

**Select Board Meeting  
March 4, 2023 – 8:30am  
Sanford Hall  
155 Village Street**

**Present** Dennis Crowley, Chair; Glenn Trindade, Vice-Chair; Frank Rossi, Clerk; Todd Alessandri, Member; Maryjane White, Member.

**Staff Present:** Michael Boynton, Town Manager; Allison Potter, Assistant Town Manager; Carol Pratt, Finance Director; Peter Pelletier, Director, Department of Public Works (DPW); Police Chief Bill Kingsbury; Fire Chief Jeff Lynch; Deputy Fire Chief Mike Fasolino; Deputy Fire Chief Craig Vinton; Richard Boucher, Information Services Director.

**Others Present:** Jim Sullivan, Finance Committee (FinCom) Chair, Cindy Sullivan, School Committee Member.

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At 8:30am, Mr. Crowley called the meeting to order and led the Pledge of Allegiance.

**Public Comments:** There were none.

Mr Boynton stated this budget is close to maintaining level service with one new position changed from part to full time in dispatch which will allow for two-person coverage from 7am-11pm. He reported the one major difference is that we will not be filling the Deputy DPW Director position and will reevaluate that in future budgeting cycles. Salary increases resulted from a Norfolk County salary analysis where we determined some were woefully low. Health insurance rates will be increasing three percent, but we did not need to increase the budget, as we will still have \$350,000-\$500,000 in the budget at the end of this fiscal year. State aid is a \$5,000 net increase and there is general consensus that the governor's budget missed on the charter schools. Tri-County was budgeted at \$400,000 but came in less. This results in \$51,000 left in available funds.

**Review of Proposed Fiscal Year 2024 Operating Budget**

- **Department of Public Works**
- **Fire Department**
- **Police Department**
- **Information Services**

*The Board reviewed the proposed FY24 budget.*

**Department of Public Works**

Mr. Boynton stated that he wanted Mr. Pelletier to focus on stormwater as we will need to spend more funds in that area in the coming years. Mr. Pelletier reported that the slight increases in building maintenance are due to aging infrastructure and is otherwise level funded. Administration and Highway is level funded, including tree work, which he noted, due to the drought, they anticipate more trees will be dying. The fuel budget increased as gas pricing is not going down. Parks is level funded and he noted the irrigation projects for all the grass fields at Idlybrook, Oakland Park, High School, Thayer, and Middle School, which are in the capital plan. Roads and Sidewalks is level funded noting they are planning seventeen streets this year but there will be a lot of work needed to address drainage issues including

