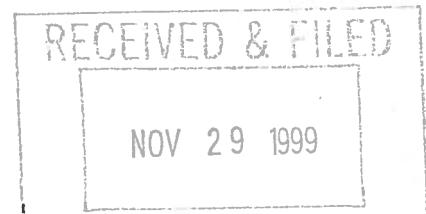


Selectmen's Minutes  
November 2, 1999



Present – Herman Kabakoff, F. Dore' Hunter, Peter Ashton, Wayne Friedrichs, William Shupert. The Town Manager and Assistant were present; (The meeting was televised)

## CITIZEN'S CONCERNS

None expressed

## PUBLIC HEARINGS AND APPOINTMENTS

SENATOR PAMELA RESOR — Was unable to attend the meeting to present the check to the Town with regard to NESWC. Chairman Kabakoff made a presentation and awarded the Bicentennial coin to Robert Maroney for his efforts in regard to NESWC. He and his group saved NESWC Communities Acton included millions of dollars.

He then awarded John Murray a coin in recognition of his assistance with the NEWSC project. It was noted that John's participation was one of the reasons for the favorable outcome. Bob thanked the Board for allowing John to spend so much time on the NESWC issues.

## SELECTMEN'S BUSINESS RE-ENGINEERING REPORT DISCUSSION

John addressed the first 3 items, which they wanted to begin with. Peter spoke to the report being a High Level study completed in three months. Peter explained that it was prepared to say here are some ideas, look at them. He said consideration should be given to the Board and the School Committee. He said we need to identify issues that we can look at to find value.

John said that he wanted to address all the items at once.

**Quick Hits:** School has private trash pickup currently and proposed to now take it to the dump. They currently have Waste Management that picks up twice a wee. They don't know what the school is paying for this at this time. They believe the three-year contract expires this year.

Currently the town processes 28,000 tons of trash from the packers. When Dick and David ran the numbers for us to gear up to pick up the school trash, the cost including the price of a truck, \$170,000 and labor costs presented a figure, and /or 34 years to make a profit. They don't currently have the equipment or manpower to implement this; we just don't have the equipment to dump 14 dumpsters twice per week.

Dore' asked about the gross profit issue. The school does not currently know how much or the tonnage the schools generate.

They ran some numbers we could hire 2 new employers and go out on a subscriber basis, and noted that not every one could be picked up. They felt a \$13,000 profit would be made. That would utilized the truck full time and reduce pay back to 13 years.

Dore' asked about the truck and noted it would have to be maintained aggressively as we would only have one.

John noted that we are currently at the threshold of trash collection. Peter noted that outside revenue is expected to decease because of certain things and did he factor this into his formula. He said that would not substantially effect the profit. John said we don't have long term contracts with the haulers and it is a daily balance.

Reallocation of \$50,000 to NESWC budget. They don't currently charge for Dave, his secretary and Don's time of approximately \$5,000-10,000 of overhead. Dore' felt we needed to make the reallocation in the next budget.

Decrease the Annual Tax Subsidy- The report says we should do away with this. John said staff has been working on this for 10 years. In 1994 we processed \$9,500. And removed a portion from the tax base. Landfill capping - We have some clay at this point, we hope to get more, but will cost 1 million to cap it without the additional clay.

The Revenue Risk is increased because of a consolidation of trash businesses. In 1995 we had more firms, right now we have two. Last Friday BFI told us they would not be using us. We were not willing to give them the price lower than disposal costs. We don't know if we can replace that amount of refuse. We will lose 63% of our revenue as a result of last Friday because of their leaving. Dick Howe said that he and John prepared a plan in 1995 that included not increasing the sticker price for residents. The trash was being sent to Maine and another company, which will not take our trash, has now bought it. He is shipping trash all over the country. Waste Management is rearranging their routes and they say that once they do they will probably stop coming in to our transfer station. BFI currently does our recycling and that is a contract they can break in 60 days. The trash containers are owned by Allied Waste, and if they break the contract, we will be without containers. It would take a week or so to replace the equipment.

In the consolidation process they have bought every company up and they are not allowing smaller firms into their facilities and not letting anyone in. John said that we might look at selling our transfer station and Newsc contract to one on the big firms.

Peter asked about revenues and expenses. What if we don't replace BFI Contract. Would we be earning revenues, what are our profits? John said we would have to raise stickers and increase the tax subsidy even though we promised 5 years ago not to.

Dore said we are dealing with a fluid situation and felt we should wait until the issues play out. He suggested in a couple of months it might be clearer.

We may have to raise sticker price for first vehicle. He felt it was not logical that we would not need to raise fees. He feels that is a decision of the board. Peter felt the rationale was to make it more a user fee than tax.

John commented on Dave's flexibility in getting the job done.

