

MEMORANDUM

To: Littleton Board of Selectmen
 From: Town Government Study Committee
 Copy: Keith Bergman, Town Administrator
 Date: May 29, 2008
 RE: Town Government Study Committee Final Progress Report Executive Summary

The Town Government Study Committee (TGSC) was asked by the Board of Selectmen (BOS) in early 2008 to reconvene for the purposes of providing an independent “report card” to the BOS reviewing progress towards TGSC's original recommendations, and making any adjustments related to those original recommendations. The Committee has met seven times, conducted additional research and determined that the period from June 2007 through May 2008 has been a year of positive change; the committee’s report is largely positive. As detailed in the attached document, there has been significant progress made on several TGSC recommendations. However, there has been little, insufficient, or no action taken on others. While there are rational reasons (e.g., financial, timing, etc.), the TGSC feels it important to restate the basis for those recommendations so that they do not get lost in the process. Accordingly, the tables from the TGSC’s June 2007 report have been incorporated into this progress report.

The past year has witnessed multiple positive events that have the potential of shaping the future of the town for years to come. A variety of initiatives and actions resulted in creating a favorable atmosphere for IBM to rent the former DEC/HP King Street facility. The Personnel Board has started the process of creating a more transparent process relative to personnel management within the town. The creation of, and Bonnie Mae Holston’s appointment to, the position of Assistant Town Administrator for Finance and Budget (AFB) has resulted in a better communicated, more transparent budgeting process. The hiring of Keith Bergman as Town Administrator (TA) has provided experience and leadership that will assist in guiding the town through the coming years of change. The Board of Selectmen have embraced the changes facing the town and started the necessary transition to becoming an elected “Board of Directors” for the town, leaving more of the day-to-day decision making to the TA and AFB. 2007 has indeed been a year of great strides forward.

Table 1 below provides the committee’s original recommendations according to level of progress. Table 2 contains a “treetop level” view of the implementation status of each recommendation. The final column provides the page reference for the full discussion in the body of the attached final report.

Table 1

Complete (or essentially so)	Sufficient, Some or Good Progress	Insufficient, Limited, or No Progress
Appointed Treasurer and Tax Collector	Strengthen Town Administrator Role	Leadership Training
Evaluate Consistent Police and Fire Dept. Structure	Create Fin. Dept., Asst. TA for Finance & Budget	Town-wide IT coordinator
	Policies for Communication	Facilities Manager
	Permit Checklist; Permit Coordinator	Same Software for Property Data
	Establish HR Coordination Function	Upgrade Communication System
	Reconfigure Town Hall Layout	Develop Board Member Guide
	Improve Town Website; Require Posting of Minutes	

Table 2

Recommendation Status; May 2008				
#	Recommendation	Status	Progress	Page #
1	Appointed Treasurer and Tax Collector	Approved at 2007 Election. Tax Collector appointment is completed.	Completed	1 – 2
2A	Strengthen Town Administrator Role	Approved at 2007 Election. Keith Bergman hired.	Sufficient	3 – 6
2B	Create Fin. Dept, and Asst. TA for Finance and Budget	Approved at 2007 Election and Town Meeting. Bonnie-Mae Holston appointed.	Sufficient	7 – 9
3	Leadership Training	No action taken	None	10 – 11
4	Town-wide IT coordinator	No substantive action taken	None	12 – 13
5	Facilities Manager	Ad Hoc Building Committee appointed; no meetings yet.	Limited	14 – 15
6	Policies for Communication	Better regularly scheduled meetings of dept. heads	Good	16 – 17
7	Same Software for Property Data	Under evaluation as part of expedited permitting process	None	18 – 19
8	Permit Checklist; Permit Coordinator	Expedited permitting process underway; Planner is full time	Some	20 – 21
9	Establish HR Coordination Function	Under discussion with Personnel Board; top priority item after Town Meeting	Sufficient	22 – 23
10	Reconfigure Town Hall Layout	Plans complete, bids solicited, contractor selection by June 2008	Good	24 – 25
11	Improve Town Website; Require Posting of Minutes	New website has won awards; minutes posting still spotty	Good	26 – 27
12	Upgrade Communication System	LELWD taking lead for town; implementation not in time for town hall reconfiguration	Insufficient	28 – 29
13	Evaluate Consistent Police and Fire Dept. Structure	Strong Police Chief accepted at 2007 Town Meeting	Completed	30 – 31
14	Develop Board Member Guide	No action taken	Insufficient	32 – 33

The attached report contains the text for each recommendation from the June 2007 TGSC report, accompanied with an update that provides the committee's assessment of progress, direction, issues that have arisen since the finalization of the report, and a discussion of the status of recommendation implementation and further suggestions for next steps.

Respectfully submitted,

Harry Swift, Chair
Roland Gibson
Mike Knupp
Nate Long
Lynn Masson
Karen D. McNamara
Rod Stewart

1 Treasurer/Tax Collector Appointed (Original Recommendation, June 2007)

Recommendation 1: Make the following currently-elected positions appointed : <ul style="list-style-type: none"> • Treasurer • Tax Collector 	
Basis	<ul style="list-style-type: none"> • Conclusion ST-1: The increasing technical nature and requirements associated with several currently-elected positions (tax collector, treasurer) has reduced the qualified, town-resident pool of potential candidates for those positions.
Analysis and Discussion	<ul style="list-style-type: none"> • These positions have grown incrementally over the past decades to require significantly greater training, background, and experience than in the past. • During the same period, the demographic shift to many more two-income households has reduced the pool of potential candidates. • There has been little to no competition for these positions during the past decade. • When the last treasurer left the position, the Town was lucky that Don Armstrong was available and willing to take the role. • Positions would be appointed by the Town Administrator, subject to the approval of the Board of Selectmen. • Following robust internal discussion, and receiving input from others, the TGSC concluded that despite its initial support of placing the Town Clerk position into this recommendation, it was important for that position to remain elected. The Town Clerk is one of the checks and balances, the significance of which is underscored by the committee's recommendation that more authority be placed in the Town Administrator. • The alternative recommendation of no change was discounted because the committee felt that the town was living on borrowed time, as evidenced by the difficulties associated with the most recent filling of the treasurer position.
Supporting Arguments	<ul style="list-style-type: none"> • Need to increase the pool of qualified candidates • Appointment will allow for a better functioning financial team (managers will have direct input on who fills the roles) • Selectmen retain their approval (or non approval) role in the appointment process
Opposing Arguments	<ul style="list-style-type: none"> • We shouldn't take the decision out of the hands of the voters • There are candidates out there, they don't come forward if the incumbent is doing a good job.
Implementation Plan	<ul style="list-style-type: none"> • Present by-law at Town Meeting • Vote on ballot at Town Election • If by-law passes, allow current office holders to serve out their terms (per Commonwealth statute) • Implement search and selection process when term expires (to include incumbent, if appropriate)
Potential Budgetary Implications	<ul style="list-style-type: none"> • Not applicable

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<i>Original Recommendation</i>	<i>Actions Taken to Date</i>	<i>Status</i>	<i>Progress</i>
1. Make the following currently-elected positions appointed: Treasurer, Tax Collector	Board of Selectmen inserted Questions 11 and 12 on the 5/12/07 Annual Town Election ballot to make Tax Collector and Treasurer appointed.	Questions approved by 5/12/07 Annual Town Election. Tax Collector was officially appointed on April 28, 2008 after elected term expired; Treasurer to become appointed after May 2009.	Completed; no further action required
<i>Other Issues/Factors since Report</i>	None		
<i>Discussion and Recommended Next Steps</i>	<ol style="list-style-type: none"> 1. Tax Collector was officially appointed to position at BOS meeting on April 28, 2008. 2. Treasurer submitted resignation. Replacement process underway. 		

