

MINUTES
SHARON BOARD OF SELECTMEN
October 6, 2016

The meeting of the Sharon Board of Selectmen was called to order in the Town Hearing Room at the Community Center at 7:00pm with Chairman Walter B. Roach, Clerk John J. McGrath, Selectman William A. Heitin and Town Administrator Frederic E. Turkington, Jr.

Discussion with Moose Hill Wildlife Sanctuary - Waiver to allow birds in Community Center

Karen Stein, Sanctuary Director at Moose Hill Wildlife Sanctuary, appeared before the Board. Ms. Stein explained that the Sanctuary will be having a 100th anniversary gala celebration on Saturday, November 12, 2016 at the Sharon Community Center and would like to have one-hour of programming at the beginning of the evening with Mass Audubon animal ambassadors. The animals, about 3-4 birds, are tethered to their teacher naturalist, who is the only person who has personal contact with them. We are fully licensed for such programming and well versed in indoor educational opportunities with live animals. They are requesting a one-time waiver to allow the birds in the building, and explained that they will put drop cloths down to protect the floors.

MOTION: To approve request for waiver for animals in the Community Center on Saturday, November 12, 2016

(McGrath - Heitin) 3-0 **PASSES**

Special Town Meeting Warrant Discussion - Insert Zoning-By Law Article

Mr. Turkington noted that the Board has received the final version of the zoning by-law warrant article. Mr. Turkington reviewed the provisions of the draft by-law, including requirement for surety bonds, specifications for the driveway/road, options for wastewater, performance standards for the five duplexes on Edge Hill Road, landscaping and irrigation, lot dimensional requirements, parking requirements, limited Site Plan Review for the five duplexes and defining terms whereby the golf course could revert back to the Town.

Mr. Turkington explained that this article will require three motions. This language reflects consistency with the existing zoning by-law. He went on to say that the public hearing with the Planning Board is on Thursday, October 27. Mr. Shelmerdine is meeting with the Planning Board next Thursday, and he met with the Finance Committee last night.

Selectman McGrath commented that there was a huge amount of work put into this in a short period of time and thanked all those involved. Chairman Roach echoed Selectman McGrath's sentiments. Mr. Turkington noted that there were six drafts with various commentaries.

MOTION: To insert the zoning article for the Special Town Meeting warrant

(Heitin - McGrath) 3-0 **PASSES**

Special Town Meeting Warrant Discussion - Insert Prepared Articles & Approve Order

Selectman Heitin suggested that #6, the zoning by-law article for Spring Valley, be put first; and move the other ones down. Article 5, the zoning by-law article for Sharon Gallery, may be withdrawn.

MOTION: To move the Spring Valley zoning by-law article to the first article, and place the remainder of the articles following
(Heitin – McGrath) 3-0 **PASSES**

Town Administrator's Performance Evaluation on Goals & Objectives Discussion

Selectman Heitin noted that past practice for the Board is to summarize the individual members' performance evaluations and then circulated it to the Board members, with the goal of having it ready for the next meeting. The Board concurred with this process.

Review Status Report of Goals & Objectives for October 1, 2015 – September 30, 2016

Mr. Turkington explained that the Board should consider goals for next year. Some goals have been completed and went on to review each of the goals by category.

Fiscal Priorities and Strategies:

Develop responsible and responsive operating and capital budgets that seek to balance the demand for services against the variety of financial circumstances experienced by Sharon citizens and businesses. Manage Sharon's finances to mitigate dependence on property taxes by enhancing revenue from other sources. Seize opportunities to reduce long-term costs in delivery of town government services and operations.

- Conduct thorough review of operating and capital budgets, reviewing opportunities to reduce costs through restructuring and reorganizing operations. Make recommendations for savings without compromising quality of services and identify areas that should be considered for service enhancements.
- Continue to explore opportunities to share services and create efficiencies with the School Department for payroll, accounts payable and receivable, facilities management and information technology with goal of reducing cost and improving efficiency and quality of service delivery.
- Initiate discussions with comparable communities on opportunities for potential collaboration on service delivery, operations, contracted services and equipment purchases in functional areas.
- Continue to explore alternative revenue sources and report to Board of Selectmen with recommendations.
- Explore net solar metering credit agreements to reduce energy costs.
- Complete negotiations for successor collective bargaining agreements within policy and finance goals established by Board of Selectmen.

