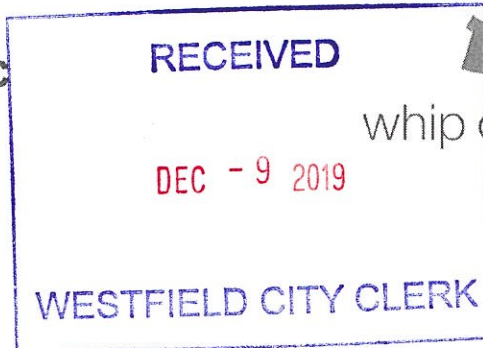


Westfield Gas & Electric Joint Meeting of the HR Subcommittee and Municipal Light Board Meeting Minutes November 19, 2019



Location: Gas & Electric Operations Center, 40 Turnpike Industrial Rd. Conference Room, Westfield, MA

The meeting was called to order at 6:00 p.m.

1. ROLL CALL was taken as follows:

Present: Ward 1 Commissioner, Kevin M. Kelleher, Chair
Ward 2 Commissioner, Ray Rivera
Ward 3 Commissioner, Dawn Renaudette
Ward 4 Commissioner, Francis L. Liptak
Ward 5 Commissioner, Thomas P. Flaherty
Ward 6 Commissioner, Robert C. Sacco
Appointed Commissioner, A. Edward Roman

Absent: None

Present: 7 Absent: 0

Others: Anthony J. Contrino, General Manager
Attorney John W Welch

Commissioner Sacco chaired the meeting.

2. PLEDGE OF ALLEGIANCE

3. READING OF THE RECORD

On motion by Commissioner Flaherty, seconded by Commissioner Rivera, it was unanimously:

VOTED: To accept the minutes of the November 6, 2019 HR Subcommittee Regular Session as presented;

To accept the minutes of the November 6, 2019 MLB
Regular Session as presented; and

To accept the minutes of the November 6, 2019 MLB
Executive Session as presented, but not released at this
time.

4. PUBLIC PARTICIPATION - None.

5. NEW BUSINESS

- a. Review GM Evaluation Criteria. Attorney Welch explained that since a quorum of the members of the Municipal Light Board were present at the Subcommittee meeting and would freely participate in the meeting discussions, it would be considered a deliberation requiring a notice of a Municipal Light Board meeting as well. These circumstances necessitated a joint session with the HR Subcommittee and the MLB be held. If the non-HR Subcommittee members were to sit with the public and only offer comments during public participation, a joint meeting would not be necessary, but because they intend to fully participate in the discussion, notice of a meeting of the Municipal Light Board was required as well. Commissioner Flaherty passed out two handouts. One being the Performance Evaluation City of Westfield Massachusetts Personal Service Agreement and the second being End-of-Cycle Summative Evaluation Report: Superintendent. Commissioner Flaherty indicated with respect to his handout at the last meeting he no longer wanted to talk directly to employees, but would rather have the MLB submit questions for the annual employee survey. Commissioner Rivera asked how many topics are currently on the Manager's evaluation, indicating he didn't want to make the list longer. The Manager indicated 9. Commissioner Renaudette indicated that the topics covered by the Manager's evaluation are appropriately related to the strategic plan; however, it is unclear what criteria are being used to evaluate the level of performance under each topic. Her preference would be that a summary of each topic's goals be listed below each topic's heading to allow the Board to better determine whether or not the Department, under the Manager's direction, met the desired performance level. Commissioner Rivera noted that customer service levels are hard to grade, but the number of customer complaints he receives are a first indicator of the Department's effectiveness. Commissioner Renaudette indicated that strategic initiatives within the strategic plan can be used to develop criteria that could be included in the evaluation. Commissioner Flaherty indicated again he would like to evaluate the Manager separate from the Department to allow the Board to direct the manager to perform certain activities himself. Commissioner Renaudette stated that as an evaluation of a manager she would be more interested in overall results as opposed to critiquing the Manager's style. The GM has a staff he holds accountable to do their jobs and the GM ultimately has to answer if the Department falls short in some area. Commissioner Rivera indicated he does not want to micromanage the Manager and the MLB would know if the company was off track because the rates would suffer, customer complaints would increase or some other indication would occur.

