

**TOWN OF WINCHENDON
BOARD OF SELECTMEN SPECIAL MEETING MINUTES
MONDAY, SEPTEMBER 20, 2017
Town Hall, 2nd Floor Auditorium
109 Front Street, Winchendon, Mass.**

Present:

Barbara Anderson, Chairwoman
Audrey LaBrie, Vice-Chairwoman
Austin Cyganiewicz
Michael Barbaro
Charles J. Husselbee

Keith R. Hickey, Town Manager
Linda Daigle, Executive Assistant

List of Documents Presented at Meeting:

- Draft Inter-municipal Agreement between the Towns of Winchendon and Templeton (attached)
 - Power Point Presentation Exploring Shared Management of Templeton and Winchendon (attached)
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The meeting was called to order by Chairwoman Anderson at 6:30 p.m. with the Pledge of Allegiance to the Flag of the United States of America.

Announce audio/video recording disclosure – Doneen Durling disclosed she would be audio recording the meeting this evening.

1. SELECTMEN COMMENTS:

Anderson commented that Ms. LaBrie, Mr. Hickey and herself went to two ribbon cutting ceremonies Saturday. The first one was Seppies. It was well attended and is absolutely gorgeous. The second one was Barbers Beyond. It was a great time and she was happy she had been invited.

2. OLD BUSINESS:

Discussion and Presentation on Shared Town Manager – LaBrie moved from the Board seat to the guest table as her role as the Chair of the Inter-municipal Agreement (IMA) Sub-Committee. She informed the Board that they met last week and before them was the final copy of the agreement which had been posted on the Town's website. She reviewed the changes.

PAGE 2, SECTION II-1. APPOINTMENT, TERM OF OFFICE; QUALIFICATIONS:

Language was added to give authority to the Chief Administrative Officer, if he so chooses to become a member of MART or another standing or ad hoc committees of either town.

PAGE 3, SECTION II-3. COMPENSATION AND APPORTIONMENT OF COSTS:

Added "d" which details the timeframe to be February 1st to certify the total and apportioned compensation to Templeton. Letter "e" was also added and details how Templeton's share of compensation will be paid.

FIGURE 1:

The paragraph after Figure 1 was adjusted by the attorney regarding hiring an actuary and language was added how the towns would share proportionately in retirement costs for the Chief Administrative officer.

SECTION 11-4. ACTING OR INTERIM CHIEF ADMINISTRATIVE OFFICER:

LaBrie noted verbiage was cleaned up outlining the powers of the Acting vs. Interim Chief Administrative Officer. Anderson asked for clarification. Hickey explained the Acting Chief Administrator would be in place for a short period of time and would not have the authority to appoint or terminate a position. An Interim Chief Administrative Officer, similar to Bernie Lynch when he was here, would have the authority. The Interim is for a longer position where Acting is just a few weeks most likely. Something significant could be brought to the Board of Selectmen. This is comparable to our Charter.

LaBrie concluded saying these were the only sections that they looked at. Hickey said she has summarized this well.

Anderson asked under REMOVAL, II-5 b) if either town pulls out of the agreement, you would have to notify the boards by Feb. 15, changing from Dec. 31st from the last one. Hickey offered a couple scenarios. The prior draft had an earlier date of intent for each community to continue. There was a lot of discussion and concern raised being able to leave the agreement and not have a penalty to pay. The committee went back and decided to push back the deadline until Feb. 15th to remain in the IMA for the next fiscal year. After Feb 15th, if either community decides to leave the agreement, they would be responsible for payment until June 30th of that year. If one of the community's decides to leave after Feb. 15th of that fiscal year, the IMA would be in force for the following fiscal year. Barbaro noted that services would still be rendered for the amount paid. Hickey noted the sub-committee pushed the date back as late into the budget process as they could. February 15th is awfully late in the budget process to find \$50,000 to \$100,000 if one of the communities decided they no longer wished to participate. He noted the sub-committee will remain and meet quarterly and if there are any issues, they will be discussed and there shouldn't be any surprises in February.

With no further questions from the Board, the Chair asked the Town Manager to begin his presentation.

Mr. Hickey explained he was asked by the Board to put a presentation together outlining the benefits to Winchendon for entering into this Inter-Municipal Agreement (IMA) and moving forward with this Shared Town Manager's position. He reviewed the following slides:

SLIDE 1 outlined the background of how this opportunity presented itself through being contacted in April by auditor Tony Roselli and representatives from the Division of Local Services. The Town Manager then presented the opportunity to the BOS in an Executive Session. The Board decided to look further into it. The Board then met in Executive Session with representatives from the Dept. of Local Services (DLS) and Bernie Lynch to discuss how sharing a manager would benefit Winchendon.

