

Tuesday, November 12, 2019
Board of Selectmen's Meeting Minutes
Foxborough Town Hall
Andrew Gala Meeting Room
7:00pm

Members Present: Mark Elfman, Chair; Leah Gibson, Vice Chair; Edward O'Leary, Clerk; David Feldman, Chris Mitchell

Others present: William Keegan, Town Manager; Michael Johns, Asst. Town Manager

Chairman Elfman called the Meeting to order at 7:00 P.M. and called upon William Keegan to lead the Pledge of Allegiance

1. 7:00pm - Citizen's Input

1.01 Public Comment – No Public Comment Offered

2. 7:05pm - Eagle Scout Proclamation

2.01 BOS presented Proclamation to Eagle Scout, Samuel Belanger; Chairman Elfman read citation: "The BOS that commends Samuel Belanger, Troop 7 Foxboro, on achieving the rank of Eagle Scout in the Boy Scouts of America. Recognition is given to Samuel Belanger for attaining the rank of Eagle Scout and for organizing and leading the development of construction of a POW-MIA Memorial and setup of benches located at St. Mary's Cemetery, Foxboro MA. Sam, your patriotism, love of country, and respect for the military fueled your decision to lead and deliver this project, and for that we are very proud of you. You have made a place for residents and visitors to reflect on and remember those prisoners of war and missing in action who were brave to serve our country and sacrifice greatly. In concept, design and construction, you remained focused and organized. You were resourceful and enlisted the guidance of Father Matt Wescott and John Ricker of Morris and Beggs Monument Company. This recognition expresses our appreciation for the many hours spent in procuring donations, obtaining materials, as well as recruiting and leading 16 volunteers through the project's completion. Congratulations on your achieving the rank of Eagle Scout. We would like to commend you on your dedication to the ideals of scouting and earning 27 merit badges, and for the leadership skills you have developed and demonstrated in scouting. You have set an example for many others who follow and we wish you continued success in your endeavors. The BOS is very proud and grateful for your successful efforts and would like to join your fellow scouts, family, and friends from the Foxboro community in honoring you. This citation is given under the seal of the Town of Foxborough on this 12th day of November, 2019. Signed by the BOS; Mark Elfman, Leah Gibson, Edward O'Leary, Dave Feldman, and Chris Mitchell. Congratulations!" For those of you who haven't had a chance to go down and see it, it really truly is an amazing memorial.

M Johns - Our Veteran's Service Officer and I were at the memorial on Memorial Day along with Sam and his family. We made a stop at St. Mary's Cemetery where we cut the ribbon and the VFW and American Legion were there with crowd on a great and glorious day. Beautiful work.

3. 7:15pm - Fire and Police Staffing Study Presentation by MRI Consultants

3.01 Fire and Police Staffing Study Presentation by MRI Consultants – Alan Gould, President; Brian Duggan, Director of Fire Services; Dave Kurs, Lead Law Enforcement Consultant

3.02 Introduction (Alan) - firm 30 years old, do public safety projects from SC to Canadian border, including Pennsylvania. Two forward-looking projects include Police Study and Fire Study. The Police Study (conducted by Alan and Dave) – follow up to 2016 report looking at policing in traditional way; around time when Chief O'Leary was leaving and you weren't sure about when another chief was coming in; needed help with setting a roadmap for priorities for new chief. Review a higher level, and another review next step for opportunities related to staffing on police side. The Fire Study (conducted by Brian) – more traditional organization study.

3.03 Police Study (Dave Kurs) – worked with Chief O'Leary to identify priority focus areas for new chief, and opportunities include:

- "Civilianizing" the Police Department – "Keep the cops the cops" reasons to add civilians include: Simplified and economical hiring process, similar skillset but lower salary, not interrupted by demands upon police, not impacted by transfer and/or promotion. Looked at potential department positions that may be suited better for civilians or at least opportunities for forward-thinking folks. Considered unique differences that Foxboro brings that would otherwise overwhelm other police departments such as those related to Gillette Stadium "surge capacity" (e.g., number of visitors, worldwide television location, etc.) Identified all roles that a civilian could do but are currently being filled by police officers, noting civilians do not have to meet all requirements that officers do. Skillsets are same but police officers should focus on areas of expertise.

