



TOWN OF BOXBOROUGH NOTICE OF PUBLIC MEETING

**SELECT BOARD
Meeting Agenda
Saturday, September 25, 2021
8:30 AM
Conducted via a ZOOM Event**

Item #	Estimated Start Time	Action Vote/ Accept & POF
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This meeting is being conducted via Remote Participation, pursuant to the Current Executive Order. See the end of this Agenda for remote participation instructions for the Regular Session portion of this meeting

1. 8:30 AM OPEN SESSION

Select Board meetings have a number of topics and issues that must be discussed and deliberated by the Board. We ask that residents hold their comments until the Board has had the opportunity to get their questions answered. Due to time constraints, the Board may not be able to accommodate comments from all residents on all topics. Please wait to be recognized by the Chair before addressing the Board. We ask that participants be respectful and civil. We thank you for your understanding.

- 2. Staffing Plan Update - Terenzini**
- 3. Review FY 2022 Goals - Terenzini**
- 4. FY 2023-2025 Goals Discussion - Terenzini**
- 5. FY 2023 Budget Guidance - Terenzini**
- 6. Town Administrator Recruitment- Terenzini**
- 7. Request for Transparency / Communication - Lipari**
- 8. 11:00 AM Adjourn**

VOTE:

2021: 9 /27; 10/4; 10/18; 11/1; 11/15; 11/29; and 12/13

Boxborough Leadership Forum (BLF): 10/5

2022: 1/3; 1/24

FY 23 Budget Workshop: Sat. 1/15/22 [Joint w/FinCom]

Join Zoom Meeting

<https://us02web.zoom.us/j/87436111796>

Meeting ID: 874 3611 1796

One tap mobile

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Dial by your location

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BOXBOROUGH SELECT BOARD

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John Markiewicz, Chair

Leslie Fox, Clerk

Wesley Fowlks

Jennifer Campbell

Diana Lipari

MEMORANDUM

To: Select Board

From: Carter Terenzini, Interim Town Administrator

Subject: Workshop Items

Date: September 22, 2021

CC: R. Hudson

Carter

This is to touch upon the hoped for discussion on each of the agenda items:

2. I will brief you on the status of the Staffing Plan research; work effort and seek clarification on the scope of the look-see; is it just Town Hall or is it Town-wide?
3. Upon discussions and input that I have received, I see the major goals for my remaining time with you as follows:
 - Staffing the Treasurer/Collector's Office & Building Inspector;
 - ARPA Spend Plan;
 - Staffing Plan;
 - Total Compensation Study (As feared the actual proposal tops the budget by roughly \$1K and does not include the per-diems);
 - FY '23 Budget;
 - Briefing you on the TA search;
 - Recreation Field User Fees; and
 - Daily administration of matters not permitting of delay
4. Establishing your hard goals for the coming three fiscal years (FY '23-'25); in that manner I can seek the input of the Department Heads (DHs) on the costs thereof and the timelines needed as well as any potential phasing. [Click Here](#) and go to page 46
5. I need to understand your direction with respect to the bottom line of the budget; adding ...xyz, level services, level funding and the like, in order to craft a guidance memo to all of the DHs (Sample Attached). Under this item I will update you on the Public Safety Total Compensation Study.

6. I have previously distributed materials on Challenge Statements and the like and the Chair has previously distributed materials on the current Town Administrator (TA) job description, the Town Gov't Study Committee, the SB Rules & Procedures and the like.

At the end of the day you need to define the challenges you believe the community and organization face, the construct of the TA position and its authority, and the technical and personal skills and attributes you need in the incoming TA to deal with those challenges within the job construct. You also need to identify a process to include the community via survey in building your profile, screening panel or the like (provided you have been able to ensure they fully understand the foregoing three items you have identified to improve the chances the screening committee is on board and of a clear mind as to what you are seeking). Should you desire to use a professional search firm we will need opt approach the FinCom for a transfer to support the expense.

