

**Hudson, NH Board of Selectmen
Minutes of the September 18, 2001 Meeting**

(This meeting was originally scheduled for September 11, but was postponed due to the *Attack on America*.)

1. **CALL TO ORDER** by Chairman E. Lorraine Madison at 7:30 p.m.

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2. **PLEDGE OF ALLEGIANCE**, led by Selectman Rhona Charbonneau

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Chairman Madison asked for a moment of silence out of respect for and in remembrance of those who lost their lives in the *Attack on America* on September 11, 2001, including a local victim, David Kovalcin of Beechwood Road, who was a passenger on Flight 11, who leaves a wife and two young daughters, ages four and one.

Mrs. Madison stated that services were September 19 at 1:00 p.m. at the First Church of Nashua, One Concord Street. Continuing, she said the Town has several employees who are in the National Guard or Reserves, who will undoubtedly be called upon to serve their country, as a result of this attack. In fact, some already have. They are, from the Police Department, Officer Matt Keller, Officer Paul Balukonis and Officer Joseph Hoebeke; from the Fire Department, Fire Fighter Jason Fritz, Fire Fighter Gerald Carrier, Fire Fighter Dean Sulin and Fire Fighter Paul Estavillo; and from the Highway Department, Richard Melanson.

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3. **ATTENDANCE**

Selectmen: E. Lorraine Madison, Rhona Charbonneau, Shawn N. Jasper, Ann Seabury & Terry Stewart

Staff/Others: Paul D. Sharon, Town Administrator; Priscilla Boisvert, Executive Assistant; Steve Malizia, Finance Director; Frank Carpentino, Fire Chief; Shawn Murray, Assistant Fire Chief; Lt. Todd Hansen, Fire Department; Fire Fighter Steve Benton; David Bouchard; Howard Dilworth, Jr; Rick Maddox; Ann, TEL; John, Derry News

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4. **PUBLIC INPUT**

Chairman Madison stated that October 7 – 13 is Fire Prevention Week. It is very important for everyone to reflect on how important fire professionals are, in the wake of what has happened. She went on to remind everyone that there are rules regarding Public Input, which are outlined in a handout available on the table with the agendas. There is a time limit, and the normal policy is for people to sign up in advance. There are occasions when someone can't do that, but in general, it would be nice for those who do know the rules to put their name on an agenda in advance. Along with that, she reminded everyone that the Remarks by the Selectmen item on the agenda was for a few closing remarks by each of the Board members. If there is an issue that needs to be brought up that will take a lengthy amount of time, she asked them to put it on the agenda so it can be handled as a business item. She asked if anyone wished to speak at this time.

Frank Carpentino, 4 Marsh Road, Fire Chief, thanked the Hudson community for their generosity in the recent food drives for the rescuers of the recent terrorist attacks in New York, Washington and Pennsylvania. The Department, in conjunction with IAFF Local 3154, set up this drive to show support for the efforts that are underway at all three of those locations. The donation of food, clothing and cash will be of great benefit to the rescue effort. Rite Way Transportation of Hudson donated the use of a 53' tractor trailer. Through the generosity of the citizens of Hudson, the trailer has been filled to capacity. The Hudson Fire Department will transport the donated items to a destination assigned by the emergency operations center. The Chief thanked all of the volunteers who worked to organize the food drive and donated so much time packaging and loading the items, which will be donated in the name of Mr. David Kovalcin, a resident of Hudson who was a passenger on one of the fatal flights. On behalf of the members of the Fire Department, he thanked everyone for their continued support and generosity.

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Steve Benton, Fire Fighter and Vice-President of Local 3154 thanked the Board for the authorization they had given to him to hold several boot drives to benefit the Muscular Dystrophy Foundation. He'll be back again next year for the same authorization. This year, they collected \$16,000. For five years, they have exceeded their goal. He thanked everyone, including the Board of Selectmen, the Local members, the Call Fire Fighters that participated, their family members, the full-time Captains that participated and the citizens, who put the money in the boots.

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Dave Bouchard, 22 Tamarack Street, said they can't watch tv these days without seeing the disturbing scene of two towers crumbling, but closer to home, watching the Selectmen on tv on previous Tuesday nights, has also been disturbing. He's tired of the call fire fighter/Selectman issue, which seems to be the subject of discussion instead of what really concerns the Town. His understanding of the democratic process was that three months were given for this to be resolved. With what has happened in this country, we need a strong, cohesive government, with much praise to all the fire fighters who are helping the victims. Hudson has fire fighters, too, who are cherished, one of whom is Selectman Jasper, who happens to wear the hat of call fire fighter. This is not the time to harm any fire fighter or to diminish the strength of any government, even if it is at the Town level. They should cherish all emergency personnel and should stick by their word, which was to give three months. Watching the on-going saga every Tuesday night is as disturbing as watching two

towers crumble. He asked what the motives were for the vigorous, accelerated schedule and why it was so aggressive.

Todd Hansen, 11 Greentrees Drive, President Fire Fighters Union, said, relative to the food drive that the Chief spoke about earlier that was organized by the Local and the Department, it pained him greatly to have to talk about an e-mail message that was sent to certain individuals within the community, suggesting they should stop the drive because of comments taken from the internet calling for it to be stopped. The stuff should be temporarily stored somewhere and used somewhere else, perhaps, at a later time. Those quotes are supposedly remarks made by the International Association of Fire Fighters' General President. Prior to coming tonight, he printed out where the information came from. The information contained in the e-mail message is erroneous. When this drive was started, he was in constant contact with the office in DC to make sure the drive was successful and to make sure that it wasn't going to be a waste of time. That truck is a scheduled delivery, with arrangements having been made to gain clearance to enter into lower Manhattan. He finds it disturbing and disheartening that someone would take the time to do something such as this instead of calling him or the Fire Chief to find out what was going on. He spoke to the operations center this morning and the truck has been delayed one day in leaving, as there are 350 tractor trailers parked on 14th Avenue, awaiting unloading. They are in the process of obtaining more warehouse space in lower Manhattan and tomorrow morning he anticipates receiving the call to tell them their final destination. He wanted the Board, the residents and the businesses in Town to know that it wasn't an exercise in futility. Like the Chief, he greatly appreciates this community effort. The Fire Department just organized it and will deliver it. He thanked the Board and asked Selectman Jasper to convey this message.

Chairman Madison asked if there was anyone else who wished to speak. There was no response.

5. **CORRESPONDENCE**

- A. From: Richard Gendron, Chief of Police
Re: Donations
Refer to: Public Hearing/New Business
- B. From: David Yates, Recreation Director
Re: Donations
Refer to: Public Hearing/New Business
- C. From: Frank Carpentino, Fire Chief
Re: Donations
Unbudgeted Expenditures over \$1,000
Refer to: Public Hearing/New Business
- D. From: Steve Malizia, Finance Director
Re: 2001 Tax Rate
Refer to: New Business
- E. From: Tom Sommers, Sewer Consultant
Re: Requests for Sewer Allocation Capacity
Refer to: New Business

Motion by Selectman Seabury, seconded by Selectman Charbonneau, to receive the Correspondence, with appropriate referral carried unanimously.

6. **OLD BUSINESS**

A. **Hills Conservation Easement**

Chairman Madison said that due to time constraints, the Selectmen voted on this via phone poll. It was approved by a vote of 4-1, with Selectman Charbonneau voting in opposition.

B. **Engineering Consultant**

Town Administrator Paul Sharon said the Town Engineer's position has been vacant for almost a month. He and the Community Development Director interviewed three consulting firms (SEA, Weston & Sampson and CLD) to provide interim engineering services as-needed. They feel the Town would be best served CLD as Tom Sommers has a broader knowledge of the community. SEA's strength and expertise is principally in transportation; Weston and Sampson, with utility issues. The recommendation was to hire Tom Sommers until they fill the position on a permanent basis.

Motion by Selectman Seabury, seconded by Selectman Stewart, to appoint CLD as the interim engineering consultant, as recommended by the Town Administrator and Director of Community Development.

