the Town Manager keeping these positions in the budget, two members of the BOS were compelled to vote against recommending the FY20 budget." Two members felt the staffing request was completely within Heather's area of responsibility and voted to support her staffing plan and the FY20 budget.

5. **Goal - Create Written Procurement Process and Procedures:**
   Objective: Compliance with procurement law, further internal controls against fraud, and implement financial auditor's recommendation

Annual Assessment: X☐ **Complete** ☐ **In Progress** ☐ **Not Undertaken**

The three members commenting on this goal felt that it was completed. One member did not respond.

The Town Manager developed written procedures for the proper procurement of supplies and services and construction that create internal controls to alleviate any potential violation of procurement law and create another control against fraud. A Procurement Manual was completed and includes guidelines for bidding requirements and the Town's requisition and approval of purchase orders in MUNIS. In February, all departments (Town and School) were notified that in order to streamline the process for procurement and that the engagement of services has gone through all the proper procedures, departments would need to have contracts reviewed and signed off by the Town Manager and Finance Director and that all procurement files would now be kept in the Town Manager's Office.

One member recommended that the procurement process would spell out who is responsible for each task and push the responsibility down into the Sewer Department organization.

PART II

PERFORMANCE STANDARDS AND CORE RESPONSIBILITIES

These standards reflect basic expectations of the Town Manager in the performance of the duties of the position and measure how well the Town Manager completes the work required of his/her position. The Town Manager is expected to perform his/her job responsibilities independently, efficiently and effectively. The Town Manager shall possess the knowledge and skills required for the position, make appropriate judgments, and work proactively to complete assignments.

RATING SCALE

The following scale will be used to rate the Town Manager's performance in all categories.

Exceeds Expectations:

Performance consistently exceeds expectations. The overall quality of work is excellent, and goals were met or exceeded.

Meets Expectations:

Performance consistently meets expectations and the overall quality of work is good. The most critical goals were met.

Needs Improvement:

Performance has not met expectations and improvement is needed. One or more critical goals were not met.

1. Individual Characteristics:

- Is dedicated to the highest ideals of honor and integrity in all public and personal relationships in order to merit the respect and confidence of the elected officials, other officials and employees, and of the public. Demonstrates accountability for actions; conducts him/herself fairly and honestly.
- Exercises good judgment.
- Displays enthusiasm, cooperation, and willingness to adapt.
- Exhibits composure, appearance, and attitude appropriate for executive position.
- Treats others in a fair, consistent, impartial, and professional manner. Is effective in dealing with people without arousing antagonism and demonstrates an understanding of difficult situations.

- Maintains an open and approachable manner, presents a positive outlook and sets an example for subordinates.
- Proactively seeks solutions and assumes responsibility.
- Organizes priorities and effectively handles a variety of projects, assignments, and people.

RATING – The Board was split with 2 members Exceeds Expectations and 2 Meets Expectations:

Ms. Lemieux instituted an open door policy to meet with staff and the public. She attends board and committee meetings upon request. Department head meetings allow all the departments to share what they are currently working on in their department and often times think of ways we can work together to achieve a goal. She coordinated a meeting between the Library and School to talk about trying out a pilot program with 5th grade classes coming to the library. This required an increase in staffing needs at the library to assist all the students and was achieved through budget amendments made at the November Special Town Meeting to fund the increase in staffing hours. She attended various Parks Commission meetings to listen to their needs, supported their capital project requests in the coming year's Capital Plan, and requested a Parks Director position in the FY20 budget to support their administrative, physical maintenance, and programming needs that are lacking due to no dedicated staff. Ms. Lemieux displays a professional demeanor with staff, appointed and elected officials, other agencies and the public at large. She maintains working relationships outside the boundaries of Lunenburg, including the Dispatch Administration Board with area Town Administrators, with the North Central Chamber of Commerce, Montachusett Regional Planning Commission, and our state legislators. An example of proactively seeking a solution and offering a resolution was addressing the inaccessibility of a variety of our facilities and recreation areas. Ms. Lemieux proposed to the Board and ultimately Town Meeting, to amend the Americans with Disabilities Commission composition to have a majority of the members be individuals with disabilities or have a family member with a disability and also proactively applied for both planning and project grants from the MA Office on Disability. Prioritizing competing demands is a skill that Heather has demonstrated. Personnel issues always take a high precedence over other matters and often have required adjusted timelines to respond. A Town Manager must balance the need to complete administrative work, preparation for Board meetings, meetings with other committees, boards, and agencies, amongst all the other day-to-day responsibilities.

One member stated, "The Town Manager conducts herself appropriately. Despite the fact that the wrong budget information was included in the May 2018 Town Warrant, Town Meeting went smoothly. She is still new to this position and this Town and is still adjusting to the enormity of the tasks before her. She meets my expectations for someone still learning the job.

She does sometimes appear rigid and unwilling to adapt. One example was her unwillingness to support the implementation of 24/7 Ambulance coverage in Lunenburg one year earlier than was planned, even though it was shown to be able to fit into the budget and be of great benefit to the Town. Her only objection was that it deviated from the "plan". The measure was widely supported by Lunenburg's citizens and passed overwhelmingly at Town Meeting." Another member commented, "The current board has been less than civil and or agreeable this year. Heather has navigated that tension and animosity with better composure and more professionalism than I

have. Her character and demeanor are publicly put to the test each Tuesday night and she handles every circumstance with grace and respect. She often adapts to conflicting direction from the board and offers a positive outlook and alternative solutions during meetings."

2. **Problem Solving/Decision-Making:**
   - Identifies and isolates problems and solutions.
   - Evaluates alternative courses of action and makes a logical decision.
   - Uses good judgment and common sense in making decisions.
   - Knows when to take action and what type of action is appropriate.
   - Anticipates stakeholder needs and attitudes, and the impact of policies and procedures, and responds appropriately.

RATING – The Board was split with 2 members Exceeds Expectations and 2 Meets Expectations:

As a result of client input, Ms. Lemieux made a decision to move the Veterans Service Office to the Ritter Memorial Building. She worked with the Facilities Technician and the IT department to prepare the office and make sure it had phone and fax connections, the Veterans Agent was moved in February. This has provided the Eagle House with much needed storage space in the old office. To ensure that all stakeholders knew the move was occurring, proper notification was posted and advertised in the Ledger. When retail stores ran out of Pay As You Throw bags, Ms. Lemieux immediately worked out a solution and back-up plan with the bag vendor that put our main retailer on an auto-order instead of the bag vendor waiting for payment and to have an emergency supply of bags at the DPW. She initiated the process to work with the Public Employee Committee to do health care plan changes that resulted in the introduction of a high deductible plan, decreased the town's liability for Medicare Part B Reimbursement over the course of the agreement, and reduced the Town's OPEB liability costs by millions due to these plan changes. This took a year and a half of meeting with the Public Employee Committee. She introduced six changes to optional insurances that have resulted in savings to the employees and better coverage including dental, life insurance, accident insurance, critical illness insurance, and disability insurances. Initiated a review of all the tax title properties with the Finance Director and Treasurer/Collector that identified having tax lien sale(s) would be the optimal way for the Town to be made "whole" in that the bidder would pay all outstanding taxes, penalties, and interest and keep the taxes current going forward. By notifying delinquent taxpayers of the pending tax lien sale, many delinquent taxpayers paid their outstanding taxes before the tax lien sale (thus decreasing the amount of outstanding taxes) and the Town recouped approximately $130,000. The overarching goal was to reduce the amount of delinquent taxes that went back many years and "clean-up" the books. Ms. Lemieux is currently working to address the contamination in the Town's recycling through public outreach, education and a plan to implement procedures that have proven effective in other communities. That plan was reported to the Board and included requesting a residual/contamination detail report from Casella to provide us with a baseline, remind Casella to use the OOPS tags for unacceptable recycling, send out a tax bill insert with Recycle Smart information, doing monthly posts with recycling tips on different communication channels, getting another contamination detail report from Casella, and ultimately conduct a curbside contamination audit.

