



Office of the
BOARD OF SELECTMEN
272 Main Street, Townsend, Massachusetts 01469

Sue Lisio, *Chairman*
James M. Kreidler, Jr.,
Town Administrator

Cindy King, *Vice-Chairman*

Wayne Miller, *Clerk*
(978) 597-1701

MEETING MINUTES FOR AUGUST 21, 2018 - 6:00 P.M.
SELECTMEN'S CHAMBERS, TOWN HALL
272 MAIN STREET, TOWNSEND, MA

I. PRELIMINARIES - VOTES MAY BE TAKEN:

- 1.1 The meeting was called to order at 6:00P.M.
Roll call vote taken showed 2 members present: Chairman Sue Lisio (SL) and Vice-Chairman Cindy King (CK). Remotely participating was Clerk, Wayne Miller.
- 1.2 Pledge of Allegiance.
- 1.3 SL announce that the meeting is being tape recorded and inquired if anyone else was taping as else.
- 1.4 Chairman's Additions or Deletions.
SL deleted 2.2: to be rescheduled.
SL moved agenda item 6.1.9 to 2.3 as Unitil Representatives were present to discuss.
- 1.5 Public Comment Period
Resident, John Page commented he would like all legal/litigation posted on the Town's website. SL asked Mr. Kreidler to check with Town Counsel.

II. APPOINTMENTS AND HEARINGS - VOTES MAY BE TAKEN:

- 2.1 6:00P.M. Senator Dean Tran, RE: Update for Capital Bond Bill and other Projects.
The Board met with Senator Dean Tran. Senator Tran announced the earmarks for Townsend all survived the Governor's veto powers and have been approved. Senator Tran informed the Board; there's \$7,100.00 for a Veterans' Memorial, \$80,000.00 for Town Common improvements, \$125,000.00 for a Masterplan, and \$500,000.00 for the renovations of the Hart Free Library.

Senator Tran informed the Board the next step would be to ask/request the Governor to release the funds, suggesting to the Board they pick one project to advocate for. After discussion the Board agreed to advocate for the \$80,000 for the Town Common improvements. CK advocated for the Library renovations stating the Town has the funds for the Common but cannot afford the construction cost for the Library. CK also reminded the Board of the ability to receive a \$250,000 disability grant that will help bring the building in compliance with ADA requirements. SL & WM agreed the Board should advocate for the Town Common and directed the Town Administrator to prepare a letter for signature of the Board at the next meeting. WM moved to sign letter for the Baker

Bond to release funds for the Town Common sidewalk replacement. CK seconded. SL & WM (YES) and CK (NO).

- 2.2 6:20P.M. American Flag Committee, RE: Mission Statement and Updates
SL moved to add 2.2 back on the agenda as the Chairman of the Committee, Todd Arsenault was present. Mr. Kreidler reviewed the draft document as attached with the Board members and the Chair of the Flag Committee, explaining the history of the actions taken over the last few years in regards to hanging the flags up. Additional discussion included: Flag etiquette, new safety laws, lighting for the flags, and if the Committee should be donation based or should they develop a budget for Town Meeting to adopt.

CK moved to identify the Townsend American Flag Committee as having 5 members with 3 year terms consistent with the fiscal year and to adopt the mission statement as the goal of the Town of Townsend American Flag Committee for the display of flags is to ensure proper flag etiquette in the Town Center while promoting patriotism in the community, the display of flags shall support the objectives of the Town and present the Town in a positive and professional manner. WM seconded. Unanimous vote.

III. APPOINTMENTS OF OFFICIALS/PERSONNEL - VOTES MAY BE TAKEN:

- 3.1 CK moved to appoint Robert Thompson to the Townsend Historic District Commission effective August 21, 2018 to June 30, 2021 and moved to appoint Susan Gerken to the Townsend Historic District Commission effective August 21, 2018 to June 30, 2021. WM seconded. Unanimous vote

- 3.2 See 3.1

- 3.3 CK moved to appoint Michele Grenier as Land Use Coordinator effective August 21, 2018 contingent upon the passing of a CORI and medical exam with a one-year probationary period. WM seconded. Inquiry regarding the interview/meeting process ensued. Ms. Shifrin spoke in favor of the appointment. Unanimous vote.

IV. MEETING BUSINESS - VOTES MAY BE TAKEN:

- 4.1 Review/Approve job description/classification for Water Department RE: Office Assistant. Mr. Kreidler informed the Board the position was reviewed and updated job description completed. The Board reviewed the description and classification documentation as attached. Mr. Rafuse asked the Board to declare the position vacant.
CK moved to declare the position of part time Office Assistant vacant. WM seconded. Lance Lewand, Chairman of the Water Commissioners informed the Board the position was 19 hours per week. Unanimous vote.

- 4.2 CK moved to approve and sign the road opening permits for 460 Main Street and 33 New Fitchburg Road. WM seconded. Unanimous vote.

- 4.3 CK read the 100th Birthday Proclamation for Catherine Warner Proctor, Boyes, Wilson. CK moved to approve and sign the proclamation. WM seconded. Unanimous vote.

4.4 CK read the proclamation for an Eagle Scout into the record. CK moved to approve and sign the proclamation. WM seconded. Unanimous vote.

4.5 Disposal of Surplus Property declaration, RE: Townsend Public Library to be transferred to care and custody of the IT Department.

The Board reviewed the attached request for declaration of surplus. CK moved to declare surplus the property as attached and to transfer to the care and custody of the IT Department. WM seconded. Unanimous vote.

4.6 Review/Approve Change Order #6 in the amount of \$6,814.28 for the West Townsend Fire Station contingent upon the approval of the Town Accountant.

The Board reviewed the change order (see attached) Mr. Kreidler explained the change order as requested by the Fire-EMS Chief. CK moved to approve Change Order #6 in the amount of \$6,814.28 for the West Townsend Fire Station contingent upon the approval of the Town Accountant. WM seconded. Unanimous vote.

4.7 Discussion, RE: Treasurer/Collector Interim Services

Mr. Kreidler informed the Board; interviews were conducted with four applicants, resulting in 2 applicants to be deemed viable. One candidate took a position in another town and the other stayed in her current position due to the lower wage scale and due the retiree health care benefit issue. Mr. Kreidler asked the Board's permission to solicit interim services. Additional discussion included: bringing certain positions up to market value, review of the matrix and comp/class plan, contractual vs matrix position and the differences.

CK moved to authorize the Town Administrator to initiate the recruitment for Interim Collector/Treasurer services. WM seconded. Unanimous vote.

SL moved to recess for five minutes.

V. OLD BUSINESS - VOTES MAY BE TAKEN:
N/A

VI. WORK SESSION - VOTES MAY BE TAKEN:

6.1 Town Administrator updates and reports:

6.1.1 Cable Update

Mr. Kreidler reviewed Special Counsel's comments as attached. Discussion of the request to recruit additional folks for the PEG Access Corp ensued. CK moved to put out a call for volunteers to be part of the nonprofit PEG Access Corp. WM seconded. Unanimous vote.

Mr. Kreidler suggested the Board meet with Special Counsel to discuss the able extension. The Board agreed to invite Special Counsel and the Cable Committee to the September 18, 2018 meeting.

- 6.1.2 Affirm the hiring of Marcie Furlong as the Records Clerk for the Townsend Police Department.

SL requested a legal opinion regarding the charter appointing vs hiring of employees. Staff to forward legal opinions received on the issue to the Selectmen for review.

CK moved to affirm and/or appoint Marcie Furlong as the Records Clerk for the Townsend Police Department. WM seconded. WM clarified to affirm or appoint based on the legal opinion. CK & WM (YES) SL (NO)

- 6.1.3 Reception for BOS – September 11, 2018 from 5:00P.M. to 6:00P.M.

Mr. Kreidler stated in the future this will be done after the annual election for newly elected Officials.

- 6.1.4 Volunteer Fair – November 13, 2018.

(Permission to close town hall to the public)

Mr. Kreidler informed the Board, the fair will be held in the Meeting Room/Library/Senior Center and requested the Board close Town Hall to the public on November 13, 2018 to allow departments to participate. CK moved to close Town Hall's evening hours on November 13, 2018. WM seconded. Unanimous vote.

- 6.1.5 West Meadow Bridge, Town Meeting Warrant Article.

The Board reviewed the draft article as attached.

- 6.1.6 Town Administrator Goals & Objectives.

The Board reviewed the updated spreadsheet (see attached) Discussion included dedicating new revenues for road maintenance. Mr. Kreidler informed the Board he would post on the Town's website for folks interested in reviewing.

- 6.1.7 Update RE: Job Description Executive Assistant.

Mr. Kreidler informed the Board he did review the description and it is similar with all comparable communities as identified by HRS. Mr. Kreidler stated he was working with SL and she did forward some other descriptions he intended to review. Mr. Kreidler stated he would have draft description completed for the next meeting, noting the position is underfunded.

- 6.1.8 Community Compact Best Practices Grant.

Mr. Kreidler gave the Board information regarding all the Best Practices and different financial data software packages available. (See attached)

~~6.1.9 Update, RE: Tree Cutting/Until SEE 2.3~~

6.1.10 Charter Review Committee Update.

Currently seven members appointed, still awaiting Finance Committee's appointments. SL asked if Staff could reach out to newly appointed members and try to schedule a first meeting.

6.2 Board of Selectmen announcements, updates, and reports. (NONE)

6.3 Board Correspondence. (NONE)

6.4 CK moved to approve the meeting minutes for July 10, 2018, July 31, 2018, and August 7, 2018.

WM remote participation was interrupted temporarily.

6.5 CK moved to approve the bill payable warrant and sign out of session. SL seconded. Unanimous vote.

VII: EXECUTIVE SESSION - VOTES MAY BE TAKEN:

CK moved to enter into Executive Session pursuant to GL c. 30A, s. 21(a)(2) to conduct strategy sessions in preparation for negotiations with nonunion personnel or to conduct collective bargaining sessions or contract negotiations with nonunion personnel. RE: Police Lieutenant, Contact review of Town Administrator, SRO Officer MOU, Paramedic MOU, Interim Police Chief and Building Commissioner MOU and pursuant to GL c. 30A, s. 21(a)(3) to discuss strategy with respect to collective bargaining or litigation if an open meeting may have a detrimental effect on the bargaining position or litigating position and the chair so declares. RE: Fire Union, Supervisory Union, Clerical Union and Highway-Water Union and pursuant to GL c. 30A, s. 21(a)(3) to discuss strategy with respect to collective bargaining or litigation if an open meeting may have a detrimental effect on the bargaining position or litigating position and the chair so declares. Normington, Clark, Eaton and to adjourn from Executive Session. The Chair declared an open meeting would have a detrimental effect. SL seconded. Roll call vote taken SL (YES), WM (YES) and CK (YES).

