

IN BOARD OF SUDBURY SELECTMEN
THURSDAY, DECEMBER 2, 2010

Present: Sudbury Board of Selectman Chairman John C. Drobinski, Sudbury Vice-Chairman Lawrence W. O'Brien, Sudbury Selectman Robert C. Haarde, and Sudbury Town Manager Maureen G. Valente

Present: Wayland Board of Selectmen Chairman Steven J. Correia, Wayland Selectmen Vice-Chairman Thomas J. Fay, Wayland Selectmen John Bladon, Wayland Selectwoman Susan Pope; and Wayland Town Administrator Frederic E. Turkington, Jr.

Absent: Wayland Selectman Joseph Nolan

The statutory requirements as to notice having been complied with, the meeting was convened at 7:26 p.m. in Sudbury Grange Hall, 326 Concord Road, Sudbury.

Opening Remarks

At 7:26 p.m., Chairman Drobinski called the meeting to order. He offered condolences to the family and friends of 1st Lt. Scott Milley who died while serving in the U.S. military in Afghanistan and encouraged the community to show its support. There was a moment of silence in remembrance of Scott. On behalf of Wayland, Wayland Board of Selectmen Chairman Steven J. Correia also offered sympathies to Scott's family and friends, noting Scott was a hero. In addition, Mr. Correia asked that Sudbury officials contact him if Wayland's assistance is needed with ceremony arrangements.

Joint Meeting with the Wayland Board of Selectmen

Chairman Drobinski welcomed the Wayland Board of Selectmen and Town Administrator to a joint meeting with Sudbury's Board to discuss matters of mutual concern. He noted that it is important to have these collaborative discussions, even if all issues cannot be resolved or accomplished. Chairman Drobinski stated that the two towns have communicated in a more proactive manner during the tenures of Ms. Valente and Mr. Turkington and he commended them on their excellent working relationship. Chairman Correia concurred, stating the towns are recognized regionally for being so well managed.

Progress Report on Collaboration Efforts
Transfer Station Pilot Program

Town Administrator Turkington briefly summarized the Transfer Station pilot program underway in both towns. He stated it was a natural choice for collaboration given the proximity of the two facilities and that it could be user-fee driven. Staffs in both towns worked together to institute the program, to establish guidelines for operation and to analyze results. Mr. Turkington further stated the program is working well, and minimal complaints have been expressed. He noted that recent discussions have focused on the next steps necessary towards creation of a shared transfer station. The objective would be to provide the same or enhances services as are currently available utilizing fewer personnel. Thus, it is expected that both towns could realize cost savings. To help the towns make this decision, Ms. Valente and Mr. Turkington have recommended that a test to determine whether either facility could handle the anticipated Saturday traffic of both towns be conducted at the Wayland facility on December 11 and December 18, 2010, prior to the holidays and the onset of winter weather. Mr. Turkington stated that, if the option for one facility proves viable, it would be incorporated into next year's budget preparations.

Mr., Turkington further stated that both towns have also discussed jointly bidding for solid waste disposal contracts in the future and developing a joint enterprise fund as a means of further cutting costs. He stated

that, based on statistical data available and the number of sticker holders in both towns, he believes one facility could service Sudbury and Wayland.

Town Manager Valente noted that Sudbury's Board suggested that back-up disposal and dumpster sites be made available and placed to enhance easy access by users. Chairman Drobinski and Vice-Chairman O'Brien noted that there are some differences between what and how residents in each town are accustomed to disposing of materials. Mr. Turkington stated that contracts can be put out to bid for aggressive and non-aggressive separation to determine which cost structure is most effective. Ms. Valente stated that if a shared station is created, the goal would be to offer one menu of services and one set of prices to all users.

Vice-Chairman Fay asked about the current trash contracts. Mr. Turkington noted that different vendors are used by the towns. Ms. Valente noted that both towns are currently locked into existing contracts, but the intention would be to bid jointly next year. Mr. Turkington further explained that Wayland extended its contract by one year to synchronize its expiration date with Sudbury's contract. Mr. Turkington and Ms. Valente stated that it is believed savings can be reaped by jointly bidding services based on higher volumes and other factors.