Herman said he agrees with Dore' and would be nervous to take any action at this time. He said we need to talk to the schools and get their manpower level with regard to equipment they could lend to this. He wanted to involve the schools with the school trash consolidated pick up. '

Wayne noted the loss of revenue he wanted to see a break even analysis with regard to the current BFI situation. John said they make \$10 per ton and it is the break-even point. BFI is Gross loss not a Net Loss. John said a million in revenue and profit cost \$160,000. In light of losing the BFI contract what could be do about curbside at this point. John said we would need more equipment and manpower. Wayne also asked about the dump sticker but felt that it should be cost based or free to all. The sticker would carry total costs of \$400.00 per sticker. Dave outlined recycling and the removal of white goods and the costs to remove them. We are getting \$5.00 per ton currently, and have had to pay entire cost several years ago when the market was down.

Dore said we need to pursue the questions of the schools trash, and look at the volume because in the beginning we just guessed at our GAT and we were way off the number. He said we need to better refine the tons of trash we are talking about. He said that having been in this situation he observed that it generated more adverse public out cry.

Wayne noted with a ball park of \$400 is higher then what he pays to have them come into his garage and get the trash for \$385/year.

Herman is against even one-cent increase in the sticker fee. He felt all we would be doing is trading dollars. He said we have a plan, we all agreed we will fund your needs and we should not further tax them to use the transfer station it is contrary to what we should be doing.

Dore' said the plan assumed certain revenues and if we need to look at this again we should.

DORE' HUNTER – Moved that Reallocation be made as recommended in next years budget and further to look at and investigate the school trash issue and have staff look at the monopoly of trash vendors as it currently is playing out. PETER ASHTON – Second. UNANIMOUS VOTE.

Peter wanted to see a projected operating budget.

HEALTH INSURANCE for the third year we would give a saving to subscribers. Peter said that we don't care how you refund the money, but if you look at the calculation it is assumed the amount of savings is going to decline.

Herman said we are talking about budget decision to be made in February or March. John noted we would be using the holiday plan this year.

John suggested that it is conveyed to ALG and the Manager was asked to handle the notification.

## QUICK HITS

School Trash was addressed. Septage fees, we allocate costs that include some time for Don and John's time. They suggest we raise the fees. John asked if we really want to charge more than the cost of the operation. Dore' agreed it is a philosophical question and he felt one way or the other the citizens would be paying for it. Herman was again against it as it is trading dollars. Wayne felt he would rather see it on his taxes and have it deductible. Herman asked that John take a look at continued reallocation.

**VENDOR ANALYSIS** – look at consolidate purchasing. John said we need to look closer at this. We are tied to public bidding laws and we have to take the low bid even when we could get it at a lower cost. John said that we do a lot of consolidation bids. We already bid large items in the manner. There may be a little money here, but it is held back by the Public Bidding laws. Herman said we should sit down with the schools and Water District to pursue in detail and bring back a detailed review.

**SHARED STAFF** – We currently move employees around to fill staffing needs. There could be a few minor problems and feels it is the Town Manager who should be the person reallocating staff. If the Water District were paying higher rate for the same job, that would give us morale problems. Herman said this is a very complicated issue and wanted a lot of questions addressed. He thought the savings big and the issue complicated. He feels it should be elevated from QUICK HITS. Don noted we pay very little overtime to non-union. John said this is a sharing issue on a short-term basis.

Trey said there would be a tremendous issue to consolidate this but would work for clerical issues. Dore' said we need to address skills levels to know what we have available.

We should undertake this and have staff contact others to see what we have.

**REPORTS** - We would like to stop useless information. It was decided that the only one is mandated by by-law. Herman suggested we send out report to people to see what they need.

Peter said that this issue came out of quick hits list brainstorming session. Trey noted that if we are not using the reports mandated by our Bylaw we should take steps to eliminate them.

**UNIFIED COMPUTER TRAINING** – We use dissimilar equipment. Pentimation issue – the Schools were not available when we trained and therefore we ended up assisting with training the school. We had to stop this, as Tess's time was needed elsewhere. We are in advanced training at this point. He did not feel we would recognize savings at this time. Peter feels it should be part of the technology advisory case.

**HOURS OF OPERATION** – HR was asked to compare hours and money they found that our comparable position in the clerical area we were paying 10% Lower and working 10% more hours.

**INTERNET ACCESS** – John said it is a real problem and the public record law require someone to keep track of our E-mails. We currently have staff use the library for

Internet use. Don noted we are having a great deal of difficulty sending and receiving and it is a real problem. He sees the bigger problem as the public records law.

Dore' and Peter felt we needed to have more staff on e-mail. We need to fold this into the Technology Advisory group.

**BIRTHDAY BOOK CLUB** – We already do this at the Library as a Holiday book Purchase. Peter feels the potential for this is at the school level.

**CONSOLIDATED BOOK PURCHASE** - 44% discount already exists. Memorial Library cannot serve as central purchasing point. We don't have staff currently available to do this. It was decided it was not feasible at current level of staffing.

