

HUDSON, NH BOARD OF SELECTMEN
Minutes of the October 17, 2006 Budget Presentations Meeting

1. **CALL TO ORDER** by Chairman Rick Maddox at 7:00 p.m.
2. **ATTENDANCE**
Selectmen: Richard J. Maddox, Shawn N. Jasper, Kathleen R. MacLean, Kenneth J. Massey and Benjamin J. Nadeau
Staff/Others: Steve Malizia, Town Administrator; Priscilla Boisvert, Executive Assistant; Kathy Carpentier, Finance Director; Kevin Burns, Road Agent; Sean Sullivan, Director of Community Development; Dave Yates, Recreation Director
3. **PLEDGE OF ALLEGIANCE** was led by Finance Director Kathy Carpentier.

Chairman Maddox asked everyone to remain standing, calling for a moment of silence, after reading the following statement:

Before we begin tonight's proceedings, I would ask for a moment of silence, out of respect for the passing of Officer Michael Briggs of the Manchester Police Department, who was shot and killed in the line of duty, allegedly by the person who was involved in the 7-Eleven robbery, just across the street from Hudson Town Hall. On behalf of the Board of Selectmen, the Hudson Police Department and all of the residents of this community, I extend heartfelt sympathy to the family of Officer Briggs, as well as to his fellow officers, who served with him in this noble, but increasingly dangerous profession.

4. **BUDGET PRESENTATIONS**

Chairman Maddox said this was the first time the budget hearings were being televised, so there would undoubtedly be some faux pas as they go through the long process, condensed into three nights. Hopefully, a lot of the work has been already done through their workshops, but they are going to be going through the entire FY08 budget. The Finance Director will be keeping tabs of how they are doing with various items, keeping them updated on percentages and dollar amounts and keeping track of the various increases and decreases. He asked that everyone try to keep it as organized and as much in order as possible and asked Ms. Carpentier to identify the pages they are to turn to because, since they have evolved off the VAX, the budget books are formatted a little differently than what they've been used to in the past.

Selectman Massey asked that the Board convey the Chairman's kind words for Officer Michael Briggs, those same sentiments, to his wife and children, which could be appropriate, given the circumstances, if the Board so agrees, on behalf of the Town. The Board so agreed, to which Chairman Maddox said to consider it done.

Motion by Selectman Massey to finalize the budget at a special meeting on Monday, October 30. Selectman Jasper seconded it, for the purpose of discussion. Selectman Massey said there are two critical elements in the budget this year. One is the solid waste contract and the other one is the cost of the increase in health coverage. Neither one of those numbers will be finalized by October 24. The bids for the solid waste are due to be opened on the 25th and the health care increases are being discussed on either the 24th or the 25th. Because both of them could represent a significant change in the budgets, he thinks it would be prudent to wait until the 30th, in order to fix those numbers. Selectman Jasper cannot make it on that night and would, therefore, vote against the motion. Selectman Massey said the problem is they need to get the budget books to the printer. Mr. Malizia said the deadline for that was November 9 or 10. Chairman Maddox suggested the November 6th workshop date. Selectman Jasper said he would make it on the 6th of November. Selectman Massey agreed to the date change and said it would also give them a chance to, on that night, award the contract for the winning bid.

Amended motion by Selectman Massey, seconded by Selectman Jasper, to finalize the budget at the Board's workshop on Monday, November 6, 2006, carried 5-0.

Highway 5500, with Road Agent Kevin Burns

Ms. Carpentier said they would start on Page 71, Highway. Salary increases are at 3.6%; his other are 10.9% and the total change is 7.2%, adding that imbedded in his department is Solid Waste Management, which is handled by the Engineering Department. That is why those numbers are a little inflated. Chairman Maddox said they would go through groupings to see if there were any questions relative to line items. Mr. Burns said his total increase for the 200, 300, and 400 accounts, as directed by the Board, is 2.8%. 555 Solid Waste Management, was sort of folded into his accounts, but he doesn't oversee it, control it, or have any input on what number is put in. Selectman MacLean asked for clarification on how the 2.8 was arrived at. Mr. Malizia explained. Selectman MacLean said all of that was great, but the bottom line was that it was still a 7.2% increase. The Board had originally wanted 3%, so 2.8% is even better, but the bottom line is always higher than what the Board directs. Ms. Carpentier said the 3% was for operating expenses. The other items contracts—the pension rates went up quite significantly. They increased the insurance rates by an estimate of 11%, based on history, but are not finalized yet. The department heads don't have any control over things like that, so not all of the budgets will come within 3%. Selectman MacLean said in the past, she is always pooh-pooed because she tries to subtract small amounts, but she has flagged items on every page that could be reduced. They could cut a little bit here and there, and it all adds up. For instance, the janitorial supplies could be reduced by \$300, from \$2,300 to \$2,000. That goes for almost everything that almost automatically goes up \$100 or \$300, just because it's a new year, and it must cost more. They could ask all of the janitors to conserve and scrub a little harder, instead of using extra PineSol, or whatever. There is always things to cut, but she is always told \$100 is nothing. Well, then why don't they take \$100 off of every line because it's nothing. If she is going to be hushed after her 25th motion, she will stop making them.

Chairman Maddox said in order to keep things consistent, they have before them a format for proposed motions, if anyone wishes to make an increase or decrease.

Motion by Selectman MacLean to decrease cost center 5515, line 322, Janitorial Supplies, by \$300, from \$2,300 to \$2,000 did not receive a second. Selectman MacLean said she was going to keep track of all the motions she would have made to see what the budget would be, if she had her way.

Mr. Burns said he doesn't have any control over the 555 solid waste number because it's not his budget. He doesn't put that number in there. It's like the Fire Department had something from the Highway Department stuck in the middle of a run. That increase wasn't put in there by him, so he has no say in it. Historically, over the eight or nine years he has been a department head, he has gained the reputation of being fiscally conservative. The janitorial supplies went up 200 bucks, but he reduced water and sewer by \$1,100. He tries to offset his gains by reductions, so he doesn't come in every year, adding new money everywhere. Instead of adding new money every year, he balances his accounts, taking from one to add to another, so it's a more realistic budget and he puts the money where he needs it, and his budget includes reductions. He tries to balance the books. Last year, he didn't make it. The year before, he came in with \$300 to spare. If the Board made three \$100 cuts two years ago, he wouldn't have met his budget. Last year, he went over budget by many thousands of dollars. His budget has a lean bottom line. Selectman MacLean said she understood that, but she was looking at the 7.2%, which wasn't a reflection on Kevin. It's that the taxpayer has a 7.2% increase and, if it was her money, she'd reduce it by that much because it all adds up.

Chairman Maddox said they have to pick and choose their battles, or it will be a long three nights. One of the things they are tasked to do is look at every line item and at what makes sense. Selectman Jasper said they also have to look at the rate of usage. What they have is an actual for three months, and they have to look at the history, which has been \$2,090, \$2,111 and they have to look at the fact that those are pretty tight numbers. In terms of the 7.2%, it is not fair that solid waste management is in Kevin's budget, but that's where it is. If it would make her feel better, they can move it out and put it someplace else. Just because it's stuck there, it isn't fair to attribute that increase to Kevin, since he is not in any way responsible for that, any more than the Fire Department or Police Department is. He has some serious questions why that is going up from \$85,000 to \$210,000. Selectman Massey said it's the Burns Hall closure. That item is here because they are using State-required charted account numbers, but that will be spoken to and addressed when they meet with the Town Engineer on Monday night. This has nothing to do with the Public Works Department. Chairman Maddox asked for clarification from Mr. Malizia, who said it has probably been in there for 20 million years because they used to run the landfill.

Selectman MacLean said it wasn't Kevin's budget she was concerned about; she has yellow lines all over the book. It's the bottom line she is concerned about. She knows he runs a tight ship and does a great job, but when all is said and done, they will be finished with the books and will be way over what they wanted to be. It's only by cutting money out that they can get to where they want. She has janitorial supplies marked on all of the departments. Selectman Jasper asked what the operating budget bottom line was. Ms. Carpentier said \$27,006,667 which is a 4% overall increase. Selectman Jasper asked how much it takes to move the tax rate by a penny. Ms. Carpentier said \$25,000. Selectman Jasper said the first budget he did was the 1982 budget, and he's learned a lot since then by sitting through these budget meetings and the Budget Committee meetings. You can sit for days and take out \$100, \$200 or \$300 out here or there, and still not get to a penny for all those efforts. They have to look at the big numbers to really make a difference. He's been through budgets too many times to know that making small cuts does not work. Chairman Maddox said that's what they are charged to do. They are going to have to look at all of the positions and all of the programs. He agreed with Selectman Jasper that picking off a \$200 item didn't make any sense when they could be looking at removing something for \$60,000. That's where they should be focusing, but of course, they can do it the other way and she might be successful on some.