Shared Parks and Recreation Director

Town Manager Valente reported that the shared Parks and Recreation Director position by the two towns has worked well in its first year. She highlighted that Nancy McShea was the right person for the position, with the right skill sets for both towns. Ms. Valente stated that the shared communication has allowed both towns to realize savings. She noted that better pricing has been obtained for programs and services, access to programs and instructors has been shared, advertising costs have been consolidated and duplication has been minimized and/or eliminated.

Ms. Valente noted that Ms. McShea has developed an adaptive sports program on a fee-basis, which will aid both communities and the Metrowest region. These programs compliment Sudbury's successful Boundless Playground. Ms. Valente explained that Sudbury's Teen Director position has been reinstated, and also serves as the Assistant Director. Mr. Bladon asked where the adaptive sports programs occur. Ms. Valente stated that power soccer for wheelchairs has begun at the Fairbank Community Center, and there are plans for wheelchair basketball and other activities. Mr. Turkington noted that these activities are also advertised to the Wayland community.

Ms. Valente noted that a challenge of a shared position is that the employee has double the number of meetings, presentations and consensus-building activities to attend. Although, Ms. McShea has handled it well, it is a factor to consider if more shared positions are created. Ms. Valente further noted that it is important and gratifying that there has been no evidence of residents in either town feeling shortchanged by the shared position. She believes the position has been a success because the right person was hired, compensated fairly, allowed to focus on managerial aspects of the position, and the expectations were right-sized for both towns. Ms. Valente emphasized that there is a huge demand for recreation in Sudbury because of its number of children and it is a major factor for the quality of life of many residents. As FY12 approaches, staff will try to identify additional ways for the town to share recreational opportunities. Ms. Valente thanked the Park Commissions in both towns for helping to make this transition successful.

Mr. Turkington noted that Ms. McShea embraced the challenge professionally. He believes the shared position was a natural outgrowth of programming in both towns. Mr. Turkington further noted that it is easier to explore new ideas and methods with a user-fee operation such as this and he is excited about future collaborations.

Chairman Correia asked if Ms. McShea is evaluating future programs for Wayland because there has been a need for additional fields expressed in Wayland. He also stated that Wayland is trying to determine the best use for a particular property, and he hopes it would be evaluated for recreational use. Mr. Correia also stated there is a need for a hockey facility in the area, noting that Wayland and Sudbury youth travel to Acton to play. Selectman Haarde stated there is also a grass roots group in Sudbury which would also support development of a hockey facility. Vice-Chairman Fay stated a meeting will be held on December 7, 2010 in Wayland regarding these issues, and he welcomed anyone interested to attend.

Regional Telecommunications and Lock-Up Grant Applications

Town Manager Valente stated that both towns have participated in regional telecommunications discussions and have worked on applications for lock-up facility grant funding. She noted that there are significant State funds available to municipalities for collaboration regarding enhancing 911 services. Ms. Valente reported that, working with six other towns, a \$150,000 grant was obtained and a final report will be due September 2011. To further study this issue and prepare the report, subcommittees have been formed, and a consultant will be chosen. A scope of services for the consultant is in the process of being finalized by the end of December. Ms. Valente stated it is hoped a vendor can be selected by February 2011. Currently, each of the eight towns involved in this grant have two dispatchers, and a feasibility study will help determine if services can still be performed with fewer dispatchers on duty.

Ms. Valente further stated that State money is also available for construction of these facilities or to renovate existing building to accommodate these services. She noted that concern has been expressed as to how costs would be allocated across participating towns. Concern has also been expressed regarding potentially closing Police stations at night when they are usually staffed with dispatchers in those towns which do not house the combined dispatch facility. In addition, dispatchers usually provide lock-up check services for prisoners. Further, Ms. Valente stated that governance issues would need to be addressed amongst the participating towns, as would collective bargaining issues.

