

FINANCE COMMITTEE MINUTES

June 11, 2013

The Finance Committee meeting was called to order at 7:37PM by Chairman Ken Szajda. The following Finance Committee members were present: Ken Szajda, Michelle Zeamer, Charlie Kaslow, Dan Alfred and Bill Dowd. Michelle Johnson was absent. This was a joint meeting with the Board of Selectmen who were in current session prior to the Finance Committee being called to order. Selectmen Jay Leary, Jay Marsden and Kevin Conley were present. Ken Szajda noted that there were several administrative items including approval of the meeting minutes of May 28th. Several revisions were offered and incorporated into draft meeting minutes by Clerk Charlie Kaslow. Charlie Kaslow made motion to approve the meeting minutes as amended, motion was seconded by Dan Alfred. Motion to approve the amended meeting minutes of May 28th was carried by unanimous vote.

Chairman Szajda noted that there was a pending Reserve Fund transfer from the Planning Board and line item transfers from the Library and the Police department. He inquired whether the committee members had seen these requests prior to the meeting, which they had not. Comment by Selectmen Leary that they had not seen the Planning Board request but as the Planning Board was an elected board that they did not need to review. Chairman Szajda commented that these items did not necessarily need to be acted upon at this evening's meeting, but that he wanted to ensure everyone had copies to review. He advised that the Finance Committee would deal with the requests at the next meeting. Selectman Leary advised that the Board of Selectmen had acted and approved the Library and Police requests earlier in their meeting. Chairman Szajda commented that the library request had been previously discussed with the Committee. Charlie Kaslow suggested that though some of the requests had been discussed out of session that it would be helpful if the requests could be circulated among the Finance Committee when submitted / prior to the meeting to afford review prior to the meeting and permit most timely review in the public meeting. Chairman Szajda agreed that this would be the preferred approach going forward but that he was not able to check his mailbox this week due to professional commitments. Charlie Kaslow commented that the department heads should be responsible for emailing copy to the committee as opposed to delegating to the Chairman to pick-up copy. Bill Dowd inquired whether there was additional back-up for the Planning Board request as there was no rationale for why a transfer was necessary, though the attached invoice explained the cost and scope of the legal services provided. Chairman Szajda commented that a representative of the Planning Board could be requested to come to the next meeting to provide reason and additional information related to the request. Bill Dowd commented that from what he has observed it appeared that the reserve fund process of review and approval was routine and that insufficient information was provided in writing for a thorough review prior to approval/denial. Chairman Szajda commented that the review and vote could be deferred to next meeting in month of June where additional information could be supplied. Chairman Szajda went on to explain that commonly legal costs are paid for by the applicant to the Planning Board but statutorily there are some costs that the town is not allowed to pass on

to the applicant. When this occurs, representatives of the Planning Board contacts the Finance Committees liaison to provide advance notice which was the case in this instance. It is possible that due to this prior discussion the Planning Board may have believed more detailed information on the form was not necessary. Charlie Kaslow inquired whether there was an additional request from the Police department as he had not received or seen one. Selectman Leary responded that the Police request was a line item transfer as opposed to a reserve fund transfer which had been previously approved by the Board of Selectman. He requested Paul LeBeau to provide the Finance Committee copy for their review. The Finance Committee agreed to defer review of the line item and reserve fund transfers to its next meeting and Paul LeBeau will e-mail scanned copies to the members for their information and review. Charlie Kaslow inquired what date the Finance Committee had determined would be the next meeting date. After brief discussion, Thursday, June 27th was agreed to be the next meeting date. Chairman Szajda commented to Paul LeBeau that as that will be the last Finance Committee meeting of the fiscal year that it was important that any additional requests be submitted prior to that date and allow sufficient time for review.

Chairman Szajda stated the reason the Finance Committee and the Board of Selectmen were meeting in joint session this evening was to consider the Compensation and Benefits Study that was commissioned by the town. He noted that Bill Dowd had sent out the listing of recommendations to the town offered by the author of the study and inquired of the Board of Selectmen and the Finance Committee were ready to review that listing. Chairman Szajda inquired whether the Board of Selectmen had any preference on how to approach the list and the discussion. Selectman Leary commented that he did not have a preference that they be reviewed in any particular order, Chairman Szajda suggested that some may want to be deferred to an executive session as they may bear on upcoming contract negotiations. Selectman Leary commented that some of the recommendations suggested that the Board of Selectmen and the School Committee work to develop a consistent approach to the total compensation package for town employees. Selectman Leary inquired if anyone had any initial comments or thoughts after reviewing the study. Chairman Szajda commented that the Committee had reviewed portions of the report in prior meetings. He commented that the town should complete the review and determine whether the town was in a position to accept the report. Currently there were sections of the report that were still pending delivery.

