

HUDSON, NH BOARD OF SELECTMEN
Minutes of the January 31, 2006 Workshop Meeting

1. **CALL TO ORDER**, by Chairman Kenneth Massey at 7:00 p.m.
2. **PLEDGE OF ALLEGIANCE**, led by Selectman Chairman Massey.
3. **ATTENDANCE**
Selectmen: Ken Massey, Terry Stewart, Bill Cole, Rick Maddox and Kathleen MacLean
Staff/Others: Steve Malizia, Town Administrator; Kathy Carpentier, Finance Director; Doug Bosteels and Guy Blanchette from EagleVue Technologies; and John Beike
4. **DISCUSSION ITEMS**

A. EagleVue Technologies

Finance Director Kathy Carpentier was recognized, along with Doug Bosteels and Guy Blanchette from EagleVue Technologies. (Technical difficulties.) Ms. Carpentier said a new printer was purchased to print payroll and accounts payable checks and they started the conversion to Muni-Smart. It seems like it has been going on for a long time, but that is because they have to start the budget process 18 months out, so the talking has been a lot longer than the doing. With the '07 budget that starts on July 1, 2006, they hope to convert the rest of the modules to bring them to total conversation and eliminate the VAX. Page 2 of the document before them listed the modules that have been completed, the ones they hope to implement in the near future, and the ones further out. Page 3 is a quick snapshot of their goals, with the short-term goals being things in the budget, approved by the Board in October.

Mr. Bosteels said he and Mr. Blanchette did an overview of the Town's infrastructure and developed a plan—where the Town is now and where they want to go from here in order to get off the VAX. Mr. Blanchette said they looked at all the technology involved, all the applications, basic infrastructure, communication infrastructure—kind of a State of the Union address, from a platform perspective. The VAX is not a platform that's heavily supported any more and that's why the Town is purchasing Muni-Smart. Equally important to the VAX conversion is the implementation of the Muni-Smart being done with diligence and with process and policy management and with a lot of forethought to make sure the platform that they are deploying the technologies on is consistent enough to take the full benefit of the (not discernable) system that is being put in. During their review, they noticed that there were a lot of older desktops and non-supported platforms, such as Windows 98, which is slowly moving out Microsoft's life cycle. They also looked at how the network was managed, how different buildings are connected, etc. Mr. Bosteels said they visited the departments to get an overview of job functions to help them understand how Muni-Smart will fit into all of this, and how they can merge the data from the VAX to the Muni-Smart modules in a more precise and easy manner. They came up with a plan and have been helping the Finance Director implement some of those modules.

Chairman Massey asked for an explanation why they cannot throw out the VAX software on a Friday night and implement the new Muni-Smart modules on Monday morning. He asked for an explanation of the elements that go into converting one piece of software to another. Mr. Bosteels said the VAX is an older operating system that is not supported very much any more. It is an older data-based technology, using a program called ADMIN, which most of the departments are using. They write into a structured database, which has to be massaged to get the data out of it. It is not point and click, like Windows. All of the information in the VAX has to be massaged into what the Muni-Smart people are looking for. It's not a one-to-one ratio. Mr. Blanchette said the beauty of Muni-Smart is that it's an off the shelf application that is supported by the manufacturer instead of in-house programmers. That application has greater flexibility to access information and provide cross-department visibility into that information. When designing an application to convert to, they need to make sure all the processes are either enhanced or they are exactly the way you need to do it. There is customization within that application, and how you pull that information out so that the database can react the way you need it to is a planning process in itself. With great planning, you can get much more out of the application than just the standard information. If you want to provide cross visibility on public works projects, if you want to point and click for a complete window of what is going on, they need to make sure those databases are integrated correctly and that the information can be pulled out of that database, which is just a storage, through a GUI (talking over each other). Planning is much more involved than just dumping data into another application. Mr. Bosteels said they need to plan to pull out of the VAX just what they want to put into the Muni-Smart system.

Chairman Massey asked them to talk about the differences in skill sets that are required to manage software that is running on technology like the VAX, versus the skill sets to interface with software that is running in this client server type environment, Intel Windows based technologies. Mr. Bosteels said every time you want to run something on the VAX, you have to type in a command. With Windows, you point and click and everything happens behind the scenes—already programmed in a boxed package. Right now, a lot of the VAX stuff is programmed on the fly to get what they want out of it. Mr. Blanchette said, in most municipalities, there is an application administrator to get out what they need. The IT person is managing the back end of that in making sure the servers are available and the communication on the desktop is highly available in the application instead of a programmer sitting there, making whatever calls into the database they need. There is a much easier interface now. Non-technical people can walk up to the application and get information out of it without having a programmer. Mr. Bosteels said an example is the payroll application that went live. On the VAX side, there was a multiple procedure list they had to run through to get payroll out the door. With Muni-Smart, the payroll clerk enters in the batches, point and clicks, and the printouts are pretty much done—all behind the scenes. There is much less manual effort.