MEMORANDUM – OFFICE OF THE TOWN ADMINISTRATOR

TO: All Departments
FROM: Carter Terenzini, Town Administrator
RE: Countdown to FY '21 Budget & ATM
DATE: December 2, 2019
CC: BoS; Advisory Committee

Carter



**IF THIS IS YOUR FIRST TIME ON THE BUDGET SUBMISSION PROCESS
AND/OR YOU WOULD LIKE ADDITIONAL TRAINING
LET ME KNOW ASAP AND WE CAN DO A GROUP OR ONE-ON-ONE AS NEEDED**

All items for the 2020 Annual Town Meeting are to be submitted by 10 a.m. on Monday, January 6, 2020 to Adam directly at alamontagne@templetonma.gov. You are welcome to submit them at any earlier date if you would like to get the task off your “to-do” list. Your January 6th submission needs to include your operating and capital budget requests and any Town Meeting Warrant articles, BoS policies or By-Laws you are proposing for the coming fiscal year. Please remember to include your revenue projections and justification, annual surveys, using the comparison charts, narrative, and/or reports that are needed to fully consider your request. You will find attached the organizational chart showing which Boards and Committees your unit supports. **Please advise the Boards & Committees that your unit supports of the timeline and needed information.**

All Annual Reports need to be submitted by 12 p.m. on Wednesday, February 26, 2020. We cannot guarantee the inclusion of any report submitted after that date. As you may recall that format is 1” margins all around, Times New Roman 12 font, single spaced, submitted to Holly directly at hyoung@templetonma.gov electronically. Please understand that we reserve the right to edit for space and presentation.

I. Submission Format:

Account Numbers: You may wish to review how it has been working for you and whether or not you need to change which accounts you have placed various items into. As with any system, there is always room for improvement so let us know how if you think any changes are needed.

Electronic: We are using the final FY '20 budget template for FY '21. You will need to enter the details of your request into the electronic spreadsheet for your unit. Write any changes over the information that is there and delete the name and unit pricing for items you do not need. Every tab has been created to roll the bottom line into your Department and Sub-Account requests. Do NOT delete rows. **If you need more rows, you must add them above the line entitled “Lump Sum Disallowed”.**

Please make use of the formulas that have been put into the template. We still have some departments wiping out the formulas, doing the calculations on a calculator, and then inputting the

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number. As you can imagine, this caused many problems. We tried to catch all of those and fix the template. Please let us know if there is something we did not catch.

You will need to provide the proper item name, quantities and price per item. The spreadsheet should calculate the extensions and totals for you. **Please do not change the column width or row height or add columns.** If you believe you need these let us know so we can change it at our end for you.

Please attach any text, catalog cuts, quotes from vendors, surveys from area towns, sections of statute or other materials you anticipate that we will need to consider your various requests, to the email by which you send us your completed budget request.

And

Paper: Please provide a paper copy of anything you could not email.

II. Overall Guiding Philosophy:

The BoS has held its retreat and its Level of Service Philosophy and priorities amongst the functional areas remains essentially as it has the past few years. This year, however, their goals have many more specific targets and/or physical improvements they wish to undertake, and they have been formally adopted. Please review these goals to make sure you have requested any needed funding or submitted any needed policy or By-Law to implement their wishes. I can't guarantee the budget can absorb it, but we do need to show we made the effort.

As to a Spending Target; While I expect you to be reasonable in your requests, I do expect you to request what you need to deliver your services at a quality level as we did for FY '20. As always, please be looking at any eliminations, combinations or modifications of positions or method of service delivery that will let us continue to assure the taxpayer we are being cost effective with the use of their tax dollars.

I do not have any expectation that each of you can – individually – produce a budget meeting the needed targets driven by Proposition 2 ½. The obligation to meet that target falls upon me. I will be following the Prioritization of Service established by the Board and my best judgment in how we can achieve that goal while delivering service in keeping with their level of service philosophy.