Chairman Szajda commented that the RFP stated that Stone would make recommendations in regard to long and short term benefits, Stone responded that they did make recommendations. For disability and life they responded that they were unable to make recommendations as the town's insurer did not provide the information they requested. He recounted from his notes that there was apparently only one claim over a ten year period indicating little data. Bill Dowd commented that on December 14, 2012 Stone stated they would develop a separate letter report to address the long term liability issue. Chairman Szajda commented that he had not received anything from Stone on that count. He went on to comment that he would like to determine if the report is complete so that the town can evaluate the results but also so that the contract can be closed out.

Chairman Szajda commented that he felt it important that the town determine what recommendations for the report were to be adopted and that Bill Dowd's list was a good first step in that review. He again commented that not all of the points were appropriate for open session and that some care needed to be exercised. Dan Alfred inquired which points he was referring to. Chairman Szajda responded that when they were considered it would probably be clear which ones potentially affected contract negotiations and could be deferred to executive session. Bill Dowd had generated two separate lists, one deemed appropriate for open session discussion and one that was likely better considered in executive session due to the nature of the topic. Chairman Szajda commented that there were approximately 25 recommendations but that some were relatively broad and not necessarily actionable, an example was the recommendation for the coordination of the total compensation strategy. He inquired of Selectman Leary how the Board of Selectmen wanted to proceed with that item in particular, it was suggested that a monthly meeting could be established between the Chairman of the Selectmen, Town Administrator, Chairman of the Finance Committee and Chairman of the School Committee to coordinate on some of the issues raised might be good approach. He commented that there would be communication outside of that meeting to the various boards by their representative but that would be a good approach. Chairman Szajda inquired of Paul LeBeau whether such a meeting would be required to be a public meeting as that may limit the scope of the discussions given some of the topics. Selectman Leary inquired whether the members in attendance saw value in the report's recommendations in the way that the town should approach compensation practices today? He commented that the report offered some ideas in regard to total compensation package (base pay, longevity, vacation and healthcare), what do we feel about the current offerings, do we want to change some / leave it as it, what do we think we should do? Chairman Szajda commented that total compensation does include all those things but the real question is what do we do with that data. He commented that his employer has a site where each employee can go to see the value of each of the benefits the company provides. He went on to raise the question of whether a company would under-pay because they have generous non-salary benefits? He commented that in his industry most employers would offer similar benefits such that it isn't particularly actionable but that it is good to let employees know that information but the company doesn't appear to use that as part of a strategy. Bill Dowd commented that typically the purpose for defining employee compensation was to form a basis for comparison. He commented that he was disappointed that the report recognized the value of the total compensation package to the employee but did not take a comparative approach and compare Holliston's to the referenced town's in the study, but looked at each individually. He commented that typically you gather a comparative listing and evaluate each town in the group, the Stone report did not do that, the reader was just left hanging. He went on to comment that the extensive list in the RFP defined precisely how the total compensation was to be presented but it was not delivered in that manner. The yardstick to compare the various towns was not defined properly and was not even used leaving the reader up in the air on what to do with the report. He noted that the report recommended that because Holliston paid 60% of employee health insurance that the town should increase base pay to offset this, implying that towns that pay a higher percentage take a decrement in their payscale and there is no evidence that they do. He commented that he found it very odd, very strange that they made that recommendation. Chairman Szajda commented that it would be interesting

