

SELECTMEN'S MEETING
WORKING SESSION - JUNE 30, 1997

ATTENDANCE: Kathleen M. Pendergast, Christopher J. Petrini, Joyce A. Tolman, Valerie W. Mulvey and John M. Kahn.

WARRANTS:

#184	Accounts Payable	\$546,417.43
#185	Miscellaneous	\$360,179.01
#186	Capital Projects	\$207,365.28
#187	Payroll	\$1,238,793.48

The meeting of the Board of Selectmen was called to order at 7:45 P.M.

Ms. Pendergast asked the Selectmen to prioritize their goals and objectives. She then outlined her priorities with her first objective being a comprehensive study of payments in lieu of taxes. Ms. Pendergast then listed her other goals which were as follows: manager performance evaluations and a re-appointment policy, Memorial Building renovation including more accessibility to the public, expediting downtown renovation by improving planning was an important issue as well as funding for the Rt. 126 and 135 underpass. Ms. Mulvey stated, at this time, that the funding for this project was not expected until the year 2000.

Ms. Mulvey listed her prioritized goals which included downtown revitalization, along with the hiring of a consultant and the implementation of a strategic plan. In addition, Ms. Mulvey would like planning and transportation groups to be represented by the Selectmen, a committee established to examine zoning downtown. The Planning Board is currently investigating a master plan for the downtown and they should be included in the formation of any committee. Furthermore, a two tiered tax rate for small businesses would be a desirable feature for the setting of future tax rates. Any town sponsored event should include the attendance of at least one Selectman and finally, Ms. Mulvey would like written policies on PILOT programs to be gathered from other communities.

Ms. Tolman indicated that a professional comprehensive community plan was a high priority item. In addition, she hoped to have a long range capital and budget plan instituted, develop improved collective bargaining, find solutions for the downtown and meet with the Human Resources Department to develop a comprehensive performance review system. A further goal of Ms. Tolman's would be to meet with the Director of Human Resources to develop a policy which will include the performance review process for town employees, pay incentive plans, and vacation buy back and sick time policies. More reports and informational meetings with Division Heads and advisory boards would be a supplementary goal of the Board.

Mr. Petrini's primary goal would be the development of a collective bargaining strategy with bargaining approached strategically and a plan including information from department heads. He would also like regular reports from advisory boards on a quarterly or bi-annual basis. Mr. Petrini would also like to see a uniform system of evaluation developed which would include a merit pay component. Additional goals suggested by Mr. Petrini would include more information on a split tax rate, updates on transportation, a recreational master plan for Cushing and mutual board collaboration. Finally, the Shopper's World issues should be settled and a quality presentation made to Town Meeting and the Memorial Building should be refurbished.

Mr. Kahn suggested that the Board think about its relationship with other communities and set up a process with small meeting to coordinate goals.

Mr. Kahn would like to meet with the Advisory Boards and other remaining elected boards to define respective roles with relation to the Town Manager Act. Adequate coordination with other boards is essential. He also noted that an open process for assembling agendas, working sessions and pro-active thinking was important. Managing collective bargaining with a town wide policy is a priority for Mr. Kahn. An incentive pay plan for employees is an important component for bargaining. The downtown area should be examined closely to provide guidance and a more formal structure is necessary to help them interact with government. Finally, a town strategy should be developed to address the complex projects facing the Selectmen and the Boards.

Tax treatment for small business was also addressed. There is a tax exemption policy for small businesses but the statute allows for larger business to pick up the difference in funds. Ms. Tolman spoke about the strategic plan for the downtown area which would address what draws business to Framingham.

Ms. Pendergast felt that there was substantial agreement on many of the goals and objectives outlined and some issues of labeling were. A matrix for each of the major goals should be developed as the Selectmen's Meetings are often driven by local neighborhood issues. Ms. Pendergast would like to formulate the goals into a formal matrix with each Selectman on a sub-committee. Goals should be prioritized and a map developed for the rest of the year.

Mr. Petrini would like to work with Ms. Mulvey on transportation issues and would be willing to work with Mr. Kahn on collective bargaining.

