

Board of Selectmen
Special Meeting

June 5, 2018
3:00 P.M. Town Hall

Present: Bruce Adams, Chris Garrity and Jeff Parkin.

Also present: Darlene Brady, Patty Braislin, Debbie Devaux, Donna Hayes, Lee Palmer, Leah Pullaro and Rick Osborne.

Mr. Adams called the meeting to order at 3:00 p.m.

Mr. Adams introduced Mr. Lee Palmer of Randi Frank Consulting, LLC as a possible candidate to perform the proposed Management Review. Mr. Adams stated that the Board of Selectmen would like to start the review as soon after July 1, 2018 as possible. He added that Mr. Lee and Ms. Frank were sent the Proposed Mission Statement for the Town Hall Management Review and were told that the review could be done and within the budgeted \$5,000. Mr. Adams clarified that the review would include all employees, not just clerks and assistants.

Mr. Lee spoke about his background and other reviews he has conducted in the past. He assured the Board of Selectmen that he could prefer the review and would confirm that the Town is in compliance with "regulations" such as OSHA and ADA. Mr. Parkin stated that he feels the Town is in compliance and that is not the scope of the review and he feels that time spent on confirming compliance would be a distraction. Mr. Parkin added that he feels the Board is looking for a review of the functionality of Town Hall, and Mr. Lee should meet with each department. Mr. Lee stated that he would meet with the Board of Selectmen, the "stake holders," review job descriptions, labor contracts, handbooks/manuals, and standard operating procedures. He added that he could design a system for job evaluations. Ms. Devaux asked if Mr. Lee would consider total compensation. Mr. Lee confirmed that he would. Mr. Garrity stated that he is not concerned with salary but compensation.

Mr. Lee stated that he would create the following:

- Mission statement
- Vision statement
- Values

He added that these would be created with the Board of Selectmen. Mr. Lee agreed to look at all positions, how each department spends time and money. He would make recommendations that are fair and equitable and not based on the current budget.

Mr. Parkin stated that the next step is for Mr. Lee and company to submit a written contract for the Selectmen to approve. Mr. Lee stated he heard that the review would have two components:

- Salary review
- Job Classification

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KENT TOWN CLERK


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BY

Darlene Brady
TOWN CLERK

Mrs. Brady stated that in addition to supplying Mr. Lee with job descriptions and manuals, he could read the minutes and watch the You Tube videos of the BOS budget meetings as an additional resource.

Mr. Garrity made a motion to adjourn the meeting at 4:24 p.m. Mr. Parkin seconded the motion and the motion carried.


Joyce Kearns
Administrative Assistant

These are draft minutes and the Board of Selectmen at the subsequent meeting may make corrections. Please refer to subsequent meeting minutes for possible corrections and approval of these minutes.

W. LEE PALMER, JR., MPA, CSBO, SBA
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Mobile: 860-989-5617*wpalmer@leejr.com

SUMMARY

An accomplished leader and administrator with proven expertise in Government Administration, Human Resources and Business Administration, Labor and Employee Relations, Contract Negotiations and Administration, Consulting and Partnering, Performance Management, Training and Development, Talent Acquisition, Employee Benefits, Classification and Compensation, Policy Development, Strategic and Workforce Planning, Organizational Development, Information Technology, Financial Management, Payroll, Facilities and Asset Management, Purchasing, Transportation and Food Services.

PROFESSIONAL EXPERIENCE

TOWN OF NEW MILFORD, CT, JULY, 2016-Present

Director of Finance and Administration

Plan, organize, and direct the accounting, cash management, investment, payroll, pension, risk management and purchasing programs and operations of the Town. Prepare a cost analysis of all labor contracts, pension plans and insurance plans prior to the signing of any such contracts or plans. Serve as a spokesperson and consultant on all contract negotiations representing the Town. Administer the staff and operations of the fiscal management functions including budget preparation and management, accounting, and financial reporting and analysis; develop, implement and evaluate policies.

TOWN OF DARIEN, Darien, CT, July, 2015-June, 2016

Director of Human Resources

Provide administrative and technical support and policy recommendations to the Town Administrator, the Pension Boards and the Board of Selectmen; represent the Town in administrative labor forums such as state labor board hearings, and grievance or interest arbitrations; collaborate with Town counsel on labor matters. Maintain the Classification Plan, performing position classification reviews and developing job descriptions; conduct salary and benefit surveys and/or analyzes survey data developed by others; plan, organize and perform personnel recruitment; develop and maintain complete and effective personnel record systems

NORWALK PUBLIC SCHOOLS, Norwalk, CT, June 2014-June 2015

Chief of Human Resources

Planned, coordinated and supervised the human resources programs and operations for the Norwalk Public Schools. Duties included managing and assuring quality implementation of the State's Administrator and Teacher Evaluation System; overseeing the development and/or revision of professional standards for leaders and teachers; examining and revising all position descriptions

ROUND LAKE AREA SCHOOLS COMMUNITY UNIT SCHOOL DISTRICT #116, Round Lake, IL, July 2011-June, 2014

Executive Director of Human Resources and Information Technology

Guided and managed the overall Human Resources and Information Technology operations and programs for the District which included recruitment and selection; labor and employee relations, contract negotiations and administration; human resources policies and procedures; performance management; organization development; regulatory compliance; training and development; classification and compensation; and career counseling.

