TO: **Board of Selectmen**

FROM: **Norman Khumalo**

DATE: **June 22, 2011**

REF.: **FY 11 goals and accomplishments**

I am pleased to submit the following FY 11 accomplishments for the board's consideration. I will be available and happy to answer any questions you might have at the board's meeting on June 28, 2011.

1. Fiscal initiatives

a) Evaluate and update the town's 10 year financial model/strategy

i) Completed and results used in budget process and school project process.

b) Prioritize the budgetary goals, needs and process.

i) Developed budget calendar
ii) Helped set the budget message;
iii) Compiled and presented departmental budget needs;
iv) Worked with Budget Advisory team to communicate and resolve strategic budget issues
v) Worked with Appropriations Committee, town departments, school district officials and the Board of Selectmen to prepare and finalize FY 12 budget submission to town meeting. Budget builds on operational efficiencies, level funds payroll, health insurance, general insurance, adds to capital reserve and stabilization, funds key infrastructure while maintaining debt and interest payments within set targets, keeps tax impact low while growing "soft reserve".
vi) Reviewed Capital Improvement Plan with CIC.

2. Institutional strengthening and Capacity building

a) Invest in the new structure by way of skills development as well as cultivating a culture of continuous evaluation & refinement.

The new organizational structure affected the Permitting Office and Finance Departments.

Land Use Planning and Permitting

i) The Land Use, Planning and Permitting Department brought together employees who worked independently under the Conservation Commission, Planning Board and the Board of Appeals, and in the Building Department. Each of the employees has been cross-trained in the work of those independent entities, the former Building Department, and in specific areas of the work of the Board of Health, as determined by the Board of Health. In contrast to the prior vertical organization, where an employee typically worked for only one board/entity, an employee now works in a department with a horizontal organization. A specific work product for a board, for example, may be handled by one or more employees in the department, as the job functions are organized by the type of work rather than the

political entity. For example, a special permit application, whether submitted for Planning Board or Board of Appeals action, is now primarily processed and handled by the Permitting Assistant. Before the formation of the department, a special permit application submitted to the Planning Board was handled by Planning Department employees and one submitted to the Board of Appeals was handled by the Board of Appeals employee, despite the fact that the statutory process for handling a special permit application is identical.

i) All applications and requests for permits and approvals submitted for Planning Board, Board of Appeals, Conservation Commission and Board of Appeals action are handled by Land Use department employees. All finances for each board, plus those pertaining to building, electrical, plumbing and gas permits are handled by the Land Use department.

ii) For Board of Appeals decisions, the time between the initial public hearing and the filing of the decision with the Town Clerk has been calculated for the 18 months before and after the formation of the Land Use department. The results are below, which reflect a 46% increase in the number of applications filed and a 28% reduction in the duration of time between the initial public hearing and the filing of a decision. The Land Use department employees and the Board members have both worked hard to improve the process.

iii) 18 months prior – average of 47 days between the initial public hearing and the filing of a decision; 24 applications during this period.

iv) 18 months after – average of 34 days between the initial public hearing and the filing of a decision; 35 applications during this period.

v) Permits for Disposal System Installers and Septage Haulers are prepared and issued by the Land Use department employees after review and approval by Board of Health employees. Land Use department employees also assist Board of Health employees in retrieving records, filing and processing other applications and information requests as needed. The Land Use department processes all deposits received by the Board of Health. Land Use department employees are available and willing to perform additional tasks as identified by the Board of Health in the future.

vi) Identified and implemented the following free or cost effective individual and group training programs for permitting and other town hall staff (at a total cost of $6,056.25):

<u>Software, skills and productivity enhancement</u>

(1) MS Excel II-Administrative Assistants
(2) Permitting Software: Land Use staff
(3) Document Management Software: Land Use staff
(4) Open Meeting law
(5) Managing Multiple Projects and Deadlines-Department Heads and Administrative Assistants-May 2011
(6) Time Management Training

<u>Customer Service</u>

(1) Customer Service Training-Department Heads-May 2011
(2) Advanced Planning Training-Elaine Lazarus-June 2011