A member felt that "in regards to decision making, some decisions, like Complete Street choices and grant requests should come to the board."

One member stated, "I look forward to the continuation of the education campaign the Town Manager has undertaken, and wonder if the Administrative Assistant at the DPW could take on this task to free up the Town Manager for other tasks."

Another member stated, "Heather often adapts to conflicting direction from the board and offers a positive outlook and alternative solutions during meetings. Isolating problems and identifying solutions has become a full time job on its own and I feel that Heather handles that role with great composure and judgement."

3. **Professional Skills and Knowledge:**
   - Maintains knowledge of current developments affecting the practice of local government management and is familiar with applicable local, state and federal legislation and regulations related to Town services.
   - Anticipates and analyzes problems to develop effective approaches for solving them. Willing to try new ideas proposed by the Board members and/or staff.
   - Demonstrates skill in listening, speaking and writing, persuading without diminishing the views of others.
   - Has a full working knowledge of the administrative and management systems and procedures.
   - Ensures that the policies and procedures for employee hiring, promotion, performance appraisal, and discipline are equitable, legal, and current; ensures that human resources are adequate to accomplish objectives.
   - Understands and implements long-range and strategic planning techniques; identifies trends that will affect the community; demonstrates and understanding and ability to analyze and facilitate policy choices that will benefit the community in the long run.
   - Conveys ideas and information effectively in written and verbal format.
   - Exchanges verbal and nonverbal messages with others in a way that demonstrates respect for the individual and furthers organizational and community objectives.

RATING – While 3 members rated - Exceeds Expectations, 1 member felt that the Rating was Needs improvement.

Ms. Lemieux attends professional development sessions through the professional associations and belongs to the Massachusetts Municipal Personnel Association, the Massachusetts Municipal Managers Association, and Small Town Administrators meetings. She attends procurement classes as required to keep up procurement certification. She has made annual recommendations to the Board on various policies including personnel policies, and drafted an employee handbook that will be provided to employees and promote fair and equitable employment practices. An annual review of the Board's policies ensures compliance with current state and federal law as well as reassessing policies to make sure they are in line with current practice. In regards to long range and strategic planning, capital planning and forecasting the Town's revenues and expenses are two areas that improvements have been made in regards to data collection and the ability to analyze the data. Using the template worksheets provided by the Department of Revenue's Division of Local Services for financial forecasting, the debt schedule worksheet can be used to see the impact of borrowing by plugging in principal and interest payments on the current debt

policy or on paying off debt early. She led the Capital Planning Committee and transitioned departments to using Google forms so that data is easier to update and enter by departments and this year incorporated all the Vertex report figures for town facilities to make it a more comprehensive snapshot of the Town's long-term needs. Although the Town Charter only requires a five year Capital Plan, she provided the Capital Planning Committee with all known project requests going out ten years, added projected revenue streams for future years that will offset these expenses and the amount of the anticipated deficit based on those estimates. The Town Manager reports are summaries of various ongoing action items, department updates, and a means of keeping the Board informed. Ms. Lemieux insures that these are written so residents can also follow along with the progress that is being made and important updates.

While one member stated, "I appreciate that the Town Manager attends professional development sessions through professional associations, and attends classes to retain her procurement certification, as required of the Town's Chief Procurement Officer." "The Town Manager, in the inclusion in the budget of one management position and one other staff position, has demonstrated a lack of understanding of long-range and strategic planning. Nor did she convey the need for these 2 positions effectively in writing or verbally."

Other members felt "Heather is very well informed on topics in the Town" and "Heather has given many updates in her town manager reports from seminars that keep her and the board current on new developments in regulations and practice. Her communications, both written and verbal are always executed professionally and respectfully. I have witnessed her ability to implement long range planning on behalf of the capital planning committee. Her dedication to consistently budgeting money for the special purpose stabilization fund shows great foresight and is preparing the town for future needs. She has also consistently recommended increased budgeting for annual maintenance of town infrastructure to preserve our town assets."

4. Teamwork & Leadership:

- Is a productive team leader in responding to, encouraging, and supporting the ideas of others.
- Instills a loyal, cooperative attitude among employees and the organization.
- Builds cooperation and consensus among and within diverse groups, helping them identify common goals and act effectively to achieve them; recognizes interdependent relationships and multiple causes of community issues; and anticipates the consequences of policy decisions.
- Acts as a neutral party in the resolution of disputes. Has knowledge and skill in mediation/negotiation principles.

Ratings: One member did not respond to this category. 1 member rated Meets Expectations and 2 members rated Exceeds Expectations

The Department Heads continue to be extremely supportive of Ms. Lemieux. She is seen as a leader and advocate for the staff.

Heather continues to hold monthly Department Head meetings that are rotated between all the town facilities. These meetings exemplify teamwork; at these meetings, everyone reports on what they are currently working on, upcoming projects or programs, ways we can assist each other, and is a way to keep everyone up to date on the "goings on" relative to events and

programs. Outside of these meetings she frequently meets with department heads and staff and supports staff when they bring new ideas to the table and supports them in pursuing those and tries to provide them with the resources to help them succeed. Some examples of this is when the COA Director wanted to expand the Senior Wellness classes but didn't have the space at the Eagle House, she coordinated the use of the TC Passios gym. The program was very successful and we anticipate continuing the program in the fall. Ms. Lemieux was part of the negotiating team for the Nashoba Valley Regional Dispatchers and finalized negotiations with the DPW Union for a new three-year agreement. She has resolved employee disciplinary issues that if not done correctly could result in expensive litigation.

The member who did not provide a rating stated, "I appreciate that the Town Manager holds monthly Department Head meetings and would look forward to members of the BOS being invited to attend so that they may have a first-hand look at the Town Manager's leadership style."

"As we were not allowed to interview employees or view any personnel evaluations prepared by the Town Manager, I am at a loss to answer this question. I feel the BOS lacks sufficient information to evaluate the Town Manager in this area, so cannot provide a "grade" at this time. She neither exceeds nor meets my expectations as a leader, from what I am able to observe".

One member stated "Often times I do not feel that our Town Manager remains neutral. Examples include the hiring of an Assistant Town Manager and the proposed town office move to TCP. Another example is the conveyance of town land."