Respectfully submitted by,


Carolyn Smart, Executive Assistant

Voted to approve the meeting minutes for the meeting of August 21, 2018, by the Board of Selectmen this 18th day of Sept, 2018.

Townsend Board of Selectmen
272 Main St
Townsend, MA 01469

Date: 8/17/2018

Dear Selectmen,

It has come to my attention that you have requested information surrounding the Storm Resiliency Program (SRP) work being performed in Townsend. I am happy to provide that information as well as answer any questions. We look forward to maintaining the excellent working relationship that has prospered in the last half-decade.

Trees are the largest cause of power outages on any electric system. In response to an increase in frequency and severity of storm events and subsequent requests to improve service reliability from customers and municipalities in your area, Unitil has initiated this program to help prevent power outages caused by trees and nearby vegetation. The intent is to make the electric system more resilient during a major storm event. This program was approved in two consecutive regulatory proceedings by the Massachusetts Department of Public Utilities.

To accomplish this, Unitil prunes all branches overhanging the electric lines that run from the substation out along critical portions of line, as well as removes any trees capable of striking the lines that pose significant risk of failure and overhead electric line damage. These trees could be located on both sides of the street or far onto customer property if the tree height and severity of the risk is high enough.

The work is being done on the critical sections of two circuits that provide over 2,000 Townsend customers with electricity. We are performing specialized tree work along the electric lines that run down Main St to South St and serve 1,495 customers in the western portion of Townsend, as well as the lines that run along Main St to Brookline St and serve 545 customers in the central portion of Townsend.

Our International Society of Arboriculture (ISA) Certified Arborist and Tree Risk Assessment Qualified (TRAQ) arborist, David Clapham, is in charge of this project and has notified and received approval for all tree removal along customer's property. He performs

I hope this letter provides a helpful overview of the program and gives insight into the reasons it was implemented and the thoughtful nature with which it is carried out. While many trees are being removed, they are each reviewed and assessed for risk and removed according to a protocol that was developed after public request for reliability improvement. Additional measures were added to try and increase the health of the remaining urban forest adjacent to these overhead lines, and new replacement trees which powerline compatible are being planted.

Please feel free to reach out to John Dinapoli or myself if you have any question or would like to discuss the program further.

Sincerely,



Sara Sankowich
System Arborist
Unitil Corporation
(o) 603-379-3833

Enclosures (2)
Unitil Storm Resiliency Informational Brochure
2018 Townsend Annual Vegetation Management Plan (signed)



To: **Donald Massucco** (Townsend Tree Warden)

From: **Sara Sankowich** (System Arborist)
Phone: 603-379-3833, Fax: 603-379-3883

Date: 2/23/18

Subject: 2018 Annual Distribution Pruning Vegetation Management Plan

Pursuant to Massachusetts general law chapter 87 Fitchburg Gas & Electric (d.b.a.) as Unitil hereby submits its 2018 vegetation plan describing the planned maintenance work to be performed in the municipality of Townsend. All vegetation management techniques to comply with American National Standard Institute A-300; American National Standard Institute Z-133; and National Electric Safety Code 218 Tree Trimming and OSHA 29 CFR Part 1910 Line Clearance Tree Trimming Operations. The clearances to be obtained are ten (10') from furthest Primary conductor to brush line, fifteen (15') above the primary conductor and ten (10') from the lowest electric conductor. On select sections of critical circuit, we endeavor to remove all overhanging vegetation as part of the storm resiliency program. 6.4 miles of mainline will undergo this storm resiliency work. More information on the Vegetation Management Program, why it is necessary to prune trees, and pruning techniques used can be found on the Unitil web page at www.unitil.com/treepruning. The clearances are optimum but Fitchburg Gas & Electric understands there are times when these can not be obtained due to tree types, customer concerns and city limitations pertaining to scenic streets. Lucas Tree Expert Co. has been chosen as the vendor to perform this work. Listed below is the circuit and mileage to be trimmed. Enclosed please find the circuit maps with the associated streets to be trimmed.

F15W16 34.6 miles (3.9 Miles of Storm Resiliency Program)
F15W17 2.5 miles of Storm Resiliency Program

* This is FG&E's planned trim cycle for 2018; trim plans can change during the calendar year to address priorities that may change due to storm, reliability or others instances that were not foreseen while developing this plan.

Fitchburg Gas & Electric seeks written acceptance of this plan as outlined in chapter 87 of the general laws.

Name: Don Massucco

Signature: [Signature] Date: 4/18/18

Attachments:
2018 Maintenance maps (F15W16, F15W17)
MA Distribution Line-Clearance Specifications

CC: J. Dinapoli
K. Caribo
D. Clapham

Sincerely,

[Signature]

Sara Sankowich
System Arborist
603-379-3833

Corporate Office
6 Liberty Lane West
Hampton, NH 03842
Phone: 603-772-0776

a 360 degree review of all trees tall enough to come in contact with the overhead electric wires in the designated SRP sections. In this visual tree assessment he is evaluating the tree risk not only for biological health but for structural stability as well. A tree may look green and be biologically functioning yet pose a severe structural stability risk due to situations such as a large pocket of decay, canker on the tree's stem, or included bark from co-dominant branching. In addition to the biological and stability assessment, he assesses the ability of the tree to function after necessary pruning is completed. Following ANSI A300 Pruning standards Best Management Practices, trees that must have over 25% of the crown removed are often removed instead of pruning. Another factor taken into consideration is the surrounding urban forest that will remain after a risk tree is removed. Removing a tree creates a disturbance in the canopy which can create new wind load on surrounding trees. The remaining trees must be carefully examined to assess risk of failure from new wind loading. All of these factors and others have led Unitil to develop a well thought out and industry leading risk tree assessment protocol which has been featured in the Utility Arborist Association *Newsline* and *Transmission & Distribution World* magazine.

Customer's consent of the work is critical to the success of our program, since many of the trees are on private property. One tree failure can have substantial effects. For example, should a tree fall on Main St contacting the electric line, this flow of electricity would stop, and all 1,495 customers both "upstream" and "downstream" on this specific circuit would be without power from the event. As you know, electricity is a dangerous, but necessary public good. It is essential for heat, water, and other well-being items for many residents. For some, it powers important medical equipment needed to sustain life. A tree failure on Main St would take out power to both the water station on Ash St as well as the high school which functions as a town emergency shelter. Our program is looking to help keep the power on for all our customers, and caring for the trees next to these power lines plays a part in this goal.

In addition to tree removal, the SRP also offers the option of tree growth regulator application to trees that are pruned. The benefits of tree growth regulator include less pruning in future years, a more natural appearance, and enhanced health benefits such as increased fine root density increasing the tree's ability to absorb minerals and water, a thicker leaf protective barrier, and an increased production of tree's natural defense chemicals. As part of the SRP replacement trees are also offered through Unitil's partnership with the Arbor Day Foundation's Energy Saving Trees program.

TOWNSEND AMERICAN FLAG COMMITTEE

Article I. Appointment and Committee Membership

Section 1.01 Appointment

There shall be an American Flag Committee in the town of Townsend, MA consisting of five (5) members. The members shall be appointed by the Board of Selectmen for three (3) year staggered terms consistent with the municipal fiscal year.

Article II. Mission Statement

Section 2.01 Goal

The goal of the Town of Townsend American Flag Committee (Committee) for the display of flags is to ensure proper flag etiquette in the Town Center while promoting patriotism in the community. The display of flags shall support the objectives of the Town and present the Town in a positive and professional manner.

Section 2.02 Purpose

The purpose of this policy is to:

- establish that the display of the Flag of the United States of America (US Flag) is encouraged and approved for display in the Town Center, and
- to detail the means and methods by which flags are displayed in the Town Center.

Section 2.03 Applicability

This policy applies to all flags identified herein that are flown as detailed on the “Town of Townsend American Flag Committee Flag Placement Map” which is attached to this policy as Attachment A.

Article III. General Provisions

Section 3.01 Etiquette

The US Flag shall be displayed only from sunrise to sunset if illumination is not provided. If properly illuminated, the Flags may be displayed twenty-four (24) hours per day.

Section 3.02 Weather

The US Flag and State Flag shall not be displayed on days when the weather is inclement, except when all-weather Flags are utilized.

Section 3.03 Holidays

The flags shall be placed to commemorate and/or celebrate the following: Memorial Day, Independence Day, Labor Day (or September 11th?) and Veterans Day.

Section 3.04 Placement

The flags shall be placed seven (7) days prior to the holiday and shall be removed seven (7) days after the holiday.

Section 3.05 Disposal of US Flag or State Flag

When the US Flag deteriorates to such a condition that it no longer serves as a fitting emblem of display, it shall be destroyed in a dignified manner, preferably by burning.

Section 3.06 Purchasing of Flags

The Town may only purchase US Flags that are made in the United States of America.

Section 3.07 Materials and Equipment

Telephone Pole Mounted Flags- Telephone pole mounted flags shall be hung on only the telephone poles identified on Appendix A.

- Each pole shall have two metal flag pole brackets affixed at a height that is an appropriate distance from both the ground and any overhead wires.
- The flags shall be 3' x 5' in dimension.
- The flags shall be mounted and flown from each side of the pole and parallel with the roadway.
- Each pole bracket shall have a thumb screw in it to secure the flag.
- The poles shall be black metal poles with an appropriate pole cap.
- The equipment by which the flags are affixed to the flag poles shall be metal and shall provide the necessary strength and mobility required to properly display and protect the flags.
- All flags, poles and caps for the telephone pole mounted flags shall be identical for aesthetic purposes.
- The telephone pole mounted flags shall be installed by hand with the use of an extension or step ladder. The ladder shall be placed on the opposite side of the telephone pole from the travel way and all appropriate safety measures shall be employed by the installation staff.