Clark Street. The current Snow and Ice budget was discussed noting \$250,000 to \$275,000 has been spent out of the current \$525,000 budget. Mr. Pelletier reported that relative to stormwater, we need to have a phosphorus control plan sent to the Department of Environmental Protection (DEP) and Environmental Protection Agency (EPA) by the end of June. The only way to do this is via infrastructure drainage improvements i.e., rain gardens, street sweeping, keeping the water here. After this plan is submitted, we must show how we will remove 190,000 pounds by year ten, which then increases yearly. This will involve engineering and design. Ms. Carlisle has a grant to deal with Kelley and Holliston Streets that will only remove seven pounds at a cost of \$400,000-\$800,000. Franklin, Bellingham, and Millis have a residential fee based on the percentage of impervious surface on your property. Mr. Boynton stated that his fee is around \$200 per year. He stated the only way to remove that amount is to pipe it to a treatment facility. He noted that this is a Federal DEP mandate but monitored by the state. Ms. Carlisle has filed for a federal earmark through Representative Auchincloss for \$1.3 million to address this by having existing infrastructure remove more phosphorus. Mr. Boynton reported that Ms. Pratt has been working for two years on receiving the EPA grant funds for the water treatment facility from Representative Auchincloss. Mr. Crowley referenced on page 73 that electricity is negative \$7,000. It was noted that is a credit as part of the rebate program. Mr. Crowley reference on page 78 that for road signage we have only spent \$2,200 to date out of \$30,000. Mr. Pelletier noted we will not spend all \$30,000. Mr. Crowley referenced the reduction to street lighting on page 80. Mr. Boynton stated that is due to net metering. Ms. Pratt explained how the net metering is factored into the budget. Mr. Crowley referenced on page 81 that for Parks the water was budgeted at \$42,000 for FY23 and is at \$45,000 for FY24 and asked for the breakdown. Mr. Pelletier stated the splash pad is the majority and the bathrooms are the rest. Mr. Crowley referenced on page 85 that stormwater drainage is at \$45,000 for spent to date with a total of \$215,000. Mr. Pelletier stated it will all be spent as that work is completed in the spring. Mr. Alessandri asked if the inflation rate that we have seen has been addressed. Mr. Pelletier stated we are in aggregation on the electric side, and we do not use fuel oil for many buildings. Mr. Boynton stated that we nickel and time each line item noting we are very tight. If this trend continues, we will see less in free cash. Mr. Alessandri asked where the biggest risk is. Mr. Boynton stated snow and ice. Mr. Rossi asked if any excess funds in snow and ice falls to free cash for next year. Mr. Boynton confirmed. Mr. Crowley asked if we can still transfer funds in the last month of the fiscal year and if there is no limit. Mr. Boynton confirmed but only within that main budget, anything outside must be approved by both the Select Board and Finance Committee. Ms. Pratt stated the specific timeframe allowed for this is June 15<sup>th</sup> – July 15<sup>th</sup>. Mr. Boynton stated we make sure the salt shed is full at the end of each year as costs for salt increase each year. Mr. Trindade asked if the Town Hall repairs that were identified by the Facilities Committee have been done. Mr. Pelletier stated the work was done but we did not move the waterspouts. Mr. Trindade asked what is not being done. Mr. Pelletier stated the Clark Street culvert and flooding issue. He noted we are currently working on the high school culvert which will need to be addressed in the next one to two years. Mr. Boynton noted that the Adams Street access point will need to be addressed with the high school culvert project. Mr. Trindade asked about the Facilities Committee's suggestion to implement a townwide centralized maintenance operation, not having the schools managing their own buildings. Mr. Pelletier noted that may make things smoother. Mr. Crowley stated we propose this to the schools year after year and they refuse. Ms. White asked if any added staff is needed. Mr. Pelletier stated no noting we just need to fill the open positions. He stated potentially in the future there will be a need on the stormwater side as Ms. Carlisle will need more help. He stated the water treatment plant is coming on at the end of FY24 and noted the chemicals are expensive and keep going up and we do not yet know the electricity impact. Mr. Boynton stated he added a position of a manager for the treatment plant. Mr. Boynton reported there are enterprise fund issues, and we will start running into deficits on the recycling side noting Mr. Pelletier suggested the need to increase recycling center and trash fees. This will be added to another meeting agenda. Mr. Rossi asked if this was something that the Energy and Sustainability

Committee should investigate. There was further discussion on the cost fluctuations for recycling costs. Ms. Pratt reported that she has not yet done the analysis on the amount needed from enterprise reserves to balance the FY24 budget. There was discussion about undercharging in water/sewer/trash for the two previous quarters and the need to catch up over the next two billing cycles.