STATUS: Continued efforts to restructure and reorganize town operations to improve service delivery, reduce labor costs, and trim expenses. Restructured Treasurer / Collector's office utilizing part-time workers to bolster payroll and benefits administration and streamline collection operation. Promoted DPW Operations Supervisor and filled vacancy with truck driver/laborer. Worked with Police Chief to revise command structure and create fifth sergeant position to cover two open shifts and supervise detective function. Exploring private contractor and employee staffing options for custodial maintenance of new Public Safety Building as part of overall building management program. Worked with IT Director to utilize part-time staff to meet emerging technical support needs.

Exploration of shared services agreements with other towns and School Department on-going in areas of facilities management and insurance administration. Conducted negotiations with Syncarpha Capital and procured net solar metering credits equal to 3/4's of Town's electricity needs at discounted rate saving \$80, 000 annually. Developed framework for Holbrook fire dispatch agreement that fixes Sharon costs below full reimbursement and allows evaluation of future combined dispatch in new facility. Developed new RFP for Memorial Beach concessions that increased service and

diversified menu choices. Issued RFP for additional cell tower infrastructure to expand revenues. Negotiated successor collective bargaining agreements with SMEA and MassCOP units that achieved policy goals and at amount within financial guidelines set by Selectmen. Proposing MGL Ch. 32B, Sec. 21-23 negotiations to modify health insurance plan design to align with GIC to achieve equivalent premium savings.

Improve citizen understanding of fiscal condition.

- Provide additional reporting on revenue and expenditure forecasting and review it at least quarterly with Board of Selectmen and Finance Committee.
- Improve information provided by departments and committees in support of capital projects requests and in explanation of expenditures in the annual operating budget.
- Make use of Finance Committee peer town comparisons to increase citizen understanding of fiscal indicators and budget documents.

STATUS: Provided regular updates on the status of revenue collections, investments, and forecasts on spending. Developed enhanced forecasts for three-board plus Capital Outlay chair fiscal strategy meetings held on September 10, 2015 and June 13, 2016. Next session scheduled for October 24, 2016 Expanded narratives for all capital requests and added quotes for first-year projects and equipment. Worked with Finance Committee to procure and implement VisGov website to increase public understanding of the budget and town finances. Completed peer town analysis with sub-committee of FinComm for use in comparative analysis of expenditures.

Review, and modify as appropriate, financial policies relative to undesignated fund balance, enterprise fund reserves, stabilization and capital funds, debt, overlay reserves, self-funded activities (health insurance), cash investments, and certified free cash.

- Consider increasing reserves through specific appropriations and/or active management.
- Develop funding strategy for OPEB trust, including employer/employee contributions, reducing liabilities and enhancing investment return.
- Monitor claims experience and follow market trends in order to make prudent recommendations to reduce costs for employee and retiree health insurance plans.

STATUS: Worked with Finance Committee to increase appropriation for OPEB trust. Implemented investment option with Rockland Trust for OPEB and Health Insurance Trust and new cash management program. Consolidated investments by fund and purpose while achieving higher yields through investments with East Boston Savings, Dedham Savings, and South Shore Savings. Refinanced debt to save more than \$790K over 10 years. Shifted employee benefit costs to revolving and enterprise funds to more equitably finance costs. In pursuit of plan design changes to reduce OPEB liabilities, as well as annual expenses.

Organizational Objectives:

Review service delivery models and develop strategies to improve operations.

- Review management and supervisory structure in Police Department following promotion of deputy chief to police chief. Implement changes in as approved by Selectmen. Assure training and development opportunities for police leadership team.
- Complete restructuring of information technology delivery to assure integration with public safety (including transition to new Public Safety facility in spring/summer 2017) and implementation integrated software for inspectional and permitting services.
- Support Treasurer/Collector function as new and promoted staff assume duties. Provide training and development opportunities to assure smooth transition.
- Work with Personnel Board to update and revise Personnel bylaw, policies and rating process and update all job descriptions by bargaining unit as labor agreements are negotiated.
- Address auditor's management letter concerns over internal controls and improved cash management. Report findings and progress made to address issues to Audit Committee.

- Develop comprehensive facilities management and operation plan for existing Town buildings, including appropriate organizational structure and adequate budget resources to assure appropriate maintenance. Prepare for opening of public safety building in spring/summer 2017, including funding of operating costs and plan for maintenance.