Ms. Tolman would like clarification on town goals as opposed to board goals. Ms. Mulvey would like a retreat to discuss what is in the purview of the Board. Efficiency is a main goal of Ms. Pendergast. Ms. Tolman would like to serve on the collective bargaining committee with Mr. Kahn.

Policy setting is the goal of the Selectmen and Ms. Pendergast would like the Board to begin immediately on tonight's goals. Mr. Petrini would like a subcommittee to develop a matrix which would be useful to unify goals.

Mr. Marcoux suggested that the Board review the updated goals and objectives as well as the division managers goals and objective. Many projects are underway and agreed upon. Mr. Marcoux would welcome assistance from the Boards on collective bargaining and meeting with advisory boards. Evaluation plans and human resource plans are desirable goals for the Board.

It seemed apparent that tax classification would be a primary goal with small business being a major focus. Mr. Kahn felt that a need to consider goals was necessary and Mr. Petrini recommended that a subcommittee be appointed to coordinate a list and report to the entire Board on July 21st. Ms. Mulvey would like a diagrammed list. Ms. Tolman would be willing to work on the matrix with Mr. Kahn to prepare a list of goals and objectives and include everyone's goals in order of priority. July 21st would be the next discussion date for goals and objectives.

The discussion on sub-committees continued. Ms. Mulvey would like to be on the downtown economic development along with Mr. Kahn. PILOTS would be of interest to Ms. Pendergast and Ms. Tolman. In addition, Ms. Tolman would like to work on the Human Resources committee. Mr. Petrini and Ms. Pendergast volunteered to work on the Memorial Building committee.

Reports from advisory boards are necessary and the department heads should report to the Selectmen. These Boards should be useful to the Selectmen in developing policies. A separate category could be more reports from department heads and advisory boards. An idea for each agenda would be desirable. Mr. Kahn suggested that a government operations subcommittee would be necessary as well as a tax policy subcommittee which would include pilot and tax setting. Mr. Petrini felt that there would be only six subcommittees in order to make it work. Mr. Petrini hoped that Mr. Flynn would present tax information early in the fall/October. Information on a split rate for small business would be requested. Mr. Flynn should present a program to the Board that would outline a rate for both small and large businesses. Changes in the tax rate should be discussed in depth sometime in October.

Mr. Kahn stated that five subcommittees would be the most efficient way to operate: a government operations subcommittee would deal with the advisory boards and reports from division and department heads. Personnel management could discuss collective bargaining and evaluations, an economic & community development subcommittee would deal with Rt. 126, the downtown and various transportation issues and a property management subcommittee could review town owned buildings, and a tax policy subcommittee could work on the tax rate, PILOTS., exemptions, etc.

Managers goals and objectives should be included on the weekly report. Milestone events should be outlined such as Hollis Street funding. Some fund raising will be planned for the future.

Mr. Marcoux explained that Ms. Tolman and he, along with Dr. Smith and Ms. Hulme would review the town facilities.

Managers goals and objectives were discussed. Duplicate goals were announced by Mr. Marcoux with dovetailing outlined. Mr. Marcoux would like to know what other items might be encouraged or eliminated.

The issue of public safety was discussed by Ms. Pendergast. A police report discussing the issues on the southside would be desired by the chair. Mr. Petrini would like periodic reports from the police chief and fire chief. Oral reports would be desired. The order of reporting was discussed with semi-annual reports being desired. A revolving report schedule would be the most effective. Mr. Marcoux suggested that a rotating cycle would include 14 divisions which could report to the board twice yearly. Mr. Marcoux was instructed to establish a schedule of reports. An alphabetical rotation will be developed.

Mr. Kahn would like the meeting schedule to be discussed. Ms. Pendergast would like the summer schedule to remain the same a more aggressive schedule could be adopted in the fall. Ms. Mulvey would like another work session scheduled. Working session topics should be decided. PILOT discussion will occur on July 21st. A work session on collective bargaining should be held, primarily in executive session. The early stages of collective bargaining should be discussed on July 28th or August 11th with a report from Town Counsel and Mark Rees. July 28th was chosen for a working group meeting for collective bargaining discussion. Other litigation can be discussed at that meeting.

The meeting was adjourned at 9:45. Ms. Mulvey moved and Ms. Tolman seconded the motion for adjournment. It was so voted.


JOYCE A. TOLMAN, CLERK