

Members present: John W. Hadley Christopher A. Rucho
 Kevin M. McCormick Siobhan M. Bohnson
 Patrick J. Crowley

Mr. Hadley convened the meeting at 7:00 p.m.

Read and acceptance of Minutes from Previous Meeting:

Motion Mr. McCormick to approve the regular session meeting minutes of December 2, 2015, seconded by Mr. Crowley, all in favor.

Motion Mr. McCormick to approve the executive session meeting minutes of December 2, 2015, seconded by Mr. Crowley, all in favor.

NEW BUSINESS

1. Consider signing Intermunicipal Agreement for Nursing Services with the Town of Sutton

Mr. Purcell previously informed the Board at a prior meeting that the Board of Health was in negotiations with the Town of Sutton. The IMA was drafted by the two towns and last evening the Sutton Board unanimously voted to approve. Mr. Hadley reports that he spoke with Board of Health Chairman Robert Barrell and he is in agreement with the proposal.

Motion Mr. McCormick for the Board to sign the IMA for nursing services with the Town of Sutton, seconded by Mr. Crowley, all in favor.

2. Concurrence on the 3-year appointment of Leslie Guertin as Town Accountant effective January 1, 2016 and consider voting to sign Employment Contract with Leslie Guertin effective January 1, 2016

Motion Mr. McCormick to concur with the appointment and sign the contract, seconded by Mr. Crowley, all in favor.

3. Consider voting to designate Nancy Lucier as delegate for the MMA conference and MIIA annual meeting

Motion Mr. Rucho to approve the designation, seconded by Ms. Bohnson, all in favor.

4. Review and approve Schedule for May 16, 2016 Semi-Annual Town Meeting

Motion Mr. McCormick to approve the schedule, seconded by Ms. Bohnson, all in favor.

MMA consulting report on review of Department of Public Works

Mark Morse and his partner Gene joined the Board. Mr. Morse reports that if you look at the Public Works Department they do two important things. The Director who will focus on the infrastructure you have and develop an inventory and asset management program to develop a preventive maintenance report. You have a pavement management document the Director can look at and decide what to do. Gene explained that if you look at roads, drainage systems and utilities, it is our most expensive asset. You want to make sure you have a good understanding of all of those assets you need to look at on a routine schedule. Once you have the catch basins all cleaned you go out to inspect and see what shape they are in. With the amount of time you spend on street sweeping and catch basins, they recommend the town partially or completely outsource those to free the staff up. The sewer system, open those covers ever year and look at them to see what condition they are in. It can be expanded to bridges, culverts, and public shade trees. They should be looked at, inventoried, and you

have to manage those assets. If you understand you can make a better choices on where to spend funds for the town. Mr. Hadley questioned the first recommendation on the management of the sewer contract. Gene thinks the Board of Selectmen should oversee the sewer contract. Option 2, the administration of the contract would be out of town hall and not the DPW. They are saying the contract should be managed by the Town Administrator's Office, and the Director, if they have an engineering background, they could provide the Town Administrator with expertise on that. The pavement condition index should be in the mid 80's. Who will manage the study and who can manage how you spend and why you spend to bring the pavement condition index up into the 80's from the 60's. Somebody has to implement the Pavement Management Plan for the 56 miles of road that can be managed in-house using excel spreadsheets. Every road has a different treatment.

Mr. McCormick asked, you mention we should use our personnel to go and determine the condition of our assets. Is that assuming that the personnel know what the condition of the assets is supposed to be? What if somebody applies for a job to be a truck driver and he doesn't know one thing about a culvert or how do you build a catch basin. Gene noted that if you bring in, somebody who has those skills as a Director, it would not take a lot for him to teach somebody what you look at. It is time management and using your staff. No one knows the town better than the staff and in some cases for bridges and culverts you may bring in an engineering firm and it might require an annual inspection. There is a lot that can be done to determine when the asset needs to be repaired. Mr. McCormick asked would we hire an outside firm to repair? Gene advised that it all depends on the magnitude of the repair. If you track it, it will improve, and as you go along, the repair will be minimized. You need to identify the problem and figure how you will implement the repairs.

