

**Board of Selectmen's Meeting: Budget Workshop**  
**March 2 – 8:30AM**  
**Sanford Hall, Town Hall**  
**155 Village Street**

**Present:** Dennis Crowley, Chair; John Foresto, Vice Chair; Richard D'Innocenzo, Clerk; Glenn Trindade, Member; Maryjane White, Member.

**Staff Present:** Michael Boynton, Town Administrator; Allison Potter, Assistant Town Administrator; Carol Pratt, Finance Director; Jack Mee, Building Commissioner; Dave D'Amico, Director, Department of Public Services (DPS); Peter Pelletier, Deputy Director, Department of Public Services; Police Chief Allen Tingley; Fire Chief Jeff Lynch; Deputy Chief Mike Fasolino; Richard Boucher, Director, Information Services.

\*\*\*\*\*

At 8:30 AM Selectman Crowley called the meeting to order and led the Pledge of Allegiance.

**Review of Proposed Fiscal Year 2020 Operating Budget**

*The Board reviewed the proposed Fiscal Year 2020 Operating Budget.*

**Building Department**

Present: Jack Mee, Building Commissioner

Town Administrator Boynton noted the addition of the Zoning Enforcement Officer/ADA Coordinator position as the biggest change to the budget noting this position would implement increased zoning enforcement per the request of the Planning and Economic Development Board (PEDB) and undertake an ADA assessment of all municipal facilities. Commissioner Mee reported that Massachusetts State law states that all municipal buildings must be ADA complaint and the assessment as well as implementation of any changes needed to ensure compliance will require a great deal of effort. Selectman Crowley stated his concern of the costs to the Town to become fully ADA compliant. Selectman White asked if the Town has a Disability Commission. Mr. Boynton stated yes but there are no active members at this time. He noted that the Route 109 project is fully ADA compliant structurally but we are lacking on the paperwork side. He stated that he would expect the assessment would require greater than a year to complete noting this will also be included within the planned facilities audit. He further stated the role would initially be more focused on zoning enforcement. Selectman Crowley asked for the specific percentage breakdown for ADA compliance versus zoning enforcement. Commissioner Mee stated the intention is 90% zoning enforcement and 10% ADA compliance. There was further discussion about the intent, extent, and goal of the zoning enforcement implementation. Commissioner Mee stated this position will increase the awareness for existing businesses and the Town will work with those businesses on compliance with the existing zoning by-laws. Selectman Foresto asked if this position would also assist with inspections. Mr. Boynton confirmed. There was then discussion on what constitutes a zoning violation and the process once one is known and cited. Commissioner Mee stated that each case is unique but a violation is defined by a violation of the existing zoning by-laws. The first step is a warning, then a potential \$100 per day per violation fine, then a \$200 per day per violation fine up to a maximum of \$300 per day per violation where it remains until the resolution of the violation(s).

Selectman Trindade stated that we should include the option of going before the Zoning Board of Appeals for a variance along with the initial warning. Town Administrator Boynton reported that the PEDB, as part of the new by-law review, plans to implement that the Building Inspectors office must review and provide approval of all site plans prior to the PEDB approval of any special permits. There was further discussion and questions regarding the ADA portion of this role including once non-compliance is determined, what is the timeframe for resolution and the legal liability during this time. Selectman Trindade reminded the group of the costs related to past ADA compliance projects including: (1) the \$200,000 ramp in the high school auditorium, (2) the \$65,000 walkway outside the high school auditorium, and (3) the \$25-30,000 Holliston Street intersection handicap curb cut. Town Administrator Boynton stated that we have complaints currently that we are resolving and will do what is needed to comply within the state law reiterating the need to complete a self-assessment in order to be compliant. Selectman Crowley asked if a full time zoning enforcement position is needed. Mr. Boynton confirmed yes. The suggestion was made to change the job title for the position to Local Building Inspector. Selectman Foresto concurred with the change noting this is part of the growing pains for the Town. It will bring the Town to where it needs to be and fulfill new residents' higher expectations with respect to Town services. Selectman Trindade was in agreement. Selectman Crowley stated it would be more palatable if they are a certified building inspector with 50% inspections and 50% ADA/zoning enforcement. Commissioner Mee stated the current person planned for this role does not have building inspector certifications. Selectman Crowley asked if they could still take some of the work off his plate would he have more time to do building inspections. Commissioner Mee stated yes. Selectman Crowley requested that once this role is in place, the Board be provided with information on the incidence of complaints and violations. Selectman Trindade asked for a status on the previous request made for a new business process flow as the biggest frustration is understanding all the steps and timeline expectations for new businesses. Commissioner Mee committed to research how other Towns handle this and post this information to the Town website. He reported that he sits with the new businesses to review the Building Department requirements and then they are referred to Planning and Zoning. He also reviewed the current implementation status of the new permitting software, Citizen Serve. Selectman Crowley asked if the start date of this new position is July 1, 2019. Commissioner Mee confirmed.