Selectman Jasper asked about cost. Mr. Sharon said the hourly rate, as proposed, were equivalent. When he spoke with Tom Sommers to tell him his firm was being recommended, Mr. Sommers volunteered that, because of his good relationship with the community and his similar experience in his own home town of Amherst, that he would not charge the rates that he had proscribed, which is what the Town has been paying him for sewer utility work.

Vote: Motion carried unanimously.

C. MRI Report

Chairman Madison recognized Chief Frank Carpentino and said the MRI report listed several issues, adding the #22 has been handled elsewhere and will not be discussed tonight. Of the 98 items, she had asterisked some of them for discussion. The first item was #3 *Misunderstandings must be kept on a professional level*. She noticed that the Chief, in his report, said, "Issues still become personal when the end result is not what some members would like to see from the department's administration." It also says, "We have several employees that feel that their personal agenda is more important than the organization's agenda." She asked if that has been changed or worked out any better. Chief Carpentino said they see progress and setbacks every day, just like any organization. Things run smooth as long as things go the way that certain people in the organization want them to go. They try to deal with things on a personal level, but they cannot control that person once they leave the room. If that person chooses to make it a public item, there's nothing he can do.

Chairman Madison said she also marked #4 *People must strive to respect others*. She explained to the viewing audience that MRI is Municipal Resources, Inc., a firm the Town hired a few years ago to do a study of the Fire Department to see if they could identify some of the problems and provide recommendations. There were some issues, at that time, left for the then-new chief. It has taken him a few years to get through all of the 98 items. That is what is currently being discussed. She said in the Chief's explanation to Item #4, he stated that labor has improved in the past 18 months. In all the time she has been here, she has never seen the union and Fire Department administration get along so well. They have made great strides in that area. Chief Carpentino said the relationship has improved dramatically over the last 18 months. One of the reasons for that is the Board hiring an Assistant Chief, who is a much-needed buffer for a lot of the day-to-day issues that had to be handled. He reminded everyone that there was a substantial amount of change included within those 98 items. People don't change willingly; there is bound to be issues that create animosity between people. However, the relationship between management and labor is one of the best that he has ever experienced.

Chairman Madison said she also flagged #9 *Everyone must reassess their priorities and goals*. One of the comments the Chief made in his report is, "Some people will wear the Fire Chief down until they get what they want. Unfortunately, the attitude is anything you do is wrong unless it is the way we've always done it. Change is hard to buy into, especially when some people are not willing to listen." She asked the Chief if there have been any changes. Chief Carpentino said there have been some advances made in some areas. People's priorities are always going to be different. Group One's priority may be to clean hoses, while Group Three's priority is to clean the station. They have full time employees, part time employees, officers, fire fighters, union and non-union and everybody has a different priority. As long as people feel they have benefited from any change, and they got something that makes them happy, they are pretty good, but not every decision and change are going to make everyone happy. Chairman Madison said a lot of the items are ongoing and some are nebulous; they can't really put an answer to them.

Selectman Jasper said it's important to understand this works both ways. He has been involved with many organizations where change is necessary and others where, at times, change is thrust upon the organization, and it is difficult, but change is not always necessary, nor is it always good. What change is good and necessary, the way to implement it is through an open dialogue, including explanation of why what is currently being done is not the way things should be done in the future. There needs to be, on the part of all affected people, the ability to have a back and forth. He understands that, at some point, the dialogue has to end and the change implemented. It's important to remember that a process should be in place to effectively make the change and that involves an open line of communication. Chairman Madison said he made a good point, that that was correct. Chief Carpentino said not to be controversial, but who decides what is necessary or good for the organization? There are some things that he does not agree with, but his employees or staff recommends it as the best thing, so he will go along with it. The Town pays people to run divisions. A lot of the changes in the 98 items come as a direct result of input by members of the Fire Department, not necessarily Administration. Chairman Madison said while that is true, she finds that sometimes when change is made, even though it is recommended, if it doesn't work, it needs to be looked at again. When changes are proposed, the Chief sends out the policy and allows two weeks for input prior to the policy going into effect. She doesn't think that is long enough and they should allow at least three weeks because by the time the document travels to the different stations, the two weeks are almost up. It doesn't allow adequate time for input.

Chief Carpentino said that can't be given a quick answer, it requires some discussion. When changes to policies go out, they do everything in their power to get it out that day or the next day. He knows some of the things the Chairman is talking about and they've talked to members of that company who said it sat in the mailbox for a week and a half, but they didn't look at it because the officer wasn't there. The officer of the company can't be the only one who checks the mail. They end up taking it down there and if the officer isn't there, call somebody to go down and pick it up. Members of the companies should come in on a regular basis to check out apparatus responding on calls, training or whatever. It shouldn't only be the officer's responsibility to check the incoming mail. It should be the responsibility of all the members. They could consider waiting three weeks on some policies, but not all of them. It has got to be a two-way tool. People have to take the initiative to look for the information because, eventually, three weeks won't be long enough. Chairman Madison said while that is true, a policy change is something they are going to have to live with for a long time. She didn't think it would hurt to allow for a longer input time. She asked if, once a policy change has gone out and they have heard back from the stations and it is in place, if that is final or if they come up for review in three months or so. Or if that is something they would consider.

Chief Carpentino said when policies go out, they meet with the shift officers on duty every day. They talk to the officers on a daily basis and to the fire fighters on a daily basis. They tell them what is working and what is not working. They have a policy in place that is very unique, and only one other fire department in the State has this policy. Employees have the ability to take a policy that they have issue with and recommend proposed changes. With other departments, when a policy comes out, that's the way it is. They don't have a lot of activity in that. They have people that want to take it to somebody else and have the work done for them because they don't want to take the time to research it and write the report.

Chairman Madison said she is organized and likes to get things on a schedule, so if the department implements a new policy, is there any reason why they can't put it on a calendar that indicates the policy comes back up for review with the officers, see what input they've had and see if it's working. If it isn't working, there are going to be many recommended changes. If it is working, they can go along with it. Sometimes, policies work for only 80% and maybe just tweaking the policy will make it so everyone can live with it. Chief Carpentino said they do do that without actually writing it on the calendar in 90 days or 120 days. They have a lot of interaction with members of the department. They do have meetings with the chief officers, lieutenants and captains and they get information and feedback. A lot of times when the employees have an issue with something, they are required to work on the policy change. Chairman Madison maintained that if he writes it on the calendar, he wouldn't forget it. It wouldn't get overlooked.

Selectman Jasper said while that is true, there is nothing in the policy that requires that the person putting in a suggested policy change get any type of response back whatsoever to the suggested policy change. It is not a good situation when somebody puts something in and it is totally ignored. Chief Carpentino said that's not the way the policy is written and asked Selectman Jasper if he had the policy in front of him. Selectman Jasper said not in front of him, but it has been two months since he put in his suggested policy change in. In the policy, there is absolutely no requirement on the part of anyone to respond in any manner whatsoever to the policy. Chief Carpentino said it was Admin 23 and it clearly says that all responses that meet the policy will receive an explanation. The policy Selectman Jasper is talking about isn't addressed to him, it's addressed to his company officer, and it doesn't follow the policy.

Chairman Madison said they were getting off track by talking about individual policies. Selectman Jasper said if they look at it, all of the language in there is "may." Chairman Madison asked the Chief to take a look at that. He said he would. Selectman Jasper said while he doesn't disagree with the Chief's statement on change, an important lesson he has learned in implementing change is that if you don't take the time to bring everyone into the process, you spend more time doing damage control when the policy is put into place than you would have by meeting with the people. That's important to remember. While the right is there to just say here's the policy, the amount of time that is usually spent after the fact is much more considerable than if you spent that time on explanations beforehand. Chairman Madison said sometimes words, when put into action, can change things and that is why she suggested a review. Selectman Jasper agreed.