A member commented, "Heather seeks out input from department heads as topics relate to their areas of expertise. Letters and input from department heads are consistently included in BOS information packets so the board is able to respond to their input. Great cooperation can be seen between town departments on many fronts. Balancing staffing and capital need requests for Police, Fire, and the DPW is navigated with great care and consideration for all parties. Under her leadership, department heads have been patient and willing to take turns with each other as we purchase new equipment and hire staff with the understanding that there is a long-term plan for everyone to get the resources they need to function effectively".

5. Staff Effectiveness:

- Encourages the development and high-level performance of staff and employees throughout the organization. Effectively selects and hires employees for position vacancies.
- Creates a work environment that encourages responsibility and decision making at all organizational levels. Shares authority as necessary and removes barriers to creativity.
- Assigns responsibility to others, clearly defines expectations, provides direction and support, and evaluates results.
- Stays accurately informed and appropriately concerned about employee relations.
- Professionally manages the compensation and benefits plan.
- Develops and executes sound personnel procedures and practices.
- Seeks to foster high morale and cohesiveness among employees.
- Promotes training and development opportunities for employees at all levels of the organization.

RATING – The Board was split with 2 members Exceeds Expectations and 2 Meets Expectations:

There are various trainings offered by our insurance company's Employee Assistance Program, and in October Ms. Lemieux set up a staff training titled "From Problem to Productive: Effective Management of Challenging Employee Situations". This year, certain employees attended different OSHA trainings due to the change in law that municipalities are now subject to OSHA requirements. She supported the Fire Department in their goal of training employees to become paramedics. The FY20 budget includes funding for continuing this training for the two firefighters hired in FY19. Hiring of new employees follows our procedural guidelines outlined in the appropriate collective bargaining agreement, or posting of non-union positions per the Town Charter, and has now been formalized in writing in the Employee Handbook. This ensures a uniform, fair procedure for current employees to be promoted, if qualified and for external applicants. Personnel policies are reviewed annually, or amended sooner if a change in law necessitates it, and are given to all employees so they are cognizant of what the Town's policy says. Prior to beginning negotiations with any of the unions, she met with the Board to discuss issues they would like addressed and the parameters of wage increases. Ms. Lemieux initiated the process to work with the Public Employee Committee for health care plan changes that resulted in the introduction of a high deductible plan, decreased the town's liability for Medicare Part B Reimbursement over the course of the agreement, and a reduction in OPEB liability costs due to these plan changes. She initiated changes to optional insurances (that do not cost the Town anything) that have resulted in savings to the employees and better coverage including dental, life insurance, accident insurance, critical illness insurance, and disability insurances. Monthly staff meetings are a vehicle to foster teamwork, and group cohesiveness, and held an employee luncheon for all staff and it was well received. Examples of assigning responsibility include having the Land Use Director present the various iterations on a Special Event Permit and having the Police, Fire, and DPW take the lead on providing more data on the Fuel Tank Capital Project request and asking them to engage with residents to answer questions they may have. There is much evidence of the strong working relationships developed with all the staff and mutual respect for each other. Ms. Lemieux' staff depends on each other and Lunenburg is fortunate to have the level of dedication that our employees exhibit on a daily basis.

One member wrote, "Ms. Lemieux also appears to be very engaged with all departments".

Other input: "I appreciate that the Town Manager has taken advantage of the Town's insurance company's Employee Assistance Program trainings to promote staff effectiveness. Further, that she has recognized the Town's need to have paramedics on staff and has included funding in the FY20 budget to continue paramedic training for the two firefighters hired in FY19. The Town Manager, in her self-evaluation, cited 2 examples of assigning responsibility; I would like to see many more such examples of assigning responsibility blossom in the coming year, as I feel it is a real need." "Through collective bargaining negotiations Heather has been working toward the implementation of performance evaluations for staff to clearly define expectations. She has worked to refine existing and develop new personnel procedures and policies."

6. Supervisory Oversight and Direction:

- Elicits respect from others and sets an example of professionalism within the organization. Motivates and communicates well with staff.

- Effectively plans, organizes and delegates work. Monitors results and evaluates performance of those supervised, and provides feedback in a timely manner.
- Applies an appropriate level of supervision to improve any areas of substandard performance.
- Stays accurately informed and appropriately concerned about employee relations.
- Provides direction, support, and feedback to enable others to meet their full potential. Shows ability to assess performance and identify others' developmental needs.

RATING – The Board was split with 2 members Exceeds Expectations and 2 Meets Expectations:

Ms. Lemieux meets with department heads and other staff to review ongoing and future project. She listens first, offering feedback to help achieve the goal, and checking in at a later date to check on the status. Valuing the ideas and input of department heads creates a stronger commitment towards the success of the organization. Ms. Lemieux states "Lunenburg is fortunate in that we have excellent leaders in each of our departments that have years of experience and knowledge and are also dedicated to the people of Lunenburg, their fellow employees, and are always looking for ways to improve." A few examples of how Ms. Lemieux has worked with department heads to achieve these goals are: • The Fire Department: The Fire Chief would like to get the department to a Paramedic level service to provide a higher level of service to our aging community and eliminate the reliance on other ALS services. The FY18 and FY19 budget included added staff towards this goal, and the FY20 proposed budget continues the necessary Paramedic level training to meet the four-year plan. The Capital Plan also includes figures in the projected year that the Town could apply to run at an ALS level to outfit the ambulances with the necessary equipment to run as an ALS service. • This last year the Police Chief, Animal Control Officer, and Town Manager worked towards the feasibility of creating a Regional Animal Control Facility. Heather helped in the application process in order to receive a grant through the Regionalization and Efficiency grant program for $42,000 and then put out a Request for Proposals for Architectural and Engineering Services to hire an architect to work with us and Townsend officials to perform a feasibility study, hire a geotechnical engineer, design a facility, and cost estimate. The exercise has answered questions about cost for such a project and the Police Chief and TM proposed an alternate solution to the Board about pursuing the purchase of the land in front of the Police Station that would not only provide a building that would not need the amount of funding to build a new facility behind the Public Safety Building but also would provide a much needed second means of egress to the Public Safety Building. • The Land Use Director and TM have worked together on promoting our local economy. Lunenburg applied for and received District Local Technical Assistance the past two years on different projects that were to promote the local economy such as using Montachusett Regional Planning staff to help facilitate the creation of a business association, creating a Business Brochure that could also be used by the Lunenburg Business Association, and creating a Permitting Guidebook. The Land Use Director and TM went to every meeting together and communicated with each other and the attendees at these meetings throughout to achieve these end products. This involved listening to all the input and suggestions of business owners and incorporating them into end products that reflected the consensus of the group. There is a mutual level of respect and trust that has only improved over the last two and a half years. I think it is important to always be professional in your demeanor and how you carry out your duties and it is

especially noticeable in public officials. Heather has had one-on-one conversations with staff about always acting in a professional manner. These are not easy conversations but are necessary to uphold the integrity of the organization. In preparing for such items as the Special Events Permit or Complete Streets application, the bulk of the work on moving those processes forward has been delegated to the appropriate department head. After each meeting with the Board, the department head and Heather confer to determine her next steps.