STATUS: Supported change in police supervisory structure; sent four officers to FBI-LEEDA training. Three members of Treasurer's office participated in state certification school August 15-19, 2016. Supported chief fire officer program for Deputy Fire Chief and Suffolk University Certificate in Local Government Leadership and Management for Assistant to the Town Administrator. Worked with Finance Director to coach new Treasurer on investment strategies and bonding matters and with new COA Director and Recreation Director through transition. Serve on sub-committee to standardize improved performance evaluation instrument for professional employees, streamline concurrence process, assure fair benchmarking of positions, and propose employee recognition award program. Modified job descriptions through Personnel Board for COA Office Manager, Conservation Administrative Assistant. Worked with Commission on Disabilities to provide temporary relief to handicapped access to Town offices and assure access improvements at railroad station, Supported COA needs assessment that will generate program improvements.

Oversaw attention to audit management letter recommendations and erased negative comments. Improved cash position in multiple funds and accounts. Procured permit software to integrate departments responsible for inspection and permitting services.

Facilitate efforts to enhance Town infrastructure to meet service expectations and aspirations.

- Prepare facilities based on space needs requirements for Town offices. Determine existing conditions of Town offices, fire station, and One School Street building. Provide options for renovations, additions or replacement of these buildings, including maintenance of operations and services during any potential building project.
- Complete athletic field inventory and utilization analysis and prepare field development plan to address identified needs.
- Explore expansion of parking opportunities for town residents at or near MBTA station (pave bigger area or consider building parking deck).
- Develop emergency and/or supplemental water supply capacity with Town of Norwood.

STATUS: KBA completed space needs study and options for renovation and expansion or replacement of Town offices; Facilities Supervisor instituted preventative maintenance program in all town buildings and is developing capital maintenance plan. Field study was completed and initial phase presented at 2016 Annual Town Meeting. Railroad parking study funds approved in FY2017 state budget; will work with Selectmen-appointed study committee to determine solution. Working with DPW Superintendent to secure emergency connection to MWRA. Supporting library building committee in planning grant application for new library on One School Street site.

Strengthen accountability of organization through professional development, evaluation and recognition of senior management team.

- Establish goals for departments under the jurisdiction of the Board of Selectmen consistent with the overall goals established for the Town Administrator.
- Reinforce policy priorities and improve coordination of service delivery through regular staff meetings and written communication; provide continuous feedback on performance to senior staff and document accomplishments through performance evaluation process.
- Recognize and reward senior management team through creative compensation programs and effective support of professional development opportunities.

STATUS: Held regular all department director meetings at least quarterly during the year to keep all departments cognizant of major initiatives and activities of other departments. Met about once a month with sub-groups of department managers with overlapping responsibilities or projects to assuring coordination and efficiency. The four sub-groups are.'

Public Services (DPW Director, Town Engineer, Building Inspector, Health Agent, Conservation and DPW supervisors); Community Services (Recreation, COA, Nurse/Public Health, animal control, library services, Veteran's agent, and Town Clerk); Administrative and Financial Services (finance and accounting, tax collection, treasurer, information technology/management information systems, assessment); and Public Safety (DPW Director, Police, Fire / EMS, and Civil Defense). On occasion, some departments were added on a project specific basis to a meeting of another group.

Push departments to meet deadlines, provide thorough and timely feedback in response to questions or comments, and to provide a customer-driven focus to operations. Recognize via notes, emails and telephone calls consistent quality service and at public meetings extraordinary effort. Working with Personnel Board sub-committee on recognition reward system for exceptional accomplishments or cutting edge best practices.

Community Priorities:

Modify governance model to improve service delivery and enhance accountability.

- Facilitate collaborative strategic financial planning process with leaders of key boards and committees - Selectmen, School, Finance, Capital Outlay - to develop long-term budget strategy to reflect anticipated revenue stream, capital projects commitments and additional operating costs associated with building projects, program enhancements, and employee legacy costs.
- Explore possibility of reducing specificity of line-item budget adopted at Annual Town Meeting to allow flexibility for transferring funds during fiscal year to meet evolving circumstances.
- Work with Town Moderator to improve participation in town meeting and broaden diversity of membership of town boards and committees.
- Review and update as appropriate Selectmen's Policies and Procedures manual.

STATUS: Held three-board (plus capital chair) strategic planning meetings to reach consensus on capital building project priorities, revenue streams, fixed expenditure control measures, and operational staffing and service commitments. Expanded outreach for filling vacancies on town boards and committees.

Improve and enhance communication with residents through public meetings, print media, and electronic mediums.

- Update format and improve content of Town website; improve connection with Schools, Recreation, Commission on Disabilities and other independent web addresses.
- Improve information flow to citizens via social media platforms (Facebook, Twitter, etc.). Increase and improve utilization of Town of Sharon Facebook page established in July 2015.