Ground Mounted Flags-

- Each ground mounted flag pole shall have one (1) flag affixed at a height that is an appropriate distance from the ground.
- The flags shall be 3' x 5' in dimension.
- The flags shall be mounted in a sleeve pipe that shall be imbedded securely two (2) feet in the ground, protruding only two (2) inches and shall be capped when not in use.
- The location of the sleeve pipes shall be as depicted on Attachment A.
- If deemed necessary, each pipe sleeve shall have a hole drilled in it that aligns with a hole drilled in the flag pole through which a lock may be placed in an effort to secure the flag.
- The poles shall be ten (10) foot black metal pole (1" diameter threaded steel gas pipe) with an appropriate pole cap.
- The equipment by which the flags are affixed to the flag poles shall be metal and shall provide the necessary strength and mobility required to properly display and protect the flags.
- All flags, poles and caps for the ground mounted flags shall be identical for aesthetic purposes.
- The ground mounted flags shall be installed by hand.

Section 3.08 Installation, Care and Upkeep

The responsibility for the installation, care and upkeep of the flags shall run to the American Flag Committee which shall submit a request for a budget appropriation along with other town departments and committees.

At all times the American Flag Committee shall strive to limit both expense and liability to the town all the while striving to best serve the community in fulfilling the Committee's mission.

-----END-----

ATTACHMENT A

PHASE 1- TOWN HALL 10- Ground Mounted Flags



PHASE TWO- THE COMMON
8 Telephone Poles- 16 Flags
8 Ground Mounted Flags



PHASE THREE- ELM STREET TO JEFTS STREET
3 Telephone Poles- 6 Flags



PHASE FOUR- MAIN STREET EAST FROM CENTER TO OAK STREET
10 Telephone Poles- 20 Flags



TOWN OF TOWNSEND

Highway Department
177 Main Street
Townsend, Massachusetts 01469
Tel: (978) 597-1712
Fax: (978) 597-0726

**ROAD OPENING PERMIT APPLICATION
FOR EXCAVATION IN PUBLIC WAYS**

Date: 6/6/2018

Permit #: 4-19CA

APPLICANT: (Complete this section only if different than Contractor performing the work)

Name: Unitil Fitchburg Gas and Electric

Address: 357 Electric Ave Lunenburg Ma 01462

Telephone # 978-353-3221 Fax # 978-353-3321

Contact Person (if different from name listed above) Kelli Moore Gas Project Coordinator

CONTRACTOR:

Name: Unitil/Neuco

Address: 357 Electric Ave

Lunenburg Ma 01462

Telephone # 978-833-0020 Fax # _____

Contact Person (if different from the name listed above): Mark Dimeco Supervisor Gas Operations

Mark Dimeco Supervisor Gas Operations

Name of person performing the excavation (if different from name listed above)

Name of competent person to be at the worksite (as defined by 520 CMR 14.02)

Mark Dimeco Supervisor Gas Operations

Massachusetts Hoisting Equipment License Information;

License Number: _____

Grade: _____

Expiration Date: _____

Name and contact information of insurer (a valid, current certificate of insurance must be attached);

DETAILS OF EXCAVATION

Exact Location of Excavation – Street: New Fitchburg Rd
House Number: 33

Scope of Work:
Gas Service installation for Residence and Detached Barn

Length of Cut: _____ Depth of Cut: _____

Start Date: _____ Estimated Working Days: _____

NOTIFICATION DATES:

Dig Safe: _____

Detail Officer Required: Yes ____ No ____

Highway Superintendent: James D Smith Date: 8/9/18

Board of Selectmen: Shirley Lefcio
CD
_____ Date: _____

Fee Received: _____ Check #: _____

NOTE: Application must be completed and submitted to the Highway Department no less than 48 hours before work begins.

TOWN OF TOWNSEND
Highway Department
177 Main Street
Townsend, Massachusetts 01469
Tel: (978) 597-1712
Fax: (978) 597-0726

**ROAD OPENING PERMIT APPLICATION
FOR EXCAVATION IN PUBLIC WAYS**

Date: 6/6/2018 Permit #: 3-19ca

APPLICANT: (Complete this section only if different than Contractor performing the work)

Name: Unitil Fitchburg Gas and Electric
Address: 357 Electric Ave Lunenburg Ma 01462

Telephone # 978-353-3221 Fax # 978-353-3321

Contact Person (if different from name listed above) Kelli Moore Gas Project Coordinator

CONTRACTOR:

Name: Unitil/Neuco

Address: 357 Electric Ave

Lunenburg Ma 01462

Telephone # 978-833-0020 Fax # _____

Contact Person (if different from the name listed above): Mark Dimeco Supervisor Gas Operations

Name of person performing the excavation (if different from name listed above)

Name of competent person to be at the worksite (as defined by 520 CMR 14.02)

Mark Dimeco Supervisor Gas Operations

Massachusetts Hoisting Equipment License Information;

License Number: _____

Grade: _____

Expiration Date: _____

Name and contact information of insurer (a valid, current certificate of insurance must be attached);

DETAILS OF EXCAVATION

Exact Location of Excavation – Street: West Townsend Fire Station
House Number: 460 Main St

Scope of Work:
Gas Service installation

Length of Cut: _____ Depth of Cut: _____

Start Date: _____ Estimated Working Days: _____

NOTIFICATION DATES:

Dig Safe: _____

Detail Officer Required: Yes _____ No _____

Highway Superintendent: James D Smith Date: 8/9/18

Board of Selectmen: Shirley Lissie
[Signature]
[Signature] Date: _____

Fee Received: _____ Check #: _____

NOTE: Application must be completed and submitted to the Highway Department no less than 48 hours before work begins.

PROCLAMATION

WHEREAS: The BOY SCOUTS of AMERICA offers an environment and association which fosters good citizenship, honesty, integrity and diligence in our younger people; and

WHEREAS: The practical aspects of SCOUTING provides training for our youth in survival, independence and a sense of loyalty to our Country; and

WHEREAS: JUSTIN FRANCIS BIONDI, joined Boy Scouts Troop 81 of Townsend, Massachusetts, has completed requirements for, and having been examined by an Eagle Scout Board of Review, was found worthy of the rank of Eagle Scout; and

WHEREAS: JUSTIN FRANCIS BIONDI, has as his Eagle Scout project, designed and built a loft for TEO (Townsend Ecumenical Outreach) the building used to store and distribute food, paper products, and clothing to local families in need; and

WHEREAS: JUSTIN FRANCIS BIONDI, is a senior of North Middlesex Regional High School; and


WHEREAS: The approach to and attainment of the EAGLE RANK is lengthy, detailed, and difficult and requires intelligence, tenacity, determination and a highly motivated desire to succeed; and


NOW THEREFORE, we, Sue Lisio, Cindy King, and Wayne Miller, Selectmen of the Town of Townsend, Middlesex County, in the Commonwealth of Massachusetts, do hereby proclaim Saturday, September 8, 2018 as


“JUSTIN FRANCIS BIONDI DAY”

in the Town of Townsend and urge all citizens of Townsend together with their family and friends to join us in honoring the BOYS SCOUTS OF AMERICA and in saluting JUSTIN FRANCIS BIONDI for his achievement.




Sue Lisio, Chairman


Cindy King, Vice Chairman


Wayne Miller, Clerk

Carolyn Smart

From: Paul Rafuse <prafuse@townsend.ma.us>
Sent: Thursday, August 09, 2018 3:10 PM
To: 'James Kreidler'
Cc: 'Carolyn Smart'; 'Cindy King'; 'Sue Lisio'; wmillerbos@gmail.com; 'Lance Lewand'; 'Nathan Mattila'
Subject: RE: Office Assistant-Job Description

Jim,

That's great. We'll plan on meeting with the board on the 21st.

Thank you for your time and consideration on this matter.

From: James Kreidler [mailto:jkreidler@townsend.ma.us]
Sent: Thursday, August 09, 2018 2:32 PM
To: 'Paul Rafuse' <prafuse@townsend.ma.us>
Cc: Carolyn Smart <csmart@townsend.ma.us>; Cindy King <selectmancindyking@gmail.com>; James M. Kreidler <jkreidler@townsend.ma.us>; Sue Lisio <sml412@comcast.net>; wmillerbos@gmail.com
Subject: RE: Office Assistant-Job Description

Paul,

I have reviewed the position description you submitted for the new position of Office Assistant in the Water Department. (attached)

When a new position is presented it is subject to the following provision of the Personnel Policies and Procedures Manual:

“Classification of New Positions

New positions may be established upon the recommendation of the Department Supervisor and/or the Town Administrator. The supervisor proposing the creation of a new position shall provide the Town Administrator and/or the Board of Selectmen with a description of the essential duties, skills, knowledge, abilities, and other work performance requirements of a proposed position in sufficient detail to enable them to appropriately classify the newly created position. Final approval of the new position(s) lies with the Board of Selectmen and/or designee and is subject to an appropriation.”

Utilizing the industry standard for evaluating and placing positions in a community’s classification and compensation plan, specifically the process and forms purchased by the Town of Townsend from HRS, Inc., I have completed the position classification process. (Position Rating Sheet attached)

Consistent with the 2015 findings of HRS, Inc. for similarly defined positions, I find the position of Office Assistant-Water Department appropriately classified as a grade three (3) in the town’s classification and compensation plan. Pursuant to the above cited policy, the final determination on this matter rests with the Board of Selectmen.

I will seek the inclusion of this matter on the next Board agenda for August 21, 2018.

If you have any questions or if I can be of any assistance on this or any other matter please do not hesitate to reach out.

Regards,

Jim
James M. Kreidler
Town Administrator
Town of Townsend
272 Main Street
Townsend, MA 01469
(978) 597-1700
jkreidler@townsend.ma.us

If this email is received by a multi-member public board, commission or committee please take care to never "respond to all" as you may inadvertently create a violation of the open meeting law.

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From: Paul Rafuse [<mailto:prafuse@townsend.ma.us>]
Sent: Tuesday, August 07, 2018 3:23 PM
To: James Kreidler
Cc: Carolyn Smart
Subject: Office Assistant-Job Description

Jim,

Please see the attached job description and memorandum for the new Office Assistant position. Aside from the title there were only a few minor revisions.

We would appreciate yours and the board indulgence to upon review and approval of the job description and new title to declare a vacancy for the Office Assistant position to post the position. However, upon review if you have any comments or suggestions or questions please contact me to discuss and revise for submission at the next Select board meeting.