One member commented, "The Town Manager is still new to this job, as such she does meet the expectations I have for someone new to the job. She, understandably sometimes has difficulty delegating to her subordinates. The Lunenburg Economic Development Committee is an example of this." The member continued "... rather than tasking [The Land Use Director] with the creation of an Economic Development Committee, the Town Manager took on the task of creating one, and listed the Land Use Director as an "Ex-officio" member (such a member does not have to attend committee meetings). "In my first evaluation of the Town Manager, I had detailed in one of the Town Manager's direct reports that I felt needed more guidance and supervision; the situation as outlined in that first evaluation has grown steadily worse, indicating to me that the Town Manager has either dismissed my concerns or has been ineffective in dealing with the situation."

Another member commented, "I have not witnessed anything but a professional and positive relationship between Heather and staff members."

7. Community and Public Relations:

- Demonstrates a constant and sincere interest in providing the highest quality service to town residents and instills the value of good customer service in staff.
- Understands the basic principles of service delivery in functional areas (e.g. public safety, community and economic development, human and social services, administration, public works).
- Anticipates future needs, organizes work operations, and establishes timetables for work units or projects. Is aware of technological advances and changing standards; identifies and understands trends. Effectively allocates resources and predicts the impact of service delivery decisions.
- Determines citizen needs and provides responsive, equitable services to the community.
- Maintains a consistently high level of quality in staff work, operational procedures, and service delivery; facilitates organizational improvements.
- Maintains good working relationship with legislators, media, and public groups/organizations.
- Cooperates with other regional, state, and federal government agencies.

RATING – The Board was split with 2 members Exceeds Expectations and 2 Meets Expectations:

Ms. Lemieux is often the primary contact with residents. Heather listens and works with the appropriate officials to resolve their concerns. Examples would include a complaint by residents about dumping of trash outside a donation bin in the Lunenburg Crossing parking lot; Heather engaged the Land Use Director, Board of Health, and Police Department. After working with the owner of the property, the donation bin was removed. Another example: complaints received about a certain public official and the lack of service provided to these residents. Ms. Lemieux met with each of the residents, documented their concerns and met with the employee to investigate the issues raised. Ultimately, the employee was issued a letter that put them on notice and the level of service expected. She has a good working relationship with each of our

legislators and has reached out to them on multiple occasions with requests for letters of support and funding needs and they have contacted her as well to inquire about needs. Heather has begun to utilize our media outlets to put out public announcements and has made a point of being available to meet with any reporters to provide a transparent dialogue. This past Christmas, after seeing our Facebook page post about the Christmas Angel Tree in the Town Hall, the Sentinel wrote an article that reflected the generosity of the residents of Lunenburg for those in need. Heather met with various organizations such as The Salvation Army, ROAR (Resources for Opioid Awareness & Recovery), the Lunenburg Women's Club, and the Business community. The Salvation Army requested support in promoting their events, such as the Christmas Angel Program and other events. ROAR also asked for support in promoting their events. Heather created a page under the Community section to post information and share upcoming events. The last couple of years, she worked with the Women's Club where their food sales benefit recipients of scholarship money they raise. A significant amount of time has been spent over the last two years in working with the business community to facilitate the organization of a business association, and develop materials to promote the local economy.

One member commented "Ms. Lemieux works to communicate well, however sometimes information doesn't seem to make it all the way to the people, but I don't think that the reasons lie with her."

Another stated, "The Town Manager represents the Town in a positive and professional manner.

In her self-evaluation, the Town Manager reports that she meets with residents that have concerns, has a good working relationship with Lunenburg's legislators, and has met with various organizations such as The Salvation Army, ROAR (Resources for Opioid Awareness & Recovery), the Women's Club, as well as the Business Community.

I know first-hand that she worked with Senator Tran's office to secure grant funding for Lunenburg and am grateful for that."

Finally, a member contributed "As mentioned previously, through the new website and the town Facebook page Heather has created an avenue to reach many residents, to keep them informed and to create an atmosphere of good customer service. Through budgeting and capital planning, she addresses future needs of the town. It is evident that she dedicates a great deal of time to communicating and collaborating with staff, boards and committees, and various public and government agencies to better her ability to provide a consistently high level of service and oversee operation of the town as a whole. She makes an effort to attend a cross section of other board meetings at night on a regular basis to improve her relationship with all boards. Her thoughtful and detailed town manager reports are a valuable resource to the BOS and provide insight into all of the effort she puts into her role as town manager."

8. Fiscal Management:

- Prepares and administers the budget; shows knowledge of budgeting principles and practices, revenue sources, projection techniques, and financial control systems; presents information in an intelligent and accessible format.

- Makes the best possible use of available funds, conscious of the need to operate the local government efficiently and effectively. Determines the cost effectiveness of programs, and compares alternative strategies.
- As Chief Procurement Officer, effectively manages Town purchasing of supplies and services, disposition of town property, and construction projects
- Establishes and manages sound fiscal policies including Five Year Financial Forecast, financial policies, and Capital Plan.

RATING – While 3 members rated - Exceeds Expectations, 1 member felt that the Rating was Needs Improvement.

When putting together the budget, the Town Manager's goal is create a budget that balances the needs of all the departments (Town and School) given the limited resources. Working with the Police and Fire Chiefs, long-term staffing plans were created to hire one Police Officer a year for ten years and one Firefighter a year for four years. The cost of hiring multiple officers and multiple firefighters in a year would significantly increase the financial impact in future years by significant salary increases and overtime costs and therefore the incremental plan made the most financial sense. The budget presentations that Ms. Lemieux provides to the Finance Committee, the Board of Selectmen, the public hearing, and at town meetings include a summary of the process, a review of all the revenues that the Town uses to base the budget on, a description of the types of expenditures, and summarizes the major changes in the budget. These are PowerPoint presentations and given in a manner that is easily understood. There are a number of areas that Ms. Lemieux has proposed to make the best possible use of available funds, such as putting a larger amount of free cash into reserves, minimizing borrowing to reduce the overall debt, continuing to increase the pavement management funding by $50,000 each year, increasing the amount in the Facilities account to address deferred maintenance projects, and putting a portion of free cash into the Other Post Employment Benefit (OPEB) Trust Fund. All of these items promote financial stability and fiscal responsibility. This was evident when our auditing firm presented that we are improving our financial creditworthiness due to increasing the amount in our reserves. Also, putting aside funding into the OPEB Trust Fund adds to our creditworthiness when the Town needs to go out to bond for projects. As stated in Criteria #3, capital planning and forecasting the Town's revenues and expenses are two areas that improvements have been made in regards to data collection and the ability to analyze the data. The Capital Plan provides projected capital needs for the next 10 years and has become more comprehensive with the addition of the Vertex facility projects. The Financial Forecast and the Capital Plan were presented to both the Finance Committee and Board of Selectmen in January. There were a number of amendments to the Financial Policies this year including the Investment Policy, the Debt Policy, Free Cash Policy, and Borrowing Policy. Recently the Finance Director and I proposed a Reimbursement Policy that puts into writing the reimbursement procedure that the Town follows and was a recommendation by our auditing firm. This ensures that approved expenses are reimbursed with backup documentation and decreases the risk of fraud. As Chief Procurement Officer, Ms. Lemieux reviews all bid packages from both the Town and School to make sure they are compliant with Procurement Law. This year included a Request for Proposals for Engineering and Architectural Services for a Regional Animal Control Facility. More

recently, guidance was provided to the Sewer Commission, the Assessors, and the School Department. As part of Ms. Lemieux's annual goals the creation of a Procurement Manual will serve a guide on current procurement law requirements for supplies, services, and construction projects and codifies internal process with creating requisitions that ultimately result in purchase orders. Heather also instituted a new directive to all departments that all procurement records would be keep in the Town Manager's Office. This has been a recommendation in our financial audits for multiple years.

