

**Board of Selectmen  
Minutes of Tuesday, June 12, 2018  
Bourne Archives Building  
30 Keene Street  
Bourne, MA 02532**

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TOWN CLERK BOURNE

**TA** Tom Guerino  
**ATA** Glenn Cannon

**Selectmen**

Peter Meier, Chairman  
Judy Froman, Vice Chair  
James Potter, Clerk  
George Slade  
Jared MacDonald

Note this meeting is not being televised and recorded. If anyone in the audience is recording or videotaping, they need to acknowledge such at this time – No one acknowledged recording or videotaping the meeting.

All items within the meeting agenda are subject to deliberation and vote(s) by the Board of Selectmen.

**Documents**

**Board of Selectmen Goals 2018-2019 Workshop Handout dated June 11, 2018**

**Town of Bourne Organizational Chart dated 02/06/18**

**BOS Goal Workshop Starting Point/Goals dated 6/11/18**

**BOS Goal Workshop dated 6/11/18**

**1) Meeting Called to Order**

Chairman Meier convened the meeting at 6:23 pm.

The Assistant Town Administrator requested to be excused from the June 19, 2018 Board of Selectmen meeting. The Chair agreed to excuse the Assistant Town Administrator from the June 19, 2018 Board of Selectmen meeting.

**2) Discussion on Town Administrator Vacation Time**

The Town Administrator requested to have ten (10) days of vacation time buy-back. The Town Administrator discussed his schedule during the past calendar year and the difficulty of taking scheduled vacations time during the past year.

The Selectmen discussed the importance of vacation time to allow employee to relax and recharge. The Selectmen discussed having an Assistant Town Administer should allow the Town Administer to take vacations. The Selectmen discussed having a vacation schedule for the next fiscal year to ensure that the Town Administrator take his allotted vacations. The Selectmen want to ensure that this is not a reoccurring event.

**Voted** George Slade moved and seconded by James Potter to approve the buy-back of ten (10) vacation days for the Town Administer. Vote: 4-1-0.

### **3) Initial Goals / Workshop for 2018**

Peter Meier stated that he had complied thirty-two (32) goals from the Selectmen and he gave these 32 goals to Judy to prepare for the workshop. Judy Froman distributed the attached workshop handouts. Judy discussed the rules of engagement for the workshop and cited the Town Charter Section 4-2.

The Selectmen discussed each of the thirty-two (32) goals in consecutive order. Each Selectmen discussed the goals that they initiated. The Selectmen requested to see last year's goals.

#### **Goal #1 – Community Events/programs**

James Potter describes his experience in Wareham working on the Fourth of July parade and fireworks, enhancing community events, tourist dollars and getting all lifeguards back. Creating a new committee funded by grants to help local community organizations.

#### **Goal #2 – Link Falmouth to Canal bike/pedestrian trail**

Judy Froman described the project and that this is a continued goal from last year.

#### **Goal #3 –Motel/hotel tax increase by 2%**

James Potter stated that the state allows a 6% motel/hotel tax and that the Town of Bourne only charges 4%. The Selectmen discussed increasing the motel/hotel tax by 2%

#### **Goal #4 – Multi-year Financial Plan**

Peter Meier discussed having an Economic Development Officer, Human Resources Department, Priority Based Budgeting can help forecasting and projecting future financial needs.

#### **Goal #5 – Analyze the feasibility of using contracted services for water treatment services after construction.**

Peter Meier stated that the Sewer Commissioners should address this topic.

#### **Goal #6 – Develop unified economic growth plan for Bourne.**

Judy Froman discuss how all plans such as the Local Comprehensive Plan, the Main Street plan, and Village Plans all need to come together into a thorough strategy.

Goal #7 – Implement a financial software package for the town offices.

Judy Froman stated that the Massachusetts Municipal Association (MMA) may be able to assist with financial software recommendation.

Goal #8 – Implement Priority Based Budgeting (financial software for municipalities).

Judy Froman stated that Goal #7 and Goal #8 are similar and could be combined.

Goal #9 – Hire a full time Economic Development Director.

Jim Potter said that this position could be grant funded.

Goal #10 – Renegotiate wastewater agreement with Wareham.

Jim Potter thought that we could renegotiate the wastewater agreement with Wareham. The Board agreed that Bourne should look into this issue.

Goal #11 – Efficiency of Services.