Selectman MacLean said, for the third year in a row, she will not run the budget the way she would, but if Selectman Jasper has been doing budgets for so long, and they are up so much, maybe that's a reflection that that way doesn't work. The big items are usually the things they need. The small items are usually where the waste is, in her opinion. Not waste in a bad way, but things that can be conserved. There's a lot of things that can be conserved. Once again, for the third year in a row, she will sit quietly and let them go ahead and do their thing because no one is going to second her motions. She will write down all of the things should would have cut to see if it adds up to a penny. Chairman Maddox said it's going to be a long three nights. Selectman Jasper said when the budget came to the Budget Committee from the Board of Selectmen last year, it was about a 15% increase on the tax rate. The Budget Committee sat through the whole thing and at the end of the night, it was still at about 14% and the budget failed. Because he had been paying attention and knew where the items were, in about five minutes, solely on his motions, they dropped to the 4% increase. He does know what he is doing; he does know how to reduce a budget, and he did it. He reduced the tax impact by 10% in about five minutes.

Selectman Massey said, just to follow up on Selectman Jasper's comments, there's no way you can take a budget of this magnitude and put your arms around it, if you look at individual items. You do have to look at some major items because they reflect ongoing or new programs that you need to decide whether or not to do. To put some things in perspective, the Town operating budget for this year is \$19,432,000. The proposed budget they are looking at tonight is \$20,255,000 a 4.23% increase over last year, and last year's was a 3.84%. His suggestion, in keeping with Selectman Jasper's comments is they go through the budget and look at the really important items, and he flagged only a couple in the Highway Department because, frankly, they know for the last five years, Kevin Burns has run an extremely frugal, well-run department, but without federal assistance two years ago, Kevin's budget would have been \$100,000 over. This year, they were over, even with the federal assistance, so kudos to Mr. Burns for the amount of work he does to keep the Town's streets plowed, swept, etc. That's why he wanted to hold off finalizing the budget until after they've gone through all of the departments because, if they finalize the budget after they hear the

last person next Monday night, they overlook the major picture that Selectman Jasper is referring to. The difference between what the Finance Director said of \$27 million and \$20 million are the two other items, which are the sewer and water, which do not affect the tax rate. To keep it in perspective, if they focus on the real key items in the budgets, and then when they look at the wrap-up on November 6, they can make the decision, as Selectman Jasper has suggested, that if the final number is too high, they go back and target programs, but they are not going to do it if they target \$200 and \$300 items because, again, \$25,000 is what it takes to change the tax rate one penny.

Chairman Maddox said he had a supply of 'stickies,' so if they have questions on items that may need to be cut when they get to the final bottom line. When they see, after all three nights of presentations, they are up into double digits, or whatever it could be, then they may go back and make some cuts. It has been an interesting first half hour, which he is sure will smooth out as they move forward. In looking at full time administrative salaries on Page 72, have actually gone down.

5551 Administration

Selectman Massey said because it came up last year at the Budget Committee, and there were some issues about why there is no history, if they look at 5551-122, insurance benefits, it shows no money in 04, 05 & 06 because in 07, the decision was made to move that money out. If they look at 109, there's no money for 07 & 08. There was a shift made last year on two items in the budget. One was the move the health benefits all into one cost line and the second was any of the accounts that were x-99, were put into an appropriate accounting bucket so they could understand what it really was because the x-99 accounts were kind of a catchall. For instance 399 shows zero dollars in last year's budget and this year's proposed budget because the numbers have been moved elsewhere.

Selectman Jasper said 102 was down from previous years, but it is still up over \$3,000 from what was budgeted. Kevin said he reduced it from 30 hours to 15 hours. Chairman Maddox said she wasn't hired until into the year; Mr. Burns figures it down to the nickel.

5552 Streets

Selectman Massey said he had a clarifying question on Page 75 for the gas and diesel. The backup didn't indicate the number of gallons and the cost per gallon for those. He asked what was budgeted for those numbers. Police and Fire are using \$2.20 for diesel and gas. Mr. Burns said the last bill he paid it was \$1.76 for gas and \$1.97 for diesel. Selectman Massey asked how many gallons for each of those accounts and the per gallon cost. Mr. Burns said it was based on historical spending, not on a per-gallon cost. Selectman Massey asked if Mr. Burns had the historical usage on gas and diesel, in terms of gallons. Mr. Burns said not with him, but he could get the information to the Board. Chairman Maddox asked if Selectman Massey was formulating a plan. Selectman Massey said, given they are going from 40,000 to 53,000 and 58,000 to 68,000 and he looks at the previous three years in usage, he would like to understand the number of gallons because, ultimately, he will probably want to make sure all of the departments that are using gas and oil are using the same dollar per gallon value, so they are consistent with gas and diesel consumption rates. It has nothing to do with the number of gallons. It's the per-gallon cost that he's interested in. Last year when they were doing the budgets, they were looking at \$3.00 a gallon. He thinks they were basing their gallons, last year, at \$2.50. Just as a way at looking at whether or not they are going to have the same dollar value, per gallon, all across the departments. That's all he is looking for. Chairman Maddox said that's why, last year, they tried to get them to put money into a separate Selectmen's budget. He asked Kevin to find out the number of gallons they used, and the per-gallon figure used.

(Start Tape 1-B)

Selectman Jasper referred to 112, retirement, and asked if there was a change in the rates. Mr. Malizia said yes, there was. In the backup documentation, there was a pension calculation and pension rates for the rank and file employees. It went up 28% for employees. Police went up 22% and Fire went up almost 11%. The Town's contribution is higher. Ms. Carpentier said the good news was it's a two-year contract, so they won't see any rate increases next year. Selectman Jasper referred to 121, the Flex Benefits, and said that showed a substantial increase from 47.7 to 59.5. Mr. Malizia to look a little further down, insurance benefits were basically flat. They pegged all of the insurance benefits to go up 11%, which is the last three or four year historical running average. That flat number means somebody bailed out of the insurance and picked up the flex, which saved the Town some money. Both of those two number should be up 11%, theoretically. They used the 11% estimate to put something in because they felt it was more responsible to have some number in there and not give a false sense that the budget was low. In reality, if it comes in lower than 11%, they will be able to cut it. If it's higher, at least they've covered some of that possibility.

Chairman Maddox asked if there were any questions on the brush cutter, 5552-243. Selectman MacLean said she read the backup, and asked if the Town would fall apart if they didn't cut the brush. Mr. Burns said it's starting to get to the point where it is dangerous. State law requires them to do it every year, but he doesn't have the manpower to do it. They can do it the old fashioned way with a chipper and men and a flagman and trucks, but it would take five or six guys. The most efficient way is to use a brush cutter--one man and one piece of equipment. Would the Town stop if they didn't do this? No, they'd continue to run and do the best they could, but they are the only major operating department that has reduced manpower, and the only way they've been able to do it is by doing things more efficiently--buy the tools and do the job right, instead of hiring more people to do the job the old-fashioned way. It's a question of how to complete the task. Chairman Maddox asked what the benefit was of purchasing it instead of just leasing it again. Mr. Burns said to rent it is \$2,500 a week. If they owned it, they could use it most of the summer months, or even in the winter, until things get too snowy. This year, they paid \$6,000 and didn't even do all of the main roads and didn't get into the neighborhoods--and haven't for a long time. If they pay \$6,000 every year to rent it, it will cost more to rent it for three weeks every year than it would to do the lease purchase. He expects this to last 20 years, so in the long run, it's cheaper to buy it on a lease-purchase basis and have it for 20 years, instead of continuing to rent at \$6,000 a year for 20 years. It would cost \$120,000. Chairman Maddox said it was going to cost \$16,000 a year for five years. Again, these are one of those things they should be looking at, if this is the best use of dollars.

Selectman Jasper thought it was \$20,000 a year. Mr. Burns said no, the actual price was \$16,000 a year. He is only asking for \$12,000, taking the \$4,000 out for rental, because he won't have to rent a machine any more—he will have it, so he has it down to \$12,000 and further, to offset the cost, he took \$2,000 out of outside hire of equipment, so he is actually looking to spend an additional \$10,000 a year to buy this piece of equipment, as opposed to renting it for three weeks. Selectman Jasper asked what the other \$4,000 was for. Mr. Burns said if they have to cut down big trees and would need to hire a crane. Chairman Maddox said that information was broken down and explained in the summary. Selectman Jasper said he was having trouble finding the items in listed in the budget books. He said this was something they definitely should be doing. There is definitely a public safety issue when the brush grows out. Across the street from his house, it had gotten so bad they couldn't see coming into their driveway. He made an agreement with the landlord and he keeps it maintained now. On Nathaniel Drive, the multi-floral rose is out into the street, so if people are walking, or kids are riding bicycles, there is no place to get out of the way of traffic, and to do a decent job, they should be mowing those areas twice a year. It's money, but things are getting out of control. He remembers when the Highway Department used to be out there with five people. They can't do the whole Town when you look at the labor involved in doing it that way, and that was back in the days when they weren't being asked to build roads, bridges and culverts, etc. That's not a good use of manpower, which has gotten very expensive.