Mr. McCormick thought we were looking for a model of what our department should look like. Should it be a Director who does things and a foreman who is not necessarily digging holes but oversees the work that is being done. He does not see any kind of structure which is being recommended. Gene thinks the structure DPW Director, Foreman, when the Director comes in he will have to look to how to put a plan together to manage the assets. The foreman position actually may change over time. There are times the foreman would be out there working on the job or those he is overseeing, what they are doing. Once you know the condition of all the assets you will know the work plan. Mr. Hadley states that when he spoke with Gene he said it would cost \$10 to \$20 per basin to clean, we have 800 and it could be done in two to three weeks. We get about 87 done throughout the year. Mr. Hadley thinks it is short money to get that done. Gene explained that the contractor goes in with three or four trucks and right now one truck goes out with the catch basin truck to haul the material for disposal. Do you want to have personnel doing this for several months or brining somebody in to do it. Mr. Hadley didn't see anything in the report, can the working foreman be the Director? Gene states you have to have somebody in a position to put the plan together. It takes a lot of effort to put a plan together on spending money to get the best bang for the buck. The Director needs to be involved in the field where the foreman should be going with the crew. He can be there for expertise in the field.

Ms. Bohson states it seems like you are talking about outsourcing a lot. She wonders if we are going to be working smarter with this kind of set up. If we bring in these other companies it seems like we are paying on both sides. Gene feels the fact that you have some qualified staff is why he thinks we should use their knowledge on putting together an asset management and preventive maintenance plan. Outsourcing is an option if it takes six months to do the street sweeping and ties up two people find a happy medium. Once you have a very good understanding of where you need to be spending your time and manpower those tasks will shift then you just update your information.

Ms. Bohnson is not convinced that a strong Director or foreman would not be able to work with our people and get more out of the employees. She is not sure we have had the right person at the top. Gene feels if you look at the recommendations on the type of person you need to hire, the person will look at all the different things you have and they will come up with the programs to handle things. Ms. Bohnson questioned the numbers, they are a 1 or a 2 under the list, recommendation Mr. Morse states that these are the ones we feel you should focus on.

Mr. Rucho asked do you think the Director should be a working Director, or just a supervisor. Gene thinks he should be involved. He should be there for all snowstorms. He can step in and help out, involved in the day to day activities, make periodic stops at sites to make sure things are being done. Mr. Rucho asked did you look at the parks person? Gene feels the Director needs to understand what the obligations are of the department and it needs to go through the Director to the employee. He or she needs to be involved in the daily activities. The outside source should go through the Director. Mr. Rucho asked should the Director tell the foreman what he should be doing? Gene feels the Director should be six months ahead in the planning process and he should sit with the foreman on what he expects. The Director will stop by to make sure things are getting done. Mr. Rucho thinks over the years we have looked at street sweeping and catch basin cleaning and we asked how much it would cost to outsource. Gene states it is a matter of balance, what services you want to provide to the community. Mr. Rucho commented that instead of putting all your money into one road maybe we spread it out to keep more roads in the middle. Gene explained you rank the roads 1-100, any roads 60 and below cost a tremendous amount of money to replace. If you look at the higher 60 and 70 roads, those roads are in fair condition. If you do not keep them in fair condition by crack sealing or chip sealing or overlay or shimming, it will increase the road in the Pavement Condition Index and they will not fall into the reconstruction category. Then when you do have money you can do a larger project. Mr. Crowley asked you said the Director should have an engineering degree or a degree in construction management. He thinks you need somebody with more of a management degree. Gene added that if you look at a management degree that would be an equivalent. You need somebody who understands how the infrastructure is built and the different methods of how to maintain them. You have to have an understanding of what products are available and somebody who knows how to implement a maintenance strategy. Mr. Morse added that sometimes people do not spend Chapter 90 funds as quickly as they should. You have to spend the money you have.

Ms. Bohnson notes that we purchased some equipment for the department. Anything you are suggesting it would make that equipment not being used. Gene understands we have a street sweeper, if you go out and you have areas to do on a more frequent basis, you want to have that in house and available when you need it. For other areas you may want to have a private contractor do, if you can outsource catch basin cleaning you still need to have the equipment available if you need it.