Peter Meier wants to improve technology to increase the efficacy of town services such as having field technician use tablets to record data in the field.

Goal #12 – Collective bargaining support for the Town Administrator in negotiating successor agreements with collective bargaining units...

Peter Meier wanted to provide the Town Administrator with all necessary tools for future negotiations.

Goal #13 – Training for appointed and elected board members.

Peter Meier wants to provide board members with necessary training.

Jared MacDonald wanted to see increased training

Goal #14 – Support the Town Administrator in developing staff development programs and in the recruitment and retention of highly qualified employees.

Peter Meier wants to increase the professional development of town staff.

Goal #15 – Customer Service Program Support the Town Administrator in the implementation of the Town's Customer Service Program which will include performance standards, audits, scheduling considerations and potential physical improvements to facilities.

Peter Meier stated that the Town of Bourne staff should be trained in providing outstanding customer service.

Goal #16 – Update the town website.

Peter Meier wants to improve the Town website.

Goal #17 – To make the town website more easily accessible by the average citizen for useful information.

George Slade wants to improve the town website.

Goal #18 – Review and re-aligning of positions and/or job duties based on the priorities of the town.

George Slade wants to look at the organization of town staff.

Goal #19 – Improve the organizational structure and usability of the town website.

Judy Froman wants to improve the town website.

Goal #20 – Work with legislative delegation to advocate for the appropriate allocation and distribution of state resources.

Peter Meier wants to work with the legislative delegations on the allocation of state resources for Bourne.

Goal #21 – Voluntary Contribution (PILOT) Program Discuss potential PILOT agreement as necessary with MMA.

Peter Meier wants to work with the Massachusetts Maritime Academy (MMA) and the Bourne Housing Authority on a Payment In Lieu Of Taxes (PILOT) program.

Goal #22 – Road Infrastructure (unaccepted roads) Create a usable site in which citizens can determine which roads in the town are either accepted or not accepted.

George Slade wants to simplify the process for citizens to understand if their road is either a town accepted road or not a town accepted road.

Goal #23 – Develop checklist of collaborators for financial decision making and economic development.

Judy Froman wants to ensure that the town is maximizing its' outreach efforts on all projects in town.

Goal #24 – Board/committee collaboration: revisit need for committees on the books.

James Potter thought that Selectmen liaisons with existing Boards would be a good idea. The liaison could report back to the Board of Selectmen to keep all the Selectmen up to date on the activities of the various Boards.

Goal #25 – Improve roadway safety on Belmont Circle, Scenic Highway, rotaries and bridges.

Judy Froman wants to develop strategies to implement transportation improvements in Town.

Goal #26. – Codify 5 year look ahead for BOS/MMA: Memorandum of Understanding.

Jim Potter wants to develop a Memorandum of Understanding with the Massachusetts Maritime Academy (MMA) to understand future development plans of the MMA.

Goal #27. – BOS Policy Update Revised Policy Manual.

Peter Meier wants to update the policies plans of the Town.

Goal #28. – Social Media Policy.

Peter Meier wants to update the social media policy of the Town.

Goal #29. – Write a Social Media Policy /This policy will exist to provide guidance and best practices, rules and regulations for the use of the Bourne's sanctioned social media sites (including but not limited to Facebook and Twitter). The Town of Bourne's Social Media Policy would apply to the Town of Bourne Official Social Media Sites. Public safety and some other departments have their own sites/pages. Policy should address town employees/selectmen's use, recognizing that people must act in the best interests of the town when on social media.

Selectmen are concerned with potential Open Meeting Law violations if multiple Selectmen are on Facebook, Twitter, etc. discussing event in Town. What is the public perception of Selectmen on Facebook, Twitter, etc.?

Goal #30. – Identify list of policies to write and to review and to clearly state the priority order and assigning of the work.

Judy Froman wants to update the all policies of the Town.

Goal #31. – BOS Licensing & Regulations for marijuana (Marijuana regulations, taxes and host agreements).

Jim Potter wants to develop licensing and regulation requirement in Bourne.

Goal #32. – Comprehensive Review of Financial Policies and Cost Allocations.

Peter Meier wants a comprehensive review of financial policies and allocations.

The Selectmen will score each of the goals.

The Selectmen discussed the upcoming workshop schedule and that the next Selectmen's workshop would take place on June 26, 2018.