#### Fire Department

Present: Chief Jeff Lynch, Deputy Chief Mike Fasolino

Finance Director Pratt noted how budget numbers were derived referring the Board to the last page for this departmental budget. Chief Lynch reported there are no substantial increases in this budget from last year noting: (1) actual line items reflect adjustments to expenditures versus borrowing from other line items, and (2) this now reflects the combining of both the Fire & EMS budgets. Selectman Crowley asked for confirmation that supplies and vehicle repair/maintenance line items increased due to the Fire budget absorbing the EMS budget. Ms. Pratt confirmed. Selectman Crowley requested a refresher on the funding of the new EMS Special Revenue account to \$500,000. Ms. Pratt explained: (1) the fund was created at Fall Town Meeting, (2) at Annual Town Meeting this May, we will close the existing EMS Enterprise fund, (3) approximately \$350,000 has been funded to date, (4) \$100,000 from the EMS retained earnings (5) \$100,000 from Fiscal Year(FY) 2019 Fire budget, (6) approximately \$150,000 from the Assessors Overlay Release Account, (7) the \$150,000 still needed will be funded from the EMS Retained earnings and the FY2019 Fire budget, and (8) we will then have \$500,000 to roll into the General Fund for FY2020. Mr. Boynton stated the desire to have a consistent amount to move into the General Fund each year and to fund a new ambulance every four years. Chief Lynch reported there is

existing budget capacity for the four firefighters due to Safer Grant funding noting the grant funding percentage provided for these positions decreases in two years and is funded on a calendar year versus fiscal year basis. Mr. Boynton stated we have built-in budget capacity to address this. There are 19 total positions, 18 firefighters and 1 administrative staff member. Selectman Crowley asked if there is data on the number the Town should have. Chief Lynch stated the national standard is 2 for every 1,000 residents so based on that calculation we should have 26. Selectman Crowley asked how many towns are ahead on staffing. Chief Lynch stated quite a few. Selectman Crowley asked if there is capacity at the current stations to store additional equipment. Chief Lynch stated no.

### Police Department

Present: Chief Allen Tingley

Chief Tingley stated there are not a lot of budgetary changes noting the biggest line items are cruisers and salary. He reported step increases increased the salary line item and contract negotiations increased the stipends line item. He noted there is one additional Sergeant position added as there are currently gaps in off shift supervision and they have a large number of junior officers. Mr. Boynton stated (1) there are five Sergeants and one Detective Sergeant, (2) based on current schedules for coverage, there is a two day coverage gap on the day shift, and (3) the daytime Sergeant has two responsibilities of patrol supervision and administrative duties. This additional position will allow for full day coverage with two Sergeants allowing them to split the responsibilities. Selectman White asked how many are being sent to the Police Academy. Chief Tingley stated one is graduating in April and they are hoping to have another in the June Academy noting they will need to backfill a Sergeant position in the next Fiscal Year. Selectman D'Innocenzo stated the force is getting younger and asked if there are any other expected changes. Chief Tingley stated within the next four years, they will need to fill Chief, Sergeant, Court Officer and Patrol Officer positions. Selectman Trindade asked for an explanation of Court Time experience. Chief Tingley stated the Officer must go if summoned to Court noting: (1) Defense Attorneys are summoning everyone now, (2) there is also a lot of judge shopping that occurs, and (3) cases are dismissed or postponed and we do not receive timely communication on the status of these cases. Selectman Crowley requested confirmation of four additional positions in the total budget. Mr. Boynton confirming noting one in Highway, one in Building Maintenance, one in Building, and one in Police noting the one additional in Police equals a total of 25 full-time Officers. Selectman Crowley asked for an explanation of the increase in the Education Credit line item and the \$9,500 for recruitment of the Sergeant. Mr. Boynton stated the Education Credit increase is due to the new officers. Chief Tingley explained the efficacy of using the assessment center versus the Civil Service Exam for recruitment noting the 65-70% fail rate on the exam, the quality of information provided on the potential candidate via the assessment as they navigate real-life scenarios, and the successful use of the assessment center for their last four hires. Chief Tingley reported nine current patrolmen's interest in moving up to Sergeant and his preference for promotion from within the department. Selectman Trindade asked about the downside of taking this out of the civil service. Mr. Boynton stated it would be strictly an appointment by the Town Administrator and would require an internal discussion with current staff in addition to a by-law and/or collective bargaining agreement modification. Selectman Crowley asked if the vehicle purchases slated for FY2019 have been completed as the funds are still in the current budget line item. Chief Tingley confirmed the purchase noting they have not actually been billed for them to date. Selectman Crowley requested a chart of all vehicles with their ages. Town Administrator Boynton referred him to the Town of Medway website that has all Town vehicles listed with this information. Selectman Crowley noted the spending to date in the Communication line item is \$2,200 with a total budget of \$2,500. Chief Tingley stated if they go over budget in that line item, funds

