

MINUTES

BOARD OF SELECTMEN MEETING

THURSDAY, OCTOBER 22, 2009

HUMAN SERVICES BUILDING
270 QUAKER MEETINGHOUSE ROAD

The regular public meeting was called to order at 7:03 p.m. after a 6:00 p.m. Executive Session was held.

Present: John Kennan, Dana Barrette, Randy Hunt, Linell Grundman and Jim Pierce

Also Present: Town Manager George Dunham, Assistant Town Manager Doug Lapp, Director of Natural Resources Mark Galkowski, Natural Resources Officer David DeConto, Carl Johansen, William Carig, Sean Murray of the Sandwich Tax Payers Association, Mary Stanley of the Sandwich Enterprise and SCTV.

ITEM #2
PLEDGE OF ALLEGIANCE

ITEM #3
APPROVAL OF MINUTES

Minutes of October 15, 2009-

***MOTION WAS MADE BY MR. HUNT TO APPROVE THE MINUTES OF OCTOBER 15, 2009 AS PRESENTED. SECONDED BY MR. PIERCE. VOTE – UNANIMOUS
-MR. BARRETTE AND MS. GRUNDMAN ABSTAINING**

ITEM #4
TOWN MANAGER'S REPORT

-Special Town Meeting will be held this Monday, October 26, 2009 at 7:00 p.m. at the Sandwich High School Auditorium.

-Tomorrow afternoon a preparation meeting for the STM will be held at 3 p.m. at the Town Offices, 16 Jan Sebastian Drive. The Board of Selectmen, members of the Finance Committee, Town Moderator, Town Counsel and Town Manager will be present. This meeting is open to the public.

-Information received from the Health Director regarding cancellation of H1N1clinics. A pediatrician's office should be contacted to have a child receive the flu vaccine. You can contact the Mass. Department of Public Health by dialing 211 (like you would dial 911) from any phone.

-Bond rating - Standard and Pores has up graded the Town of Sandwich from AA- to AA.

-Bond opening was held this morning at 11 a.m. Assistant Town Manger Doug Lapp and Town Treasurer Craig Mayen attended. Craig Mayen and Jim Eldredge from the Cape Cod 5 will be in next week with all of the paper work that will have to be signed.

-Mr. Dunham read the motion for the sale of \$3,000,000 General Obligation Municipal Purpose Loan of 2009 Bonds for the Town Hall Project at 2.49% as follows:

Voted: that the sale of the \$3,000,000 General Obligation Municipal Purpose Loan of 2009 Bond of the Town dated November 1, 2009 (the "Bonds"), to Morgan Keegan & Co., Inc. at the price of \$3,111,750.00 and accrued interest is hereby approved and confirmed. The Bonds shall be payable on November 1 of the years and in the principal amounts and bear interest at the respective rates, as follows:

Interest

Interest

<u>Year</u>	<u>Amount</u>	<u>Rate</u>	<u>Year</u>	<u>Amount</u>	<u>Rate</u>
2010	\$300,000	2.00%	2015	\$300,000	3.00%
2011	300,000	2.00	2016	300,000	3.00
2012	300,000	2.00	2017	300,000	4.00
2013	300,000	2.00	2018	300,000	4.00
2014	300,000	2.50	2019	300,000	4.00

Further Voted: that in connection with the marketing and sale of the Bonds, the preparation and distribution of a Notice of Sale and Preliminary Official Statement dated October 15, 2009, and a final Official Statement dated November 1, 2009 (the "Official hereby are ratified, confirmed, approved and adopted.

Further Voted: that the Town Treasurer and the Board of Selectmen be, and hereby are, authorized to execute and deliver a continuing disclosure undertaking in compliance with SEC Rule 15c2-12 in such form as may be approved by bond counsel to the Town, which undertaking shall be incorporated by reference in the Bonds, as applicable, for the benefit of the holders of the Bonds from time to time.

Further Voted: that each member of the Board of Selectmen, the Town Clerk and the Town Treasurer be and hereby are, authorized to take any and all such actions, and execute and deliver such certificates, receipts or other documents as may be determined by them, or any of them, to be necessary or convenient to carry into effect the provisions of the foregoing votes.