Chairman Madison said the next one she marked was #19 *Implement a call-back policy*. On the report the Chief said, "We also have to enter into contract negotiations with the two unions in order to change the present system." She asked if that whole call-back policy came under contract negotiations. Chief Carpentino said that was an old policy, prior to his arrival, and it still appears in the contract as SOP 2096 or 2056 that outlines the policy of leave and call back coverage. That's only part of the problem. The other part is you have an established past practice and a working practice, which is with your unionized employees. They just can't change things at will, even if it is a management right. This does not differentiate between a call fire fighter and a full time fire fighter. They do not have people available that live in a close proximity on the full-time side of the house due to the lack of affordable housing in the area. On the other hand, when you look at call fire fighters, they work regular jobs, most of them out of the area. A large part of the department either lives or works out of the immediate area, so it's not simple to implement a call back. He's consulted with other departments in New Hampshire, Massachusetts, Florida, California and Illinois. It's a very difficult thing to do when you have small numbers to work with. That's why they bring everybody back.

Selectman Jasper wanted to comment on #16 *3rd member assigned to ambulance for ALS calls*. The MRI said, "We also strongly recommend a third crew member be assigned to the ambulance for potential ALS calls, including heart attacks and difficulty breathing." They have heard about quite a few of the ALS calls. Under Action Assigned, the Chief's comment is "Done as needed." He asked if the Chief was telling the Board that a third member is assigned to the ambulance when it leaves the station. Chief Carpentino said no, that for things like a heart attack, generally the engine will go with that. When they get to the scene, if they need a third person, they take that person from the engine and come back with two in the engine and three go in the ambulance to the hospital. They don't take three people from the station to go on the ambulance because it may not be a heart attack, but anxiety.

Chairman Madison's next one was #25 *Selectman must allow the department heads to run their departments* and the Chief's comment indicates that this is still a problem. Chief Carpentino said this part of the change they talked about earlier with the employees. It is a process that will take time to correct. There are certain times when questions seem harmless from the Chairman's perspective that are not harmless. The manner in which they come across and the avenue on which they proceed does not come across as a legitimate question or constructive criticism. It sometimes comes across as downright nasty. Part of his job is to determine whether or not someone might just be having a bad day. He said he's not shy about talking about it, whether he calls them at work, goes to see them or tries to get them between classes or first thing in the morning. Selectman Jasper said the paragraph in the MRI report says, "Selectmen must allow the professional department heads to manage their respective departments. They must resist the temptation of immersing themselves in every aspect of the departmental operation. They are the elected policy and rule makers for the Town, not the day to day managers and, as such, they need to delegate much of the day to day decision making, while maintaining rigorous collective oversight." He agreed with that and thinks sometimes the problem becomes defining what is day to day and what is policy and oversight. Much of the problem falls in difference of definition.

Selectman Charbonneau referred to #20 *Additional Call personnel must be recruited* and asked if they were still recruiting. Chief Carpentino said the Board hired 12 last year and had a discussion with people from the south end station yesterday to talk about different things. Presently, there are nine at the Robinson Road Station and nine at the Central Station and six or seven in the Burns Hill Station. They can't assign people who live in the south end to a station on the north end. They've asked people to check with their neighbors and friends to see if they are interested in becoming members of the call force. The Assistant Chief met with some people about that yesterday. From his understanding, the south end of Town used to have the more abundant call force that responded on a regular basis and Engine 1, on the north end of Town, had the low numbers and responded least. Now, it has reversed itself. He said they will continue to recruit call fire fighters, but the role of the call force now isn't what it used to be and some people don't like that. They have had full-time fire fighters that say they want to be call fire fighters but will only answer calls and not come to training. He didn't think so! They have to go to training and meet the same requirements as everybody else does. If that's considered by some to be anti-call, that's their opinion. Everyone should meet the same standard, and that is in the report.

Selectman Jasper said the Chief said 12 were added in 2000 and recruitment was on-going. When the Chief came to Hudson, he said his intent was to build the call force up to 12 per company. Chief Carpentino said the number was 10.

(Start Tape 1, Second Side)

Selectman Jasper said his recollection is 12, but none of the companies are at even 10 right now. When the lieutenants of the call company got together, with aid from the administration, are recruited in March of 2000 there were 45 people that applied, although a lot were weeded out, so there is a lot of strong interest in the community. He asked what has been done publicly in the last year and a half, since the last recruitment effort.

Chief Carpentino said that's an interesting question coming from Selectman Jasper because he knows pretty well what has been done, as a member of the call force and as a Selectman. He disagrees that there was a strong showing because most of the people weed themselves out by not coming to meetings or turning in paperwork, etc. He never said they were actively recruiting, he said they discussed it with people on the south end. Selectman Jasper said the recommendation says that additional call personnel must be recruited, with the notation that it is an ongoing process. Chief Carpentino said, in addition, he asked the total Board and general public as to how much turnover there is in the full-time force and how much effort they put into maintaining a full-time force. They just had 17 people take the test to leave, so he is looking at a potential of 17 replacements. He asked if Selectman Jasper really thinks he has to fill the call positions before he fills the full-time positions, the people that are on duty 24 hours a day, seven days a week. He may have misunderstood, but thought his job was to maintain the operations of the Fire Department and the majority is full-time. But yes, they do put into the call force.

Chairman Madison asked if the Assistant Chief does the recruiting. Chief Carpentino said no, that several people do the recruiting. Chairman Madison asked if they could look for call and full time firefighters at the same time. Chief Carpentino said they just hired people from the call force for full time jobs and a number of call people want to get on the full time force. Chairman Madison said if someone is actively looking for a full time job as a firefighter, they are not going to accept the call force position. Chief Carpentino said yes they will, because they will take anything to get into the system and it will be easier to

get on full time than someone from the outside. Chairman Madison said the money wouldn't be there if someone were actively looking for a full time firefighter's job. Chief Carpentino said they can go back to the role of the full-time guys who say the money isn't there. They come here for six months and then leave. Selectman Jasper said it does work both ways. There are people that become call fire fighters, looking to become full-timers. Sometimes that happens quickly, sometimes it doesn't and very often it never does. There aren't too many people that come here looking to be full-time fire fighters and find they can't and become call fire fighters, but the important point is that while he agrees that turnover has been a problem on the full-time side, that's all the more reason why they need to remain vigilant on keeping the call ranks up because when you have that turnover and that potential for so many vacancies, it is that much important to have the call force at full staff. Recruitment should go on on both sides.

Chairman Madison said the next one she has flagged is #37 *The Call Deputy must be more active*. She said that the Minutes were checked and even though there were minutes that came over from the Chief saying that the position was eliminated, she didn't believe this Board actually voted on eliminating that position. Chief Carpentino said people tell him that he may not be the best communicator by not involving others, but that goes two ways. He has two letters that clearly state what the intention was. "Received action by the Board of Selectmen," because you gave pay raises to the other people in the letter. No indication to him that this position was not eliminated yet, almost a year and a half later, he's not told it wasn't. Chairman Madison said if the position needs to be eliminated, it's a housekeeping matter for the Board to do that. Then there is a record in the Minutes. A few years ago, there was a position that everybody thought was frozen and, because it wasn't officially in the Minutes, they ran into problems. If this is something this Board wants to do, they can handle it right now.

Selectman Jasper said it was not eliminated and, frankly, does he think they need a Call Captain and a Call Deputy? Probably not. The problem that exists right now is that some time ago, they had a discussion about the job description for the Call Captain and what that was going to be and they authorized the Chief to post for that position. He didn't know if it has been posted or not, but there are lieutenants that are interested in taking the exam for that. They currently do not have a Call Captain or a Call Deputy. The MRI Report indicates that there is a need for some other call officer, other than a Call Lieutenant. Currently, they don't see a benefit to have a Call Lieutenant and a Call Deputy. Currently, they have neither, so he would be hesitant to eliminate either of those until they figure out where it's going. Chief Carpentino requested that this be discussed in Nonpublic Session as a personnel issue. Chairman Madison didn't think that was necessary because Selectman Jasper was just saying he didn't want to eliminate this until it was decided which one they actually needed. When one or the other is hired, they can look at this again. Chief Carpentino said his impression was the Board authorized him to post and people want to take the test. That now becomes a personnel issue, if they are going to discuss it. Chairman Madison didn't think this should go in that direction at this time. Selectman Jasper didn't think it has been posted because there were people that told him they were interested in it and, had it been posted, they would have applied. He doesn't think the reason for not filling it is lack of interest. Chairman Madison said that's something they can look at.