will be utilized from the 911 grant. Selectman Foresto asked if there is an increase in calls with implementation the direct cell 911. Chief Tingley stated no and noted that you can also direct text 911 now. Selectman Crowley asked where the traffic enforcement paid fines are captured. Chief Tingley stated the money goes to the Clerk of Courts and a percentage goes back to Town. Town Administrator Boynton stated it is a direct wire transfer to the general fund. Selectman Crowley requested the total amount be provided to the Board by Ms. Pratt. Selectman Trindade asked if the school budget includes cameras. Mr. Boynton stated this is handled by a memorandum of understanding (MOU) between the Police and School for cameras in use.

#### Recognition of Former Selectman Andrew Espinosa

Andy Espinosa, a Selectman for six years and Chair for two of those years, was presented with the Chair of Selectmen plaque. All present thanked him for his service to the Town.

#### Department of Public Services

Present: Dave D'Amico, Director and Peter Pelletier, Deputy Director

#### Building Maintenance:

Town Administrator Boynton reminded the Board of the additional laborer's position added noting the current staff remodeled three of the four Town Hall bathrooms. Mr. D'Amico reported this has resulted in a lot of cost savings. Selectman Foresto commended the work. Mr. Boynton noted the addition of \$4,000 for Thayer Homestead maintenance for plumbing and building maintenance work required as the Town and School uses the venue free of charge on multiple occasions and this needs to be at top efficiency as it generates revenue.

#### DPS Budget:

Selectman Trindade asked why the telephone poles were moved at Idylbrook. Mr. D'Amico stated for the installation of fencing. Selectman Trindade asked when the installation would occur. Mr. D'Amico stated as soon as the weather permits. Selectman Trindade asked about the impact on trash pick-up resulting from the Oakland and Choate Park renovations. Mr. D'Amico stated he will monitor this as usage of the Parks increase. Selectman Trindade asked how the Route 109 additional plantings will be watered. Mr. D'Amico stated they have a tank they can place on a truck for use noting it will also be weather dependent. They will utilize a landscaper if necessary. Selectman Trindade asked about the potential for implementing waste receptacles on the new sidewalks and grassy areas. Selectman Crowley suggested that this be monitored and addressed if this becomes an issue. Selectman White asked when the planting will begin. Mr. D'Amico stated when the weather permits. Town Administrator Boynton reported outstanding Route 109 project work items including: (1) the need to replace damaged sidewalks as well as finish the sidewalks, (2) completion of the installation of the Choate stone wall, (3) raising all the castings in preparation for final paving, (4) final paving, and finally (5) completion of the plantings. Selectman D'Innocenzo asked the role for the additional employee. Mr. D'Amico stated right of way road cleaning and plowing as it has been difficult to obtain plowing contractors. Selectman Foresto commended the DPS staff on the improvement of the condition of the sides of the roads. Selectman Crowley stated he has been hearing complaints that when pulling into Ocean State Job Lot parking, they end up pulling right into the parking spaces. Mr. D'Amico stated he worked with plaza on this issue and they were to change the parking spaces, but have stated this will not be changed. There was discussion on how this can be addressed noting it will be discussed in the upcoming meeting with the lawyer for the plaza scheduled for next week. Selectman Crowley asked that the salary allocation information by name, job title and total salary be provided to the Board.