***SO MOVED BY MR. BARRETTE. SECONDED BY MR. HUNT. VOTE - UNANIMOUS**

ITEM #5

ANNOUNCEMENTS/STATEMENTS/CORRESPONDENCE AND FOLLOW UP

- Ms. Grundman mentioned that she and Mr. Pierce attended the School Committee meeting last night. Superintendent of Schools Mary Ellen Johnson noted that the school department budget would be tight. They have made savings with using SPED vans and transportation of almost \$400,000. They are determined to work within the parameters that everyone is aware of. The Forestdale School progress reports are good. They've had good reports for two years in a row. They are making phenomenal improvements in the performance of their students. All the schools had very high numbers. In math and science consistently K-8 and high school twenty points above the state average.
- This morning the Chamber held an Issues and Alliances meeting. Steve Powers and Chris Bailey were at the meeting to inform the group about zoning changes that will be coming up at the Special Town Meeting. The businesses discussed how to better collaborate on how to market Merchants Square. Ms. Grundman was the only person there from the Town and there is an ongoing need to have people there from the Town because they have an ongoing discussion about making another curb cut. Trying to make the Town more of a destination location.
- Mr. Kennan and Mr. Pierce have been attending the Sandwich Economic Initiative Corporation meetings. They have been having meaningful discussions on wastewater.
- Mr. Pierce noted that the center piece for the SEIC meetings has been the discussion on what do we do about wastewater. We have recently been awarded \$400,000 from Textron relative to the clean up the issues at Base. This will allow us to form a Comprehensive Wastewater Management Plan. One thought is to use some of that fund for this purpose. Second, we need to move ahead with some elements of the plan rather than waiting until two or three years for the whole plan to be on the table. We may need to consider other projects such as South Sandwich Village and the industrial park. We need to deal with our wastewater issues.
- Mr. Hunt noted that, to be clear, the meeting that Mr. Kennan and Mr. Pierce attended is the SEIC Task Force. There is no official power of that corporation at this point.
- Ms. Grundman mentioned that two weeks ago tomorrow she attended the Cape & Islands Selectmen's Association meeting. Dealing with the wastewater issue is important. If we have a plan we will be less likely to be told what we are going to do about the wastewater by the Federal Government. The Cape, as a

whole, the waters of the Cape are getting worse. Using some of the money from the Textron settlement is a good idea.

-Mr. Kennan noted that he and Mr. Lapp were at the golf course for the Golf Advisory Committee meeting. Among other topics, they discussed Americans with Disabilities Act (ADA) compliance and the food concession

-Mr. Lapp added that it was a very productive meeting. Someone from the public was there to voice her concern about ADA compliance and access to the second floor. She offered a letter with some options and suggestions about some alternatives. There were also questions about why some limited use elevators were not already put in. Mr. Lapp explained why some of her suggestions and alternatives are not options. They talked quite a bit about funding some of the golf club projects with other town building projects. They talked about what areas of the golf course that are land bank areas and discussed the recreation recommendations of the report. There are specific items to work on by the Golf Advisory Committee from the consultant's report as well as items Mr. Dunham and Mr. Lapp suggested could be worked on over time, long term tasks such as web site improvements, food & beverage insights. The Committee will be meeting again in two (2) weeks.

ITEM #6 PUBLIC FORUM

-Mr. William Carig, Boardley Road, has questions about some of the warrant articles. 1) Article #2 requests \$325,000 to come out of the Stabilization Fund. The Finance Committee recommended approval of this article, but how is this money is going to be used? This article doesn't say what budgets have to be cut if this article doesn't pass at the Special Town Meeting. 2) \$160,000 required to fix the sewerage treatment plant at the Oak Ridge School. The schools claim they don't have the money to pay for this. 3) The Community School budget used to be a balance of approximately \$450,000 with the former Community School Director. Now that the School Dept. has taken over from the Community School where did that money go? Especially with the new revolving account with the School Department. We have been told the schools took over Driver Education and the recreation fields and renting out some of the rooms at the high school but there has been no update from them. Who's paying for what? The tax payers are owed an explanation. Why isn't it being set up like an enterprise account? We should have accountability.

In response to the second part, Mr. Dunham noted that it is better answered by the School Department. In response to the third part, Mr. Dunham offered some information regarding the use of funds and noted that there is no longer an article to set up a revolving account.