**STREET LIGHT PURCHASE** discussed previously and implemented.

Peter said he tried to look at taking a shot at dividing the cases up and at least make some decisions to go forward. He said some cases could be put on the backburner. Outsourcing should be on back burner. Library consolidation should be on the back burner. Cases that need to be discussed more should be moved forward. Some of the cases recommend establishing a sub-committee to work with staff and we need to know what is worth moving forward. The study has several other concepts at the back of the report. Shared services are very important and he wanted to see if we should talk about it. Dore' agreed that we would be gaining especially in the Finance Division. He is very enthusiastic about shared services. The Community education he said we need to study this and is a little concerned that we just recreated the Recreation Commission. We will need to be sure it remains free standing. Just need to be sure we don't lose the good part about recreation but we could surely combine backroom services.

Wayne made a suggestion that we come up with a ranking by next meeting and discuss one or more at each BOS meeting to keep the ball rolling. He noted that net present value should be dismissed. He thought the super board deserved discussion.

Trey noted we identified \$5-10,000 saving and we invested 3 hours. He thinks we need to prioritize and agree. His personal bias is technology right now. He felt that there is so much efficiency to be gained and we need to investigate. He wanted to know where the school is on these issues. Felt we should pick one and look at it and assign staff to research.

Herman agreed with Trey and we would be doing disservice and proceed the computer advisory business case and see if we can tackle that this year.

Herman wanted to go forward with the formulation of a technology advisory board and go forward with a shared service study.

**DORE' HUNTER** – Moved the Board adopt and endorse the concept of shared services and indicate our willingness with regard to implementing a study. Further to indicate our desire to move forward with Technology portion and see if the other entities were interested. **PETER ASHTON** – Second. UNANIMOUS VOTE.

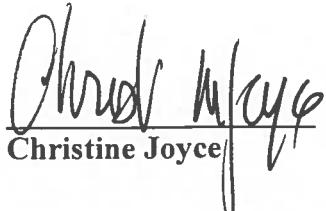
John said he felt we needed to get commitment on top.

## CONSENT AGENDA

PETER ASHTON - Moved to approve the Consent Calendar – WAYNE FRIEDRICH  
Second. UNANIMOUS VOTE

## TOWN MANAGER'S REPORT

None required

  
\_\_\_\_\_  
Acting Clerk  
\_\_\_\_\_  
Date  
23 November 1999

Christine Joyce

October 29, 1999

**TO:** Board of Selectmen  
**FROM:** Herman Kabakoff, Chairman  
**SUBJECT:** Selectmen's Report

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**AGENDA**  
**NOVEMBER 2, 1999**  
**7:30 P.M. - Room 204**

**I. CITIZEN'S CONCERNS**

**II. PUBLIC HEARINGS & APPOINTMENTS**

1. 7:33 SENATOR PAMELA RESOR

**III. SELECTMEN'S BUSINESS**

2. RE-ENGINEERING REPORT DISCUSSION
3. OTHER BUSINESS

**IV. CONSENT AGENDA**

4. ACCEPT MINUTES – Enclosed please find minutes of October 12, 1999, for Board acceptance.
5. ACCEPT GIFT – Enclosed please find a request from the West Acton Library for Board acceptance of a gift of money.
6. ACCEPT GIFT – Enclosed please find a memo from the Town Planner for Board acceptance of two contributions to be used in the construction of sidewalks.

**V. TOWN MANAGER'S REPORT**

**VI. EXECUTIVE SESSION**

**ADDITIONAL INFORMATION**

Enclosed please find additional correspondence that is strictly informational and requires no Board action.

**FUTURE AGENDAS**

To facilitate scheduling for interested parties, the following items are scheduled for discussion on future agendas. This IS NOT a complete Agenda.

Nov. 9  
Nov. 23  
Dec. 7  
Dec. 21

## FY 2000 GOALS

1. Resolve the Audubon Hill problem/issues (Shupert)
2. Establish or reconstitute a Computer Advisory Committee for Municipal issues (Hunter)
3. Review the structure and organization of the ALG and establish a definite, periodic meeting schedule (Kabakoff)
4. Develop a comprehensive Beaver Nuisance policy (Friedrichs)
5. Improve communication among the various boards, particularly Fincom, SC and BOS. This seems to have been lacking to some extent during the last year (especially ALG process) (Kabakoff)
6. Continue to search all alternatives for a viable sewer solution that is timely and fiscally workable (Hunter/Shupert)
7. Form a task force to investigate ways of achieving greater coordination, efficiency and utilization of resources between the schools and the town (Ashton)
8. Continue the work of the Senior Tax Relief task force and also investigate ways of assisting others who may need tax relief (Ashton/Hunter)
9. Develop early on an ALG plan and budget; i.e. have general agreement on budgetary parameters by October/November before formal budgets are developed. Continue to update, refine and modify as needed the five year budgetary plans which we initiated this year (Kabakoff)
10. Work with the Planning Board to implement the goals, objectives and strategies of the Master Plan update (Ashton/Shupert)
11. Conclude the work of the Kelley's Corner working group and bring to the Planning Board a final set of recommendations (Ashton)