2A Strengthen Town Administrator Role (Original Recommendation, June 2007)

<p>Recommendation 2a: Strengthen the Town Administrator (TA) position by implementing the following changes:</p> <ul style="list-style-type: none"> • The following positions would report directly to the TA: Highway Department Operations Manager, and Building Commissioner; and, if such positions are established, Assistant Town Administrator for Finance and Budget, IT Director, Facilities Manager, and Human Resource Coordinator. • The TA should be charged with ensuring that the performance review process is completed according to town policies. • The TA would have a supervisory role with town house administrative personnel that are appointed by Boards, Committees, or Commissions (e.g. town planner, board of health executive assistant, conservation agent, assessor’s office staff, etc.). This would allow the TA to have input into performance reviews of these staff as well as coordinate facility hours, vacation coverage, etc. This role is intended to augment, not supercede the authority of the hiring board. 	
<p>Basis</p>	<ul style="list-style-type: none"> • Conclusion L-1: The organizational structure of the town is extremely flat, leading to potential and actual bottlenecks and confusion regarding roles and responsibilities. • Conclusion L-2: The authority of the town administrator is limited, and results in varying efficacy, dependent upon the skills, personality, and experience of the individual filling the position. • Conclusion L-3: Some functions, such as the human resources (HR) coordination function should report to the Town Administrator so that the administration of those functions is consistent for all town employees.
<p>Analysis and Discussion</p>	<ul style="list-style-type: none"> • The TGSC was created by the Board of Selectmen (BOS) in 2006 based on their self-acknowledgement that the functional leadership of the BOS and Town Administrator could be improved. • Further, the TGSC decided early in its existence that its work should not be based on people or personalities; instead, the committee focused on structure, process, and codified requirements (i.e. by-laws) to ensure that town government would function effectively irrespective of the individuals in the elected and appointed leadership positions. • The TGSC observed in the collection and analysis of data that the current BOS has gradually shifted into an oversight role in response to increasing day-to-day requirements/obligations associated with the operation of town government. The TGSC concludes that this transition is appropriate and healthy, but also concludes that a commensurate delegation of responsibility, authority, and accountability to the TA is a necessity for this transition to be effective. • The committee understands that certain members of the current BOS desire to occupy the oversight role, yet are not comfortable with delegating commensurate responsibility and authority to the TA. • The BOS can not have it both ways. Either they must delegate more, or they must re-engage in a much more substantive manner. The TGSC supports the strengthening of the TA role to augment and facilitate the transition of the BOS to focusing primarily on policy and procedure, vs. day-to-day operations. • One alternative recommendation was to make no change to the TA role; this alternative would require the BOS to re-engage in the day-to-day running of the town, to meet weekly, to be available for office hour visits to the Town House for town business (e.g., signing the warrants). This alternative did not receive support as the committee supports the BOS focus on policy as opposed to day-to-day operations. • Another alternative was to move to the Town Manager form of government, which was not deemed necessary (see Recommendation No Change-1).

Recommendation 2a: Strengthen the Town Administrator (TA) position by implementing the following changes (Continued)	
Analysis and Discussion (continued)	<ul style="list-style-type: none"> The TGSC unanimously agrees that these organizational changes (including roles and responsibilities) be enacted through by-law, voted by the town, to ensure that the roles and process are clear, unambiguous, and subject to change only by Town Meeting vote.
Supporting Arguments	<ul style="list-style-type: none"> Creating a stronger TA position is imperative to the smooth function of town government. Times have changed, and the expectation that the BOS will be available on a day-to-day basis may be unrealistic. Commensurate with that shift in role, the TA must be more empowered to provide the day-to-day leadership that the BOS provided in times past. Empowered TA leadership would enhance and improve the following functions: management of town house employees and policies, human resources, ensuring that time performance reviews are completed, economic planning, and strategic planning.
Opposing Arguments	<ul style="list-style-type: none"> It is acceptable for there to be BOS/TA combinations that are relatively ineffectual; that's democracy, and we need to let the voters keep control of that process by voting their opinions. Waiting several years to change the makeup of the BOS is acceptable.
Implementation Plan	<ul style="list-style-type: none"> Hire a Town Administrator with the experience and capacity to handle this type of responsibility/authority Assuming it passes, work with TA to implement changes
Potential Budgetary Implications	<ul style="list-style-type: none"> Potentially will need to provide an incrementally higher salary to attract TA candidates who possess the requisite experience for the role. At some point in the future as the Town grows, the creation of this position may require hiring additional support to better leverage the TA.

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Original Recommendation	Actions Taken to Date	Status	Progress
<p>2A: Strengthen the Town Administrator (TA) position by implementing the following changes: The following positions would report directly to the TA: Highway Department Operations Manager, and Building Commissioner; and, if such positions are established, Assistant Town Administrator for Finance and Budget, IT Director, Facilities Manager, and Human Resource Coordinator. The TA should be charged with ensuring that the performance review process is completed according to town policies. The TA would have a supervisory role with town house administrative personnel that are appointed by Boards, Committees, or Commissions (e.g. town planner, board of health executive assistant, conservation agent, assessor’s office staff, etc.). This would allow the TA to have input into performance reviews of these staff as well as coordinate facility hours, vacation coverage, etc. This role is intended to augment, not supersede the authority of the hiring board.</p>	<p>Board of Selectmen inserted Town Administrator general by-law on 5/5/07 Annual Town Meeting. Article 12 approved by Town Meeting voters.</p>	<p>This By-law was recently approved by the Attorney General (per MGL C.40,§32)</p>	<p>Completed. No further action required.</p>
	<p>Section 6 of the TA By-law provides “The Town Administrator shall be responsible for the budget process.”</p>	<p>TA and AAFB submitted staff-recommended budget to Selectmen and FinCom. Consensus reached.</p>	<p>Sufficient progress; right direction. <i>See discussion below (#2)</i></p>
	<p>Board of Selectmen voted 9/10/07 to appoint new Town Administrator.</p>	<p>Completed. No further action required.</p>	
	<p>Town Administrator, Personnel Board hired personnel consultant 10/2007 to develop performance review system. Staff training underway.</p>	<p>Staff training conducted on 11/27/07 and 1/29/08.</p>	<p>Some progress; right direction</p>