One member felt that the budget process needs to be much more open and flexible to insure that the needs of the Town are met. The Capital Plan is another fiscal area that needs to be much more open and flexible. "In the Capital Plan Fuel Tank discussions, there was no discussion concerning the cost effectiveness of the program, the environmental issues of continuing to use tanks and the placement thereof in an environmentally sensitive area, nor were alternative strategies explored, until the issues were raised by residents. I am hopeful the Town Manager will grow in these areas as she gains more experience."

Another said, "Heather takes a conservative approach to budgeting that has consistently afforded us the ability to allocate excess funds to much needed capital projects and to increase the yearly contribution to the special purpose stabilization fund. Without this sound planning we would never have been able to afford a new pumper truck or ambulance without borrowing money."

9. **Relations with Elected Members of the Board:**
   - Maintains effective communication with the Board. Maintains mutual trust and treats all Board members equally.
   - Implements Board's actions in accordance with their intent.
   - Keeps the Board advised as to the needs of the Town, including but not limited to, the status of buildings, equipment and infrastructure needs.
   - Keeps board members advised of the status of projects and work assignments.
   - Carries out directives of the body as a whole as opposed to those of any one member or minority group.
   - Disseminates complete and accurate information equally to all members in a timely manner.
   - Offers professional advice to the Board on items requiring board action, with appropriate recommendations and supporting information based on thorough study and analysis.
   - Responds well to requests, advice, and constructive criticism.

RATING – The Board was split with 2 members Exceeds Expectations and 2 Needing Improvement:

This is the area with the most serious disagreement among Board members with regards to performance vs. expectations. Two members feel that the Town Manager needs improvement.

One stated, "I greatly appreciate that the Town Manager prepares a report for each meeting. However, I feel that the BOS is not always provided with important information. When the Vice Chair of the Planning Board Member resigned, he sent a letter to the Town Manager that included several important areas of concern. The BOS was not given a copy until it became widely known and was then specifically requested.

The Town Manager created and submitted a list of items to be requested through state grants without discussing these requests with the BOS. Some of the items had never even been raised, ever.

The Town Manager's "preliminary" FY20 budget, which the BOS first became aware of when it was presented to the Finance Committee on February 14, 2019, included items, such as two new hires, even though the Town Manager had assured the BOS on November 6, 2018, that there would be no new hires outside of the Public Safety ten-year plan. Perhaps she shares information with individual members, but, I can only speak from my experience."

The other member suggesting improvement was required stated, "Perhaps the circumstances are because I am a new member, but at meetings, often times other members know things prior to our open meetings. Communication seems to happen behind the scenes which is discouraging."

Contrasting that, a member wrote "Through electronic distribution of BOS meeting packets, it is insured that the entire board receives equal and timely access to all necessary documents. Included in the packet is the town manager report that covers a wide cross section of information including status of ongoing projects and infrastructure needs as well as progress on goals. Heather consistently offers professional advice during BOS meetings to help members make informed decisions. As mentioned before, Heather has handled a tumultuous and at times less than professional group of BOS members with great professionalism."

Ms. Lemieux is very conscientious in her duty to relay important information to the Board. This may include emails from residents that they have asked to forward to the Board members, questions that have been asked by one member and therefore distributed to all as a follow-up to the question, public safety updates from Police/Fire or event information such as the Summer Street Groundbreaking ceremony. To prepare Board members for meetings, the use of the Google Drive has proven very effective. All correspondence on topics on the agenda are filed in a Google folder for all members to view before meetings. The Town Manager weekly reports offer relevant updates to keep the Board and public updated and at times an objective recommendation. The Town Manager reports also have incorporated a summary of department updates from the monthly department head meetings, announcements, and upcoming meetings Heather will be attending. She always attempts to incorporate all members of the Board's suggestions in the final product. Any action to implement a policy or decision of the Board is based on the majority vote of the Board.

10. Reporting

- Provides regular information and reports to the Board concerning matters of importance to the local government, using the Town Charter as a guide.
- Responds in a timely manner to requests from the Board for special reports.
- Takes the initiative to provide information, advice, and recommendations to the Board.
- Reports produced by the Manager are accurate, comprehensive, concise and written to their intended audience.
- Produces and handles reports in a way to convey the message that affairs of the organization are open to public scrutiny.

RATING – The Board was split with 2 members Exceeds Expectations and 2 Meets Expectations:

When needed, professional advice is provided to the Board on items requiring board action. Examples include recommendations such as policy changes and budget priorities to the State that reflect the Town's current needs. Weekly reports are updated on ongoing projects, events, and other topics to keep the Board informed and with the most up-to-date information. Action items are handled as expeditiously as possible and important information between meetings is relayed to the Board through email. All information for meetings is put into the Google Drive for the Board to review in advance of meetings.

One member wrote, "The Town Manager Report is a good method for communicating"

Another added, "The Town Manager's Report prepared for each BOS meeting she attends is very well received and keeps the BOS and citizens tuning into BOS meetings, informed of many things going on in Town. I would greatly appreciate receiving this report by noon on the day of the meeting, at the latest; were it to be made available on the day before the meeting that would be even more helpful.

I realize that the Town Manager is still new to this position and may be reluctant to provide advice and recommendations to the Board. I believe the BOS erred when voting to allow the Skate Park group to use land adjacent to T. C. Passios, without first reaching out to the Parks Commission or the DPW. It would have been helpful if the Town Manager could have weighed in to suggest that the BOS to take the time to reach out before voting. The recent request for a TIF was another instance where guidance would have been appreciated. I look forward to growth in this area."

Finally, a member added, "As previously mentioned, her thoughtful and detailed town manager reports are a valuable resource to the BOS and provide insight into all of the effort she puts into her role as town manager. When a member request information or has an action item they would like addressed Heather consistently has a response either immediately or by the next meeting."

PART III

OVERALL PERFORMANCE SUMMARY

This section indicates the employee's overall level of performance.

Given the performance competencies ratings and the achievement of the annual goals, summarize the employee's overall performance.

Comments Regarding Employee's Overall Performance

The average rating of all Performance Standards by all Board members was halfway between **Meets** and **Exceeds Expectations**. While one member's overall average fell below **Meets Expectations** due to three standards rated **Needs Improvement**, the remaining members' average ratings were above **Meets Expectations** and two members rated Heather **Exceeds Expectations** on most (8/10) and all (10/10) factors.