<u>Supervision and Management</u>

(1) Management 101 Seminars-Maryrose, Elaine Lazarus,
(2) Ethics Training-Department Heads
(3) ICMA Performance Management Training For Results-Department Heads
(4) Advanced Performance Management For Results -Department Heads
(5) Working with area-managers successfully negotiated a new Public Administration Certificate program at Suffolk University in which Elaine Lazarus is now enrolled ($1,800).
(6) Metro west Leadership Academy-Steve Slaman ($1,295)
(7) Evergreen Clause Training-Maryrose, Norman
(8) Organizational and Personal Resilience in Turbulent Times - Norman

Other cost effective skills development trainings accomplished are:

(1) Open Meeting law – all staff
(2) Managing Multiple Projects and Deadlines-Geri Holland
(3) MCPPO-Procurement Officer Training-Dave Daltorio ($1,008.25)

ii) Implemented goal setting for DHs and worked with HR and PC to develop new personnel evaluation forms.

iii) Through HR implemented the following "morale-booster" events: key aspect being the inclusion of non-town hall staff (DPW, Library, Senior Center).

(1) New Employee Welcome Breakfasts
(2) Christmas Party
(3) Administrative Professional Day
(4) Health Fair
(5) Fall Retiree Breakfast
(6) Employee Birthday recognition
(7) DPW employee appreciation luncheon, following winter season

b) Evaluate interdepartmental cooperative opportunities to maximize efficiency.

a) Cross trained Finance Team staff to support collector, assessors and town clerk office.
b) Continued collaboration with schools on IT, earning town technical support.
c) Youth Services, police and schools collaborate on youth initiatives including drafting and final town meeting approval of tobacco bylaw amendment
d) DPW now responsible for senior center and library mowing program
e) Print management program implemented realizing savings for the town
f) Consolidated facilities department purchases.

c) Create a strategy to realize the town's IT vision and related infrastructure projects.

Measure: Implement the components of IT vision (FY 10) as outlined below.

Output:

1) Infrastructure

Network:

(i) Installed fiber optic connecting all town buildings (except Fruit Street) and schools at minimal costs ($147K for a project that would normally cost $500K)

(ii) Upgraded switches and routers

(iii) Installed upgraded firewall

(iv) Third floor of town hall has been rewired and put to use. New wiring has been added to the second floor. Preparation for the re-wiring of the first floor is complete.

Communication System:

(i) Installed the appropriate VOIP ready network as part of the fiber project. Infrastructure is live and ready for use.

(ii) Implemented conference calling for town hall use

(iii) Consolidated town phone budget

(iv) Upgraded mobile phones used by command staff

Email and Web

(i) Researched and proposed centralized and integrated email, directory, calendar, collaboration and web system for town and schools. Chose First Class but project shelved due to lack of funding.

Printers and Copiers

(i) Implemented centralized print management, achieving savings through leases, service plans and reduced printing and copying costs to $0.02 per page.

Servers and Workstations

(i) Virtualized five servers reducing power and maintenance cost. The servers are email gateway, collections system for real estate, water/sewer and excise taxes, domain controller, web server and help desk.

2) Applications

Public Safety

(i) Researching data and processing software for police and fire through the regionalization studies with Ashland and Southborough

Finance

i) Implemented online payments

ii) Linked town and school collection following installation of fiber.

iii) All departments (town and school) now have online real time access to their account balances and transaction detail information

iv) Assessors' records placed online and available to the public

Land Use

i) Completed GIS needs analysis at no cost to the town: paid for through a state grant.
ii) Collated all GIS data and ready to launch several layers for public access
iii) Applied for and received a state grant to complete intra and external local kiosk
iv) Implemented a cost effective cloud based DMS for indexing and storing town data (Phase 1 Land Use): Successfully investigated converting and transferring Point Software data to the new DMS. This will save more than 35,000 BoH records
v) Implemented cloud based automated permitting software for Land Use department: Building Department permits (building, gas, electric and plumbing) are online: this will be followed by BoH, Planning, Cons Comm and ZBA
vi) Purchased a large scale printer and scanner for internal and external use, of which the latter has revenue generating potential.

Library
(i) Library, as a new town department, is using the new fiber, has online access to real time accounting data and is ready for VOIP.