<p><i>Other Issues/Factors since Report</i></p>	<ol style="list-style-type: none"> 1. By laws accepted by Attorney General (after delay in submittal) 2. Apparent FinCom concern regarding their role in budget process. 3. Town Counsel providing gratis word processing effort so that ongoing codification of bylaws can be done “in house” providing significant savings in future.
<p><i>Discussion and Recommended Next Steps</i></p>	<ol style="list-style-type: none"> 1. TA/AFB by law only recently approved by AG due to late submittal (Sept. 2007). TGSC recommends that the BOS authorize the TA to provide guidance as appropriate to ensure timely submission in future. 2. TGSC feels that the budgeting process this year went very well, with the budget process owned by the TA and AAFB, with review/comment/recommendation from FinComm and final approval by BOS. Staff and department heads more involved and kept up to date with process. <ol style="list-style-type: none"> a. Despite progress, there remains a lack of clarity on roles/responsibilities of the various parties that were “self-negotiated” this year. b. Evolution is progressing; communication between the parties is critical to ensure continued progress. c. TGSC recommends that the BOS, FinComm, TA and AAFB meet to discuss the budgeting process this year, evaluate what went well and identify areas for improvement moving forward. 3. Training on performance reviews has been completed, although there are issues regarding the evaluation form developed by the consultant that have limited its use in conducting evaluations; issue appears to be properly “owned” by the Personnel Board. 4. Town Administrator and Personnel Board should continue to manage and drive the performance evaluation process (development of appropriate forms, implementation of formal reviews, etc.) on a timely basis. The committee recommends that the BOS and Town Administrator keep employees apprised of progress with regards to development and implementation of the evaluation process. 5. TGSC recommends independent evaluation following the first cycle of reviews to identify successes, areas for improvement and document the trajectory or trend of the overall process. 6. BOS/Personnel Board should clarify the appointment process, specifically roles and responsibilities of TA, AAFB, etc. in support of hiring decisions to be made by boards or commissions that do not hire often. A clear policy needs to be developed regarding this process.

2B Create Dept. of Finance to be managed by Asst. TA for Finance and Budget (Original Recommendation)

<p>Recommendation 2b: Create a Department of Finance, to be managed by a newly created position of Assistant Town Administrator for Finance and Budget.</p> <ul style="list-style-type: none"> • Either the accountant or the treasurer may staff this position (simultaneously with their other role) • The following positions would report to this newly created role: treasurer or accountant (whichever function is not serving in the Assistant Town Administrator role), tax collector, chief assessor, and treasurer. • The Assistant Town Administrator for Finance and Budget (AAFB) would have responsibility for coordinating and driving the budgeting process through interfacing with the Town Administrator; Board of Selectmen; the Finance Committee; and the town’s department heads, boards, and committees. 	
<p>Basis</p>	<ul style="list-style-type: none"> • Conclusion L-4: The town does not have a centralized finance function. • Conclusion L-1: The organizational structure of the town is extremely flat, leading to potential and actual bottlenecks and confusion regarding roles and responsibilities. • Conclusion C-2: Communications between boards, departments, town employees and citizens is inadequate.
<p>Analysis and Discussion</p>	<ul style="list-style-type: none"> • Creation of a Finance Department, as the second part of Recommendation 2, complements the strengthening of the TA role and represents further development of a more leveraged organizational structure. • The TGSC observed the need for better coordination of finance-related functions, and concluded that the best mechanism for accomplishing this goal was the creation of a better coordinated department. • In interviews of other towns’ boards and personnel, the benefits associated with combining the financial functions (in those towns that had made this change), were tangible, and strongly recommended. Those benefits included (1) better efficiency through improved coordination and cross-training of staff, (2) better communication between the FinCom, BOS, department heads, and other boards/committees with budgets, and (3) better planning/scheduling of the budgeting process that allowed more time for last minute adjustments (as necessary). • The TGSC, as presented in the discussion on Recommendation 2a, stated that its work should not be based on people or personalities; instead, the committee focused on structure, process, and codified requirements (i.e. by-laws) to ensure that town government would function effectively irrespective of the individuals in the elected and appointed leadership positions. Creation of the Finance Department, and the position of AAFB, will provide for more effective and time-efficient processing by coordinating the Town’s financial functions, under the leadership of the AAFB. • The Town’s budget process for 2006 did not have a backup “book”, nor does the 2006 backup as it exists match the budget that was voted at Town Meeting. The accountant showed the committee the budget book she has developed for the 2007 budgeting process. • As previously stated, the Town can rely on having the right people in the right places, or the Town can choose to create better assurance that this functionality will exist, independent of the personalities involved. It is the TGSC’s opinion that creating an organizational structure and leadership role will create a minimum performance standard that will ensure effective financial leadership. • In the opinion of the committee, the transition of the BOS to a more oversight-oriented board has resulted in a void in the area of financial leadership. The Finance Committee has, to their credit, taken up this mantle and provided significant leadership in budgeting and financial administration. However, their role has been one of necessity rather than design, and the TGSC feels this proposed restructuring provides an important opportunity to “get it right”.

Recommendation 2b: Create a Department of Finance, to be managed by a newly created position of Assistant Town Administrator for Finance and Budget (Continued)	
Analysis and Discussion (continued)	<ul style="list-style-type: none"> • The TGSC specifically chose to entitle the position Assistant Town Administrator for Finance and Budget as opposed to Finance Director. The primary argument for the title was that the Town should develop internal contingency succession planning for leadership roles. When the prior TA left, the BOS did not have one single meeting during his notice period in which to discuss transitional matters. Thankfully, the Town had competent personnel in Don Armstrong and Bonnie-Mae Holston who essentially “worked” the transition in advance of their official appointment as interim co-TA’s. By creating the AAFB role, the committee concludes that there will be a better prepared backup for the TA for vacations, illnesses, or for interim filling of the position, not to mention a second set of eyes and ears to assist the TA with the day-to-day management of town affairs. • The TGSC unanimously agrees that these organizational changes (including roles and responsibilities) be enacted through by-law, voted by the town, to ensure that the roles and process are clear, unambiguous, and subject to change only by Town Meeting vote.
Supporting Arguments	<ul style="list-style-type: none"> • The size of the town’s operating budget, coupled with the growing complexities of navigating the regulatory and statutory waters, support pulling together the town’s financial functions into one department, and creating the new role of AAFB. • A town with an annual budget of approaching \$30 million needs to move its financial functions to an organizational structure with clearer lines of authority. • The organizational clarity associated with combining these functions will provide efficiency and leverage that is currently absent. • The creation of the Finance Department and the AAFB go together; one without the other will not be effective. • This position will not require another manager/department head. It is expected that efficiencies associated with creating the finance department will more than offset the additional responsibilities associated with asking the treasurer or accountant to simultaneously take on the AAFB role.
Opposing Arguments	<ul style="list-style-type: none"> • The current state is acceptable; no need for change. The town can accept that the town’s financial management is subject to variability based on how well the departments work together.
Implementation Plan	<ul style="list-style-type: none"> • Present proposed by-law for Town Meeting vote • Assuming it passes, BOS work with TA to identify and retain appropriate candidate for the AAFB.
Potential Budgetary Implications	<ul style="list-style-type: none"> • Potentially will need to provide an incrementally higher salary to attract accountant or treasurer candidates who possess the requisite experience for the role. • At some point in the future as the Town grows, the creation of this position may require hiring additional support to better leverage the AAFB.