to consider what the cost would be for each recommendation, would it be large or small cost. Bill Dowd commented that one item, paid time off, was a significant cost and that the report recommend an increase in the number of personal days. He commented that professionally, he has commissioned numerous studies for his employers and this experience gave him hope that the town would have received a real assessment with well based recommendations. He commented that the report logic was faulty which raises doubt about the validity of the recommendations offered. Aside from the report he went on to comment that anything that brings the Board of Selectman and the School Committee together to consider these policies is a positive thing, not necessarily in the context of labor negotiations, but that the town and the schools have two HR systems, two technology systems, two facilities systems and just presents opportunities to work together. Bill Dowd commented that the monthly meetings between the groups was seen as a positive thing but less than what the report recommended, but any meetings is a plus to get the process going. These discussions can examine why we do things differently between departments and if doing them differently offers a value to the town, not just to continue doing so because that is the way we've always done it before would be a good thing. He commented that in 2010 that the Board of Selectmen had advised that the town labor negotiations would be coordinated as they were all lining up at the same time but that did not happen. Chairman Szajda commented that it should be recognized that that was a different Board of Selectmen and a somewhat different School Committee and that the three Selectmen sitting here are committed to working together collaboratively. He went on to comment that previously there was great sensitivity to lines of responsibility but that as budgets have become tighter and strained there has been greater willingness to work together. Selectman Leary commented that in his discussions with members of the School Committee that he believes they are more willing to work collaboratively. Selectman Jay Marsden commented that to some extent the group has to recognize the limitations around some of the conversations that can be made in this forum as far as what the town's policy may be. The town can certainly lay out a strategy for compensation and labor negotiations and the School Committee may buy in to that or they may not. We have to recognize that they have the authority to say your plan is a good one but we may not necessarily buy into it. He recommended that the conversation with the School Committee be had whether the compensation report was used as the basis or not. There were a number of issues that need to be considered and inviting the School Committee to the conversation is a positive. He commented that one of the things he recognized needed attention was to streamline and standardize the system as there were too many one offs currently. He added that as Bill Dowd had commented earlier, when you have a standardized and consistent compensation program, that when you go out to hire the benefit is defined and the applicant takes it or leaves it rather than customizing in each instance. In the area of sick time, you can carry over a certain amount each year or in a bank but that's it, no more, after that you use it or lose it. When you do that you have a sense of what you are paying and what you are getting. He added in there is someone in Medway that makes \$2,500 more than someone in Holliston for a given job that is not what to focus on but to streamline the process and to make as few moving parts as possible, keep it simple and consistent while recognizing that the town will have to take different approaches in different groups. Selectman Leary inquired what was meant by different groups? Selectman Marsden said that he believed that the negotiation process was very different between say the schools and the police and that based upon the

particulars of each, the approach may need to differ. He recommended that the group focus on simplifying the approach to compensation and streamlining compensation. Charlie Kaslow commented that he was curious about two points raised by Selectman Marsden. He referred to an earlier comment that referred to the School Department as separate from the town, he commented that their budget was such a significant part of the total budget that it should not be considered separately. He also stated that comment was made that we should use the report because we have commissioned and paid for it to move the process along. He recalled some earlier comments by Bill Dowd and earlier Finance Committee reviews of the report as concerns its shortcomings and missing sections. He questioned whether the group was placing the cart before the horse as far as using the report where it is incomplete and some have questioned whether it is also flawed. He asked the group whether we have received what we paid for and is what we have received useful, not moving forward with the report just because we've paid for it. We should use it if we found it helpful. Selectman Leary inquired of Charlie Kaslow what his thoughts were on the recommendations. He commented that the report appeared more of a qualitative comparison between towns and provided some isolated recommendations with doing a qualitative evaluation of towns with which we may be competing for applicants. Selectman Leary commented that he felt no obligation to use the recommendations but that there were some of value. He commented that the report was not what had been expected, but that if we did nothing else a strategy looking at employee compensation to avoid the annual debate that some employees have more bargaining strength than others resulting in different compensation. He inquired whether Charlie Kaslow felt that the report was so flawed that it was not worth moving forward? Charlie Kaslow commented that earlier the Finance Committee had compared the RFP and the report and detailed where the report came up short and advised Stone of the issues. That process was never completed and it is clear there remain some missing data. He suggested that maybe this process should be completed first to ensure that the missing information is documented, request it and if it is not forthcoming move on after having done our due diligence. When asked by Selectmen Leary whether the Finance Committee went thru that process as the report was commissioned by the Finance Committee, Chairman Szajda advised that yes, the Finance Committee had done a review and highlighted some deficiencies. Selectman Leary inquired whether the town had received the missing data. Chairman Szajda advised that Stone had provided some feedback and that the majority of the data had been provided. He went on to comment that where they were with the RFP and the report was that though the town and the Finance Committee may feel that some data is insufficient, Stone had responded that the data had been provided and that we may be entering a legal debate over whether they satisfied the RFP versus whether we were satisfied with the data provided. Charlie Kaslow commented that once the police section of the report was received that it would be appropriate to revisit the RFP versus report review. Chairman Szajda agreed that yes after the police report and the December letter referred to earlier by Bill Dowd. Bill Dowd asked the group to turn to page six of the October 2012 final report, he referred to a table illustrating comparison of the communities. He commented that he may be in error but that it appeared that the calculations were flawed. After review by the assembled group it was agreed that there was a miscalculation in the table data, this was confirmed by Dan Alfred. Bill Dowd commented that the errors in the table led him to question some of the data in the report. Selectman Leary commented that Stone needs to revise the tables, that we have been given bad data. Chairman