Selectman Jasper referred to #40 *Create a joint call/full time planning committee* and said no action has been taken on that. Chief Carpentino said they tried to have several meetings, but received very little interest. They have a safety committee that rarely has an item on the agenda. They had officers' meetings, with no agenda. They had little interest from the majority of the people on these things. They have people working excessive amounts of time between their regular and part-time job. They are tired of spending time in the fire station; they don't want to come back for a committee meeting.

Chairman Madison said she flagged #49 *Ambulance fees should be raised--ALS*. That was something recommended to the Finance Department. She thought that fees had been raised because they should have higher fees and asked the Finance Director to look at that to make sure they have done that. She then referred to #50 *Captain and Lieutenant need to ride ambulance*. However, #15 says Captains to respond on engine and Lieutenants on the ambulance. She asked for an explanation. Chief Carpentino said when he came here, the Captains were assigned to the Bronco, the command vehicle. He believes that is what #15 is indicating. The officer needs to come off the Bronco and go back on the apparatus. Relative to #50, the Captains need to ride the ambulance, it rotates people out, maintains their skills, keeps them proficient on the EMS side. The officers rotate and the fire fighters rotate. For example, a fire fighter does two tours on the ambulance; drives one tour and is in the back of the ambulance on one tour. Then they go over to the engine. If they are a qualified driver, they will drive for a tour. If not, they will ride the tail for a tour. They rotate thorough a system. The officers do the same thing and spend X amount of time in the ambulance and X amount of time in the engine.

Selectman Jasper referred to #41 *Hold monthly call officer meetings by the Chief* and the Chief's comment, "Meetings are held with the Assistant Chief," and asked for a listing of when those meetings took place over the last year. There is a policy in place that says that that schedule will be handed out with times and places by July 1 of each year. He asked the Chief to provide them with that list. Chief Carpentino asked if it says that. Selectman Jasper said there is a policy that was put into effect March of this year that called for that to be done July 1st of each year. Chairman Madison said she wouldn't know about that. Selectman Jasper said he came across that by accident.

Selectman Jasper referred to #43 *Decrease process time to become full-fledged call* and said the MRI Report stated, "The process to become a full-fledged member of the Call force must be reduced from the present 12 month period." The indication is that that is completed. He asked what the process time currently is. Chief Carpentino said the time varies with the individual, depending on how much time and effort they put into their manual. Some people finish in a month, while others take over six months.

Chairman Madison said she has #58 flagged, *Lieutenant to be included in staff meetings*. She said she had talked with the Chief about this and asked him how this was turning out. Chief Carpentino said they had regularly scheduled staff meetings. They even brought in a company once a month for a year to do training. They started out with everybody, and then it dropped off. They have no mechanism under the contract to make people come back to the meetings. It is strictly voluntary. They had them for a couple years, started strong, and then got less and less as time went on. At most meetings, there was very little input. They'd go around the room and no one would have anything. So then they said in a meeting with the officers they will meet with the Captains on a regular basis and then meet with the Lieutenants. They bring the Lieutenants in periodically. They meet with the chief officers on a regular basis and they meet with the Captains on a periodic basis.

Chairman Madison referred to #69 *Revise the Personnel Accountability System*, which says it is ongoing. She asked for an explanation of the new system. Chief Carpentino said the new system is not in place yet. Last year, they budgeted for an electronic system that each person would have a device that would account for them on the fire ground, where they are at. The Assistant Chief as looked at one or two systems, but they just received the funding for that this July. Another company is coming out with their system in November, which they are looking at, as well. It will provide better accountability of people on the field. Chairman Madison said the report said this must be revised, to allow for identification operating in a hazard zone, or inside a building. Having an account of who is on the scene is simply not enough. She thinks it is very important to get this.

Selectman Jasper referred to #62 *Fire Chief must seek input from all levels*. The MRI Report states "Fire Chief must seek input from all levels of the organization. While all employees realize that the Fire Chief has the final decision by virtue of the position, personnel need to believe that their voice will be heard and that they can and do have a say in the operation of the department. This is a critical management skill for managing public employees." The Chief has pretty well covered how he seeks that with his full time staff and asked how that is done with the call personnel. The Chief said it is the same procedure as with the full time force. The policy applies to everybody. If somebody wants to put in a request for something, they have to follow the policy, just like the other guys do. If somebody wants to bring something through the chain of command, just like the full time guys do, they have every right and opportunity to do that. Selectman Jasper said he understood the Chief to say that, with full time personnel, he met with them on a regular basis, he sought their input and he talked with them about what was going on. The Chief believes his response to the question was when someone has a problem and they bring it forward, they have them work on the problem. Selectman Jasper said what they are talking about is seeking input, not problems. Chairman Madison agreed. She thought they were talking about two different issues. Selectman Jasper is talking about input, not problems.

Selectman Jasper referred to #68 *Conduct post incident analysis*. He said after a fire, the department would normally get together to talk about what went right and what went wrong. The Chief's comment is "as needed." Chairman Madison asked if that wasn't done any more. Selectman Jasper wanted to know what "as needed" means. Chief Carpentino said that has been done once since he has been here. He would love for Selectman Jasper to find him a department that does that after every fire. Selectman Jasper said he is just saying that was the norm because they had so few structure fires. They had the first major one in some time on Friday night. He asked for the Chief's definition of "as needed." The Chief said Selectman Jasper wasn't going to like the answer—it is based on the incident. He believes they did one after the Robinson Road fire, the only one, because they had two injured firefighters and basic things needed to be addressed. Regarding the Saturday night fire, there are some things that need to be addressed, but would be better addressed with just the individuals involved. Part of the critique is how it is handled and whether the person involved will be looked at negatively or positively. Selectman Jasper said that was true. His experience with critiques is because there are so many aspects of it, not everyone is aware of everything. What he always got out of critiques is he learned how each person's actions affected the other parts of the operation and what they could do to make it better. He asked what the Chief's criteria was.

Selectman Seabury said the critique in this instance would be very beneficial to the Planning Board because of the lack of fire access. Chief Carpentino asked if she wanted them to go to the Planning Board and explain to them the pitfalls they had. Selectman Seabury said she was at a critique a few years ago and, not only were the decisions made that evening on that fire, but what happened at that particular incident, she thinks it was a tanker truck that couldn't get up the hill because it was too steep, and this type of thing. The whole thing came in as a critique and, not only does the Fire Department learn from this, but other departments in the system can benefit from that. The Chief said the fire from the other night might be a good one to talk to the Planning Board about. Selectman Seabury agreed.

Chairman Madison said the next one is #77 *Diesel exhaust system for all stations* and #78 *Schedule work for Robinson Road and Burns Hill through CIP*. She asked how that was going. Chief Carpentino said he wasn't trying to be sarcastic or funny, but the

Selectmen should all put their pens down and give themselves a good round of applause because they are doing a job over the last four years of putting money into the facilities. There's new roofs, new heating systems, new flooring, new windows, so that's gone well and they haven't had large CIP projects. They've done a little every year. It's been a facility maintenance program instead of CIP. They put in for diesel exhaust systems in the budget, but they are very expensive. They are looking at about \$32,000 per drop, for one vehicle. The systems that connect right to the vehicle are more effective. There is a flexible hose on a track that attached to the muffler of the vehicle. Most of the byproducts are when the vehicle starts. A switch goes on and activates an exhaust fan that creates negative pressure in the hose and the boot. The vehicle starts up, it drags it up and takes it into the atmosphere. That's the best system to use. It's more energy efficient and better for the environment. It will be in the budget again this year. They are also talking about living space in the facility. That impregnates in the flooring, in the paint, the ceiling tiles and the bedding.