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Original Recommendation	Actions Taken to Date	Status	Progress
<p><i>2B: Create a Department of Finance, to be managed by a newly created position of Assistant Town Administrator for Finance and Budget. Either the accountant or the treasurer may staff this position (simultaneously with their other role). The following positions would report to this newly created role: treasurer or accountant (whichever function is not serving in the Assistant Town Administrator role), tax collector, chief assessor, and treasurer. . .</i></p>	<p>Board of Selectmen inserted Question 10 on 5/12/07 Annual Town Election ballot to authorize creation of consolidated department of municipal finance.</p>	<p>5/12/2007 Annual Town Election voters passed Question 10, accepting MGL C.43C,§11 for consolidated department of municipal finance</p>	<p>Completed. No further action required</p>
	<p>6/11/2007 Special Town Meeting Article 2 approved general by-law establishing Finance & Budget Dept</p>	<p>This By-law was recently approved by the Attorney General (per MGL C.40,§32)</p>	<p>Completed. No further action required</p>
	<p>Board of Selectmen voted 7/9/07 to appoint Town Accountant as Ass't Town Administrator for Finance and Budget.</p>		<p>Completed. No further action required</p>
<p>. . . The Assistant Town Administrator for Finance and Budget (AAFB) would have responsibility for coordinating and driving the budgeting process through interfacing with the Town Administrator; Board of Selectmen; the Finance Committee; and the town's department heads, boards, and committees.</p>	<p>Section 4-1 of AAFB By-law provides that AAFB duties include "preparing an annual budget in advance of the annual town meeting"</p>	<p>TA and AAFB submitted staff-recommended budget to Selectmen and FinCom. Consensus reached.</p>	<p>Sufficient progress; right direction.</p>
<p><i>Other Issues/Factors since Report</i></p>	<p>By laws accepted by Attorney General (after delay in submittal)</p>		
<p><i>Discussion and Recommended Next Steps</i></p>	<p>1. TGSC recommends that the BOS sponsor a year one evaluation meeting to include BOS, FinCom, TA, AFB, School Committee, School Superintendent, LELWD(?)</p> <p>a. Goal would be to review the budget cycle, evaluate roles and responsibilities, identify what has worked well, identify areas for improvement, and locate any sources of continuing friction, etc.</p>		

3 Leadership Training for BOS, FinComm, TA (Original Recommendation, June 2007)

<p>Recommendation 3: The Board of Selectmen, the Finance Committee, and the Town Administrator should participate in appropriate leadership training. Once current members have participated, all newly elected or appointed persons should be required to participate in such training. http://www.curp.neu.edu/sitearchive/thisweek.asp?id=2333</p>	
Basis	<ul style="list-style-type: none"> • Conclusion L-6: There appears to be confusion regarding the appropriate roles and responsibilities of the Board of Selectmen, the Town Administrator, and the Finance Committee.
Analysis and Discussion	<ul style="list-style-type: none"> • The TGSC observed confusion amongst the BOS, TA, and Finance Committee regarding appropriate roles and responsibilities. This concern is addressed in part by Recommendation 14 (development of a guidebook for new board and committee members), but the committee felt that leadership training would assist the process. • In the opinion of the committee, the transition of the BOS to a more oversight-oriented board without effective delegation to the TA has resulted in a void in the area of financial leadership. The Finance Committee has, to their credit, taken up this mantle and provided significant leadership in budgeting and financial administration. However, their role has been one of necessity rather than design, and the TGSC feels this potential restructuring provides an important opportunity to “get it right”. Taken in concert with Recommendation 2b (creation of a Finance Department and the position of Assistant Town Administrator for Finance and Budget), leadership training should assist the senior leaders in the town with additional skills whereby they can effectively distribute responsibility appropriately. • The Municipal Leadership Academy is MMA’s recently-announced, joint program with Northeastern University’s Center for Urban and Regional Policy. This program represents an applicable example of leadership training that could benefit the town’s leaders. Other, more-local and or less-costly programs may be available. • While the implementation of this recommendation may seem onerous at the present time, once the current BOS, Finance Committee, and Town Administrator have participated, only newly elected/appointed officials need to participate.
Supporting Arguments	<ul style="list-style-type: none"> • Our Town needs the best leadership available. Let’s get the training we can afford and reap the benefits of building this type of training into the Town’s culture of success.
Opposing Arguments	<ul style="list-style-type: none"> • Too expensive, not worth it.
Implementation Plan	<ul style="list-style-type: none"> • BOS, Finance Committee, and new Town Administrator evaluate options • Develop cost-effective plan for implementation
Potential Budgetary Implications	<ul style="list-style-type: none"> • Dependent on type of program and how many people attend.

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Original Recommendation	Actions Taken to Date	Status	Progress
3: <i>The Board of Selectmen, the Finance Committee, and the Town Administrator should participate in appropriate leadership training. Once current members have participated, all newly elected or appointed persons should be required to participate in such training.</i>	None		No progress.
<i>Other Issues/Factors since Report</i>	<ol style="list-style-type: none"> 1. No action taken on this measure, ostensibly due to lack of budget 2. Joe Knox attended MMA annual meeting 		
<i>Discussion and Recommended Next Steps</i>	<ol style="list-style-type: none"> 1. BOS need to develop culture of professional development efficacy; that starts from the top down. <ol style="list-style-type: none"> a. BOS must make this a priority by establishing policy and demonstrating clear leadership by committing to, and following through on attending/participating in training/professional development activities. b. There are many low cost/no cost options ranging from on-line activities to reading specific articles/books/journals. 2. New BOS members need to be strongly encouraged (required?) to attend MMA course for new Selectmen. 3. Culture of professional development needs to grow within town government, with such activities written into and measured as specific employee goals. 		

4 Town-Wide IT Coordinator (Original Recommendation, June 2007)

Recommendation 4:		Appoint a town-wide IT Coordinator for the IT function at and between the light and water departments, schools, town house, police, fire, etc.). This position would report directly to the Town Administrator
Basis	<ul style="list-style-type: none"> • Conclusion S-1: The physical communication (telephone, email, voicemail, and data) system is inadequate to facilitate communication within the town and with the citizens. • Conclusion S-4: Boards do not submit updates for the town’s web site in a timely manner. There is lack of clarity regarding who is responsible for updating the web site. The web site’s central calendar is not functional. • Conclusion S-5: The Assessors, Building Commissioner, and Board of Health use different software to store information about properties. As a result, there are occasional discrepancies between the number of bedrooms a residence is permitted to have (septic permit), versus the number of bedrooms on which the house is assessed. 	
Analysis and Discussion	<ul style="list-style-type: none"> • Funding should come from the following budgets, since all these entities should benefit from hiring an IT specialist: town operating budget, the school budget and the Light and Water department budget. • The TA can leverage himself/herself through this role, and can provide some leadership during times of transition. • An alternative solution would be to retain the services of a network consultant; however, these services are extremely expensive, and are usually intended to augment an existing IT function, not provide one. • Another alternative would be to share the expense of a full time IT manager with an abutting town (Boxborough, Harvard, Ayer, etc.). This possibility should be evaluated. 	
Supporting Arguments	<ul style="list-style-type: none"> • This currently-open position needs to be re-filled. In the age of computers and electronic data, the Town can not afford to go without leadership in this area. 	
Opposing Arguments	<ul style="list-style-type: none"> • Enough existing town staff know enough about computers and networks that we can get by without this expense. 	
Implementation Plan	<ul style="list-style-type: none"> • Task the newly appointed TA with evaluating the needs and potential budget sources for the IT position • Research abutting towns’ needs and resources to determine if potential synergies exist • Develop plan for filling the role; implement ASAP. 	
Potential Budgetary Implications	<ul style="list-style-type: none"> • \$ ___ 	