Szajda and Dan Alfred continued a discussion citing the apparent defects in some of the calculations in the table. Selectman Leary advised that the report be returned to Stone with direction to correct their deficiencies. Charlie Kaslow responded to an earlier question by Selectman Leary by stating, that yes there are some useful recommendations in the report that can be considered but that continuing the discussion much further without the School Committee is probably not productive. Bill Dowd commented that each board has its own legal obligations for their bargaining units, but that there are non-union employees at town hall and at the schools and that the report cited inconsistencies in their compensation and this would be an opportunity for some understanding on how they should be dealt with in a consistent manner. Bill Dowd commented that based upon his past professional experience that they used the non-union employees as a starting point when benefits needed to be redefined or changed and that it went into effect January 1 of the year that the labor contracts expired so that the unions knew where the starting point was and provided a consistent approach. He commented that historically, the argument was that was we couldn't pay the non-union employees less but to Selectman Marsden's comments, this was the value of the compensation package at the town of Holliston and this is what's available if you work here. Having an anchor, having a definition would go a long way to starting off on the right foot. This could be addressed in the by-laws. Selectman Conley acknowledged that the report may not have been complete. He commented that his experience is in the private sector and that town residents do not understand the compensation and payroll scales, steps and so on. He went on to say that they rely on the Board to do their bidding and to ensure they get a good deal and the employees are dealt with fairly. He commented that different negotiations with different groups go on at different levels and that he would like to see one group conduct all the negotiations. He stated in a job you look where they can go, in a neighboring town, in the private sector? He commented that there was a quality of life issue to consider. He commented that if a joint group could be formed to do the negotiations it would streamline and simplify the process. He advised that he has received comment from some people that they would prefer not to do the negotiations. Michelle Zeamer commented that more important than a joint negotiating board, that it is important to have professional negotiators represent the town. Selectman Conley commented that the proportion of the town budget that goes to labor was huge. Chairman Szajda commented that what he wanted to do was to get the town in a position to provide the residents the best value from the available funds, both fair and affordable. He suggested not getting too involved in the detail of the report but to say this is how big the pie is and the task is to form an agreement that works within those limits. He commented that historically, to take an example of the school contract, the budget has been defined before negotiations and after negotiations the obligation is the budget plus more. He commented that the position going in should be if you want to continue the same process, how many teachers need to be reduced to afford that contract. If you continue to negotiate a contract bigger than the available pie you will lose teachers as was noted during town meeting this year. He commented that those folks who believed adding the \$19K for the drama teacher solved the problem were fooling themselves as they will be in the same spot next year and the year after that. Selectman Marsden commented that what was being discussed was making the process sustainable. He commented that when we don't have a sense of what the comp is and what is sustainable you don't know what sustainable is. He commented that in the past the town has hired someone and then tried to decide what the

