

HUDSON, NH BOARD OF SELECTMEN
Minutes of the April 4, 2006 Workshop Meeting

I. **Call to Order** by Chairman Richard J. Maddox at 7:00 p.m. in the Selectmen's Meeting Room at Town Hall.

II. **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; Julia MacLean; Howard Dilworth, Jr; Cable personnel

III. **Pledge of Allegiance** was led by Selectman Ken Massey.

IV. **Discussion Items**

A. **Liaison Assignments**

Motion by Selectman MacLean, seconded by Selectman Jasper, to accept the resignation of Selectman Massey from the Budget Committee, carried 5-0.

Motion by Selectman Jasper, seconded by Selectman Nadeau, to appoint Selectman MacLean as the Budget Committee member, carried 5-0.

Motion by Selectman MacLean, seconded by Selectman Nadeau, to appoint Selectman Jasper as the Budget Committee alternate, carried 5-0.

Motion by Selectman Jasper, seconded by Selectman Nadeau, to accept the resignation of Selectman MacLean as Alternate to the Planning Board, carried 5-0.

Motion by Selectman MacLean, seconded by Selectman Jasper, to appoint Selectman Massey as Planning Board Alternate, carried 5-0.

Selectman Maddox will remain as the Planning Board Member.

Motion by Selectman Jasper, seconded by Selectman MacLean, to approve the liaison assignments, as presented by Chairman Maddox in his memo dated April 4, 2006, carried 5-0.

B. **Past Studies**

The studies that were pulled together over the time period of about 10 years were assembled before Chairman Maddox. Some of them he had never seen; some of them get forgotten; and things change. Something that sounded like a good idea in 1988 may not now, or as staff changes, people change, and things fall off the radar. The Town invested a lot of money in those various studies. The Master Park Plan, adopted in 1989 was about \$50,000. He mentioned a few of the ones on the table, including the Water Report, Benson's Master Plan and Robinson Pond. As part of their workshops, they should start to delve into the reports. He asked if they wanted to each take one to review and then bring back any comments on where they want to go with some of them. In the Master Park Plan, they talked about a couple of different areas the Board may want to address. Is that something this Board wants to start to look at?

Selectman MacLean suggested the liaisons should be in charge of their departments—Benson's liaison would take the Benson's report; the Water liaison would do the water report, etc. They have a little history of what has already transpired, they know the people involved and have a rapport with them. The Selectmen might not know what happened with the reports, but the department heads would. Chairman Maddox thought that was an excellent idea, but it would take them about a year to complete. He would hate to see all of this money spent just to have the report sit on a shelf. Maybe there are things in them that needs to be re-looked at.

Selectman Nadeau thought it was a good idea to go through them, maybe one every couple of months, just to see where everybody's at with it. Selectman MacLean thought they should also include the people in the department that the reports represent. Chairman Maddox thought so. He mentioned the Combined Dispatch report. What did the study actually say? There might be things they could do in lieu of, until they get to that point. He never saw the study entitled, "Robinson Pond and Ottarnic Pond Diagnostic and Feasibility Study," from 1994. He wondered if anything ever came of that, and what do they want to look at.

Mr. Malizia said giving it to the liaison is probably a good place to start. For example, Selectman Massey is pretty well versed in the Water Utility and could easily get back up to speed; Selectman Jasper had a very strong interest in the Benson's property. Clearly, there is an interest there and the Selectmen can work with the appropriate staff and/or other committees. Some are probably more relevant than others—for instance, water. Clearly, they have a blueprint, a map and they've started to accomplish those tasks. They are following a certain path. With Benson's, hopefully they can resolve the property deed issue. It would be prudent for the Board to look at Combined Dispatch again. Is this something the Board wants to do, to pursue now—or do they want to put it on a back burner, or re-modify? They all probably contain some interesting information that could be worked on with the liaison and staff to be updated, modified, and represented, maybe with budget implications, depending on where they are. For example, if they can

resolve Benson's, they may want to put some money into the budget. They clearly know there are going to be some water issues coming up, probably not next year because they want to accomplish the tasks they already have before them, but in the next couple of years, they've got some other capital expenditures they need to do. It's clearly prudent to have the appropriate liaison work with the appropriate staff and/or committee to, at least, determine what's in there and possibly make recommendations back to the Board as to what activities the Board may want to pursue.

Chairman Maddox said Selectman Jasper is probably familiar with all of the studies. Selectman Jasper said he's probably seen them all, at one time or another, adding that it is an excellent idea to review them. It points to the fact that there needs to be more follow-through on a regular basis. He found an IT study from 1995 in his files and it talked about the need to update it on an annual basis, but there was no follow-through on that. As a result, they find themselves playing catch-up, whereas if they had stuck with the report and had the Technology Committee as an on-going entity, they might find themselves in much better position today. This is a good start. They really have to task the various departments and committees to stay on top of these reports and get back to the Board because the five Selectmen can't handle all of that. They can, however, work with the various departments who should keep the Board up to date on them and recommend either keeping the reports, or discarding them. They don't do much good gathering dust on a shelf.

Chairman Maddox said that was the idea. There was a lot of knowledge in those studies that probably hasn't been shared with a number of Selectmen. One of the things he was hoping they'd be able to do is make the Town Administrator the "keeper of the calendar," one that projects out to 2016, with various items they need to start looking at in a year, two, year five years, etc., and keep that idea recognized. As the Board will change over the next 10 years, what did the Board 10 years ago do with planning in each successive year? At the May workshop, having gotten acclimated over the month of April, he hoped the Board would look at the calendar. If Combined Dispatch was on the calendar for 2007, does that group of Selectmen still want to move forward with that? He didn't want it to get forgotten. Give the Board, at the time, some sort of place holder for all of the items. They move out another five years, or it may be discarded. For instance, the water line out on 102. They'd ask the Town Engineer or Water Utility if that's feasible to look at in two or three years. If so, they'd get that on the calendar to remind them to keep looking at these items so that they don't end up in a file somewhere, accumulating dust.

Selectman MacLean said she has been thumbing through the Parks and Recreation study and was interested in that one, although Selectman Nadeau was the liaison to the Rec Department. Chairman Maddox asked what the process should be, if they should come back with a 'book report,' of sorts. Selectman Massey said everyone seems to have the right idea, for the liaison to take their documents and the Chairman should prioritize how the members come back with them. Chairman Maddox said the first one he'd like to see done is the water. There are some items that they've already slipped from the dates that are in there. Mr. Malizia said the south end was designated as a priority. From a fiscal perspective, there are items such as the Barretts Hill area, the Marsh Road area, that they could slip, so they did slip. Based on the Engineer's recommendation, it was not imperative that it be done this year, but it should be done within the next three, four or five years. It needs to be looked at to make sure that those assumptions are still valid.

C. Pending Items

Chairman Maddox said they are approaching the end of the fiscal year, so staff is reviewing budgets to make sure that they are not going to have any overruns. That's a key thing they look at, at this point in time, and evaluate the budgeted activities to determine if they did what they said they were going to do. He didn't anticipate any departments over-running, but if they get hit with some freak snowstorm, that would put a monkey wrench into the Highway Department budget. Selectman Massey said, from a water perspective, the projects are on track. They've mobilized the pipes for the River Road looping project, which should start any time now. They are working on the final design plans for the Compass Point booster station, which is the replacement booster station for the water utility, and they are going to be going to Superior Court and Registry of Deeds to take the property off of Grove Farm Road for the water tank. They have not received an affirmative response from the landowner, so they are moving forward with that. The Sewer Utility is fairly quiet. He anticipates getting the CALEA accreditation award for the Police Department—with more kudos to them. Wrapping up at the end of the fiscal year is always a busy time, looking at what they may have for encumbrances and the expenditures and where they stand. He asked if there were any questions.