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<i>Original Recommendation</i>	<i>Actions Taken to Date</i>	<i>Status</i>	<i>Progress</i>
<i>4: Appoint a town-wide IT Coordinator for the IT function at and between the light and water departments, schools, town house, police, fire, etc.). This position would report directly to the Town Administrator</i>	LELWD (Alan Brown) has taken lead with issues on which there is common functionality.	No change to previous assessment	No progress; original committee concerns remain
<i>Other Issues/Factors since Report</i>	<ol style="list-style-type: none"> 1. There are three IT specialists in town, one each in the LELWD, Town House, and School Department. They are equals, although Alan Brown (LELWD) has more experience. 2. The IT specialists in LELWD and Town House cover for each other while on vacation, providing limited back up and support to the other department. Savas Danos indicates that to his knowledge, there is no such arrangement with the school IT specialist. 3. The three specialists work well together, according to Danos. 4. The current arrangement functions well due to the good graces of the individuals involved (not due to a system or process). 		
<i>Discussion and Recommended Next Steps</i>	<ol style="list-style-type: none"> 1. Needs BOS/TA monitoring to ensure continued cooperation. 2. TGSC stands behind original recommendation. Until such structure is mandated, the BOS, LELWD Superintendent, and School Superintendent should develop a memorandum of understanding to ensure cooperative back up, commitment to moving towards standardized systems whenever possible, etc. 3. When there is a need to hire an assistant for any of the current IT specialists, the costs should be shared and the assistant should support all three roles. 		

5 Central Facilities Mgmt Function (Original Recommendation, June 2007)

Recommendation 5:	
Establish a central facilities management function to manage the town's physical plant (including schools, town house, police, fire, etc.). This position would report directly to the Town Administrator.	
Basis	<ul style="list-style-type: none"> • Conclusion S-2: The upkeep of the town's physical plant is not being systematically addressed and does not receive the attention it deserves leaving it vulnerable to inefficient and potentially poor maintenance.
Analysis and Discussion	<ul style="list-style-type: none"> • Lost opportunities for bundling service contracts • Maintenance issues not addressed; potential for deterioration of assets • Redundant efforts by multiple staff/boards
Supporting Arguments	<ul style="list-style-type: none"> • Improved efficiency in managing town's real estate and infrastructure investments • Leverage on contracted custodial and maintenance services • Improved maintenance planning and execution
Opposing Arguments	<ul style="list-style-type: none"> • Additional expense; • Expected efficiencies not guaranteed
Implementation Plan	<ul style="list-style-type: none"> • Appoint committee to evaluate alternatives, identify cost ramifications, and report back to BOS with recommendations for creating a "Facilities Manager" position • Create the position
Potential Budgetary Implications	<ul style="list-style-type: none"> • \$ __

Spring 2008 Update

Original Recommendation	Actions Taken to Date	Status	Progress
<i>5: Establish a central facilities management function to manage the town's physical plant (including schools, town house, police, fire, etc.). This position would report directly to the Town Administrator.</i>	Selectmen established Ad Hoc Committee on 12/17/07, inviting designees from School Committee, FinCom, and PMBC	Ad Hoc Committee to convene beginning June 2008; revisit after Town Meeting. Town Administrator and School Committee discussing funding of position, possibly starting in FY 2009.	Limited progress; original committee concerns remain

Other Issues/Factors since Report	
<i>Discussion and Recommended Next Steps</i>	<ol style="list-style-type: none"> 1. Too early to comment. Need to continue to evaluate need for full time role. 2. Ad Hoc Committee can provide appropriate interim guidance and coordination 3. Committee should assess issues, develop coordinated response, leverage economies of scale 4. TGSC recommends a quarterly update report from the committee to the BOS/TA/School Committee 5. One area for research and possible implementation is to find a third party who will step in to fund energy efficient upgrades, then take payment from future savings (has been done elsewhere) 6. The Facility manager position works only if there is Memorandum of Understanding/Agreement between BOS and School Department to lay out policy, roles, responsibilities, etc.

6 Develop Policies to ensure regular communications (Original Recommendation, June 2007)

Recommendation 6:	<p>Develop policies to ensure regular communications between boards, departments, employees and citizens. Such policies could consist of (but not necessarily be limited to) establishing the following regularly-scheduled meetings (frequency to be determined):</p> <ul style="list-style-type: none"> • Meetings attended by all town boards, committees, and/or commissions (posted, open, public meeting); • Meetings of those department heads reporting to the Assistant TA for Finance and Budget; • Meetings of those department heads reporting to the TA; • Meetings of TA and other functional, non-TA reporting departments; • “All hands” meetings for all town-employed staff.
Basis	<ul style="list-style-type: none"> • Conclusion C-1: Overall communication between staff and the elected officials could definitely be improved. • Conclusion C-2: Communications between boards, departments, town employees and citizens is inadequate.
Analysis and Discussion	<ul style="list-style-type: none"> • Effective communication is not guaranteed by mandating meetings. However, the culture of a functional organization is built at least in part on a variety of social operating mechanisms, such as meetings. • Such communication has improved lately, and development of a structured social operating system will build on the foundation that is currently being created.
Supporting Arguments	<ul style="list-style-type: none"> • Setting a schedule for meetings will create much greater imperative that they take place. When there are dates on a calendar, people notice and there is accountability for conducting the meetings.
Opposing Arguments	<ul style="list-style-type: none"> • Setting a calendar for meetings does not guarantee good communication. Good communication comes “organically” from good people doing good things. No structure is necessary.
Implementation Plan	<ul style="list-style-type: none"> • Appoint a cross-sectional focus group, led by Bonnie-Mae Holston, to identify the needs of the organization and develop an appropriate meeting/event structure and schedule. • Publish a meeting schedule and KEEP TO IT.
Potential Budgetary Implications	<ul style="list-style-type: none"> • \$ 0

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Original Recommendation	Actions Taken to Date	Status	Progress
<p>6: <i>Develop policies to ensure regular communications between boards, departments, employees and citizens. Such policies could consist of (but not necessarily be limited to) establishing the following regularly-scheduled meetings (frequency to be determined): Meetings attended by all town boards, committees, and/or commissions (posted, open, public meeting); Meetings of those department heads reporting to the Assistant TA for Finance and Budget; Meetings of those department heads reporting to the TA; Meetings of TA and other functional, non-TA reporting departments; "All hands" meetings for all town-employed staff.</i></p>	<p>Since 10/2/07, the Town Administrator has convened a monthly meeting of all department heads, now held on the first Tuesday on the month from 1:30 to 2:30 PM.</p>	<p>Ongoing</p>	<p>Good progress; right direction</p>
<p><i>Other Issues/Factors since Report</i></p>			
<p><i>Discussion and Recommended Next Steps</i></p>	<ol style="list-style-type: none"> 1. Informal spot interviews with Town employees indicate communications have improved dramatically during the past year. 2. Many employees spoke positively of the Town Administrator sending BOS meeting updates by the Tuesday morning following the meetings. 3. Regular department head meetings now being held; deemed effective by department heads interviewed. 4. The committee assumes that department heads are passing along appropriate communications to their staff. 		