Mr. Dunham noted that the first part of his presentation tonight is on the warrant. The information should answer the first two questions.

-Mr. Johansen agrees with what Mr. Carig has already stated. Why are we taking money that is a capital expense, the sewerage treatment plant project, out of Free Cash. Doesn't understand why it is not being treated as a one time capital expenditure.

On the matter of the piano restoration, we will probably have a table at the Special Town Meeting with information for people who would like to contribute to this fund. It is a community project at this time. Under the direction of Civics teacher Mrs. Wong, four students at the high school will be looking back to 1914, 1915 and 1916 era at the historic significance of piano. We are trying to establish how it came to Sandwich. I want to publically thank the people who are involved and those who have donated. For a \$50.00 donation you will receive a key with your name on it...a memory type thing.

ITEM # 7 STAFF MEETING

DIRECTOR OF NATURAL RESOURCES MARK GALKOWSKI & NATURAL RESOURCES OFFICER DAVE DECONTO – RECOMMENDED SHELLFISH REGULATIONS

Mr. Galkowski gave an overview of the recommended shellfish regulations and noted that they are here to finalize the regulations. They have been reviewed by counsel. There really aren't any major changes just some additional definitions that were added and minor changes in wording. Brief discussion regarding what age to use for issuing half price licenses. Mr. Galkowski noted that the Conservation Commission did discuss changing the age for issuing half price licenses but decided to stay with age 70 for this year,

being the first year. It can be changed later if need be. Mr. Dunham noted that age 70 is set by the State Division of Fish and Wildlife for its shell fishing licenses.

Mr. Kennan asked for a motion to approve the regulations as presented.

Further discussion.

Mr. Galkowski, addressing the issue of closing down the digging of the beds, which Mr. Johansen asked at a public hearing held by the Conservation Commission on this matter, noted that turning more bottom over would be more beneficial to the resource in general. That hasn't been done in years and we are keeping an eye on it and will analyze it for the next year and go from there.

***MOTION WAS MADE BY MR. BARRETTE TO ADOPT THE SHELLFISH REGULATIONS AS PRESENTED. SECONDED BY MR. HUNT.**

At Mr. Kennan's suggestion, Mr. Galkowski handed out and explained the new shellfish gauges that will be given to each person in the first year who applies for a license. Additional licenses will be available at the Town Clerk's office for a small fee. The gauges will be available in future years for a fee. Other tools for shell fishing were displayed and explained. They are all available locally at various vendors.

Informational brochures on the regulations were also handed out. November 15 is the proposed date to begin shell fishing.

Mr. DeConto noted that they will plan to do a demonstration on how to shellfish. No date at this time.

VOTE – UNANIMOUS.

Mr. Galkowski, just returning from a visit to Sandwich, England, brings greetings from the Mayor and Mayoress.

ITEM #8
OLD BUSINESS

October 26, 2009 Special Town Meeting-

Mr. Dunham gave an overview with computer wall illustrations of the Special Town Meeting Warrant articles. The first three articles are financial articles. Article #4 grants an easement at 145 Main St. to 143 Main St. Article #5 is an amendment to the Local Comprehensive Plan. Articles 6 through 10 all related to zoning. Articles 11 through 14 are Amendments to Local Comprehensive Plan.

Mr. Dunham gave an overview of projected Revenues and Expenses – FY'10 / Revenues (Selectmen/ATM Approved – 5/4/09); Projected Revenues and Expenses – FY'10 / Revenues (Final State Aid – GHD Draft – 4/16/09); Assumptions for Long Range Financial Plan – FY'10-FY'14 / Revenues (Draft – 10/20/2009); Assumptions for Long Range Financial Plan – FY'10-FY'14 / Expenses (Draft 10/20/2009); Projected Revenues and Expenses – FY'08 to FY'14 / Revenues (Final State Aid – GHD Draft – 10/20/2009); Projected Revenues and Expenses – FY'08 to FY'14 / Expenses (Final State Aid – GHD Draft 10/20/2009). -550,000 originally project for New Growth is probably going to be closer to \$525,000.

-The two big reasons that we are here are significant changes in our local aid. We had planned on at least a 20% reduction in our discretionary aid which is everything basically but out school aid but it actually ended up dropping by 30% which meant over \$750,000 decrease in one year. And, for the first time since they instituted the Education Reform Act the school aid dropped as well. That dropped by just over \$137,000.