Mr. Rucho states it seems like everything you are saying will cost us money, keep current staff, hire a Director and outsource. Gene advised that when the Director comes in he will develop a plan. He may want to do it all himself or train his staff to go out and do it. You get the information in hand so the information can be provided to the Board of Selectmen. You do not have additional staff to look at 800 catch basins or existing guard rails and public shade trees. Mr. Rucho replied, no town our size would have all of that. Gene states you have to look at balance. You can hire somebody using Chapter 90 funds and hire an engineer to look at items to set the town up. Mr. Rucho suggested sharing our street sweeper and catch basin equipment with another town rather than leave it to sit in a garage. Gene states that regionalizing can some times be difficult. It is possible and leads into one of the recommendations to look at all the other town entities such as the cemetery personnel. Mr. Rucho added that the parks is under the DPW. Gene states the residents pay taxes they are you customers. The

sewer department provides sewer those are the same customer base, look at where we can share to reduce the cost. Mr. Crowley thinks the answer in the short run is yes, if we can outsource the street sweeping and catch basin cleaning it will cost us more money but it will free up men to do the preventive maintenance and in the long run if the plan is developed properly it will save the town money.

Mr. Kittredge reports that when the consultant asked about this stuff, they said a whole lot was done in the past. He added that he agrees with most of the report and it is a fine balance with what the guys do and what we can privatize. We saved money on the Malden Street project by the town doing all the sweeping. A lot of the projects the report talked about have been on the books for four or five years and the guys have done a lot of these projects. He reports that the Worcester Street project was just finished. The DPW employees did all the shimming by hand and installed the hall bales on the Malden Street project. The quote came in at \$240,000 and we did it for \$77,000. It was an overlay and most of the roads are surfaced treated. He thinks the settling is from the sewer installation. They also monitor assets when the catch basin truck goes out the driver writes a comment on each basin. He does that so we have a report on them. It has been going on for a long time. Man holes a lot are pretty bad, they have 50 on a list and once they get caught up we will bid out 50 in the spring. With regard to infrastructure of the building, they installed new windows.

Mr. Kittredge plans to do some overlay projects in the spring with PJ Keating. He wanted the Board to know that we do have a lot of things in place. Mr. Hadley asked about the exhaust system, which has been ongoing for three years. Mr. Kittredge reports that we had some engineering done, there is a need to upgrade the electric, and he will have a report on the project for the next meeting. He thinks we have about one third of the money left after we did the engineering and electrical. Mr. Rucho feels that the \$70,000 appropriation must have been based on a quote. Mr. McCormick advised that we have spent \$30,000 thus far on engineering. Mr. Rucho is concerned we will have to go back to town meeting for more money. Mr. Kittredge will prepare a report for the next meeting. Mr. Purcell noted that this summer was the first time a Chapter 90 project was done in the town for a while and we think we can catch up on some of this stuff. Culvert repair is also eligible for Chapter 90 as well as machine rental. Mr. Purcell feels the Board needs to put their ideal candidate profile together because of the intermediate and long term. Mr. McCormick asked Mr. Kittredge how long it takes to sweep the streets. Mr. Kittredge advised six to eight week. Mr. McCormick asked what it costs to clean catch basins and what would that person be doing if they were not doing that. He added that once all the assets are reviewed, what would our staff be doing? Mr. Crowley added that you do not have to sub the work out forever. Mr. McCormick suggested hiring one person to check assets.

Mr. McCormick states that the report is not what he thought we were going to get. He has hired about five or six DPW Directors and everything they recommended, we looked for in the applicant. He added that former Director John Westerling was probably the best. Since he left we have not had good luck. To him this report gives a list of recommendations of what the new DPW Director should do. He thought we were looking for alternative structures for our DPW such as working foreman as the Superintendent, and would that work or not. He thinks it is an ideal candidate list and he wanted some alternatives, perhaps a Director without an engineering degree, or a foreman and what he does. He is disappointed it is not what he thought we were going to get for a report. Mr. Rucho noted that the report says the department has sufficient personnel, but it also recommend privatizing.