Facilities
(i) Implementing improved video system for police
(ii) Researched automated access control for town hall: project held in abeyance due to lack of funding

DPW
(i) Contracted utility reading automation, substantially below budget.

3. Community Building Initiatives

a) *Meet with appointed committees to specify the town's needs and ensure the harmonious promulgation of town policy*

Town policy initiatives completed with town boards include:

i) Streamlining public project design and construction process policy: guiding PBC in its first year of operation, including moving forward the library project application and supervising the first year of the reconfigured Facilities Department, which has saved the town over $200,000 in its first months of operation. Coordinated resolution of all issues regarding property conveyance.
ii) Financial prudence – Park and Recreation Departmental budget: working through Park and Recreation department, researched and formulated creation of an enterprise fund, based on a sound business plan. Won approval at 2011 ATM.
iii) Creating governance structure for newly acquired public library policy: worked with board in facilitating and coordinating creation and appointment of Hopkinton Public Library Trustees. Trustees elected at 2011 ATE.
iv) Celebrating community policy: negotiated the formation of the 300th Year Celebration Committee including development of its charge
v) Helping businesses thrive policy: reconfiguration of the economic development committee process and building a partnership with the Chamber to move forward the new charge

based on a clearly articulated action plan; successfully sought follow-up grant funding for the completion of the South Street sewer project; continued monthly meetings with Legacy to resolve operational issues.

vi) Affordable housing policy: created the charge for the Affordable Housing Trust Fund and assisted finalize financing for Mayhew Court project; worked with Elaine Lazarus and Town counsel in development of regulatory agreement for Legacy affordable units.

vii) Linking sustainability and recycling policy initiative: worked with HSGC to revamp its charge, including assisting incorporating recycling into the committee's charge

viii) Public access policy: re-constituted public access board into a Cable Advisory Committee and developed a new charge for the committee. Hired special labor and negotiated an affordable contract for the service.

ix) ADA : worked with Chair to correct an ill-advised decision regarding the future of the ADA committee

x) ZBA/Planning Board: worked with Chair, town counsel to build bridges between the two boards during the Golden Pond review process

b) Improve outreach to community to with the goal of increasing enthusiasm and recruiting volunteers

i) Successfully negotiated with Ron Eldridge and Joe Karner to stay an additional year as members of the Appropriations Committee

ii) Working with board, successfully facilitated filling all positions in 5 new committees created including the 300 Year Celebration Committee, Cable Advisory Committee, Library Trustees Board, Downtown Initiative Steering Committee.

iii) Successfully won board approval to create and recruit members into a DPW Advisory Team to assist the Town Manager in the transition following the dissolution of elected DPW board. Advisory team helped resolve Fruit Street related issues and successfully presented DPW facility design funding at town meeting.

iv) Received board support to reconfigure the town's Economic Development program and successfully recruited the Chamber of Commerce as a partner. Chamber presented Action Plan to Board of Selectmen.

v) Worked with Town Manager admistrative team to place 22 advertisements to fill board /committee vacancies. We successfully filled X positions.

vi) Supported John Mosher and HCAM in creating the video celebrating the work of town volunteers.

c) Implement Green Community Grant; pursue opportunity to improve efficiency through environmentally sound measures.

i) In liaison with HSGC, oversaw the substantial completion of Green community grants projects within budget

ii) Big-belly project implemented

iii) Review of Highway Facility incorporated "green" measures

4. Other Key Accomplishments

i) Supervised Finance Team in the town review and subsequent upgrade of its Standard and Poor's services rating from AA to AA+

ii) Completed the first draft of the town's financial policies which is one of the two requirements for improving the town's Standard and Poor's services rating to AAA.

iii) Led negotiation of health insurance plan, with plan design changes, that will keep health insurance costs level for three years – first in the state- saving the town over $3M in avoided potential cost increases.

iv) Led negotiations and reached TA with Police Union, DPW and Dispatch unions that restrains salary and overtime costs, strengthens management rights while giving health plan design control to the town.

v) Led and coordinated contract negotiations on Town Trash contract that will realize $90,000 in savings in the first year and an average of $60,000 in the next 4 years.

vi) Collaborated with HR, department heads and Personnel Committee in finalizing the town's personnel handbook.