Commissioner Kelleher indicated he agreed the Board should not separate the Department from the Manager when conducting the evaluation process. Commissioner Liptak noted if something was wrong the elected officials out in the community would know what is wrong. Commissioner Flaherty inquired as to how you would know. Chairman Sacco indicated the MLB is out in the community, receives reports in a timely manner and should know what is occurring in the Department. The Manager noted that everything that is in the evaluation is reflected in the reports which are provided throughout the year at MLB meetings for the MLB to review. Chairman Sacco noted that many of the reports are those that have been requested by the MLB and include specific areas that the MLB is interested in receiving information on. He also requested that the Manager provide a list of the reports that are being provided each year and what months they are provided. Commissioner Roman indicated he didn't want to micromanage the Manager and noted that the annual audit performed by WG+E's independent auditors show how well run WG+E is. Regardless of the Manager's specific activities, if the Department doesn't do well financially his performance review must reflect that. Commissioner Renaudette indicated the evaluation should not be changed dramatically, she is looking for expectations and results. Commissioner Kelleher agreed that he is not looking to micromanage the Department or the Manager but wants to know did the Department through the Manager meet its goals. Commissioner Flaherty stated he would like to see all of the reports provided throughout the year included with the general write up within the Manager's evaluation and remain part of the Manager's evaluation so that people know where the evaluation results come from. Chairman Sacco indicated that the MLB should look at updating the Policy Manual and the MLB's by-laws and including them within Goodreader. Chairman Sacco noted that Commissioner Kelleher had provided a copy of the South Hadley Manager's evaluation. Commissioner Roman said he disagreed with some of the South Hadley evaluation items because he doesn't want to micromanage. However, the MLB recognizes that there was a transition from South Hadley's prior Manager to the current Manager and that their evaluation was looking at areas that needed to be addressed. Commissioner Renaudette indicated that she would like to have an explanation within each topic, what was the goal and was it met. Commissioner Flaherty mentioned specific actions and activities he'd like to see the Manager perform. Manager Contrino indicated it may be difficult for the MLB to prioritize the specific activities the Manager should focus upon, since many of the Department's efforts aren't readily apparent at the Board level. He stated his concern that the Board may have the false perception the Department is more or less on autopilot and the GM should redirect his focus primarily toward community events, customer meetings and employee satisfaction. Although these activities are important, we must remain aware that natural gas and electricity are inherently dangerous, and the WG+E's main focus has to be on ensuring these products are delivered throughout Westfield in a safe manner. The Manager referenced last year's Merrimack Valley incident and how complacency may have led to the tragedy caused by Columbia Gas. The Manager stated the Department and its Board cannot become complacent and he believes that at this time he needs to put much of his focus upon reducing the level of risk the Department may be exposed to. He has and will continue to spend

time on customer and community activities, but he must be allowed to prioritize much of his time toward addressing those items that pose the greatest risk and could literally put the Department out of business. Commissioner Flaherty stated the Manager has division heads that should be focused upon those concerns. The Manager agreed and indicated that the many activities our personnel are involved in can be a distraction and the Manager spends a good portion of his time coaching and working alongside his division heads on various high-profile matters. Chairman Sacco asked if loss mitigation was in the strategic plan and if there were other specific proposals from the MLB for the Manager's evaluation. After further discussion Commissioner Flaherty and Commission Renaudette agreed to meet to try to include in the evaluation some of the issues discussed this evening. Attorney Welch indicated that while the two members could meet, they would not constitute a quorum of either the MLB or the HR Subcommittee and as such, would not require notice of a public meeting. Further, in that there will be a recommendation and/or the comments forthcoming from Commissioners Flaherty and Renaudette, they should not circulate them to the other MLB members outside of a duly noticed meeting in that those emails and/or handouts would be considered deliberation.

6. ADJOURNMENT

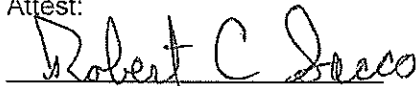
On the motion of Commissioner Renaudette, seconded by Commissioner Liptak, it was unanimously:

VOTED: To adjourn the regular session of HR Subcommittee of the
Municipal Light Board.

Chairman Sacco adjourned the joint meeting of HR Subcommittee and Municipal Light Board at 7:16 p.m.

A TRUE RECORD.

Attest:



Robert C. Sacco, Chairman MLB

Documents Presented at		
JOINT MEETING HR SUBCOMMITTEE AND MUNICIPAL LIGHT BOARD - November 19, 2019		
HR Subcommittee Regular Session Minutes		November 6, 2019
Municipal Light Board Regular Session Minutes		November 6, 2019
Municipal Light Board Executive Session Minutes		November 6, 2019
Performance Evaluation City of Westfield, MA Personal Service Agreement	Thomas P. Flaherty	November 19, 2019
End-of-Cycle Summative Evaluation Report: Superintendent	Thomas P. Flaherty	November 19, 2019
Risk Based Goal Topics	Anthony J. Contrino, General Manager	November 19, 2019