Ms. Carpentier said she has found that a lot of the planning up front, populating the tables, are done by a non-technical person, such as herself. She might understand what the output should be, or what her audience may be looking for, and as long as they take the time to

plan and populate the tables correctly, they are able to do that. They just did purchase orders, giving different people different levels of security and access to their departments. They are populating the tables and the security and the applications, which are done by her and her staff, versus an IT technical person. They need to be pointed in the right direction to say which tables need to be populated, but it's giving them more user control. Chairman Massey asked how that would translate to a different type of skill set than what they had with the VAX. Mr. Bosteels said the IT person does not really have to interact with that program; they are there as the support mechanism. If something should happen to the program on the server, then that IT person would get involved in trying to figure out what was going on. On the VAX, the IT person was actually behind the scenes, running com procedures. That's no longer the case. Mr. Blanchette said you have a technical person trying to get a business person's ideas into programming and have it spit out on the VAX; with a GUI-based application and a relational database, a business person can set the policy--the way they want it run--and it's much easier.

Selectman Stewart asked if the off-site departments can transfer their payroll, or if it still has to be brought to Town Hall. Ms. Carpentier said Highway, Police and Fire still have to bring it in, but it is done during a regular mail run. Selectman Stewart asked if it would be more cost effective to continue with Eaglevue and not have an on-site person. Mr. Blanchette said Doug, through remote access, has done a lot of the day to day things in Hudson, such as the sewer billing, but there has to be someone on site for the day-to-day issues. That person who fixes the day to day stuff does not have the opportunity to stay on top of technologies, develop long-range plans, integrate process, etc. They can implement, with the assistance of an IT-type corrector, which can be a part-time out-source thing. Informational kiosks, starting permits and procedures, etc. can reduce the head count. (Talking over each other.) GPS integration. If you take someone who has done that, from a director's standpoint, you get much more out of each technology that is deployed, instead of deploying an application in one department that gets just enough out of it to do their job.

Selectman Stewart said yesterday, on *Good Morning, America*, they talked about tracking employees' personal use on computers and asked if this was in the plan. Mr. Blanchette said most of the tracking would come through the router, which is a filtering. The Town is currently on Centrex, so there will be a conversation about consolidating that. They can track, and they can set policy; they can hit the router and make sure nobody goes out; that can be controlled through the switches and is part of what Eaglevue would expect to do here. Everything they do goes through a security review and a policy review, which means, "How is this technology going to be deployed? How do you want people to use it and how do you want people not to use it," and then it's deployed in that manner.

Chairman Massey said they weren't talking about a final plan tonight. He thought the Board wanted some understanding of where they are. Selectman Cole said that was his understanding, too, and Eaglevue has done that tonight. Mr. Blanchette said Kathy put together a document with short term goals, which include active directory, help desk, other technologies and even some policy management and for long term goals, they would spend a considerable amount of time with department heads to understand if they want to go to wireless hand helds, their interaction with GIS and how that can be tied all together. Selectman Maddox said they were just seeing the short and long term goals, nothing more than a cursory overview of what they have and where they may be wanting to go--no real costs or time lines. He asked if they looked at the Police Department, as part of the whole structure. Mr. Blanchette said they've had conversations with the Police Department and they understand the technology the police are using. Ms. Carpentier said she has also met with Lisa Nute, who is on board with where the Town is going. Selectman Maddox said they have two different systems going, with the Police being on the cutting edge. Mr. Blanchette said the point was to bring the Town up to an active directory, Windows 2003 and potentially VISTA, with single log in, single control and e-mail exchange back end, if that is selected—all of that. Those are the first things. Active directory is important. A self-posted web could potentially save a lot of money. They are fully in line with a lot of things the Police Department has done.

Chairman Massey said from the conversations he has had with Eaglevue, Kathy, Lisa and John Beike, they are looking at ways to have all of that be integrated so they wind up with a common way of doing business across the whole Town IT infrastructure. Selectman Maddox asked how that fits into the long and short term goals. They have two completely different systems running in the Town of Hudson, which makes no sense. The Police Department is already looking to go to the next operating system that isn't even out yet, while people in Town Hall are still using Windows 97. There should be one Town IT department. He asked what would happen if the VAX was unplugged tomorrow. Mr. Bosteels said sewer bills, water bills, tax bills, motor vehicle registrations would not go out, so the Town would lose its revenue; they would be shut down. Selectman Maddox asked if the VAX could be unplugged in FY07. Mr. Blanchette said yes. Ms. Carpentier said if they can convert the history; they hope to stop using the VAX in '07. Mr. Blanchette said the hope is to move the VAX into a separate domain, in case there is any need for historical information or data, but there will be a new domain for the Town, with the latest and greatest technologies. Kathy put together a great schedule. She thought out the moves very carefully and thoroughly. Payroll and the General Ledger were first, and then move forward with the applications that layer on top of that. Selectman Maddox asked when Eaglevue thought the VAX could be unplugged. Mr. Bosteels said planning takes time because everything is currently being run on the VAX, with the exception of the financial modules. Ms. Carpentier said six to eight months is a little aggressive because the problem they are running into is not having the resources to run the day to day operations. The payroll conversion occurred at the same time they were doing the budget, yet the motor vehicle and tax bills still got out. Eaglevue came in to take over the planning and get the department heads on board when it comes to their applications that need to be integrated.

Chairman Massey said the rule of thumb is that the cost of software represents 10% of the cost of converting from one form to another. When they were teaching the people how to use the new payroll system, that same person had to be doing the old payroll system. For a period of time, there is a doubling of the work in order to get the job done. That person has to keep working with the existing product and learn a whole new set of procedures. The cost is the training of people doing a new procedure. On the VAX, they enter data in a certain way. The forms came up in a certain format. The data was entered with certain conditions attached to it. When they go to this new form, it's a whole new way of interfacing with the data. They enter the data differently and, in many cases, they have to actually change the structure of the data to take advantage of the way the new software is running. That's why you can't turn the old software off on Friday

night and start the new one Monday morning. Selectman Maddox said at his place, it would take three months. Chairman Massey asked Eaglevue to explain an active directory. Mr. Blanchette said that is the basic employee list, but it gives permission and rights for people to use computers in certain applications.