-In May the Selectmen and Finance Committee made a conscious decision to try to increase our estimates a little bit on some of our local receipts in hopes that if it bore out we would then be able to put more money in Stabilization. At the May Town Meeting we transferred \$500,000 into the Stabilization Fund in May because we knew we would be facing deficits down the road. We had anticipated roughly \$5,000,000 in that account instead we had to drop it to \$4,750,000 based on the actual receipts that we brought in during FY'09 which we closed on June 30.

-Something that did help us a lot was that we anticipated a 10% increase in our County and State assessments and that actually dropped by 8%.

-In the end we were in the hole by about \$450,000. What was ultimately approved by both the Selectmen and the Finance Committee is if we reduce the Chapter 70 aid cuts that were made to the State of \$136,466 and did a Stabilization Fund transfer in the amount \$325,000 would get us back to a balanced budget. That is what the two articles are.

-The Schools requested an additional \$150,000 for repairs to the wastewater system project. The request was from the Free Cash that we had just gotten our certification for. So both the Selectmen and the Finance Committee voted to support taking \$150,000 from Free Cash, which we would typically use for the following years budget, but we are still left with roughly \$976,000 which will help us for the FY'11 budget not the FY'10 budget.

The current balance of the Stabilization Fund was \$2.35 million. We are taking out \$325,000 so we will still have a little more than \$2,000,000 left for the rest of the fiscal year.

-Mr. Hunt, in response to a question from Mr. Carig, about the \$325,000 out of the Stabilization Fund would that benefit General Government or Schools, asked Mr. Dunham to clarify.

-Mr. Dunham noted that the \$325,000 goes to the whole budget.

-Mr. Hunt mentioned that it is the typical 70/30 split that we always have.

-Mr. Hunt noted that Chapter 70 funds are not the same because they are directly tied to spending on the School budget. To the School Committee's credit whenever we would have additional Chapter 70 funds that went to the school budget and when we had this reduction, which is unprecedented, they did trim that money off their budget.

-Mr. Hunt noted that another question asked by either Mr. Johansen or Mr. Carig about the \$150,000 – why we would be using Free Cash to do this project. I always have a huge problem when we taking one time source money and applying it towards operating budgets. This is kind of a mirror of that...the Free Cash represents left over or surplus money at the end of a season/a fiscal year of operating budget that we are actually taking to put on a project, so it is the opposite way. Similarly we generally take \$400,000 / \$500,000 each year from the operating budget to apply to capital projects. Its kind of an extension of that. I don't have a problem with that as much as the reverse of it.

-Mr. Dunham noted that the article is a capital article not the operating budget so when that money gets appropriated it gets put in the same account that the \$50,000 is left in and any bills that get paid will just get back charge that they come from that money instead of from the school operating budget. Its actually going to a capital fund. It also means that if the bills come in less than what they expected the money is there to spend for other problems that might happen at the wastewater plant.

-Mr. Barrette mentioned the Oak Ridge School Waste Water Treatment System funding of \$300,000 was actually just over \$200,000. There is another way we could go at this, we could change the capital appropriations for this year from what we have already budgeted. Over the years, we have grossly underfunded our physical plant every year. Mr. Hunt's point, this seems to be a pretty clean way to take care of that problem. You are not incurring a recurring expense; you are fixing a one time issue.

Mr. Dunham handed out information and gave an overview of - Structural Deficit Busting – General Assumptions (GHD Draft – 10/15/2009) including FY'11, FY'12, FY'13 and FY'14 Projected Deficit; Summary of Reductions From FY'11, FY'12 & FY'13 Toward FY'14 Budget and Other Issues & Potential Efforts to Increase Revenues/Reduce Expenses (GHD Draft – 10/15/2009); Operating Budget, Health Insurance & Staff Effects Based on LRP Projections & Deficit Assumptions (GHD Draft – 10/15/2009); graphs showing Deficit Reduction Actions, School Dept. Budget with Deficit Reduction Actions, General Government Budget with Deficit Reduction Action.