There being no additional comments, Chairman Madison said they can consider the MRI report discussed. She thanked the Chief, who said if Selectman Jasper wanted to get back to him on some of the issues, they can talk about that, but a lot of them are operational and will go back to the Assistant Chief.

D. Warrant Article for Nonunion Salary Increases

Chairman Madison said it's early in the year, but they had asked the Town Administrator to think about this for the first meeting in September, so here it is. Mr. Sharon said it is early, but there are things that need to be pointed out for ready reference when they get around to putting the warrant article together. They are talking about ten positions, and a current payroll of about \$566,000 payroll. Much of what will be suggested to be done will be determined by where they end up with the Professional Management Association union because those figures get ratcheted up from the Police and Fire unions and then department heads, the nonunion personnel, are by and large, supervisors of the PMA. To give an example of what they are talking about for 10 people at the rate that was generally given by this Board to the two unions, it would amount to about \$28,000 and it might be more than that once they put the numbers together. Selectman Jasper said since he is the one who suggested they do this at the first meeting in September, he expected that they have the recommendations in hand so they can do it. Obviously, that isn't going to happen. In the last two years, they got bogged down in so many millions of dollars in other things, they tended not to have handled the non-union raises in the manner they would have like to. After they finished with everything, then they dealt with the non-union raises which didn't take into account any of the discrepancies that exists in some of the salaries. He had wanted to get that article out of the way because, maybe not in terms of dollar amount, but in terms of discussion, would center around the actual cost of living increase and most of the discussion would be where the salaries should be. He'd really like to see them get that done and not get bogged down in the budget. Mr. Sharon said they really can't do it until they make a determination of what the Fire Captains, Police Lieutenant, Police Captain ultimately are making to weight that against what the Chiefs ought to be making. To a great deal, it relies on what happens with PMA. Selectman Jasper disagreed, in part. Perhaps they could leave the whole cost of living end of it out. Each year, they've heard that in comparison with other Town Administrators, Fire Chiefs, etc., here's where we are, and if they go back and use the 2001 numbers and look at where they think the department heads ought to be, they could determine what that equalizing number is, and they could ratchet up. Mr. Sharon said that equalizing number is the number he just gave them, but it doesn't take into account particular positions among those 10 that maybe need to be adjusted. Selectman Jasper said that is right and what they need to do. Chairman Madison asked if this should come back at the first meeting in October. Mr. Sharon said not until they at least set the parameter for the PMA. Chairman Madison said that would come up at the next meeting; it would be on the next agenda, so they could do the nonunion salaries after that.

7. NEW BUSINESS

A. 2001 Tax Rate

Finance Director Steve Malizia said the auditors are done, but haven't issued their report yet. They are looking at a healthy surplus of \$6.4 million which comes from automobile registrations, the selling of Unicorn Park and 347 Central Street, they did well on investments, didn't use as much overlay and under-expended appropriations. They like to keep between five and 10 and, generally, they are at about 8%. The \$6.4 million is about 12%. He explained his figures on the handout that was in the agenda packet. After looking at all of the numbers, he is recommending using \$1.4 million for the tax rate. That would still leave some monies for potential capital projects that have been discussed, such as combined dispatch. They could do that and still retain an 8% surplus. He is trying to look at a good recommendation to make regarding tax rates, know that there may be some projects out there, or some capital reserves they may want to start up and fund, like a recreation fund in order to pay for field space. This may be the time to start putting away a few dollars in a new reserve fund. They know there will be other needs down the road, such as the library or something for Police or Fire. The Town is doing well and this is an opportunity to do something with the tax rate and maybe put some money away or do some large projects. He had written this memo for last week's meeting and, since then, he has updated information. The School Department's building aid has decreased. They are going to be getting less offsetting revenue. It went down about \$230,000. That affects the number he has recommended, i.e. 25-32. If they let that go to

the bottom line, the tax rate will be \$25.51. Because they are getting less revenue, they need to raise more taxes. They could take more surplus to try to offset it, if they want. It would be a couple hundred dollars more, but still leave about 750 to do a capital project or reserves, or whatever. The lion's share of the tax rate increase is for the new school and renovations to Memorial. The Town piece is 10 cents, which is less than 2%. The County is 6 cents.

Selectman Charbonneau liked the 8%. Steve said he's going up to the State next month, but he needs to submit this document in order to get an appointment to set the tax rate. The State doesn't always have a firm handle on the numbers and asked about the Board giving him some discretionary latitude. If the State revenues are higher than they anticipated, do they want him to use less surplus? Selectman Jasper said Steve makes a good point and if they go with his recommendation, it would result in a 10% increase in the tax rate. They should so that in such a way that that would be the target tax rate and if they need to use less surplus. They have been trying to keep the Town tax rate relatively stable. If that money comes back, it's money they won't need to use next year in terms of being new money.

Motion by Selectman Jasper, seconded by Selectman Stewart, to use up to \$1,400,000 of surplus to offset the tax rate and that the target tax rate for the Town be \$7.26 and the Finance Director be authorized to use whatever amount of surplus to reach that target carried unanimously.

B. Public Hearing on Receipt of Donations

Chairman Madison opened the Public Hearing at 8:58 p.m. and asked if anyone wished to speak. There was no response, so she closed the hearing.

- 1) Donations totaling \$2,753 from the auction held at Old Home Days for the Recreation Department's skate board park.
- 2) \$2,000 grant from R C & D to the Fire Department to be used for dry hydrants; and
- 3) For the Police Department's Project Code 3 show truck, a \$2,594.35 donation from Gold Seal for the installation of an audiovisual system and a \$2,200 donation from Sousa Realty for the purchase of a new engine

Motion by Selectman Jasper, seconded by Selectman Stewart, to accept the donations, with thanks, carried unanimously.

- 4) Donation of \$300 from Craig and Julie Norton to the Police Department's K-9 Unit.

Motion by Selectman Charbonneau, seconded by Selectman Jasper, to accept the donations, with thanks, carried unanimously.

(Start of Tape 2, Side A)

C. Unbudgeted Expenditures over \$1,000 in the Fire Department

Chief Carpentino said Deputy Chief Gary Rodgers is in charge of the maintenance program. In last year's budget, they had to find money to replace the heating system in the Central Fire Station. This year, it was budgeted. When you come in the station from Library Street, there is a wing on either side. On the side towards the parking lot, they have air conditioning condensers and the snow and ice comes off in the winter time, it hits them. The hood on the side is dented and pulled away from the side of the building. They want to build a roof over that to protect the units. The second project is to take the larger of the two upstairs room of the Robinson Road station and divide it into four storage rooms—one to Fire Prevention, one to Administration for storage of files, one for equipment storage and one to the Explorer Post to store their equipment. They also want to upgrade the fire alarm system at the Burns Hill Fire Station because it doesn't meet the Code. The money will all come out of the 5715-224 account. Chairman Madison said the ice project is \$3,000, the Robinson Road Station project is \$2,000 and the fire alarm system is \$3,000 for the Burns Hill Station.

Motion by Selectman Charbonneau, seconded by Selectman Stewart, that they approve the expenditures, as stated by Selectman Madison, carried unanimously.

D. Requests for Sewer Allocation Capacity

- 1) APW, 23 Executive Drive, Map 10/Lot 14-5
- 2) Bandwidth Semiconductor, Map 7/Lot 73
- 3) Chomerics, Map 10/Lot 53

Motion by Selectman Stewart, seconded by Selectman Jasper, to approve, as recommended by the Sewer Utility Consultant, carried unanimously.

4) **Elderly Housing, Map 55/Lot 11**

Motion by Selectman Stewart, seconded by Selectman Jasper, to approve, as recommended by the Sewer Utility Consultant, carried unanimously.

