

## MINUTES

### **Waterways Board Special Meeting 1st Floor Conference Room City Hall, Gloucester, MA September 30 , 2014**

Present: Ralph Pino, Chair, Tony Gross Vice-Chair, Mark Lacey, Jim Bordinaro, Bob Gillis, Dave McCauley, Patti Page

The special meeting of the Waterways Board was called to order at 6:00 pm by Chairman Ralph Pino.

Ralph provided members with handouts of the following:

- 1) Article 7 Section 12 of the City Charter - Section 7-12 Management Audits
- 2) Strategic Planning Draft Report dated December 5, 2012
- 3) Harbor Master Office Operations
- 4) Solomon Jacobs Park

Ralph first addressed the Strategic Plan. The City launch is operating. The launch fee was increased for the 2014 season but there is not any significant increase in the number of passengers serviced. Safety patrols in the river have been increased. The Solomon Jacobs project is moving forward. Commercial marina maintenance schedule needs to be addressed. Public Landing inventory and maintenance is continuing. An update on the piling inspection is needed. Status of public relations advertising campaign by the Harbor Master's office for the 2014 season needs to be assessed. Work schedules and staff calendars need to be established and reviewed. Lack of administration functions and office procedures is a detriment to the overall functioning of the office. Technology use in the office needs to be identified and implemented. The lack of financial controls for revenue needs to be addressed. Exposure in this area for the department is critical. Mooring inventory is an archaic and inefficient system. There is a need to establish internal policy manuals. Jim Marshall, Assistant Harbor Master, should be utilized for more special project work, however there is a cap on hours per year he can work.

It was noted there is a departmental management audit required every eight years. Dave McCauley added job descriptions should be reviewed for consistency. Dave commented the lack of financial controls creates a great exposure for the City. Many felt assistant harbor masters could be utilized for a broader scope of tasks.

Ralph referred back to the strategic plan noting the Solomon Jacob buildout is a large project. The Rocky Neck parking lot project would also be substantial.

Tony recommended an internal management review be done by an outside auditing firm. The Board should seek assistance from Donna Compton, Purchasing, to develop and RFP for services.

Ralph suggested four areas for review:

- 1) administrative procedures for office and staff
- 2) process accountability
- 3) mooring management
- 4) financial controls

**On a motion by Jim Bordinaro, seconded by Bob Gillis the WWB Chair or designee should consult with Donna Compton, City's Purchasing Department, regarding how to proceed with an outside management review of the Harbor Master's department. The vote to approve was unanimous.**

Funding for the review was discussed and the Board could consider paying for this out of free cash. Dave McCauley noted the result of an audit should produce procedures which can improve the functions of the office.

Ralph asked if mooring holders received an informational email sent by the Harbor Master's office via the new mail-chimp system. The email distribution failed. It was discussed how much new information could be disseminated by the office - public relations, launch advertisement and regulation updates.

The meeting was adjourned at 7:20 pm.