Mr. Dunham wanted to stress, mostly you look at the worst case scenarios, the assumptions are that there wouldn't be an operating budget override to count on for FY'11 or '12, that there would be no significant changes in our revenue assumptions, operating budget proportions would remain at roughly Schools at 2/3rds and Town at 1/3rd. Our operating budgets are so tight the only thing that would add up to anything are primarily reductions in personnel. The average salary per laid off employee would be roughly \$50,000. Another key component is that any health insurance savings we would see the first year would be offset by any unemployment cost so you really wouldn't realize any savings on health insurance until year two. The average per employee is \$12,000. Also stress that all of these projections include all of the assumptions that we just went over.

-Mr. Pierce noted that those assumptions are the ones we discussed at the meeting at the Golf Course back in September.

-Mr. Dunham offered that they were discussed back in the summer also.

-Mr. Dunham noted that it is going to have to come from service reductions which is primarily people.

-Mr. Barrette asked roughly what percent of the total municipal government budget is payroll?

-Mr. Dunham roughly 70%

It was noted that the schools are a little higher than that.

-Mr. Dunham noted, on the topic of fees at the Transfer Station a throw-as-you-go program will be explored.

-Mr. Dunham on the matter of health insurance benefits, consideration might be given to switching the percent the Town pays. Currently the Town pays 75%. If that could be switched to 5% so the Town pays 70% and the employee pays 30% there would be roughly a \$525,000 savings annually that would start the first year.

-Mr. Pierce noted that the FY'10 budget for Fire is \$3.7 million dollars and the budget for the Police is 3 million with equals \$6.7 million dollars. \$1.4 million for the Department of Public Works alone (not including the Transfer Station). The total is \$8.1 million. These are the three biggest municipal departments. The town's contribution to health insurance premium, by share coincidence, is \$8.1 million. That is a big number.

-Mr. Dunham noted that what it cost us today for health insurance, is what the total General Government budget was ten years ago.

Mr. Pierce noted that there is nothing we or the school department can do about it. The State has tied our hands on the type of coverage we can give. They have not tied our hands on such things as deductibles and co-pays. State law does require that all of our bargaining unit would have to agree.

-Mr. Dunham noted that if the State would give us some flexibility in managing our health care which they can do, with some employee reductions that we will probably have to do it would get so its not snow balling.

-Mr. Pierce noted that, essentially, the monster is eating us. We are feeding people to that monster until people at the State House do something about it.

-Mr. Barrette mentioned that this is a good exercise to do. Asked how much it costs to run the transfer station. Mr. Dunham offered that we are bringing in roughly \$750,000. The current sticker costs \$110.00 it would have to be \$200 to \$225. We are offsetting that by other sources of funding.

-Mr. Barrette noted that we are spending a million and a half to run a business that brings \$750,000. We need to ask ourselves...Do we need to be in the trash business?

-Mr. Dunham noted that by the time we get our to FY'14, with some small turn-arounds in some of the items listed, some of that so called structural deficit is probably 90 to 95% gone.

-Mr. Dunham mentioned that he and former Chairman of Finance Committee Mr. Baker used to meet regularly discussed these budget matters. There would have to be a 30% cut in the total operating budget in General Government and Schools in one year.

-Mr. Dunham noted that if there is a silver lining here it is that each year the budget cuts from the State makes us less and less dependant on them. On discretionary aid we are down to less than \$2,000,000 a year right now. Spoke briefly about the Town of Yarmouth and their well structured government and the way their budget, in particular their Stabilization fund, has been impacted.

-Mr. Hunt asked after we apply \$150,000 in Free Cash toward the sewerage system, how much Free Cash is available?

-Mr. Dunham noted that \$975,000 will be available which is in line with the million dollar estimate we had

-Mr. Hunt noted that it certainly looks like it could get worse.

-Mr. Barrette suggested starting with level funding and have people run their budgets from there.

-Mr. Kennan mentioned that to do anything more than '0%' would be foolhardy given what we know. This is a lot of work and thanked Mr. Pierce, Mr. Hunt and Mr. Dunham for putting the information together. Regarding potential lay offs, Mr. Pierce has mentioned it several times, these are real people.

-Ms. Grundman mentioned the other concern is that this will jeopardize the integrity of our community. What are we going to do about this? Lay offs are devastating but level of services is also an issue. What kind of messages does this send about our community?