Selectman MacLean said the River Walk would be a wonderful thing. They talked about that, and then they didn't hear any more about it. Is Combined Dispatch something they are going to revisit or revamp? The Library, a cable access center, the room policy—all of those things still need to get done. She would like to visit the Community Grant section of the budget before they come to the budget season because she had a lot of questions about that after Town Meeting. People were under the impression that every community grant was actually like an investment in the Town, that the Town was actually saving money because the Town would have to pay, anyway, but that's not actually true. She wanted to go over that with everybody and pick out the ones that actually save the Town money, and those that don't. Benson's is pending; the bridge is pending; the Seniors. There are so many things, it's mind-boggling.

Chairman Maddox said all of those are good items that need to get on some sort of list. Chairman Massey had started one, but everything had got checked off and not re-added to. The Town Administrator is here during the day and not only is the keeper of the long-term calendar, but the short-term calendar, too, as to the items Selectman MacLean just presented. Where do they want to go with these items? Put them on a workshop agenda or a regular meeting? This year, he'd like to avoid the three-day budget marathon. At these workshops, he hopes to meet with all of the departments in

advance of them assembling their budgets, being able to have a more lengthy discussion on where the department believes they need to be, and what the Board will support, so that at that three-day session, the Board isn't hearing for the first time that the department wants to buy X or do Y; there will be direction on where they want department heads to go, rather than being surprised during the race to finish the budget book in three nights. Bring in the departments and go over what they were planning to put into their budget above and beyond what is already there, and how the Board wants to approach those items—more personnel, additional equipment, etc.—whatever it may be that would affect them at budget season so they can address those in a more organized and less frenzied approach. They need to find out what the Board would support, both in the budget and in the CIP. They are looking to the needs of the future, where they think they are going to need to expend monies and where they are going to have to put their priorities.

CIP Discussion Selectman Jasper wanted to spend some time talking about the CIP, since that process is beginning, and how they can improve the final product. He believed the submissions are due on April 7 and he didn't know if the previous Board reviewed them. He always felt that before anything goes on the CIP, it should come to the Board for thumbs up or thumbs down. If that doesn't happen, they are wasting a lot of time, coming up with a meaningless document, if the Board of Selectmen has no intention of supporting what's on there. It fulfills a statutory obligation, but doesn't do anything beyond that. He didn't know how that could be improved at this late date, if it's due on the 7th and the Board isn't meeting until the 11th. Is there anything they can do? Can it be put in and then the Board says certain things are going to get pulled out, or should they just let it go for this year, without any input? Selectman Massey said the CIP Committee is going to be meeting on the 14th, which means that the Board should be able to see what was submitted by all the departments for a review at their meeting on April 11. They could instruct their CIP representative, Selectman Nadeau, to carry forth the Board's message of what they think is or isn't important.

Chairman Maddox wholeheartedly agreed. Being on the CIP a number of years ago, it's tough for them to understand what the Selectmen are going to do. The Fire Chief came in one year and wanted \$1/2 million to add on to Burns Hill Fire Station, but what he really wanted was \$15,000 to do a siting study for the fire stations. The CIP was torn; they thought the \$15,000 was a great idea, but that wasn't what was submitted to them. The department heads should submit their requests to the Board for, at least, a cursory review. That's something that will be on their calendar for November, December for next year—the calendar that the Town Administrator is maintaining, so in November/December, he's asking the department heads what they are going to be asking for two years out. They can, hopefully, make the CIP process go better because it is difficult for them to decide whether they should rank something, based on whether or not the Selectmen support it. Everybody says the roadways always gets the highest marks, but a lot of time, that's driven by the funding they get, which gives them extra points. If someone puts in something that the Selectmen aren't going to support, it is counterproductive to put a high ranking on it. He asked Steve to get a list of what people are putting on to the CIP, with some sort of explanation of what they are doing.

Selectman Jasper said, relative to the long term, the process ought to be changed so the submissions are actually made from the Board of Selectmen to the CIP. They set a date when the department heads bring it in so the Board can decide what will make it to the CIP. Chairman Maddox said if they are doing the workshops properly, spaced out, so they can ask what departments are looking for up to five years out. If it is over \$50,000 and going to the CIP, the Board can decide if it's something they would be interested in supporting, or not. If it is, the Board will want to see it on the next CIP. That's what they would roll into these workshops. Steve said they would still have a meeting in the end, just to make sure it's all tied up, which can be at a regular meeting because, at that point, there shouldn't be any surprises. Selectman Jasper said that's what really makes it official, and then people don't lose things in the interpretation. One year, someone may get sloppy and not go to the Board one year, then just go to CIP again. If the policy is changed so the final submission is made by the Board, approved at a meeting, then the department heads go to CIP. The departments have done all the legwork, but the Board has blessed the list. That puts a process in place that can't be gone around. Chairman Maddox asked the Town Administrator to make a task item, to set up a calendar and work backwards from when the submittal would have to be at the beginning of April to when it should come in to the Board to make the final cut. They also have to look at the tax impact if three departments come in with \$1 million request. They would have to say they don't want to submit them on the same year. Selectman Massey said if three projects come in, they should put only one forward. The CIP was always intended to be a road map for the future. They might prioritize those three projects and put one in, and move the other two to outer years. They can't lose sight of the things that need to be done. The Board's task is to make sure they are correctly prioritized in terms of being able to afford to do them.

Comprehensive Plan for the Town's Fire Stations The Board did have a workshop scheduled for May 30, which probably won't happen now, but they will have to decide what they want to do. The Board had wanted a workshop on a comprehensive plan for all of the fire stations in Town. Is that something the Board wants to look at in the near future? It may be premature, at this point, but that's an item.

Joint School/Town Project (8 Pine Ave.) Steve said the joint project between the School and the Town is still going forward, but he didn't know the status on the special exception for putting a garage on the property for where the school's building is going to be. What has to come out of that is the value the Town is going to place on its part of the sale and they won't know that until they know whether or not there is a garage on the property.

Selectman Jasper said he had no idea what that was about. Steve said sometime last year, the School Board approached the Town about taking a house built by the Voc-Tech program and locating it on a parcel of Town-owned land and then sell it as a package, thereby maximizing the value of the house and putting something back on the tax rolls.

(Start Tape 1-B)

The property is 8 Pine Avenue, which was taken for taxes sometime in 1994. There was an actual structure there that the Fire Department used for a controlled burn, so the lot has been vacant since 1997. It appeared to fit the criteria of what they were looking for because it was tax deeded. It appeared to fit the size of the house and the characteristics of the neighborhood. The school then said they were interested in maximizing the value more, wanting to build a garage, after locating the house on the site, so they went to the ZBA to get a special exception because there were wetlands and buffer issues. They did go to the ZBA. While they were there, one of the abutters, who was related to the original property owners, has claimed that the property line is not correct and there may be a disparity of 20'-25' between the property lines, which would make the buffer disappear. This complicates things. To that effect, that property owner is in the process of getting a survey of his property to match up with what's believed to be a correct survey of the Town's property. That issue has to be resolved before a garage can be put there and, quite possibly, the school may need to get an exception for frontage, if the Town's lot shrinks. They did go for an exception, but that's on hold because this other property owner has asserted that the property line is incorrect. Rather than getting into a real thicket, that should be resolved first. The house is currently sitting at the Voc-Tech; it hasn't gone anywhere.

Selectman Jasper asked if the Minutes from the Board of Selectmen from that period have been looked at. When that piece was taken, there were wetlands issues with it. His mind is foggy on that, but he recalled that there were issues with that lot. Mr. Malizia said this has gone through the ZBA for the garage issues, but it was OK'd for the house to be sited there. This whole thing has been through Conservation and the ZBA. The lot, as currently configured, has been granted an exception, so he assumed that since it has gone through those steps, that it is acceptable. Selectman Jasper asked if anyone looked specifically at what the Board said when the lot was taken. Mr. Malizia said no, other than the Board approved the lot as being the lot in play. Mr. Jasper said, obviously, if there was anything serious, it should have been put on the deed, at the time, but since the Town held the deed, that may not have happened. Mr. Malizia said the Town attorney has reviewed all of the documents and has also gone to a title insurance company and they would insure the title. That seemed to fit all the criteria that was needed. Eight or nine properties in Town were looked at, but this one seemed to be the optimal lot for this project. The only problem is the property line issue. Because of that, he made the determination that nothing should be done until that is resolved.