- Information Technology – Police heavily technology driven, police officers not always best option, police are promoted, civilian provides continuity-relevance to field – one person looking at overall systems, becomes part of town's IT team, ultimately too important not to have expert

- Mental Health –Social Worker – Police and Fire interaction with mental health issues are becoming more frequent, eliminate re-occurring events for same person(s), more thorough and comprehensive approach, enhancing departmental approach to a variety of challenges, community engagement opportunities. Not enough support services and relying more on 911 – many repeat cases. Person with focused skillset will help with taking over and follow up so officers can focus on other emergencies.

- Fleet Maintenance – Police Dept. has 33 vehicles and Fire Dept. has 14 vehicles, one full-time mechanic for emergency vehicle maintenance will be able to efficiently manage ways to maximize preventative maintenance capacity, establish continuity and record management, and coordinate purchase of parts, tires, oils in bulk.

- Human Resource Person – would minimize time and disruptions to officers by making frequent hires for department and organizing hires for Gillette events. Can lead recruitment, selection process (e.g., manage resume and applications, arrange for letter/email confirmation, schedule process, conditional offer of employment), orientation of uniquely complicated benefits, and opportunity for collaboration.

- Analyst – Because Gillette Stadium events (in 2018 43 events where 1 event consumes collectively 2500 hours) dominate public safety, analyst would increase department effectiveness, provides trend analysis (e.g., each event workload, etc.) and budget preparation and justification

- Evidence Management – one of more seamless adjustments, reduce officer time because this function is critically meticulous (e.g., evidence drop off, etc.)

3.04 Foxboro PD Current State (Chief Grace) – Human Resources: currently use Town's resources to hire new employees who do work for Civil Service and get applications and lists that go to PD, then PD sets up interviews and full investigations including background checks, an investigative team is assigned to each candidate for interviewing neighbors, etc.; process complex and time-consuming yet not sure if civilian could do this process because of nature of required CORI background information, includes Chief and peer interviews, medical appointments and psychological backgrounds, online applications through academies, follow up, orientation process, equipment requirements, scheduling, officer training and 16 week FTO program with supervisor reviews. Manage employees for stadium – building model and works with JTTF and FBI, agency meetings, reach out to partners for resources, build platform for each game/event because each different, payroll and revisions; almost 200 officers for a 16 hour event + with 72K people supporting the city. Partner Foxboro model with other agency operating plans. Every event requires investigative division crime follow up and prosecution because Foxboro jurisdiction. Maintaining #1 rating in country for NFL events. Now using town-wide resources for crisis intervention, yet officers have to manage follow up for ensuring resources are provided Only 1 person does evidence. Opportunity for a regional analyst for managing data (e.g. 2018 24K calls) and sharing on dashboards – towns could share analyst for RMS system. Officer cannot keep up with IT.

3.05 Fire Study (Brian Duggan) – specialized in management of surge events. Forward-looking opportunity for organizational and staffing review focused on development of organizational capacity to retain the expected service level, such as EMS, # of fire units, response times, etc. Of 165 similar projects, Foxboro is one of top 5 “fire rescue agencies” reviewed by MRI with best practice areas in leadership with engaged forward-looking community focused leadership, innovation and embracing change for effective functioning, use of technology to gather data for prevention and inspection using 90-100% for RMS system, organizational policy to drive operation with customized cloud-based access to policies, community EMS acted upon instead of just discussed, and automatic aid for safe environments. Increasing service demand daily, and elongated response times (i.e., about 10 emergency calls/day, 22% response times over 6 minutes, 50% response times 6 or more minutes, increasing traffic complexity, 26% overlapping emergency calls, elongated responses becoming more common); Deployment need for a substation clear and current proposed location properly placed. Comparative analysis with Mansfield, Seekonk, Westborough communities – Foxboro unique and unmatched related to land area and population (82% of average people on shift for Foxboro) infrastructure and limited access highways. 5 Risk Areas – serving 2 customers of equal stature (community/stadium); diminishing service level based on shortage of resources; increasing response times; deployment model does not meet the Town needs, minimal administrative personnel to support operations – service level will diminish over time if resources not added. Strategic plan created to be forward-looking – outlines actions timed to consider demands on the organization and fiscal ability of community, strategically adds staffing and resources, develops appropriate organizational support, maintains service level to the community, and reduces response times.

3.06 Foxboro FD Current State (Chief Kelleher) – planning for a substation, evaluating locations on Rt 140 past Shell Station using criteria such as run volume, ability to access the highway, access to South and East Foxboro, Mansfield no longer backup since move. Looked at response times and did heat-mapping. Want to do better than 50% response times 6 or more minutes, higher than other communities. Rank and file very efficient at making themselves available for responding to next

calls, yet traffic issues cause higher response times for transport times to Norwood and Sturdy Hospitals. Instituted a robust emergency response dispatch program, gathering more information with SEMRECC software ahead of time to determine which equipment and resources to send. Aggressive at pursuing grants and using different funding mechanisms to improve processes and save community money.