-Mr. Pierce noted that it is important that the public get involved early.

-Mr. Barrette noted that we are going to have to have lay-offs. People are not leaving Sandwich because of level services. People are leaving Massachusetts because of jobs. We need people to get involved with their State Legislatures to get the State take a more business friendly attitude.

-Mr. Hunt suggested that residents write to our State Representative, our State Senator and the Governor with their concerns about these budget issues.

-Ms. Grundman mentioned that she was encouraged with the School Department. At the end of the School Committee meeting she attended, she encouraged everyone to contact the State Government. The people should tell their representatives not to give the Governor the power to make the cuts.

The Board agreed that a letter to that effect would be drafted and sent to our legislators.

-Ms. Grundman noted that Senator Murray would be in Town tomorrow and she could hand deliver this letter to the Senator.

-Mr. Dunham noted that all of our General Governments staff does the best it can to deliver the level of service. Just as a comparison, the Town of Yarmouth has much more staff. If we had their staffing today we would have about one hundred more people. Their Account and Treasurer's offices don't issue a single School Department payroll check. For the amount of people, I believe, we give the best level of service we can.

-Mr. Dunham, referencing a recent conference call with Standard and Pores and bond prospectus, noted that the Town's bond rating just went up from AA- to AA. Part of the reason for this is the \$2.3 million in the Stabilization Fund, because we knew this day was coming. It is good to know how we are viewed by people out side of the Town. Sometimes we loose sight of these facts.

-Mr. Kennan read some of the positive information from the Standard and Pores report.

-Mr. Barrette noted that this is all about revenues and expenses; it is not all about personnel and health insurance.

-Mr. Pierce mentioned that there are some true leaders out there that could offer their suggestions. I hope they will step forward.

-Ms. Grundman noted that we need creative ideas.

Long Range Plan – FY'10 Goals & Objectives; Financial Projections-

-Ms. Grundman would like to add a goal – The need for a formal waste water plant.

1. Local Comprehensive Plan adoption and implementation
2. Sandwich Economic Initiative Corporation adoption and implementation

It was noted that quite a bit of work has been done on some of these goal and objectives

-Ms. Grundman suggested trying to get all the union contracts negotiated at the same time.

-Mr. Dunham noted that they are all done.

-Mr. Pierce suggested listing the Goals and Objectives in the order as they impact the FY'11, FY'12 etc. budgets and how do we go about doing that. Regarding an override, do we all agree that we cannot pass an override in FY'11 and '12.

-Mr. Dunham noted, regarding the first three, are all sort of related to each other so there may be a way to capture all three.

3. Regionalization Options & Opportunities

-Mr. Barrette noted that #3 answers the first two.

-Ms. Grundman noted that the first two represent action, the third is the outcome.

-Mr. Kennan agreed.

-Mr. Hunt noted that he and Mr. Pierce put up a dozen or so potential revenue items and that is all part of the structural deficit. If we can raise \$50,000 from one item, that means we can take one person off the list for firings, not before we publish the LRP update, but just going through the year to see if we can get our hands around that.

-Ms. Grundman suggested a goal should be identifying and exploring and prioritizing.

-Mr. Hunt suggested there should be a time line also.

-Mr. Barrette suggested developing a revenue enhancement plan.

-Mr. Hunt we are looking for a simple bullet like that and that is something that needs to be done every year.

-Mr. Dunham suggested looking at cost containment and cost savings and noted that some of these things may take a while but we will work our way through.

-Ms. Grundman agrees with Mr. Dunham and what is valuable about what Mr. Hunt has stated and Mr. Barrette is that in developing a plan and starting to tackle them you are going to be learning they may become easier. We won't be acting in a reactionary way.

-Mr. Keenan suggested reviewing inventory of town owned land.

-Mr. Barrette would to make it a little stronger...let's sell them if that makes sense.

-It was agreed to identify town owned land etc. and divest if it makes sense.

-Mr. Pierce noted that we've recognized a number of times the woe full way we have under capitalized our assets. We've got the effort under way in the Capital Improvement Committee and now we have to act on that this year.

-Mr. Dunham mentioned that they are actually working on that. They have actually been on site the last couple of days.

-Mr. Pierce suggested that one of the goals should be to make a decision on a debt exclusion to cover some real capital -- recapitalization of the Town.