STATUS: Oversaw format update to Town website lead by IT and Selectmen's staff through Virtual Town & Schools. Improved user experience, navigability and content. Oversaw launch of Facebook page in July 2015 and worked to assure connection with other town departments, community groups and regional organizations and instill commitment to frequent use and robust content.

Address development proposals by seeking to assure net community benefit; mitigate potential negative consequences.

- Complete review of proposed Eversource electricity switching station at 63 Canton Street. Negotiate host community agreement to mitigate visual impacts to neighborhood and address community needs.
- Complete review of proposed medical marijuana dispensaries. Negotiate host community agreement to maximize revenue to town and secure funding to allow Town departments and/or non-profit organizations to address potential negative impacts.
- Conclude and approve agreement for development of access road to Sharon Gallery and Old Post Road residential development.

- Conduct appropriate dialogue with applicants of proposed developments (commercial, 40B, 40R, and similar large projects). Coordinate review by various Town boards and commissions and professional staff.

STATUS: Finalized host community agreement that included specific visual mitigation and assurance during construction and operation of electricity switching station. Coordinated Town response to proposed Spectra Energy natural gas pipeline expansion project. Negotiated agreement for financial remuneration, community support, and tax benefits from medical marijuana siting process. Facilitated recognition and assisted with grant application with Sharon substance abuse prevention coalition. Worked with Sharon Gallery developer to modify shared access road agreement for revised development plan and coordinated with developer of housing and assisted living facilities. Working with DPW and Sustainable Sharon to explore options to improve recycling and reduce solid waste stream while expanding frequency of curbside recycling service. Working with developer of Spring Valley Country Club housing project in effort to reduce costs to ratepayers, increase affordable housing stock, and preserve recreational use.

Selectman Heitin suggested developing a funding strategy for the pension, like PRIM.

Selectman McGrath asked about Post Office Square revitalization. Selectman Heitin replied that he thinks it is on the back burner while the Master Plan process is getting started, but ideas can still be explored now. Selectman McGrath said that signage for municipal parking could be improved – larger signage and more clear signage. Mr. Turkington noted that the wastewater issue is an issue in there. Selectman Heitin suggested that the Economic Development Committee could be restarted.

Chairman Roach said that he has had a lot of people ask if all of the crosswalks could be painted all yellow like some of them on the main streets.

Consent Calendar

- I. Vote to approve regular session minutes of September 20, 2016 and September 27, 2016
- II. Vote to approve the Sharon Lions Club fall White Cane Day fundraiser on Saturday, October 15, 2016 in Sharon Center from 8:45 am to 12:30 pm
- III. Vote to approve to the following banner request: Sharon Community Chorus – December 12-19, 2016 in first position
- IV. Vote to appoint Judy Waxman to the Sharon Cultural Council for a term through June 30, 2019
- V. Vote to approve the malt & wine one-day alcohol license for Eric Hooper for a retirement party at the Community Center on October 28, 2016 from 6:00 – 10:00 p.m.

MOTION: To approve the October 6, 2016 consent calendar, as presented
(Heitin - McGrath) 3-0 **PASSES**

Town Administrator's Report

The Town Administrator reported the following:

- A retirement party will be held for retired Water Operations Supervisor David Masciarelli and retired Operations/Highway Supervisor Bruce Giggey on October 28; a retirement party for retiring Fire Captain Bryant Simpson will be held on November 10.
- Employee Development Day is on October 21 and Town Offices will be closed. He hopes the Board will attend and help present the anniversary awards.
- With respect to Town Meeting planning, the Finance Committee is meeting on October 17 to begin article review; the Planning Board is holding its hearing on October 27.

- With respect to finances: closing in on RFP for another tenant for cell tower; health insurance self-insurance fund is being monitored – 10% lower than expected. There will be a premium change for 7/1/17.
- All of the candidates for the at-large members on the Master Plan Steering Committee have been interviewed; the Board will appoint the four members at their next meeting.
- A public forum to get feedback on proposed trash changes is November 2 at 7:00pm in the Adult Center.
- The Police Department will open on October 17; the old police station will be demolished approximately 2 weeks after.

Topics not reasonably anticipated forty-eight (48) hours in advance of the meeting

Selectman McGrath reminded residents about the Annual Halloween Parade on Sunday, October 30 as well as the Veterans Day Celebration in PO Square on Friday, November 11.

Mr. Turkington reminded that early voting is an option and that begins on October 24. All of the information is on the town's website.

Chairman Roach asked if the Board would like to hold a Food Drive on Election Day and the Board agreed.

Adjournment

MOTION: To adjourn at 7:41pm
(Heitin - McGrath) 3-0 **PASSES**