



Town Administrator's Report Select Board Meeting of December 20, 2021

Matthew Coogan

HR Audit

In my first four months on the job, one priority I have identified is the need to focus on our HR and personnel capabilities in order to improve protocols and expand services to our staff. We have already made some changes in collaboration with the Finance Department, including establishing an Employee Transmittal Form that department heads use to document employment status changes (hire, termination, pay adjustments, etc.). What I propose as a next step is to undergo an HR audit. The audit would include a complete review of existing personnel files, HR forms and documents, interviews with key staff members, and an analysis of the Town's Personnel By-Law and the Select Board Procedures Manual. I have reached out to a municipal HR consultant who is available to proceed as soon as next month.

2023 Staff Trainings

Part of expanding our HR capabilities is providing training and education to our employees. In January, I will be starting with anti-harassment & discrimination training. Through our insurer MIIA, we will have several trainings for department heads and general staff. I also submitted a Municipal Cybersecurity Awareness Grant application. The program provides end user training for staff. I have also been working with Board Member Mary Ann Nay to develop ADA awareness training through the Northeast Independent Living Program.

Building Department Update

- **Appointment of Interim Inspector of Buildings** – Peter Delaney is in the process of completing the three exams necessary for the Board to officially appoint him as Inspector of Buildings. Then he would have 18 months to complete the final three exams for full licensing and certification. In the meantime, it is necessary for the Town to appoint an Interim Inspector of Buildings, and Dave Harris has offered to hold this position until the end of January. Dave has been the alternate inspector for the department for the last several years. Peter will work under Dave's guidance for the next month. We expect Peter to have completed the exams by the end of January. Included in the meetings materials for tonight is a memo outlining the process and a motion for the Board to appoint Dave Harris.
- **Building Administrative Assistant interviews** - Our department has vetted applications down to three qualified candidates to be interviewed by Peter Delaney and ZBA Chair Paula Fitzsimmons. Interviews will be completed this week and we hope to extend an offer as soon as possible.

Waste Task Force proposal

In advance of last week's joint meeting of the Board of Health, the Finance Committee, and the Recycling Committee, I proposed to Dr. Taylor creating a Waste Task Force. Although I wasn't able to attend the meeting it was well received by the group, and I look forward to next steps on creating the Task Force. Here was my proposal:

With the Waste Management contract expiring the end of FY23, a Task Force could focus on analyzing the town's waste streams for trash removal, recycling, and composting and see whether there are opportunities or best practices that would help reduce our waste tonnage, and do so in advance of the Town procuring and negotiating a new contract. Market trends for trash and recycling continue to increase significantly, and I expect to see significantly higher costs in a new agreement. The Task Force could look at past trends in tonnage and cost, and consider adjustments or changes in collection design that could divert waste to other sources to reduce tonnage costs (curb side compost), aim to change behavior of residents (trash stickers, pay as you throw, one barrel free, etc), or address concerns of equity in paying for service. While trash collection falls within the purview of the Board of Health, other considerations are broader and it could be helpful for representatives of other committees to provide their perspectives as part of a task force. My recommendations for membership would be representatives from the Board of Health, the Finance Committee, and Recycling Committee, as well as myself. If a Task Force could get started in early 2022 there would be approximately 18 months for the Task Force to make recommendations that could help the Board of Health on a future contract.

Trinity EMS/ PrideSTAR EMS Ambulance

Chief Geiger and I were notified that Trinity EMS is being acquired by PrideSTAR EMS. Trinity EMS provides ambulance transport services for West Boxford out of Haverhill. Chief Geiger and I have spoken with Chris Dick, Director of Business Development for Trinity, who explained that Boxford should not see a change in how service is provided. The same Trinity staff and ambulance vehicles will be making medical responses to Boxford. Their hope is that the acquisition will provide more resources to their member communities in the form of additional trucks and trained staff.

Opioid Settlement

I submitted the participation forms on behalf of the Town for the two opioid settlements and will let the Board know when there's additional information.

Veterans Services

After meeting with our District Director Joseph Leblanc, he has agreed to re-establish open office hours in Boxford. Office hours are from 9 to 11 AM the 1st Thursday of the month at the COA and the 3rd Thursday of the month at Town Hall. I'm also happy to share that Joe was able to connect with a Boxford resident who was unaware of the services available to them through the Town Quarterly Newsletter.

Parks Program at Masco

I will be meeting with Superintendent Mike Harvey and Assistant Superintendent Jeff Sands this week on the possibility of Masco accommodating the Parks Program on their campus for the summer of 2022.

