

**Enfield Board of Selectmen
Whitney Hall Conference Room, 23 Main Street
Enfield, New Hampshire**

MINUTES of September 10, 2018

Board of Selectmen: Meredith C. Smith, Chair; John W. Kluge, Katherine D.P. Stewart

Administrative Staff: Ryan Aylesworth, Town Manager

Others: None

CALL TO ORDER

Mrs. Smith called the meeting to order at 3:00 PM.

TOWN MANAGER ANNUAL PERFORMANCE EVALUATION

The first order of business was conducting the Town Manager's annual performance evaluation, which corresponded to the September 1, 2017 to August 31, 2018 time period.

Mr. Aylesworth emphasized what an honor and privilege it is to serve as Enfield's Town Manager and that he was very appreciative of the highly favorable written performance evaluations that each member of the Board of Selectmen had individually prepared prior to the meeting. Mr. Aylesworth and the Board briefly discussed some of the accomplishments over the past 12 months, but the parties agreed that – since there was consensus that Mr. Aylesworth has been serving the Town in a very effective manner, the balance of the discussion would focus on priorities for the next 12-month period. Mr. Aylesworth offered feedback from the Board of Selectmen on the proposed list of goals and objectives that he had offered on his written self-evaluation. All members of the Board indicated support for the goals that Mr. Aylesworth had identified for himself. Mr. Kluge stated that improving the financial condition of the Town needed to continue to be an area of emphasis given how extensive the challenges and issues were prior to Mr. Aylesworth coming on board in the summer of 2017. There was clear consensus that continuing to improve the undesignated fund balance in the General Fund, reduce the deficit in the Sewer Fund, and grow balances in the CIP Capital Reserve Fund were high priorities. Ms. Stewart encouraged Mr. Aylesworth to explore the possibility of approaching the development of the operating budget with more of a multi-year (i.e., 3-year) lens. Mr. Aylesworth talked about how the strategic governance project as well as development of a 6-year Capital Improvement Plan was helping to encourage departments to assess their needs and set goals over a 5-year time horizon, and that this project could enable the Town to develop/examine the operating budget over a multi-year time frame. The group agreed that this was something to work toward even if it would not be possible to fully embrace this approach during the 2019 budget development process (which Mr. Aylesworth alerted the Board will be commencing in just a couple days). The Board indicated agreement with Mr. Aylesworth's view that evaluation of and improvements to the Town's municipal facilities will be of considerable importance in 2019.

The Board also believes that economic and community development is an important priority, but Mrs. Smith emphasized that the "devil is in the details" and that care needs to be taken to ensure that new businesses that Enfield is able to attract ultimately fit with the needs of the community and its

character/heritage. Mr. Aylesworth indicated in his self-evaluation that he wanted to dedicate additional time to visiting with Enfield business owners and getting a better sense of their needs and how the Town could help them be successful. Mr. Kluge and Ms. Stewart both signaled that they agreed to this being a priority.

Mr. Aylesworth said that he would carefully review the feedback offered by the Board of Selectmen on their written evaluations when finalizing his goals and objectives for the ensuing 12-month period.

Mr. Aylesworth acknowledged areas where he will strive for continued improvement on a more personal level. Mr. Aylesworth said he recognizes that he has been asking a lot of both himself and his department heads, and that the last 14 months have seen significant planned changes on a large number of fronts. Mr. Aylesworth said he knows that it is important for the Town to be able to “walk before it can run” in many instances, and that he is going to be mindful of the pace in which he proposes bringing about additional changes to ensure that we continue to maintain high levels of buy-in from both employees and residents of the community. Mr. Aylesworth said he intends to make his written and verbal reports to the Board of Selectmen a bit more concise and help to avoid/allay situations where the Board would need to revisit an issue for which it has already cast an official vote and rendered a decision. An instance involving the Board’s decision regarding a sewer connection waiver request on US Route 4 was used as an example during the discussion.

The Board and Mr. Aylesworth discussed the long hours he regularly works each week and the Board indicated support for Mr. Aylesworth’s own stated goal of achieving better work-life balance, especially since he has a young family. Mr. Aylesworth conceded that he has a considerable amount of unused vacation time and that it would be a challenge for him to use up between now and January 2019. The Board indicated that they would be supportive of Mr. Aylesworth carrying forward any unused balance into 2019. Mr. Aylesworth said that it was his goal that the amount of unused time would be no more than a week’s worth of accrued leave given that he has plans to be away from the office in late-September, late-November (the week of Thanksgiving) and late-December (the week between Christmas and New Years). Although his hard work is very appreciated by the Board, all Board members want Mr. Aylesworth to remain energized and avoid burnout. The Board agreed with Mr. Aylesworth’s own assessment that certain tasks and projects that the Town Manager might have historically handled could (and probably should) be delegated to other municipal staff to ensure that Mr. Aylesworth is able to focus sufficient attention on bigger picture needs and opportunities.