MANAGEMENT DEVELOPMENT CONSULTANTS, LLC, Darien, IL, 2009-Present

President

Provided a full range of management and human resources consulting services which can encompassed such areas as business development; recruitment and staffing; performance management and improvement systems;

organization development; employment and compliance to regulatory concerns; employee orientation, development and training; human resources policies and procedures development and implementation; labor and employee relations; contract negotiations and administration; compensation and benefits administration; employee safety, welfare, wellness and health; and employee services and counseling

INTERMEDIATE SCHOOL DISTRICT 287, Plymouth, MN, 2005-2009
Director of Human Resources

TOWN OF HAMDEN, HAMDEN, CT, 2003-2004
Finance Director

STATE OF CONNECTICUT, Wethersfield, CT, 1975-2003

Director of Administration, Department of Labor (1998-2000) and Department of Correction (2001-2003); Director of Human Resources, DOL (1995-1998); Deputy Commissioner/Director of Programs and Treatment, DOC (1991-1995); Labor Relations Advisor, DOC (1989-1990); Senior Executive Service Manager (1987-1988); Agency Personnel Administrator 2 (1986-1987); Agency Personnel Administrator 1 (1984-1986); Personnel Officer 3 (1981-1984); Personnel Officer 2 (1980-1981); Personnel Officer 1 (1979-1980); Affirmative Action Specialist (1977-1979); Intern and Personnel Specialist (1975-1977). Served in the above capacities for the Department of Administrative Services which was comprised of State Personnel; Collection Services; Information Systems and Data Processing; Purchasing Services and Fleet Operations; Workers' Compensation; and Public Works.

EDUCATION

NORTHERN ILLINOIS UNIVERSITY, DEKALB, IL
Certificate of Achievement, School of Business Management, 2013
Professional Educators License, Chief School Business Official
Illinois State Board of Education, License ID 1816317

UNIVERSITY OF CONNECTICUT, Storrs, CT
Master of Public Affairs, with Distinction and concentration in Correctional Administration, 1978

SYRACUSE UNIVERSITY, Maxwell School of Citizenship, Syracuse, NY
Bachelor of Arts, Cum Laude, 1975

LICENSES

Connecticut State Department of Education, License 2545819868
085 School Business Administrator (to October 31, 2020)

Illinois Professional Educator License, ID 1816317
Chief School Business Official

PROFESSIONAL AFFILIATIONS

Connecticut Quality Council at Rensselaer, 2001-2004
Connecticut Public Employer Labor Relations Association (ConnPELRA), 1997-2004
Minnesota Public Employer Labor Relations Association (MNPELRA), 2005-2009
Society for Human Resources Management (SHRM), 2005-Present
National Public Employer Labor Relations Association (NPELRA), 2012-Present
American Association of School Personnel Administrators (AASPA), 2005-2009
International Personnel Managers Association (IPMA), 1989-2009
Illinois Association of School Business Officials (ASBO), 2011-2014

**PROPOSED MISSION STATEMENT
KENT BOARD OF SELECTMEN
TOWN HALL MANAGEMENT REVIEW**

Whereas, the Town of Kent employee pay structure has evolved piecemeal over several years;

Whereas, this pay structure has evolved with apparent inconsistencies varying from department to department;

Whereas, this endemic inconsistent pay structure has promoted some employee discontent based on perceived disparate treatment;

Whereas, the Board of Selectmen have discussed various strategies to reconcile the disparities none of which have been favorably received by town employees.

In consideration of the above, a management review will be undertaken by an independent outside consultant who will be charged as follows:

1. Assess the several departments within the town government structure
 - a. Identify any duplication of responsibilities either within departments or between departments.
 - b. Assess the function, staffing levels, and mission of the various departments with regard to the fundamental necessities of operating the town government in compliance with State law and mandates.
 - c. Clarify role of "assistants" and "clerks" and any functions that are supportive to the department heads.
 - d. Identify the level of support (i.e., weekly hours) necessary to support department head.
2. Provide comparative analysis of hourly pay rates and annual pay for assistants/clerks
 - a. Review and recommend any adjustments needed for assistants to alleviate disparate treatment.
 - b. Assess the appropriate hourly pay rates for the support functions in the various departments recognizing that some department functions might require a higher or lower skill level for optimum job performance.
 - c. Assess whether some assistant/clerk support function require or can benefit from State certification and whether such certification should affect relative pay structure.
3. Recommend pay structure going forward for the 2019-2020 budget cycle.
 - a. Evaluate whether any training or certification for assistants is a necessary and productive tool for effectively managing town government.
4. Recognize that the *primary goals* of this study are:
 - a. Identify pay and organizational disparities that are based on historical evolution but have no other functional basis and can be reconciled in a meaningful and rational manner;
 - b. Maintain the overall current budget for operating town hall functions.