-Ms. Grundman -- We need to make some decisions about Golf. With the newest report in, we need to make some decisions to see if we can return some resources to the Town and make sure we are running that operation as efficiently as possible and gaining the most benefit to the Town financially.

-Mr. Kennan noted that right on the radar are the operations of the golf course and the profitability of the course as well as exploring every different mechanism to make additional funds.

-Ms. Grundman noted that the people want to know is there a way we can subsidize not quite so much the operations of the golf course. If we could return \$50,000 or some money to the general fund from the operation of the golf course, that would be a good thing.

-Mr. Pierce mentioned that the argument that he heard about is against the \$50,000 number that the Revolving Fund is there to fund investment in the golf course. Are we the one who decides how to spend that money?

-Mr. Barrette -- we are assuming that the golf course can generate some revenues toward their operating requirements and what we want them to put into operating their Revolving Account -- there are, in kind services that the town provides to that operation that the golf course does not get billed for.

-Mr. Dunham noted that the golf course pays for their health insurance, any workers compensation and unemployment and we charge them a stipend each year to the Treasures and Accounting Office for doing their bills and payroll. The balance in the account is about \$250,000 and you need to have a buffer. Town Accountant Doreen Guild can come in and explain this at a future meeting.

-Mr. Barrette - Sandwich Hollows Golf Club issues follow up -- proposed implementing the top two or three priorities that the Golf Committee comes back with from the golf report. Accessibility should be put at the top of the list.

-Mr. Dunham noted that, regarding the topic of land use, in Executive Session it would make sense to have Attorney Jeanne McKnight who wrote the article could come to a meeting and explain what she thinks we could do to explore some of those options.

-Mr. Kennan asked about the public safety Police Chief is there anything we can do in tandem with separating the position from civil service.

-Mr. Dunham noted that that special act is in the Legislature, possibly in the House level at this time. Mr. Dunham's thought was as soon as that goes through to get going on the replacement process.

-Mr. Pierce noted that he is concerned about the over time issue in the public safety sector in the FY'10 budget. That is a thorny issue in a lot of ways. The solution may involve something at the dispatch function in the two departments. If the two departments reported to the same person it may be easier to solve some of those issues. Most concerned about paying trained people time and a half for something entry level people can do for straight time is not good for the bottom line.

-Mr. Barrette suggested that to get someone to manage both the Police and the Fire Departments with those skill sets and expertise would be very difficult and doesn't think we will be able to attract the right person.

-Mr. Pierce agreed. That person would probably command a \$200,000 salary and we are not prepared for that.

-Ms. Grundman noted that Emergency Management seems to be an area that is going to be opening up. J. J. Burke in the Fire Department has already been taken on the staff at Boston College. He is getting in on the ground floor of emergency management as it relates to public health. There's a lot going on in this field but this may not be the time for us. I think we should stick with the plan we have.

-Mr. Dunham noted that in most large cities they have a public safety director is over the chiefs. The person who is the head of the Mass. Municipal Consulting Group noted that there is a law in Massachusetts that says basically a police officer can not be a fire fighter at the same time. Basically, you cannot have an overlap. Police Chief Miller and Sgt. Mike Nurse will be coming to a meeting in November, before Sgt. Nurse leaves for Afghanistan. Sgt. Nurse has done a lot of work on over time. Mr. Dunham noted personnel statistics from the Town of Yarmouth that is a smaller town than Sandwich. The way you address

the over time is to get more people. It boils down to, do you want to drop blow three sector cars for a town our size?

-Mr. Hunt suggested that the math would tell you that that would not be the way. Hiring people would cut down on over time. You have to do the comparisons looking at the whole picture such a benefits. A little more work should be done on this. The whole over time issue is worth looking at very carefully.

-Mr. Pierce mentioned that he doesn't want Mr. Dunham to spend any more time on researching the public safety chief concept but the over time issue does deserve a lot of attention.

-Mr. Dunham suggested that something the Police Chief mentioned at one time that if one cruiser covers another, if you wanted to back fill, then that would cause more overtime. According to research that Sgt. Nurse has done, if you had the magic number of 34 positions in the Police Department filled 100% of the time the over time would go down. We have been authorized for 37 positions. It is believed that since Chief Miller said that in the ten years he has been chief we have never had a full compliment of 34 officers at work.