(Start Tape 1-B)

(Technical problems) It's basically the employee database, that allows them to structure employees in such a way that they can be given permission to use certain pieces of software, have access to certain parts of a file system, etc. It's well structured and very powerful. Selectman Maddox asked if there was a way to get off the VAX earlier. Mr. Bosteels said it depends on a number of things, such as how quickly the modules can be purchased from Muni-Smart that will support what's running on the VAX, and then integrate those modules from the VAX. Right now, they are working on the tax bills, water bills and sewer bills and car registrations. (Technical difficulties—talk about property database information, and running into roadblocks that inhibits them from getting off the VAX expeditiously. Background static.) Mr. Blanchette didn't think there was enough planning yet for each module. If they could come in five days a week to do the planning, he's sure they could move off the VAX more quickly. Bruce and Doug could do the deployment. (Background static—voices fading in and out.)

Chairman Massey asked if, when the plan comes back, if Selectman Maddox wants to see a three to four month option and a six to eight month option. Selectman Maddox said no. He was trying to get a feeling for what they saw beyond the six to eight. The Finance Director put \$72,000 for 12 months into FY07. Selectman Cole said the Board would decide whether or not it goes beyond the six months, but the Finance Director still has to plan. Chairman Massey said they needed to understand what Selectman Maddox was after. Selectman Maddox said he was seeing 12 months of Eaglevue consulting. Mr. Blanchette's entire response was not discernable. It was getting the entire network upgraded so when they do move the applications over, they function well. There were many elements that were in the 12-month proposal. If they are doing just a six month VAX integration, they would have to rethink it a little different. Their intent was to move the Town off the VAX, while doing other things, including looking at the phone system and planning with the departments. If that's not what they want, then it is a completely different story.

Selectman Maddox asked if there was a 12-month plan. Ms. Carpentier said the contract presented to the Board on January 24th didn't have an end term. The Board voted to put a six-month limit on it, which changes the plan. They already had a 60-day cancel clause with Eaglevue, but it was supposed to be an open-ended thing. This is more than getting off the VAX. If the \$72,000 isn't paid to Eaglevue, it will be paid to someone else because a manager is needed to run the system. She does not have the technological expertise to do it. Eaglevue built their pricing structure, thinking they would have a lot of up front work, trying to meet the Town's goals. This isn't a forever arrangement, but it is a fluid, dynamic plan. Selectman Maddox was looking for something that said, "In the next three months, we will heavily integrate our efforts into getting off the VAX, at the same time, looking at blah, blah, blah." He asked if there was a plan in where they would be in the next six to 12 months. Mr. Blanchette said yes, the short term goals. They would be looking at updated clients, updated server architecture, updated network architecture, potential web site work—which Doug is already doing. Selectman Maddox asked if there was a written procedure that could instruct him how to operate the payroll system. Mr. Blanchette said that documentation was provided. Selectman Maddox asked if it was provided by Eaglevue or Muni-Smart. Mr. Bosteels said that's something Muni-Smart would provide for the product, but as far as how the payroll is actually done, they could assist in providing a procedure. Selectman Maddox said he heard Guy say he doesn't put anything on until there is a written procedure. Mr. Blanchette said he was talking about something else. They talk to Kathy and she tells them what she wants to accomplish. (Background static.)

Selectman Cole asked what trigger events would get them to the creation of a synchronized (not discernable). His understanding was that a goal was to replace two positions, or merge the two positions into one—a troubleshooter. He asked if there was a job description for that position and if they shouldn't go out and get the software to implement the centralized help desk as soon as possible. He was suggesting to move a little quicker with the job description to get someone hired so they can start working with Eaglevue. Chairman Massey said from his perspective, what he was expecting was the plan would encompass a recommendation as to a management structure and by management structure, he means the skill sets and the types of people that would fill those skill sets, whether they be Town employees or contractors or a mix of those two, and the set of tasks that would get done in the first implementation. If they do the help desk all by itself, they may be falling down the same trap as in the past—implementing piecemeal. The Board needs to see a comprehensive plan that talks about how they are going to manage the Town's infrastructure, and the types of skill sets and how they are going to be filled, and then the first set of tasks that would happen. That's what this is all about. Selectman Cole said the plan is a dynamic; it's not something that is going to come in at one single point in time. Eaglevue, through its efforts, is doing things on a consecutive basis. KC may come to the Board from time to time with pieces of the plan, requesting approval to implement. He didn't think the plan was a solid, one point in time thing. He sees absolutely no down side to getting somebody hired and on board to solidify that particular skill set to work with KC and Eaglevue. Mr. Blanchette said skill set was a key term, especially in utilizing the VAX. Right now, that skill set is unique because the VAX in itself is unique. To find that skill set in someone who was willing to come in and handle that may not be an easy task. They were comfortable handling the needs of the Town because they were not just one person. They can handle whatever is going on now, as well as moving forward. Getting a help desk up and running is one of the first things. It also helps prioritize certain trouble areas. The Town is a little behind on a lot of things. (More static.)