#### Fire Department

Chief Lynch reported he has no major increases requested. The largest change is in purchased services, as the vendor for their reporting software was sold, the new vendor said they wouldn't be sold but were, so they are now on a third vendor. He noted the typical increases relative to electricity, fuel, and building maintenance, which are due to the age of the building. He noted that, for supplies, the hospitals have cut back on what they will replace for them, so that has increased. He reported the substantial eighteen percent increase in calls noting they are averaging one call per day from the Willows, and it is only fifty percent full. He reported that calls are also increasing from Medway Manor, as some of the private ambulance companies are not fulfilling their obligations. It was noted that we have three ambulances. Mr. Crowley asked how multiple calls are handled. Mr. Boynton explained the process when there are multiple calls at the same time. Mr. Crowley asked how much revenue we are losing during multiple calls and if it would behoove us to increase staffing. Mr. Boynton explained how they would calculate that analysis. He stated that we are going to apply for the Safer grant noting there will never be a time that we don't need additional coverage or mutual aid. Mr. Boynton noted that a lot of the Willows and Manor runs are Medicare funded causing a decrease in revenue. Mr. Crowley asked if we are backing up Millis and Franklin. This was confirmed. Mr. Boynton explained the current issue with Holliston not being Advanced Life Support certified and our related costs. Mr. Trindade asked who manages our receivables. Chief Lynch stated Pro EMS, which is our billing vendor. Mr. Trindade asked how much we have in bad debt. Ms. Pratt noted there is a process in place that addresses this. Mr. Trindade asked, if they could have more staff, how they can be accommodated in the current space. Chief Lynch explained they could double up in bunks. Mr. Boynton said they could also put staff behind Town Hall like we did during COVID. There was further discussion about the timing of adding staff and building a new Fire Station. Mr. Boynton noted the feasibility study RFQ went out already, but this needs to go to Town Meeting. Ms. White asked if there are still on-call staff and, if they do come in, do they take over the ambulances. Chief Lynch confirmed that we have on-call staff, but most are new and not trained for ambulance calls yet. Mr. Rossi asked about the replacement ambulance schedule. Chief Lynch stated we have a chassis on order and are working with the designer, as it is a two-year build for a new ambulance. Mr. Crowley asked if there is enough in the reserves. Ms. Pratt confirmed. Mr. Boynton noted it costs \$480,000 today to replace an ambulance. Mr. Crowley explained how the reserves are built up for ambulance replacements. Mr. Boynton explained the process for the purchase of a new pumper noting the cost at \$800,000 to \$1 million. Mr. Alessandri asked if the Board could receive the call trends to help the public understand the need for a new Fire Station. Chief Lynch stated when he started, the total was 1,145 calls and they are now at 2,604. Further, in 2021 there were 412 total multiple calls and in 2022 there were 591. Mr. Crowley requested that his monthly reports be sent to the entire Select Board. Ms. White commended them on how they are working in that space. Mr. Rossi noted there was talk about allowing residents to tour the fire station to note the conditions. Chief Lynch said nothing has been developed at this time noting that they have an open house each fall. Mr. Trindade noted the suggestion of having Tim Harris explain the issues based on his work experience. Deputy Chief Fasolino stated there is not even enough parking for existing staff. Mr. Crowley stated he does not get a lot of negative feedback from residents about the need for a new station. Mr. Crowley referenced page 64 which shows \$30,000 was budgeted for equipment and we have only spent \$3,400. Chief Lynch stated that is so he has enough to cover electricity and heat and at end of year he can get a bigger bang for our buck to purchase equipment. Mr. Crowley asked how many on-call staff we have. Deputy Chief Fasolino stated ten with three to four very active.