III: Guidance for your Planning:

Past Spending: As I write each year, please do not tell me you need x\$'s because you spent y\$'s last year and it is going up z%. **I view this as a zero-based budget process.** You will need to tell me how you came to your quantities and what today's unit pricing is.

Coordination of Items: I think we have completed our realignments but if you used to be responsible for an item that is moving, PLEASE coordinate with the other department to ensure that – at the end of the process – all normal and ordinary functions have been accounted for!

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Net Spending: Do not reduce your request by any anticipated grants. Request the entire amount needed and advise me of the anticipated revenue from the grant.

- 1.) **Utilities & Postage:** I expect heating, diesel and gasoline unit pricing to increase 5% over your FY '20 experience. Postage rates are not expected to rise. Remember electricity costs go up \$8k as the TMLWP eliminates this from our PILOT.
- 2.) **Equipment & Facility Needs:** Include **all** of your capital requests in your 5700 account. I will move those items subject to the capital committee process to a freestanding capital article as I did last year. If your need falls under a different lead department, such as Buildings and Grounds, coordinate with the other Department. **If you have not already submitted all of your items to Capital Planning you must do so ASAP.**
- 3.) **Personnel:** Please remember that, excepting seasonal employees and those for whom an exemption has been granted under the policy statement entitled "Reduction & Control of the Cost of Employee Benefits" adopted February 27, 2017, all employees must be full time or less than 20 hours per week. Submit your payroll projections under the current classification and organization plans unless you are proposing a specific change (see below). Please be sure to look at your union contracts for any employees who are moving on steps for the contracts that are complete. Keep in contact with us for those units we are still talking with.

Do not include any raises for non-union personnel unless they are under contract providing for the same or it was in their offer of employment. **For the General Fund**, I will request a reserve for these as part of the BoS intergovernmental sub-account. **For the Sewer Fund**, you should put a similar reserve (think in terms of 2% of all non-union wages) in your intergovernmental sub-account. I will also deal with a reserve for union raises. These several reserves will contain sufficient monies to cover the changes in the minimum wage law.

Please note that this year you are to request funding for 52.6 weeks. Over the next few years I hope to move to budgeting for a full 53 weeks each and every budget cycle. This has been described as best management practice by the Auditors.

4.) Expansion or Change in Service Units: Please do not include any expansion of staffing or programs in the coming year unless you can directly show how that relates to the overall guiding philosophy in some fashion. The bottom line, unless otherwise requested by the BoS, is neither full time equivalent staff (fte) nor full time benefit (ftb) counts should be going up!

If you are requesting any expansion of staffing or services, you need to be able to show one of the following:

- a.) You have planned a program with measurable service output, a demand for the same, and your ability to charge fees sufficient to keep it revenue neutral; or
- b.) You have to deal with a statutory or regulatory change that has created the need to expand your areas of service; or

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- c.) You must meet a grant requirement.

5.) Insurance and Employee Benefits: Please let us know if you anticipate any changes in your current employee profile (i.e. retirement, single to family, etc.). We will do all of the calculations at this end. I will provide Enterprise Funds with your anticipated liabilities for your budget.

6.) Indirect Costs: Once we have a Draft omnibus budget we can advise you of any indirect costs that will need to be rolled up into your budget.

7.) Revolving Funds: Please let us know if you need the cap raised, need to add any authorized revenue or expense items, need a new fund, or believe you can abolish your fund and deal with it in the general fund.