compensation package is and that this is not sustainable. When you hire someone, you have a job package for the position and that is it, either you accept it or look elsewhere. Defining the positions, quantifying the benefits and that's what you can pay. Chairman Szajda agreed and added that what is also necessary is to standardize the perks across the town regardless of whether they are union represented or not, such as vacation time or sick pay. That is something that should be established in a standardized manner across the town. He went on to comment that the approach should be decided now for an approach such as a professional negotiator so that the statutory authorities can agree how to proceed. If a professional negotiator is to be hired a budget for that person needs to be developed and funded. Chairman Szajda commented that to ensure the timetable for negotiations is supported that the strategy and plan needs to be agreed now to support impending negotiations. He commented that various unions, not necessarily the school's union, want to establish minute detail of the negotiations process beforehand to the degree of who sits where and what refreshments are to be provided. His point was that planning needs to be started soon. The general discussion of a representative group of town leadership may be a practical approach or potentially a professional negotiator may be hired to conduct direct negotiations, but that needs to be agreed. Selectman Conley inquired of Paul LeBeau what state laws may dictate in regard to labor negotiations and the current discussion. Chairman Szajda commented that the statutory authority to approve certain contracts falls with certain boards and officials, but that does not mean that they must negotiate directly, they can delegate that task / authority. Selectman Conley then inquired whether the negotiations are private and does it stay that way for forever? Chairman Szajda commented that the contract itself that is agreed documents the outcome. He commented that traditionally, the ongoing discussions are not made public at the time as part of the parties negotiating strategy. Bill Dowd commented that under the law either party has the right to request that negotiations are conducted in executive session. He commented there isn't a union who would consent to public negotiations. He added that all the minutes from executive session are released once the contract is ratified so that you can go back and read those. Selectman Conley commented that review of those records would reveal the negotiating strategy. Bill Dowd acknowledged that yes they would if the discussions were part of the executive minutes of the authorized board, that if it happened in a subcommittee that they may never be made public. Chairman Leary then inquired of the joint meeting whether the intent was to change the dynamics of the negotiating process to be a more unified group versus breaking off into individual groups. Selectman Marsden commented that our desire is to emphasize consistency, continuity and equal treatment as part of the process. To be understanding that those not represented by a union may feel exposed, wanting to be conscious and respectful of those not union represented also. He added what he feels gets lost in the process that the union starts off by defining how wonderful their members are and this is why they deserve all these benefits but that the town has not always done well in defining that for a given position, this is the compensation package and that is the deal for all these reasons as that as far as were able to go. Chairman Szajda added, yes, that's the point we need to make if we are willing to make that commitment. When these negotiations happen, the union representative is doing this for a living. Additionally, he commented that when these negotiations happen, school for an example, that you have kids in the school and can not be a disinterested party. If a professional third party negotiator is retained, they can come in and

push the hard points and say that's the way it is as he has no conflict of interest. Bill Dowd commented that it appeared that there is a loose consensus to consolidate efforts with the Board of Selectmen and the School Committee. Bill Dowd also noted that the Finance Committee is to advise and consent, the executive must make the decisions. Selectman Leary commented of Bill Dowd, that in the past he has stated that he (as a taxpayer) would like to have a say in the negotiations before the fact. Bill Dowd commented that when the contract is settled, the Selectman can sign the contract and has the authority to do so but when that contract needs additional funding from Town Meeting needs approval of the voters and can be stopped in its tracks if not approved. Bill Dowd went on to say that often you do not even need approval of Town Meeting after the contract negotiations as funding has been built into prior budget such as the water department, it is possible that the first agreement will be reached within that budget and Town Meeting will never see that budget. He went onto to comment that when he worked in Brookline the advisory committee would never allow a budget to go to Town Meeting with money for a yet to be agreed contract increase because they wanted a say as to what in that agreement was funded. He continued that they always did, and it was not always pleasant, and they did not always get their way. Under the current process, if the requires additional funding they must go to Town Meeting but in Holliston for the last couple years that has never happened as the money was included beforehand. Chairman Szajda commented that to be clear, the issue with the water department is because that is a new issue. In the past we had never gone to Town Meeting to request an increase for a yet to be agreed contract. Bill Dowd inquired of Paul LeBeau whether the water and highway employees receive 1% wage increase on July 1? Paul LeBeau responded that his understanding right now is that there will not be a contract in place by July 1 so there will not be any change in compensation. Chairman Szajda commented that this is a new scenario as the water union is just forming. Bill Dowd commented that the same thing was true of the police and the schools. Michelle Zeamer commented the schools were different as the Finance Committee does not vote on line items. Bill Dowd commented that they made the first year of their contract, they spent the money in the approved budget and by accepting other conditions bound the town to increases in future years above that level with huge price tags which at that point the town had no ability to control. Dan Alfred commented that if you put the money in the budget, the department may use those funds for things other than labor. Bill Dowd commented that it was up to the Finance Committee to impress upon people the money was appropriated for a different reason. Chairman Szajda commented that for all these reasons it is important to have the contracts negotiated before the budget process begins next year. Bill Dowd commented that it was very unusual for a union to agree to new terms before the expiration of the existing labor agreement unless they are hugely favorable to the union. Bill Dowd then inquired relative to a structural issue with the Compensation Report by Stone in regard to the classification and pay table recommendations. He commented that we need to agree to change it or not. He commented that the proposed classification system was great, the employees questionnaires were used in their structure and development. He added that he was uncertain whether the town has a classification system and whether this needs to be adopted, Chairman Szajda commented that article four and five covered that. Bill Dowd responded that those were for the table, but that the classification was the tool to determine what level and where on the table was applicable if a new position was created. Dan Alfred inquired whether Bill Dowd liked the number of steps in the recommended