Ms. Valente reported that Sudbury and Wayland had participated in a grant application with Sherborn to further study shared lock-up facility options. However, it has since been determined that the grant cannot be used for lock-up study and can only be used to investigate regional dispatch opportunities. Ms. Valente noted that transportation costs regarding prisoners must be considered if the number of dispatchers is reduced. Selectman Bladon asked how many of the eight towns are fully committed to regionalization. Mr. Turkington believes all of his colleagues are committed to completing the report and identifying if savings can be realized. He stated the two greatest impediments to consensus will be the issues of lock-up and evening closures of Police Stations. Mr. Bladon emphasized that collaborating with several towns, or eight in this case, can be exponentially difficult. Vice-Chairman Fay stated that there is a lot to be learned from evaluating other models such as Maryland, which utilizes 25 regional dispatchers compared to 254 in Massachusetts.

Vice-Chairman Fay asked State Representative Tom Conroy, who was in attendance tonight, to check whether the Governor plans to resurrect the legislation regarding limiting collective bargaining in relation to regionalization. Mr. Fay thought this was a good initiative. He also noted that third-party facilitators are often used to be sure that programs created are equitable for all participating municipalities. The Boards briefly discussed initiatives pursued in North Shore and South Shore communities. Ms. Valente emphasized that, in these efforts, it is important to carefully assess that what is sometimes best for the region, may not be in the best interest of your own town. Vice-Chairman Fay stated that regionalization is the future and towns

will have to think differently than in the past to save costs. Ms. Valente noted it is also important to build into regionalization plans the flexibility to expand services to additional participating towns.

G4 and Wayland Non-educational Services Study

Mr. Turkington stated that the report generated lends itself to further examination. He attended a briefing coordinated by Superintendent Brackett. At this time, the consensus is that there is not a lot of opportunity for administrative savings, but some consolidation could possibly be achieved in special education and special programming. The group will continue discussions on a quarterly basis. Mr. Turkington stated that the Superintendents and School Committees all are committed to saving money.

Major Five-Year Capital Improvement Plans/Projects - Update

Town Administrator Turkington briefly explained Wayland's process for deliberating capital projects, noting that emphasis is not on project prioritization. He stated that the new High School is fully bonded and is expected to open in January 2012. Proposed projects include a new Public Works facility and a building in the Town Center. He explained that there is interest in a new Library and a Community Center as well. In addition, the Recreation Master Plan indicated the need to construct new fields, and/or renovate and/or add turf to an existing field. Mr. Turkington stated that Wayland wants to engage the public in the decisions regarding what need is the most important for the entire community with the limited resources available. He emphasized that the project chosen may not necessarily be for the group which made the first or loudest request.

Town Manager Valente stated that Sudbury's schools are in good shape and their incurred debt is on the downslope. She stated this debt cost would soon be reduced to \$400 of the average tax bill. Vice-Chairman O'Brien noted that, during the same timeframe Sudbury also constructed a new Department of Public Works garage, Library and purchased land. Ms. Valente explained that a major capital plan had been developed to present a new capital project every five years, with a 15-20 year debt schedule to the Finance Committee to review. A new Police Station was the first project presented unsuccessfully. However, the Sudbury Public Schools was successful this year in pursuing funding from the Massachusetts School Building Authority's (MSBA) Green Repair Program which is expected to translate to a \$800,000 grant toward \$2.4 million of work to replace the roof on the Noyes School and its boiler and windows. This project is anticipated to add approximately \$32 to the average tax bill.

Another capital project under consideration is improvements to Sudbury's Town Center, which has been discussed for several decades. Ms. Valente stated the Selectmen will need to determine what design to support, noting that it may be modest and improve only the traffic lights. This project is approximated to cost \$1-2 million.

Ms. Valente also noted the need for a wastewater treatment facility. She stated that a site has tested well for the subsurface disposal system. Chairman Drobinski briefly described the locations for the pump station and leaching field, with expectations to handle 250,000 gallons per day, to help the sustainability of Sudbury's business district on Route 20. Consultants have estimated that this project could take five years to complete at an estimated cost of \$15 million.

Ms. Valente stated there is need for a new Police Station, but the Selectmen have recommended waiting until more is determined regarding regional dispatch options. She emphasized the delay is frustrating, when other communities have been able to maximize favorable construction bids during the bad economy when contractors need work.