SLIDE 2 noted the Board established a sub-committee of two Selectmen from both Winchendon and Templeton who began meeting to create an IMA. They have been working for several months until this evening presenting the final draft. The Board committed to including an article for Fall Town meeting if the Board voted to approve the IMA for voter consideration. If the Board votes not to support, no warrant article will be drafted.

SLIDE 3 - WHY NOT SHARE RESOURCES? WHY SHARE A MANAGER AS WELL. Hickey spoke of examples of shared resources that we are currently sharing such as the water plant shared with Ashburnham, regional Police Dispatch with Royalston and regional fire mutual aid. There are many other opportunities to consider that he is aware of. Having a leader in both communities will provide an opportunity if there are other ways to regionalize to share resources to increase efficiencies and ultimately save both communities money.

SLIDE 4 – Hickey identified additional opportunities to consider sharing resources such as the Fire Dept. ladder truck, a DPW bucket truck, and a street sweeper. It felt like this was worth discussing. Regionalizing opportunities in parts of departments such as ambulance services, the Transfer Station, a procurement officer, a personnel officer is worthwhile to explore. Currently, we have a small staff for our water and sewer department and potentially could share staff resources for water and sewer in a local emergency. Also there are opportunities for better bid prices with bidding in larger quantities.

SLIDE 5 – WHY DOES SHARING A MANAGER BENEFIT WINCHENDON?

All of the reasons center around providing services to the taxpayer at an affordable rate without asking for overrides and not cutting back on services when at all possible, not just now but into the future.

SLIDE 6 – WHY DOES SHARING A MANAGER BENEFIT WINCHENDON EXAMPLES?

The Town Manager spoke about grants that have been awarded to Winchendon over the past couple of years that would not have been awarded without partnering with another community. He spoke about the two Community Compact Grants that could be awarded up to \$200,000. A shared Manager would play an important role in coordinating and facilitating a vision of regional economic growth. Examples of cost saving opportunities for sharing services have not been explored in the past. Sharing a manager would provide the best opportunity to explore those and others.

SLIDE 7 and 8 – AN EXAMPLE OF A REGIONALIZED GRANT AWARD and FY2016 CDBG SCORING RESULTS:

Mr. Hickey shared an email from Glen Eaton from MRPC who confirmed that Winchendon would not have received the CDBG grant without including Ashby. The next slide showed the scores for each town who received an additional five points for the application inching us just above others. He wanted to show the grants in the past because of regionalization.

SLIDE 9 – SUPPORT LETTER FROM THE DEPARTMENT OF REVENUE:

Mr. Hickey spoke of the support letter he received from the Dept. of Revenue (DOR) Division of Local Services regarding the Community Compact grant perspective. The DOR is incenting communities to regionalize with grants. The grants are specifically intended to provide municipalities with funds to cover various transitional costs related to shared services. Joint or shared service initiatives are viewed favorably and encouraged.

He noted that Town Manager positions are getting harder and harder to fill and this type of shared position would attract someone to apply.

SLIDE 10, 11 – WINCHENDON'S PROJECT POPULATION; WINCHENDON'S ANTICIPATED AGE DISTRIBUTION:

Mr. Hickey wanted to get into the affordability aspect and why in longer terms it will be cost effective for the community to share expenses. This slide shows a Projected Population chart

provided by the UMass Donahue Institute. The chart shows that there will not be a lot of growth in the next twenty years. In that growth, the population is going to age and more services will be needed. The number of kids will drop fairly significantly.

SLIDE 12 – WINCHENDON’S PROJECTED TOTAL PER CAPITA SPENDING VS. POPULATION:

The Town’s budget right now is about \$11.5 million dollars. The Town budget has increased about 5.75% a year based on past trends. In 2035, the Town’s budget will more than double. Unless there is a significant increase in commercial growth, property values and revenues are not going to increase at the same rate. A more conservative number is 3.5% each year, also a severe increase. How will we deal with this with a Proposition 2 1/2%? He doesn’t want to scare anyone with this and is just trying to provide information. This proposal isn’t just for today but more of a long term way to try to better utilize resources and assets we have to remain affordable and to attract new residents and businesses into Town while retaining the residents and businesses we have now.

SLIDE 13 – TOPICS OF UPCOMING PLANNING MEETING:

Hickey explained this part of the presentation was to look at affordability and what trends are. He received an email about a planned conference for municipalities to attend with one of the topics being “Strategies for Advancing Municipal Partnership.”