Thank you

Paul Rafuse
Paul Rafuse
Superintendent
Townsend Water Department
540 Main St.
West Townsend, MA 01474
Tel: 978-597-2212
Fax: 978-597-5611

E-mail: prafuse@townsend.ma.us

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Carolyn Smart

From: James Kreidler <jkreidler@townsend.ma.us>
Sent: Thursday, August 09, 2018 2:32 PM
To: 'Paul Rafuse'
Cc: Carolyn Smart; Cindy King; James M. Kreidler; Sue Lisio; wmillerbos@gmail.com
Subject: RE: Office Assistant-Job Description
Attachments: Office Assistant-Water 2013-12-09_Rvsd 18-08-07.pdf; POSITION RATING SUMMARY SHEET- OFFICE ASSISTANT WATER.pdf

Paul,

I have reviewed the position description you submitted for the new position of Office Assistant in the Water Department. (attached)

When a new position is presented it is subject to the following provision of the Personnel Policies and Procedures Manual:

“Classification of New Positions

New positions may be established upon the recommendation of the Department Supervisor and/or the Town Administrator. The supervisor proposing the creation of a new position shall provide the Town Administrator and/or the Board of Selectmen with a description of the essential duties, skills, knowledge, abilities, and other work performance requirements of a proposed position in sufficient detail to enable them to appropriately classify the newly created position. Final approval of the new position(s) lies with the Board of Selectmen and/or designee and is subject to an appropriation.”

Utilizing the industry standard for evaluating and placing positions in a community’s classification and compensation plan, specifically the process and forms purchased by the Town of Townsend from HRS, Inc., I have completed the position classification process. (Position Rating Sheet attached)

Consistent with the 2015 findings of HRS, Inc. for similarly defined positions, I find the position of Office Assistant-Water Department appropriately classified as a grade three (3) in the town’s classification and compensation plan. Pursuant to the above cited policy, the final determination on this matter rests with the Board of Selectmen.

I will seek the inclusion of this matter on the next Board agenda for August 21, 2018.

If you have any questions or if I can be of any assistance on this or any other matter please do not hesitate to reach out.

Regards,

Jim
James M. Kreidler
Town Administrator
Town of Townsend
272 Main Street
Townsend, MA 01469
(978) 597-1700
jkreidler@townsend.ma.us

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Subject: Office Assistant-Job Description

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Thank you

Paul Rafuse
Paul Rafuse
Superintendent
Townsend Water Department
540 Main St.
West Townsend, MA 01474
Tel: 978-597-2212
Fax: 978-597-5611
E-mail: prafuse@townsend.ma.us

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OFFICE ASSISTANT - WATER

Position Purpose:

To provide general office assistance and support in clerical duties, perform and produce professional routine clerical work and, services involving the performance of basic office tasks including typing, computer data entry, bookkeeping, billing, filing and working directly with customers and other municipal personnel. Performs all other related work as required.

Supervision:

Supervision Scope: Performs responsible functions requiring a basic working knowledge of departmental operations and the exercise of some judgment and initiative to complete assigned tasks. Must be able to work independently once trained.

Supervision Received: Works under the direct supervision of the Office Administrator, and general supervision of the Water Superintendent following department rules, regulations and policies, requiring the ability to perform routine operations, and to complete assigned specific tasks according to a prescribed time schedule. Consults with supervisor and/or superintendent on all questionable issues. Training will be provided until such time that the person is competent in their tasks.

Job Environment:

Work is performed in typical office environment, with frequent interruptions.

Operation of a computer, printer, typewriter, calculator, telephone, copier, facsimile machine, and all other standard office equipment.

Contacts are primarily in person, by telephone, and email and, involve discussing routine information; involves frequent contact with the public requiring considerable patience and courtesy.

Has access to confidential billing information requiring, the application of appropriate judgment, discretion and professional office protocols.

Errors could result in some confusion and delay, and time loss in redoing work; most errors would be detected in subsequent operations.

Essential Functions:

(The essential functions or duties listed below are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position.)

- Performs routine clerical and computer work for accounts receivable and accounts payable. Assists the public by providing routine billing information and services; assists

Townsend, MA
Office Assistant - Water
FLSA: Non- Exempt
Page 1

customers with basic questions regarding bills and related documents. Performs all general clerical duties including, typing, filing, answering the telephone, opening and delivering mail. Produces basic monthly reports utilizing standard computerized spreadsheet applications; prints reports. Performs the work of a receptionist, greeting visitors and explaining office and billing procedures. Performs other account maintenance duties.

- Responsible for, processing, and entering charges and payments into the customer accounts, as well as maintaining billing register, and receipts record books.
- Maintain correct account information;
- Open and sort daily mail. Apply payments to accounts received from Treasurer's Office and enter into control books.
- Assist in or prepares biweekly payroll warrants to be submitted to Treasurer/Collector's office.
- Assist the Office Administrator with preparation of lien list for Assessor's Office.
- Report on overdue accounts on customer complaints.
- Receive, record, process, and collect backflow testing invoices for backflow surveying and testing contractor.
- Check and appropriately respond to a variety of daily emails.
- Check emails for Dig Safe requests and post for operations personnel to attend to.
- Create Work Orders and post for operations personnel to attend to.
- Maintain and update information on the Departments website.
- Process and schedule final readings, and provide information to appropriate person; Attorney, Realtor, or home owner prior to closing date.
- Maintain inventory control records.
- Frequently verify, retrieve, and provide a variety of information pertaining to customer accounts to the Treasurer's Office resulting from the collection of water bill payments.
- Provide customer usage upon request for title V inspections.
- Process and mail certified mailings and prepare payment plan letters for such accounts and other delinquent debt collections.

- Maintains and updates, either manually or by computer, important departmental records requiring the careful recording, classification and compilation of information; posts and records information; update data; checks, sorts, records and files various materials.
- May assist customers by furnishing a variety of routine information and resolving minor problems and complaints; performs informational and referral services to the general public; answers the telephone and takes messages; directs calls to appropriate person.
- May type from copy, rough draft or general instructions a variety of documents which may include, but not be limited to, correspondence, memorandums, vouchers, purchase orders, permits, reports, etc.
- Assist water department staff with field information data entry.
- Performs similar or related work as required.

Recommended Minimum Qualifications:

Education, Training and Experience:

High school education; and one year of experience in general clerical and secretarial work; municipal experience preferred; or any equivalent combination of education and experience.

Knowledge, Ability and Skill:

Knowledge: General knowledge of office procedures, practices and terminology. Working knowledge of the use of office and data processing equipment, business arithmetic, business writing and spelling. Basic knowledge of bookkeeping techniques. Basic knowledge of local government and its operations helpful.

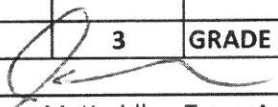
Ability: Ability to organize time and accomplish tasks. Ability to maintain detailed statistics, records, and clerical records. Ability to deal effectively and tactfully with the public. Ability to professionally, effectively and tactfully communicate with the public, co-workers, other employees, department heads, Town officials, and other agencies.

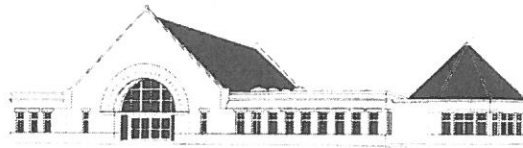
Skill: Excellent clerical, and customer service skills. Detail oriented with good organization skills. Basic expertise and skill in utilizing personal computers, popular word processing, database, and spreadsheet applications. Skill in all of the above listed tools and equipment. Competence in addition, subtraction, multiplication and division is required. Listening and assimilation of information is a necessity along with reading and writing of English.

Physical Requirements:

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. This position requires the ability to operate a keyboard and calculator at efficient speed and to view computer screens for extended periods of time. The employee must occasionally lift and/or move objects weighing up to 15 pounds, such as supplies, folders, and books. Sitting, standing, reaching and pulling may also be required for extended periods.

(This job description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change.)

POSITION RATING SUMMARY SHEET				
	Position Title:			
	Office Assistant-Water			
	Factors	Rating	Points	
1	Physical Environment	1	5	
2	Knowledge, Training, Education	2	30	
3	Problem Solving Skills and Effort	3	18	
4	Physical Skills and Effort	2	20	
5	Experience	2	10	
6	Interactions with Others/Customers	3	15	
7	Confidentiality	3	15	
8	Occupational Risks	1	5	
9	Complexity	2	10	
10	Supervision Received	2	10	
11	Supervision Given	1	0	
12	Supervision Scope	1	5	
13	Judgment and Initiative	2	30	
14	Accountability	1	5	
			178	TOTAL POINTS
			3	GRADE PLACEMENT
	Evaluator Signature			
	Evaluator Name and Position	James M. Kreidler, Town Administrator		
	Date of Evaluation	8/9/2018		



Townsend Public Library

Disposal of Surplus Property - Under \$10,000

Mass General Laws Chapter 30B (Uniform Procurement Act) governs how government bodies dispose of surplus supplies. The rules apply to all tangible surplus supplies with a resale or salvage value including motor vehicles, machinery, computer equipment, furniture and other materials and supplies.

This form should be completed and approved prior to disposal of property owned by the Townsend Public Library.

Serial Number	Title/Name of item	Quantity	Original Value	TPL Circ. #
H4V2NK1	Dell Latitude E5500 Laptop with power/charging cord	1	\$1,000.00	1
35V2NK1- laptop and power cord non-functioning	Dell Latitude E5500 Laptop with power/charging cord	1	\$1,000.00	2
45V2NK1	Dell Latitude E5500 Laptop with power/charging cord	1	\$1,000.00	3
G4V2NK1	Dell Latitude E5500 Laptop with power/charging cord	1	\$1,000.00	4
B5V2NK1	Dell Latitude E5500 Laptop with power/charging cord	1	\$1,000.00	5
75V2NK1 – no power cord	Dell Latitude E5500 Laptop with power/charging cord	1	\$1,000.00	6
No laptop but power cord is there	Dell Latitude E5500 Laptop with power/charging cord	1	\$1,000.00	7
65V2NK1	Dell Latitude E5500 Laptop with power/charging cord	1	\$1,000.00	8
25V2NK1	Dell Latitude E5500 Laptop with power/charging cord	1	\$1,000.00	9
85V2NK1	Dell Latitude E5500 Laptop with power/charging cord	1	\$1,000.00	10
J4V2NK1- power cord non functioning	Dell Latitude E5500 Laptop with power/charging cord	1	\$1,000.00	11
55V2NK1	Dell Latitude E5500 Laptop with power/charging cord	1	\$1,000.00	12
15V2NK1	Dell Latitude E5500 Laptop with power/charging cord	1	\$1,000.00	13


F4V2NK1 – no power cord	Dell Latitude E5500 Laptop with power/charging cord	1	\$1,000.00	14
95V2NK1	Dell Latitude E5500 Laptop with power/charging cord	1	\$1,000.00	15
Series LAP15	Bretford Laptop charging cabinet	1	\$1,900.00*	N/A


Year of purchase: 2009 Condition: New

- Original purchase price of laptop cart unknown; this is estimated price of current comparable product

Suggested Disposal method: Allocated to contracted Town of Townsend I/T specialist.

