

**BENNINGTON SELECT BOARD – MUNICIPAL MANAGER’S
SPECIAL MEETING – JOINT WORK SESSION
BENNINGTON FIRE FACILITY
130 RIVER STREET
BENNINGTON, VERMONT 05201**

MONDAY, OCTOBER 19, 2015

MINUTES

SELECT BOARD MEMBERS PRESENT: Tom Jacobs – Chair; John McFadden -Vice Chair; Sharyn Brush; Michael Keane; Jim Carroll; Justin Corcoran; Donald Campbell

ALSO PRESENT: Stuart Hurd, Town Manager; Dan Monks, Zoning Administrator & Assistant Town Manager; RJ Joly, Highway Superintendent; Terry Morse, Water Resources Superintendent; Cassandra Barbeau, Town Clerk, Michael Harrington, Economic & Community Development Director; Tracey Knights, Recreational Director & Senior Center; Joan Pinsonneault, Director of Collections; Melissa Currier, Finance Director; Paul Doucette, Chief of Police & Safety Director; Jeff Vickers, Fire Chief; Linda E. Bermudez – Secretary; (2) Citizens

At 6:00 P.M., **Michael Keane** called the work session to order.

1. WORK SESSION – MUNICIPAL REPORT CARD

Tom Jacobs stated in the past the Town’s Annual Report looked back on what we did. This is being developed so that we many note our accomplishments but also look forward in the New Year to what our goals and expectations will be. Tonight will be just a rough first cut of how we will get there.

Michael Keane then continued the presentation. Four “Scorecards” have been developed. He would like the Manager’s of each Department to help develop (3) metrics for each scorecard (how we will achieve those goals).

Mr. Keane continued by reviewing this overall format and how successful it is in Oletha, Kansas and Hillsberg, North Carolina. The meeting continued by “brain storming” ideas on how to accomplish the (4) basic scorecards and where each of the ideas would fit under which heading. How to measure success was also discussed. Some of these suggestions were:

- Citizen surveys - understand how the citizens feel about the value for their tax dollars
- Tracking how many people move to town vs. how many move away
- Growth in local businesses
- Benchmark median income levels for singles, families etc
- Gross Domestic Product by local producers
- Growth and Diversity in Grand List
- Track the Economic Development Fund (loan program) (ie did this loan add jobs, how many, how long they maintained etc)

Several Select Board members noted that although the Town may have collective goals, how each of the (12) department reaches those goals will be different. It was suggested that each department develops their own metrics. To develop a basis, it was suggested that each department submit current &/or last year's information (ie Highway submit how many miles per year they pave &/or repair; Police Department submit how many arrest last year etc.)

Some suggestions for measurements of "Municipal Organization's Effectiveness" (scorecard title) in relation to water and sewer were discussed:

- Is the revenue being generated meeting the system's cost needs
- Response time to problems
- Meeting state and federal compliance needs

A Department Manager noted that there is a Capital Plan already in place (Townwide) for many years. It is reviewed each year to measure if we are meeting those goals and modified when needed. This alone could be categorized under two of the four scorecard metrics (Financial & Organizational Effectiveness).

Some additional metrics suggested were:

- Determine a percentage savings each year (3% or 5%) without having to reduce the budget
- Meeting OSHA Standards
- Safety and Additional skill trainings

Several Department Mangers then discussed how over last (6) years budgets have been level funded (or cut) and Departments are expected to maintain same level of work and/or accomplish more with less money. Everything goes up (supplies, trainings, workload etc) but the Town's budgets are level (or less). The Town and the community need to understand you can only cut so far before you hit bone. Quality and/or quantity of work may then be sacrificed

A Select Board member suggested that this information be presented to the Board. What is being requested &/or what needs to be accomplished and how much the actual cost would be to do so.

The Town Manger stated this whole process is as much the Select Board's as it is the staff's and the citizens. What does the Select Board want?

It was again discussed that each department is different and how they achieve goals will be different also. The problem is that this is being applied to each department when it doesn't all fit. For example the State Law governs much of what the Town Clerk's Office and the Collections Department do in many instances. How to achieve a "satisfaction" rating for them will be different than how the Highway Department will achieve theirs, which will then be different from how the Police Department will all be achieve theirs.

Sharyn Brush suggested that since each Department Manager has already outlined some of this information individually, they should submit that to the original sub-committee (Michael Keane, Sharyn Brush and John McFadden) for review and further consolidation. The Town Manager noted that Hurricane Irene forced all of us to start all over again. We are not where we were in 2010. He suggested using the draft metrics already developed by the sub-committee as a skeleton and allowing each department to modify it as it applies to them. It is important the community knows we (Department Managers and Select Board members) are all working together for one goal.

Select Board members and the Town Manager discussed the next steps. The Managers will submit their modifications to the sub-committee in less than (4) weeks. A tentative date of November 16, 2015 was set for another Department Managers and Select Board member work session.

Respectfully submitted,

Linda E. Bermudez
Secretary