tables? Bill Dowd responded that no, he did not and he thinks Stone completely misread the case where they went from five steps to ten after stating that they recommended an open range. He offered the scenario where an employee is presented with the potential to take ten years to reach the top of their level. Given that Stone had recommend an open range, he speculated that they may have concluded the supervisory personnel may not have been ready / willing to conduct meaningful assessment and differentiate performance between employees as opposed to just bumping everyone up each year. He advised that decisions need to be made on what is to be done with classifications and compensation tables. He inquired of the Board of Selectmen in regard to the earlier action to approve making one of the police dispatchers a head dispatcher and whether the department's budget had the funding previously approved to do so, it was confirmed that yes the budget did. Bill Dowd commented that several other departments had similar requests also. He also commented that the Police Chief had a request to place his assistant on an employment agreement. He went on state that the town had a number of employees on labor agreements and the Stone report cited this condition as unusual. Bill Dowd commented that the Stone report had recommended that the number of these agreements needed to be reined in.

Chairman Szajda commented that at this point we need to determine what is actionable and what is not. He advised that the group needed to talk about the pay scale and the chart, negotiating strategy and any wholesale changes in benefit offerings as they apply to both union represented employees as well those not represented. Chairman Szajda and Selectman Leary both agreed that they were missing a player to have those discussions, namely the School Committee. Selectman Leary recommended that at the next joint meeting the School Committee be invited to join the meeting to discuss whether a joint bargaining group and general compensation strategy recommendations were shared / common. Dan Alfred commented that the study was interesting but that it was not necessary to use in the coming discussions. He added that generally the report advised that the compensation levels were about right, not too high or too low. He commented that it was important to be on the same page as the School Committee and that all understand what the town can afford. Selectman Leary shared his frustration when he was on the Finance Committee that when budgets were recommended and may not have been followed.

Dan Alfred commented that it is important to determine whether we can afford to hire an outside negotiator. He commented that he was assuming that we would want to use the same negotiator for all contracts. Selectman Leary proposed that the next joint meeting include the School Committee members with the objective to reach a common understanding for negotiations, from there to look at specifics with regard to compensation from the Stone report or other sources. Dan Alfred inquired whether legal counsel would be present to determine statutory authorities and whether proposals were permitted. Chairman Szajda commented that the necessary knowledge in those areas was present with the members and supported by Paul LeBeau as Town Administrator. Paul LeBeau commented that the School Committee had statutory authority over school negotiations. Dan Alfred raised the question over who could be present at negotiations to which Chairman Szajda commented that yes, later on legal advice could be sought as necessary to answer procedural questions as they arose. Selectman Leary commented that the Board of Selectman would reach out to the School Committee for their

ideas on the compensation study and the concept of a joint approach to negotiations. He requested that Chairman Szajda reach out to Stone as authors of the compensation study to check some of their data as they did not appear accurate in some instances. Selectman Leary inquired of Paul LeBeau when the various union contracts were up. He advised that police expires June 30, 2014 and the school (teachers) expires on August 31, 2014. Selectman Leary polled those present to determine if they concurred in that approach, with general agreement that it was.

Chairman Szajda commented that the other issue to be agreed was the issue of open range. Selectman Leary commented that the commitment to do an open range was not necessarily an easy one to reach. Chairman Szajda commented that in reference to Bill Dowd's earlier comment that the department heads need to assume a role that they are currently not doing. Selectman Marsden commented that the department heads were to be given a total budget and that is what they have to work within. Chairman Szajda commented that he was concerned that the department heads may not be ready to make those decisions and would default into across the board incremental increases. He went on to comment that personally he prefers open range and that is what he does professionally with his job. Selectman Leary inquired of Chairman Szajda how does it play out when there are differences within a group on raises? Michelle Zeamer commented that it is very frustrating when those who go above and beyond receive the same as those who do not. Selectman Leary inquired how does it work where someone who may have a social relationship with the department head receives more than someone who is not? Michelle Zeamer commented that it is the same in the private sector. Chairman Szajda commented that the one difference from the private sector is that the compensation figures are public record. Bill Dowd advised and was confirmed by Paul LeBeau that the total compensation per individual is a public record, not necessarily the rate. Michelle Zeamer commented that she would be more in favor of an open range system when polled by Selectman Leary as long as there was some mechanism for appeal. Bill Dowd related that the open range system would require calibration across the town. He related his experience in the private sector as some managers only had a few reports where some had many and in each case they impacted and interfaced with others, the review process had to encompass the larger group to be fair and effective. Chairman Szajda commented that the need for a calibration system to ensure consistent standards for evaluation be used across the town in assessing performance levels. He went on to comment when compensation and performance are decoupled, compensation is not a motivating factor. He commented that you want to use the compensation to reward those that contribute the most and you want to retain. Michelle Zeamer commented that there are other ways to compensate in the private sector.