Best Achievement:

"Ms. Lemieux attends and participates in a great number of town-related events. This shows dedication to the overall community."

"Completion of a Procurement Manual which includes guidelines for bidding requirements and the Town's requisition and approval of purchase orders in MUNIS. As suggested in the Town's Audit, in February all departments (Town and School) were notified that in order to streamline the process for procurement and insure that the engagement of services has gone through all the proper procedures, departments would need to have contracts reviewed and signed off by the Town Manager and Finance Director and that all procurement files would now be kept in the Town Manager's Office. "

"Dedication to conservative budgeting that has allowed for new hires, purchase of capital equipment without borrowing, and consistent contributions to the special purpose stabilization fund"

Subjects Which Would Benefit Most from Further Attention:

"I think it is important to always be aware, that Lunenburg is a government and not a business. The participation of the community in government is essential."

"Employee supervision and delegation of authority while retaining responsibility. Performance goals and reviews are an important part of management. According to the Town Manager (in an email to me dated 4 18 19), only one of her direct reports has had such an evaluation this year. All Town employees should be reviewed each year and the Town Manager would set a good example by making sure this happens".

"I believe we should stay dedicated to the pursuit of Complete Street projects especially for the center of town even if we need to identify small portions of the recommended projects with the biggest impact to fund through the capital plan."

General Comments:

"The Town Manager joined us in early 2017; she was replacing an exceptional Town Manager who'd been leading the Town for ten years. It is an impossible job to fill those very capable shoes out of the gate. My deepest fear for both the Town Manager and the Town we all love is, if the Town Manager truly believes she currently "exceeds expectations" in all areas, as is stated in her self-evaluation, that the BOS is not setting the bar high enough. I do feel the Town Manager is working hard and I am hopeful she will grow into the Town Manager Lunenburg needs."

"I can't emphasize enough how impressed and grateful I am for the way Heather has persevered through this year of BOS member conflicts and issues. She has been able to find direction despite conflicting opinions and individual agenda. I know it must have been frustrating and exhausting, but she did not let it show."

"Ms. Lemieux has demonstrated her abilities as a strong Town Manager. She has the respect of the Department Heads, and is a valuable asset to the Select Board. She is knowledgeable of municipal government; works well with Counsel, and provides solid staff support to the Board."

Mr. Toale stated Part IV addresses a development plan which I leave to the incoming Board to talk about next fiscal year. The objective is at some point before the election is for us to agree on a composite review. He asked for any comments or questions.

Mr. McQuaid appreciated the amount of time and work that Mr. Toale put into this document. Clearly, I hear my own voice and I can the voices of others. I think the way you used direct quotes of individuals is a good way to not skew someone else's opinion.

Ms. Adams felt it was a summary of four different things and it does not feel like a consensus.

Ms. Lemieux, from her experience in an evaluation process, stated usually a composite is the average of each member's board evaluation, using a numerical value that would be the average of all numbers. Ms. Adams looking at the average of the ratings, calculated it out to an 80%.

Mr. Toale stated last year there were many long discussions by the Board at the time to move from numeric ratings to input that could be useful to the person who was receiving the information. We felt at the time and this could be changed going forward, meaningful input to an employee is to know if they are meeting expectations or need improvement or exceeding expectations and should continue. When you reduce it to a numeric value, whether you have a 10 point scale or whatever, you get hung up on ending up with 73.67, for example, and it doesn't provide any valuable information to the recipient. The Board that put this together specifically agreed to give up some quantifiable data. The only reason I did it this this way is I knew that we had a split board and wanted to lay it out so that we could see that consensus is split. The meaningful data is not an average number, but where do we agree and disagree on each of the ten factors. If you give this information to the Town Manager and she understands that we all agree to it, in our own different ways, it's meaningful data for her. Mr. McQuaid agreed it's meaningful for the public too. Ms. Adams agreed, except being analytical and clinical, if you want to look year to year, felt like you have to have something concrete because you can't take five years' worth of 22 pages of documents and really get a sense of anything. She stated under #9, relations with members of the elected Board, she found it very striking that I was not the only one who felt I wasn't communicated with. There is value in discussing these things because something like that is very serious. There was a Board meeting on May 2 during the day, two members left and two members stayed, so you see where some people are excluded.

When we have questions or appear concerned, then it is turned on us for being negative. I have felt on the outside a lot and in open government, it's very important that we all feel included.

Mr. McQuaid stated speaking for myself; I rarely ever seek out information from Heather behind the scenes or have any discussion with her. I probably know more things because I have been doing them for seven years. Ms. Adams stated she came back to the office afterwards on May 2 and wasn't allowed back in the office. Ms. Lemieux clarified she was meeting with Mr. Toale in her office, just the two of us, going over the evaluation and the agenda for tonight. There was no other Board member in my office.

Mr. McQuaid stated he gets 99% of my information from the information distributed in the google drive and I do not get it directly ahead of time. Mr. Toale added the role of the chair involves setting an agenda and that is part of my job.

Mr. Toale stated at some point we need to vote on a document as we are committed to provide one to Town Manager. If you have not used your personal review, which is protected under personnel law as a document at this meeting, it is not a public record.

The intent of this process is to provide meaningful feedback to the Town Manager on her performance and to provide meaningful direction to this board to improve its performance going forward.

Motion: D. McQuaid **2nd: J. Toale**
To approve this composite of the Town Manager's performance review
Discussion: Ms. Luck stated we had agreed to discuss it next week. Mr. Toale asked if you have the information you need to provide a consensus to the Town Manager next week. Ms. Luck stated yes. Mr. Toale stated a lot of the verbiage was taken from the Town Manager' self-evaluation and was fact on what she accomplished. Then behind each of them I added quotes of all what we contributed. If you want to add something in or take something out, that is fine.
Mr. McQuaid withdrew his motion.
When asked, Ms. Lemieux stated she had no comments at this time.