Compass Point Booster Station Selectman Massey said, relative to the Compass Point booster station, the developer for Wason Heights still owes the Town \$47,700 for the extension of the water line from Demoulas to Holly Lane and, if he intends to run the water line up, he needs to work with the Town's Engineering Department in terms of the plans and he owes 50% of the cost of his portion of the booster station at the time they start construction, which is tentatively scheduled to be in May-June, and he owes 50% when the station is completed. A secondary project, the Highway Department, in late May-early June, depending on the water table on Holly Lane, will run the pipe extension from the existing Compass Point to the new one.

Chairman Maddox said these are the things that need to be kept track of on some sort of spreadsheet document—whatever works best for the Town Administrator—to keep track of all of them, and they stay on the list until they are cleared. The status of each item can be checked on a monthly basis, i.e., take a look at it at their second meeting of the month. He asked if an invoice was sent to the developer, or if he knows he owes the money. Mr. Malizia said yes, he does. There are a couple of criteria that have to be satisfied, and not all of the criteria has been—certain things haven't been recorded at the Registry of Deeds. Once they are, he pays the money. He sent the developer a letter about a month ago, saying that construction season is coming and he needs to get off the dime and proceed forward. They are well aware of it; they've had dialogue and Tom has, as well, and is working with them. Chairman Maddox said by having that pending document, they will know where everything stands. He thought that was cleared up. Selectman Massey said it's cleared up in the sense that the clock is ticking and if the developer is going to do something, he needs to do it. The Town isn't going to chase after him.

Stop & Shop Ball Field Selectman Massey said another letter has gone out to Stop & Shop, asking if they would be willing to fund the cost of a soccer field at some place other than at its original spot. He didn't know what was going to happen because August was the deadline. Mr. Malizia didn't think it was going to happen. He suspected they were just going to wait and pay the \$25,000. He can't put them in a headlock and make them do it because they have an agreement that says \$25,000 to be paid if the field isn't done by a certain date. Chairman Maddox asked their State liaison, Selectman Jasper, if he was up to speed on this. Selectman Jasper said no, not on the soccer field at Sagamore Square. His understanding was that there was an agreement with the State that allows the Town to put a soccer field there for a 10-year period. Selectman Massey said the State never gave the Town an easement. Mr. Malizia said the Town was amenable to that idea, if the Town wishes to pursue that option. Selectman Massey said the DOT said yes, feel free to go forward, but understand we may sell that property, so any improvements you make to it are at your risk. Selectman Jasper also understood that there was to be a way into there through Stop & Shop, but there doesn't appear to be any place to get there. Selectman Massey said on the right side, where the wall is, it was intended there be a ramp down to the field. Selectman Jasper said that is not there. Selectman Massey said no, that would be part of the construction. Selectman Jasper suspected that would be very expensive, at this point. Mr. Malizia said what he's asked for, and put forward to their attorney and to the folks at Stop & Shop, are two alternate locations for them to consider—one at the Joan Avenue/Winslow Farm, where there is a parcel of land on 11 acres that the Town owns and the other

one was adjacent to Freedom Field, which would make sense to have two soccer fields near each other. Attorney Hollis, who is representing Stop & Shop, at one point in time, did contact an engineer to look at the two sites, but that's as far as they have gone.

Selectman MacLean thought the plan was to go ahead with the ball field, anyway, and use it for as long as they can. It will take them forever to sell it and, in the meantime, the kids will have a great field to play on. Chairman Maddox said the State never really gave them the easement, just said they didn't see a problem and they were looking to sell the land. It may be another 10 years before something happens and they should, at least, make them build a field. The Board needs to make a decision because, in August, the issue goes away. They will write a check for \$25,000 and that will be the end of it and the Town will be without a field. Selectman Nadeau asked how much it would cost to build a field. Mr. Malizia said the Town made them bond \$100,000 for performance; they can't build a field for \$25,000. A new field would cost \$100,000. There is a development agreement that states they will put a field behind Stop & Shop, if the Town gets permission of the State, etc., on State-owned land. During the whole process of them getting a CO, it was ascertained that \$100,000 would be a sufficient deposit for the performance of that. Or, if they don't do it by August, the agreement goes away and they pay the Town \$25,000. Selectman Nadeau asked if the Town could just spend the \$100,000 and put in a field. Mr. Malizia said not without first giving Stop & Shop the first chance to do the work. If they balk, then the Town may have a case. They can't take the \$100,000 and put the field some place else, but it can be put 'there.'

Selectman MacLean said maybe they should write another letter and try to get that easement as soon as possible so they can have a field there for as long as they can have one, which may be a very long time. Selectman Jasper said it sounds like it is all up to the Town, at this point. If the Town does nothing, Stop & Shop will save \$75,000. Chairman Maddox said the Town has the letter (from the State) that says it sounds like a workable plan; then the Town got another letter stating that the Town might want to hold off because they are looking to sell that land and they didn't want the Town to have to build a field and then have it taken away. They are stuck in limbo, not knowing if they can even get an easement from the State to be able to use that land. Perhaps the State liaison should have a conversation with the DOT Commissioner to find out if the Town can get the easement. Then the Town has to decide if spending that kind of money makes sense, or they should just accept the \$25,000 in August and find a place to put a field.

Selectman Jasper said until such time as the State—the DOT—declares the land as surplus, there would be no plans to sell it, and that has not happened. There are no plans, at this time, to sell the land. However, in their discussions of what happens at Green Meadows, they talked about putting a Town road through there. That's a wide piece of property, but that would be a busy road. Maybe they'd be better off just to take the \$25,000 and forget about that location because there is so much uncertainty with that. A couple of other fields were supposed to have been built, one down off of Eayers Pond Road, but that met with neighborhood opposition. He doesn't imagine there is money still pending with that; it probably just went away if nothing happened. The Town might be better off to take \$25,000 and build something they knew would be permanent, rather than something that is likely to be short-term.

Selectman Massey said they have to pick their battles. They should not confuse the State with what they want to do. The far more important issue down there is a circumferential highway road than a ball field. He'd much rather be talking to the State about what they have to do to achieve that than to go forward with an easement to put a field in and then start talking to them, at the same time, about a road. They should put all of their effort into getting the State to allow the Town to build a two-lane limited road from Sagamore to 111. Chairman Maddox said as the Chair, he agrees; Selectman Maddox, however, does not. As the Planning Board representative, there was a long, hard discussion about achieving recreation space and Stop & Shop presented them with a field. He understands both sides and maybe there is a compromise to be reached. When the Planning Board approved this at 11:00 at night, arbitrarily picked the \$25,000 magic number. Shame on them for not making them (STOP & SHOP) wait another two weeks or a month to go out and get the real numbers. Maybe they should go out and look at that land to see if it could support a field and a roadway because that is a pretty wide swath there before they make the decision. He asked that this be an agenda item for downstream. They don't have to decide tonight. They should have someone, perhaps the Town Engineer, look to see if that real estate is capable of doing both before they walk away from another field and just accept the \$25,000.

