

Select Board Work Session Minutes

October 8, 2024, Work Session Meeting

Via Zoom Platform (Hybrid)

Select Board Members Present: Susan Areson-Chair, Robert Weinstein-Vice Chair; Nancy Medoff-Clerk; Stephanie Rein-Member; Susan Girard-Irwin-Member

Others Present: Darrin Tangeman-Town Manager; Kelly Clark-Assistant Town Manager

Chair Areson opened the meeting at 3:00 pm and read aloud the information for members of the public to join the meeting. She stated that comments and votes would not be taken during the work session.

TOWN MANAGER EVALUATION DISCUSSION

Chair Areson noted that the Select Board is bound by open meeting law, and they are only able to complete this task when they are all able to sit together. She reviewed what was completed at the previous meeting to create “buckets” and criteria on which they would evaluate the Town Manager.

She reported that the tasks that are outstanding include: Smart Goals (evaluation of competencies), scoring process, and the 360 Process, that is part of Town Manager Tangeman’s ICMA certification process. She began by reviewing the “buckets” created at the previous evaluation meeting.

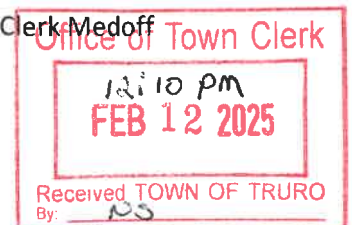
Clerk Medoff asked what the goal of the session was and how they could judge success, to which Chair Areson responded that they will hopefully agree on the evaluation criteria and begin working on the Smart Goals. Each member should come up with one or two Smart Goals to end with 5-10 goals that the Town Manager will work on.

DISCUSSION OF EVALUATION CATEGORIES AND CRITERIA

Clerk Medoff reviewed the evaluations of other Town Managers in similar sized towns in Massachusetts (Eastham, Provincetown) to have a basis for comparison. She found the following criteria categories: 1. Human Resources/Organizational Management (Talent Development); 2. Community Leadership/PR; 3. Fiscal Management/Capital Planning; 4. Town Operations/Infrastructure; and 5. Strategic Planning. She suggested they use these categories as the criteria categories, which are similar to what was previously suggested but, as Member Rein noted, the language and organization of the categories are slightly different. Member Girard-Irwin said she believed the criteria suggested by Clerk Medoff was clearer and easier to follow.

Town Manager Tangeman noted that those towns do not have credentialed managers and therefore they are not focusing on the ICMA core criteria for evaluation and professional development. He questioned if the criteria suggested by Clerk Medoff matches the areas of focus that the ICMA recommends, as he is focusing his professional development on the ICMA criteria. Member Girard-Irwin and Chair Areson stated that the Board is not bound by the ICMA criteria.

The Board discussed the differences in each set of categories. There was a debate on whether “Communications” can be considered part of each category or if it should be evaluated separately. Member Rein noted that presentation skills was also not being captured by the criteria suggested by Clerk Medoff, and whether it could be placed under Community Leadership/Public Relations. She then questioned what criteria was left to be placed under the category Town Operations. Clerk Medoff



replied that managing departments and ensuring that standards are met are criteria under this category. She also stated that they must consider that this evaluation is for the role of Town Manager, not specifically for Town Manager Tangeman.

Member Girard-Irwin read that the job description states that expectations include: attending and participating in Select Board meetings, representing the town in relations with other governing bodies (Federal, State, Local), maintaining and sharing knowledge of the needs and problems of the town with the Select Board, informing the Select Board of vacancies in town offices, approving expenditures, and approving a collective bargaining team. Clerk Medoff noted that this description does not include his role in Town Meeting.

The Select Board worked together to develop the following criteria for the category Town Operations: Compliance with all state, local, federal regulations and laws; Managing collective bargaining agreements as directed by the Select Board; Maintaining continuity of operations and crisis management plan; Operation and execution of town meetings and warrants.

They discussed whether Strategic Planning should be its own “bucket” and to what capacity it is in the job description. Member Girard-Irwin read what was used during the previous evaluation. They determined that it should be its own category and to place the following criteria in it: long range planning, identifying trends and anticipating future needs.

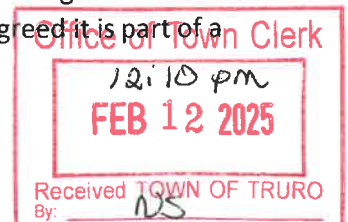
Clerk Medoff read the list of categories and criteria they had created thus far, and they discussed and narrowed down the criteria under each bucket as was possible. They discussed specifically the criteria of “community visibility” to define it and clarify how it would be measured, providing examples such as volunteering for community events in town and participating in community forums. Chair Areson reminded everyone to focus on what is most important and stated that they cannot require that he volunteer or participate in events that may take away dedication to his regular duties.

SMART GOALS

The discussion of Smart Goals transitioned from the discussion of the criteria under Community Engagement/Public Relations. Clerk Medoff suggested creating a goal of maintaining visibility by holding at least three public forums a year with at least twenty participants each focusing on specific important issues. The Board discussed whether they should require a certain number of participants or require that there be efforts made to increase attendance (promotion of events, picking relevant topics, offering incentives, etc.).

Member Girard-Irwin reviewed the goals she had prepared and shared a scoring grid to show how each can be measured. She had created a goal about delegation, empowerment, and coaching. Member Rein created a goal of finding a funding mechanism for an HR person. Clerk Medoff felt that Member Rein’s goal was part of a bigger goal. Chair Areson stated that it could be included as a goal under the budget process, suggesting they include reassigning responsibilities and/or funding sources to include the HR director within the existing budget.

Chair Areson added that there should be a smart goal focused on delegation (as well as workload and management) since it could help the staff feel less burdened, and funding an HR position would fall into this. Clerk Medoff said this would all fall under the broader category Organizational Management and focusing specifically on an HR position is an outcome of a bigger goal. Chair Areson agreed it is part of a



bigger picture but felt it was okay to have goals that would be easier to achieve because they are attainable and measurable. The members of the Select Board worked together to create a Smart Goal that included hiring an HR coordinator - During the budget process, explore funding sources to support the hiring of an HR coordinator within FY2025-2026 budget and present to the budget task force in Q12025.

Member Rein suggested creating a goal around timely responses to emails, questioning whether that would be reasonable. Town Manager Tangeman and Assistant Town Manager Clark agreed that there should be a standard for sending responses, and an internal policy is something that could be developed and implemented. Clerk Medoff shared a goal she found that would allow them to monitor such a goal, since she believed creating a policy would not measure success. Town Manager Tangeman mentioned they could automatically send a survey to measure satisfaction with responses. A draft of a Smart Goal was created based on this discussion.

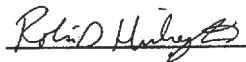
Chair Areson asked each Select Board member to come to a future meeting with at least one proposed goal to create at most two goals per criteria category.

Member Rein made a motion to adjourn at 4:56 pm.

Clerk Medoff seconded the motion.

By unanimous consent, the meeting was adjourned.

Respectfully submitted,



Robin D. Huibregtse
Board Support/CPC Coordinator


Susan Areson, Chair

Robert Weinstein, Vice Chair


Nancy Medoff, Clerk

Stephanie Rein, Member



Susan Girard-Irwin, Member