Selectman Massey said Selectman Jasper said almost everything he wanted to say, but he wanted to add one thing. He's had several calls, just in the last month, from people who have indicated they've had sight distance problems because of the pucker brush that's in their areas, and one of them is in the Schaffer Circle area. As Selectman Jasper said, it's a safety hazard if that pucker brush starts growing and, once it starts, it really grows. To him, this is a prudent investment for the Town, especially since, when they look at all the other things Kevin has done with the department by trading people for tools, they've been able to get a very good use. Even with the limited help Kevin had, in both the cases in the last month, people called him later to tell him that the department had come right down and fixed it up, but he's sure they went down with hand tools, which is a lot different than going down with a tractor and take care of in two minutes what probably would take two hours with hand tools. He thinks this is a prudent investment.

Chairman Maddox said the consensus was not to put a sticker on this item, if they find out later they need to reduce the budget. He referred to 248, Street Overlay. They are now budgeted at \$400,000 which is what it has been for the last several years, and the cost of petroleum products is going up. The handout from Mr. Burns, which they received tonight, shows the kinds of dollars they are spending. Mr. Burns said this was discussed during the workshop, the rotation of doing roads—how often, if they have a plan, etc. Plans are driven by dollars, so he came up with a schedule. No. 1 is to simply shim and overlay the entire Town this year. It would cost \$18 million to pave every road with 2" of asphalt. Schedule 2 is what they do now, which is a combination of shimming and overlaying and total reconstruction. If they did all of that in one day—which they could never do—it would cost \$27 million. No one does all their roads in one year, so he broke it down into five year intervals, to show what sort of rotation they are on. Looking at #1, simply overlaying the roads, they are on a 45-year rotation, which means for \$400,000 they are going to pave every road once every 45 years. If they look at what they are currently doing, a combination of reclaiming, total reconstruction and repaving, they are on a cycle that would finish every road in 68 years. At one point, not too many years ago, when asphalt was half the price, they were maybe on a 30-year rotation, which is a reasonable, conservative number. The main roads would need attention more often; neighborhoods, not as often. Back 68 years ago, there weren't any roads paved. A horse and buggy was the main mode of transportation. Maybe in 68 years, everyone will be in flying saucers and they won't need to continue this work, but for right now, the automobile is the primary mode of transportation. A \$100,000 increase for paving is a lot of money and that's why he didn't make a recommendation for an increase. It's up to the Board to set a figure on how much they want to put back into the road infrastructure next year, or the foreseeable future.

Chairman Maddox wanted to add at least \$50,000 into this line item. There was a large increase in the amount of road miles, starting 20 years ago, which will start breaking up and whatever. They are going to start seeing even greater demand for these limited resources. Selectman Jasper agreed they need to put at least \$50,000 in but he wanted to do that at the end of the process. Right now, with everything in front of them, they are looking at a 10% increase in the tax rate, which is unacceptable, so if they want to add \$50,000 they are going to have to cut from other areas. He preferred to do the cutting first, and then come back and add things in. He made a note they he'd like to see them do that, but if they can't cut the budget, he won't support adding money in, so he won't vote for it, at this time.

Selectman Massey said this was a double edged sword, because if they add \$50,000 to this, they actually add 2¢ additional to the tax rate because they are using \$51,000 this year and \$51,000 proposed next year for the Highway Block Grant. They got \$451,000 this year, but they only applied \$400,000 to the highway program, which meant 2¢ was used for the general tax base. They are only projecting the same \$451,000 in revenue this year, so if the increase this line by \$50,000, they've actually got a 4¢ swing in the tax rate. He thinks Selectman Jasper is saying the right time to look at this is at the end of the budget cycle, not tonight. Mr. Malizia said he may not be a rocket scientist, but if you add \$50,000 and divide by 25, there is no swing; you are just adding \$50,000. They're not taking anything away from the revenue. Selectman Jasper agreed. Selectman Massey said but today they use \$50,000 to get to the 484 that the Finance Director has omitted because they are only using \$400,000 of that revenue for this line item. Mr. Malizia said but they are still only adding 50 to the bottom line; Selectman Jasper agreed. (Talking over each other.) Selectman Massey said it's not worth it, at this point. The bottom line, really, is what Selectman Jasper was saying. This was a line item that needs to be looked at at the back end of the process, not now.

Chairman Maddox put a magic tab on this item because they need to look hard at this item as they go through this. Selectman Massey said it would be appropriate for next year's budget cycle to have a proposal for a bond for whatever number, whenever they start talking about it that they would like, that they would bond either a 25 or 30 year program so they could even out the cost every year, but could have a program that would actually take care of the roads. You can go down some roads in Town today

and you can tell they are old. It's something they ought to look at next year. They shouldn't just take Kevin's document and file it away nicely. It should be something for next year's budget cycle to determine what they want to do. Maybe bonding might not be the right way, but certainly to look at the cost he is talking about.

Chairman Maddox asked if everyone was comfortable with 403, Pickup Trucks, on Pg. 75, saying this was going to hit several cost centers. He asked Kevin for a quick overview of what he was doing. Mr. Burns said they have 11 pickup trucks that are front line fleet vehicles—they plow and work all summer long. They have different configurations. Some are standard pickups; some are dump bodies; some are utility bodies for like traffic lights and things like that. The newest truck is his, which is an 02, and has 65,000 miles on it. The oldest is a 1984. The average age of the fleet is 13 years. These are front line, go out and work every day vehicles, and they are just too old. They have done a good job of updating their fleet of major equipment—dump trucks and heavy equipment—but these are just old and worn out. The mileage on many of them is over 200,000. He'd like to replace an 84, an 85, a 91, a 94 and a 95. They are almost at the point of putting antique plates on them. By paying off the excavator, the decrease would almost pay for those replacement vehicles.

Selectman Nadeau asked if these trucks were off the State bid. Mr. Burns said yes. Selectman Massey referred to the Vehicle Replacement Schedule, for FY08, it only indicated two Highway trucks and was wondering if they got new information that indicated five was more appropriate. Mr. Malizia said, obviously, the gentleman who uses the equipment has the latest information. Mr. Burns said when he put the list together for the Vehicle Replacement Schedule, he hadn't thought of doing what he was proposing now, and it is at the point where so many of them as so old, they are always breaking down. This is a better idea, and they have a block of money available.

Selectman Nadeau asked if this would reduce the maintenance line. Mr. Burns said no, because other things are getting older, so it really doesn't. Chairman Maddox said a part for a 2006 vehicle is probably more expensive than for one for a 1985 vehicle because of all of the computerized stuff. Mr. Burns said stuff for the 85 comes from the bone yard.

Chairman Maddox said the consensus was that everyone was comfortable with this plan.

5553 Equipment Maintenance

Chairman Maddox said the total increase to 5553 was \$82. No discussion.

5554 Drain Division

No discussion.

5555 Solid Waste Management

Chairman Maddox asked if the \$7,600 on 403 was for the trucks. Mr. Malizia said yes. Selectman MacLean pictured the Budget Committee asking her how the drains offset the trucks. Mr. Burns said the Sewer & Drains Division actually uses two of the. Sewer & Drains have a 60-40 split with the Sewer.

5556 Grounds Maintenance

Selectman Jasper thought this was the appropriate place to throw this out. It's not absolutely sure the Town will be owning and operating Benson's by next year, but it's pretty well assured they are coming to the conclusion of that, and they are going to need to do some better maintenance in there. He didn't talk to Kevin about this in advance, but he was thinking about hiring a couple of interns and each of them could work with an older guy—put one team in the cemeteries and one at Benson's, for 10-14 weeks, doing maintenance, brush cutting and cleaning up. They really need to think about doing that. He had thought about this before, and meant to talk to Kevin, but then things got on the back burner. Mr. Malizia said there is \$200,000 that was raised a couple of years ago, so he couldn't imagine they couldn't hire an intern. Selectman Jasper said that's why he wanted to talk about it. (Talking over each other.) Mr. Malizia said there is money to actually do things on the property that was raised separately from the purchase price. Chairman Maddox said they've got enough for the first year, at least. Selectman Jasper said he was interested in Kevin's reaction; he wasn't sure he was reading the look on his face.

Mr. Burns said when he looks at Benson's, he is horrified. It's a huge amount of work to maintain it; they'd have to rebuild it. They would need more people, and he didn't think hiring interns was the answer—but a brush cutter would help. Selectman Jasper said he wasn't thinking in terms of trying to bring it back, but in terms of trying to keep it from getting worse, at this point.