Selectman Massey said, to that end, opportunity strikes today because last week (at the Chamber dinner), the Governor told the Selectmen to set up a meeting with him and the DOT to see what they could do to help the Town achieve its goal of that road. It would be appropriate for the State liaison to contact the Governor's Office and strike while the iron is hot. The Governor was extremely positive about wanting to help. It would be really useful, while it's still fresh in his mind, to get it on the table. To frame it, when he and the Town Administrator talked to the Governor that night at the Chamber dinner, they definitely talked about a road similar to the Camp Sergeant bypass, which was constructed by the State, but the town manages it for Merrimack. Selectman Jasper thought they were a little premature on that request until they have a better handle of what's going on because there are no funds from any place—and he will have a report on the bridge and Benson's a little later. They need to stay focused and until they have some sort of proposal to give them the funding mechanism, then they can talk to the Governor, but the Governor doesn't have a pocket full of money to do anything. He didn't know how this would be something they could do anything with if they can't even get a bridge with a toll, so he didn't know how they would be building a road with no possible funding source on the horizon as productive at this time. They've got some productive things they can do and, at some point, that is going to start to firm up and that will be the appropriate time to have the meetings. Chairman Maddox agreed with Selectman Massey and asked what time frame Selectman Jasper was talking about for that being firmed up. Selectman Jasper said they can

sit and ratchet-jaw about building a road, and the Governor can say he'll do anything he can to help, but he doesn't have any money for it—and the Town doesn't have any money for it. Until such time as they have firm discussions with Green Meadow for a possible funding source, he couldn't see where a discussion would lead. Selectman Massey said it's true that they don't know today where the money will come from, but the State is not going to build that road. They've already said that. However, if the Town could secure the funding, if the State would allow them to build the road when the funding is available, they at least have, up front, in their pockets if they have to go talk to Green Meadow about their impact on the traffic, they have this thing that says the Town has the wherewithal to figure out what it's going to cost and then the Town can be responsible for doing the road. It's not his intention to go to the Governor at this point to ask for help with the funding. It's to commit the State to allow the Town, when the time is right, to do that construction because the State has said they have no intentions of doing it.

Selectman Jasper cautioned not to throw around the word the 'State' so much because the State is the Legislature, with the approval of the Governor. The State is not Commissioner Murray and, as she always says, the Legislature sets the policy and she does what the policy tells her to do when the funding is there. There is no State, per se. He also cautioned them not to unnecessarily step on toes on State government. It's wise not to start at the top and then work down the food chain because it just upsets people along the way, who actually end up with the day to day power. You have the conversations at the Commissioner level and then ask how to proceed to make it happen. That makes everyone a lot more pleasant to deal with in the long run. The last thing he would want to do is start a conversation with the Governor, without having gone as far as they could with the Commissioner. It's much better if the Commissioner can go into the Governor with a plan, with the Town standing behind the Commissioner than it is for the Governor and the Board of Selectmen to present a plan to the Commissioner. Often, the devil is in the detail and the Governor is in at the level to look at the detail to know what the devil is, so then people end up getting embarrassed along the way when you haven't gone through the proper channels. He has had preliminary discussions with the Commissioner, who has indicated that is something that is possible to do. He's just not sure they're in a position, at this point, to do that. They can only have so many irons in the fire at one time and they ought to get a few loose ends cleaned up. That land is not going any place today, nor is it going any place any time soon because the Commissioner has not declared it surplus.

Selectman MacLean said the Governor invited the Selectmen; it's not like they are stepping on toes. He invited them to have a conversation with him. Secondly, the DOT could be invited to participate in any discussion, along with the people from Hudson. That way, the Commissioner wouldn't feel left out of the loop. Selectman Massey agreed with Selectman Jasper and said he never saw this as going directly to the Governor without including the Commissioner, but it doesn't hurt to lay the groundwork by meeting with the Commissioner ahead of time with that idea in mind, and then bring it forward. You'd accomplish it a lot easier that way than if you just went directly to the Governor, which would get them nowhere. The Governor is going to have to call the Commissioner in if they meet with the Governor, and after they meet with the Governor, the Commissioner is not going to be a very happy camper, if the DOT wasn't part of the discussions. It'd be easier to start first with the Commissioner. Selectman MacLean thought it should be done soon—strike while the iron is hot, as Selectman Massey mentioned earlier. Selectman Massey said the sooner they can get an agreement from whomever they have to get an agreement from at the State level, which would include the Governor's Office, the DOT and the Legislature, that the Town would have an interest in constructing a two-lane road there, given that the State identified no funding for the foreseeable future. The way to accomplish it is immaterial. If they are going to do it, they need to keep it in the forefront of the people at the State level.

Selectman Jasper said until such time as the Town is in a position to actually make certain promises and conditions, the State—Department of Transportation—is not going to be very interested in putting a lot of time and effort into this. The Town has nothing to offer, at this point, because they don't have any proposal for a bond or for financing. While it's nice to say strike while the iron is hot, you had a conversation with the Governor who has no personal knowledge of any of what's going down, and the Governor is always going to say sure, come in and talk to me, we'll see what we can do. The Town needs to have a better plan before they just go in and say we want you to agree to tie up this property for X amount of years. Until they can say they want to begin construction, and they have the funding source to build the road, why would anybody want to talk to them? Why would anybody want to sign on to this? There is the possibility, at some point, that the Commissioner is going to say they are not going to build this, and it's surplus. They are not going to tie it up with Hudson's wanting to build a road there in 2075. The Town needs to have a more concrete idea of what they are going to do, with a definite time table. They need to have some ideas about what it's going to cost. They can go in and say to the department the Town would like permission to begin a survey of that property to develop cost estimates for building that. That could be done with a snap of the finger. He thinks they are getting ahead of themselves if they think they are going to come to any kind of agreement for using the land, when they don't have anything.

Chairman Maddox thinks there may be a happy medium. Selectman Jasper was saying that the Commissioner has no intentions of declaring that land as surplus, but was she looking to release some of the other land that they own in Hudson in the near future? Selectman Jasper said DOT has said that there are many houses that are outside of the right of way that they could begin to do that for, that they could begin to put on the market, but even that is going to take time. That's not something that has happened right now. His feeling is the best thing for him to do is go in and have a discussion of about what the short-range plan is for that property, how the Commissioner feels the Town can go about accomplishing their mutual goals.

(Start Tape 2-A)

Chairman Maddox thought Selectman Jasper, in his discussion with the Commissioner, could find out where they are looking to go in the next few years, getting permission to survey sections of it to be able to look at what they are going

to relieve first, if they are going to sell off some of the houses so the Town will know that the land will be available at some point. Seeing the Governor's popularity, chances are they will see him at the Chamber dinner again next year, and maybe the Town will have some of that information. Chairman Maddox wanted it as a Planning Board mechanism to say we have this available, but he understands both sides. They don't want to overwhelm the State with all the things that Hudson wants/needs. He hoped Selectman Jasper can meet with the Commissioner to find out if there is a timetable for Hudson.

Selectman MacLean said if the Governor, as Selectman Jasper says, doesn't really know what's going on in Hudson, maybe this is a good chance to let him know, and sees their desperation. If he doesn't know, maybe he should know. For Selectman Jasper's second point about not having a plan, maybe the Governor can tell them what they need to do, and by the time it gets to him, he knows about it; he already knows what is going on. He might actually help the Town to get something done. Selectman Jasper also mentioned the chain of command, but people come to talk to the Board of Selectmen because they have no place else to go, and their situation is desperate and ask for the Board's help. They get help because the Board hears them and realizes they need help. When people come to them, they understand the situation and know about it and try to help. She thinks Selectman Jasper is selling the Governor short. She thinks he can do more than Selectman Jasper thinks, but if she is in the minority, that's fine. She just wanted to make her point.

Chairman Maddox suggested sending a letter to the Governor, thanking him for the opportunity but, at this point, Hudson was not quite ready. They will be following it up through channels, but they look forward to meeting with him at some future date. This keeps the issue on the Governor's radar and gives him a one-page history, as well as an indication of where they want to go. They wouldn't be burdening him with actually doing something; they are just thanking him for the offer, which they haven't forgotten about. There was unanimous consensus for a letter to be sent. Selectman MacLean recalled it was she who was sitting next to the Governor at the Chamber dinner. Chairman Maddox asked if she'd draft the letter. She agreed to do so.