SLIDE 14 - “STATUS OF CONFLICT OF INTEREST LEGISLATION:

The Dept. of Local Services is working with the Governor’s office who is in the process of forming a team to sponsor language to resolve the roadblocks that otherwise discourages shared services. They expect it to be completed towards the end of this calendar year. If this was to move forward, we could reach out to Senator Gobi and Representative Zlotnik to request Special Legislation be filed and acted upon sooner than that three month period.

Hickey offered his conclusions. He understands a shared manager is a significant change in how Winchendon is doing business. He respects that and understands that. He believes there is a need to explore changes in how we provide services to our taxpayers. This is one option and feels it is a very viable one. Any change like this is only as successful as the people, organization that is in place to make it happen. He is confident and wouldn’t put himself out there if he didn’t feel he could do the work along with knowing the staff is capable of providing the support that he would need. He spoke about the talk people have had about this going from a fulltime position to part-time and he fully disagrees. He said “Yes, he will be in the office one less day a week, but the work load will remain the same. The expectation will be the same; the product will be the same.” He understands and respects the challenge. He will extend his work day, work week to successfully do that without impacting the quality of work he and his staff provide to the Board. Lastly, he again mentioned the grant advantages in having more than one community apply as he highlighted earlier. Having one manager operate the two communities, in his mind, will provide a greater chance of identifying and implementing cost saving measures that would benefit both communities moving forward.

Hickey asked if there were any questions or comments and thanked the Board for allowing him the opportunity to present his thoughts to them.

Mr. Hickey was thanked. Anderson asked if Board members had any questions. There were none other than from the Chair.

Anderson wanted to talk about him working full-time. She does not question his time knowing he has put in fourteen hour days the last two Mondays. She doesn't question the hours he spends working for the Town and knows the length of his days are incredibly long sometimes. She questions the correlation he has with the money Winchendon could benefit from with the rise in spending in the next twenty years. Hickey replied he didn't include specific examples because he was hesitant to share his thoughts on how we could save money sharing with Templeton without having a discussion with the people they impact. He offered some examples. We spend a million a community for a ladder truck. It is a specific piece of equipment that doesn't go to very many calls. It is an important piece of equipment to have and there are pros and cons to share to that equipment with another community. The most obvious is the response time. Also, he noted sharing the bucket truck, street sweeper, and ambulance services. There are other opportunities to share mentioning animal services, Fire Dept. needs and help with Public Works expenses. Could we share the Transfer Station because we need the volume? Templeton doesn't have a Transfer Station. If we could pick up a number of those individuals, the Transfer Station would be much more profitable and possibly drop the cost of bags. Procurement sharing offers us a better number with higher quantities to bid out. There are a lot of opportunities to explore.

Anderson asked how he would deal with the conflict of interest when looking at Economic Development for each Town. Hickey replied he would be more advocating to the region and sharing pros and cons with developers to make an informed decision on what makes more sense.

Anderson asked about Templeton wanting to hire an Assistant Town Manager. Hickey replied they have advertised for an individual who basically has no experience and would be at the Templeton's Town office building to supply support and assistance to the Chief Administrative Officer or Town Administrator. He didn't think it was at the level of an Assistant Town Manager but support staff. Anderson asked if he sees Winchendon seeking a similar position. Hickey replied, "no" but there might be sharing of a personnel or procurement person.

Hickey was asked who he would support as a temporary Acting Chief Administrator if needed. Hickey replied he would have a Department Head responsible from each community.

The Board had no further questions.

3. PUBLIC COMMENTS:

Kevin Miller came forward. He has been following this. He had specific comments on the Inter-municipal Agreement (IMA).

Section II-4a talks about a temporary Chief Administrative Officer, Acting and Interim. He said this was not clear.

The big question regards termination. If there is a decision by either Town, but particularly Winchendon, to cancel this agreement between Feb. 15th and July 1st, we pay up to 15 ½ months with this agreement continuing to be in effect. If you want to stop it, just stop it. He felt it was a very long time in a situation if you want out. There is no way in this agreement for both Towns to reach a mutual agreement to say stop. If both Towns agree to it, just walk away. Why does this have to be punitive? Barbaro explained this isn't punitive but budgetary and explained the budget process. Miller believed the communities could figure it out. Hickey added this was a valid point and outside of this agreement if both communities wanted to exit this agreement together, they could do that at any time whether it was in the agreement or not. It doesn't need to be there to be voluntary. He offered though that a line could be added to address this.