Mr. Kittredge feels the hardest thing the new Director will have to do is balance what we can do in house and what we need to sub out. Mr. Rucho pointed out that most of the recommendations are what we would expect from a Director anyway. He thought it would comment on who would report to whom. Mr. McCormick would have liked to see why another structure would not work. Ms. Bohannon

agrees with everyone and is annoyed that they presented the study with items Mr. Kittredge reports the department already does. It tells her that people did not communicate. She expected recommendations on what would be beneficial. Mr. Crowley asked when a new Director comes in, does the structure change. Mr. Kittredge advised that it changed with every Director. Mr. Rucho thinks we should hire a Director and not have the Town Administrator sit with him for two days. He thinks the new Director should tell us how he thinks the department should run and come back with a recommendation.

Greenquest Partners, LLC Request For License to be a Collector of Second Hand Items and One Donation Bin Permit for 21 West Boylston Street

Motion Mr. Crowley to pass over this item as the applicant is unavailable, seconded by Mr. Rucho, all in favor.

NEW BUSINESS

5. Consider renewing the following alcoholic beverage licenses for 2016: Fynders, Inc., Keepers, Inc., Wachusett Country Club, Choey Lee's Galley II, Kitsta Corporation, The Mill, Oli's Italian Eatery, LLC, West Boylston Pkg. Store, Wachusett Wine & Spirits, West Boylston Seafood, Inc., Pinecroft Restaurant, Steve's Pizzeria, Vivian's Market Style Café, LLC, Harold N. Keith Post

Mr. McCormick recused himself and left the table.

Motion Mr. Crowley to renew the alcoholic beverage licenses for 2016, seconded by Ms. Bohnson, all in favor.

6. Consider renewing the attached list of business licenses for 2016

Motion Mr. Crowley to approve the business licenses for 2016, seconded by Ms. Bohnson, all in favor. Mr. McCormick returned to the meeting.

7. Review and consider approving the issuance of a RFQ for a Project Manager for the Police Station Project

The RFQ has been amended with less specific selection criteria. Town Counsel has reviewed the document. If approved, it will be published in the Central Register on December 22nd with a deadline of noon on January 25, 2016.

Motion Mr. McCormick to approve the RFQ and send it out, seconded by Ms. Bohnson, all in favor.

8. Review and consider signing contract for Disposal of the Town's solid waste

At the last meeting of the Board, the Board voted to approve going forward with a contract award to Wheelabrator. Mr. Purcell advised that as we examine this further, the underlying factor is whether or not our pick up contractor will be able to continue syphoning recyclables off. One facility does not have the ability to take recyclables. Our collection contract with Allied Waste is due to expire on June 30, 2016. If we are unable to get a successor contract with them it could add 600 tons to our disposal contract so our apparent low bidder may not be the low bidder at all. We are dependent on our collection contract with Allied. We could extend with Casella to match up with our five-year disposal contract and Casella has agreed to a 30-day extension. Mr. Crowley suggested renegotiating the contract with the lower price of gas.

INTERIM TOWN ADMINISTRATOR'S REPORT

Mr. Purcell reports that the tax rate has been set and bills are going out tomorrow. He added that the Worcester Street guardrail repair is substantially completed.

MEETINGS, INVITATIONS & ANNOUNCEMENTS

1. January 2, Saturday 1:30 p.m., Masonic Lodge Eagle Scout Ceremony for Patrick McKeon – designate a member of the Board to attend

Mr. Hadley will attend the ceremony.

SELECTMEN REPORTS

Mr. Rucho reports that he attended the Council on Aging meeting. They have some recommendations for the building committee and will present their top choice.

Mr. Crowley reports that the Parks Facility Committee will meet on January 6th at which time the Master Plan for the parks will be completed.

FUTURE AGENDA ITEMS

Mr. McCormick requested Mrs. Lucier meet with Lieutenant Governor Karyn Polito when she goes to the MMA meeting and invite her to come to a coffee here in West Boylston to discuss the funding for the Goodale Park Project and the Beaman Library.

Mr. Hadley wished everyone a happy holiday.

Mr. Rucho would like a report from the Building Inspector on any inspections he is doing on the schools or other town buildings

With no further business to come before the Board, motion Mr. McCormick at 8:40 p.m. to adjourn, seconded by Mr. Crowley, all in favor.

Respectfully submitted,

Approved: January 6, 2015

Nancy E. Lucier, Municipal Assistant

John W. Hadley, Chairman

Kevin M. McCormick, Vice Chairman

Siobhan M. Bohnson, Clerk

Christopher A. Rucho, Selectman

Patrick J. Crowley, Selectman