#### **4) Adjourn**

**Voted** Judy Froman moved and seconded by Jared MacDonald to adjourn. Meeting adjourned at 10:00 pm. Vote 5-0.

Respectfully submitted – Glenn Cannon, Assistant Town Administrator.

## Board of Selectmen Goals 2018-2019 Workshop

June 11, 2018

### Charter, Section 4-2

The town administrator shall be the primary officer responsible for the implementation of the broad policy directives of the board of selectmen and for the attainment of yearly goals. The daily administration of the affairs of the town shall be the responsibility of the town administrator only. The town administrator may create advisory ad hoc committees to assist in the execution of the town administrator's duties.

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### Vision:

Bourne is a community that embraces change while respecting the rich heritage of the town and its villages. It is a municipality based on strong fiscal government with a durable economy that recognizes the rights of all citizens, respects the environment, especially the coastal areas of the community, embraces excellent education, and the amenities that it affords and offers to citizens a healthy, active lifestyle.

### Mission:

Bourne will maximize opportunities for social and economic development while retaining an attractive, sustainable and secure coastline and environment for the enjoyment of residents and visitors. Through responsible and professional leadership and in partnership with others, Bourne will strive to improve the quality of life for all residents living and working in the larger community.

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### Rules of Engagement:

Open thinking

Consensus

Leadership but not in isolation

Quarterly updates

Tiers

**SMART Goals:**

**S**pecific:

The more specific, the more likely you are to achieve your goal.

What exactly are you looking to accomplish?

Why do you want to make this change?

**M**easurable

Set a timeframe with dates/start with end date and work backwards

Map it out/small management goals to achieve overarching goal

**A**ttainable

Have the attitude and determination that you can do this.

Set the board and TA up for success.

Prioritize the set of goals recognizing that there are limited resources and some tasks and/or goals may consciously not happen  
Is this goal something that can be realized now or in the future?

Start small. Build in timeframe to revisit goal once it's complete to see if this is the time to create a new attainable goal.

**R**ealistic

It is also important to put things into perspective/shoot for the moon

Evaluate your readiness on a scale from 1-10.