Selectman Cole asked, as the network is being put together and becomes a reality, what network management tool they will be using. Mr. Blanchette said it will depend on the network appliances that are chosen and what happens from that perspective. Selectman Cole asked what the Police Department was using. (Reply not discernable.) Mr. Blanchette said they would deploy a reasonably priced tool. Selectman Cole asked if the recommendation would be that the entire Town should be using the same network management tool. Mr. Blanchette said yes. Chairman Massey said they absolutely would have to have a set of tools that manage the entire Town's infrastructure. If they want to do a help desk, it is going to require a certain type of individual and then they will decide how to fill that position.

Selectman Cole said that's something they should be doing now. All they need is some software, and they are ready to go. Ms. Carpentier said this is a dynamic plan that involves every department in Town. Priorities change, with the end goal always being the same. With the departure of the Data Processing Manager, the plan got changed. She hoped to do a better job of saying where they were at and where they hope to be going, with the help of EagleVue. Long term is always going to become centralized, with Police and maybe, some day, with the schools and library—but they need to fix their own house first.

Selectman Maddox said they need to see some sort of plan, even if it is a dynamic one. They need to have some idea of what they are looking at in terms of cost and time, say for the next three years. Mr. Blanchette said he could give a template, based on another town, and it would be pretty accurate. (More static.) They've been with Milford a year and completely updated their network. In Rochester, they implemented an entire phone system. Within a year, these networks have become state of the art... almost everyone's PC's have been upgraded. Another thing they do is provide a budget, based on items (not discernable). Selectman Maddox said they have to start thinking about FY08 very shortly, so they need to look at some of those costs so they are prepared this time. Mr. Blanchette said that's something they could do pretty quick. Chairman Massey said his expectation was that if he looked at the short term goals, which include some long term components, that when the plan is brought forward, although he recognizes that no plan is ever a good plan if it's not capable of being changed, but they still need a road map and, in his way of thinking, this is a set of things that make up that road map, but there has to be dates and tasks assigned to each one. (Talking over each other.) As an example, to update IT job descriptions, the first thing you have to decide is what IT job they are going to have and then the date by which each of the descriptions gets created--the tasks that are required to make it happen and a time line for making it happen. He would see all of those lining up as the next 12 months. Mr. Blanchette said they would probably be presenting some things the Board hasn't seen, as well.

(Start Tape 2-A)

They are not so much job based because they found a model with municipalities that have been more on the IT management perspective. They pretty much have three levels. They have a technician who does a lot of the day to day manual stuff; they have the IT management level/director level, which provides the technician, as well as a plethora of people from their company to give expertise; and then they have the third level, where they actually take over IT for the town. For Hudson, they had proposed the middle level--IT management with technicians available to do the deployment, the project scheduling and project management, etc. If that has changed, that is not a problem but they need to know what the Town wants. Ms. Carpentier didn't believe that has changed. She hoped that the Board would reconsider lifting the six-month restriction in order to give EagleVue time to do what they need to do to make everything happen within Fiscal 07, which is the way the pricing is structured.

Selectman Cole said, he'd like to see a proposed statement of work, of the tasks being proposed, an integrated master schedule and the timing of that. That would then allow him to make a decision with regard to the not to exceed timeframe. Chairman Massey asked if the Board could have it by the 14th. Mr. Blanchette thought so, but he had some personal issues to take care of. Chairman Massey suggested the 28th. Mr. Blanchette still thought the 14th would work. Chairman Massey thanked them, and said the Board will look forward to seeing them on the 14th.

A recess was declared. Meeting resumed at 8:17 p.m.

Selectman Maddox said the Board needs to look at that IT person, and they need to have a discussion about where they are going with that. He would like to see them look at the Police Department, which has a great IT group. Chairman Massey thought that was going to be a part of the first cut on a plan, part of Kathy and Steve's recommendation--the structural and organizational impact. Selectman Maddox guessed he'd wait until the 14th or 28th whenever they come back. Chairman Massey said they would try to make it on the 14th, but when he realized that they would have to have their materials in by the 9th, it can go on the 28th. Selectman Maddox asked if they would be getting something relative to personnel. Mr. Malizia said there are options the Board can exercise—they can hire people in-house; or they can use current employees in a different manner; they could use EagleVue. He didn't want to say too much because there are persons who already work for the Town that he can't talk about in open session. The goal of this whole exercise is to have one IT department. The Town has suffered from Balkanization of IT long enough. He didn't know what the structure of that was going to be yet because there is a myriad of options. He's not going to promise a plan with a fixed point. Selectman Maddox was satisfied with that. Chairman Massey said the answer is yes, they would see some options. The conversations he has had over the last two months with both Kathy and Steve is for an integrated IT department for the entire Town. Selectman Maddox said that was great.

B. Future Needs of the Fire Department

Selectman Cole said everyone received a handout entitled, "*Hudson Fire Department Facility Needs, January 30, 2006,*" and apologized, saying he got his weeks mixed up and thought the meeting was next Tuesday. He knows everyone likes to read things in advance, but there was nothing new in there. Things in that report have already been presented to the Board in the past by the Fire Department, or that any one them could and should have seen to any of their trips to any of the fire stations during their time as Selectmen. He is constantly amazed at the manner in which the Fire Department, through self help, is able to maintain some of the systems and their facilities. He recalls the Police Department, back in the early 90's, which was in the lower level of Town Hall. Selectman MacLean's seat was where Richard Gendron, as Police Captain, had his desk. The conditions were unbearable and intolerable and a disgrace, which moved them to their current facility. He has those flashbacks when he goes to Central Fire Station. Burns Hill was designated to be a call station, but is now a full time station.