Approved

Department Head:  Date: August 9, 2018

Board of Library Trustees Chairperson:
 Date: August 9, 2018

Board of Selectmen:  Date: August 21, 2018

CONTRACT CHANGE ORDER

Date:08.08.18

Project:Townsend Fire Substation
460 Main Street
Townsend, MA 01474

To Contractor:Souliere & Zepka Construction, Inc.
5 Spring Street
Adams, MA 01220

Change Order No:6

Architect's Project Number:1623

Contractor's Project Number:N/A

Contract Date:10.03.2017

The Contract is changed as follows:

- ADD: Provide and install electric fire sprinkler bell (Option #1 of attached PCO #014).
 - ADD: 1 working day
 - ADD: Raise sprinkler lines as tight to the ceiling as possible at the Mezzanine and Apparatus Bay and substitute pendant sprinklers for the existing upright sprinklers.
 - ADD: 2 working days
 - ADD: Widen paving at front driveway to the station from 33.7' wide to 36.8' wide.
 - ADD: 1 working days
- Total adds:

\$6,814.28
- Net Change Order:

\$6,814.28

- See attached PCO #014, PCO #015, and PCO #016 for breakdown of costs.

Not valid until signed by the Architect, General Contractor, and Owner

The Original Contract Sum was

\$1,424,290.00

Net change by previously authorized Change Orders.....

\$68,218.87

The Contract Sum will be INCREASED by this Change Order in the amount of

\$6,814.28

The new Contract Sum including this Change Order will be

\$1,499,323.15

The Contract Time will be INCREASED by


4 working days

The date of Substantial Completion will be.....

09.04.2018



Architect
The Galante Architecture Studio, Inc.
146 Mount Auburn Street
Cambridge, MA 02138



Contractor
Souliere & Zepka Construction, Inc.
5 Spring Street
Adams, MA 01220



Owner
Town of Townsend
460 Main Street
Townsend, MA 01474

SOULIERE & ZEPKA CONSTRUCTION, INC.

General Contractors

5 SPRING STREET
ADAMS, MA 01220
TEL. 413-743-1687
FAX 413-743-2641

7/31/18

The Galante Architecture Studio
146 Mount Auburn St.
Cambridge, MA. 02138

Attn: Jamie Emerson

Re: Townsend Fire Substation
PCO #014 - water bell/gong

Provide and install water gong/bell.

Option #1: Electric Bell

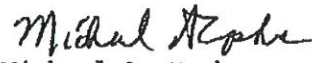
HUB Electric Inc. FS	\$1,211.00
see attached breakdown	
S & Z 7.5% O&P on FS	\$ 90.83
	\$1,301.83
Bond 1.3%	\$ 16.92
	\$1,318.75.....Total PCO #014 Option 1

Option #2: Water Gong

Red Hawk Fire & Security	\$8,750.00
see attached	
S & Z 7.5% O&P	\$ 656.25
	\$9,406.25
Bond 1.3%	\$ 122.28
	\$9,528.53.....Total PCO #014 Option 2

Additional days required for this proposal: 1 working day

Respectfully Submitted,


Michael A. Zepka
President



July 30, 2018

Attn: Mike Zepka
Email: kzepka@soulierezepka.net

Subject: Townshend Fire Station
Townshend, Massachusetts
Red Hawk Job #126153-0030

RE: PCO #2 – Replace existing riser with new alarm valve for installation of mechanical water motor gong

Dear Mike,

We are submitting our additional costs in the amount of **Eight Thousand Seven Hundred Fifty Dollars (\$8,750.00)** for the work associated with installing a new water motor gong. The currently installed and approved riser check valve does not have the appropriate configuration to allow a water motor gong to be installed. In order to install a water motor gong, the existing riser would have to be completely replaced and a new alarm check valve would have to be installed in its place.

Please let us know if this will be accepted and either sign & return a copy of this as acceptance of this change in scope or you may issue your formal change order, so we may document the changes in our scope formally.

All terms and conditions of the original contract agreement apply when accepting this.

Please note that work associated with this PCO cannot be conducted unless a change order or a formal direction to proceed with assurance of payment is received.

If you have any questions regarding this matter, please call me at your earliest convenience.

Sincerely yours,

James W. Buckley IV
Sprinkler Sales Representative/Estimator

cc: T. Sparks - Red Hawk

Acceptance of Change of Scope

Offices located at:
55 Robinson Boulevard, Orange, CT 06477
Tel: (800) 888-5197 / Fax: 203-891-8858

9 Sullivan Road, Holyoke, MA 01040
Tel: (800) 888-5197 Tel: (413) 437-2711
Fax: (413) 562-7298

92 South Street, Hopkinton, MA 01748
Tel: (800) 888-5197 / Fax: (508) 497-5094

MA SC#5864, CT FRP#0040818-F1, RI FPM#374,
MA FA#607C, CT ELC#105916-L5, RI FA#9065

Hub Electric Inc.
10 Draper Street, Unit 19
Woburn, Massachusetts 01801
Telephone: (781) 938-5200

Extra Work Order #5

Client Address:
Soullere & Zepka Construction, Inc. 5 Spring Street Adams, MA 01220 USA

Date	EWO
7/30/2018	5485

Project
Townsend - New Fire Sub Station

Description	Total
West Townsend Fire Substation	
Scope of Work: Add electric bell from the fire alarm system to indicate sprinkler water flow.	
Installation and Labor 8 hours	784.00
1 - Electric Bell	178.20
1 - Control Module	98.80
Commodity Materials	100.00
Asbulfis	50.00

	Total	\$1,211.00
--	-------	------------

All work to be completed in a professional manner according to standard practices. Any alteration or deviation from above specifications involving extra costs will be executed only upon written orders and will become an extra charge over and above the estimate. All agreements contingent upon delays beyond our control. Purchaser agrees to pay all collection, including attorney's fees. This estimate may be withdrawn by us if not accepted with in 15 days. All terms COD and upon approved credit references.

Authorized Signature	Acceptance Signature	Date
-------------------------	-------------------------	------

SOULIERE & ZEPKA CONSTRUCTION, INC.

General Contractors

5 SPRING STREET
ADAMS, MA 01220
TEL. 413-743-1687
FAX 413-743-2641

7/31/18

The Galante Architecture Studio
146 Mount Auburn St.
Cambridge, MA. 02138

Attn: Jamie Emerson

Re: Townsend Fire Substation
PCO #015 - sprinkler

Raise sprinkler lines as tight to the ceiling as possible at the mezzanine.
Relocate existing main drain to another location outside the sprinkler room.


Red Hawk Fire & Security \$4,525.00
see attached

S&Z 20% P&O	NC
	<u>\$4,525.00</u>
1.3% Bond	<u>\$ 58.83</u>

\$4,583.83.....Total PCO #015

Additional time required for this proposal: 2 working days

Respectfully Submitted,


Michael A. Zepka
President



August 3, 2018

Attn: Mike Zepka
Email: kzepka@soulierezepka.net

Subject: Townshend Fire Station
Townshend, Massachusetts
Red Hawk Job #126153-0030

RE: PCO #1 – Raising lines above mezzanine

Dear Mike,

We are submitting our additional costs in the amount of **Four Thousand Five Hundred Twenty-Five Dollars (\$4,525.00)** for the work associated with raising the lines above the mezzanine. These lines will be raised as tight to the ceiling as possible using the current hanger locations. In addition we will also relocate the existing main drain to another location outside the sprinkler room. The new wall penetration is to be pre-drilled and determined by others. Also, this quote is based on the usage of a lift provided by others for work in high bay area.

Scope Breakout

Raise mezzanine piping - \$4,000.00
Relocate main drain - \$525.00

Please let us know if this will be accepted and either sign & return a copy of this as acceptance of this change in scope or you may issue your formal change order, so we may document the changes in our scope formally.

All terms and conditions of the original contract agreement apply when accepting this.

Please note that work associated with this PCO cannot be conducted unless a change order or a formal direction to proceed with assurance of payment is received.

If you have any questions regarding this matter, please call me at your earliest convenience.

Sincerely yours,

James W. Buckley IV
Sprinkler Sales Representative/Estimator

cc: T. Sparks - Red Hawk

Offices Located at:
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Tel: (800) 888-5197 / Fax: 203-891-8858

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MA SC#5864, CT FRP#0040818-F1, RI FPM#374,
MA FA#607C, CT ELC#105916-L5, RI FA#9065

Acceptance of Change of Scope

SOULIERE & ZEPKA CONSTRUCTION, INC.

General Contractors

5 SPRING STREET
ADAMS, MA 01220
TEL. 413-743-1687
FAX 413-743-2641

8/6/18

The Galante Architecture Studio
146 Mount Auburn St.
Cambridge, MA. 02138

Attn: Jamie Emerson

Re: Townsend Fire Substation
PCO #016 - paving

Widen paving at front driveway to the station from 33.7' wide to 36.8' wide.

Glen E. Hines Excavation Contractor	\$750.00
S & Zepka Const. 20% P&O	<u>\$150.00</u>
	<u>\$900.00</u>
1.3% Bond	<u>\$ 11.70</u>
	\$911.70.....Total PCO #016

Additional time required for this proposal: 1 working day

Respectfully Submitted,

Michael A. Zepka
Michael A. Zepka
President

Re: RE: Re: FWD: Paving

Glenn Hines [hinesdigging@yahoo.com]

Sent: 8/4/2018 1:28 PM

To: kzepka@soullerezepka.net

Pam

Price for paving the front driveway wider. Area 20 syds

Gravel base

Fine grade

2 inches of binder

1.5 inches of top

Total \$ 750.00

Glenn

Glenn E. Hines

Excavation Contractor

35 Wachusett St.

Leominster, MA 01453

978-840-0388 (office/fax)

Townsend Board of Selectmen
272 Main St
Townsend, MA 01469

Date: 8/17/2018

Dear Selectmen,

It has come to my attention that you have requested information surrounding the Storm Resiliency Program (SRP) work being performed in Townsend. I am happy to provide that information as well as answer any questions. We look forward to maintaining the excellent working relationship that has prospered in the last half-decade.