**T**imely

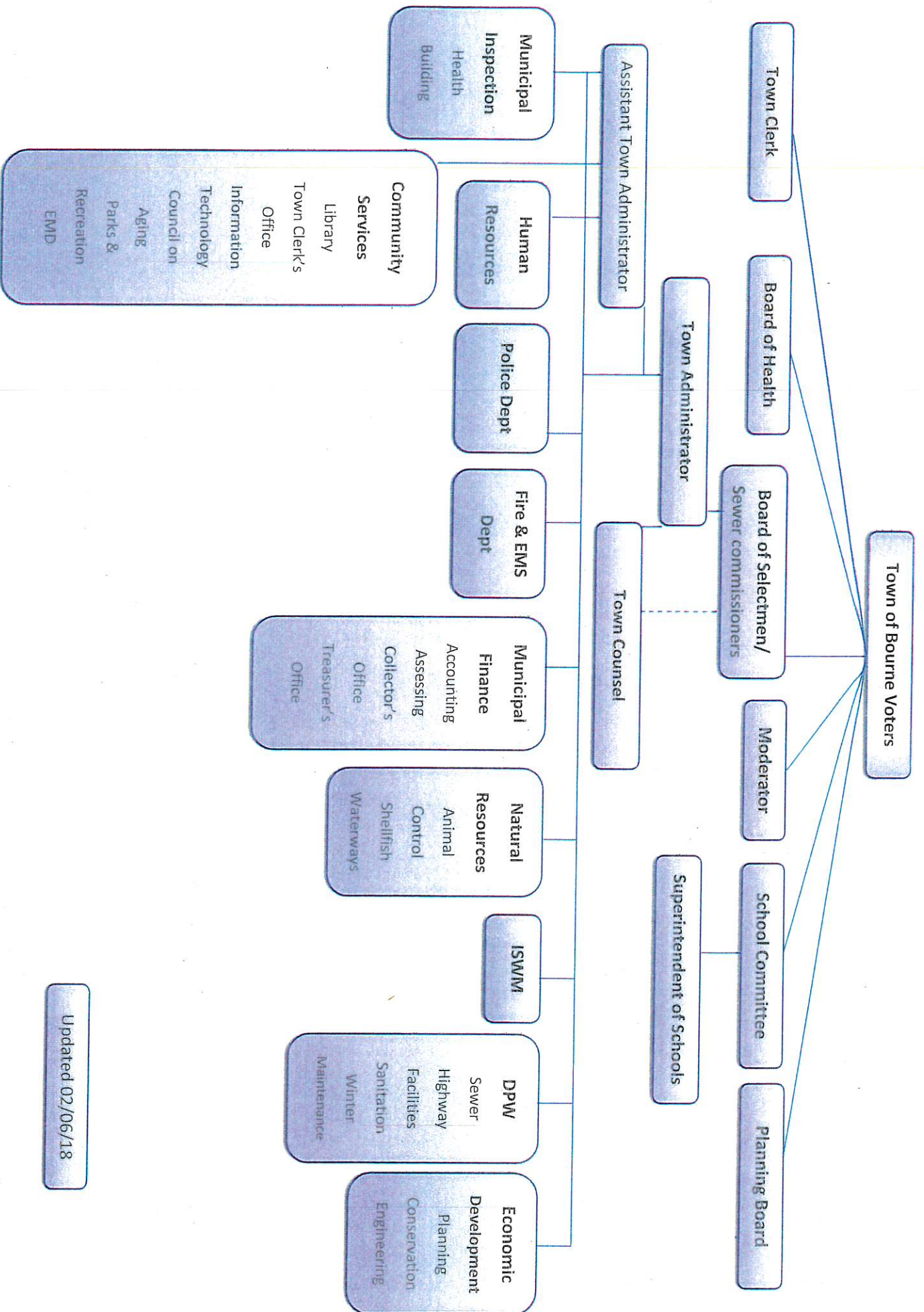
Deadlines/benchmarks

Goal: To ..... by month, day, year ..... (related to specific aspect of the mission.

Lead Board Member:

Goal	Action Steps	Person(s) Responsible	Timeline	Communication	Risk Management	Resources Needed	Status Update
	1.						







**BoS Goal Workshop**

Starting Point/Goals

Updated 6/11/18

Mission Connection/Charter Directive	General Goals
Maximize opportunities for <b>social development</b> while retaining an attractive, sustainable and secure coastline and environment for the enjoyment of residents and visitors.	1.Community events/programs
	2.Link Falmouth to Canal bike/pedestrian trail
Mission Connection/Charter Directive	General Goals
Maximize opportunities for <b>economic development</b> while retaining an attractive, sustainable and secure coastline and environment for the enjoyment of residents and visitors.	3.Motel/hotel tax increase by 2%
	4.Multi-year Financial plan
	5.Analyze the feasibility of using contracted services for water treatment services after construction.
	6.Develop unified economic growth plan for Bourne
	7.Implement a financial software package for the town offices
	8.Implement Priority Based Budgeting
	9.Hire a full time Economic development director
	10.Renegotiate wastewater agreement with Wareham
Mission Connection/Charter Directive	General Goals
Through responsible and <b>professional leadership</b> , Bourne will strive to improve the quality of life for all residents living and working in the larger community.	11.Efficiency of Services
	12.Collective bargaining support for the Town Administrator in negotiating successor agreements with collective bargaining units.
	13.Training for appointed and elected board members
	14.Support the town administrator in developing staff development programs and in the recruitment and retention of highly qualified employees

**BoS Goal Workshop**

Starting Point/Goals

Updated 6/11/18

	15.Customer Service Program Support the Town Administrator in the implementation of the Town's Customer Service Program which will include performance standards, audits, scheduling considerations and potential physical improvements to facilities.
	16.Update the Town website
	17.To make the town website more easily accessible by the average citizen for useful information.
	18.Review and re-aligning of positions and/or job duties based on priorities of the town.
	19.Improve the organizational structure and usability of the town website
<b>Mission Connection/Charter Directive</b>	<b>General Goals</b>
Through <b>partnership</b> with others, Bourne will strive to improve the quality of life for all residents living and working in the larger community.	20.Work with legislative delegation to advocate for the appropriate allocation and distribution of state resources.
	21.Voluntary Contributions (PILOT) Program Discuss potential PILOT agreements as necessary with MMA.
	22.Road Infrastructure (unaccepted roads) Create a usable site in which citizens can determine which the roads of the town are either accepted on not accepted. By launching a set of directions, including background, laws, and guidance, citizens will have access to the necessary information begin a road improvement project. Road represents one of the more potentially serious needs in degrading infrastructure that are not part of any capital improvement plan. If left undone, it could result in a reduction in the desirability of the town, thus offsetting the positive actions of the town's dedication to continuous capital investment.
	23.Develop checklist of collaborators for financial decision making and economic development
	24.Board/committee collaboration: revisit need for committees on the books