Selectman Crowley asked why there was a decrease in the part-time salary line item. Mr. Boynton explained the part-time custodian position was eliminated and filled with a contractor and is no longer captured in this line item but was moved to building maintenance. Selectman Crowley noted that the current public safety tree work budget has spent \$51,000 to date and the requested amount for next year was \$75,000 but was cut back and asked why. Mr. Boynton stated it was to balance the budget noting the number one priority is the removal of dead trees and there were trees on Milford, Franklin, and Main Streets that needed to come down this year. Selectman D’Innocenzo asked if this line item includes bringing in an outside contractor. Mr. D’Amico confirmed. Selectman D’Innocenzo asked if North Field has been cleaned out. Mr. D’Amico confirmed. Selectman Trindade noted that the trails are well maintained. Town Administrator Boynton noted that is due to the very active Trail Club and once they are less active, it will fall back to the Town to maintain them. He further stated that overall staffing is adequate for Police, Fire, Highway, Building Maintenance and administratively but one additional employee on Parks is needed noting any changes required will be monitored. Mr. D’Amico stated they will need to monitor the impact of the Route 109 and Parks Improvements Project on staffing requirements. Selectman Crowley asked if the tree budget line item should be increased. There was further discussion on the efficacy and potential funding mechanisms of this increase. Mr. Boynton will meet with Mr. D’Amico and Mr. Pelletier to investigate funding right of way maintenance noting two of the issues are determining the project scope and use of Town labor. Selectman Crowley requested a specific area at the baseball field be cleaned. Selectman Trindade asked about the efficacy of using a landscaping company versus Town resources for mowing the Idylbrook and high school fields. Mr. D’Amico explained the impacts on the fields due to the weather making the use of a contractor non-eficacious. Selectman Crowley requested further discussion of this take place outside of this meeting. Selectman Crowley asked for the source of the \$800,000 for roads and sidewalks as noted in the budget summary section under monetary articles. Ms. Pratt stated this was Exelon funds. An error on the State of the Town presentation was noted as it stated \$500,000 of Exelon funds would be utilized but this should have been \$800,000. Town Administrator Boynton provided the Board with the road and sidewalk report as requested. Selectman D’Innocenzo asked for detail of the specific fields that will be addressed based on the Parks, Open Space and Fields Master Plan. Mr. D’Amico stated nothing is planned at this time. There was further discussion on the priority of fields and work items required. Selectman Trindade inquired about safety concerns on the bridge over Chicken Brook. Mr. D’Amico stated there is hazard mitigation grant funding to address this and they are looking at a culvert update as part of the Hazard Mitigation Plan Implementation Taskforce. Selectman Trindade inquired about Metropolitan Planning Organization funding for lights at the entrance to Trotter Drive. There was further discussion about whether that was the ideal location and the costs associated with this project. Mr. Boynton reviewed the only new sidewalks planned include: (1) Franklin, Main and Milford Streets intersection, and (2) Main Street to Bellingham line noting Bellingham is supposedly putting project funding together. There was further discussion on the Debt Service for: (1) the interest rate of 4.5% for the new DPS Facility, and (2) the Water Project funding. Mr. Boynton explained the composition of the \$16.8 million in funding for the Water Project. Selectman Crowley asked where the \$950,000 Exelon funds are applied in the budget that was to be directed to funding of the Water Project. Mr. Boynton explained all Exelon funds are general fund tax revenue and therefore go directly to the General Fund debt budget.