Ms. Valente commended Wayland on its combined Facilities Manager position, noting that this could also be beneficial for Sudbury. Mr. Turkington stated the position has been cost effective and successful for Wayland because the employee chosen had a breadth of knowledge of the construction trades and was able to delegate day-to-day repairs and operations to the existing school property manager. Chairman Correia stated that their combined Facilities Manager served a crucial role during crises at a few of Wayland's Town buildings earlier this year coordinating restoration of services and access to funding to pay for repairs. He also stated that the employee has played a leadership role on Wayland's newly established Energy Committee and that the position pays for itself in time. Selectman Haarde asked how the position was funded. Mr. Turkington explained that the cost was incremental, but citizens saw it as an investment in the Town, which would result in savings in the long run. He also stated that Wayland's Finance Committee supported the idea of a combined position. Mr. Turkington further stated that the Facilities Manager has added significant value working on the High School and wastewater projects.

Ms. Valente stated that Sudbury has a lot of old Town buildings in various stages of disrepair, including systems' problems, which it also hopes to begin to address.

Chairman Correia stated that Wayland has outgrown its Senior Center and foresees a growing senior population in the future. Vice-Chairman O'Brien stated that collaboration between the two towns regarding the creation of a joint community senior center could be extremely beneficial for the future.

Mr. Turkington stated that a proposed Town Center building has pad space constraints of 40,000 square feet. It has been suggested that the space be either used for the elderly and a Council on Aging or as a library. He further stated that suggestions have been made to consolidate library services by offering partial services in Sudbury and Wayland, but this idea has not been readily received by Wayland's Library Trustees. Mr. Turkington also offered to share the feasibility study being completed regarding a library and/or Council on Aging with Ms. Valente when it is available. Vice-Chairman Fay noted that studies show libraries users are primarily younger children or the elderly. Chairman Correia highlighted that the teenage group wants to use a facility where they can be online. He also stated that Wayland conducted a community values forum where residents expressed that open space, library and Council on Aging services are important to their quality of life. Ms. Valente stated the two towns have discussed the possibility of a shared library. She further noted that within each town there are possibly additional library services at schools which could be consolidated. Ms. Valente and Sudbury's Selectmen met several times last year with the Goodnow Library Trustees and all were surprised to learn how much regionalization is done within the current Minuteman Library Network. Mr. Turkington stated he also met with Wayland's Library Trustees, noting there is resistance to establishing a children's branch in Sudbury and a teen-oriented branch in Wayland. Chairman Drobinski stated that he has heard Wayland residents frequently utilize Sudbury's children section of the Library. Mr. Turkington stated, and both Boards concurred, that the taxpayers deserve the issue be further researched.

GIS and Performance Benchmarking DPW Services

Town Manager Valente stated Sudbury uses the GIS program PeopleSoft. She explained that she wanted to better quantify what the Department of Public Works (DPW) was doing prior to recommending budget cuts or changes to services provided. Ms. Valente reported that a Sudbury Foundation grant was used to develop an automated call/work order system which is loaded into the GIS system. Tracking can now be better done of what is necessary to complete projects. The system is now being used to track DPW goals and the Town Manager's goals. Ms. Valente emphasized that when PeopleSoft develops a use for one Town it

then becomes available to other towns. Thus, she believes there are opportunities for collaboration for performance and unit measurements.

Town Administrator Turkington stated Wayland has a full-time GIS employee, who has worked on updating the Town website, utilizing a data base driven system. The system provides numerous cross links and is another tool to inform and reach the public. Mr. Turkington stated that the two towns should get together to discuss sharing databases for mutual aid responses and other opportunities. He further stated that discussions could also broach whether there is an opportunity to share the full-time GIS employee. Chairman Drobinski noted that another area for collaboration could be a stormwater district related to the EPA. It was noted that Wayland has an in-house surveyor. Ms. Valente reported that Sudbury's surveyor retired last year, but the Town has an Engineering Department.

Replacement of Sherman's Bridge

Sudbury's DPW Director Bill Place has suggested that both towns work to seek funds to replace Sherman's Bridge in a manner which will last more than 15 years. Town Manager Valente circulated pictures of the current state of the bridge for review. Chairman Drobinski explained that maintenance of the bridge has been an issue for decades. He further stated that, at one time, a design was presented to rebuild the bridge with concrete and steel, but both towns rejected this design in favor of wooden construction. Ms. Valente stated that a wooden bridge, unless covered, deteriorates and requires a lot of maintenance. Construction of a concrete bridge could be estimated to cost \$1.5 million.