Trees are the largest cause of power outages on any electric system. In response to an increase in frequency and severity of storm events and subsequent requests to improve service reliability from customers and municipalities in your area, Unitil has initiated this program to help prevent power outages caused by trees and nearby vegetation. The intent is to make the electric system more resilient during a major storm event. This program was approved in two consecutive regulatory proceedings by the Massachusetts Department of Public Utilities.

To accomplish this, Unitil prunes all branches overhanging the electric lines that run from the substation out along critical portions of line, as well as removes any trees capable of striking the lines that pose significant risk of failure and overhead electric line damage. These trees could be located on both sides of the street or far onto customer property if the tree height and severity of the risk is high enough.

The work is being done on the critical sections of two circuits that provide over 2,000 Townsend customers with electricity. We are performing specialized tree work along the electric lines that run down Main St to South St and serve 1,495 customers in the western portion of Townsend, as well as the lines that run along Main St to Brookline St and serve 545 customers in the central portion of Townsend.

Our International Society of Arboriculture (ISA) Certified Arborist and Tree Risk Assessment Qualified (TRAQ) arborist, David Clapham, is in charge of this project and has notified and received approval for all tree removal along customer's property. He performs

a 360 degree review of all trees tall enough to come in contact with the overhead electric wires in the designated SRP sections. In this visual tree assessment he is evaluating the tree risk not only for biological health but for structural stability as well. A tree may look green and be biologically functioning yet pose a severe structural stability risk due to situations such as a large pocket of decay, canker on the tree's stem, or included bark from co-dominant branching. In addition to the biological and stability assessment, he assesses the ability of the tree to function after necessary pruning is completed. Following ANSI A300 Pruning standards Best Management Practices, trees that must have over 25% of the crown removed are often removed instead of pruning. Another factor taken into consideration is the surrounding urban forest that will remain after a risk tree is removed. Removing a tree creates a disturbance in the canopy which can create new wind load on surrounding trees. The remaining trees must be carefully examined to assess risk of failure from new wind loading. All of these factors and others have led Unitil to develop a well thought out and industry leading risk tree assessment protocol which has been featured in the Utility Arborist Association *Newsline* and *Transmission & Distribution World* magazine.

Customer's consent of the work is critical to the success of our program, since many of the trees are on private property. One tree failure can have substantial effects. For example, should a tree fall on Main St contacting the electric line, this flow of electricity would stop, and all 1,495 customers both "upstream" and "downstream" on this specific circuit would be without power from the event. As you know, electricity is a dangerous, but necessary public good. It is essential for heat, water, and other well-being items for many residents. For some, it powers important medical equipment needed to sustain life. A tree failure on Main St would take out power to both the water station on Ash St as well as the high school which functions as a town emergency shelter. Our program is looking to help keep the power on for all our customers, and caring for the trees next to these power lines plays a part in this goal.

In addition to tree removal, the SRP also offers the option of tree growth regulator application to trees that are pruned. The benefits of tree growth regulator include less pruning in future years, a more natural appearance, and enhanced health benefits such as increased fine root density increasing the tree's ability to absorb minerals and water, a thicker leaf protective barrier, and an increased production of tree's natural defense chemicals. As part of the SRP replacement trees are also offered through Unitil's partnership with the Arbor Day Foundation's Energy Saving Trees program.

I hope this letter provides a helpful overview of the program and gives insight into the reasons it was implemented and the thoughtful nature with which it is carried out. While many trees are being removed, they are each reviewed and assessed for risk and removed according to a protocol that was developed after public request for reliability improvement. Additional measures were added to try and increase the health of the remaining urban forest adjacent to these overhead lines, and new replacement trees which powerline compatible are being planted.

Please feel free to reach out to John Dinapoli or myself if you have any question or would like to discuss the program further.

Sincerely,

A handwritten signature in cursive script that reads "Sara Sankowich".

Sara Sankowich
System Arborist
Unitil Corporation
(o) 603-379-3833

Enclosures (2)
Unitil Storm Resiliency Informational Brochure
2018 Townsend Annual Vegetation Management Plan (signed)



To: **Donald Massucco** (Townsend Tree Warden)

Date: **2/23/18**

From: **Sara Sankowich** (System Arborist)
Phone: 603-379-3833, Fax: 603-379-3883

Subject: 2018 Annual Distribution Pruning Vegetation Management Plan

Pursuant to Massachusetts general law chapter 87 Fitchburg Gas & Electric (d.b.a.) as Unitil hereby submits its 2018 vegetation plan describing the planned maintenance work to be performed in the municipality of Townsend. All vegetation management techniques to comply with American National Standard Institute A-300; American National Standard Institute Z-133; and National Electric Safety Code 218 Tree Trimming and OSHA 29 CFR Part 1910 Line Clearance Tree Trimming Operations. The clearances to be obtained are ten (10') from furthest Primary conductor to brush line, fifteen (15') above the primary conductor and ten (10') from the lowest electric conductor. On select sections of critical circuit, we endeavor to remove all overhanging vegetation as part of the storm resiliency program. 6.4 miles of mainline will undergo this storm resiliency work. More information on the Vegetation Management Program, why it is necessary to prune trees, and pruning techniques used can be found on the Unitil web page at www.unitil.com/treepruning. The clearances are optimum but Fitchburg Gas & Electric understands there are times when these can not be obtained due to tree types, customer concerns and city limitations pertaining to scenic streets. Lucas Tree Expert Co. has been chosen as the vendor to perform this work. Listed below is the circuit and mileage to be trimmed. Enclosed please find the circuit maps with the associated streets to be trimmed.

F15W16 34.6 miles (3.9 Miles of Storm Resiliency Program)
F15W17 2.5 miles of Storm Resiliency Program

* This is FG&E's planned trim cycle for 2018; trim plans can change during the calendar year to address priorities that may change due to storm, reliability or others instances that were not foreseen while developing this plan.

Fitchburg Gas & Electric seeks written acceptance of this plan as outlined in chapter 87 of the general laws.

Name: Don Massucco

Signature: [Signature] Date: 4/18/18

Attachments:
2018 Maintenance maps (F15W16, F15W17)
MA Distribution Line-Clearance Specifications

CC: J. Dinapoli
K. Caribo
D. Clapham

Sincerely,

[Signature]

Sara Sankowich
System Arborist
603-379-3833

Corporate Office

6 Liberty Lane West
Hampton, NH 03842

Phone: 603-772-0775

Carolyn Smart

From: James Kreidler <jkreidler@townsend.ma.us>
Sent: Thursday, August 16, 2018 9:33 AM
To: Carolyn Smart
Subject: FW: Records Clerk Position
Attachments: TPD Resume.docx; TPD Cover Letter.docx

From: James Sartell [mailto:jsartell@townsendpd.org]
Sent: Wednesday, August 15, 2018 4:29 PM
To: James Kreidler (jkreidler@townsend.ma.us)
Cc: Rick Bailey
Subject: Records Clerk Position

Jim,

Please find the attached resume for Marcie Furlong. Ms. Furlong is a standout among nine persons interviewed and 20 who applied for the position of Records Clerk. If acceptable to you, we plan to tender a conditional offer of employment pending a successful background investigation. After onboarding and a period of training, it is our plan to schedule Ms. Furlong Monday through Friday not to exceed 32 hours. As you are aware, the positions were budgeted at 40 hours split between two employees. We do not plan to move forward with the second position to offset the costs of retirement, etc. required with employees scheduled to work more than 20 hours a week.

Please let me know if you wish to discuss further or would like additional information.

Thank you for your help with this.

Jay

James Sartell
Deputy Chief of Police
Townsend Police Department
70 Brookline Street
Townsend, Massachusetts 01469
(978) 597-6214
jsartell@townsendpd.org



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**Bullet Point Summary
Regarding
Establishment of
A Non-Profit PEG Access Corporation
In The
Town of Townsend**

Prepared by Special Cable Counsel

**William H. Solomon
(August 16, 2018)**

- # Board of Selectmen vote to send letters to between 5 and 9 Townsend residents asking if they would be interested in working together, and independently from a jurisdictional perspective, but not a contractual perspective, from the Town, to establish a non-profit PEG (Public, Educational and Government) Access Corporation. (There are, as you know, well over 100 non-profit PEG Access Corporations.) These individuals will be the incorporators of the non-profit, if successful.
- # The Board of Selectmen, through its agents (e.g. Town Administrator, Cable Committee, Special Cable Counsel) will provide a bullet point list of PEG Access Agreement provisions (and certain substantive provisions) that the Town will like see/require in an agreement between the Town and the Access. This will include requirements for operations and programming, financial and legal obligations and corporate governance. I have attached hereto a list of subjects, with brief comments, to be included in such bullet point list to be provided to the incorporators.
- # The Incorporators will need to incorporate the non-profit corporation, pursuant to M.G.L. c. 180. This will include the Articles of Incorporation, and most significantly, the Corporation's bylaws. The corporation will, as discussed, also need to enter into an Access Agreement with the Town. For these purposes, the Incorporator (Access Corporation, when established) will want to, and should, hire legal counsel. As discussed, for a number of reasons, it is best if that counsel not be the same counsel who represents the Town in this matter. Initially, I thought that it may be practically necessary for the Town to upfront some initial (limited) funding to the Incorporators so that they can retain and hire counsel for some of the initial work. I now believe, based in inquiries I have made that it is likely that counsel retained for these purposes would be able to be paid after incorporation of the access corporation for work done prior to the incorporation.
- # Please note that the completion of an access corporation's bylaws (by the corporation, and consistent with the governance provisions in the proposed

Access Agreement by the Town, together with the completion of the Access Agreement between the parties, will take some time. A reasonable expeditious estimate of the time needed to complete such, given the nature of the institutions, is between 40 and 90 days. (After the work and consideration on these documents proceeds, the respective parties will gain greater appreciation that this is the creation of an institution and relationship, impacting the public and town, and that neither the bylaws or access agreement are simply "boiler plate".