Miller brought up what was mentioned at the last special meeting what the public thought. He is one of the Administrators of the "Supporting Winchendon" Facebook page and he put up a survey on August 13th. He said it reached 1,684 people with over 56 responses and only one person said the Board should be able to approve the agreement. He was heartened to hear again this evening that the Board will bring the agreement to a Special Town Meeting.

Miller speaking about the presentation had more comments.

In regards to the Community Grants, the Town has done it before and we can do it again without a sharing our Town Manager.

Miller said if the agreement is approved, we will continue to be two independent communities and as two independent communities, we will have to agree collectively to what degree we share resources.

Another point, in terms of savings, the amount of money counted on to be saved is small, 40% of the Town Manager salary. That's not much in the grand scheme.

Lastly, he would personally argue to stop it now. We are spending too much energy and time. It doesn't make sense for Winchendon. If you continue, please hold to your commitment to take this to Town Meeting.

Debbie Giordano came forward.

She thanked the Board for exploring the idea and doing the research. She doesn't believe Templeton is the town to do this with. She use to work with Templeton for many years and saw their disarray and politics and it still hasn't improved. She highly suggested the Board talk to those Towns that have had agreements with them and their experience with them. She mentioned Hubbardston and Gardner. The people she knows from Templeton do not want this contract and hopes it will force the Selectmen in Templeton to offer more money to get a fulltime Town Administrator. She feels with Templeton's financial situation and political problems we should not do this. Winchendon will end up with the short end of the deal. We need to keep our fulltime Town Manager. She asked what if Templeton doesn't pay, what will protect Winchendon. Are there any penalties?

Hickey replied there are no penalties included in the Inter-municipal agreement. He finds it difficult to believe they wouldn't pay and if they didn't pay, we would have the ability to cover the costs including legal costs. He informed them that the Town has had an agreement with the Town of Templeton for a number of years regarding Animal Control and have had no issues with Templeton paying.

Anderson asked if the Templeton Board of Selectmen was bringing the IMA to their town meeting. Hickey replied, "No, they are not, they have the authority to decide whether or not they want to move forward on their own or bring it to Town Meeting." Last week when he spoke with a Board member, it was their intention to bring this forward to a Board meeting for a decision.

Ms. Giordano noted Templeton was seeking resumes for a Management Fellow and asked Mr. Hickey if he was participating in the interview process. Hickey replied that he had been asked to be on a panel to interview candidates and said if he was available, he would be happy to help them

with the interview process. He is not being paid. He also cleared up that he is not working with Bernie Lynch as a consultant as it has been suggested. He has spoken to Bernie in regards to specifics of his position, but he does not work for him. He regards him as a professional acquaintance and would be happy to meet with the anonymous person who posted that he was working with him and talk with him.

Guy Corbosiero came forward.

He informed the Board that Keith Barrows and Janet Corbosiero, due to previous commitments, were not able to attend this evening but asked that he reiterate their opposition to the shared Town Manager plan.

Guy read a written statement regarding the decision to share a town manager and the need for this to be made by all. We live in a democracy. The power should be vested by all people. He feels this agreement should die tonight and if not to encourage the Board of Selectmen to bring to the town to vote. He feels a Town Manager promoting both Towns that Winchendon would get short changed. He doesn't think this is a case where a man can serve two masters.

Greg Vine came forward asking for a point of clarification.

One of the lines on the slides mentioned if the IMA is approved by the Board of Selectmen, then an article for town meeting warrant will be brought forward. He suggested the word be changed to endorse and asked what the Board's intention was, whether binding or an endorsement. Anderson said if they decide to move forward, it was her intention and believed the Board has made it clear, to recommend it to town meeting.

Rick Ward came forward.

He said he was really sad they were still discussing going to Town Meeting with their still being some confusion. It was his understanding the Board voted that they would pursue this with the intent of going to Town Meeting. He wasn't sure the entire Board was where Anderson stood. He noted this is a major change and is regionalizing part of our government and it must go to town meeting. He is concerned there might be people out there that believe this is going to go to Town Meeting and would be here otherwise if not the case. He urged the Board of Selectmen to accept the document for presentation and vote at town meeting. His other concern, the slides were great, but again it is a wish list. There is no correlation that anyone can cite that having a town manager shared is going to give you those benefits. There is nothing out there giving that outcome because it is fairly new. Lee and Lenox, the only Towns doing it just started in July. The only actual thing he found was from the Mass. Municipal Association that Ashburnham and Ashby shared a Town Manager on a trial basis starting in 2011. He read a published statement from Selectman Tony that he was hopeful in sharing a Town Administrator would lead to the sharing of other services as well. As we get to know both communities there will be additional opportunities for cost savings. He said a year later, Ashburnham broke up with the agreement with Ashby. He read from an MMA publication that it was because of a recent decision including a 2-1 vote back then by Ashby Selectmen to not move forward with regional dispatch because things had changed Selectman Tony said in the article. It looks like all of our regionalized options with Ashby are dying on the vine. Clearly any long term relationship with Ashby and Ashburnham didn't pass the test when we started this journey. Ward noted that this was the only documented case that we can go to and it didn't work. Another example he gave the Selectmen was at one of their recent meetings an issue had come up with sharing a Fire Chief with Winchendon and Templeton and how that feel