8. **OTHER BUSINESS**

A. **Comments by Paul Sharon, Town Administrator**

Mr. Sharon said he asked Chairman Madison for the opportunity to make some remarks. A number of people has asked him for his opinion relative to all of the arguments and discussions that have been going on. He didn't mind telling the public what he's told others in one-on-one conversations that he has a great deal of respect for the positions that the Selectmen are all elected to serve. He also has a great deal of confidence in the best group of department heads that he's worked with in 30 years. Selectman Jasper often comes into his office and will sit down and start either discussion issues that relate to the Fire Department or ask for his opinion as to whether or not this is something he would agree with him as the whether it is policy or not. Often. Very often. Selectman Jasper can attest to this. Very often, he will say, "Shawn, you are mixing up your roles. This is not an issue that you should be involved in as a Selectman. It's an operational issue. Department heads should be free to operate their own department." In a lot of cases, it is often brought as a policy issue. There are policy issues with a lower case p and there are policy case issues with an upper case P. He fully respects the right of all of them to pass judgement and impose policy issues with an upper case P. A lot of things are operational and they do have those discussions. They often don't agree. Further, and more important, and he's sorry former Selectman Dilworth left the room, but three weeks ago when they had a meeting, acting supposedly in Selectman Jasper's defense, he made some remarks that he felt were particularly offensive. He characterized this Board as catering to the employees. He berated this Board, presumably with the exception of Selectman Jasper, for elevating a union member to an equal. That he really finds very offensive. They have good employees. He was talking about a fireman in the IAFF. He considers him an equal and the Selectmen should, as well. He went on to say that "all of you" have a responsibility to insure that employees are properly trained and have an understanding of their roles. Mr. Sharon said if that doesn't sound like plantation politics, he didn't know what did. He was very offended, on behalf of all Town employees and he thinks the Town of Hudson is very fortunate to have the group that they have. Everyone knows that you get a lot more by patting somebody on the back than you do by kicking them in the rear end, yet that often happens, and it affects morale. He gets it from employees, from department heads and he didn't blame them for feeling as if nobody cares.

B. **Lowell Road Coffee Shop and the Verizon Agreement**

Chairman Madison said these two time-sensitive issues were going to be discussed at the meeting on the 11th that was postponed. A phone poll was taken and the vote was 5-0 in favor of both.

C. **BOS/Town Administrator Workshop**

It was decided not to hold this workshop that was scheduled for tomorrow at 4:00.

D. **Resignation as Chairman**

Chairman Madison said as many people know, she is moving. She has a home in Maine and also has traveled back and forth to Florida to visit her grandchildren. She will be leaving on or before the end of October, but she has not set the exact date.

Regarding a comment made during Public Input, she wanted the speaker to know that the three month agreement had to do with dual roles that were to be worked out with a Board member and the Fire Chief and had nothing to do with what went to the Ethics Committee.

She asked the Board to choose a new Chairman to take over at the conclusion of this meeting and she will act as a sitting Board member for the remainder of her time. She spoke with Selectman Jasper last week about this and he felt that she shouldn't move forward in the budget process and should let the new person do that. She feels she is pretty well versed in the budget process and while she is here, she thinks she would be a valuable member to the process. She is aware of what goes on with the budget, where a new member may not. She also feels that if this Board puts out applications for a new member, they could be appointed at the first meeting in November, after she leaves. That is up to the Board. She hoped they would allow at least a month for applications to be filled out for this position. Every year at election time, they never have a large selection at the polls. It's either the same old board, or one or two members in Town who have been attached to boards over the years. She has often heard people say they would really like to get involved in Town politics and maybe this would be a good time for someone to come in, short term. They will appoint someone to fill her position until the March election and then the person elected will serve the balance of her term, which will be one year. It would be a great time for someone to learn the process, someone to come in who

maybe has never been here before. She cautioned that, having been Chairman for five years, and knowing how important it is for everyone to work together, and maybe they haven't done such a hot job lately, but they are trying. She hoped that whoever they appoint would have their unanimous support. It would make for a better relationship on the Board. As far as electing a new Chairman, that is up to the Board. They must also remember that if a new Chairman is elected this evening, they can do it again in three months when there is a new Board. Nothing says they have to have a Chairman for a year. There is nothing that says they can't elect a new Chairman. She is very sad about leaving. She left Hudson once before and came back because she couldn't stand being away. They've done a new police station, a new public works building, and one of the biggest things they've undertaken is the purchase of the water company, or that eminent domain. There have been a lot of issues and things they have done. She also needs to say that every time she comes to Town Hall, she learns something new. She is still a beginner on the Planning Board, although she is enjoying it. She will miss Hudson, but will stay in touch. She opened the floor for discussion.

Selectman Charbonneau thinks they should move forward on a Chairman. As much as she would like to see Shawn move up into that position, she feels he can't at this time because of the differences between him and the Fire Chief. They have to have someone up there who is not biased and she would like to nominate Ann Seabury as the new Chairman. Chairman Madison asked if she would hold that motion until they hear from all of the Board members. Selectman Charbonneau agreed.

Selectman Jasper said he sincerely wishes the Chairman the best in her future endeavors and, while they have had some difficulties, all in all, they've had a good working relationship on the Board and she will be missed by the Board of Selectmen and the Town. He knows that she does care about what happens, but he feels she needs to make a clean break and not try to influence what happens after she leaves the Board. He believes she should leave the Board as Chairman and allow the Board to appoint a new member and allow that Board to elect a new Chairman when there are five members sitting. He thinks it would not be helpful for someone to be Chairman for a short period of time and then be elected out. He didn't think that works well for the relationship of the Board. He thinks her sitting here and voting on a new Chairman doesn't really sit well. But the most important thing is the budget. The budget is the single most important policy decision that this Board makes. It is critical that they have a Board that sends the recommendation to the Budget Committee that is of the same mind that the Board that will be supporting that budget on the floor of Town Meeting in March. They will have a new member of the Board. It would be helpful, in his opinion, if she set a time certain for her departure and allow the Board to advertise for that position. A month is excessive. Two weeks is probably enough. People are going to be reading about this in tomorrow's Telegraph, the Lowell Sun and certainly, in Hudson News. Everyone will know there is a position available. It probably wouldn't be a good idea for them to appoint somebody who needed a month to make up their mind whether they wanted a position that was going to last five or six months or not. They need someone who knows this is something they want to do for the short term. They need to have that person in place. Most likely, they will be doing budget recommendations November 2 and 3. They should have a person in place. If she were to announce that she was going to step down prior to the meeting of October 9, it would allow a two-week period to post and allow them a one week period to review and then on October 9, the Board could interview the candidates and make a decision. Probably the people that the Board would consider appointing are known quantities in the Town and would probably all know them personally, and won't need an additional week to think about it. In terms of doing the budget, when a new member comes on the Board in March, the time they spend throughout the year is not dealing with budgets, it's dealing with other items. Every November, it's the first time a new member is going to deal with that. It's a policy decision of making a recommendation of how much they are willing to spend as a Board. That doesn't take a lot of experience to decide that. He hoped that she would recognize that is an imperative and if, on October 9 they were not able to decide on a person, the process is that one person can go forward to Superior Court. Any judge will put a notice in the paper and that judge will make an appointment. It would be unfortunate if that happens, but if this Board is not able to reach a consensus, it is indicative of the fact that they would need to have a fifth member. That would allow a judge to appoint in time for a new member to sit for budget deliberations. It would be a terrible situation if they sit through the budget with four members, are unable to come up with a budget recommendation, send the budget to the Budget Committee because they've asked for it to be the 16th, and then find themselves in a position where they do get a new member, then they would be sending multiple recommendations to the Budget Committee that were contrary to their original recommendations. He didn't doubt her sincerity in caring, but the fact of the matter is she will no longer have a legitimate concern for the budget that is in place next year. She won't be a resident or a tax payer. That's no longer something, as a legal matter, she will have interest in. He understands that she has family and friends in Town and she still has an interest in that sense of the word, but in a true legal sense, she doesn't. She should allow this Board to move forward with five members who are qualified to do that and he asked that she do that. He thinks he knows what the outcome will be as far as her stepping down as Chairman, but that's not terribly important to him. What is important is getting a new member in place in time to do the budget.