Ms. Stewart had indicated in her written evaluation that the Board should provide the Town Manager an opportunity to provide feedback on ways that they (the Board) could be a better partner. Mr. Aylesworth emphasized how much he appreciates his working relationship with the Enfield Board of Selectmen. Mr. Aylesworth discussed how it had been challenging at times in the previous community he served because he was the Town’s first ever municipal manager, and the Board of Selectmen had become accustomed to managing many of the day-to-day functions of the Town. As a result, Mr. Aylesworth had needed to define the roles and responsibilities and obtain buy-in, which he was ultimately able to do with time and patience. In contrast, Mr. Aylesworth observes that the Board of Selectmen in Enfield is accustomed to letting the Town Manager serve as the chief executive of the town and have full authority over the day-to-day operations of the Town. Mr. Kluge offered that some boards in the past have erred in terms of micro-managing previous town managers, but shared Mr. Aylesworth’s assessment that things were working well now. Mr. Aylesworth indicated that, while he very much appreciates the autonomy that the Board provides him, he believes that the Board of Selectmen could be a bit more assertive when it comes to policy-level initiatives and setting the overall vision and strategic direction for the Town. Mr. Aylesworth says that he hopes that the Board would welcome his input on these fronts and give him a strong voice in the discussion, but that it would be more appropriate in certain instances for policy-level proposals to

originate at the Board-level as opposed to from the Town Manager's Office. The Board signaled its concurrence with this observation/recommendation.

The Board concluded the annual performance evaluation with a discussion of subsequent changes to the Town Manager's annual compensation in accordance with his current employment agreement. Mr. Aylesworth reminded the Board that his employment agreement specifies that his annual salary will increase 2% upon attainment of a "satisfactory/good" rating, 3% upon attainment of a "superior/very good" rating, or 4% upon attainment of an "exceptional" rating. Mr. Aylesworth also noted that, should the Board of Selectmen approve a 4% increase, his annual base salary will become roughly equivalent to what his predecessor, Steve Schneider, would have earned during the same 12-month period (April 1, 2019-March 30, 2020). Mr. Kluge asked Mr. Aylesworth at what point any pay increase approved by the Board of Selectmen would go into effect, and Mr. Aylesworth said that it would be April 1, 2019, which is consistent with when annual pay increases are administered for all Enfield municipal employees.

A motion was made by Mr. Kluge to approve a 4% increase in Mr. Aylesworth's base salary (which would raise it from \$101,000/year to \$105,040/year). Motion was seconded by Ms. Stewart. Motion passed unanimously (3-0).

MUNICIPAL FACILITIES OPTIMIZATION STUDY – DISCUSSION OF PROPOSALS

The Town Manager and Board briefly reviewed the proposals submitted by six different architecture/engineering firms in response to the Request for Proposals (RFP) that had been issued in early-August for a "municipal facilities optimization study." Mr. Aylesworth informed the Board that he had placed this topic on the agenda because there were scenarios in which he anticipated recommending the Town select a firm that was not the lowest bidder. If that is the case, because all the proposals are for a fee in excess of \$25,000, the Town recently revised purchasing policy dictates that the Board of Selectmen be consulted before a final decision is made. Mr. Aylesworth asked that the Board lend its support to retaining a somewhat higher cost firm if it was Mr. Aylesworth's assessment that they would provide the best service. All members of the Board indicated support for this approach.

SELECTMAN PRO TEM APPOINTMENT

There was a brief discussion about NH state law requirements that members of the Board of Selectmen be present for state elections. Mr. Aylesworth informed the Board that it was the opinion of attorneys with the NH Municipal Association that members of the Board of Selectmen should be present in the case of state primary elections as well as general elections. Mr. Aylesworth also relayed that state law included a provision for the Board to nominate someone to serve as "Selectman Pro Tem" for an election in the absence of a Board member. It was understood that Mr. Kluge had a work conflict during the day and would not be available before 4:30 PM at the earliest. There was a brief discussion of who might be asked to serve in this capacity. The Board ultimately identified Dwight Marchetti. Ms. Smith made a motion to nominate Mr. Marchetti to serve as Selectman Pro Tem in Mr. Kluge's absence. Mr. Kluge seconded the motion. Motion passed unanimously (3-0).

ADJOURNMENT

The meeting was adjourned at 4:30 PM.

Next Meeting:

Monday, September 17, 6 PM, Public Works Facility, 74 Lockehaven Road, Enfield.

Meredith C. Smith, Chairman

John W. Kluge

Katherine D.P. Steward
Enfield Board of Selectmen