Selectman Massey thought it would be beneficial if Selectman Jasper were to follow up on the QT with the Commissioner. Selectman Jasper said he certainly would and he's trying to get the Benson's thing back on track. He had a meeting today, which he wanted to talk to the Board about.

Regional Bike and Pedestrian Path Selectman Massey said the Town Administrator and the Director of Community Development were going to bring a plan back to the Board of Selectmen for review and action, which was to be based on the NRPC draft proposal. He wanted to know if that was something the Board wanted to continue with or remove it. Chairman Maddox thought some of these things were already in process, so it was disheartening to hear that some of them are still waiting for a decision. There needs to be some sort of method of tracking, and where they want to go with pedestrian and bicycle paths. He was looking to have them do something regionally. Hudson shouldn't be off on its own. It's a function in which NRPC fits beautifully, rather than Hudson doing it. Selectman Massey said the draft proposal was from NRPC; they carved Hudson into that report. Chairman Maddox said if each town was going to do their own thing, then it would end up looking like the Town's sidewalk system—ill conceived and scattered.

Central/Chase/Library Street Signalization Project Selectman Massey said they should be going to bid this month. The key is whether or not they can get a couple of critical easements from the affected property owners.

Third Bridge Selectman Jasper said there is no good news to report. The Senator has made it clear to those in the House that he does not support a toll and that he would do whatever he could to stop that. He has been successful in stopping the efforts that they were making this year. He's not sure where they would have gotten, but at least they were trying to move things along. The bridge is still in the 10-year plan. They will regroup and come about it a little more directly. They've learned a lot during this session and laid a lot of ground work, so they will have to take up from there. It's disappointing, and they are going to have to overcome that opposition. If the Senator could come up with \$60-\$70 million, that would be wonderful, but it seems to be a case of no money, but there is not going to be a toll, and that leads to no bridge. They are at a dead stop, at the moment..

Benson's Selectman Massey said the State's contaminated soils issue hasn't been funded until 2008. Selectman Jasper said he had a very good meeting this morning with Nancy Mayville, reviewing where they were at. The most productive thing that came out of it was the suggestion that the attorney for the State, the Town attorney, the Town Administrator, him and perhaps a couple of other people get together in the same room to work on the document, rather than sending paperwork back and forth. Steve will be getting a call within the next few days with a couple of possible dates for that sit-down. The State clearly understands that they cannot buy back what they have sold the Town, for what they sold it for. They got an opinion from the Attorney General, saying that interpretation of the law was not correct, that if they were going to take anything, it would be at current value, not at past value. Nancy's understanding is that the Historic Commission's position is not as onerous as the Town believes it to be and they understand that the State is not going to maintain those buildings and if the Town can't maintain them at a reasonable cost, they are going to end up in the foundation, so that seems to be an issue they can get around. The issue of the asbestos and the future wetlands mitigation, they have come to the realization that what they need to do is very clearly delineate a line through the project, saying here's the areas we will be doing future wetlands mitigation; here's the area where we will not, so we will never come back and bother you in these areas. That moves them off the dime. The issue of the pile of asbestos, the contaminated soil, is heading for court, but that shouldn't stop the Town from doing anything in the future.

The good news is they had a discussion about the possibility of a library, which is a whole different idea from a police station, a fire station or a highway facility. Nancy found that to be something very interesting to consider. While it may cause the price to rise for a certain parcel of property because it's different, and it may delay things further, which at this point may be just a matter of semantics. What they discussed was the location of the red barn that burned. That was a very large structure, two stories underground on one end and totally out of ground on the other end, two stories above it. If they were to propose something that looked like a barn from the outside, but was a library on the inside, that may very well fit into the whole mission and give a focal point to the historic district. It appears that down on the back side of the barn, there is a large flat area that had a lot of buildings, so parking there would not create any problems because it was an area that was paved and cemented over, so she suggested the Town take a look at that to see if that would be something that might fit. He was quite encouraged by that. It throws a different wrinkle into where they were heading, but probably not a bad one. The next step is to sit down and have that meeting of the minds, instead of the meeting of the mail, with paperwork flying back and forth and nobody really understanding first-hand what the issues really are. He is confident progress can be made. Nancy suggested having Tom Sommers take a look at that site to see if he thought that was a possibility. They'd have to look at the square footage. He didn't think they'd be confined to that particular footprint, per se, but they would have to make it look like it belonged in that historic setting, which is not unreasonable or difficult to do.

Chairman Maddox thanked Selectman Jasper, saying this is the kind of thing they can hopefully move forward with if they have a liaison to the State that's a consistent person. The Benson location makes perfect sense for a library. It's the center of Town and would give a focal point for the Benson's project and bring more people to that site. They should look at it, at least, to see if it's viable, especially with some concerns about the 102 site. This might be the answer to make a number of things happen.

Selectman MacLean asked if the Library Trustees and Benson's Committee would be in on this whole thing, too, that the Board will listen to what they say and recommend. Selectman Jasper thinks they need to bring in the Library Trustees in to look at the potential for square footage for the footprint. Here, they have the ability to go up four stories, which may create more than 35' on the back side, which he thinks it was before, but on the front side it's not, because it's only two stories out of the ground. There may be an easy way to deal with those types of issues that the Fire Department might have. That's the only issue that he can see. What is the square footage of the footprint, and can they make it large enough? He didn't know. Chairman Maddox said at least it's a start and has gone from no, we can't put another building there to possibly being able to do something there to benefit all parties. As Selectman Cole would say, this might be the camel getting its nose in the tent. He agreed that the Library Trustees need to be brought in and told that this is another option they should look at before they go too far. They would need to have some sort of timeframe from the DOT of when that kind of decision could be made. He sees that location as positive. People could go to the library, which may make them want to go out and walk the trails and give it some security.

Selectman Massey said it would be appropriate to notify the Trustees immediately because yesterday they were interviewing the architects for selection for the Rt.102 site. He'd hate to see them spend any money if the Board wants them to go down another road. Selectman MacLean, the new Library liaison, will let the Trustees know.

Items to go before the Board of Selectmen Selectman Jasper said something that disturbed him at the last meeting that has been eating at him. He's been trying to think of a better way to handle what happened when the Fire Department came in for a grant application for the tanker. They ended up essentially approving status quo. That wasn't a very satisfactory process at all, and he didn't know where the breakdown was. Obviously, this particular grant was an annual event, although the funding has been different. That was something that came in, essentially, at the last minute because they had no real opportunity to revisit it because even if they tried to do it tonight, it's too late to get in a grant application when the deadline is Friday. When things like this come along, it's imperative for the department heads to come forward as soon as they can, but the Board also needs to have options, and that was one of the things he talked about in the campaign. They need to have options. They can't have department heads just bringing one thing in and saying this is it—and that's what they had—so they made up their own. He hoped, in the future, they can get to a point where they have a discussion, if there is something like this coming up, and this will apply to budget items, as well, that they have discussions beforehand, before somebody comes in with a plan that's set in concrete, that they can talk back and forth and say here are three items and come back to the Board with the pros and cons of the three ideas. They may end up at the same place, but at least they would have a feeling that they did the public's business in the proper manner. He's not satisfied that they really did that, from his own vote. He's not happy he was put in that position. He's not happy with feeling he had to vote the way he did at that particular time.