Solid Waste 5970

Mr. Malizia said they don't have firm numbers yet, so wouldn't spend a lot of time on this subject. Kevin has put a number in for a place holder. This is the last year of a three-year contract which was \$1.64 million. Mr. Burns said his best guess for the upcoming contract is \$1.8, which will be several thousand dollars on either side of that. That bid won't be opened until the 26th, and he didn't anticipate much difficulty in making a recommendation. Chairman Maddox asked if this was for curbside pickup, as it exists today, but no recycling. Mr. Burns said that was correct, and there was money in there to set up recycling stations. The curbside would continue. White goods, electronics and bulk items would go to a pay-as-you-throw program, and recycling would be voluntary. Recyclables would be brought by the individual residents to a location that is decided upon. There would still be leaf pickups and clean-up days at the dump.

Selectman Massey thought the recycling program would be offered to a civic organization in Town for them to run in its entirety. They would be responsible for managing it and the revenues, less expenses, would go to that organization, or several of them. The only thing the Town would provide was the location. Mr. Burns said no one would take that over because it would end up

costing them money. Selectman Massey said his understanding was that the Board didn't want to include recycling in the budget. If that is going to change, then the number will change by about \$200,000, for curbside recycling. Chairman Maddox thought it was more like \$300,000. Selectman Massey but it still has to be picked up as bulk, so the reduction to the Town would be about \$200,000 of the \$300,000 estimate.

Selectman MacLean thought they were leaning towards to curbside recycling, but she did want to say that some people had talked to her and they said they can't bring their recyclables to some other place. They need to know that it would be voluntary recycling now; they don't have to recycle. They can throw the items out with their regular trash. Whichever they choose. Selectman Jasper said they've still got time to figure out what they are doing. He and Selectman Nadeau should be getting more information at the dinner they are going to next week.

(Start Tape 2-A)

Chairman Maddox asked Mr. Burns to come up with a number of what it would cost to staff two recycle locations for eight hours on every Saturday for November 6. Selectman Jasper said if it is determined that no money is going to be made and organizations aren't going to do it, they could probably get somebody at \$10 an hour, who would be glad to do it because, essentially, it is just monitoring. He wouldn't want to pay someone time and a half to do it. Mr. Burns said he hated to sound cynical because the numbers haven't come in yet, but he deals with this every day. There is a large city to the north of the Town that announced they were doing this great recycling program, and when he talked to the full-time recycling coordinator—who makes more than him—they chastised Mr. Burns for the money Hudson pays to recycle, and by the time they ended the conversation, he realized they are paying more per ton than Hudson; he ended up educating her, after she told him Hudson was doing it all wrong. It all depends on the perspective of the person doing the presentation.

Chairman Maddox declared a recess at 8:10 p.m. The meeting was called back to order at 8:15 p.m.

Community Development 5571-5583 with Community Development Director Sean Sullivan (Technical difficulties)

5582

Mr. Sullivan said the Community Development Department is in need of a 4-wheel drive vehicle for inspection services. The Building Inspector currently utilizes a 1996 Ford Bronco, with 82,395 miles on it which is unreliable and requires frequent repairs. This vehicle gets about 10 miles per gallon of gasoline. It was previously used by the Fire Department. One new Ford Explorer from the State bid list would be four annual payments of \$6,006.86 with a light bar and rechargeable flashlight, the total dollar value is \$21,542. This request is consistent with the Town's vehicle replacement schedule. The Ford Ranger that they purchased a couple of years ago is not as user-friendly as they hoped. It is a challenging vehicle to get in and out of, if you are a large individual. It is also not easy to store and access plans from it. There are behind the driver and passenger does not have a door; you have to hold the seat up and climb in. They are not putting people back there, but the Civil Engineer uses it for his supplies and plans. It works, but it is not the most desirable vehicle and they think they could get better use out of the Ford Explorer. This is the fourth year in a row he's made this request and it is consistent with the Vehicle Replacement Policy.

Selectman Massey asked if an all-wheel drive minivan have the same capabilities. Mr. Sullivan thought it would, saying a Highlander is about \$4,000 more. Selectman MacLean asked if it has to be a truck. Mr. Sullivan said a SUV/Truck chassis is higher off the ground. When driving on to a work site that has a lot of debris, sand, gravel, rocks sticking up, etc., the higher the axle off the ground, the better off they are.

Chairman Maddox said there is a big difference between the pickup truck they want to buy for Assessing and what Community Development wants. Selectman Nadeau said they won't get 10 years out of a Ford Explorer. Chairman Maddox said they'd flag this item and they will come back to it. Selectman Jasper said when you consider what the vehicle is going to be used for, the pickup truck isn't practical. If you put something in the back, you're wasting all the space in between. You don't have the ability to carry around equipment. If they put in a map rack, they can't put a transit in there, or anything else. In terms of use, it's not something that's terribly practical. They'd have to go to a specialized body, then that's more expensive than the Explorer.

Selectman Nadeau asked for a copy of the State bid list so he could see the vehicles that are on it. Mr. Malizia said that would be possible, but it is probably pretty long. He suggested accessing the web site, and then scroll through. He asked if there was something specific he was looking for. Selectman Nadeau wondered if there were Toyotas on there, or if it was just Fords and Chevys. Mr. Malizia said they haven't seen a lot of Toyotas or Hyundais on it. Traditionally, it's a work-type truck. Selectman Nadeau said they could get a 4-wheel drive Hyundai Santa Fe for \$16,500, right off the shelf with a 10-year warranty, 100,000 miles. Mr. Malizia didn't recall ever seeing a Hyundai on that list, but they can look at it. Selectman Nadeau said they don't have to use the State bid list, if they can get it cheaper somewhere else, and probably more reliable. Selectman MacLean asked if a pickup truck with a cap would do the same thing. Mr. Sullivan said what they found with the Ford Ranger was that if someone is tall, or wide, it is difficult for them to get into the vehicle, and it is cramped. If plans are in the back and he hits the brakes, the all roll to the front. When supplies are stored in the section behind the driver and passenger seats, you have to tip up the seat and maneuver things around because there isn't an access door that would allow them to open it and reach in. It's not the most efficient setup.

Selectman Massey thought Selectman Nadeau may have a good point because he's had similar discussions with the Police Department. If it is true that the Santa Fe is discounted down to \$16,500, Hyundai is discounting all of their vehicles quite heavily and they have gotten much better in their reliability. He didn't know what they are going to be doing in July of next year and they wouldn't have the protection of the State bid, it might be that if the Santa Fe is going to do it, that that's what they budget for, with probably a 10% differential on the price. Instead of \$16,500 maybe \$18,000 and if, in fact, the Santa Fe is going

to be more than that in July 2007, they would look at another one. He said Selectman Nadeau was right. The Santa Fe now is getting high marks for reliability and it does have the 100,000 warranty on the power train and 60,000 miles overall bumper-to-bumper protection. So his suggestion would be to find out exactly what is contained in the Santa Fe, if it does the job, and then, based on some number around \$18,000, if it's going to get the job done. Selectman Nadeau said the Santa Fe is the identical vehicle to what they are looking for. Mr. Sullivan said that would work.

Chairman Maddox said they have a "driving consensus" of about \$18,000.

5582-252

Mr. Sullivan said this was talked about at the workshop of June 6. The proposal would be to increase the electrical inspector's hours from 16 to 32 hours per week, keeping it as a part-time position, but doubling the amount of hours currently covered for that position. The goal would be to compensate a licensed electrician/electrical inspector as a vendor at the rate of \$30 per hour, which is the rate paid the current inspector. This would represent an increase of 16 hours a week for 52 weeks, with a total increase for the position in FY08 would be \$24,960. Some of the justification is the electrical code becomes more complex and technical, the demand for electrical inspections are increasing, the Green Meadow project is on the horizon and, should that ever actually occur, there's no doubt additional inspections would be needed, not only at the site, but the demand would increase as a result of Green Meadow, and electrical inspections are a critical element of what they do on a daily basis. They serve a whole lot of people, from the average homeowner to BAE Systems, and everyone in between. On June 6th, the Board asked him to present this in the budget, which is what he has done.

Selectman MacLean asked if the electrical inspector was agreeable to work the extra hours. Mr. Sullivan said he did not discuss the hourly increase with the current individual, since he is a retired employee, so that option really remains on the table. Selectman MacLean asked what would happen if he is not interested, if Mr. Sullivan would get another person to do the full 32 hours. Mr. Sullivan said his short-term goal would be to hire someone who would be able to be trained by the current inspector, with the understanding it's a 16-hour a week arrangement and that when and if the current electrical inspector, who has been staff for the last seven years, chooses to retire full-time, then whoever is hired as his assistant, the additional inspector would take over the additional 16 hours a week for a total of 32 hours per week. Ms. Carpentier clarified that Mr. Sullivan was not hiring anyone; he was contracting with a vendor. Mr. Sullivan said that was correct.