**Appendix List of Areas/Subject For A PEG Access Agreement
Between A Town and a Non-Profit Access Corporation**

**Forward to the Town of Townsend
(August 16, 2018)**

- **PURPOSE OF GRANT AGREEMENT.**
- **TERM:** I suggest 5 years, with a 5-year option for the Town, with specific notice procedures.
- **SCOPE OF SERVICES:**
 - Peg Access Programming (e.g. non-commercial)
 - Services, Operations, Facilities And Equipment
- **ACCESS FACILITY, STUDIO AND USERS:**
 - Including, hours of policies and procedures, accessibility, safe harbor and reasonable scheduling, disclosures, disclaimers, provisions regarding copyright violations, consent, obscenity, etc.
- **NON-PROFIT STATUS OBLIGATION AND REQUIREMENT, INCLUDING 50(C)(3) AND INDEPENDENT CONTRACTOR.**
- **GOVERNANCE OF ACCESS CORPORATION.**
 - Certain provisions of interest and concern to the Town and public, which may include, election and/or appointment, terms, compensation.
- **RECORDS, ACCOUNTING, AUDITS OR OTHER FINANCIAL REVIEWS.**
- **REPORTING, UPDATES, PERFORMANCE REVIEWS/EVALUATIONS/ HEARING**
- **ASSIGNMENT AND TRANSFER.**
- **FUNDING FROM OTHER SOURCES.**
- **INDEMNIFICATION AND INSURANCE.**
- **COMPLIANCE WITH LAWS AND REGULATIONS.**
- **TERMINATION OF AGREEMENT TRANSFER OF ASSETS.**
- **MISCELLANEOUS PROVISIONS.**

Carolyn Smart

From: Katharine L. Klein <KKlein@k-plaw.com>
Sent: Friday, August 10, 2018 6:25 AM
To: 'Carolyn Smart'
Cc: 'James Kreidler'; David C. Jenkins
Subject: Townsend - West Meadow Road Bridge
Attachments: KP-#643359-v1-TOWN_West_Meadow_Road_Bridge_Warrant_Article.DOCX

Carolyn:

Attached please find a proposed Warrant Article relative to the West Meadow Road bridge project. I only have one sheet of the plans, so I have left some blanks.

The Warrant Article provides for an appropriation of monies to compensate property owners who elect not to donate. This is always a difficult balance, as it is often not clear, when Town Meeting votes, whether there will be donations or not. The safest course is to appropriate all of the monies that may be required to pay the property owners, but sometimes this is not clear, as the appraisals may not have been done yet. Some towns utilize Chapter 90 monies, as no appropriation is necessary to use these funds.

I am happy to discuss.

Katie

Katharine Lord Klein
KP | LAW
101 Arch Street, 12TH Floor
Boston, MA 02110
O: (617) 654 1834
F: (617) 654 1735
kklein@k-plaw.com
www.k-plaw.com

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ARTICLE

To see if the Town will vote to authorize the Board of Selectmen to acquire by purchase, gift, eminent domain or otherwise, on such terms and conditions as the Board of Selectmen shall determine, permanent and/or temporary easements on the parcels of land shown on plans entitled “Massachusetts Department of Transportation Highway Division Plan and Profile of _____,” revised through _____, 2018, prepared by _____, as said plans may be amended, said plans on file with the Town Clerk, for public way purposes, including, but not limited to, the construction, alteration, maintenance, improvement, repair and/or replacement of the West Meadow Road bridge, and for drainage, grading, clearing and slope work, erosion control, relocation of utility poles and guy wires, loaming and seeding, and landscaping; and, further, to see if the Town will vote to raise and appropriate, borrow or transfer from available funds a sum of money for these purposes and any expenses related thereto; and, further, to authorize the Board of Selectmen to enter into all agreements and take all related actions necessary or appropriate to carry out said acquisitions and other acts authorized herein, upon such terms and conditions as the Board of Selectmen may deem appropriate; or take any other action in relation thereto.

SUBMITTED BY: Board of Selectmen

EXECUTIVE ASSISTANT TO THE TOWN ADMINISTRATOR

Position Purpose:

The purpose of this position is to provide professional and executive level administrative and technical support for the Selectmen's/Town Administrator's Office. Responsible for highly confidential and time sensitive materials. Performs a wide variety of complex duties. Work involves extensive public contact and office management duties. Employee is responsible for managing and researching critical data and providing various reports containing specialized information. Performs all other related work as required.

Supervision:

Supervision Scope: Performs varied and responsible duties requiring a thorough knowledge of municipal operations and the exercise of judgment and initiative to carry out assignments independently, analyzes situations and conditions, and determines appropriate course of action from among many alternatives. A wide degree of creativity and latitude is expected.

Supervision Received: Work is performed under the administrative direction of the Town Administrator. Work is performed independently requesting assistance with unusual situations which do not have clear precedents.

Supervision Given: None

Job Environment:

A majority of work is performed under typical municipal office conditions; noise level is moderate.

Regularly operates a computer, telephone, copier, facsimile machine and other standard office equipment.

Makes frequent contacts with various boards and committee members, town officials, town employees, Attorneys, Federal, State and Local Officials, surrounding town and city officials, contractors, businesses and organizations. Contacts are in person, in writing, and by telephone and require considerable persuasiveness and resourcefulness to influence the behavior of others.

Has access to department confidential information and personnel information. The application of appropriate judgment, discretion and professional office protocols is required.

Errors could result in significant confusion and delay, loss of department services, financial repercussions; errors could cause exposure for the town to certain legal liabilities.

Essential Functions:

(The essential functions or duties listed below are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position.)

Responsible for the efficient day-to-day administrative operations of the Selectmen's/Town Administrator's Office. Provides executive level administrative and technical support for the Town Administrator and the Board of Selectmen, which includes all correspondence, meeting scheduling, compiling reports, filing, answering phone calls and handling citizen requests, processing daily mail, and other related tasks. Responds to and resolves problems and inquiries.

Under the direction of the Town Administrator, performs work in administering certain personnel programs. Works closely with the Town Administrator to establish and realize organization's goals. Prepares employee packets for orientations. Maintains personnel files. Schedule physicals, and maintain confidential medical files. Processes annual paperwork for sexual harassment. Performs administrative work related to EAP program. Works in conjunction with Treasurer's office for employee benefits. Maintains union contract documents.

Assists the Town Administrator with hiring processes, preparing and advertising job announcements, and posting positions.

Performs administrative work related to Town insurances. Responsible for insurance processing to include claims, renewals, distribution of materials to departments relating to Workers Compensation, Disability, Auto and Property & Casualty. Updates on an annual basis insurance needs and requirements for the Town. Prepares vehicle reports and requirements.

Acts as liaison between Town Administrator, the public, town departments and officials to maintain flow of information and communications.

Performs duties related to town meetings. Schedules posting of warrants, process payments to constable, notify school to post on bulletin boards. Assists in the preparation of Town Meeting material, whether printed or electronic.

Compiles information and prepares various reports, minutes, correspondence, annual town report and other documents. Performs research in preparation of warrants, budgets, policy issues and other similar matters. Assists the Town Administrator in the preparation and dissemination of information for various meetings. Collects reports from the town departments and prepares annual Town Report.

Prepares election warrant for the Selectmen's signature, schedule posting warrant; process payment to the constable; notify school to advertise on bulletin board.

Prepare weekly payroll for signature by the Town Administrator; process to Treasurer.

Track and assign all keys to Memorial Hall.

Prepare bills payable for signature by the Town Administrator.

Track and record all transactions for budgets under the Selectmen via financial software; reconcile with Accountant. Reconcile petty cash with Accountant.

Maintains and orders supplies for all departments.

Assists Facilities Manager in meeting the maintenance needs of facilities.
Assists the Town Administrator and the Town Accountant with procurement.

Oversees all agreements for copying machines located in Town hall; schedules repairs.

Monitors budgetary allocations. Reviews and processes bills for payment.

Types a variety of reports and documents from rough copy or transcription; drafts routine documents and correspondence; utilizes word processing, spreadsheet, financial and database software applications.

Performs similar or related work as required.

Recommended Minimum Qualifications:

Education, Training and Experience:

Associates Degree and three to five years of progressively responsible experience in administrative work in Municipal government, including working with the public, supervisory experience, office management and experience in the operation of computer-driven word processing, spreadsheet and file maintenance programs preferred; training and experience in municipal personnel administration desirable; or any equivalent combination of education and experience.

Knowledge, Ability and Skill:

Knowledge: Thorough knowledge of office procedures, practices and terminology. Thorough knowledge of town operations. Knowledge of office equipment and the operation of contemporary computer software applications for word processing, spreadsheet, database, presentation, Email and Internet, and desktop publishing. Knowledge of personnel practices in local government. General knowledge of municipal accounting, personnel administration and public administration.

Ability: Ability to prioritize and complete multiple tasks at one time with frequent interruptions. Ability to establish and maintain effective and harmonious working relationships with town officials and departments, state agencies and the general public including high-stress situations. Ability to communicate effectively in written and oral form. Ability to maintain detailed records.

Ability to handle inquiries and/or complaints tactfully and effectively. Ability to maintain confidentiality.

Skill: Excellent customer service and interpersonal skills. Skill in operating computers and utilizing appropriate software applications. Excellent organizational skills. Office management skills. Skill in all of the above listed tools and equipment.

Physical Requirements:

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is frequently required to work at a desk; regularly convey information to employees and the public; regularly move about inside the office to access file cabinets and office machinery. The employee must occasionally lift and/or move objects weighing up to 25 pounds, such as supplies, folders, and books. Ability to operate a keyboard and calculator at efficient speed and to view computer screens for extended periods of time.

(This job description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change.)

How to fund ClearGov with a FY '19 Community Compact Best Practice Grant

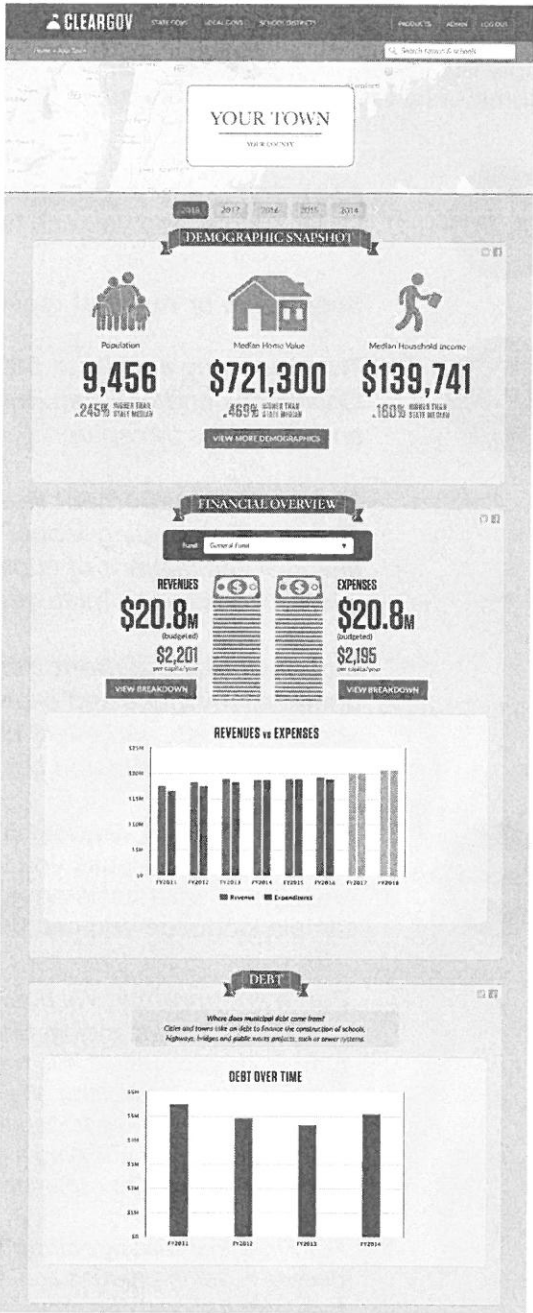
The Massachusetts Community Compact - Best Practices Program is a terrific way to both focus and fund key initiatives in your community. And, fiscal transparency, budgeting and forecasting are some of the most impactful Best Practices you can implement. If done right, transparency will build trust, drive engagement and enable community support for your core initiatives. Plus, an efficient budgeting and forecasting process will save time and effort and help you plan effectively for the future.