D. Visioning (five – 10 years out)

Chairman Maddox said the Selectmen deal with the day to day signing of various forms and making decisions today. A goal they need to set for one of the workshops is to look to the future. As part of the department heads coming in, what grants do they believe are available and what are they going to be applying for? The vehicle replacement is something they need to deal with, how that whole plan is going to go, which could have affected how the Fire Department's issue went. Where do the departments see their needs, and how the Board feels it is best suited to go forward to meet those needs. If the Fire Chief believes he needs a 3,000 Gal. tanker for XYZ, he's already come to the Board and have bought into the plan, so when a grant does come down the pike, they know what to apply for, so they are not put in that position. That's part of the visioning process. What do the departments see as their needs for the next five years? Ten years? With Green Meadow hovering on the horizon, that may be difficult, but a department head should be able to say

where they will be at a certain point, if nothing happens at Green Meadow. With Green Meadow, they would see 'this.' It isn't going to be perfect, but it will be better than being reactive. They need to be able to show a progression of where they want to be in a number of years, and the department heads are really the key. Those people who are here every day should be bringing the Selectmen their vision of where they believe they should be going, and then they can have the discussions of what the Selectmen's belief is and how they are going to fund it and carry it forward.

Selectman Nadeau asked if all of the departments had a vehicle replacement plan. Selectman Massey said yes, it was in the budget submission for this year's budget. It was a comprehensive plan that showed, by department, the vehicles, the years they would be replaced and whether they would be purchased or leased. Selectman Nadeau asked if the Selectmen had approved the Fire Department's vehicle replacement report, or if it was an ongoing study. Chairman Maddox believed it was in that study, but shortened down from the booklet they received. It just gave X amount of dollars over the next few years. He didn't think it was broken down as to what truck would be bought in what year. Selectman Massey said yes, it did. There was a 20-year plan for every department, showing the current inventories and the plan for replacement for each of them. It was broken down by the year it would be replaced and then proposed whether it would be purchased or leased. The truck they are talking about was in the plan for Fiscal 2009. Chairman Maddox asked that a copy of that Vehicle Replacement Report be provide to the two new Selectmen. He thinks the departments need to see if that needs to be updated, see where they are and more clarification of where they want to be. Selectman Jasper said they get the plan and then they have to go through it to get the justification because you are talking about a lot of money. How do they man all this equipment? Is this the best? When they're talking as many dollars as they are in equipment and personnel, you get to the point where stations become cheap and you start saying hmmm. Is three the right number of stations if it's going to take this much personnel and equipment to man three stations? Is this what makes the most sense for the Town? Over a 10-year period of time, or a 20-year period of time, you are spending a lot of money. Is there a different way to accomplish the same thing for less money? They just continue to go along. They say we have these three stations, so this is what we do to man the three stations, without any really long-term study of what the cost of that is and if there is another way to do it.

Chairman Maddox said to that end, this Board needs to make a decision whether they should have the siting study done. That has been kicking around since the days of Chief Carpentino. Is it something they need to do to give them some answers to many of the questions Selectman Jasper is raising. If \$15,000 is still left in the end of the year in the Fire budget, maybe they should make a commitment to spend that money to get this study done and stop the what ifs and we think. They get the answers from a company that knows what they are doing. It was part of a \$1/2 million submittal to the CIP at least six years ago. Is it something that needs to get done so they can make a decision on what kind of equipment they are going to need, or where they are going to need, or how much manpower is needed? They need to think about that, if they are willing to spend X amount of dollars—and they would probably need to get an updated price. Should they spend the money and move forward, or just say no and let it go? Selectman Massey said before they would spend money on a site study, they need to focus on a larger picture. In 1962 the then-President said our goal is to be preeminent in space. Our objective is to put a man on the moon in this decade and our mission is to build a space vehicle capable of doing that. So, before they decide to go look at siting, they have to figure out what the goal of the fire service is and that will then drive the next piece of it, which is if they need a new siting document. The workshop should start out with the goal for the fire service for the next five to 10 years and, out of that, create a set of objectives that would help them have the tasks that would accomplish that objective, and one of those tasks might very well be a siting study. His vote would be to have the workshop focus on what the goals of the fire service are for the next five to 10 years, if that's what they are going to do.

Selectman Jasper said that was fairly reasonable because, obviously, there are different levels of service and there are different goals they can have. To have everybody have a four-minute response to their home for every incident, that's going to be a totally different cost level. If it's to have 85% of the calls get to every place within four minutes, that's a different set of criteria. His feeling that if they are going to say that they are going to get to every place in Town in four minutes, they are going to build an additional two fire stations to accomplish that goal, but if it's 85%, then it's a different set of criteria, it's a different number. People who decide to live way on the edges of Town have to hope they have two minutes if an emergency arises that somebody living in the center of Town doesn't have. That's a reality, and they have to look at that. One of the ways to figure that out is to start in-house with their own personnel, sort of mapping out where the calls are and the types of calls. They've seen some of that, but they didn't give a really clear picture of what the type of calls were and the down side of that extra two minutes, in some cases. What was the end result? That helps them get to where their goal is going to be and what is reasonable.

(Start Tape 2-B)

He knows of people who have been 500' from the fire station, and they've died. Some people don't have 30 seconds; they hit the floor and they're dead. Other people could be having a heart attack for three hours, and they are still going to live. You have to take the emotion out of it and ask what they can afford to do. Particularly in terms of a house fire, you are going to spend \$1 million a year to maintain equipment and have personnel to protect and save \$250,000 worth of property a year that's insured. There is a point when there is no return. People insure their property; they would have saved the house. It burned to the ground, but what was the end result? There are irreplaceable things people lose in a fire, but the only two fatalities that he is familiar with were elderly people who were smoking in their chairs and they were pretty much in the center of Town, and they died—and houses have burned down to the ground in the center of Town, so how do you evaluate that goal and not seem to be cold-blooded like he seems to be, and try to be realistic? No matter what you do, people are going to die and houses are going to burn down. He was reminded of the story from Derry, just a few years ago, where the guys were in the East Derry Fire Department and a guy stopped in to tell them

the house right next door was on fire and the flames were coming through the roof—and it was the house of the Captain who was on duty. Sometimes, there is nothing you can do. That's the hard thing and where they have to try to strike a balance. What is affordable and what is just beyond their means?

Chairman Maddox hoped the new software would assist them in that, to be able to give a better tracking. He didn't disagree. There was a station in Billerica that structures on three sides of that station has burned over a 20 year period, so even having a fire station right next door doesn't guarantee fire protection. They need to look at Green Meadow, as that goes in, how that is going to affect response times to the south end and what kind of volumes they are going to be looking at. The Fire Department will come in for a workshop so they can work on setting goals and see what they need to do to try to attain them. The Chief could bring in whatever data he does have and then the Board can either accept it or ask for more information and set up some of the goals.

Chairman Maddox said visioning is one of those things that government doesn't really think about much. It's always 'today,' and he hoped this Board would look at how they are going to get there. Green Meadow is the 800-lb. gorilla, but they still need to look at, even if that never happens, how they are going to deal with things if they keep on putting more roads in, where they see that going. The Master Plan was a document they recently received. The Planning Board had done all that information and they still see Hudson years from being built out. He personally believes their build out number isn't big enough because you are going to see lots that nobody ever thought would be built on, financially now, something that is worth trying to build on. The places everybody said was going to be open space, someone is going to make enough money out of it to build structures, and most of the time, houses. Their build-out analysis is still a ways away and probably low, at this point. If they can look to where they want to be as a Town--look at the Master Plan, there are suggestions in there, maybe different than he would like to see, but that's where the Master Plan ended up. Where do they feel they want to be in five, 10 years? He didn't want (the Town) to be a shopping Mecca, but that's not saying he's against some sort of development. As a Board, they need to start looking at where they want Hudson to be in the future, so visioning will be on the agenda for most of the workshops, even if it's just one or two items.

A break was declared at 8:35. The meeting resumed at 8:40 a.m.