through. At that time, one of the Sub-committee members, Diane Haley Brooks, said the reason why Templeton didn't regionalize with Winchendon because Templeton listened to their community when looking for a Fire Chief and didn't want to share. The community really wanted their own Fire Chief. Ward concluded that Winchendon feels the same for our Town Manager and that the Selectmen should listen to their community as voiced at a Town Meeting. Husselbee assured him he feels the Board has made the commitment to bring this to Town Meeting. Any approvals made tonight will be made with the intention to send to Town Meeting.

Rick Lucier came forward.

His concern was what happens to the intellectual information that is all gathered. It should be proprietary to Winchendon and Templeton. It shouldn't be handed to a third party without prior written consent of either town. He doesn't think the Town Manager should be sharing any of this information he creates while working for either Town. He said this is not as simple as what it sounds. He is one of the people that does consider that the Town Manager and Mr. Lynch might be collaborating on this and asked he do it on his own time, using his own resources. Hickey asked how he could convince Mr. Lucier that he doesn't have anything to do with Mr. Lynch. Lucier said it's just a gut feeling. Hickey said let me reassure you that this has nothing to do with Mr. Lynch. Lucier said he is not in favor but not in disfavor for what it could accomplish.

Jane LaPointe came forward.

She asked "why the Town of Templeton." Is it opportunistic and are we being reactive to them rather than proactive? She's thinking this is a good idea, there is a real benefit and what would be the characteristics of the community that we would want to partner with. She also shares the concern that we could be restrictive in any way going forward participating in grant applications with just Templeton. Hickey replied, "No, it is not restrictive."

Another thing, LaPointe was curious if it gets to that point of adding personnel to fill in gaps, what would happen to those people as a result of the agreement ending. She's thinking of different scenarios if set in motion. She mentioned at a prior meeting it was talked about that a representative from the state would come to speak, they could put more meat on the bones to what was alluded to in the Board of Selectmen Executive Session. They could be more concrete as the state and advocating for this and what they see as the benefits are and how they are prepared to respond to those kinds of things. Do they have a point of view what will make a partnership like this more successful or not given the peculiarities of individual towns and identities. She would be asking the questions, seeking lessons learned, and principals to incorporate into the partnerships. She is also concerned on the impact on the current staff and was pleased to hear that every Department in each Town will have their own Department Head.

LaPointe continued and said the biggest thing tonight is the slide on the projection of the town population and town budget. Clearly a shared town manager is not going to address that whole thing. She wondered what else is needed and realized she was off the topic of shared town manager but this is not only a question of management but leadership as well. There's a different way of thinking on that problem but she is not sure where it happens. She's on the Master Plan Committee. She asked where we begin to think about how to change that projection and not wait until 2025. She met a young person in town who talked about he and his friends in their 20s and how they can stay in town, work opportunities and to build a life. We have a lot of good things going on in Town but not sure what the Town's vision is and where it is going. She has concerns

on the shared manager concepts but is now really concerned about what she saw in the chart and how as a town we are going to deal with that.

Benjamin Cloutier came forward.

He said we are already sharing equipment and if we vote for this at Town Meeting, will there be more sharing going on. Hickey replied he thought there would be more sharing of town assets. Proposals will be brought before the Board and they would make the decision whether we share or not. LaBrie added we can't make a blanket statement, but each individual situation would be assessed. Cloutier asked if something were to go wrong and we wanted to get out of the agreement, can we. Anderson replied, in her mind, she feels we are changing the duties of the Town Manager as written in the Charter, so it goes to Town Meeting. If we decide to pull out of the agreement, it would be changing the duties of the Town Manager, and she personally thinks this would have to go back to town meeting. She believes the Board of Selectmen has the right legally to enter and exit the agreement, but ethically and morally, she felt the Board should bring it before Town Meeting to vote on a change in the form of government.

Cloutier hoped this would bring in more business with jobs being hard to come by. LaBrie responded, "Definitely yes. It would bring in more business; it's a combination of what is happening behind the scenes. Community and Economic Development will continue to be worked on whether or not we enter into this agreement. That is a goal for all of us."