2. Annual Town Meeting Follow-up: Action Issues
Ms. Adams stated she was concerned that the ballot questions that we voted on did not make it on to the election ballot. She wanted to know how it did not make on the ballot. Ms. Lemieux stated it was her error, completely unintentional and she took full responsibility for it and apologized profusely. It will never happen again.
Ms. Adams stated she wished it had not been mentioned before the town meeting vote as she believed it affected the vote.
Mr. Toale stated a mistake was made and something did not get printed. He believed it was very noble of the Town Manager to take the responsibility but there is a lot of us that has some culpability in this. The Town Clerk is responsible for the elections and a ballot got printed without all the information on it. The Planning Board were the ones who wanted to get the information on the ballot and they were a player in the event who could have caught it. We signed off on it and the we trusted our staff, but the buck stops here too. There is a lot of people who missed this. The learning here is it is never going to happen again. The Town Manager is taking the responsibility and I acknowledge that and appreciate that.
Ms. Lemieux stated she did talk to the Town Clerk if the Board had wanted to hold an election, what that period looks like.
Mr. McQuaid stated the situation was obviously regrettable but we did pledge that the three board members who would still be here would put it on an upcoming ballot should it pass. We handled it the best that we could. Mr. Toale stated to have special election requires at least 35 days to get notices out. We have an election in fourteen days. I would suggest the new board discuss whether it is worth the expense to do that or not.
Ms. Lemieux stated she also spoke to town counsel about it and he also mentioned this at town meeting but the Selectmen can deny any host community agreement. That is also an available and acceptable means. Ms. Luck stated it did not pass at town meeting so it is kind of a moot point.
Ms. Luck stated there was concern earlier about bringing food and drink in the auditorium. She suggested making a standing rule that for town meeting you can bring in food and drink because everybody would have left otherwise. That should not be an issue each time.
Mr. Toale stated there is a lot of room for improvement. Ms. Luck pointed out Mr. Alonzo had suggested to ask the meeting at 4:00 p.m. if they want to continue or table it until the following Monday. Then people won't feel like they are trapped. That is a very long time to be sitting. Going forward that is something we should think about. There was a suggestion at town meeting that the BOS begin now on a ten-year plan for staffing needs. Ms. Luck suggested it as an action item.

Ms. Luck stated since the amendment to the budget offered by a citizen to remove the HR Director/Asst. Town Manager position only failed by two votes, this hiring should be deferred and raised again at the November Special Town Meeting. It clearly lacks the support of town at this time. Mr. Toale noted 130 people is not what I'd call a mandate either but that's what it is. Mr. McQuaid noted selling the Primary lost by one vote and we are not going to redo that one.

3. Minutes/ Warrants/ Action File Issues

There were no minutes. The Board signed an accounts payable warrant in the amount of $1,560,905.89.

Action File Issues: Ms. Adams stated she got a message from the mother of a child that was injured in a bad accident at the Walmart intersection on Route 2A. I know it is a state road, but she wanted to know what she could do to start advocating for lighting improvements there. Ms. Lemieux will direct her to the proper person.

4. Committee Reports

Ms. Luck reported the Central Mass Regional Stormwater Coalition is meeting tomorrow at 10:00 a.m. at the Lunenburg Public Library.

5. Department Reports- Quarterly Financial Report

This was tabled until the next meeting.

TOWN MANAGER REPORT

Dementia Friendly Kick Off Event at the Public Library- Monday, May 20th, 6- 7:30 p.m. This will be the big kick-off event for announcing that Lunenburg is in the process of becoming a recognized Dementia Friendly Community.

Recycling Education Campaign (TM Goal #1)

In our effort to address contamination in our recycling, we have been putting recycling education tips on the Town Facebook page, the Lunenburg Ledger, in the ATM Warrant Booklet, on the Town website, and an informational video on public access. To begin a more intensive campaign, I would like to apply for MassDEP's Recycling IQ Kit Grant, where the goal is to improve the quality of the recycling collected at the curbside by raising the "Recycling IQ" of the residents using the curbside trash and recycling program. This intensive campaign would include leaving "OOPS" tags on recycling bins that have items that are not recyclable as an initial warning and then not accepting this recycling if the household continues to include items that are not recyclable. It would also include an 8-week check on curbside recycling that will be paid for with grant funds. The grant award is up to $20,000 and up to 40 hours of technical assistance from our MassDEP Municipal Assistance Coordinator.

This type of campaign has had measurable success in other communities such as Lynn with a marked decrease in contaminated recyclables. This will likely cause some upset residents if their recycling is not collected due to having contaminated items, so I am asking for the Board's endorsement before applying.

MRPC Walkability and Parking Study

Montachusett Regional Principal Planner Sheri Bean is currently working on collecting all the traffic data, crash data, and an inventory of bike and pedestrian infrastructure (crosswalks, sidewalks, signage, etc.) for the two focus areas for the Walkability and Parking Study. The next meeting would be a public meeting to do a walk-through of these two areas to get the public's perspective. The proposed date is the afternoon of June 1.

Summer Street Reconstruction Update

The asphalt emulsion injection in the Lunenburg section is scheduled to begin on Tuesday May 7. Paving of the base and intermediate courses is scheduled to begin on May 13. MassDOT is anticipating that the paving operation will take all week to complete. Upon completion of the paving, the Contractor will begin raising drainage structures. The contractor is planning to begin pulverizing the Leominster section of the project on May 28, but this date is subject to change. Concrete sidewalk and driveway installation in the Fitchburg section of the project should be competed the week of May 6.
All drainage work on the project is now complete.

Regional Animal Control Facility

I spoke with the Townsend Town Administrator and he relayed that the estimated cost for the design of a Regional Animal Control Facility that was a result of the Regionalization and Efficiency Grant was too cost prohibitive to move forward. I would ask that this be a future agenda topic to discuss the next steps and a future plan for an Animal Control Facility.

Department Head Meeting Updates:

Land Use Director: The Land Use Director relayed that the first hearing on the O'Brien Homes development off Howard Street was continued until May 13. The original plan included 135 homes and this application includes 122 homes with 70 of the homes to be age restricted and also includes the donation of 40 acres of land for conservation purposes.
Fire: The Fire Chief commended the new DPW Master Mechanic for completing a significant amount of vehicle maintenance that needed to be done on the fire vehicles.
Library: The Library Director relayed that they recently filled a Library Assistant position that is working out well and they will be filling two other vacancies soon.
DPW: The DPW Director stated they have done about $500,000 of paving in the last month and he has been working on addressing a variety of projects at the Parks.
Cable: The Cable Manager said they are currently stretched thin with staff and filming meetings. They are in the concept phase of a Community News Program that they hope to launch soon. A new program called "Lunch Ladies of Lunenburg" will be launched in May and recently recorded "Are you Smarter than a 5th Grader?"
COA: The COA Director has been working with the Memorial Day Committee and a ceremony will be held on Memorial Day at Veterans Park at 10 a.m. The Senior Center will be open after for coffee.
Assessors: The Assessors are working on the supplemental bills that will be sent out in June.
Treasurer-Collector: Taxes are due May 1 and notifications were put up on the sign at the Ritter, the electronic sign, Facebook and the Town website.
Town Clerk: The Town Clerk stated she is getting ready for the Town Election.

Notice to Businesses about the Plastic Bag Ban

At my request, the Executive Assistant will be sending letters this week to grocery stores and retail businesses in Lunenburg regarding the Plastic Bag Ban that will go into effect on June 1. The ban affects grocery stores where more than 50% of the gross floor area is devoted to the sale

of food products for home preparation and consumption, which typically also offers home care and personal care products and retail stores that offer the sale and display of merchandise within a building. Thin- filmed plastic bags used to contain dry cleaning, newspapers, produce, meat, bulk foods, wet items, and other similar merchandise typically without handles are still permissible.