E. Personnel

Chairman Maddox said he wanted to talk about the Town Administrator. The Board had copies of his present job description. He'd like to see the present Town Administrator become more of a conduit between departments and the Selectmen. They have liaisons, but many of them have other duties—such as jobs. He hoped that Steve has a more day to day, run of the Town feel and reports back to the Board. He asked for input from the Board as to how they should approach it. Selectman Jasper said in looking at the job description for this Administrator, and probably with the others, that the job isn't well enough defined. Sometimes the Town Administrator has the authority he ought to have, often just in items of gate-keeping, making sure that things don't get on to the agenda that a department head wants to have on the agenda when it's not ready for 'prime time.' There are some things he's seen that really shouldn't have gotten to them yet, but the Town Administrator doesn't feel he has the authority to say this isn't a good proposal at this point, and here are the things I feel need to be worked on. Maybe that's not a problem, but he's seen some things that he didn't think should have been on the agenda yet and he'd like to see the Town Administrator do more to make sure that things are really up to snuff before they get to the Board. He knows that is hard to do in his position without having specific authority to do that.

Selectman Massey asked what Selectman Jasper assumed that authority would be. Selectman Jasper said that's what this discussion was about and he was looking for input from the Board and Steve. Are there things the Board can do to give him authority—not approval, because that's the Board's, but the ability to say no, but this isn't ready to come forward; you need to do more work in this area, or that area. Maybe he's the only one that feels that way, and maybe something that Steve feels there has been a problem with. Those were just his thoughts from his years of observation.

Mr. Malizia said everyone was well versed in the differences between an Administrator and a Manager because the latter has, statutorily, more authority. He does try to work with department heads to keep things as clean as possible. There are occasions where things are not as clear or clean or not satisfactory to everyone, but it may stimulate discussion. He is not the king maker; he is not the final authority, the final arbiter. He talks to department heads daily to find out what is going on, so he hopes no one is under the impression he has no idea of what is going on. He thinks he has a very good working relationship with department heads. He didn't want to stifle anyone's creativity, and there are things that are going to get through that maybe even he doesn't like, but he is not elected, the Board members are.

Selectman Jasper said he understood that. He was talking more form than actual policy. If there are things the Town Administrator sees that have missing pieces. Mr. Malizia said there were a lot of things the Board didn't get because there were missing pieces. Sometimes, however, it is a judgement call. There are things he sends back for more information and that the Board won't get until they are more complete. That is already going on, but he's not an expert in all police matters. Things may come forward with a recommendation from the Chief, and he respects that recommendation, and he puts it forward. The Board, perhaps, may feel a different way. To his knowledge, there aren't an inordinate amount of things that get kicked back for not being complete. He understood what Selectman Jasper was trying to get at, but he does try to work together with the department heads, and he has kicked things back when he didn't understand what was being asked for. If the Town Administrator can't understand it, how can five people all with different backgrounds understand it? Occasionally, there may be things that he will think reasonable to at least go

forward with. The Board may disagree with that, and that's OK. He has always been very conscious of the fact that he works for the Board and he didn't want to try to censor things because there are things that truly are the Board's duty to make a decision on, that a public discourse is needed. It's a fine line that's not always easy to walk.

Selectman Jasper said he wasn't talking about policy issues, just things that Steve didn't think was in the right form or format, or really put together structurally the way they should be. Mr. Malizia said he didn't have a problem speaking to department heads and saying something is not in the best form, or the best proposal. Generally speaking, he has a good enough relationship with them that they will take it back and rework it. If push comes to shove and somebody absolutely feels it's imperative that something goes on the agenda, he doesn't have the same authority that a manager would, to say no way. It's a balance. He works with these people every day and they are trying to accomplish the same mission. They are all trying to do the best job they can for the citizens of Hudson. They do try to make the recommendations. Yes, things get kicked back. Sometimes he can't even understand what someone is asking for, so he's offered pointers on how it should be rewritten. They are always trying to improve, and that's the best he can offer. He didn't feel that he can't approach a department head. There will be instances when the Board won't understand something, and they'll try to work better with that. It's a fine line being in his position, trying to work with the elected officials, the departments and the citizens. There are often different interests, different competition for the resources. He feels that he has a good rapport with the Board and he has a good rapport with the departments and acts as the person that bridges, sharing the direction the Board wants to head in, gives the directive to the departments to accomplish the task, and then carries the departments' recommendations to the Board of Selectmen. Things can always be improved. He has been very careful as to where he fits into the organization; he is always sensitive to that and not appear to be the king taking over. He respects there is a five-member elected Board, and that is the authority in Town. He knows that the department heads respect that, too, and he truly feels that they are trying to do their best and give the best advice, maybe not to the satisfaction of everyone, but they try to improve on getting better. He has kicked things back, which Priscilla will confirm. When things come in that he doesn't understand, back it goes. If there is something specific the Board wants to assign to him, that's fine.

Chairman Maddox wondered if they could get a copy of a job description from a community that has a town manager. As they go through the year, he'd like to look at adding more tasks to the Town Administrator's job description to give him more authority, or guidance on where the Board would like him to deal with things on a daily basis, taking some of the burden off the Board, so the Board can look to the future, look at the big picture. It's going to be an on-going process of what they are going to add to that. They need to utilize a person of Steve's caliber to be able to deal with some of the things that can be dealt with in-house, without going to the five Board members. He couldn't think of an example, off the top of his head. Mr. Malizia didn't think they wanted to give him the authority to hire and fire; he didn't think he had the authority to sign licenses or permits; he's not sure there is anything else the Board can legally give to him to do. The Board can't usurp their own authority, and he already deals with things on a day to day basis. The Board could delegate, but he doesn't have the statutory authority to do anything. Chairman Maddox said they should look at the duties of a Town Manager and see if there are things they can possibly move into the Town Administrator's job description. This is going to be an on-going project, not something that will be answered tonight. They need to look at this and he'd like to see the Town Administrator be the conduit between the Board and staff on a day to day basis that the Board members just aren't here for. They all try to stop in as much as they can, first thing in the morning and last thing at night, and Selectmen Massey and MacLean have the advantage of coming in after 11:00, but Steve is here all the time. If someone has an issue, he'll be able to deal with it in a more timely manner.

Selectman MacLean said all of that is fine and good, but looking at the job description and examples of duties, Steve does all of them *fantastically*. He is great at everything he does. There is nothing you can't go to him for that he doesn't know and, if he doesn't, he can find it. If the Board wants to add something, fine, but she wanted the record to show that Steve is the best.

Selectman Jasper said there may not be anything they can have Steve do beyond what's being done now, but a couple thoughts on making it clear of what he is doing, is a Town Administrator's report at a Board of Selectmen's meeting, to let the Town know what has gone on in the two weeks between meetings, or whatever, or a report to the Board, but he likes public information, to do a report of the issues because Steve doesn't really have a regular part of the meeting, yet he is more important in the day to day operations of what is going on than the Board is and has more information. The more information they can disseminate to the public, the better off the Town is. Certainly, in the interim, a short report to the Board of the issues that have come up because if they don't ask, they don't really know. Paul Sharon used to do 'notes,' which Selectman Jasper wasn't fond of, per se, because they were cryptic and generally brought up more questions than they answered. Though the cryptic notes left them wondering, at least they gave a basis to ask what something was about. He's not sure anyone knows exactly what Steve has been doing during the course of the week, although he is very confident he has been doing it very well. Selectman MacLean said they have things in their mail slots that Steve deals with every day. Selectman Jasper said not everything generates paperwork. He's looking for a happy medium.

Steve suggested a bulleted list of items that would fill in the gaps because Board members get a police report and a fire report. He is more hands on, trying to get stuff done, as opposed to writing long reports. He watched what his predecessor did and swore he'd never do that. Selectman Jasper said no, that's not what the Board wants because all he did was do that. He's looking for a brief synopsis of the major events of the day or week that didn't generate paperwork. It's a paper trail to document the kinds of issues coming into the Town, having to deal with different

agencies or with different problems. Mr. Malizia said staff solves most of them, so he considers it done and doesn't document it. Selectman Jasper said it's important that the Board realizes what it is that the Administrator has solved, and also know what the issues were that needed to be resolved, to the degree that he can. Mr. Malizia said sometimes there is confidential stuff that he won't share.