Peggy Corbosiero came forward.

She said she has a problem sharing with people things we spent all kinds of money on and doesn't see why we have to do that just to get money. She felt we could do this without having an IMA. "There is no reason why the Town Manager can't go and get the money and do the things we do by sharing with other towns other than Templeton." She thinks it's strange we are thinking about this and spending attorney's fees and wondering exactly how we are benefiting. Anderson pointed out we don't have to share everything. Corbosiero was also concerned about sharing our mental resources as well. She thinks this is ridiculous and doesn't want to share our town or our top official in Town, our Town Manager. We need to all work together and do what we need to do. She doesn't want to take on Templeton's problems.

Matt Gwinn came forward.

He said there have been great comments tonight. He spoke about particulars about the agreement and was disappointed it didn't address how we will share equipment. It focuses simply on sharing of salaries and hiring and firing; it misses on a broad category of how we will function in this new form of government. None of it is addressed here and how we work together as a community. We want to bring opportunity here as a region and not as separate towns yet the agreement lacks that framework. The agreement misses the mark entirely and focuses on minutia rather than the broad strokes on how this would function. He feels the agreement should be reworked.

Another thing that is missing, he said, is a grievance process. What if there is a fundamental disagreement on how we share things? Barbaro explained the Sub-committee would get together before things got escalated and talk about it. They've worked a few months now and have a good understanding that if the agreement was to go forward, the sub-committee would continue knowing communication is the key. Responded about sharing things, Barbaro said what we are trying to do right now is talking about sharing a town manager. As time goes forward, the pool of

candidates shrinks and the competitive salary increases. In the future, it is going to be harder and harder to recruit people for this job. The combined position would be attractive for a perspective candidate. Gwinn encouraged the Sub-committee to address a grievance clause in the contract and asked the Board of Selectmen to reject the current IMA on those two glaring omissions.

Gwinn thanked Mr. Hickey for his presentation showing him the logic. He was disappointed in what he saw hearing a lot of "this is my opinion", "this is my logic," "this could be done," "this might be done." There are no more specifics than what they have previously seen. There was no totaling of what the financial impact to Winchendon could be. There was an illusion of future population growth and the growth of the budget. The chart was disturbing because we have a long trend leading up to the last few years that was ignored in one of those projections. There was a point that stood out that we all know about. We all went through a bumpy period and our budget had to go up to cover those bumpy years. Using those past years as a projection at 5.7% is artificial. The statistics don't work like that. As you interpret those slides, consider that. He commented about the million dollar fire truck. That fire truck is the most expensive thing the town could buy other than a building. Over its lifetime at 30 years, it's about .3% of our budget. We are not breaking the bank in the long run. What we are to look at here is what are we really doing. We are deluding the resource of Mr. Hickey and his value. He should be applauded for the grants he has put up as an example of how we can work together with other communities. Mr. Hickey is very good at doing that; those grants already exist today outside of the agreement. There is no clear hard evidence to say this is a benefit to Winchendon. There are some very good points made about the shift in demographics, about attracting businesses, very valid points but he would argue that nothing said here this evening addresses those.

Kevin Miller had one more point having to do with the fulltime, part-time deal.

However you define it, the Winchendon job is fulltime; the Templeton job is at least a part-time job. If Mr. Hickey does do this, and he knows he can handle it, but that is working more than fulltime. One of the big learning's in the software development world he is involved in, is developers working more than full time, in relatively short time, actually go downhill. Its taken industry to learn the best productivity is when they work full time, not more than full time. More than that eventually goes downhill, everybody suffers. Regardless how you discuss the term, Winchendon is a full-time job. In his opinion, it's not that he doesn't want to share, but believes it will be bad for Winchendon in the long run, maybe not while Mr. Hickey is here, but it will be bad for Winchendon to try and have someone do a full time job in Winchendon and at least a part-time job in another town. In the last nine months, there have been things that have come up where there has been a lack of communication. Those will not get better with a town manager working more hours longer to do other things. That's the main reason why he thinks this is a bad idea.

Anderson read a letter from the DPW Director stating his department would benefit the most from a shared town manager position. The Transfer Station would benefit from greater usage, our wastewater treatment plant, as well as the water department, would benefit because you have to have licensed personnel. The added Highway Dept. help would be beneficial for paving, plowing, etc. Sharing their bucket truck and the potential of sharing their own municipal electric light company would also be beneficial.