7 Utilize same software for property data (Original Recommendation, June 2007)

Recommendation 7: All town boards that deal with properties and permitting should have access to, and utilize the same software for tracking property specific data (lot size, building parameters, actual number of bedrooms, permitted bedrooms, deed restrictions relative to septic permit, etc.).	
Basis	<ul style="list-style-type: none"> • Conclusion S-5: Property information is managed using different software systems by Assessors, Tax Collector, Board of Health, Building Inspector
Analysis and Discussion	<ul style="list-style-type: none"> • Confusion for taxpayers, boards • Some taxpayers are assessed for improvements that BOH and/or Bldg Insp. didn't permit
Supporting Arguments	<ul style="list-style-type: none"> • Improved efficiency • Reduced confusion
Opposing Arguments	<ul style="list-style-type: none"> • Capital expense and training costs • Data entry/transition costs • Large expense for small universe of issues
Implementation Plan	<ul style="list-style-type: none"> • Appoint committee to evaluate alternatives, identify cost ramifications, and report back to BOS with recommendations to identify applicable software system • Follow recommendations of the committee to purchase appropriate software; populate with data, train, etc.
Potential Budgetary Implications	<ul style="list-style-type: none"> • \$ 0 (for committee) • \$ __ (for purchase, implementation, training, data population, support, etc. associated with software)

Spring 2008 Update

<i>Original Recommendation</i>	<i>Actions Taken to Date</i>	<i>Status</i>	<i>Progress</i>
7: All town boards that deal with properties and permitting should have access to, and utilize the same software for tracking property specific data (lot size, building parameters, actual number of bedrooms, permitted bedrooms, deed restrictions relative to septic permit, etc.).	CIP request submitted for permit-tracking software Did not include in grant request for expediting permitting (discussed in 8 below).	To be reviewed during expedited permitting exercise.	No progress.

<i>Other Issues/Factors since Report</i>	
<i>Discussion and Recommended Next Steps</i>	<ol style="list-style-type: none"> 1. Possible solutions are to be researched and evaluated during expedited permitting process. 2. The development of streamlined manual systems for expedited permitting will be the foundation for evaluating needs and developing potential solutions. <i>Further discussed in Recommendation 8.</i> 3. Perhaps the software should be Phase II of permitting process improvements.

8 Systematic checklist/flowchart for permits; Town Permit Coordinator role (Original Recommendation, June 2007)

Recommendation 8:	
In order to provide better service to the public, the town should provide a systematic checklist/flowchart of permits required for various activities. The Town Planner/Permit Coordinator should be the “first stop” for permit-related inquiries, and should assist people in better understanding the full permitting process and guiding their efforts.	
Basis	<ul style="list-style-type: none"> • Conclusion ST-4: The Town Planner’s title is “Town Planner/Permit Coordinator”; however, from the data collected by the committee, it appears that the permit coordination effort does not extend to include all permits. • Conclusion C-2: Communications between boards, departments, town employees and citizens is inadequate.
Analysis and Discussion	<ul style="list-style-type: none"> • The town is in the business of serving the taxpayers and public at large. As such, the town should start by providing better introductory guidance on the property development and/or renovation permitting process. • The preparation and use of a checklist and flowchart of steps and interdependencies would provide the public with assistance they need. • Further, these documents will assist Town employees in providing general guidance when a certain board office is closed.
Supporting Arguments	<ul style="list-style-type: none"> • This recommendation represents a simple solution to what has been an age-long problem. Preparation of the checklist and flow chart won’t take much time.
Opposing Arguments	<ul style="list-style-type: none"> • It’s the public’s job to figure this out... survival of the fittest. There is no incentive for the Town to make it easy.
Implementation Plan	<ul style="list-style-type: none"> • Appoint Maren Toohill to lead a team to develop these documents. Ask Beverly Cyr, Roland Bernier, and Barbara Chapin to join the team.
Potential Budgetary Implications	<ul style="list-style-type: none"> • \$ 0 (other than the paper on which the documents are printed) • At some point in the future as the Town grows, the creation of this position may require hiring additional support to better leverage the permit coordinator.

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<i>Original Recommendation</i>	<i>Actions Taken to Date</i>	<i>Status</i>	<i>Progress</i>
<p>8: <i>In order to provide better service to the public, the town should provide a systematic checklist/flowchart of permits required for various activities. The Town Planner/Permit Coordinator should be the “first stop” for permit-related inquiries, and should assist people in better understanding the full permitting process and guiding their efforts.</i></p>	<p>Board of Selectmen voted 11/19/07 to submit grant application for expedited permitting to State's Interagency Permitting Board. IPB voted 12/13/07 to approve \$50,000. Checklist/flowcharts identified as work products for this project.</p>	<p>MAPC consultant hired 1/7/08 to work with local regulatory boards and departments. First public meeting 1/31/08.</p>	<p>Some progress; right direction. More progress expected during second half of 2008.</p>
<i>Other Issues/Factors since Report</i>			
<i>Discussion and Recommended Next Steps</i>	<ol style="list-style-type: none"> 1. A portion of the grant is funding the Town Planner going to 40 hours. For the additional 10 hours per week, she reports to the TA, who has the flowchart/checklist at the top of the list. No checklist/flowchart has been developed yet. 2. It is important that a flowchart/checklist be prepared to assist <u>all</u> property owners, whether their permits are expedited or not. 3. Expedited permitting process was tested on proposed hotel project; went well according to Planner and Town Administrator. 4. Town House reorganization/construction should help to facilitate progress by grouping employees working on permitting into central area. 		

9 Establish HR coordination function (Original Recommendation, June 2007)

Recommendation 9:	Establish an HR coordination function (by assigning this role to an existing manager) to provide consistency in pay, benefits and personnel management. This responsibility would report to the TA, and sit on and work closely with the town’s Personnel Committee.
Basis	<ul style="list-style-type: none"> • Conclusion ST-5: The number of employees employed by the town has grown to the point where a Human Resource function is warranted.
Analysis and Discussion	<ul style="list-style-type: none"> • The re-birth of the personnel committee has provided great momentum in this area. However, the role of HR coordinator should be one individual who could provide guidance to town employees and answer benefit- and HR-related questions. • The TGSC believes this function is a part-time role, and can be an overlay set of responsibilities for an existing town employee. The person selected for this role will likely need some rudimentary HR training. • The HR coordination function, when combined with the personnel committee, especially after that committee finishes their current work on job grades, etc., will provide town employees with a significant improvements in this area.
Supporting Arguments	<ul style="list-style-type: none"> • Town employees need one stop where they can get HR information or get guidance on a personnel matter. The TA is not the right role, nor is the Personnel Committee.
Opposing Arguments	<ul style="list-style-type: none"> • We don’t need this level of bureaucracy
Implementation Plan	<ul style="list-style-type: none"> • Keep the Human Resource hours current assigned to the assistant treasurer in place, but for those hours, have that person report to the TA
Potential Budgetary Implications	<ul style="list-style-type: none"> • \$ __

Spring 2008 Update

<i>Original Recommendation</i>	<i>Actions Taken to Date</i>	<i>Status</i>	<i>Progress</i>
9: <i>Establish an HR coordination function (by assigning this role to an existing manager) to provide consistency in pay, benefits and personnel management. This responsibility would report to the TA, and sit on and work closely with the town's Personnel Committee.</i>	Under discussion with Personnel Board	Top priority item following Town Meeting	Sufficient progress; right direction
<i>Other Issues/Factors since Report</i>	1. Reporting structure of administrative/para-professional employees to town boards can be problematic when dealing with personnel issues in public meeting format.		
<i>Discussion and Recommended Next Steps</i>	1. The Personnel By-Law allows the Personnel Board to establish policy, procedure, regulation. 2. It is a reasonable interpretation of the By-Law that absent the appointment of a human resource manager, the responsibility should rest with the Town Administrator. 3. TGSC supports such delegation subject to assurance that it will include clear guidelines, roles and responsibilities, etc. to ensure clarity. 4. Recommend that Town Administrator, Personnel Board and BOS continue to evaluate alternative reporting structure for board employees.		