Selectman Jasper said his problem was, which he has stated before, that if they are going to increase inspections and people in the department doing inspections, then they ought to be seeing like increase in the revenues. While, technically, in the inspections, they will see about a \$25,000 increase in building permit fees that represent about a \$25,000 decrease from the year before, so technically, the building permits are projected to be flat. He cannot support asking the taxpayers to pay for more services in that area when the revenues aren't there to support the increase, and clearly, the revenues aren't there to support the increase that is being projected.

Chairman Maddox said he could split the difference from 16 to 24, which would be more reasonable, in his mind. There are more complexities. They aren't putting in simple wiring systems at any of these bigger facilities. That mall that's going on Lowell Road right now will require some time in there. He thought they should add an additional eight hours instead of 16. Selectman Jasper said, in that case, they would need to revamp their permit structure. He didn't think that Joe and Sally Smith should have to pay for the electrical inspections for the strip mall, and any increase in this cost center is doing that—and they are already paying for the inflation, within the budget area for this, because there aren't any revenue increases. He looked at that last year when they had more history, and they actually saw the revenues going down in virtually all of the areas that they collect fees on, not just the building permits, but all the other areas. There is a downward trend there, moving in opposite directions, and that's not right. Chairman Maddox said, again, that strip mall, or industry, also deserves because they are paying taxes, also. Providing that service, and splitting the difference for eight hours instead is that compromise. It's something they can certainly put on for next year's workshop, to look at the fee structure and to see if that is a reasonable number.

Selectman Massey asked if the fees they actually generate in building permits in FY2006 was \$202,560; they budgeted \$175,000 for this year and they are proposing \$200,000 for next year. He remembers having a discussion, so he thinks they need to do it, but how many hours right now is probably where they are going to come to an agreement. However, he does think they need to re-look at the fees because, as he mentioned that night, he used the printed circuit board facility as an example, but it strikes him that they are not apt to see a printed circuit board in their lifetime again, but he would think the cost of inspecting a building that was going to have arc welders in it would be substantially more complex than a Dick and Harry Smith house, with just a 200 amp service coming in. He thinks they need to, when they do the fee structure, look at tiered inspection fees, based on the complexity of the electrical work that's going to be there. At least the eight hours needs to be in that budget, given all they see coming down the road because, in addition to the Lowell Road development they are talking about, the Planning Board is talking about a potential development down at the south end of Lowell Road, just before it gets to Dracut Road, which is going to be big, if it happens, and God knows what, in this budget time cycle whether they will even be looking at anything in Green Meadow, if at all, so he thinks he would at least support the eight hours. Selectman Nadeau said he, too would support the eight hours. Chairman Maddox said if they do the math, those 24 hours would be \$12,480 which they could put into the budget when they get to that section of the budget. He will put a sticker on that, which may have to come out on the other end.

Selectman Massey said on 5582-252, it only has \$1,000 in it so he assumes that the electrical inspector's salary is in another cost center. Ms. Carpentier explained that it was, and referred him to pages 66 & 67.

5582-403

Mr. Sullivan said this was related to West Nile Virus, the Avian Flu and EEE prevention. This evening, he handed out a proposal from a vendor they have used over the last several years to apply for a permit from the Pesticide Control Board. The vendor provides that at no cost to the Town. Within the past month is the first time they ever used the permit, and having the permit in hand in order to spray for mosquitoes is critical. If they don't have the permit, they have to apply for an exemption and, he is told, that if there isn't an epidemic, they don't give exemptions. So, they are trying to front-end this and do the work, at no cost to the Town. His initial recommendation was \$40,000; the vendor submitted a cost of nearly double for a complete package. The Community Development Department, working with Health Officer Bill Oleksak, would like to increase awareness of each of these health-related items through education. They go into the schools, they meet with the elderly, providing videos and training so people would understand what to do, should any of these events occur. Avian Flu is probably the most severe, based on the knowledge that he has. If any of these events were to occur, monetary resources would be needed to purchase supplies and shuttle residents to areas where vaccines would be distributed. The proposed monetary amount recommended was \$40,000; the information that came in today from the vendor proposed \$78,000.

5582-252, Other Professional Services

Motion by Selectman Massey, seconded by Selectman MacLean, to increase 5582-252 by \$20,000 from \$52,181 to \$72,181 for five targeted sprayings, carried 5-0.

(Start Tape 2-B)

Chairman Maddox declared a recess at 9:03 p.m. and called the meeting back to order at 9:09 p.m.

Selectman Jasper said, Green Meadow aside, they are going to have to do a lot of special things, so he didn't like seeing Green Meadows brought into the budget discussions because that is separate. The Planning Board fees have been flat for the past three years, so what they are doing is asking Joe and Sally Smith to pay the increase, and he didn't understand that logic. If all things were consistent and even, they are probably paying a part of it anyhow, and that's fine, but what they are doing is saying we've gotten busier, but we're not getting more revenues, so we have to hire more staff, and the taxpayer has to pay 100% of that. That's not right. It's not that the Planning Board fees aren't high enough; it's just that something isn't adding up.

Selectman Nadeau asked if they really need an Assistant Town Planner, or can they use an Administrative Assistant. Mr. Sullivan said the line item in the Supervisors' contract has Associate Planner/Administrative Assistant, so the pay scale would be the same. He'd like to get someone with some experience or education. Selectman Nadeau asked if they could go to a different union, if they don't use that title. Mr. Sullivan said yes, but they would be more clerical. Selectman Nadeau said, to him, it looked more like a clerical need. Mr. Sullivan said there is some clerical work involved, but it is more than that. Anybody can pull together a meeting, but to deal with a consultant and to manage all impact fee accounts and deposits for expenditures is about a 20-hour a week job. One lady does that now, as best she can, and has absorbed that duty from a position that faded out before him time. There's no question they can do a better job of managing the CAP fees. They limp along now, with the antiquated computer system they have. Within the last six months, for a court case, they had to retrieve all of the CAP fee data from their inception, which took two months. If they had someone whose primary focus was that, they could have pulled it together a whole lot sooner. They get by, but there is no doubt they could be more efficient. John does the pretty detailed CIP process, but in the heart of CIP season, the Planning Board options are not as high a priority as the CIP is. CIP has a very finite timeframe and they like to get it before the heart of the summer so they don't lose people at meetings. Springtime is a busy time for the Planning Board when everyone wants to get going, and that's more than clerical, also. Everyone one in the office assists people at the counter, in one way or another.

Chairman Maddox said Mr. Sullivan, once again, did himself a disservice. This is really a function of taking care of a lot of things. He should spend a day with John just to write down all the kinds of things he does. The Town Planner--having been the representative to the Planning Board for the last two and a half years as Selectmen, and seven years before that as a member of the Planning Board—is a position that is fragile. They've gone through five of them in the last ten years, in quick succession for awhile. It is important to have a backup, especially with the projects they are getting today, which is no longer Phil building two houses. It is complex because the land is no longer nice and flat off a Town road. Some of the projects that the Planning Board has seen in the last couple of years have been arduous. They were filled with wetlands and steep slopes, which means going through various boards. All of the types of situations that prevent a quick trip through the planning process. There are storm water management issues, and a lot of other things that go on. By having an Associate Planner, it is function of being pro-active and prepared for anything that comes downstream. The Town Planner is already at 102% and there is still stuff coming at him. There are a number of developments, besides Green Meadow, that are in process that are good size, and that's not going to stop Hudson as a destination for many companies, builders, etc. because Hudson is a great community with low taxes and a place that people want to come to. As much as people want them to stop allowing building, they can't. They have a moratorium on water and some other issues, but they have a right to develop their land, but it needs to be done in a proper process which does the best for Hudson. He disagreed with Selectman Jasper inasmuch as that is a function of government, to have somebody there to do this. They add more firefighters because there are more calls, if that's what it is. Right now, they aren't looking for grant money. They've talked about how they are going to interface with economic development. There is no way John would be able to do any of that because he is flat out. Having this person as a backup, he could probably be sent to those types of events. Again, there are a lot of things this person could do that is not represented on this one piece of paper. Again, Mr. Sullivan should have had three pages of stuff that John is doing. He understands that it is a balance of which way you go, but that's his position.

Selectman MacLean asked how much of the Town Planner's salary is paid by the fees that come in to the Planning Board. Chairman Maddox said the number in the memo was \$202,574. Mr. Sullivan said that's the number he has to go with, then. Selectman MacLean said he helps support that revenue, in a sense. She asked if the Associate Planner would be helping the Town

Planner more than he's helping the Town of Hudson. Maybe if they had an Associate Planning, the fees would start increasing because more things would be getting done and coming in. When it comes to planning and things like that, she has to rely on Selectman Maddox because of his experience in that area. She was leaning towards approving it.