8.) Revenues: We have calculated our revenue projections for FY '21 and you will see them in the template. We used the so-called five-year rule (removing the high and low, averaging the three years, and then make an educated guess as to an increase or decrease). Please review them and let us know if you think we are off base. **This is the year that the Community Services Group is supposed to be submitting a full review of their fee schedule (including an analysis of the swimming program). Right now, a Recreation study is being conducted by the Master of Public Administration students at Westfield State University which we expect to be complete in December. Also, the Administration & Finance will be submitting a review as well.**

For all other units, please advise if there is a new service required by statute and the proposed fee(s) to cover your costs in providing that service. If you have found a fee we charge is out of line with area towns or we provide the service at a lower cost than others or you need funds to support any proposals please submit your proposals, the reasoning and the increased amount of revenue you think it might raise.

Justification: Remember to submit the survey, statute, or calculation which documents or justifies why you are asking for what you are asking for. Those make a compelling argument when being questioned by the Advisory Committee or on Town Meeting floor. Providing a FY detailed breakout and justification shows you are in full command of the facts and your needs. Be sure to use the set of Comparison Communities adopted by the BoS and attached. We have added this to your template for your ease of reference.

9.) OPEB & Reserves: Plan for the OPEB analysis to be done on a regular basis. For the General Fund we have a plan in place to make annual funding contributions to the reserve as a percentage of certified free cash. **I am asking the Sewer Fund to continue their \$25,000 line item for an annual contribution to the reserve. This, together with an annual contribution from retained earnings, will give us substantial progress toward a path to full funding.**

10.) Timeline: As always, we appreciate your review of such matters in case we have missed something or you believe it needs to be adjusted. Let me know what or how and we can talk.

General Schedule: With your cooperation, we hope to meet or beat the following schedule:

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All requests submitted	January 6
First Review	Week of January 27
Second Review	Week of February 10
Presentation to BoS	February 26

I will get you specific dates and time for our internal budget reviews over the next few weeks.

BoS Budget Review: We are planning to continue the joint review sessions with the BoS and Advisory Committee. **Please save the dates of Saturday, March 14 and Monday, March 16 for meetings with the BoS. The snow dates for the Saturday meeting being the following Saturday, March 21 and the**

Monday would be on Monday, March 23. I'll keep you posted as to when you are scheduled to meet with them as they consider my recommendations.

I look forward to working with you. Please feel free to reach out if questions arise during your preparation of your submission.

Attachments: Budget Template SS; BoS Goals; Budget Narrative; Comparison Communities