Chairman Madison didn't think one or two weeks was going to make a huge difference. The people who apply will probably be known quantities, as Selectman Jasper has already said. Selectman Jasper said Selectman Stewart won't be present at that meeting. The budget has to be done the first weekend in November in order to get it to the Budget Committee, and she won't be back until then. The Budget Committee has the legal right to prescribe the time and the manner in which the budget is presented and they have prescribed November 15 as the time. Staff doesn't have enough time for them to meet the next weekend and put everything together. She should give them the opportunity to have a full seated Board. If the Board can't agree on a member,

they will need time for the Judge to make an appointment. This is the time to recognize if she is going to leave, she needs to leave in time to do this on the 9th. Chairman Madison said she heard what he was saying, but didn't need to make her decision on the final date tonight. She can do it at the last meeting in September. She doesn't have any problems if they ask for applications to fill the position. She didn't have a problem in doing that and she would like the courtesy of letting the Board know at the next meeting. She hadn't really thought about it. Selectman Jasper said the important thing at this time is the advertising. Chairman Madison didn't have a problem with advertising to fill her position. Regarding Superior Court, she thought there was a 90-day turnaround.

Mr. Sharon said he wasn't sure how long the turnaround was, but there has to be some time. The Judge cannot just pluck a candidate out of the sky. Selectman Jasper said the law says after a posting period. The Judge is going to recognize that the Board of Selectmen has made an attempt and has beat the bushes, so to speak, so the candidates are already going to be there. The Judge still has a legal responsibility; he has to post. The law does not prescribe a posting period. One would assume it be a minimum of a week. He figures that that process will take close to two or three weeks for a Judge to get through. Frankly, on the night she resigns, there will be a motion to appoint a new member. If they cannot agree to a new member, then it would be able to go to a Judge immediately. Any one citizen of the Town can request that. If they end up being deadlocked, and he hoped it wouldn't happen because he knows there will be qualified candidates that they all know and respect, it will be in the Court's hands the very next day. Chairman Madison said the Board isn't going to be voting on the new member on the night of her last meeting because she would be voting. Selectman Jasper said she can't do that. What he had said was at the meeting following her resignation.

Selectman Stewart said she totally agrees with Selectman Jasper, Chairman Madison asked how did she know she was going to say that. Selectman Stewart said she was offended by that because she doesn't always agree with him. Selectman Charbonneau's remark was not discernable. Selectman Stewart said she will be out of Town the last meeting in October as that is her annual vacation. Chairman Madison realized that, saying she didn't even think about that and will take that into consideration. Selectman Stewart said she comes back on October 30 and then she goes right into the budget process. It's not fair to the department heads or the current sitting Board to be put in that position. She will be missed and enjoyed working with her and learning from her. She wished she could retire to Florida, too. She thinks they need to act as soon as possible on this.

Selectman Seabury was concerned about Shawn being Chairman with the issues that have come up. She didn't particularly care to be Chairman, but if she gets nominated, she will accept in the interim. When they have a five-man Board, if they want to change the chairmanship, they can. She thinks Shawn is too close to the issue right now and that worries her.

Selectman Charbonneau nominated Ann Seabury as Chairman. Selectman Jasper asked Chairman Madison to step down to make it official before they appoint someone else. Chairman Madison said she was stepping down as Chairman at the conclusion of tonight's meeting and she will become a regular sitting Board member. She would like the new Chairman to be up on the budget process.

Motion by Selectman Charbonneau to nominate Ann Seabury as Chairman for the Interim, and if someone wants to change that later on, the person who is going to be taking her place, then fine, but we need a Chairman and, as I said before, with Shawn and differences, I don't think he can take over Chairmanship at this time.

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Chairman Madison asked her if she wanted to open up for any other nominations. Selectman Charbonneau said if she wanted her to, she would. There were no other nominations.

Selectman Seabury seconded the motion.

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Selectman Jasper said he wanted to speak, but knew he wouldn't make any headway. This just fosters ill will, ultimately, among the remaining Board members. This is a large organization and the Chairman doesn't have any more power or authority than any other member of the Board and does not have any authority or power over the Fire Chief, the Police Chief or the Road Agent. In terms of trying to move forward with the Board and work together, the best thing the Board could do is hold the Chairmanship as a vacant position, allow him to serve as the Vice Chairman, being Chairman Pro Tem for a month or six weeks, until they have a new member and ultimately elect a Chairman. The Chairman has no magical powers over the department heads and there is nothing he could or would do. He has differences with the Fire Chief, no ill will towards him. He didn't wish him or his position any harm.

Chairman Madison said the only thing she can say to that is she does believe what he says, but she does have to say that the last time she went to Florida, she was told by three major department heads that she wasn't five miles down the road when he was acting like King Solomon. So, in that instance, he was right. He reminds her constantly that the Chairman has no more power than anyone else and if that is the issue, then she does have a problem because even if he says there is no ill will between him and the Fire Chief, there are many issues that are out there. She needs the time. She comes to Town Hall about every day and she

needs the time to do other things at this time. She spent a lot of years in the Town of Hudson and she does need the time. That is the reason why, and for no other, that she is stepping down at this time. She has a lot of issues she needs to take care of.

Vote: Motion carried 3-2. Voting in favor were Selectmen Madison, Seabury and Charbonneau. Selectmen Stewart and Jasper were opposed.

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Chairman Madison said at the conclusion of this meeting, Selectman Seabury will be the Chairman and she isn't new to anyone because she was the previous Chairman.

E. Resignation of Budget Committee Member(s)

Selectman Jasper said he was stepping down as the Alternate to the Budget Committee.

Selectman Stewart stepped down as the Member to the Budget Committee.

Chairman Madison said it sounds to her like a couple of spoiled kids. Selectman Charbonneau said it sure does. Selectman Stewart said the reason isn't spoiled blood, it is because she is also Alternate to the Planning Board and a Member of the Budget Committee. She can't serve on both boards. Chairman Madison said perhaps the new member would be a Planning Board member. Selectman Stewart said they still have four weeks. Chairman Madison said she would be here during that time. She had heard that the two of them were going to walk out of the meeting, but they decided to do this instead. Selectman Jasper said no, there was never any discussion. Selectman Stewart agreed. Selectman Jasper said he has worked very hard for this Town as a Selectman and, lately, this Board has been kicking him around personally and now has said he doesn't have the ability to be impartial when it deals with the Fire Chief. That is very clear from this Board. Therefore, it is inappropriate for him to sit on the Budget Committee. If he is unable to impartially run the meeting, he will be unable, in her estimation, to impartially make budget recommendations. For him to step down from the Budget Committee is consistent with what the Board has done. He didn't want her to tell him he is acting spoiled. He's acting consistent with the action of the Board. Selectman Seabury said what bothers her tremendously is the impassioned plea she had just heard from him about how important the Budget Committee is. Chairman Madison said she knew.

(Start of Tape 2, Second Side)

9. COMMITTEE ANNOUNCEMENTS

Meetings for September 2001

- 10 4:00 w/YMCA
- 6:30 School Board
- 7:00 Friends of Hudson's Natural Resources
- 11 7:30 Board of Selectmen
- 12 7:00 Planning Board
- 13 4:00 Benson's Committee
- 6:30 Recreation Committee
- 7:00 Sewer Utility Committee
- 7:30 Zoning Board of Adjustment
- 17 7:00 Conservation Commission
- 20 7:30 Budget Committee
- 24 6:30 School Board
- 25 7:30 Board of Selectmen
- 26 7:00 Planning Board
- 27 7:30 Zoning Board of Adjustment
- 29 9:30 am Regional Roundtable @ Nashua City Hall
- 10/6 5:30 Firefighter Awards Banquet at the American Legion

10. REMARKS BY THE SELECTMEN

Selectman Shawn N. Jasper said he has decided not to torture the Board relative to Fire Department issues. Although he had decided before the events of last Tuesday that he no longer wished to engage in public debate about his dual roles. He will back away from public comments and not respond to any of the allegations and things that have been said about him, but if any citizen or Board member has any questions, contact him and he will gladly discuss them. As far as he is concerned, the public debate has ended.