Selectman Jasper said he was baffled. First they were talking about \$200-\$300 and now they've got a \$73,000 item that does not increase revenues at all. Nobody is going to go buy land in Hudson and develop it because they have an Associate Planner. People who have land in Hudson, and are going to build, are here and they are going to wait. Again, if the building that was going on in Town was a benefit to the average taxpayer, and they could see their tax bill going down or staying the same, he'd say OK, but to the average taxpayer, all they see is their tax bill go up every year. So, how do you say they are going to help the people who are building and developing in Town? The revenues are not increasing. They are talking about adding an extra eight hours a week for an electrical inspector, but no increase in fees, so everybody else is going to pay for it. Right now, not one single person has come in here and say they haven't got their electrical inspection done. It's not that the planners aren't ready for the Planning Board. He sees the Planning Board taking hours and hours and hours to do things. The Planning Board wasn't sitting around, twiddling their thumbs, saying if they had an assistant planner, they could get so much more done because they never get through an agenda, as it is. Some people have said the Planning Board wouldn't go into so much detail if they had more staff, but he didn't believe that for one minute. That Planning Board has created its own culture where they don't trust anything that the staff does, so they go over everything with a fine tooth comb, and that's not going to change one bit. Mr. Sullivan agreed. Selectman Jasper said they would just be looking at adding three cents to the tax rate. That won't get plans through quicker because that won't happen. It won't bring in more revenue for the Town. They are just adding more staff. He understands the Town Planner is working hard, but it is all backing up at the Planning Board, anyhow. He does not understand where they are going with this. They have already started the budget with a 10% increase, and they 'ain't' working in the right direction. The taxpayers are not going to stand for a 10% increase—over 50 cents on their tax rate. This is where this Board went last year, coming in with a 14%-15% increase and the Budget Committee cut it, and both the incumbents who were up for re-election went out the door, and he didn't doubt but what that was part of it. Without something that benefits the average taxpayer, proposals shouldn't go any place, and he didn't see the benefit to the taxpayer with this.

Selectman MacLean said Selectman Jasper asked a good question, and maybe they should have it answered. What is the benefit and to whom? Mr. Sullivan said the benefit would be to the folks who use their department on a regular basis. They might be able to get answers to them more quickly and provide information more quickly, coordinate processes for various boards, particularly the Planning Board, more efficiently. He can't control what the Planning Board does, but they can help prepare people to go before them. Potentially, this person can bring in some grant money. They did get a \$120,000 grant approved last year with existing staff. Maybe they can do better than that with additional staff. Selectman MacLean suggested putting this on the back burner and come back to it after they know what the bottom line is.

Selectman Massey said he did support this function, which they've talked about for a couple of years now. He'd bet that if they were sitting there and were the Pharaoh's budget managers, they'd be hearing everybody say they can't afford this and they can't afford that. Nobody, from the time people started on this world, ever want to pay taxes. Everybody knows that and every time they open their taxes, it hurts. But, unfortunately, at the Town level, there is not further way you can push costs off, and the major cost in any town or school is people. The analogy he has always used is they have 190 miles or roads in this Town, and they have 20 officers policing them. Those 20 officers are going to be patrolling those same 190 miles 10 years from now, but they aren't going to be paying them the salary they are today. At the bottom of the food chain, municipalities always bear the biggest brunt of any services. The one thing he does know about this Town, and all other towns are, and the Chairman has mentioned it before, if your trash is being picked up, if your roads are being plowed and if your athletics, etc., are being taken care of, people are pretty happy. But, face it, Hudson has a reputation that they are hard to do business with. If they want to know what the benefit to this Town would be to have this person on, even if they didn't generate another dime's worth of revenue, what they would do is help improve the climate of coming to the Planning Department—not the Planning Board—and getting their permits in order quicker because there would be more time to spend with them, to have the plans they submit have more eyes on them so they do have an opportunity to come before the Planning Board; and Selectman Jasper is right. There is a sense on the Planning Board that they want to look at things, but there are engineers that come before that Board. The Manny Sousa project was before the Planning Board only three times. A huge amount of effort for that project, but the people that did that know what it takes to get something through this Town. There are other projects that take an inordinate amount of time, and it's not because the Planning Board is necessarily nitpicking them. It's because the Planning Board, looking out for the residents of Town, are looking to have the projects mitigated. So, from his perspective, he thinks the real benefit to the Town, if they have this position, is that they would go a long ways toward beginning the long journey towards a much more business friendly atmosphere in this Town. Therefore, that's why he would support it.

Chairman Maddox asked for a consensus of keeping an open mind, at least until the end of the cycle. Selectmen and MacLean and Massey said yes. Selectman Nadeau said he wasn't going to say he'd support the Town Planner, but he might support someone that could fill 80% of this for half of the money. Chairman Maddox said they'd leave it at that and see where they were when they get to the Warrant Articles, and maybe Mr. Sullivan would get them some more input.

5571 Planning

Chairman Maddox said other than salaries, this has gone up only 0.1%.

5572 Planning Board – No discussion.

5581 Zoning – No discussion.

5582

The Finance Director said if extra items are going to be added in, it would be here.

Selectman Massey said, for the record, relative to the vehicle, he owns two Hyundai products, but until Ben talked about the Santa Fe, he never even thought about it. He has no vested interest in whether or not Hyundai were to be the winning Santa Fe thing. He just wanted it to be known that he does own two Hyundais.

Selectman MacLean referred back to page 19, saying there was a huge jump in office supplies and asked if they were going to use all of that. Mr. Sullivan said last year, they asked for \$8,000 and \$6,000 was granted. They have General Code updates, and are due for two. Yes, they need that money, but some of it is recouped because the reg books are sold to the public, probably about a third of the cost they would get back in revenue.

5582 Building

Ms. Carpentier said if the hours are increased for the Electrical Inspector, it would be here.

Motion by Selectman Massey, seconded by Selectman Nadeau, to increase 5582-252, Other Professional Services, by \$12,480 from \$72,181 to \$84,661(extra hours for electrical inspector; increase fees).

Selectman Massey thought they could justify the 24 hours, but not everything can be reduced to whether they get paid for it or not. A lot reduced to the quality of life, and people who come to do business with the Town deserve as expeditious service as possible. Selectman Jasper said he wasn't going to say anything, but he hasn't seen or heard any evidence that electrical inspections aren't getting done in a timely fashion. Given that there is no increase in the permits projected, then he didn't think there was going to be an increase demand on the services, which is a logical conclusion, so the status quo would continue. He made his case for the average taxpayer not having to pick this up, and that's exactly what they are doing. Chairman Maddox said the Community Development Director's memo stated they were increasing in complexity and size. Mr. Sullivan said yes, the number of inspections and complexity is increasing. The electrical code is changing regularly and the inspector is attending classes on his own time to continue his education so he can maintain his certification. For instance, he goes to BAE, expecting to stay an hour, but ends up spending three or four hours. They might have two inspections scheduled at Shepherd's Hill, then find out once they get there, they are asked to do a couple more, and they try to accommodate that. They also try to make sure someone who is scheduled gets their service, as well, but they are only half way through Shepherd's Hill. There's another 150 units off of Webster Street, and they are just in their infancy stage. There's another 100 or so units at Oblate. It takes a lot of time when you are doing the larger inspections and a lot of little inspections. In the summer, particularly, when someone wants their pool inspected, it's hot and there are a couple of kids who want to go into the water, but the electrical inspector hasn't done the electrical inspection yet, he tries to put the fires out by going to extra mile to try to accommodate everyone who has an issue. They could provide a better customer service if they had more hours.

Chairman Maddox said Mr. Sousa was also being utilized as an electrical inspector, at the present time. Mr. Sullivan said Mr. Sousa does electrical, building, and code, as does Mr. Oleksak, who also does health. For anything of commercial-industrial nature, they will wait for the electrical inspector, who works on Tuesdays and Thursdays. If there is an emergency, they will try to chase him down, but most often that isn't the case. However, if Joe gets tied up at, for example, BAE and he has eight other inspections that same day, and Bill and Rob have their own appointments, then people have to wait. That is not an unreasonable scenario at any point, but they certainly can be more efficient.

Selectman Jasper said this should have come in as part of a comprehensive package. If things are getting more complicated, there needs to be a restructuring of the fees. The people demanding the services should be paying for the services. He didn't think that was unreasonable, and that's his position. Selectman MacLean asked if they couldn't just increase the fees. Mr. Sullivan said they did that not more than two years ago. His suggested was to increase them more than what the Board wanted, but he'd be happy to take another look at them and come back. Selectman MacLean asked if they could do that during this budget cycle, increase the fees by 20%, across the board. Mr. Sullivan said they would still need to hold a public hearing, but if the direction he is given is 20% across the board, he will go back and run those numbers and provide that information. Selectman MacLean thought that might be worth doing. Mr. Sullivan said in the analysis they did, Hudson was the lowest in the region in almost every classification. The increases they did about a year and a half ago brought them up to about the mid-point. If they recalculated them, based on today's dollars, they would probably be below the mid-point again. Chairman Maddox said and looking at restructuring it so that it is driven towards the larger projects, as far as complexity. Those may need to go up 50% instead of 20%, if he is going to have to spend a whole day on one inspection, as opposed to the pool gets looked at. This is the FY08 budget they are talking about, which is 10 months away. Hopefully, by adjusting the fee structure, they can offset some of Selectman Jasper's concerns by seeing what they can legitimately charge. Selectman Jasper said they would have to put the revenues in, and he would be very uncomfortable in just picking an arbitrary 20% increase and upping the revenues 20% because that doesn't make any sense. It would be wrong just to arbitrarily increase their revenues 20%. The Board can do what it wants, but he is not going along with it.