Countdown to 2020 Annual Town Meeting

<u>Checkpoint</u>	<u>Day</u>	<u>Date</u>
Town Election	Monday	May 18, 2020
Town Meeting	Wednesday	May 13, 2020
Advisory Committee Drop Dead to Issue Report	Monday	May 11, 2020 ⁽¹⁾
Target Date for Voter's Guide to be Available to Public	Wednesday	May 6, 2020
Drop Dead for Warrant & Advert to be Posted/Published	Wednesday	May 6, 2020 ⁽²⁾
Drop Dead for BoS to Submit Warrant to Constable & Advert to Newspaper	Wednesday	April 29, 2020
Annual Town Report in Town Clerk's Office	Tuesday	April 28, 2020 ⁽³⁾
BoS Takes Final Vote on Warrant	Wednesday	April 22, 2020
Advisory Committee Public Hearing on Budget	TBD	TBD Advisory Committee ⁽⁴⁾
Drop Dead for Ballot Questions & Officers for Annual Town Election	Wednesday	April 15, 2020
BoS target for Ballot Questions & Officers for Annual Town Election	Wednesday	April 8, 2020
BoS Drop Dead to Transmit Final ATM Warrant & Budget Recommendations to Advisory Committee	Wednesday	April 8, 2020
Last Day to return nomination papers	Monday	March 30, 2020
BoS Adopts Budget & Draft Warrant Recommendations	Wednesday	March 25, 2020
BoS Budget Workshop (Answers to Q's) SNOWDATE	Monday	March 23, 2020
BoS Budget Workshop	Monday	March 16, 2020
Desired Date for NRSD to Adopt Final OPEX budget	Monday	March 16, 2020 ⁽⁵⁾
BoS Budget Workshop Presentations SNOWDATE	Saturday	March 21, 2020
BoS Budget Workshop – Presentations	Saturday	March 14, 2020
ATM Warrant "Closes"	Monday	March 2, 2019 ⁽⁶⁾
TA Presents Budget & Warrant Package	Wednesday	February 26, 2020
Drop Dead to submit Annual Town Report(s)	Wednesday	February 26, 2020
Nomination Papers Available at Town Clerk	Monday	February 24, 2020
Drop Dead TA Concludes 2 nd Review	Tuesday	February 18, 2020
Desired date for NRSD to adopt Draft OPEX Budget	Wednesday	February 12, 2020
BoS "Opens" ATM Warrant to Citizen Petitions	Wednesday	February 12, 2020 ⁽⁷⁾
Drop Dead TA Concludes 1st Review	Wednesday	February 5, 2020
Request to BoS for Suggestions of Cover & Dedication	Thursday	January 30, 2020
Budget Estimate from WRRS	Thursday	January 30, 2020
Capital Improvements Committee Submits Proposed CIP	Wednesday	January 29, 2020
House 1 w/Cherry Sheets Released	Wednesday	January 22, 2020 ⁽⁸⁾
TA 1 on 1 DH Reviews (Week of)	Monday	January 20, 2020
BoS Meeting w/Legislative Delegation for Session Review	Wednesday	January 15, 2020
Capital Improvements Committee Submits Proposed CIP	Wednesday	January 15, 2020
Convention of the Committees	Thursday	December 5, 2019
TA Sends "Budget Guidance" Memo out to all	Monday	December 2, 2019
BoS Finalizes Goals & Adopts Revenue Estimates and Countdown	Tuesday	November 26, 2019
Fall Town Meeting	Wednesday	November 20, 2019
BoS Holds Goal Setting Retreat		<i>Done</i>

Footnotes

- (1) GBL Ch. 22 §6 “Copies of the report of the Advisory Committee shall be made available to the voters at least two days before town meetings and at all town meetings.” **However, an earlier report would allow us to meld their recommendation into a single Voter Information Guide.**
- (2) GBL Ch. 22 §4 “Notice... of every Town meeting shall be given by posting... in a public place in each Precinct as directed by the Selectmen not less than seven (7) days before the day fixed for the Annual Town Meeting, and not less than fourteen (14) days before the day fixed for a Special Town Meeting, and notice of said Town Meeting shall be published in a local newspaper and on the town website.
- (3) GBL Ch. 71 §3 “...to be made available to the residents on the official Town website on the last Tuesday of April of each year and for distribution at the polling places and also at Town Hall in the Board's office.”
- (4) GBL Art. IV §4 requires referral “... on or before April 10th...”
- (5) NRSD Member Agreement, Section V (a) (The... timing of and method of appropriation of funds... shall be governed by G.L. Ch. 71 §16(m)⁴...) [⁴“... the School Committee shall have the power and duty to adopt an annual operating and maintenance budget for the next fiscal year not later than forty-five days prior to the earliest date on which the business session of the annual town meeting of any member town is to be held, but not later than March thirty-first, provided that said budget need not be adopted prior to February first; provided, further that the superintendent may, with the approval of a majority of the member communities, submit said budget for approval following the notification of the annual local aid distribution, so-called.”]
- (6) GBL Ch. 22 §5 “Warrants for Annual Town Meeting and Special Town Meetings shall be open for a minimum of 14 days before closing and posting the warrants.”
- (7) GBL Ch. 71 §2 (“All officers, boards, standing committees, and special committees of the town... shall annually report thereon in writing... to the Selectmen for inclusion in the Annual Town Report on or before the thirty-first (31) day of January of each year.”)
- (8) 1st year of a Governor’s four-year term, HB1 is due five weeks after 4th Wednesday of January; Thereafter it is due the 4th Wednesday of January