### Police Department

Chief Kingsbury reviewed each budget line item on his executive summary document, some of which included the decrease in court time - as in the past non-detectives would go to court and now detectives go, the decrease in matrons due to the decrease in female arrests, the increase in overtime due to coverage needed for training, and noted the software for records management and Computer Aided Dispatch (CAD) will be known in December. Mr. Boynton explained the situation noting Pamet gave only three weeks' notice that they were going out of business, Mach4 was the new vendor but was not providing service, Pamet then continued to agree to support this on the service side. Fire is working on implementing First Due which will be used for fire call reporting. Chief Kingsbury noted that we have not been able to replace our clinician and explained the challenges around this noting we received a grant of \$250,000 from Norfolk County for the next three years for this role. He noted they will be changing from a 40-millimeter to a 9-millimeter firearm, which are smaller and easier to handle, and they use Glocks. He reported they have much more mandatory firearms training. He explained how Ford is allocating their hybrids so we cannot meet the current State regulations. He reported mandatory training has increased exponentially, noting if you carry the weapon system, you must get certified and named all the specific weapons this involved. He reviewed all the other mandatory trainings some of which include Active Shooter Hostile Event Response training, use of force training, etc. Sergeant Brennan does all the training and Lieutenant Watson does the in-service training and he is now also the accreditation officer. Mr. Rossi asked where these mandates are originating from. Chief Kingsbury stated some from police reform and some from the Executive Office of Public Safety. He said some of the training we tried to do on-shift, but it takes so long that can no longer be accommodated. Mr. Crowley asked if there are any Federal or State funds provided for this mandated training. Chief Kingsbury stated no. Mr. Crowley asked for a guestimate of what this will cost. Chief Kingsbury guessed \$50,000. Mr. Rossi asked if these mandated training requirements are only going to increase. Chief Kingsbury confirmed. Mr. Crowley stated there is a standard ratio of staff per population, noting we have twenty-six full-time. He asked where Medway falls. Chief Kingsbury stated we are in a good spot and that he does not like that standard but likes to base staffing needs more on actual experience. He noted there is a difference in the ratio based on population depending on where you live in the state and Medway is at 7.8/1,000. Mr. Crowley asked how far out we should look to spend money on space. Chief Kingsbury stated it depends on how fast the population grows, the MTBA communities' impacts, and the police reform bill impacts. Chief Kingsbury shared all the inadequacies of the current building. Mr. Crowley asked why we need to build a new police facility. Chief Kingsbury stated some of the most glaring issues including the liability of the current evidence storage, no interrogation room, no interview room, inadequate training space, not enough lockers, inadequate bathroom/showering facilities, inadequate dispatch area, etc. There was further discussion about renovating versus building a new police station. There was further discussion about how to address all the facility needs of the Town and how to this present to the residents. Mr. Boynton explained the issue with the school budget impacting these needs as well. Mr. Boynton noted that there is \$51,000 available now at end of the budgeting and if he knew that at the beginning, he would have supported adding the new Lieutenant role by reallocating positions. Chief Kingsbury said we will lose the Community Impact position in this position reallocation. Mr. Alessandri stated this is not a new position but changing of roles. Chief Kingsbury confirmed noting it will give us a sergeant on the 3-11 shift as we need them on the road to supervise. Chief Kingsbury noted that our officers do not use enough force thereby risking themselves and they need a sergeant to support them in those types of situations. There was further discussion on this use of force issue. Mr. Trindade asked if we are providing enough support and counseling. Chief Kingsbury confirmed. Ms. White asked for confirmation of the sergeant move to lieutenant, patrol officer to sergeant, and not replacing a patrol officer. Chief Kingsbury confirmed. Mr. Crowley referenced the amount left in the training line item on page 47. Chief Kingsbury stated that will be gone as in-service training goes from December to June. Mr. Crowley asked about police vehicles referenced on page 9 of

the Chief's report and if are we buying any this year. Chief Kingsbury stated that we will not be spending that as we can't acquire those vehicles. Mr. Crowley asked if we will be purchasing three more in FY24. Chief Kingsbury confirmed, noting specifically an electric vehicle, a hybrid vehicle, and electric cruiser. Mr. Crowley asked why we must purchase bulletproof vests so frequently. Chief Kingsbury stated they expire after five years. The Select Board commended the Chief on the budget information provided to the Board, as this was his first time. Mr. Boynton commended the Chief on his transition into this role.

Police Communications Chief Kingsbury stated that the goal is to have two dispatchers on until 11pm noting the improvement in dispatch relative to experience, professionalism, training, and protocols. Mr. Boynton noted Hannah Furno is onboard as the supervisor and has had a huge impact. One new position was added but this provides double coverage seven days a week from 7am to 11pm. Chief Kingsbury noted that they are the face of the department and deal with medical calls, fire calls, and police calls. Mr. Boynton noted that they are not using this role as a steppingstone anymore. Mr. Crowley asked what is driving the level of budget increase. Mr. Boynton stated this will be the two-person 3-11 shift noting funds were shifted from other budget line items. It was noted that there is just under \$50,000 in funds from a grant that we can carry over to fund the new position. Mr. Crowley asked if the overtime would decrease now that we have this new position. Mr. Boynton confirmed.

