

BOARD OF SELECTMEN
Wednesday, March 29, 2017
Swampscott, MA 01907

Attendance: Chairman, Naomi Dreeben, Vice Chair, Laura Spathanas, Patrick Jones, Peter Spellios, and Town Administrator, Sean Fitzgerald.

Chairman Dreeben Called the Meeting to order at 7:40PM.

Chairman Dreeben stated that the purpose of the meeting was to begin discussions related to Goals that the BOS and the new Town Administrator. She added that while two of the BOS members were unavailable to attend, she hoped that a substantive exchange could be held this evening. She added that

TA Fitzgerald presented on the following preliminary goals. He added that these were a starting point for discussions and that he hoped that the BOS would be able to prioritize and modify as they see fit.

Goal 1. Steward Organizational Culture Change

Continue to work with the Town Staff to develop a style and system of leadership that will ensure the effective provision of services, while supporting the delivery of the Board of Selectmen's goals and objectives.

Goal 1a: Work with BOS, Town Moderator, and Finance Committee to improve Annual Budget format and presentation.

Goal 1b: Work with BOS to improve annual Capital Improvement Planning process.

Goal 1c: Develop updated policies for the Town's Finances and Town Personnel Plan.

Goal 1d: Assess the Town's staffing levels and structure and make recommendations to the BOS that will improve Town service delivery and efficiencies.

Goal 2. Champion Swampscott Civic & Economic Development

Create and market an attractive, entertainment, cultural, and Town Center district around Humphry Street; mitigate the impact of unwanted development.

Goal 2a: Work with the Town's Land Use Boards to hold a "Planning Summit to discuss development ideas for Swampscott.

Goal 2b: Work with the BOS and establish a Swampscott Economic Development Committee

Goal 3. Continue Focus on Land Use, Transit, and Development

Make Swampscott a better place to live, work, learn, and play; a more diverse community; and a more sustainable community.

Goal 3a: The Town Administrator will work with the BOS and the Town's Legislative Delegation to advance a plan for Swampscott's MBTA Station.

Goal 3b: The Town Administrator will work with MA DOT to better align investments in Swampscott's infrastructure along Rt. 1A.

Goal 3b: The Town Administrator will work to establish opportunities for Swampscott to enhance regional transportation strategies.

Goal 4. Maintain & Improve Community Facilities and Services

Sustain Swampscott's unique spirit and sense of community; provide a safe and secure community; and support and enhance the quality of life.

Goal 4a: The Town Administrator will work with the Swampscott Public Schools to support the Town's Statement of Interests for Capital Construction.

Goal 4b: The Town Administrator will work to establish a current conditions report for the Town's capital assets.

Goal 5. Improve Town's Fiscal Condition

Diversify revenue sources consistent with Town values to reduce pressure on residential property tax; identify and pursue internal operating efficiencies; and develop a strategic financial plan for long-term sustainability.

Goal 5a: The Town Administrator will present quarterly financial reports to the BOS on YTD expenditures and revenues.

Goal 5b: The Town Administrator will work with all town businesses to improve their opportunity for successful operations in the community.

Goal 6. Plan Ahead for Swampscott and the Region.

Establish a collaborative and trusted environment to enable the Town to develop and plan for a Regional Services that will correctly balance the needs of the Region with the needs of the citizens of Swampscott.

Goal 6a: Town Manager will take advantage of the town's natural resources, parks, beaches, and recreation to encourage new business growth in the community.

Goal 6b: The Town Administrator will work to enhance Swampscott's leadership role in the region.

Board members all shared perspectives on each of the goals. Selectman Spathanas reported that a few years ago, each Selectman shared a discussion about specific measurable, attainable goals. Selectman Spathanas added that there should be some additional focus on top priorities.

Chairman Dreeben shared a number of suggestions on a number of goals and suggested that more specificity could be added to each of the major categories and she hoped that following Town Meeting, the Board would meet again and finalize the goals.

Specifically, Selectman Dreeben suggested that the following be considered as we establish goals:

- *More specificity should be added to the changes for the Town's Capital Improvement Plan. She added that it would be helpful to add 20-30 years to the horizon for planning purposes.*
- *Assess Town operations, streamline processes and efficiencies.*
- *Streamline and manage boards and committee membership process*
- *Work with White Court Task Force*
- *Vinnin Square*
- *A number of existing projects that need coordination (REACH Arts; Rail Trail, Beach Entrances, Turf Field, Harbor and Waterfront Plan, Parking Study, ect.*
- *Town Building and infrastructure maintenance planning*
- *Collective Bargaining*

Selectman Spellios shared the importance of doing things well. He expressed concern that Swampscott had a great track record with starting projects but he wanted more focus on completing projects. He added that he believed that it would be important that the TA build a foundation for success and that time and effort be spent on building the right team. He went on to add that he thought that it would be prudent that a number of short term goals be established to clear the backlog of projects at this time.

A discussion ensued among BOS members and the Town Administrator on how to best establish short and long term goals.

Selectman Spellios moved:

To enter Executive Session to discuss strategy with respect to collective bargaining or litigation if an open meeting may have a detrimental effect on the bargaining or litigation position of the government body, to conduct strategy sessions in preparation for negotiations with nonunion personnel, to conduct collective bargaining sessions or contact negotiations with nonunion personnel."

Chairman Dreeben called the roll:

<i>Selectman Spathanas</i>	<i>YES</i>
<i>Selectman Spellios</i>	<i>YES</i>
<i>Selectman Jones</i>	<i>YES</i>
<i>Selectman Dreeben</i>	<i>YES</i>

The Board exited Executive Session at 9:00P.M

The Board voted unanimously to close meeting on a motion by Selectman Jones and seconded by Selectman Spellios.

Adjournment:

True Attest: