

**Board of Selectmen - Regular Session**  
**Minutes of Tuesday, November 29, 2016**  
**Bourne Community Building**  
**Bourne, MA 02532**

**RECEIVED**

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TOWN CLERK BOURNE

TA Tom Guerino

**Selectmen**

Don Pickard, Chairman  
Peter Meier, Vice  
George Slade, Clerk  
Stephen Mealy  
Michael Blanton - Excused

Note this meeting is being televised and recorded. If anyone in the audience is recording or videotaping, they need to acknowledge such at this time - Michael Rausch Bourne Enterprise.

All items within the meeting agenda are subject to deliberation and vote(s) by the Board of Selectmen.

**Documents**

**Executive Session:**

**5:55 Chairman Pickard called the meeting to order in open session.**

2. Motion for Executive Session to discuss non-union contract negotiations regarding the Town Administrator's Contract renewal and return to open session at approximately 6:30 P.M

Don Pickard wanted to have a brief discussion on the eligibility for Mr. Meier to participate in the negotiations of the Town Administrator's contract.

**Roll call Vote** to convene in Executive Session for the purpose stated. The Board will reconvene in open session following the Executive Session at approximately 7:00 PM.

**Voted** Stephen Mealy moved and seconded by George Slade by roll call vote to go into Executive Session for the non-union discussion

**Roll Call Vote:** Mr. Slade - Yes; Mr. Mealy - Yes; Mr. Pickard - Yes. Vote: 3-0.

**Roll call Vote** to adjourn executive session at 6:30 p.m. and to reconvene in open session.

**Voted** Stephen Mealy moved and seconded by George Slade by roll call vote to reconvene in open session.

Mr. Mealy - Yes; Mr. Slade - Yes; Mr. Pickard - Yes. Vote 3-0.

Don Pickard explained the Board met in executive session relevant to discussing non-union contract negotiations regarding the Town Administrator's Contract. The Board took no votes; it was basically informational only. We finished executive session and are going to reconvene in open session. We have the signing the Town of Bourne's Declaration of Votes form for the Position of Barnstable County Commissioner and for the position of Assembly of Delegates as requested by the Honorable Town Clerk.

**7) Signing the Town of Bourne's Declaration of Votes Form for the Position of Barnstable County Commissioner and for the position of Assembly of Delegates**

**Voted** Peter Meier moved and seconded by Stephen Mealy to sign the Declaration of Votes. Vote 4-0.

Mr. Pickard said we are going to recess the Selectmen's meeting to convene a Board of Sewer Commissioners meeting. We have a report from the Waste Water Advisory Committee.

**3) Recess the Board of Selectmen's meeting to convene Board of Sewer Commissioners meeting**

**Voted** Peter Meier moved and seconded by George Slade to recess the Board of Selectmen's meeting to rejoin as Board of Sewer Commissioners. Vote 4-0.

**4) Reconvene the Board of Selectmen's meeting upon conclusion of the Board of Sewer Commissioners meeting**

**7:10 p.m.**

Don Pickard said we have reconvened into the Board of Selectmen's meeting. The Board of Selectmen are going to enter a workshop off air where the discussion will be about the preliminary budget workshop for what we know about departmental budgets to date; current hiring and current vacancies; supplemental request for staffing (non-school, on Town side); trending issues; revenues, what to do with one time dollars; and broad priorities of the Selectmen.

Don Pickard wanted to announce the Town of Bourne Annual Tree Lighting hosted by the Buzzards Bay Beautification Group, Bourne DPW, Bourne Recreation, and the Bourne Historical Society, it will occur on Thursday, December 1<sup>st</sup> between 5:30-8:00. The location will be the Bourne Community Building. It is free. The building will be illuminated. Santa will be flying in from the North Pole, and other activities going on.

The election is next Tuesday, December 6<sup>th</sup> from 7:00 am to 8:00 pm. Item one is for the Police Building and item two is for the Peebles School Replacement.

We are going to convene in our Budget Workshop.

**5) Preliminary budget workshop**

- a. What we know about departmental budgets to date**
- b. Current hiring - Current vacancies**
- c. Supplemental requests for staffing (non-school)**
- d. Trending**
- e. Revenues - what to do with one time dollars**
- f. Broad priorities of the Selectmen**

Tom Guerino said most of what is going to be discussed is a very broad overview. I meet with the department heads to review their budgets. The handout tonight is their requested budget. We have not finalized any numbers. It provides a small part of the financial policies that Linda passed out in October. Also handing out a list of all the requested supplemental staffing. None of this has been discussed at this point. This is just what has been asked for. We have a list of where the budget is, what the free cash policy is, what our additional levy might be, what we think we might gain in receipts, and what we will find in other areas such as new growth.

Pursuant to the new policy the Town may use up to 50% of the certified free cash that is in excess of the 5 % of the General Fund Operating Budget floor. The current balance of free cash (after expenditures) at the most recent Special Town Meeting is \$6,642,817.00. The General Fund Operating Budget is expected to be at approximately \$60,000,000.00 (without state, county assessments). The required 5% to be held is approximately \$3,000,000.00. Thus, \$3,642,817.00 is the amount in excess of policy, allowing up to \$1,821,408.00 able to be used. However, I am removing the one-time revenues (sale of Coady \$400,000, Town Auction \$290,000, FEMA \$135,000 reimbursement) from this, and recommend those be diverted to one time capital expense purchases or into the general stabilization account. Thus, the approximate available free cash that could be used for the budget is approximately \$1,000,000.00. Utilization of this amount is in line with historic use of Free Cash for the budget. Note, at this point in time of the budget process I am recommending the use of \$750,000.00 in free cash and is subject to refinement as the process moves forward. Please be aware that the amount is just for the operating budget and does not take into consideration any Annual Town Meeting or Special Town Meeting articles requesting funding.

Additional revenues to be considered are: Levy Increase is approximately \$1,000,000.00; New Growth is estimated at \$500,000.00; Local Receipts are estimated to rise by about \$200,000.00

**Supplemental Staffing:**

Total requests for staffing (w/o benefits) is in the \$539,000.00 dollar range. Add a rough benefits estimate of 35% and the total is approximately \$717,000.00. (About 12 positions: 4 firefighters, 3 DPW, 3 Library, 1 Finance, shared position between DNR and the Clerk, 1 half time position for Counsel on Aging for administrative receptionist)

Peter Meier said we have had a hiring freeze since 2011. We went through an override where it was voted down by the people last October. Now we have all these request, some of the requests are needed, but we can't go and advocate for all these new positions.

Don Pickard said we are not advocating for these positions but these requests came in from department heads so we have to evaluate this. This is a broad based approach. The department heads should be permitted to present to the Town Administrator what they feel they need to run their department. This is the preliminary discussion. This is just so we are informed.

Tom Guerino said I went to the department heads back in September, and asked those departments that have serious staffing deficiencies to bring forward proposals for incremental adjustments. These were not promised but we want to look at areas where we feel we have serious performance issues because we don't have sufficient staffing. No one is suggesting the Town Administrator come to the Board of Selectmen and recommend 12 new full time positions. I have to look at these and meet with the department heads.

Stephen Mealy said we get this every year. They ask for additional people every year.

Tom Guerino said it is about \$539,000, if you add benefit to it, it comes to about \$720,000. There is strong sentiment from this Board for an Assistant Town Administrator, Economic and Community Development Specialist, or both. The Assistant Town Administrator will run \$85,000-\$105,000, the Economic Development Specialist will run somewhere in the \$60,000-\$70,000. This memorandum estimates a 3% overall School Department increase. At the time of this drafting the School Department was working on their budget and was not yet prepared to bring a dollar amount forward. The Town Administrator does not (nor can by law) be involved with the budgetary line item decision making of the School Department.

Peter Meier said I hope that whatever is recommended to us that these jobs are self-sustaining and long term. My biggest fear is if we don't get the revenue we will be laying people off in a few years.

Tom Guerino said none of the onetime revenues are included in the budget. That is money we should not be spending on long-term employment or other expenses that are reoccurring when this money is one time and will not come back year after year. Most of the budgets are in line. There are a couple of the budgets that have the positions in there. There are no numbers for the Assistant Town Administrator and the Economic Development person that has to be fully vetted by the Selectmen. Figuring State Aid stays the same, motor vehicle excise is up about 20%, licenses and permits are up, ISWM general support is up, sewer is up. We have estimated down a little on PL87, and we have estimated ambulance fees down slightly. Based on the numbers we are about even, good to about \$80,000. Our health insurance will go up a little bit. A couple of departments are up substantially and will have to be looked at. We estimated the town insurance at 3%, liability.

Don Pickard questioned is the town being reimbursed from ISWM for services being provided. Could the facilities manager, electrician, and skilled labor; or any portion of their salaries be paid for by ISWM based on work completed there. Could a portion of the

Administrators salary be paid for by ISWM, since you are the Chief Executive Officer of ISWM?

Tom Guerino said the electrician position is 19 hours per week, 4-5 hours of that is being underwritten by ISWM. Not sure about the Facilities Director. It should be investigated to see what can be covered by ISWM.

Peter Meier questioned priority-based budget; when we evaluate these budgets will it be easier for us to understand?

Tom Guerino said when we implement priority based budgeting, the Selectmen, and Finance Committee and others that are involved with policy making will look to say here are our priorities for the year, safe community, culture, and recreations. What are we willing to spend for that. We will be combining areas of Public Works, Recreations, Counsel on Aging, along with Police and Fire. We will look at community enhancements, fire prevention programs. Those are what we will be looking at in FY 19 and fully implement in FY20, provided the Selectmen stay with this. As we have turn over on the chief elected officials it is important that those folks get trained. We need to bring the members of the Selectmen to Denver to get learned in this and continue to do this on an annual basis.

George Slade questioned which departments have included their wish list of employees. Tom Guerino said Counsel on Aging, DNR, Finance, and Fire. George Slade said including these employees it has to be made clear what services will be denied.

Don Pickard questioned should the Board be looking at what the requests are now, and we can convene and decide what we support? Tom Guerino said look at the memorandum from Mr. Sala on how he is planning to break this out. The police Department budget came in. Tom Guerino said in current hiring we are filling the gas and plumbing inspectors positions. We are combining the electrician's position with the inspector's position. George is in the process of hiring vacant positions. ISWM is the same. The engineering position, Mr. Litzel last day is tomorrow. Looking to see if we can promote from within. I questioned Mr Litzel if he is willing to come in once or twice to help train the new person, he is willing to do that. We have been looking at succession planning, and there has been a lack of that where there are only one or two people. In the police department, the fire department and ISWM, there are people in place that are able to take over.

Don Pickard said we have a number of people who are in a department head and an assistant department head who could go within a two year an eighteen month period, or a seven month period. Could the Board offer a bonus payable in December for any of those people to give us their last date of work? Could we take that money out of the funds we do by backs of public safety departments? Could we only do it for department heads or sub department heads? Tom Guerino said relative to the funding source, we could. It is something we could offer as an incentive if the Board put it in as a policy. I don't have the authorization to do that because the money has not been appropriated for that purpose.

Peter Meier questioned an early buy out.

Tom Guerino said an early buy out would be difficult because we don't have that many. There has to be a substantial show of savings.

Don Pickard said I would like to explore that further, because it gives us a better handle on how soon we would need an assistant or a department head.

Stephen Mealy said the Town Bylaw 1.2.7 reads the Town Administrator shall forth with send copies of the estimates of the Town Accountant and the Finance Committee; will we be there? Tom Guerino said we are in pretty good shape with our timing. I have been looking for direction from the Selectmen for their priorities. I have learned it is better to know where the Selectmen want to go than try to put a budget together that is contrary to their priorities.

Don Pickard said since we aren't meeting next Tuesday, between now and the next meeting each member of the Board review the personal requests by the departments, review what they think should be done and schedule an individual meeting with the Town Administrator at his office during the week of the 6<sup>th</sup>-13<sup>th</sup>. Let the Administrator know what each individual members budget priorities are. Tom Guerino said that is a good idea; he is meeting with the Department heads next Monday, Tuesday, and Thursday. Tom Guerino said he was opposed to the Board member saying where they would like it to go, the Board needs to come together to say what they want. Stephen Mealy suggested to have those submitted to Don Pickard in writing so we can review each one. Don Pickard said each member can sit with Tom and submit the priorities to Tom Guerino and myself.

Paul Gately questioned beyond initial public safety aspect, what does the possible of hiring 4 additional firefighters accomplish? Mary Jane Mastrangelo said going from eight Safer Grant down to four. Tom Guerino said if the Safer Grant is not reapplied for or it is reapplied for but is not successful, you go from 44 to 36 adding four would split the difference, and add four.

Don Pickard said we could have the Board take a vote to apply for it at the next meeting on December 13<sup>th</sup>.

Peter Meier questioned do we want to add capital as well because I think the Board should take a position on phase two of the Buzzards Bay Park. Do we want to finish it or not? Tom Guerino said I think we are in a position where we have committed to that part. I think you have to move forward with phase two. We have to figure out a funding mechanism. It is important, the town survey was put out and there was interest. The Selectmen had previously committed to the program. Don Pickard said on the 13<sup>th</sup> if we add that item too, we have the grant, the budget items that we will meet with the Town Administrator to discuss, we also have licenses. Tom Guerino said you have the people coming in relative to the benches. Coreen will be coming in relative to one of the grant programs. There will probable be an executive session as well. Don Pickard said I want to be able to spend an adequate amount of time on the member's determination of what they would like to see.

Stephen Mealy said the Town Administrator shall submit a budget to the Board of Selectmen with a proposed operating budget and capital program. Capital budget for all town departments including the school department. Don Pickard we are letting him know what our priorities as a board may be, so he can better define. Stephen Mealy what about all the other capital projects we don't have a clue about.

Mary Jane Mastrangelo said we are moving up the capital review to have our capital done before January 15<sup>th</sup>. We are starting to meet tomorrow morning. Talking about Buzzards Bay Park until we have some clue of what we want to do with it doesn't make sense. It is going to be in the request. Capital Outlay will be behind it.

Mary Jane Mastrangelo said if you try to do some discussion on the 13<sup>th</sup> on the priorities of the position, where does the Board of Selectmen see that we desperately need to put people. The Fire Department will be a difficult discussion; you have to think about the long term. The thing you have to be careful about in the Fire Department is if the positions are prorated, you have to look at what part of the budget is in this years budget and what is the full program going to cost in the next year.

Don Pickard as long as we have the grant firemen we can't lay any of them off, and that's a problem. Stephen Mealy said relative to the grant, until we understand what the grant conditions are for the next application, are we even eligible, and if we have to keep all the individuals on for five years, until all that is known we can't discuss it until we know what the parameters are.

Tom Guerino suggested for the 13<sup>th</sup> the fire discussion be deferred. If you are going to be considering what our priority positions are, that Department heads have the opportunity to give a preliminary overview for why they have asked for those.

Peter Meier said in January do we have a date for the boat haulers?

Tom Guerino said it is tentatively scheduled for the first Tuesday in January.

Mary Jane Mastrangelo said regarding debt service. There is a big drop off on debt service in the budget this year, and cautioned the selectmen about using that money for any other department. We will be doing another borrowing and that will go back up, so we have to monitor that. When it goes down it will flow over to Capital Cash and when it goes up it will go back in.

Don Picard said between next Monday and next Friday all members of the Board will meet with the Town Administrator after reviewing the Department personnel requests. Sit with the Town Administrator and get all questions answered and to make their ideas know. You submit them in writing to the Town Administrator. The Town Administrator will forward it to all the Board members. We will not discuss anything relevant to the fire grant, we will not discuss anything relevant to the capital until we have a better understanding. For the meeting on December 13<sup>th</sup> we will discuss what each member feels are a priority. What they feel the Department head provided that they agree with.

Tom Guerino spoke about the liaison of assignments.

Next meeting is the 14<sup>th</sup> at 8:00. The Administrator, Chair, Chair of Fincom, Chair of School Committee, and the Superintendent will meet in a workshop.

Peter Meier said CPC applications are due no later than January 20<sup>th</sup>. Don Pickard questioned who put the paperwork in before? Mr. Guerino said the Main Street Steering Committee. Mr. Pickard said wouldn't they do it again.

**6) Next budget session date**

**8) Adjourn**

**Voted** Peter Meier moved and seconded by George Slade to adjourn. Meeting adjourned at 8:12 pm. Vote 5-0.

Respectfully submitted - Carole Ellis, secretary.