#### Information Services

Mr. Boucher stated most items are level funded. Profession technical is increasing relative to cyber security and he explained the components including training, antivirus detection, managed risk, remediation, and backup to our remediation. If we can get the backup to our remediation funded and in place, then he would want a more improved spam filter. Mr. Trindade asked how long it would take to get backup if we are hit. Mr. Boucher does not believe we could at this time and explained how the existing outsourcing works. He explained how phishing e-mails can be removed. Mr. Rossi said if Mr. Boucher feels this is adequate, then he supports it. Mr. Boucher stated training, remediation, and recovery are the three tiers. Mr. Trindade asked if the schools are in good shape. Mr. Boucher reported we have a four-year replacement plan for the Chromebooks noting the fifth to eight grades have a lot of issues with malicious damage. He stated we now have \$16,000 that needs to be collected from parents. They are provided with opt-in insurance and if they chose not to opt-in, then we fix issues inhouse, and if they have not paid for the last repair, we will not do the next fix until the prior one is paid. Mr. Trindade asked Ms. Sullivan if the schools are ok. She confirmed. Mr. Boucher noted there are issues with capital for replacement of certain equipment for example projectors and other like items. Mr. Alessandri asked what impacted his budget by not receiving the requested \$20,000. Mr. Boucher stated funds would always be put toward disaster recovery, but he will focus on backup and the e-mail filtering system noting that we will be in good shape as we have a good way to deal with managed risk. He noted that he has had a lot of staff turnover which has had an impact and been a struggle. Mr. Crowley referenced the school budget meeting noting the Finance Director provided lot of information. She showed the cost per student in Medway is in the middle of the pack with Medfield right above us. He said there are some costs that the Town pays for that are school related and asked if that is included in this cost per student ratio i.e., the Town pays for the Chromebooks. Mr. Boucher said we have done that with the school in the past. Mr. Crowley asked if all his staff time is allocated to schools. Mr. Boucher stated his engineer is twenty percent of his time and he is at fifty percent. Mr. Crowley noted that should also be included in the cost per student and asked Mr. Boucher to reach out to Medfield about their formula for cost per student and what is included. Mr. Boucher shared the other staff percentages of Town versus school noting he will ask the IT Director in Medfield how they allocate these costs.

#### General Budget Discussion

Mr. Crowley asked about local receipts. Ms. Pratt stated that decrease is related to net metering, and she needed to significantly drop that line item. Mr. Alessandri asked if the state aid is accurate. Mr. Boynton stated that is from the Governor's House 1 budget. State aid went up a net of \$5,000, but he is comfortable to go with this to Town Meeting. Mr. Boynton stated if we don't do anything with the unused levy amount, we need to look at this when we have the final state budget and are certifying our growth. Mr. Crowley asked if we could release anything in the overlay account. Ms. Pratt stated Eversource has submitted abatements, so until that settles, we need to keep that \$300,000 there. Mr. Crowley asked if anything else can be released. Mr. Boynton said no in case the appellate tax board is generous we need to keep that in reserve. Mr. Crowley noted relative to the tax levy explanation that we still need to plug in the \$500,000. Mr. Boynton stated he looks at this over time but does not want the rollercoaster effect on this. Mr. Crowley asked if the 2023 recap at \$905,000 is a true number. Mr. Rossi noted that is actual. Mr. Crowley pointed out that we have been nipping away at the unused levy amount since 2019. Mr. Boynton stated that we are consistent at this current point in time in the budgeting process year to year. We have never at this point in the year said we are leaving over \$1 million in the tax levy and that is why we need to address this prior to fall. Mr. Crowley asked if Tri-County is a hard number. Mr. Boynton confirmed this came from their business manager this week. Mr. Crowley asked if the retirement number is a hard number. Mr. Boynton confirmed. Mr. Boynton noted relative to health insurance that joint purchase agreements (JPA) have been in place for years, but the one we are in is a tiered approach. Our high-cost claims are pooled but our individual experience is used as a basis to determine our yearly increase. We have had discussions about building capacity to weather storms in the future. Mr. Crowley asked if page 8 is the FinCom reserve. Mr. Boynton confirmed. There was discussion that the school requested access to this, which has historically only been provided/available to the Town. Mr. Sullivan stated that there just needs to be a documented policy. Mr. Alessandri asked about the decrease in the Assessor's salary on page 11. Mr. Boynton stated the current Principal Assessor's salary is less than his predecessor. He noted when Ms. Cliff finishes her certifications that will change her salary. Mr. Crowley asked the purpose of the bank charges in the Treasurer Collector's budget on page 15. Ms. Pratt stated that is to support the April borrowing. Mr. Crowley referenced page 34, building maintenance, and asked where the other twenty five percent is hitting. Ms. Pratt stated in sewer, solid waste, and water. Mr. Crowley asked if page 39 is for publishing the annual town report. Ms. Potter noted that is for the one that is printed and bound. Mr. Crowley asked about the FinCom report and stated that we should mail that out to all residents again. It was noted that it is available on the Town website. Mr. Sullivan asked what need that would meet for the residents. Mr. Crowley said people wanted to know about the budgets. There was further discussion about other potential options to meet that need including explanations made available in hard copy at Town buildings, information provided at a pre-Town Meeting, etc. Mr. Crowley referenced the debt budget specific to Oak Grove on page 104. Ms. Pratt stated we spent \$985,000 of the original authorization. Mr. Crowley asked for a report on how much has been authorized, how much has been spent, and how much is left. Mr. Crowley asked about the \$758,000 cost for Lampson Field. Ms. Pratt stated that is for the turf. Mr. Crowley wants to look at the reserves in the enterprise accounts and general funds reserves. Ms. Pratt explained that retained earnings are down to \$717,000 in the enterprise funds in FY24. We will use the \$1 million in the next two years. She then reviewed the reserves per enterprise account from her handout. She noted it will even out in 2026, so we will no longer be using reserves. Mr. Crowley asked how the Community Preservation Act (CPA) reconciliation is done. Ms. Pratt stated the adjustments are done every other year at Special Town Meeting. Mr. Trindade asked what we receive in CPA funds each year. Ms. Pratt stated \$1.2 million before the match.