Chairman Correia stated that the traffic handled by the bridge is easily double what it used to be. He referenced recent bridge work done by Concord which fits into the landscape well. Mr. Turkington stated that the DPW Directors from both towns are working together, and he and Ms. Valente are committed to listing the project on their five-year capital improvement lists to maintain the bridge as an historical asset with a long-term plan. He asked Representative Conroy if there are any Chapter 90 grants for bridge work to pursue. Representative Conroy will research available State funding sources. Chairman Drobinski emphasized that maintenance of the bridge is necessary since it is so heavily used. All agreed that the bridge should not be closed and that a maintenance plan should be established. Selectwoman Pope later encouraged Mr. Conroy to help both communities find resources to help maintain the bridge. Mr. Turkington will ask both DPW Directors to provide more information to be submitted to Secretary Mullen. Mr. Conroy noted that the project could reach a stumbling block because the bridge is not located on a State Road. However, others noted that the bridge is a necessary access for residents to reach State roads.

Advanced Life Services/Paramedic Services

Town Administrator Turkington stated Wayland began staffing part-time paramedic services, seven days a week, responding to 650 calls and has operated for less than \$100,000. He summarized the efforts pursued to participate in a regional program, but they were not in the best interests of Wayland. Wayland's Fire Chief has recommended an increase of the paramedic services to ten hours a day next year, with the intention to move towards a Fire Department-based Advanced Life Services (ALS) system. He noted that an uncertainty is what the demand for services would be by other communities. He and Ms. Valente believe it is best to position their towns for future collaboration. Mr. Turkington further stated Wayland's Finance Committee will also study this topic as part of its FY12 budget deliberations.

Chairman Drobinski stated that ALS is paramount to senior citizens and Sudbury wants to collaborate on this issue, since it is losing the services provided by Emerson Hospital. Vice-Chairman Fay stated that, in order to cut costs and provide better service, future planning would have to increase the number of

paramedics employed. He would encourage collaboration with many towns. Ms. Valente noted that previous discussions have been challenging and have included ten towns, four town managers/administrators and four fire chiefs. Although the process was beneficial, eventually, Sudbury also reached the conclusion that the options under discussion would not be as advantageous as Sudbury having its own Fire Department-based services. Chairman Correia stated that Wayland reached a similar conclusion based on many factors, including anticipated response times. Ms. Valente noted that this is a topic where physical distance matters in regionalization decisions. Mr. Turkington summarized some of the frustrations with finding the right model which generates enough call volume to justify costs and keep staff engaged. He stated that both towns will be forced to work on this issue as reimbursements from insurance companies continue to diminish.

Potential Areas for Further Collaboration

Town Manager Valente stated that the Board of Health in both towns is an area which is understaffed and there is grant funding available to conduct feasibility studies. She suggested Wayland and Sudbury work together to further research this area. It was also noted that, in both towns, the Board of Health is its own entity and not part of Town governance.

Ms. Valente further mentioned that Sudbury is involved with five other towns to establish a regional housing office, utilizing Sudbury's full-time employee. She noted there are plans for further expansion to other communities and Wayland would be welcomed to participate.

Minuteman Regional Vocational High School – Proposed Regional Agreement Amendments

Town Manager Valente stated that the proposed revisions to the Regional Agreement for Minuteman could translate to an additional \$700,000 expense for Sudbury over the next 20 years, and an anticipated \$900,000 for Wayland. The consensus of both Boards was that the proposed 3% flat fee does not work for most member towns with small enrollments of less than 6% of the total school enrollment. Mr. Turkington is interested in more information regarding the feasibility study. Ms. Valente stated that the proposal puts member town in the position of providing a core support function. Both Boards expressed an inability to see the incentive to support the proposal at this time.