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Selectman Rhona Charbonneau wanted to explain why she voted against the Hills easement. Development rights are very important,

but on the other hand, the \$330,000 that they paid for land that they cannot use was too much. No one can build on that land, but it was still too much. They don't know how many wetlands were involved or how many house lots could have been in there. That money could have been better spent. It was a lot of money for just development rights. They can farm it or do whatever they want with it, but the Town cannot use it.

- **Selectman Terry Stewart** said, regarding the fire on Saturday, developers and home buyers should be put on notice that when they are buying some of these properties that they just might not have the fire protection that they need. It is noted on site plans, but the home owners need to be aware of it. She thanked Chief Gendron and the Hudson Rotary for helping arrange the vigil on Friday night. She and Selectman Jasper walked from Citizens Bank and Selectman Charbonneau was on the Town green. It was a beautiful evening, and Paul was there, to see everyone come out for a night of togetherness. She also thanked the area Clergy.

- **Selectman Ann Seabury** didn't think enough gratitude was extended to Rhona and thanked her for the \$30,000 she voted for at the County for the skate park. It is much appreciated. There is a yard sale Saturday on the property. She met with the YMCA, and now agrees with Selectman Jasper. The hall is used more than she thought it was. The Quilters were there, representatives of the Seniors, the Budget Committee Chairman, the Moderator, Mr. Yates and Superintendent Bell. The Quilters had quite an impassioned plea. They number in the 200 range and it is about the only available spot they have to meet. The Seniors use it often and Mr. Yates anticipates teen dances. Fright Night is held there, blood drives are there, etc. As much as she thought they could get somebody else to take care of it, they have to ask the Budget Committee to give them additional money and try to get things fixed. They need to keep the hall. She understands the vigil was beautiful. Her brother in law, who was shot in April, had a benefit dance that night, so she had to go up to Maine and support her sister on that. She is glad it was well represented.

- **Chairman E. Lorraine Madison** read the YMCA Minutes word for word and agrees with Selectman Seabury, adding that Selectman Jasper was right. It is used far more than she thought it was. Regarding the vigil, she did not attend one here, as she was babysitting in Dover, but she did attend one in Dover, and the turnout was just as large there. She said they are all elected officials and must deal with whatever comes before them. Selectman Charbonneau said they should also mention the ceremony at the Fire Fighters Memorial. Chairman Madison said yes, that is where they got the bracelets that they were wearing, made by the kids as after-school activities.

- **11. NONPUBLIC SESSION**

Motion by Selectman Stewart, seconded by Selectman Charbonneau, to enter Nonpublic Session pursuant to RSA 91-A:3 II (b) hiring of personnel carried 5-0 by roll call vote.

- Nonpublic Session was entered into at 9:43 p.m. and was terminated at 9:55 p.m.

Motion to accept, with regrets, the resignation of Ann Sharpe as Administrative Assistant in the Community Development Department, effective Friday, September 28 by Selectman Jasper, seconded by Selectman Stewart, carried unanimously.

- Motion by Selectman Charbonneau, seconded by Selectman Stewart, to hire Dennis Hogan as a full time dispatcher in the Fire Department, effective October 7, 2001 at \$22,474.27 and after successful probation to \$23,373.24 in accordance with IAFF Local 3154 carried unanimously.

Motion by Selectman Stewart, seconded by Selectman Seabury, to hire Kelly Marquis as part time dispatcher in the Fire Department, with further details forthcoming from the Fire Chief carried unanimously.

- Selectman Seabury said she is a tunnel-vision person, so she has to get herself focused, saying she is rusty since it has been a few years since she was Chairman. She said the Budget meeting is Thursday night, which means there will be nobody there as the Budget representative. Do they vote for a new budget representative prior to Thursday night, do they just leave it vacant, or do they just appoint somebody? Mr. Sharon said they could appoint a new liaison now, if they wanted to. Selectman Seabury didn't mind being the rep, but she couldn't do the school.

Selectman Stewart said the Budget Committee was going to be doing the school Thursday night. She can't attend that meeting because there is also a sewer meeting that night. Chairman Madison said there normally isn't that much of a conflict. Selectman Stewart said the sewer meeting scheduled for last week wasn't held. Chairman Madison asked Mr. Dilworth which one he was going to attend. Mr. Dilworth said the Budget Committee meeting is scheduled for 7:00 p.m., instead of 7:30 because they are touring the Hills Garrison School. That is the meeting he plans to attend.

Chairman Madison addressed her comments to Selectman Charbonneau, who had left the room briefly. She said Selectman Seabury had requested someone be at the Budget Committee meeting on Thursday and they may or may not have someone there since Selectmen Jasper and Stewart are no longer going to be the Budget Committee reps. She asked if Selectman Charbonneau would do that meeting. Selectman Charbonneau said she would. Selectman Seabury said she would pick her up and drive her because she can't drive at night,

adding that they are in a dilemma now because they don't have anyone to cover the meetings. Selectman Stewart said her problem was that she was also the alternate to the Planning Board. She didn't want to do two or three back to back meetings a week, which wasn't fair to her. It has nothing to do with what happened tonight. The other Selectmen agreed. Selectman Seabury said they would limp along as best as they can.

Chairman Madison asked if this was just a temporary thing that she was just going to do for this meeting. If it was just a temporary thing, she wouldn't need a motion. Selectman Jasper said she couldn't vote if it wasn't done in the form of a motion. Chairman Madison said Selectman Jasper stepped down as the Budget Committee Alternate and Selectman Stewart stepped down as the Budget Committee Member. Selectman Stewart said she stepped down because she assumed she would move up to Planning Board Member from the Alternate's position. Chairman Madison asked if she was stepping down as a Budget Committee member. Selectman Stewart asked if she would be moving up to Planning Board Member. Chairman Madison said she had no idea. Selectman Stewart said she was talking about the month of October, in the interim. Chairman Madison said she can't answer that. She just wants to know if she is stepping down as the Budget Committee member because that meeting has to be covered this Thursday. Selectman Stewart asked her if she was planning on attending the Planning Board meetings the month of October. Chairman Madison said as long as she is here she will go to them and she will come back with an answer for Selectman Jasper. Selectman Stewart said she is not covering three meetings a week; she can't do it. The other Selectmen agreed. Chairman Madison said she understood, she just needs to know whether or not they need to appoint somebody else to make it official at the meeting. Selectman Stewart said they need to appoint an Alternate because she cannot be at two meetings Thursday night. Chairman Madison said maybe the new member will go to the Planning Board and she can go back to the Budget Committee. Selectman Stewart said that was fine. Chairman Madison asked for a motion to appoint Selectman Seabury as the Budget Committee member. Selectman Stewart said no, she was still the member, adding that she had said if Selectman Madison was going to attend the Planning Board meetings in October, she would stay as the Budget Committee Member. Chairman Madison said she promised to attend as long as she was here and would get back to Selectman Jasper with a date. Selectman Seabury said they should take this one step at a time.

Motion by Selectman Seabury to appoint Selectman Rhona Charbonneau as the Alternate to the Budget Committee, seconded by Selectman Madison carried unanimously.

Selectman Stewart said she was unable to attend the Budget Committee meeting on Thursday night because she had a Sewer Committee meeting to attend.

Motion by Selectman Jasper, seconded by Selectman Stewart, to advertise the position on Board of Selectmen that will be a position which will be valid through the March 2002 election and that they hold the filing period for applications open until noon on Friday, October 5, 2001 carried unanimously.

12. **ADJOURNMENT**

Motion by Selectman Jasper, seconded by Selectman Stewart, to adjourn at 10:08 p.m. carried unanimously.

Recorded and Transcribed by Priscilla Boisvert
Executive Assistant to the Board of Selectmen

HUDSON BOARD OF SELECTMEN

E. Lorraine Madison

Rhona Charbonneau

Shawn N. Jasper

Ann Seabury

Terry Stewart