10 Reconfigure layout of Town Hall (Original Recommendation, June 2007)

Recommendation 10: Reconfigure the layout of the Town Hall to enable more effective interaction among similar departments (finance, permitting, etc.), and to improve service to the public.	
Basis	<ul style="list-style-type: none"> • Conclusion S-3: The current physical layout of the building is not conducive to the coordination of like services
Analysis and Discussion	<ul style="list-style-type: none"> • Scattered “permitting” offices require taxpayers/public to traipse all over building to get needed information • Remote location reduces ability of employees to learn some of the rudiments of other board requirements (minimal cross-training), thus limiting their ability to cover for employees not in office • Internal inefficiencies result, and teamwork suffers. • Building use is not maximized.
Supporting Arguments	<ul style="list-style-type: none"> • Improved efficiency • Better customer service • Opportunity to purge out-dated or un-needed files, documents, etc.
Opposing Arguments	<ul style="list-style-type: none"> • Minor moving expenses
Implementation Plan	<ul style="list-style-type: none"> • Evaluate all space within Town House, and develop new approach for office layout • Implement plan ASAP. This recommendation has been put in motion with Police Chief Kelly working with Co-Interim Town Administrator Armstrong leading the effort.
Potential Budgetary Implications	<ul style="list-style-type: none"> • \$ __ (labor and expenses for moving)

Spring 2008 Update

<i>Original Recommendation</i>	<i>Actions Taken to Date</i>	<i>Status</i>	<i>Progress</i>
10: <i>Reconfigure the layout of the Town Hall to enable more effective interaction among similar departments (finance, permitting, etc.), and to improve service to the public.</i>	11/5/07 STM appropriated \$75,000 for reconfiguration of second and third floors of Town Hall for finance, regulatory offices, while freeing up additional space for Council on Aging. Selectmen approved conceptual plan on 11/19/07	Project to proceed spring 2008 under the auspices of the Permanent Municipal Building Committee. Contractor has been selected and work is currently ongoing.	Good progress (except for phone system upgrade progress); right direction.

<i>Other Issues/Factors since Report</i>	
<i>Discussion and Recommended Next Steps</i>	<ol style="list-style-type: none"> 1. There are still inconsistent office hours for various boards. This issue should be evaluated at the time of re-configuration. More cross-training will occur and better coverage can be provided. This needs to be “shepherded” by TA and/or AFB to ensure everyone is on board. 2. Phone system upgrade is not going to be ready for this reconfiguration (see discussion under Item 12). <i>Thus phone system upgrade is a high priority. BOS and Light & Water Commissioners need to address this issue.</i>

11 Improve Town Website; require posting of minutes (Original Recommendation, June 2007)

<p>Recommendation 11: Improve town website function by:</p> <ul style="list-style-type: none"> • Mandating that all Boards submit final minutes for posting on the town’s website within one week of finalization. • Mandating that the centralized calendar on the town’s website be updated with posted meeting dates, etc. • Assigning to one person the responsibility for uploading web update information provided by Boards, etc. Ensure that the uploading/updating is completed on a timely basis 	
Basis	<ul style="list-style-type: none"> • Conclusion S-4: The town’s website is ineffectively utilized as a mechanism for communications within and between town departments as well as with the taxpayers and public.
Analysis and Discussion	<ul style="list-style-type: none"> • Boards do not submit updates for the town’s web site in a timely manner. • It is unclear as to who is responsible for updating the web site. • The web site’s central calendar is not utilized.
Supporting Arguments	<ul style="list-style-type: none"> • Simple solutions, easily implemented
Opposing Arguments	<ul style="list-style-type: none"> • Additional work for one employee; where are the hours coming from?
Implementation Plan	<ul style="list-style-type: none"> • Develop and implement policy through IT Director and Town Administrator • Evaluate need for additional support for web site maintenance
Potential Budgetary Implications	<ul style="list-style-type: none"> • \$ 0 (if no additional hours required) • ~\$1,500 (for 2 hours per week additional time)

Spring 2008 Update

Original Recommendation	Actions Taken to Date	Status	Progress
11. <i>Improve town website function by: Mandating that all Boards submit final minutes for posting on the town's website within one week of finalization; Mandating that the centralized calendar on the town's website be updated with posted meeting dates, etc.; Assigning to one person the responsibility for uploading web update information provided by Boards, etc.; Ensure that the uploading/updating is completed on a timely basis</i>	New-and-improved Town website launched November 2007, with training for all Town departments.	Continue to monitor progress on electronic posting of meeting agendas and timeliness of meeting minutes.	Good progress; right direction

Other Issues/Factors since Report	
<i>Discussion and Next Steps</i>	<ol style="list-style-type: none"> 1. Reconfigured website has won a 2008 Common Cause E-Gov Award; Congratulations! 2. However, a system such as the town website is only as good as the quality and timeliness of the data uploaded. All boards/committees are encouraged to approve and upload minutes promptly. While there has been some improvement on timeliness of posting meeting materials on website; however, there is much room for improvement. 3. The committee recommends the legal submission of minutes from Boards & Committees to the Town Clerk be linked to the Town web site and that the Clerk provide to the webmaster copies of said minutes to be uploaded to the website by the webmaster within one week of receipt. We further recommend that the Clerk provide all meeting to the web master for posting to the central web calendar.- 4. The committee also notes currently there is no consequence to Boards and Committees for non -compliance with legal requirements for submission of minutes and posting of meetings. We recommend the BOS and Town Clerk meet to discuss enforcement of these requirements. 5. There is no formal policy on what material goes on website and what doesn't. BOS should address (set policy) so as to provide clarity to those tasked with making such decisions (such as executive session minutes, etc.). 6. TA uses website to quickly upload information; links School Committee minutes 7. Nancy Glencross is the default "owner" of the website and handles "fixes" etc. as needed.

