

Town of Guilford, Connecticut

31 Park Street, Guilford, CT 06437

04-27-10

**TOWN OF GUILFORD  
EFFICIENCY TASK FORCE  
MEETING MINUTES  
TUESDAY APRIL 27, 2010  
8:30 A.M. – GUILFORD TOWN HALL**

**Present:**

Task Force Members: Martha Carlson, Michael Dowley, Chairman Gary Gilbert  
(arrived 8:40 a.m.)

Town Officials: Selectman Charles Havrda, First Selectman Joseph Mazza

Human Resources Director, Pam Millman,  
Management Agent

Clerk Karen Quercia

1. Review and discussion of Organization Charts to determine accuracy and relationship to State Statute, Town Charter, and Personnel Policy.

Mr. Dowley presented a draft organization chart he had hand drawn for review by those present. He explained this is an attempt at an “as is” view of the top tier reporting structure, beginning with the electors and including various boards and commissions, as well as the Board of Selectmen, First Selectman, Department Heads and direct reports to the First Selectman. He asked for input to make corrections and adjustments for accuracy.

There was a discussion to clarify the reporting structure of various positions: who they report to, whether they have support staff, and their relationship, if any to their respective board or commission, as well as to the First Selectman. Points considered included:

- State statutes and Town Charter as they relate to department head positions, boards & commissions (i.e. police, fire, parks and recreation);
- Budgetary oversight of various departments and commissions;
- Impact of Bargaining unit contracts on areas of responsibility
- Need for clarification of liability Town and Boards and Commissions

It was suggested that performance evaluations for department heads be done by both the First Selectman and the Board or Commission which oversees the respective department. This will provide a good system of checks and balances. It was suggested that personnel evaluations should not be tied to compensation at their inception, due to potential conflicts with labor agreements.

The first step in the evaluation process is the establishment of objectives to provide a standard to evaluate by.

Safety objectives, such as reducing the number of Worker’s Compensation claims within a department, should be tied to performance evaluations. Another objective might be to increase the number of employees that participate in the wellness program. These efforts will help to reduce insurance costs for the town. There should be accountability at the end of every evaluation period.

Mr. Mazza stated that an effort is already underway to address the worker’s compensation issues. The Town will be going out with a RFP for an insurance consultant for both the Town and BOE. The effort to reduce insurance costs needs to be a joint effort of the Town and BOE. This topic will also be discussed at a future department head meeting.

Mr. Gilbert explained that the ETF was not currently focused on finding efficiencies in the Police or Fire Departments since both had recently undergone their own studies. Efficiencies under consideration that may have an impact on those departments might include consolidation of custodial services, for example, and better utilization of the purchasing department. Ms Carlson reiterated that the ETF is looking at central function efficiencies.

Ms Millman reviewed aspects of the Town Charter that pertain to Boards and Commissions and their oversight of certain departments. Mr.

Goldblatt stated that discipline needs to be clearly defined. Requiring input from a board or commission to implement a disciplinary action is too cumbersome and time consuming. It was agreed that personnel issues should be handled according to the policy and procedure manual for personnel.

The need for an updated personnel policy manual was discussed. One of Mr. Goldblatt's goals is to begin working on revisions to the current manual. Mr. Dowley suggested that the Board of Selectmen appoint a committee to aid in this undertaking.

The Organization Chart was reviewed and revised with input from all those present. The clerk will take the suggestions and create a computer generated draft copy.

The meeting adjourned at 10:00 a.m.

Respectfully Submitted,

Karen Quercia  
Clerk