Health Insurance

Town Administrator Turkington stated Wayland is part of a 20 member West Suburban Health group, which has provided good results in recent years. He described the group as aggressively facing cost containment issues, resulting in rates well below the State and Group Insurance Commission (GIC) average. He also noted he has had past experience with self-funded plans similar to what is done by Sudbury.

Town Manager Valente has asked Sudbury's Assistant Town Manager Maryanne Bilodeau to open discussions with the West Suburban Health and Minuteman Nashoba health groups. However, Ms. Valente further stated that, in recent years, Sudbury has been able to realize better cost savings through its own self-funded program than from other options available. Mr. Turkington agreed that self-funded programs can work well. He further stated that the GIC did not make sense either for Wayland.

Legislative Items

Ms. Valente stated that there has been some discussion regarding a Special Act to establish plan design options free of collective bargaining restrictions. Vice-Chairman O'Brien stated that some communities are considering resolutions be passed at Town Meeting asking the Board of Selectmen to submit petition articles

to the State to create momentum regarding the issue. Mr. Turkington opined that there could be more home-rule petitions or State ballot questions in the future, and he noted that the movement has to come from the State House and Senate.

Representative Conroy stated that the Special Act to revise the time for which Sudbury could enter into cell tower lease agreements was enacted in the House today and will be passed on to the Governor. Ms. Valente thanked Mr. Conroy for his work on this issue.

Mr. Turkington stated Wayland will continue to push for clarification of the use of Community Preservation Act (CPA) funds for the creation of recreational opportunities using existing properties. Wayland views these types of projects, i.e., bringing an existing field into a use, as community development. Ms. Valente concurred, stating that towns have amenities that are not perfect, but with the use of CPA funds could be enhanced as community preservation of these properties. Representative Conroy has a history of commitment to this issue, and he stated there is some interest in the legislature. He also supports increasing the State match percentage for CPA funds to municipalities. Vice-Chairman Fay noted that the argument presented by some environmentalists is that, if revisions are made, then more money would potentially be spent on recreational uses than the originally intended open-space use.

Representative Conroy plans to attend Wayland's Board of Selectman meeting on December 6, 2010. He reported that, although State revenues have increased this year, the State is very concerned about the continuing to grow Medicaid population. Thus, the majority of additional revenues generated may need to cover the anticipated Medicaid deficit. Mr. Conroy further stated that there have been no State Aid discussions yet. A meeting will be held at the State House on December 14, 2010 to establish the figures used for revenue and budget planning. Vice-Chairman Fay commended the Governor on his plan to exempt regionalization for collective bargaining and hopes the legislation will be initiated again.

Renewable Energy Projects

Vice-Chairman O'Brien stated that, in the past, the towns have discussed the use of its former landfills. He mentioned to Representative Conroy that it would be helpful if something could be put in the Governor's budget to help communities better utilize these parcels. Mr. Conroy stated that there is a need to dedicate some State funds to making it easier for towns to lower their energy consumption.

Town Manager Valente and Chairman Drobinski briefly summarized what projects Sudbury would be completing with recent energy grant funds received. Mr. Turkington stated that Wayland will be applying for energy-related funds in January 2011.

Wayland Town Center - Update

Mr. Turkington provided a brief update of the Wayland's Town Center project, noting that the final stages with the Conservation Commission are being conducted and the local permit piece should be finalized on December 21, 2010. Demolition is expected to start in the winter of 2011 for anticipated construction of a Super Stop and Shop, a few additional small offices and 8-12 apartments above the retail/office units. Mr. Turkington offered to share Wayland's traffic data. Sudbury has extensively studied the need for a traffic light at the Landham Road intersection and is inclined to recommend completing a design for the intersection.

Vice-Chairman Fay announced that Wayland has created a Collaboration Committee to help share the burden with the Selectmen of moving projects forward. He suggested the Committee could work with Sudbury on

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some of the issues broached tonight. Mr. Fay stated that consolidation and regionalization is going to be how things get done in the future, and he commended the two towns for being on the right track by communicating and working together.

Chairman Drobinski emphasized how fortunate the two towns are to have managers who collaborate together so well.

There being no further business, the meeting adjourned at 9:40 p.m.

Attest: _____
Maureen G. Valente
Town Manager-Clerk