12 Upgrade communications system (Original Recommendation, June 2007)

Recommendation 12: Upgrade the communication system (telephone, email, voicemail, data) and coordinate town wide	
Basis	<ul style="list-style-type: none"> • Conclusion S-1: The physical telephone and voicemail communication systems are inadequate to facilitate communication within the town and with the citizens.
Analysis and Discussion	<ul style="list-style-type: none"> • Internal communications systems are inconsistent • There is limited ability to transfer calls between offices/departments • No voicemail system exists(only answering machines) • There is inefficient communications between staff and with taxpayers/public
Supporting Arguments	<ul style="list-style-type: none"> • More efficient interdepartmental and external communication • Better service/value to taxpayers/public
Opposing Arguments	<ul style="list-style-type: none"> • Expense • Potentially increased maintenance, support, etc.
Implementation Plan	<ul style="list-style-type: none"> • BOS and Town Administrator appoint a committee (to include the IT Coordinator for the town) to evaluate alternatives, identify cost ramifications, and report back to BOS with recommendations for new (or used) phone system • Purchase/implement new phone/voicemail system
Potential Budgetary Implications	<ul style="list-style-type: none"> • \$ 0 (for evaluation) • \$ __ (capital cost for phone system)

Spring 2008 Update

<i>Original Recommendation</i>	<i>Actions Taken to Date</i>	<i>Status</i>	<i>Progress</i>
<p>12: Upgrade the communication system (telephone, email, voicemail, data) and coordinate town wide</p>	<p>LELWD-led effort underway to install IP telephony capabilities in all municipally-owned buildings; will include voicemail capabilities. Town-wide system costs estimated at \$100,000 to \$125,000. All Town e-mails to be added to LELWD server by first quarter of 2008.</p>	<p>Quotes to be available by early February 2008 through state bid list for ITT29 system from Cisco and Presidio Network. Working with Verizon on overall voice/data plan utilizing Verizon FIOS, other fiber services. Would significantly increase our throughput to internet and between buildings, while lowering monthly charges by nearly 50%.</p>	<p>Insufficient progress; right direction</p>
<i>Other Issues/Factors since Report</i>			
<p><i>Discussion and Next Steps</i></p>	<ol style="list-style-type: none"> 1. LELWD has moved at a pace such that the phone system/FIOS upgrade will not be ready when the Town House reconfiguration takes place. This can be managed, but the re-work required does demonstrate the need for better communication and commitment to a common schedule. <i>BOS and Light & Water Commissioners should make this a top priority.</i> 2. LELWD will fund the upgrade and then charge the town over time; this, plus the anticipated upgrade in service and reduction in costs are all of great benefit to the town. 		

13 Evaluate consistent Police and Fire Dept. structure (Original Recommendation, June 2007)

Recommendation 13: Evaluate the potential benefits of consistent (i.e. strong or weak) police and fire department structure and reporting relationship.	
Basis	<ul style="list-style-type: none"> • Conclusion : no corresponding conclusion.
Analysis and Discussion	<ul style="list-style-type: none"> • The TGSC feels that there should be consistency between the structure of the police and fire departments; thus the BOS is encouraged to work with the Police chief to evaluate establishing like structure.
Supporting Arguments	
Opposing Arguments	
Implementation Plan	
Potential Budgetary Implications	

Spring 2008 Update

<i>Original Recommendation</i>	<i>Actions Taken to Date</i>	<i>Status</i>	<i>Progress</i>
13: <i>Evaluate the potential benefits of consistent (i.e. strong or weak) police and fire department structure and reporting relationship.</i>	Article 20 passed by 5/5/07 Annual Town Meeting, to accept MGL C.41, Section 97A of the General Laws, creating a “strong” Police Chief to serve for a term of years not exceeding three years.	Implemented	Completed. No further action required.

<i>Other Issues/Factors since Report</i>	
<i>Discussion and Next Steps</i>	1. Committee recommends that the BOS meet with the Fire and Police Chiefs to evaluate efficacy of systems and identify any clarifications or areas for improvement needed.

14 Incoming board member operational guide (Original Recommendation, June 2007)

Recommendation 14: Develop and provide to incoming board/commission/committee members and new town employees an operational guide for their role in town government.	
Basis	<ul style="list-style-type: none"> • Conclusion L-6: There appears to be confusion regarding the appropriate roles and responsibilities of the Board of Selectmen, the Town Administrator, and the Finance Committee.
Analysis and Discussion	<ul style="list-style-type: none"> • The development and use of an operational guide would assist current and prospective employees, elected officials, committee members, volunteers, and the general public in better understanding the responsibilities associated with each role/body, and how the boards/committees interact. • There is much boilerplate language available from state agencies and other towns that can be used to develop an appropriate for Littleton. • This document will play an important role in establishing the culture of the town’s government and social operating systems.
Supporting Arguments	<ul style="list-style-type: none"> • Providing this sort of documents should provide newcomers to town government a road map to roles, responsibilities, requirements; frankly it will also help those who have been involved before!
Opposing Arguments	<ul style="list-style-type: none"> •
Implementation Plan	<ul style="list-style-type: none"> • Ask the new TA to assemble a small, cross-functional team to develop a draft guide for review and implementation. • Finalize, and publish on the Town’s website.
Potential Budgetary Implications	<ul style="list-style-type: none"> • \$ 0

Spring 2008 Update

<i>Original Recommendation</i>	<i>Actions Taken to Date</i>	<i>Status</i>	<i>Progress</i>
14: <i>Develop and provide to incoming board/commission/committee members and new town employees an operational guide for their role in town government.</i>	None		Insufficient progress, need to establish schedule for implementation.
<i>Other Issues/Factors since Report</i>			
<i>Discussion and Next Steps</i>	1. Recommend that the Town Administrator assemble a small, cross-functional team to develop a draft guide for review and implementation.		

The following are the “No Change” recommendations made in June 2007.

F

Recommendation No Change-1: The TGSC does not recommend transitioning to a Town Manager form of government at this time.	
Basis	<ul style="list-style-type: none"> • Conclusion M-2: A town manager is not needed at this time.
Analysis	<ul style="list-style-type: none"> • Strengthening the Town Administrator position (see Recommendation # 2A) should “fuel” the needed improvements in more efficient town government. • Further growth and increased complexity of statutory and/or regulatory requirements may warrant consideration at a future time; however, the committee believes that strengthening the Town Administrator role will suffice at this time. •
Supporting Arguments	<ul style="list-style-type: none"> • Littleton does not need (at the current time) the autonomous decision making and delegated hiring/firing responsibility associated with the Town Manager role. • Strengthen the Town Administrator role now; this doesn’t preclude further strengthening in the future. •
Opposing Arguments	<ul style="list-style-type: none"> • Leadership at the Board of Selectmen/Town Administrator level is so dysfunctional that major changes are needed. • Board of Selectmen have become a remote, hands-off body, thus requiring the change to a much stronger day-to-day town manager style of government • Advertising for and hiring a Town Manager will increase the size and experience-level of the pool of qualified candidates. •
Implementation Plan	<ul style="list-style-type: none"> • Form search committee for Town Administrator (underway)
Potential Budgetary Implications	<ul style="list-style-type: none"> • Not applicable

Recommendation No Change-2: Littleton does NOT need to establish a charter commission at this time.	
Basis	<ul style="list-style-type: none"> • Conclusion M-1: Town does not need to form a Charter Commission at this time.
Analysis and Discussion	<ul style="list-style-type: none"> • The TGSC's recommendations can be accomplished through policy changes, clarified/changed job descriptions, and/or enactment of revised or new by-laws. • Such a commission is an 18 – 24 month commitment, and the committee believes that such a delay in implementing recommended changes would increase or worsen the challenges the town is currently experiencing. •
Supporting Arguments	<ul style="list-style-type: none"> • Can't wait 24 months to make changes • Changes can be made with policies and by-laws • Charter Commission can be formed at any time
Opposing Arguments	<ul style="list-style-type: none"> • Let's do it right the first time; bite the bullet and form the Charter Commission now. Can make some changes at this time, AND start the charter process; one doesn't preclude the other •
Implementation Plan	<ul style="list-style-type: none"> • None
Potential Budgetary Implications	<ul style="list-style-type: none"> • Not applicable