3.07 Need for forward-looking plan (Mr. Keegan) – significant changes coming in coming years

4. 7:45pm - Selectmen's Update

4.01 Selectmen's Update - Chair Mr. Elfman. recognized the Veteran's Day efforts of Ally and Lisa in packed auditorium and outstanding band. Mr. Keegan commented that Foxboro has the only Veteran's office in the entire state run by 2 women and who are veterans. Branch theme songs played at the end with service folks standing.

5. 7:50pm - Town Manager's Update

5.01 Town Manager's Update - Mr. Keegan offered a few updates for the Board. Housing Forum being held tomorrow and expecting a good discussion about a priority issue and based on hall display feedback. Recommendation from Town Engineer to approve Verizon petition action item from earlier public hearing. Met with Stadium Advisory Committee to talk about single license concept and they were appreciative – one license is easier because they do not have to be out every time event occurs.

Action: Mr. Keegan to send calendar options for a follow up forum for financial team about budget process, goals, priorities, and forecasting for 2020, in hopes of being able to give instructions.

Action - Add to tonight's Action Items – Need approval for Annual Light Up the Town Event sponsored by the Parks and Recreation Dept.

Action -Mr. Keegan to send proposed schedule to nail down the budget cycle for 2019. Working on new process this year, and next meeting will be sending the tax rate for discussion.

Action - Mr. Keegan to send Citizen's Academy proposal by Mark Craig, Director Council of Aging & Human Service that offers opportunity to recruit folks to get involved in understanding how government works at local level.

6. 7:55pm - Assistant Town Manager's Update

7.01 Verizon New England, Inc. – Approval of Petition for Conduit Location – Spring Brook Road

Motion to approve: E. O'Leary, Second: D. Feldman, Vote: All members present voted in the affirmative.

7.02 Foxboro Jaycees – Public Event Application to place Holiday Decorations on the Common – November 30, 2019 from 9:00 am to 12:00 pm

Motion to approve: E. O'Leary, Second: D. Feldman, Vote: All members present voted in the affirmative.

7.03 Foxboro Jaycees – Public Event Application for Caroling on the Common – December 19, 2019, 6:00 pm to 12:00 pm

Motion to approve: E. O'Leary, Second: D. Feldman, Vote: All members present voted in the affirmative.

7.04 Sgt. Ken Fitzgerald – Approval of \$1,849.50 for Tuition Reimbursement

Motion to approve: E. O'Leary, Second: D. Feldman, Vote: All members present voted in the affirmative.

7.05 Planning – Acceptance of a Gift Donation of \$500.00 to the Planning Department from Barrows Insurance Agency for the Wayfinding Signs

Motion to approve: E. O'Leary, Second: D. Feldman, Vote: All members present voted in the affirmative.

7.06 Planning – Acceptance of a Gift Donation of \$5,000.00 to the Planning Department from PM Partners, LLC (Jeff Saletin – Forbes Crossing) for the Wayfinding Signage.

Motion to approve: E. O'Leary, Second: D. Feldman, Vote: All members present voted in the affirmative.

7.07 Veterans Service – Acceptance of a Gift Donation of \$250.12 to the Veterans Services Department from Foxboro Never Forgets, Inc. to be used for the Purple Heart Signs.

Motion to approve: E. O'Leary, Second: D. Feldman, Vote: All members present voted in the affirmative.

7.08 Parks and Recreation Dept. - Approval for Annual Light Up the Town Tree Lighting Event 4:00 pm

Motion to approve: E. O'Leary, Second: D. Feldman, Vote: All members present voted in the affirmative.

8. Adjourn - From Open Session

Motion to adjourn from open session at 8:30 P.M. and go into executive session and conduct strategy sessions in preparation for negotiations with nonunion personnel or to conduct collective bargaining sessions or contract negotiations concerning the Town Manager's contract and the Board not to reconvene in Open Session.— Ed O'Leary, Second D. Feldman, Vote: All Members present voted in the affirmative, 5-0.

9. 8:05pm - Executive Session To conduct strategy regarding collective bargaining negotiations with Foxboro Police Union and reconvene in Open Session. Also to approve Executive Session meeting minutes.