Chairman Maddox said things like if Steve met with NRPC, working on an intersection report. and they hope to have the signalization report done by May 15. That's the one-line bullet item type of thing he's looking for. Things that would give the Board a heads up of things that will be coming up. He didn't know what the format would be, but he envisioned it to be one page per week—the good, the bad and the ugly—something the Board members didn't see during their time at Town Hall.

Selectman Massey said nobody likes to write reports and nobody likes to read tomes. He offered that, for the first meeting of every month, the second Tuesday of every month, he'd like to see a one page document that would be in three parts. Part 1 would be accomplishments for the previous month; Part 2 would be plans for the next month; Part 3 would be if something didn't happen in the past month that was planned, what are the plans to make it happen? If that can't be written in one page for the level they are talking about, you're writing too much.

Selectman MacLean didn't see the report as being part of the meetings because they talk so much about things. If they want Steve to write a report to the Board, that's OK, but if there are questions, they can bring that up at the meeting, or they can ask Steve beforehand and he can answer the questions. There is a concern about the public wanting to know, but they have access to that report any time they want. It just seems like another thing on the agenda to take up time, and it's unnecessary. She doesn't need to see a report because if something is important, the Board will get to know about it anyway. Selectman Nadeau said a little blurb once a month was fine. If it's in his mailbox, that is fine. He didn't think they need to make it a part of the meeting. If they have questions, they can ask Steve. Usually, everything they get is in paper, but an end-of-the-month report would be good for a recap. The people or groups the Administrator met with; things coming up—X, Y & Z; that type of thing.

Chairman Maddox asked if the consensus was that the Town Administrator wouldn't be reading a report at a meeting, but would be providing it to the Board. He was on the fence as to the format—Selectman Massey's or Selectman Jasper's. He'd rather see a weekly report. Selectman MacLean suggested letting Steve choose writing it up the way he feels most comfortable and then if it doesn't make sense to the Board, they can change it. Mr. Malizia thought that was a good idea because he assumed his written communication to the Board has been acceptable, and they are familiar with his style. They could try it that was and see how it works out.

As a side thing, and something they will do regularly in nonpublic, is the legal report. The Town gets a synopsis of the legal cases, so that will be separate and distinct. He was planning on doing it on a quarterly basis. He didn't want the attorneys sending a report once a month because they charge by the hour. A lot of the paperwork is legal-related, so if he and the Board touch base on them. He has already informed the attorney that the report is requested quarterly, which will be reviewed under nonpublic. Chairman Maddox was satisfied with going over that report quarterly, and it would go into the cycle, as would looking at the financials, which he hoped would be for the next workshop so they could look at it as a group, the budget to actuals; what is over; where they are going to be at the end of the year; etc. Mr. Malizia said as long as they don't do it page by page, or they would be there forever. Chairman Maddox said they would look at the line items that the Town Administrator recommends. They'd look at them on a quarterly basis and then there will be no surprises. They'll be staying on top of the budget and be able to make adjustments, if needed. He agreed with Selectman MacLean that Steve does an excellent job. He just wants to get more out of him by expanding his role in the day to day operations. Steve, who has taken them from where they were to where they are, can go to the next level. The Town is only going to get bigger and they need to be prepared to where they want to be as they grow. Steve's qualifications are where they want to build from. He wanted a sense of the Board's comfort level with that.

Selectman Nadeau asked if all the other department heads would submit monthly reports, as Steve is going to do. He's seen the monthly reports for Police and Fire, but he wondered about the other departments, such as Assessing. Mr. Malizia didn't want to see the Board get trapped in minutia. If there was something of importance from a department other than Police and Fire, it would be woven into his monthly report. Chairman Maddox concurred with that. Noting that the Road Agent was the king of brevity, his report would fit on the back of a postage stamp.

F. Plan for Future Workshops

Chairman Maddox asked Steve to start looking at the calendar, so they get into the setup for the budget season. His goal is not to have them at a three night marathon till midnight. He'd like most of the questions answered through the workshops and then after the budget cycle is over, to start looking at the departments, where they want to be long term. Having these monthly workshops gives them the opportunity to spend some time discussing things.

(Start Tape 3-A)

Selectman Jasper said the intent of the first workshop was to discuss how they wanted to set them up, so that's why he didn't hesitate to have them start in April. This has been a very good discussion, general in some things and specific in others. In future workshops, they probably need to focus on the things that the Board of Selectmen put forward into the budget that didn't fly and where they want to go with those items. From the standpoint of the Budget Committee, who sees something come up one year, then not for the next couple of years, then it comes back, but there doesn't seem to

be any real plan. They just keep running things up the flagpole to see what gets saluted, which isn't a good way to operate. He thinks they ought to start with the things that failed.

Chairman Maddox said that earlier, Selectman MacLean said the Board talks a lot, but that is their function, to air out different opinions that all five of them have, to come up with a common direction. As painful as it is to those watching on television, and to the members, they are five individuals with different opinions, which need to be drawn out to decide where the Town wants to be. Things get run up the flagpole because there may be new people on the Board, who think the plan is a great thing, or they never want to see it again. They need to re-look at those items from the perspective of the current Board. The Selectmen talk about stuff so people can understand where the Town is headed.

Selectman MacLean said, keeping in mind how they all love to talk, she was hoping that the workshops would contain only a couple of items because that way they can be fresh in their thinking and the workshops don't go really late at night. Hopefully, they can get something accomplished if they focus in on a couple of items, rather than running through an agenda, getting to the end of it and not really getting anything done. Chairman Maddox said he can't argue with that. He'd like to see the Board done by 11:00 for the meetings, much like the Planning Board. Hopefully, he will do a good job of watching the clock, keeping them within that time frame. If it's something they won't be able to decide one night, they might cut it 20 minutes short in order to deal with something else, or be out by 11. His goal for workshops is to be out between 9:00 - 9:30. They need to have discourse; they need to have a discussion and this gives them more time to look at an item and be able to do it in a more relaxed format than at a regular meeting. His intent is not to have them here talking, but to have a discussion that needs to be had.

G. Conformity of Time Sheets

Chairman Maddox said one of his new tasks, as Chairman, is to sign his name a million times. He asked if anyone had a problem with developing one standard form for the exempt employees. Selectman Jasper said when he had to sign things when the Chairman was out of Town, that was one of the things he thought they ought to do that drove him to distraction, but apparently at the time, he was the only one who thought they had to have conformity on the time sheets. Chairman Maddox said they are making salaried department heads sign time sheets, which he doesn't think is necessary. If they use any of their sick or vacation time, they could just fill out a form. Selectman Jasper said there is comp times for department heads. Mr. Malizia corrected him, saying no, they didn't have anything formal. Maybe if someone worked until 2:00 in the morning, or something, but it would be an informal thing. Selectman Jasper seemed to recall there was a reason for people keeping a timesheet, particularly by the Police Chief. Mr. Malizia said the Chief, for instance, might note that he worked, 52 hours that week, so, on occasion, informally, he'll bug out early on a Friday. The Board doesn't have to sign them, but being in public business, documenting things doesn't hurt anybody. He can just pass on to the Chairman for signature just the ones that have exceptions on them. Keeping a time sheet instills discipline in the organization, especially since they are the public eye. One week, someone may forget, then they forget again the next week—then they forget again. This way, it establishes a routine. The Town gets audited, and the time sheets are on file. They deal in public trust and although this isn't a question of not trusting the department heads, which he does, it assures everyone that this information is on file, if needed. It's an accurate accounting of everyone's time, vacation, sick, excused, etc. The goal is not to see if someone is here from 8-2:30; the goal is to make sure the public believes they are getting the value for their dollar, that there is a system in place, that there are checks and balances. Chairman Maddox said he understands Steve's position, so they will start out with a common form and take it from there.

V. Adjournment

Motion by Selectman MacLean, seconded by Selectman Nadeau, to adjourn at 9:14 p.m. carried unanimously.

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