Motion by Selectman Cole, seconded by Selectman Stewart, that the Fire Department be directed to develop an RFP for the purpose of soliciting a comprehensive facilities study, including, but not limited to, an evaluation of the current structural, mechanical, energy efficient configuration and livability conditions for each of the three fire stations in Hudson; shall provide recommendations and cost estimates for addressing any deficiencies noted; shall assess current station location and configurations in relation to anticipated fire and public safety requirements through the year 2025; and shall provide recommendations and cost estimates relative to station relocation, as

applicable, with said RFP to be presented to the Board of Selectmen for its consideration at a workshop to be conducted on 30 May 2006.

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Chairman Massey asked where the money would come from. Selectman Cole said, at this point, he had absolutely no idea but by the 30th of May, if he was still sitting in his chair, he would identify the source. The Board would be directing the Fire Department to develop an RFP for the Board's consideration. Whether or not it hits the light of day on the street after May 30 is up to this Board. This would give the Fire Department ample time, keeping in mind they do have other things to do. He expects the Fire Department would be able to put together a document that lays out all of the issues—structural, mechanical, the living quarters, relocation. He can't recall the last time a relocation study was done. Selectman Stewart thought (former Chief) Carpentino had done one. Selectman Cole said he tried to, but never got any backing for it. The last official study that he can recall is the MRI study back in '95 or '96, and it dealt mainly with chain of command, manpower, etc. They even had something in there about Selectmen as call firefighters.

Selectman Maddox said this was putting the cart before the horse. The siting study needs to be done first. To spend money to tell them a station may never get used again for all the repairs it may need or may not be the place the fire station needs to be, based on demographics that are now changing--dynamic seems to be the word for the night—the population and the needs of the Fire Department. He thinks they would be better spent finding the monies just to do a siting study first, and then if the stations are where they should be, then they can go out to find out what's wrong with those individual stations. He didn't have a lot of grief if this is what they want to do, but they are sending a mixed message. They need to find out where the stations should be first, or it is a waste of resources. Selectman Cole said, given the realities of identifying that they need a new station in south Hudson, the time frame that that's going to take to happen, the structural issues they are having in other stations could cause severe problems with safety for the personnel that are there, not to mention exorbitant repair costs, so they may have to do two separate things in tandem. One is deal with present realities, while planning for the future, either increasing the size of Burns Hill, or a new station in south Hudson. Robinson Road is a fantastic facility that is being used as a big filing cabinet. It is a beautiful facility, with great potential. He doesn't mean to put the cart before the horse, but dealing with today's infrastructure and the new infrastructure or, possibly, enhanced infrastructure they can be done concurrently or in tandem. Selectman Maddox thought this was premature, but he would vote for it. It's always good to have another study under their belt. Selectman Cole said he didn't put this forward just to have ancient history thrown in his face. The Planning Board is famous for spending money on studies that it never listens to, then puts in a file cabinet. He asked Selectman Maddox to give him some respect for what he is trying to do tonight.

Selectman Stewart asked if prisoners were still being utilized for painting projects in Town buildings. Mr. Malizia said yes, the non-violent offenders, usually arranged through Kevin Burns. Selectman Stewart thought perhaps Chief Murray could put the request in, because they are at a premium; they probably wouldn't see them until June. By getting some painting done at Central, it would spruce things up and the only cost would be for the paint and lunch.

Selectman MacLean didn't have a problem with the motion because it was free and they were just seeking knowledge. She didn't see Central Fire ever closing and going somewhere else. She could see a report coming back, saying they needed another fire station, or whatever. With all the issues that need to be addressed, the overhead doors need to be done, even though Selectman Cole didn't want to do that without looking at them within the whole context. If they make that the priority, they could still look at everything else. It might actually be a good thing because it seems like that would save the Town money in the long run. Not being able to buy a new truck at a decent price is a problem. She'd like to get rolling on those doors.

Selectman Cole said he'd never support spending \$100,000 on an isolated project when, in fact, they might find out that for \$150,000 they could shore up the entire building over there. If they do it piecemeal, they might spend two or three times as much. The Fire Department, and the Police Department back in the old days, through their self-help and doing their own work, have done an outstanding job in maintaining the facilities, out of the eye of the public. Also, the public hasn't been paying that much attention over the last 10-15 years, how much money Boards of Selectmen have wasted on repairs that never should have been done if they had spent the money up front and bought quality equipment and materials and done it right the first time. Under the guise of saving money for the taxpayer, Boards of Selectmen try to go cheap and the people aren't paying enough attention to realize that a lot of money has been wasted doing that. Selectman Maddox was correct in that thousands of dollars have been spent on studies, not just by the Planning Board, but by the Board of Selectmen and other boards, that have just never seen the light of day. It started a long time ago. It's not a recent occurrence. If the voters out there were really paying attention, they'd run the past Boards of Selectmen out of Town for the negligent use of Town funds to maintain pieces of equipment and facilities in a haphazard manner.