District Local Technical Assistance Grant for ADA Self- Evaluation

I received notification that the District Local Technical Assistance application I submitted to Montachusett Planning Commission to update our ADA Self-Evaluation was approved. We will receive up to 200 hours of technical assistance and their staff will perform a self-evaluation at both town and school buildings and town parks and recreation areas to review accessibility and compliance with federal and state standards. This project will be complete by December 2019 and will result in a presentation of findings, recommendations, and next steps required to complete the full ADA Self- Evaluation and Transition Plan.
MRPC is also currently advertising to hire a consultant through a RFP process to assist up to three of its member communities to either develop or update an ADA Title II Transition Plan for Municipal Public Rights of Way (PROW Plan). I expressed interest for Lunenburg to be one of the three communities to benefit from such services and Principal Transportation Planner George Snow responded that since Lunenburg is doing an ADA transition plan for other facilities through DLTA and based on my participation in previous ADA meetings and my continued interest in ADA Public Rights of Way (PROW) issues, MRPC felt that Lunenburg should be included in this first round of ADA PROW Transition Planning. This will be a supplemental plan to our ADA Self-Evaluation Plan that covers facilities and parks.

Use of Space at the TC Passios Building:

Extended Day and Early Learning Programs: Dr. Burnham and I have worked out having the Extended Day program return to the TC Passios beginning this summer and the Early Learning Program (not the integrated preschool program) relocating to the TC Passios beginning next school year.

Ms. Adams asked about safety issues being addressed if the building would be used by students again. Ms. Lemieux reported she had a quote for surveillance cameras. She spoke with John Londa about the leaded water and he stated they are evaluating that situation. Ms. Adams requested a discussion about the building and items listed in the Vertex report needing attention.

Revolving Museum: I met with Jerry Beck of the Revolving Museum today to discuss the terms of using the cafeteria space at the TC Passios in exchange for community art projects and workshops. We have worked out most of the terms and need to finalize language with Town Counsel, as well as meet with Dr. Burnham about the logistics and about community art projects that would involve students.

Town Hall Updates:

The remodeling of the second floor bathroom at Town Hall to be ADA compliant is almost complete and has a few punch-list items to be done. Montachusett Technical students did a great job and I thank both the staff and students for helping us to keep this project affordable.

Bill Lasko from the Historical Society picked up the weathervane from the company who made it and delivered it to us in April. It is currently in the Town Hall attic. The next step is look at the structural integrity of the bell tower and if it can be safely attached.

Meetings:

- Town Counsel will be holding monthly office hours on May 20 from Noon until 4 pm.
- I will be attending a Dispatch Negotiation Session on Wednesday, May 8.
- I am meeting with Kelly Brown from Department of Energy and Environmental Resources, Karen Chapman of MRPC, the IT Director, and the contractor that has worked on all the energy efficiency projects about the completion of the last project on Thursday, May 9.
- I will be attending a MassToss meeting on Thursday, May 9 at 1 pm in Groton.
- I will be attending the Finance Committee meeting Thursday, May 9 at 7 p.m.

Mr. Toale reviewed the upcoming meeting schedule and reminded all about the Town Election.

PUBLIC COMMENT:

Chief Marino, in regards to the question posed about the Walmart intersection accident, stated he would be looking into it. In the past, they have done letter-writing campaigns to address this. He reported he would be meeting with Sheri Bean (MRPC) on Thursday for the traffic study.
He stated at the town meeting last year, the previous Town Manager sent him a text message thanking everyone for working so hard with so little over the years. She said she realized that now after moving on to work in a bigger community. Chief Marino stated he was touched by that comment. He wanted the Board to know what they do on a day-to-day basis. A lot of it is important because we try to make ourselves available to the public. We are managing up to 12,000 people, not to mention all the other people who come through town. I brought this up to Ms. Lemieux for all of us as managers to better understand how we manage our time. I took some time and put a word document on my computer, for a few days whatever I did, I described, and time stamped it. He read from the log aloud from April 24th's log:
7:25 a.m. Arrived at work and changed into my uniform, checked in with the desk officer,
7:37 Checked in with the public safety coordinator, we had issues with payroll, there was a lengthy discussion
8:10 Checked in with the lieutenant; lengthy discussion regarding computer issues,
8:20 Reviewed capital items, organized quotes for duty and body armor
8:35 IT was on premises for discussion about computer problems, discussion about security cameras at the school and issues with monitoring cameras in the cruisers
8:46 Public safety coordinator was back in my office regarding payroll issues
8:50 Back to work on quotes

8:55 Sgt. Connery was in my office to discuss firearms purchasing
9:05 Meeting with IT and public safety coordinator regarding police DTS calendar
9:45 Meeting adjourned-Back to working on quotes
9:47 Interrupted by necessary email from Attorney Marc Terry
9:50 Back to working on quotes
10:32 Still working on obtaining quotes, numerous phone calls
10:56 Call to General Motors representative to discuss ongoing key issue on one of the Tahoes
11:10 Go over payroll with public safety coordinator
11:29 Call from vendor regarding a quote for handguns
11:35 Heading to Town Hall to speak to payroll coordinator
12:20 Lunch
1:06 Meeting with representative to discuss new cruiser purchases/equipment
2:45 Meeting adjourned
2:46 Answered emails
3:00 Meeting with Ruth White from ROAR
3:15 Ordering parts for one of the rifles
3:51 Call from GM regarding the key fob
4:21 Call ended and went home to bake for coffee with the Chief the next day
That is a typical day in my world. It sounds like minutia but it's all really important stuff. When a citizen comes to the lobby unless I'm in a meeting, I don't turn them away. My door is always open and I think we all should do that. That's why we are in public service. Thank you for letting me share.
Tom Alonzo, 284 Lancaster Avenue, as afar as the evaluation, I want to commend all the people on the Board, especially the Chair, putting everything together, getting four separate reports. It is very difficult to put everything in the composite. Getting the right form and what you should have on it, whether it's numbers or narrative, I argue that you need both because without one or the other it is very difficult to evaluate year to year. I think there were a lot of great points brought out and how we can work with this even with Open Meeting Law because I think Ms. Luck brought up a great point in her beginning comment. How does a member know without seeing the others if it is an accurate composite? There has to be a way to do this and I look forward to working on it. But I really want to applaud everybody because it is time consuming. The second thing is the questions not getting on the ballot. I appreciate it being discussed as an action item; I take it incredibly seriously. It was a very serious problem and I think undermined a lot of people's confidence on what to expect. I applaud Town Manager for taking responsibility and I think people are owed a report about what should have happened and what did happen to serve two purposes. More importantly, everyone who had a hand in that knows their role going forward. There should be a full investigation so people know the Board took it seriously.
Ms. Adams suggested having the ballot in front of us before it gets signed off on and have some type of process where we are double-checking.

Motion: D. McQuaid **2nd: P. Luck**
To enter Executive Session under M.G.L. C. 30A, § 21(a), PARAGRAPH 2: To conduct strategy sessions in preparation for negotiations with non-union personnel or to conduct collective bargaining sessions or contract negotiations with non-union personnel (Town Manager) and to adjourn afterwards Vote: Ms. Adams- aye, Ms. Luck- aye, Mr. McQuaid- aye, Mr. Toale –aye

The meeting adjourned at 10:17 p.m.

Respectfully submitted,

Elaine M. Peterson

Elaine M. Peterson
Executive Assistant to the Town Manager