**BoS Goal Workshop**

Starting Point/Goals

Updated 6/11/18

	25.Improve roadway safety on Belmont Circle, Scenic Highway, rotaries, and bridges.
	26.Codify 5 year look ahead for BoS/MMA: Memorandum of Understanding
<b>Mission Connection/Charter Directive</b>	<b>General Goals</b>
Implementation of the broad <b>policy</b> directives of the board of selectmen	27.BOS Policy Update Revised Policy Manual
	28.Social Media Policy
	29.Write a Social Media Policy This policy will exist to provide guidance and best practices, rules and regulations for the use of the Bourne's sanctioned social media sites (including but not limited to Facebook and Twitter). The Town of Bourne's Social Media Policy would apply to the Town of Bourne Official Social Media Sites. Public safety and some other departments have their own sites/pages. Policy should address town employees/selectmen's use, recognizing that people must act in the best interests of the town when on social media.
	30.Identify list of policies to write and to review and to clearly state the priority order and assigning of the work
	31.BoS Licensing & regulations for marijuana (Marijuana regulations, taxes and host agreements)
	32.Comprehensive Review of Financial Policies and Cost Allocations.



Mission Connection/Charter Directive	General Goals	SMART:Specific Why do you want to make this change? How many people will it affect?	Does this goal create a framework or foundation for efficiency or future planning?	SMART:Specific What exactly are you looking to accomplish?	How long do you think this goal might take to accomplish?	SMART:Specific What methods will you use to accomplish?
Maximize opportunities for social development while retaining an attractive, sustainable and secure coastline and environment for the enjoyment of residents and visitors.	1. Community events/programs					Community events committee Community events fund Grants
	2. Link Falmouth to Canal bike/pedestrian trail					
Mission Connection/Charter Directive	General Goals	SMART:Specific Why do you want to make this change? How many people will it affect?	Does this goal create a framework or foundation for efficiency or future planning?	SMART:Specific What exactly are you looking to accomplish?		SMART:Specific What methods will you use to accomplish?
Maximize opportunities for economic development while retaining an attractive, sustainable and secure coastline and environment for the enjoyment of residents and visitors.	3. Motel/hotel tax increase by 2%					Host community events
	4. Multi-year Financial plan					Town Administrator, Assistant Town Administrator, Finance Committee, Finance Director and School Committee to develop and maintain multi-year financial plan
	5. Analyze the feasibility of using contracted services for water treatment services after construction					Outsourcing Opportunities

	6. Develop unified economic growth plan for Bourne		LCP reporting schedule/Planning Board		Gather and integrate all working plans and committees; work with town planners to identify and image current business districts. Hold joint discussions with planning board and bos for consensus on overall direction. Next level of work would be on Buzzards Bay, followed by other commercial district. Create a five-year strategic plan.
	7. Implement a financial software package for the town offices				
	8. Implement Priority Based Budgeting				
	9. Hire a full time Economic development director				
	10. Renegotiate wastewater agreement with Wareham				
Mission Connection/Charter Directive	General Goals	SMART: Specific Why do you want to make this change? How many people will it affect?	SMART: Specific Does this goal create a framework or foundation for efficiency or future planning?	SMART: Specific What exactly are you looking to accomplish?	SMART: Specific What methods will you use to accomplish?
Through responsible and professional leadership, Bourne will strive to improve the quality of life for all residents living and working in the larger community.	11. Efficiency of Services				Continue to evaluate current methods of delivering various services to ensure the most productive, cost efficient method is used.
	12. Collective bargaining support for the Town Administrator in negotiating successor agreements with collective bargaining units.				
	13. Training for appointed and elected board members				Develop training program for new members
	14. Support the town administrator in				