Selectman MacLean said the \$100,000 was an educated guess. Selectman Cole said it's a pretty close guess, based on the estimate the Board received. Selectman MacLean said if they focused on the doors, at least they'd get something done soon and then they could just keep going. If the doors are in the context of the whole building, that might never be approved because it's the whole building. Chairman Massey said if they say it's \$100,000 to fix that, best guess is they are paying anywhere between \$5,000 and \$10,000 max for having to keep below a certain height; that's 10 trucks over the next 20-30 years. Selectman Maddox said, according to the Fire Department's report, in the next 12 years, they want to spend \$4,769,000 on vehicles, of which half are engines, ladders, rescues, etc., so they are looking at \$2 ½ million. A custom truck costs maybe 10% more. That's \$250,000 they will spend for custom trucks that will fit inside those doors. He thinks it is a worthwhile investment over 12 years, not going out any further than that, based on what is in this book today. Chairman Massey suspects that if they went to any city in this country today that their old fire stations have doors that are lower than Hudson's. As he began to really think about that problem, the height issue is not unique to Hudson. When they looked at the price of what they were selling at those shows for the 110" versus the 120" it wasn't significantly different. First of all, they have to worry about at some point, if they do any real major renovations to that building, bringing it up to compliance with ADA, and that needs to be factored in to what that

building is going to take. And when they start talking about ADA, they are no longer talking about \$100,000; they are talking about significant monies in that building. They need to know what it is going to cost to keep the existing buildings going and, at the same time, they should be thinking about re-siting either the existing buildings or the new stations. Selectman MacLean asked if there was some way to have all of these studies done, but request an official bid on those doors, in and of themselves, just to see what it would be. Chairman Massey said to do a request on an official bid and then not award it, they would never get anyone to bid on a project in Town again. Quite frankly, he doesn't know where they would get the \$100,000 because it's not in the budget. Selectman Maddox said that's something they were going to do next year, but they need to get the figures for the Budget Committee at the next cycle.

Selectman Cole asked Selectman MacLean what her fixation was on the doors compelling her to continue with this red herring. Selectman MacLean said it seemed that it would be a quick fix to an old problem. Selectman Cole said there were five companies that bid on the fire truck, one of which Little Engine #8 came from. There are thousands of fire stations across America that all have the same problem and those towns don't have the money to go out and raise the doors. There is a market for state-of-the-art fire trucks with the highest technology, at the reduced height. That's a reality they are going to have to accept. Selectman MacLean was willing to bet those towns don't have the hills that Hudson needs the extra muscle for. Chairman Massey said extra muscle is engine size, not height. Selectman Maddox said at the show, they learned that the standard is 10'. Chairman Massey said that's what they want to sell.

Selectman Stewart said the oldest station in Boston, built in 1890, has the lowest doors in the country, and they still maintain that station on Bolyston Street in Copley Square—and they have plenty of hills. Selectman Maddox said and they pay more than they should to buy a truck. Selectman Cole said Selectman Maddox couldn't prove that. This whole issue had to do with some individuals who got bent out of shape that wanted the Town to go out and buy a piece of junk, and the majority of this Board, in its wisdom, decided to buy what the Town needed for public safety. Some people still have a problem with that. Selectman Maddox said it is going to be a problem because they are going to come in for another truck. Selectman Cole said regardless of where that truck is put, there will be one out there, and it won't cost significantly more than a truck at a higher height. Everyone wants to go out and buy that piece of east overshoe New Hampshire junk that somebody got at a flea market, and Hudson isn't going to do that. Selectman Maddox said if the Board saw a \$30,000 savings by going to a standard 10' high truck, why wouldn't they do that? Selectman Cole said anything can be done; they went out for a bid spec with certain technical qualifications, etc., and they had five bidders. It's not like they had to beat the woods to find somebody. Selectman Maddox said if they had taken that same bid and said make it 120" high and not the 113", they would have seen bids significantly less. Selectman Cole asked why it would be less. Selectman Maddox said because it's a standard frame and box. Selectman Cole said they are not building a special chassis or box for Little Engine #8. They have several varieties out there. If you want an engine that does one, two, three, four and five, you are going to pay the same for that engine, regardless if it's 10' tall or 9' 11" tall. Selectman Maddox said if the majority of their business is 10' high; to order a different size will cost more. Chairman Massey said he was driving down Amherst Street, looking at the station that is just west of Library Hill, and he wondered how many other cities and towns in this country had fire stations built pre-1980.

Selectman MacLean asked if the motion included the doors. Selectman Cole said the motion said, "configuration," which covers that. Selectman MacLean said at least she'd be on record for this. She didn't think it would be such a terrible thing to get those doors fixed. She thought the only reason Selectman Stewart voted for that truck was because they were going to take care of the doors right away. She thought that was Selectman Stewart's condition for voting for the truck. Selectman Stewart said no, her condition was that the Chief would have a report—and she wished Selectman MacLean would stop referring to "fixing the doors" because the doors are not broken.

(Start Tape 2-B)

Selectman MacLean thought people would be much more willing to support fixing the doors than a whole renovation. Selectman Stewart said when Selectman MacLean is the liaison to the Budget Committee, she can sell them on that. Selectman MacLean said she could try, but they could also go on the floor at Town Meeting.

Vote: Motion carried 5-0.