Meetings last week

- **Personnel Board meeting 12/13:** I attended the Personnel Board meeting on the 13th. We discussed conducting a new compensation study, and the committee was supportive of my plan to hire an outside consultant conduct an HR audit for the Town. I will work with Chair Tim Feeney on contracting with a consultant for the compensation study. In addition, the Board voted to recommend to the Select Board the Town Clerk's request to adjust the wage of the Assistant Town Clerk from \$23.18 to \$28.11. I will work with the Town Clerk to provide documentation for the Board to consider at a January meeting.
- **CPC Public Hearing 12/14:** I attended the CPC public hearing and discussed the potential of using CPA funds to cover the design costs of the southern segment of the rail trail, from Pond Rd to Georgetown Rd. At this point my plan is to apply for a \$300,000 MassTrails grant and use CPA as the required match to fund 25% design of that segment of the trail, which would include the approx. 650 ft boardwalk for access around 20 Kelsey Rd. Both The MassTrails grant and CPA funds are due in February.
- **Hunting Working Group:** The working group met Wednesday and will meet again towards the end of January. Next steps include Land Use Director Ross Provencher producing a map that indicates public lands where hunting is allowed, the committee reviewing the Wilbraham By-Law to replace Boxford's existing hunting by-law, and exploring signage to notify residents of hunting periods and to encourage the wearing bright colors on trails.
- **Masco School Committee Meeting 12/15:** I attended the School Committee meeting Wednesday night. The Committee has decided not to pursue changes in membership at this point, as reported by Carolyn Miller. There also appears to be progress on contract negotiations through the Federal Mediator.

Upcoming Select Board Meeting Agenda Items

- January 3, 2022
 - Library Update
 - Meeting with Boxford Housing Partnership
 - Discussion on process for determining future use of 4 Middleton Road
 - 2022 Select Board and Town Administrator Goals
 - Executive Session – 27 Main Street
- January 18, 2022
 - Presentation of Capital Improvement Plan
 - Municipal Aggregation Plan Public Hearing
 - Medical Response Pilot Update
 - PD, Fire, Communications Update
 - Tri-Town Update (or Feb meeting)
- January 31, 2022
 - DPW Update

Proposed Select Board Meeting dates through Annual Town Meeting

- ✓ January - 3, 18 (Tuesday), 31
- February - 15 (Tuesday), 28
- March 7 (hold), 14, 21 (hold), 28
- April 4

I wish you and your families all a very happy, healthy, and safe holiday season!



Matthew Coogan, Town Administrator
“First 100 Days” Plan - Progress Report
 December 20, 2021

1. Goal – Build Relationships Select Board, Department Heads and Staff

- ✓ One-on-one meetings with Select Board members
- ✓ Bi-weekly meeting with Select Board chair
- ✓ Re-institute monthly DH meetings
- ✓ Meet individually with DH
- ✓ Hold quarterly “All Staff” meetings
- Meet every staff member
- Establish staff training schedule

2. Goal – Attend at least one meeting of all boards and commissions for introductions.

<u>Board/ Committee</u>	<u>Meeting Attended</u>
✓ Board of Health	September 1, 2021
✓ Select Board	August 16, 2021
✓ Border to Boston Trail Committee	October 27, 2021
✓ Community Preservation Committee	December 14, 2021
✓ Conservation Commission	August 19, 2021
✓ Council On Aging	November 10, 2021
✓ Cultural Arts	October 19, 2021
✓ Finance Committee	November 30, 2021
○ Historic Districts Commission / Historical Commission	
✓ Housing Partnership Committee	September 16, 2021
○ Lakes Ponds and Streams	
○ Land Committee	
✓ Library Trustees	October 18, 2021
✓ Masconomet Regional School Committee	December 15, 2021
○ Open Space & Recreation Plan Committee	
✓ Permanent Building Committee	August 10, 2021
✓ Personnel Board	December 13, 2021
✓ Planning Board	August 18, 2021
○ Recreation Committee	
✓ Recycling Committee	September 28, 2021
✓ School Committee	November 10, 2021
○ Stormwater Advisory Committee	
✓ Sustainability Committee	September 28, 2021
✓ Zoning Board of Appeals	September 28, 2021

3. Goal – Meet with community institutions and key stakeholders.

- ✓ BOLT/ BTA
- ✓ BAA/ Grid Losee
- ✓ Scott Morrison & Tri-Town Admin staff
- ✓ Cole School staff meeting
- ✓ Spofford School staff meeting

- ✓ Masco Admin, Mike Harvey
- ✓ National Grid - Joe Muraco National Grid - August
- ✓ MVPC Mayor's and Managers Meeting – September 8
- ✓ MVRTA
- ✓ Senator Tarr
- ✓ Representative Nguyen
- ✓ Representative Mirra
- ✓ Representative Moulton
- ✓ Pastor Andrew James, First Church
- ✓ Community Giving Tree
- ✓ West Boxford Improvement Society
- Local business owners

4. Goal – Plan and implement Communication Strategy.

- ✓ Post TA updates to Select Board on webpage
- ✓ TA Open Office Hours (5)
- ✓ Town Quarterly Newsletter – next edition week of Jan 10
- ✓ Project page for Center at 10 Elm project
- ✓ Project page for Medical Response Pilot
- ✓ Establish Hybrid public meeting protocol
- ✓ Refresh webpage, social media (ongoing)
- TA updates on BCATv/ Facebook Live – Launch early 2022
- Online resident surveys for town services – Summer/ fall 2022

5. Goal – Obtain MCPPO

- ✓ Class 1 Completed September 16
- ✓ Class 2 week of October 12
- ✓ Class 3 completed November 14