Anderson said she also received a letter from Bernie Lynch who emphasized he sees opportunities with a shared manager position mostly for reasons already discussed. Anderson said she wanted to be sure the Board looks at the letters with this being an opportunity that has been presented to them to look into. The Board would have been remiss if they had not investigated this. The Board and the Sub-

committee have spent many hours on this investigating if this opportunity would be right for Winchendon. We haven't decided yet; but they had to investigate the possibilities.

Anderson asked if there were any more Selectmen questions or comments.

Cyganiewicz thanked the Town Manager for the presentation and the public for their comments stating it was nice to have well informed people here. He stressed the importance of hearing more people and agrees with having a public hearing at Town Meeting and maybe more people will speak on it. He thinks the Sub-committee should go back to do a little more work, particularly sharing salaries and resources. The agreement just talks about just sharing a town manager. Hickey replied, "that is all it is supposed to talk about." Cyganiewicz said that we are marketing this also for sharing resources and thinks there needs to be something added, whether a whole separate agreement or not. He wasn't sure how to execute it. He asked how they are to access liability if there are possible damages. He also felt a grievance clause should at least be looked at.

Anderson said she wants to address the issue of shared resources but didn't think it needed to be included in the Town Manager's contract. The Division of Local Services told us they would give us a study and she expected that first. She expected a more solidified idea of what we are sharing and what we are accountable for. She thinks that should be a separate document. To say it's an understanding the Sub-committee will work it out if there might be a disagreement may not work and felt it should be addressed in the agreement.

Cyganiewicz also agreed the study the DOR referenced should be done. It was very comprehensive the one they did for Lee and Lenox. Hickey said the DLS is willing to do it. The Community Compact grant is opening up and we could apply for the grant and perform that study when they approve the funding for it. Cyganiewicz supports applying for it. Anderson feels the study is necessary and would give them reasons for doing this and why to take the risk. She would like to see more. Hickey said if the Board wants to pursue the Community Compact grant application, he would be happy to do that but it wouldn't be done for November. If the Board wants to move forward in that direction, he would urge the Board to make a decision that they are not going to move forward with this in November now because you don't have the information you are looking for or you need to see that report. He feels the Board either needs to take a stand we want to move forward or we don't. If the Board doesn't support this and vote to not recommend the article at Town Meeting, he doesn't believe it should be on the warrant at all. If the Board needs more information, he can work with Templeton to get that information and apply for a grant. Obviously that's not going to happen in November and encouraged the Board to inform the public there wouldn't be an article on the warrant in September for this if that is the intention of the Board.

Anderson said she felt she would be an uninformed voter and they would be doing a disservice to the town if not having all the information. She would be interested in a shared town manager in general and not specific with Templeton.

Barbaro said it is perfectly clear to him that what's been constantly asked is pushing the timeline out. The Community Compact grant won't be done for November. He believes this agreement for the future of the community is best. He doesn't think this community is ready for this and doesn't believe it will pass at Town Meeting. Templeton is on a timeline and ultimately if it doesn't pass, we've wasted a lot of people's time. A lot of hours have been working on this agreement and it could be tweaked a little bit. He said it won't be before Spring Town Meeting before you hear about the grant. He can't support continuing at this point. He doesn't think the community is ready for it or understands all the aspects of it. He doesn't want to continue to support an agreement that ultimately at the end will

not pass at Town Meeting and he doesn't want to lead someone else on. We can't give quantifying facts until it happens. It has to be worked through as you go. We can't put it in a nice bow and say here it is. All we are talking about is a shared town manager with the possibility of all these other things to happen. A lot of time and effort has gone into this and to continue to go down the road and push it out another five months is a waste of his time and the Sub-committee's time who has worked really hard on it. To wait for a study three months down the road doesn't help anybody right now. As far as he is concerned, he thinks that if the Board decides to go down for a Compact Community grant, we are just pushing down the inevitable. He doesn't think it's fair and he doesn't support it.

LaBrie said that Mr. Barbaro echoes her sentiments and if the Board of Selectmen wants the Sub-committee to continue to work, they certainly will regardless of Templeton's issues. We need to look at it from Winchendon's point of view. If the majority of the five of us wouldn't support this at Town Meeting, why push it on. Perhaps we could continue to look into a shared town manager in a broader sense without looking at a specific town. As the Chair of the Sub-committee, if the Board wishes them to go back and rework it, she would but before she would do that, she would like a vote on record from the five individuals how they feel about this.

Cyganiewicz said he wants to say yes to this but recognizes this is becoming more complex and thinks it needs more work. He recognized the timeline Templeton has but would like to see more research on the general idea and more work on the language. It could be a great idea but we have more work to do.