#### **Discussion: Finalize Capital Plan**

Mr. Boynton noted he needs a final decision on the capital plan and earmark requests. He noted the specific differences in his recommendations and what the Capital Improvement Planning Committee

(CIPC) had provided to the Board. Mr. Boynton noted the added feasibility study, and his recommendation is to use \$2,438,000 in free cash. The CIPC recommended \$2,221,000. He removed the recreation van, changed the school library to \$100,000 from \$150,000, and removed the fields engineering from the fields stabilization account. He added the irrigation well study, as CIPC was going to fund this from the Parks Revolving fund but there is not enough money. He added roof repair, chimney repair, and the kitchen remodel at the Medway Community Farm, the school snow removal tractor, Ide House driveway paving, and the Kubota tractor. He then reviewed the available certified free cash and other expenditure items noting that still leaves \$52,000 unallocated.

**Mr. Trindade moved that the Board approve the Town Manager's capital plan. Ms. White seconded.**

Discussion: Mr. Crowley asked the cost of the heat pump for the school. Ms. Sullivan did not know. Mr. Sullivan confirmed that FinCom has not received a transfer request from the school. Ms. Potter said she thought the school wants to repurpose some leftover funds from prior capital projects. Mr. Crowley asked if there are outstanding monetary articles. Ms. Pratt said it is too early in the process, noting this is done every year. **VOTE: 5-0-0.**

Earmarks:

Mr. Boynton reviewed the earmark listing with the Board.

**Mr. Rossi moved that the Board vote to approve the earmark request. Mr. Trindade seconded.**

Discussion: Mr. Crowley wanted more time to review this. Mr. Boynton noted he already commented on it. **VOTE: 4-1-0.** Mr. Crowley voted not to approve.

There was further discussion about the budget changes and allocating \$30,000 to the Police budget for the additional lieutenant position and \$21,000 to the IT Professional Technical budget for disaster recovery prevention efforts.

**At 12:24 PM, Mr. Trindade moved to adjourn. Mr. Alessandri seconded. No discussion. Mr. Trindade moved to rescind his motion to adjourn. VOTE: 5-0-0.**

**Mr. Rossi moved that the Board vote to change the budget to move \$30,000 to the Police budget and \$21,000 to the IT Professional Technical budget. Mr. Trindade seconded. No discussion. VOTE: 5-0-0.**

**At 12:28 PM, Mr. Trindade moved to adjourn. Mr. Alessandri seconded. No discussion. VOTE: 5-0-0.**

Respectfully submitted,  
Liz Langley  
Executive Assistant  
Town Manager's Office