	programs and in the recruitment and retention of highly qualified employees					
	15. Customer Service Program Support the Town Administrator in the implementation of the Town's Customer Service Program which will include performance standards, audits, scheduling considerations and potential physical improvements to facilities					
	16. Update the Town website					
	17. To make the town website more easily accessible by the average citizen for useful information.	The goal is to greatly reduce the need for phone calls and town hall visits. Information will be more up-to-date and better organized  Methods for clean, clear, consistent communication improved communication channels will reduce the amount of time and number of interactions of the Town's staff to answer many of the repeat or sometimes cumbersome requests of our citizens. Each one will require a commitment of some of the town's human resources as well as citizen input. Both Social Media and Road Infrastructure (see below) can be linked to the Town's website.				
	18. Review and re-aligning of positions and/or job duties based on priorities of the town	With the number of anticipated retirements, the town administration has seen the challenge in making these new hires effective				
	19. Improve the organizational structure and usability of the town					Create procedures for making updates (including personnel, time table, naming nomenclature organization)

Mission Connection/Charter Directive	General Goals	SMART:Specific Why do you want to make this change? How many people will it affect?	Does this goal create a framework or foundation for efficiency or future planning?	SMART:Specific What exactly are you looking to accomplish?		Implement training Identify 3-5 staff responsible for consistency and quality of postings and procedures SMART:Specific What methods will you use to accomplish?
Through partnership with others, Bourne will strive to improve the quality of life for all residents living and working in the larger community.	20 Work with legislative delegation to advocate for the appropriate allocation and distribution of state resources.					
	21 Voluntary Contributions (PILOT) Program Discuss potential PILOT agreements as necessary with MMA					
	22 Road Infrastructure (Unaccepted roads) Create a usable site in which citizens can determine which the roads of the town are either accepted or not accepted	By launching a set of directions, including background, laws, and guidance, citizens will have access to the necessary information begin a road improvement project. Road represents one of the more potentially serious needs in degrading infrastructure that are not part of any capital improvement plan. If left undone, it could result in a reduction in the desirability of the town, thus offsetting the positive actions of the town's dedication to continuous capital investment				
	23 Develop checklist of collaborators for financial decision making and					Financial: TA/ATA, finance director, applicable departments (school dept.



							DPW, UCT, etc) finance committee, selectboard Economic Development, MMA, planning board, zoning board, cape cod commission
	24 Board/committee collaboration revisit need for committees on the books						
	25 Improve roadway safety on Belmont Circle, Scenic Highway, rotaries, and bridges						
	26 Codify 5 year look ahead for Bos/MMA: Memorandum of Understanding						
Mission Connection/ Charter Directive	General Goals	SMART: Specific Why do you want to make this change? How many people will it affect?	Does this goal create a framework or foundation for efficiency or future planning?	SMART: Specific What exactly are you looking to accomplish?		SMART: Specific What methods will you use to accomplish?	
Implementation of the broad policy directives of the board of selectmen	27 BOS Policy Update Revised Policy Manual						
	28 Social Media Policy						
	29 Write a Social Media Policy /This policy will exist to provide guidance and best practices, rules and regulations for the use of the Bourne's sanctioned social media sites (including but not limited to Facebook and Twitter). The Town of Bourne's Social Media Policy would apply to the Town of Bourne Official Social Media Sites. Public safety and some other departments have their own sites/pages. Policy should address town employees/selectmen's use,	Bourne commits to social media as a forum to educate, increase access to Town services, encourage community engagement and awareness					

	best interests of the town when on social media							Bos Rules of Procedure, ISWM, Social Media, <b>Potential Policy Topics</b> <ul style="list-style-type: none"> <li>• Policy Addressing Easements for Town Meeting, Policy on Town Owned Property and its Disposition</li> <li>• Marijuana Law Review</li> <li>• Opt Out, Zoning Changes, Board of Health Regulations have been done</li> <li>• Other</li> <li>• Public Records Law Implementation</li> <li>• Tracking of Documentation, Legal Correspondence at Town Hall</li> <li>• Sewerage Capacity Allocation at 6 months, BOSC involvement, BOSC member to Wastewater Advisory Committee</li> <li>• Review the Charter</li> <li>• Review the LCP, the Local Comprehensive Plan in conjunction with the Planning Board</li> </ul>
	30. identify list of policies to write and to review and to clearly state the priority order and assigning of the work							
	31 Bos Licensing & regulations for marijuana (Marijuana regulations, taxes and host agreements)							
	32. Comprehensive Review of Financial Policies and Cost Allocations							Convene a subcommittee to begin reviewing Financial Policies, examine cost allocation for Human Resources and Information Technology Departments and incorporate new cost allocations into FY 2020 budget