Chairman Massey asked if there was any other discussion. Selectman Maddox said they got a document in 2004, a working document, and wondered if they were going anywhere with it, relative to refining it or changing it. They didn't have the \$385,000 in for the Engine 4 replacement in the FY04 budget, so this is already slipping. What is the plan? Chairman Massey asked if Selectman Maddox looked at the document that Steve Malizia put together for them, as part of the budget cycle, in which he put the entire Town's equipment on a 20-year replacement schedule, showing the date for financing and whether it would be lease or purchase. Selectman Maddox vaguely remembered that, but the document he had said 15. He asked what the plan was. Chairman Massey said the plan that was submitted was what they were going to go forward with, which is what they would be basing the 2008 budget cycle on. Selectman Maddox asked if it was just going to replace vehicles at 20 years. Chairman Massey said no, it was a 20-year plan that incorporated "this" document and added all of the other vehicles in Town—Police, Fire, Highway and Town. Selectman Maddox asked if "this" document was used as the baseline. Mr. Malizia said that information was incorporated into the comprehensive document. Selectman Maddox said since they didn't put Engine 4 into the FY06 budget, he wondered how all of this shifts. Chairman Massey said it was shifted by only one year. He suggested that Selectman Maddox take a look at that plan. Selectman Maddox said he was trying to find out what they were using for criteria. Mr. Malizia said they had to pick a baseline somewhere, so that's what they used. When you get to the actual event, that fiscal year, the Board or the Board at the time will debate the merits of that equipment. Right now, that's a baseline. Selectman Maddox said they can find out what has happened over the past 10 years. They could tell what the maintenance records were, the miles, the hours, the runs, whatever it may be that constitutes. (Talking over each other.) Chairman Massey said between now and September, when they get ready to do the Fiscal 08 budget, he will have an opportunity to look at that plan and ask questions and when it comes time to direct the departments on what they are going to do to give them any direction relative to what that plan says, and then when they come in with their budgets, to

review it and make a determination at that time whether you want to go forward with the plan, as it was written for that year. It basically says, although it is a 20-year snapshot, at any given year, that snapshot will change, based on what the then Board of Selectmen opts to do. One of the things you can't determine is, as Steve says, if they could guarantee that that plan was a fixed, and as a corporation they could make it happen, it would be a no-brainer because it means every year you'd have to go back and review it. They have between now and September to take a look at that and ask questions and look to see if the plan makes sense and when it comes time to give the departments their goals and objectives for the budget cycle, that they include in that what they should be doing relative to that equipment plan.

Selectman Maddox said as he added up the money, it was almost \$5 million over the next 12 years. Chairman Massey asked him what the point was. Selectman Maddox said they should have some sort of plan of how they were going to manage that through the various financial cycles. Chairman Massey said that was part of the budgeting cycle. Selectman Maddox said he'd take a look at Steve's plan again, but "this" plan was front-loaded with a lot of stuff and then there's years with only \$40,000 worth of spending. They need to look at a plan that would balance that out to be able to be a much more stable number. Chairman Massey said the way to do that was with capital reserve funds that allow them to have an even cash flow. Selectman Maddox said right, and that's what he was saying they should look at. Mr. Malizia said they do, but then people change the numbers. Selectman Maddox said they were not saying they could get only 10-15 years out of a fire truck with moderate to heavy use. That city of Boston fire station probably has a truck that is 25 years old. How do they do it? Chairman Massey doubted it, saying that would be a due diligence and asked if there were any more questions on where they were going with the Fire Department.

Selectman Maddox asked if they were planning next year on going in for the next four firefighters. Chairman Massey said they would, first of all, wait and see what happens with this year's warrant articles and then, at budget cycle, make the determination as to the guidelines to the Fire Department. From his perspective, if they started on the road that they were looking at a need for 12, and they were selling this on the basis of a three-step process, that the natural evolution would be yes, they would be putting in another warrant article for next year for four more firefighters. Selectman Maddox asked how the new software was working, dispatching and tracking of calls. Selectman Cole wasn't aware of any glitches in it. Selectman Maddox asked if the Board could be told, over a year, what type of calls, where they were, etc. Selectman Cole wasn't aware of the software and asked if that was one of the elements. Mr. Malizia thought they could already do that. Selectman Stewart said that was in the monthly report. Chairman Massey said it was in the monthly report. Mr. Malizia said it also included the time of day, station, etc. Selectman Maddox said but they lump all the medicals together, they lump all the fires together—are they trash fires, or are they working structure fires? Is there a breakdown that would be able to get more data when they are sitting there, going to the next step of the next four? Are they going to be better prepared than they were this year, with the presentation?