Vote: Motion carried 3-2. Selectmen Nadeau and Jasper were opposed.

Selectman MacLean said they do want to look at the revenues and make them higher ASAP, she guessed. Ms. Carpentier asked if she meant in this budget. Selectman MacLean asked why they wouldn't make sense, if they know they are going to do at least 20%? Selectman Jasper said he has no idea what the numbers are. Chairman Maddox said they can't guessimate that instantly.

He thinks 10% is as far out as he would go because they are talking about a piece of all the inspections. Mr. Sullivan said they could come in with a scientific basis, an analysis with a chart that shows where they are with the other towns, the rate of the last increase, etc. and some recommendations for future increases.

(Start Tape 3-A)

5582-402 Vehicle

Selectman MacLean thought they were going to come back to this later because they couldn't decide. Chairman Maddox asked what the Board wanted to do. Selectmen MacLean and Nadeau said to leave it out for now. Selectman Massey said to put a sticky on it and come back to it on the 6th.

5583 Zoning Board of Adjustment

Selectman Jasper said they are spending a lot on minutes. Over the four fiscal years, the amount is doubling. For the ZBA, Minutes are important, but the motions are the most important. He was wondering if they were getting hung up on paying an awful lot of money for an awful lot of detail in Minutes—not just with the ZBA, but with all of the boards—Budget Committee, Planning Board, ZBA. If they are making good motions, then the minutes aren't as important because all that the minutes are showing is what one person intended when they said it. They don't show why anybody voted any particular way. They spent \$5,300 last year; it was only budgeted \$4,500 this year, and it was only budgeted at \$3,700 and now they are going to \$6,000. He is seeing a trend where minutes are being done almost verbatim and, frankly, they are moving in the direction where everybody is going to be on tape, and the minutes are going to be so much less important than they were because they are going to be able to see and hear, including the inflection. This is stupid and they need to send a directive out that they don't need the level of detail they are getting in minutes. Nobody is reading them.

Chairman Maddox disagreed, saying the volume has picked up in ZBA meetings. It used to be once a month, now it's two and sometimes three times a month. They are doing a lot more volume. Mr. Malizia asked who takes the minutes. Mr. Sullivan said a young lady who has been with them for about a year, a trained stenographer who comes from the court system. She just had a baby, so she is about a month behind in her minutes, and she is a crackerjack. She is at every meeting she is asked to be at. The minutes are verbatim, and he agrees that they tend to be cumbersome and not a whole lot of people read them, but just before he came down to tonight's meeting, he read the successful Vigeant case on Grace Drive, and in that case, one of the things the judge did was, not by name but by inference, as a board member, "this board member referenced this as a concern," "Resident X expressed this as a concern." He listed them in a whole paragraph. They couldn't have gotten that information if the minutes were not verbatim. They helped win the case. That's one out of 24 meetings, but in that one instance, they were very helpful. Mr. Malizia asked if she is paid more. Mr. Sullivan said she is paid more than they pay for the folks who take the Planning Board minutes. Chairman Maddox said they are doing better in court because of the minutes. There is a marked increase in detail, so the judge can see where they are coming from. However, as they tape more of the meetings, can that replace? That's something they should look at and, again, that's something Steve can put as an action item on his list to see, if they have these tapes, how long they have to keep them. Mr. Malizia said, theoretically, forever. Chairman Maddox said which is not the case with the Selectmen's meetings. They are just taping over them. Mr. Malizia said but the Recorder keeps the meeting minutes, as far back as 20 years. If they are going to use a CD or tape as minutes, they better save it.

Selectman Jasper said there is a statute of limitations on how long you've got to appeal a decision of the ZBA or Planning Board, so they don't have to be kept forever. He's not suggesting they not do minutes, but maybe not verbatim. At this point, they have not gone live with ZBA, but he would hope by the time this budget is in place, they are, and that eliminates the need to do verbatim because if somebody sues, they can hold the tape, which are pretty cheap. They can buy those at a very reasonable price and they can have verbatim minutes done and give them exactly what Mr. Sullivan is talking about, but only when they need it. It has gotten out of hand. The Selectmen's minutes are nowhere near verbatim. Sometimes he wishes there was a little bit more detail there, but they've got the tapes for a period of time and they ought to be archiving them for awhile. If they add up what they are paying for minutes, just at the same time all of the boards are going to be live on television.

Chairman Maddox said the minutes are not verbatim. Mr. Sullivan said ZBA will be live starting October 26 and the minutes are pretty close to verbatim. The young lady providing the service comes from the court system. Chairman Maddox said he was used to seeing the Planning Board's, which are about the same as the Selectmen's, and are not verbatim. They get the basic intent, but they don't get into the, "duh" and "ers." Mr. Sullivan said they are quite similar to the Planning Board's—maybe a little more detail, but not vastly different. Planning Board minutes can be 1/4" thick, but so can ZBA minutes. They are more similar than dissimilar. Chairman Maddox said this is an item for them to attack on how they want to address this. What is the requirement for keeping them? For how long? Those kinds of issues. This is a good point and they should start looking at this. Do they wipe it out today, not knowing what they are going to be able to do?

Motion by Selectman Jasper, seconded by Selectman MacLean, to decrease Cost Center 0141915583252000 by \$1,000 from \$6,000 to \$5,000.

Selectman MacLean said that makes a lot of sense. She would have made it a little less, but she will go with that, for now. She wishes she thought of it, but then it wouldn't have been a good idea if it came from her.

Motion carried 3-2. Voting in opposition were Selectmen Massey and Maddox.

Selectman Massey commended the Community Development Director and thank Representative Dave Buhlman because this year they were successful in getting a piece of legislation through Concord that effectively takes a little bit of discretion from a judge on daily finds so they now can actually impose fines over a much longer period of time than what the judges have typically

been doing. Thanks to the efforts of Mr. Buhlman and which other Representatives were involved, plus Mr. Sullivan, who went up to Concord to testify, the General Court did pass that legislation. He thinks it will go a lot further towards helping them be better able to make a zoning violation stick when there are substantial penalties, whereas before most people know they were only going to be hit with a \$275 fine. He thanked Mr. Sullivan and, if he sees Mr. Buhlman, to pass along his thanks, as well.

Selectman MacLean said they need to tell the minute-takers to lighten up a little bit on their minutes. That should follow, since the budget was cut. They need to know it doesn't need to be verbatim; it could be little less. She didn't know who would do that.

Recreation 5800

Recreation Director Dave Yates said their budget was up 2.8%, under the 3% that the Selectmen had asked for. They are minor adjustments to items they have gone negative with over the past couple of years. There are no major increases on any one line item. Their revenue is up. Last year, it was \$178,711 and the only additional item he has is based on the Town's vehicle replacement plan, a possible new vehicle for the Rec Department. They currently have a 1996 Chevy S-10 that he is using to haul and move things around, rakes to ball parks, pick up trophies or T-shirts. This department definitely needs a pickup truck; something with a cab on it, so the items are covered during inclement weather. He didn't need a big, fancy vehicle—just a small pickup truck. He gave the Board six different options from the State bid list that Mr. Michaud provided. There were a couple of lease options, as well. Two-wheel drive, with cab; four-wheel drive, which he really didn't need. A two-wheel drive is fine for him, unless the Town wants to go with four-wheel so other departments can use during snowstorms. An extended cab would help because of the items he picks up, loading boxes in the front seat with him and not seeing out the side window, or he may have to make an extra trip, so an extended cab may help with that part of the job. A lot of times he uses his own vehicle for evening events because he isn't authorized to take the vehicle home. Tonight, he had his vehicle loaded with basketballs for tryouts, boxes forms, etc.

Selectman Nadeau asked what the mileage was on the truck. Mr. Yates said mid-70's and it's starting to get some minor rust and the mirror is hanging off the side of it. Hopefully, Claude from the Highway Department can fix that. The vehicle is a hand-me-down from the animal control officer. Selectman Nadeau asked if they could get a couple more years out of it. Mr. Yates said if he had to, he would; he was just going by the Board's vehicle replacement plan. Selectman Nadeau didn't think this truck needed to be replaced for another year or two. Mr. Yates said the need was there, and he was going by the Board's plan.