-Mr. Barrette suggested we should also have data on historical vacancy rates and what it would take for staff to cover that vacancy.

-Mr. Hunt noted that about a year ago Mr. Dunham took the initiative did the leg work on figuring out with the Fire Dept. what the staffing should be but with vacation and people out stick etc. May be there is a way to look at this and may be there is a nominal way to staff to possibly reduce the effect of that.

-Mr. Barrette, referring to the Matrix compiled by Mr. Hunt and Mr. Pierce, suggested that the Board needs to redefine Core Services such as those offered at the Transfer Station.

-Mr. Hunt suggested possibly talking about a Pay-As-You-Throw Program.

-Mr. Dunham noted that he is meeting next week with a vendor about this.

-Mr. Hunt mentioned that he spoke with a town that charges \$325.00 for their transfer sticker. Back to \$155.00 with the Pay-As-You-Throw Program which covers the cost of operating the transfer station and then-to-buy-bags and those are the only bags you can throw refuse at the transfer station. You can buy them at a store and the Town gets most of the money and the store gets about 10% for carrying the bags. The Town gets enough money to cover the variable costs such as the tipping fees. Their goal is to cover 100% of the cost of running their transfer station. We will really have to take a hard look at this.

-Mr. Barrette suggested – Establish performance matrix for public services and departments. How do we measure ourselves.

-Mr. Dunham added comprehensive wastewater management plan and public safety overtime analysis.

-Mr. Grundman as about a discussion on the creation of a Sandwich Public Schools district? Has that been decided that in Massachusetts it is legally not an option.

This has not been looked into.

-Mr. Barrette suggested taking this idea to the Conference Committee.

-Mr. Pierce, because he said he would, said 'hi' to Bob.

-Mr. Hunt mentioned that once the Board approved a final list then we should then schedule throughout the rest of this year meetings and get through all of these things and show them in order and get through all of these things. We need to stay on top of these.

-Mr. Hunt noted that he will not be attending the November 19 Selectmen's meeting.

Other-

It is the consensus of the Board that Mr. Dunham will draft a letter to the Governor regarding potential cuts in local aid as discussed earlier in this meeting.

Mr. Dunham gave an update on the Segur easement - 143 Main Street and 145 Main Street. It is all set to go and everyone is on the same page.

ITEM #9 NEW BUSINESS

Ms. Grundman displayed a light switch plate with the Sandwich Boardwalk on it that can be purchased at the Summer Cottage located in Merchant's Square and at Sandwich Print Shop on Rte 6A. A portion of the sales is being donated to a Town Hall preservation fund. We may have other businesses in town coming up with other creative ideas.

ITEM #10
PUBLIC FORUM

Shawn Murray of the Sandwich Taxpayers Association thanked Mr. Dunham and Mr. Lapp for their work on this budget presentation.

Thanked Mr. Hunt and Mr. Pierce for working on the structural deficit and on the web site.

Offered his thoughts on union contractual obligations suggesting we should try to get all union members on the same page especially the schools which is the largest. It is necessary sometimes to make concessions to keep everyone working. The ramifications are huge. Union leadership has to listen.

ITEM #11
CLOSING REMARKS

Mr. Kennan, addressing Mr. Dunham and Mr. Lapp, noted that they have done an excellent job. This is a great Board. You have created great alliances. We are building the very foundation that is needed for going forward.

-Mr. Grundman mentioned something to bring to the Conference Committee moving forward on creating the compatibility between the accounting programs for the School and Town side.

Mr. Dunham offered some information on this matter.

Ms. Grundman noted that childcare will be provided (for the Special Town Meeting on Monday night) in the small cafeteria beginning at 6:30 p.m. thanks to the high school leadership group in the small cafeteria

ITEM #12
EXECUTIVE SESSION

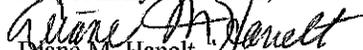
No need to continue Executive Session.

ITEM #13
ADJOURNMENT

9:45 P.M.

*MOTION TO ADJOURN WAS MADE BY MR. BARRETTE. SECONDED BY MR. HUNT VOTE – UNANIMOUS.

Respectfully Submitted,


Diane M. Hanelt
Administrative Assistant