The group discussed that the next joint meeting would be scheduled for the 27th of June. Selectman Leary commented that he will reach out to the School Committee to invite them to join the meeting. The next joint meeting would be scheduled for 7:30PM on the 27th of June. Selectman Leary inquired whether any applications had been received for the open position on the Finance Committee? Chairman Szajda advised that none had been received yet.

Selectman Conley made motion for the Board of Selectmen to adjourn for the evening which was seconded by Selectman Marsden and passed unanimously. Board of Selectmen adjourned at 9:31PM

Chairman Szajda inquired if the Finance Committee had further business? The topic of policies and procedures was raised per the agenda. Chairman Szajda commented that in the past a committee members had spoken on certain issues in town and that it was important to state and establish whether they were speaking as individuals, committee members or both. He advised that members have to be clear about who you are representing. If you are speaking as a committee member that it is stated that you are speaking as a member not for the committee. He added that the other issue is documentation. Anything that is currently non-public should go through the committee as a whole as opposed to individuals providing it externally. Bill Dowd reminded the group that statutorily the information / response must be made within ten (10) days which normally would not afford time for the committee to meet and review the documentation request. Chairman Szajda further clarified that the ten (10) day requirement only applied to documents that the committee had publicly discussed or acted upon. Documents which the committee may have received but not reviewed in public session may not necessarily be subject to the ten (10) day requirement. He added that the request also needs to be directed to the official custodian of that document. Bill Dowd commented that his hope is that the town or committee is responsive to public document requests. Bill Dowd commented that he will continue to write for the Holliston Reporter as an individual citizen and individual member of the Finance Committee. Bill Dowd went on to request that future agendas contain a specific allocation for public comment. He commented that other boards do it and it offered opportunity to consider public comment as well as members of the committee. Chairman Szajda commented that he agreed but was concerned that putting the public comment at the beginning of the meeting as it may derail the agenda. Bill Dowd commented that School Committee allows public comment at the beginning of the meeting but limits individuals to three (3) minutes to avoid a filibuster. He also requested that meetings on cable TV be archived, which was confirmed to be currently available. He suggested that when someone requested to be on the agenda that the committee receive their materials for review prior to the meeting, which was confirmed by Chairman Szajda. In regard to reserve fund transfers, Bill Dowd commented that there appeared to be little review of the request and that it appeared to be mechanical. Chairman Szajda responded that frequently, the committee liaison discussed the issue with the requestor and shares information with the committee beforehand. Chairman Szajda commented that typically, the committee considered the issue and information beforehand. Bill Dowd inquired whether the liaison could disseminate the information to the committee members at the time or would that be considered deliberation? Chairman Szajda responded that unless the issue is discussed it is not deliberation. In the instance Michelle Zeamer received anything she would just forward it to the committee members and that Bill Dowd is now on the distribution list to receive all such information. He raised the instance where Charlie Kaslow met with the Council on Aging where he would detail the meeting and forward that to the committee members for information such as the Senior Center roof issues. Bill Dowd commented that if he hasn't seen information beforehand that he would be uncomfortable acting upon it, which Chairman Szajda acknowledged. He commented that there may be exceptions such as a police

car damaged in an accident that they would need to rent a replacement which is rare. Bill Dowd commented that earlier that when Chairman Szajda advised Paul LeBeau that the departments only had two more days to submit request and he responded that they had till the 25th which translates into receiving the night of the meeting which doesn't sufficient afford time to review.

Motion was made to adjourn the meeting by Charlie Kaslow, seconded by Michelle Zeamer, motion was approved unanimously and the meeting was adjourned at 9:48PM.

Respectfully submitted,

Charles Kaslow, Clerk