Selectman MacLean asked what that would bring the percentage up to, if they added Option 4. Ms. Carpentier said 6%. Selectman MacLean asked about Option 1. Ms. Carpentier said 3.8%. Chairman Maddox preferred Selectman Nadeau's idea. They could put \$1,000 into fixing up some of the odds and ends items that will pop up in FY08—the rust and possibly get another year out of it, which would keep the cost center down to 3%. Selectman Massey said before they decide which way to go, there is no line item in 5810 for maintenance. (Back and forth discussion.) Selectman Nadeau asked where Mr. Yates had his vehicle serviced. Mr. Yates said at the Highway garage.

Motion by Selectman Nadeau, seconded by Selectman Massey, to increase 5810-204 Large Equipment Maintenance, by \$850 from \$0 to \$850 carried 4-1. Selectman Jasper voted in opposition.

Selectman MacLean referred to line 234 asked if there was a professional conference on the horizon because there hasn't been anything there. Mr. Yates said he just went to one last month, a sports certification and this is the annual renewal. He's not sure where they are at every year, but it was very enlightening to attend—and they do a lot of good things, which could be improved upon. There is a lot of talk about background checks on volunteers, and a no-touch policy with kids. A lot of common sense things. If it is given locally or fairly close and inexpensive, it's something he'd like to attend. If it is in Hawaii or California, he won't go.

Selectman Massey said it strikes him that, since they have a Recreation fund from the Planning Board, if it would be possible to purchase the truck from that fund. Mr. Malizia thought they might cross a line, since it's supposed to be for recreation facilities for the Town. Chairman Maddox said Selectman Massey was probably technically correct because these are contributions, not a CIP-type fund. It is a contribution that has become institutionalized and if they use it to provide a vehicle, that would probably be stretching the intent. It's supposed to be for purchasing land or fixing up fields.

5815 Merrifield Park – No discussion.

5821 Supervised Play

Chairman Maddox asked if this was the summer program. Mr. Malizia said yes. Selectman Massey said, for the record, that program is budgeted for \$75,000 in revenues this year for fiscal year 06, the past year they took in \$76,500. Selectman Jasper said they took in \$76,000 three fiscal years ago and the expense was \$98,000 so they are doing this again. It's time to look at the fee structure. Mr. Yates said that was discussed at the workshop and is on the horizon to talk to the Recreation Committee about. Selectman MacLean thought the fees should all be higher and be reflected in the budget, that when this budget takes effect, those higher fees should be in place.

5822 Robinson Pond – No discussion.

5823 Babe Ruth

Chairman Maddox asked if most of this was offset by revenue. Mr. Yates said no. This program doesn't get the attendance the other programs gets. However, it the critical age group, 13 – 15 year olds. The fees for this program are higher than the others,

but with only 125-150 boys, the fees would have to be outrageous in order to break even. He'd like to continue with this program, but it does cost, as some of the umpire fees went up. Some of the other activities may balance it off. Selectman MacLean said the Town didn't need to keep this age group busy; their parents need to keep them busy, or whoever is caring for them. Yes, it benefits the Town benefits to keep them busy, but it's not the Town's job to keep them busy. She wanted to be on record as saying that.

5824 Ball Fields

Selectman MacLean asked about the grant they were going to be applying for and wondered if any of that money was reflected in line 267. Mr. Yates said no, the grant is additional money. Mr. Malizia said that will be for the current year we are in. Selectman Nadeau asked why line 267 maintenance went up so high. Mr. Yates said it went up \$400. Ms. Carpentier said in previous years, it was in 399, so they just adjusted them and broke everything down. Last year it was \$5,600 so it went up \$400. The year before, they adjusted all of their line items.

5825 Tennis

Selectman Massey said this one breaks even.

5831 Basketball

Selectman Jasper said this is another one where the delta is growing between the revenues. It's a loser, but losing more. They need to look at the fees.

(Start Tape 3-B)

Mr. Yates said they haven't increased this one in awhile, but it does have a lot of activity. Selectman Jasper said the expenses are going up, but the revenues aren't, so they have to look at the fees. He'd rather not be putting money into the basketball program, but he doesn't want to be putting more money into the basketball program—more taxpayer dollars. These fees need to be adjusted regularly, since the budget gets adjusted constantly.

5834 Soccer

Selectman Jasper said they had projected 25 for this year, for revenue, going from \$19,000 to \$25,000 but now they are projecting it back down to \$20,000. In the same period, they've gone from \$11,000 in expenses to \$15,000. Mr. Yates said this one does make money. Their budget was \$15,413. Selectman Jasper apologized, having misread the numbers, but the point is they should be making more money.

5836 Teen Dances

Mr. Yates said they do four teen dances a year and they are very popular, with 350-400 kids. Chairman Maddox said he attended one and the screaming was deafening. Mr. Yates said if anyone wants to chaperone, the next dance is November 17, and they would be welcome. Selectman Massey said they might want to look at lowering the fee. They went from a \$3 fee to \$5. He asked if they dropped the fee to \$4 if they would get more participation. Mr. Yates said no, they are already maxed out, and a lot of the kids come in with \$20 bills. Selectman Massey said he was surprised that certain individuals showed up at the center and it was suddenly \$5 instead of \$3. He asked if it made sense to lower the fee, given they are twice the revenues on this one.

5839 Community Activities

Selectman Massey asked if they supply for the high school athletic programs any fire/ambulance type support and, if so, if that should be reflected in this budget. Mr. Malizia asked why it would be in this budget. Selectman Massey asked why the police detail was here. Mr. Malizia said because they need a copy for Comedy Night. Mr. Yates said these were for adult activities.

5840 109 Skate Park

Selectman Jasper asked how the vandalism situation was. Mr. Yates said wise guy kids are increasing, but there hasn't been any vandalism, and the cameras are up. Selectman Jasper asked if certain kids had to be banned. Mr. Yates said not lately; they just continue to be a pain in the neck. When they don't want to listen to him, he calls the Police Department and they come down and talk to them. Chairman Maddox asked when that closed. Mr. Yates said when the weather starts getting bad, within the next month or so. They try to keep it open as long as the weather is decent.

Other Business

Selectman Massey said before they close for tonight, he'd like the action items summarized because he didn't capture the items they flagged that they are coming back to look at. Chairman Maddox said they were looking for the Highway Department to provide the amount of gallons and the price per gallon; Townwide paving, to possible increase to \$50,000; bid opening for the Solid Waste on 10/25; review fee structure in Community Development; meetings on television, recorded vs paper; fee increases in the Recreation Department; and the Santa Fe vehicle for Community Development, targeted at \$18,000.

Mr. Malizia said the Cemetery Trustees have asked to be on Monday's agenda, due to a schedule commitment. It's a small cost center, so shouldn't be a problem. Mr. Dilworth has an NRPC meeting tomorrow night and might be late for the Budget Committee presentation, so they could take that one out of order. Selectman MacLean questioned why the Library was scheduled after the Fire Department. Mr. Malizia said they just had warrants; the Board doesn't go through their budget.

Ms. Carpentier said there is no backup for Community Grants in the budget books, as in prior years. They usually put in just new requests, and there weren't any this year. There is a separate binder with all of the backup documentation in the Selectmen's Office, if anyone wants to look at it.

Selectman Massey said they can't lose sight of the fact that the real goal is on the 6th of November, the real bottom line, and some of the numbers they've looked at tonight are flagged for possibly looking at, based on where they sit. He didn't want anyone to be surprised if they change something on November 6. Chairman Maddox said everyone that comes before them has to understand they are looking at their individual departments but, in the end, they will have to look at the big picture and do what is right by the Town at the end of the whole process. Selectman Massey said between next Monday and the following Monday, there is a week, and all of them are going to be looking at what they think the final numbers should be. If any of them see where they think something that they did this time would be prudent to try and take it out on the 6th, or add it, it would be a common courtesy for the liaison to talk to that department and indicate they may be doing something, just so they don't get caught unawares. He'd like to make it as friendly as possible, but everybody has to recognize that the Board members are the ones who have to set the final number, and they may have to face some hard choices on the 6th. Chairman Maddox said that's why they put their name on the ballot and get elected to do—make those hard choices. Selectman Jasper said or they can just send it along to the Budget Committee and let them do it. Chairman Maddox said this is the Selectmen's budget, and he didn't think they should just be handing it off to the Budget Committee, knowing they will kill it. If the Selectmen don't think it's supportable, they shouldn't put it forward. When they are done on the 6th, it should be a budget the Selectman can support. They shouldn't send it off to let someone else do the dirty work.

5. **RECESS**

Chairman Maddox declared a recess at 10:30 p.m., stating that the meeting would reconvene tomorrow evening at 7:00 p.m.

Recorded and Transcribed by Priscilla Boisvert, Executive Assistant

HUDSON BOARD OF SELECTMEN

Richard J. Maddox, Chairman

Shawn N. Jasper, Vice-Chairman

Kathleen R. MacLean, Selectman

Kenneth J. Massey, Selectman

Benjamin J. Nadeau, Selectman