#### Information Services (IS)

Present: Richard Boucher, Director

Director Boucher reported his request for two additional positions were not included in the budget. He reported his intent for these positions were: (1) to build redundancy within the group as Sean Peplinski is lead on all projects so if he resigned this would be an issue, and (2) the expanded workload of the GIS position due to State requirements and increased departmental usage. He has three technicians who deal with the day to day issues on the school side, which is sufficient. He is lacking higher level staff who could assist with project level work as there has been scope expansion on many of his current projects including Citizen Serve, the New DPS Facility, etc. He further noted that within the next few years, he will need additional staff. The Software Maintenance line item will see a steady increase as some had been paid three years in advance and due to the implementation of Digital Docs and Microsoft Office 365. Selectman Foresto asked Mr. Boynton what the plan is for these requested positions noting you can't see the work these types of roles complete. Mr. Boynton stated he requires more discussion with Mr. Boucher on role definition, where these positions will be housed, and longer term plans on the Town/School percentage efforts. Mr. Boucher stated the work items for the school are more hardware related but the required level of knowledge, detail and skills are much higher to manage for the Town due to all the different software utilized. Selectman Trindade noted that searching records/projects on the Town website is not easily achieved noting the minutes are not up to date for many committees. He asked for the plans for electronic archival/retrieval of information and increasing the ease of public access to information. Mr. Boucher explained the way the files are indexed on the website does not allow for easy retrieval at a project level. He reported that Human Resources (HR) digitalization of payroll records has begun and is going extremely well and the rest of the HR records will then follow. The plan is to implement digitalization of records by department. Mr. Boynton noted that 150 boxes of records were scanned and are all now searchable. Mr. Boucher stated that meeting minutes should be uploaded in pdf form but he cannot address them actually getting posted as that is under the purview of the Town Administrator. Selectman Trindade noted the volume of paper in the PEDB office. Mr. Boucher stated that is the next department to be addressed in the next 6-8 months following HR. He noted the implementation of Microsoft Office 365 should assist with this issue as well. Selectman Trindade pointed out that a lot of groups require the same paper document generation. Mr. Boucher stated that Microsoft Office 365 would address this as well with a July 1 implementation date planned. There was discussion about a previous attempt to address Boards and Committees that utilized the same files through Novis Agenda, which failed due to a lack of adoption by higher level Boards and Committees. Selectman Crowley asked about the overspending in the current technology equipment line item. Mr. Boucher stated he supplements this line item from free cash. Selectmen Crowley asked if the \$135,000 was added to this line item from free cash. Mr. Boucher confirmed. Selectman Crowley asked for the breakdown of IT resource allocation for the School versus the Town. Mr. Boucher stated 85% School and 15% Town.

### **General Budget Discussion**

*The Board reviewed the proposed Fiscal Year 2020 Operating Budget.*

Selectman Crowley asked Ms. Pratt about the Revenue Summary, specifically where the \$392,000 came from in the Excluded Debt Stabilization Fund. Ms. Pratt stated it came from the Exelon one time permit payments. Selectman Crowley then asked what constituted the \$517,000 Enterprise Fund Estimated Indirects. Ms. Pratt explained this was from a reduction in expenses within the operating budget. Selectman Crowley asked where the Charter School Assessments are coming from. Mr. Boynton stated from the number of students attending to Ben Franklin Charter School noting this number is never reduced in the School Department budget. Selectman Crowley asked for an explanation on Charter School costs and the percentage that we get back. Mr. Boynton will obtain this information from Superintendent Pires. Selectman Crowley asked why the general government revenue increased by

\$175,000. Mr. Boynton stated this was based on historical revenue numbers and was necessary to balance the budget. Selectman Crowley asked for confirmation that the Planning budget increased by 9% due to the new part-time position. Town Administrator Boynton confirmed noting the success of the part-time intern working with Ms. Graziano and the hope to assist Ms. Affleck-Childs with file organization. All present commended Finance Director Pratt on her efforts.

Selectman D’Innocenzo asked about the Snow and Ice budget status. Mr. Boynton noted that due to today’s storm, we will most likely utilize the entire budget. He then reported that the title of Local Building Inspector discussed previously needs to be adjusted as there are specific State certifications associated with that job title. Code Compliance Officer may be a more suitable title for this new role. He also stated his desire to discuss potential adjustments to staff alignment in order to address the tree work needs before increasing that budget.

**11:20 AM Selectman White moved to adjourn. Selectman Foresto seconded. VOTE: 5-0-0**

Respectfully submitted,  
Liz Langley  
Administrative Assistant  
Town Administrator’s Office