Husselbee said he took in information from the IMA and the general public to clear facts. He is also up here in the best interest of Winchendon. His personal belief is that eventually we will have to go down the course of some sort of regionalization as a small town in order to retain resources. This will not be ready for November fall town meeting. At minimum, we would have to wait until January or February to receive the grant and he doesn't feel it is appropriate to drag Templeton through our processes. He believes the opportunity to share our Town Manager with another community is possible and he encourages it. Is it appropriate to share right now with Templeton with the conflicting timelines, he doesn't believe so. He doesn't think he could go through with it at this time but wasn't opposed to looking down the road to share the Town Manager. He thanked the Sub-committee saying they have done a wonderful job with the amount of time they had been given to try and complete this. He said their work is not forgotten and not in vain. This template can be used for other Towns. It is a nice start but doesn't see it working currently or that it will pass at Town Meeting.

LaBrie, speaking on behalf of the Sub-committee, thanked Mr. Hickey who has put in a lot of time helping them through this and answering a lot of questions. Also she wanted to thank Mr. Terenzini, the current Interim Town Administrator from Templeton, for his time. She thanked CJ for his words.

Anderson echoed CJ's words and agreed this has not been wasted time but feels if we didn't pursue this and didn't look at it we would always be wondering what if. She feels we need more solid information and can't ask anyone to vote on this without being informed. Anderson supports continuing to look at this for the future feeling they might be forced to do this in the future. LaBrie asked to poll the Board before we allow any additional public comments.

Barbaro said the timeline doesn't work and moved that at this time, the Board does not continue to work to share a Town Manager with Templeton; secondary that we keep exploring possibilities of sharing a town manager maybe not today but down the road; Husselbee seconded. By a vote of all aye, the motion carried unanimously.

Kevin Miller wanted to point out that it was clear to him two things; the proposal is a piece; a single shared service. What you have been hearing here is an overall framework of sharing services and operations with Winchendon and another town. The question is was this agreement a step to that or is it one piece that you need to have a framework in place before you execute that piece. He would argue that they are in the place that this should be considered in the large. Take the time to figure out if Winchendon should collaborate, communicate and share with all of our neighbors.

LaBrie asked if the Sub-committee should be dissolved at this point or should they meet one more time. Barbaro thought they should meet one more time and wrap it up with the possibility of future talks down the road. LaBrie said she sensed from the Board they want to look into this further, not specifically with Templeton, and need specifics. She said you can't get into the nitty gritty until you move forward. She suggested a committee be formed to look into this further and include not only Board members but members of the community to be at a table with three to five, or five to seven members to take it to the next step. Barbaro agreed with an ad-hoc committee to look at shared services down the road but added this is one piece of a bigger puzzle. If people get involved in this, there would be a better buy in. LaBrie asked if Mr. Hickey had a sense of what members of the committee should be. Hickey said he wouldn't want to exclude those that want to participate and wouldn't limit the size. He felt you want at least five but if more than five want to pursue this you wouldn't want to dissuade them by limiting the committee. LaBrie asked should a notice be made to the public if anyone is interested in serving on an ad-hoc committee to research and present back to the Board to not only share a town manager with another town but also other services, to please send a letter of interest to the Town Manager's office and they would see what they could put together.

Jane LaPointe asked if the state will provide assistance with this. Husselbee replied they didn't know and will have to explore further. She asked if we could position a request to them if they think this is a way of the future that they would be interested in having some sort of support for a town that is trying to put some kind of structure in place. Hickey said his impression is that we could apply for a Community Compact grant but thought the state would be looking for some specificity on what we would be studying. LaPointe said it could be through a grant but would they be willing to come share some expertise and what they know and provide some direction. Hickey thought the DOR would be willing to come and give their opinion on things but if you're asking them for a thirty page report, they won't do that.

LaBrie asked about the window to apply for a Community Compact grant to get the committee in place and have them outline what to ask the state for. Hickey replied there is a window. The Community Compact acceptance period is coming soon. He will get that information to the Board. There was discussion and a belief that there wasn't enough time to figure out what to apply for and to complete the application for this go around and to aim for next year.

4. NEW BUSINESS:

Discussion of October Meeting Schedule – Anderson noted the next meeting is Monday, Nov. 25th and also the Tri-Board meeting on Thursday the 28th. They discussed the meeting dates in October and decided on Oct. 16th and Oct. 30th with any additional meetings that might be necessary at the call of the Chair.

5. ADJOURNMENT:

Barbaro moved to adjourn; Husselbee seconded. By a vote of all aye, the meeting adjourned at 9:21 p.m.

Respectfully submitted, Linda Daigle, Executive Assistant