Selectman Cole called for a Point of Order, asking where they were not prepared this year. Selectman Maddox said the Budget Committee had a lot of questions. Selectman Cole said that didn't mean they weren't prepared. Where were they not prepared? Where did they miss something? When were they unable to answer the Budget Committee? He can't let statements just float out there in TV land. Selectman Maddox said when they (the Budget Committee) asked what the proportion of fires and/or incidents that would have been handled by Robinson Road, if it was manned. Chairman Massey said they (the Budget Committee) were shown the total number of incidents out of Robinson Road and the number of times that call firefighters—because that's where it was at—what was the response of the call firefighters—and they had—the Selectmen gave them (the Budget Committee) a graphical representation, along with the actual raw data, that showed what the incidents out of the Robinson Road fire station was for calls, the number of calls in which a call firefighter responded, the number in which there was one, two or three alarms—and that was presented to the Budget Committee. Selectman Maddox said he was there when the Chairman was trying to answer that question, and he did not have anything other than that was the district for that station that fire was dispatched for. Chairman Massey asked if Selectman Maddox was thinking it would make a difference. Selectman Maddox said it would be nice to know how many of the calls were actual fires, simply service calls, whatever. They were all lumped into that one number. Chairman Massey said they have service calls, they have ambulance only, they have fire only. Selectman Maddox said he was under the impression they did not have that answer. Selectman Cole said Chairman Massey is the Board's representative to the Budget Committee, so Selectman Maddox might want to ask him and not listen to some of the other voices. Selectman Maddox said he was there. Selectman Cole said he obviously didn't hear the information that was provided. However, he had no idea what this has to do with the call fire force. They are delayed responders, so he didn't have any idea of what the call force has to do with the Board going for four more firefighters in FY08. Chairman Massey said he wanted to be very clear. That night, he asked the Chair, and he said, "I do not expect, and I will not have any PowerPoint presentation made to me." The Chief had a several page presentation that had all of that data in it. The Chairman did allow the Chief to go through that document. Mr. Malizia said, actually, they did it on a Saturday, and it took them until 5:30 in the afternoon. Chairman Massey said it took them to 5:30, but they didn't ask a lot of questions on that data. (Talking over each other.) Mr. Malizia said it was on a Saturday, and they spent at least two hours on that document. Police in the morning; Fire in the afternoon. Chairman Massey said they started at 3:00 and didn't finish until 5:30—and Selectman Maddox has a copy of that document, or he should. It was the PowerPoint presentation that the Chief put together, about 25 pages long. Selectman Maddox said OK.

Chairman Massey said the kind of information that was in there—first of all, the goal was to provide equal response time to every place in Town, out of the three stations, and he showed, with the statistics, the average response time over the last five years off of each of the three stations, and the goal clearly showed that in the case of Central and Burns Hill, the numbers were moving very close, if not below, the nationwide average of 240 seconds, which is four minutes, response time, and the Robinson Road station was not making nearly as much of a movement towards that. The final number for 2004, which would have been the last year they had data, was about six minutes. Then went to each one of those and showed what, because some of this got into the question about the call firefighters, but it showed what the response for a call out was for Robinson Road in particular, relative to how many times call firefighters responded, how many times they had enough people to handle one engine, etc., etc., and that was all in there. Selectman Maddox thanked the Chairman and said he'd go back and take a look.

C. Plan for updating Personnel Policies/General Policies/Code

Chairman Massey said he had originally suggested that, given that at least his three years on the Board, he's only remembered doing two codes, that he thought it would be worthwhile for the Board to re-examine the Town Code because, as an example, the Purchasing Policy was updated about two years ago, with some substantial changes made to it, and what he is suggesting is that Steve has put together a basic plan for looking at this, and the suggestion he would throw out to the Board, and obviously they could do it a lot of different ways, is that they would have each of those sections reviewed by the appropriate Town staff, with any recommended changes made to the Board, and they (the Board) would then review them and make a determination on whether to accept the recommendations or to make their own changes and/or leave the policy or Town Code as is. He asked for the Board's thoughts and comments.

Selectman Stewart said they should start with the first one on February 28th, Town Code, 1-65. Selectman Maddox said that was pretty easy reading. Mr. Malizia said he tried to make it so they wouldn't be over-burdened because they have other business to do. He tried to establish some reasonable break points in the three policy documents they are talking about. The intention would be to have everyone take the time to read it ahead of time, or at least skim it. If there are any questions or if someone needs clarification, they can ask ahead of time. A lot of it doesn't need to be changed. If somebody sees something they have a problem with, he'll make sure everyone gets a look at it because they all have these documents. He cautioned against this becoming a free-for-all because, although there are a lot of things they could change, it wouldn't necessarily be for the better. If there is something glaring, or if someone never understood why something was done... Selectman Maddox said or we having been doing something, and should they continue not to, or do it. The Finance Director is supposed to provide them a quarterly report on contributions. Chairman Massey asked what context the contributions was used. Mr. Malizia said they would all find out on February 28th. Selectman Maddox read the applicable statute, saying he hasn't seen one in a couple of years. Mr. Malizia said au contraire, they see it at least once a year because it is encumbered. Maybe once a year is enough; maybe twice a year, but they do see it at some point. (Pause for change of video tape.)

Chairman Massey wasn't looking at this as an exercise in changing for the sake of change, but for the Board to review the documents and determine whether what they know for the future is happening, those codes, in particular, because the codes, as far as he understands it, are the force of law. They are much tighter. Also, recognize that if they change the Town Code, it takes a public hearing to change it.

5. OTHER BUSINESS

- A.** Selectman Maddox thought they were going to look at job descriptions because it came to their attention that some of them were outdated. Mr. Malizia said he could work out a plan to update them.
- B.** Chairman Massey wanted to take a moment to recognize Gus Ouelette, who passed away last Friday. Gus was an active member of the community who contributed in almost every aspect, was active in the Boy Scouts in Town, in his church, was an Army Air Corps Veteran of WWII, and a friend. His funeral will be tomorrow at 11:00 at St. John's.

6. ADJOURNMENT

Motion by Selectman Stewart, seconded by Selectman MacLean, to adjourn at 9:08 p.m. carried 5-0.

Recorded by Selectman Kathleen MacLean.

Transcribed by Priscilla Boisvert, Executive Assistant

HUDSON BOARD OF SELECTMEN

Kenneth J. Massey, Chairman

Teresa Stewart, Vice-Chairman

William P. Cole, Selectman

Kathleen R. MacLean, Selectman

Richard J. Maddox, Selectman