Did you know?

Did you know that the State of Massachusetts has set aside a \$2 million grant pool for FY '19 specifically to assist and fund community initiatives associated with the Community Compact - Best Practices Program?

Did you also know that Best Practices grant requests are reviewed and approved on a first-come, first served basis? So, when the pool is drained...the funds are gone.



TIPS

Request Amount: Your ClearGov representative can help you determine the exact amount of the grant request that you should make to fully cover your investment.

Include Your School: Although your local School District cannot directly apply to the Community Compact Program, you *can* include ClearGov for your School District in your grant request.

Three Easy Steps to Request State Funding for ClearGov...

Our mission is to enable you to leverage data that helps your community operate and communicate more effectively and efficiently. So, here are three simple steps to help you leverage the MA Community Compact - Best Practices grant pool to fully offset your investment in ClearGov:

- 1

Apply for your FY '19 Community Compact. The application process is super simple, and you can find the instructions on this [Application Page](#).

Select one or more of these **Best Practice Areas**:
- 2

Transparency and Data Standards Best Practice: Deploy an Open Checkbook and/or Open Budget Solution that is easily consumed by the public and promotes transparency.

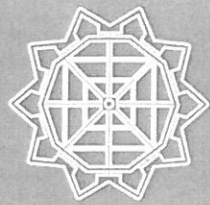
Financial Management Best Practice: Develop and utilize a Long-range Planning/Forecasting Model that assesses both short-term and long-term financial implications of current and proposed policies, programs and assumptions over a multi-year period.

Financial Management Best Practice: Establish a Budget document that details all revenues and expenditures, provides a narrative describing priorities and challenges, and offers clear and transparent communication of financial policies to residents and businesses.
- 3

Make your grant request directly in the application. The last question on the application will ask you why you have selected the applicable Best Practice Area(s) and what assistance you would like from the State. Here is some sample language you can use to make the grant request:

For Transparency: We believe that transparency can build trust and drives community understanding. Since government finances are complex, our objective is to provide proper context and present a financial picture for <<Town/City>> that everyone can understand. We have selected a solution provider - MA- based ClearGov - who offers a turnkey transparency and benchmarking solution. To support this Best Practice, we are requesting a grant in the amount of \$X,xxx which will cover the full costs of the ClearGov solution for the next two years.

For Financial Management: We recognize the importance of having an efficient budget building process and we value the insights that a long-range planning/ forecasting model can provide to help us better manage <<Town's/City's>> resources and ensure that we are using tax-payer dollars efficiently and effective. We have selected a solution provider - ClearGov (a MA-based company) - who offers a turnkey budgeting and forecasting solution. To support this Best Practice over the next two years, we are requesting a grant in the amount of \$X,xxx which will cover the initial costs of the ClearGov solution for our community.



MMA Fiscal Policy Committee

Best Practice Recommendation: Municipal Reserves

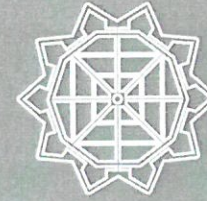
BEST PRACTICE: Adopt, as a set policy or practice, adequate funding of municipal reserve accounts to mitigate budget risks from extraordinary and unforeseen events and maintain fiscal stability over time. This could include the adoption of reserve funding targets of 5 percent or more, based on the size of the municipal budget and consideration of spending and revenues risks. This could also include the identification of specific year-end fund balances or revenues from other sources to contribute to reserve accounts. A good policy or practice could also include rules for the use or draw down of reserves and for replenishment of depleted accounts.

It is widely recognized that those state and local governments that have established and funded reserve and stabilization accounts at sufficient levels have been well-served, because reserves allow states and localities to sustain services in times of economic and fiscal distress and limit the risk from extraordinary and unforeseen occurrences. Sound policies and practices, along with adequate levels of reserves, can also have a positive impact on credit ratings and can reduce the cost of borrowing and capital project spending.

The Division of Local Services advises that a good reserve policy will establish target balances for the local stabilization fund and other reserves and "develop a schedule of annual appropriations ... designed to reach and sustain target balances gradually over time."

A Best Practice adopted by the Government Finance Officers Association (GFOA) Executive Board recommends that "governments establish a formal policy on the level of unrestricted fund balance that should be maintained in the general fund." The GFOA suggests that the balance be maintained at no less than two months of general operating fund revenues or expenditures, although the amount of the balance and the measurement depend on the specific circumstances of the municipality. The GFOA also recommends that the purpose of various parts of the fund balance be specified, including, for example, "a portion for working capital, one for budgetary stabilization, and one for responding to extreme events."

References from the Government Finance Officers Association (GFOA):
www.gfoa.org/appropriate-level-unrestricted-fund-balance-general-fund
www.gfoa.org/adopting-financial-policies-0



MMA Fiscal Policy Committee

Best Practice Recommendation: Capital Planning

BEST PRACTICE: Develop and maintain a multi-year capital improvements program (CIP) that is integrated into the overall revenue and spending plan of the municipality. The plan could include an assessment of the state of repair of existing capital assets and the need for new ones, a capital debt policy and debt affordability analysis, a schedule for approval and funding of repair, renovation and new construction projects, and identification of sources of revenue and finance.

The Division of Local Services (DLS) has written a manual to help cities and towns develop and implement a CIP. The DLS writes that a good CIP can:

- Facilitate coordination between capital needs and the operating budgets
- Enhance a community's credit rating, control of its tax rate, and avoid sudden changes in debt service requirements
- Identify the most economical means of financing capital projects
- Increase opportunities for obtaining federal and state aid
- Relate public facilities to other public and private development and redevelopment policies and plans
- Focus attention on community objectives and fiscal capacity
- Keep the public informed regarding future needs and projects
- Coordinate the activities of neighboring and overlapping units of local government to reduce duplication
- Encourage careful planning and design to avoid costly mistakes and help a community reach desired goals

The Government Finance Officers Association (GFOA) recommends that "state and local governments prepare and adopt comprehensive multi-year capital plans to ensure effective management of capital assets." A prudent multi-year capital plan identifies and prioritizes expected needs based on a community's strategic plan, establishes project scope and cost, details estimated amounts of funding from various sources, and projects future operating and maintenance costs. The GFOA recommends that a capital plan "should cover a period of at least three years, preferably five or more."

Resources

Massachusetts Division of Local Services:

- Developing a Capital Improvements Program, A Manual for Massachusetts Communities (1997)

www.mass.gov/dor/docs/dls/publ/misc/cip.pdf

Capital Planning – continued

Government Finance Officers Association (GFOA):

- Asset Maintenance and Replacement (approved by GFOA's Executive Board, March 2010)

www.gfoa.org/asset-maintenance-and-replacement

- Capital Planning Policies (approved by GFOA's Executive Board, September 2013)

www.gfoa.org/capital-planning-policies

- Capital Project Monitoring and Reporting (approved by GFOA's Executive Board, October 2007)

www.gfoa.org/capital-project-monitoring-and-reporting

- Multi-Year Capital Planning (approved by GFOA's Executive Board, February 2006)

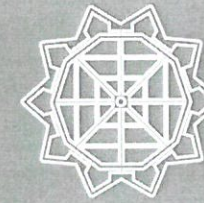
www.gfoa.org/multi-year-capital-planning

- Incorporating a Capital Project Budget in the Budget Process (approved by GFOA's Executive Board, January 2007)

www.gfoa.org/incorporating-capital-project-budget-budget-process

- Determining the Estimated Useful Lives of Capital Assets (approved by GFOA's Executive Board, March 2007)

www.gfoa.org/determining-estimated-useful-lives-capital-assets



MMA Fiscal Policy Committee

Best Practice Recommendation: Budgeting for Snow and Ice Removal

BEST PRACTICE: Adopt, as a policy or as part of the annual budget process, an experience-based target for snow and ice appropriations and a plan to cover extraordinary expenses for harsh winters. The target could be expressed as a multi-year average of actual expenses or as a percentage of an average that progresses toward the target over time. For extraordinary expenses, a portion of municipal reserves could be set aside and identified as available for this purpose.

Many cities and towns significantly underfund snow and ice removal accounts when adopting their municipal budgets, with the expectation that reserves will be available to cover unbudgeted expenses by year's end or that a deficit can be carried forward to the next fiscal year. Weather- and storm-related costs are impossible to predict with any certainty, and local officials are understandably reluctant to allocate excessive amounts for snow and ice removal purposes at the expense of other municipal services. There are also disincentives in the deficit carry-forward law that make it difficult to fully fund snow and ice accounts.

Severely underfunded snow and ice accounts, however, carry a fiscal risk. In some years, reserves may not be sufficient to cover major unbudgeted expenses, and significant deficits carried over from previous years may reduce resources that otherwise would be available to fund other services.

In their original fiscal 2014 budgets, cities and towns appropriated \$115 million for snow and ice spending. Actual spending totaled nearly \$205 million, about \$90 million more than originally budgeted, about 78 percent over budget. Of the 311 over-budget municipalities, 148 were over budget by more than 100 percent and 74 by more than 200 percent. One hundred and eleven cities and towns carried forward deficits totaling \$39 million in fiscal 2014.

The best practice of adopting an experience-based target for snow and ice appropriations (with a plan to get there over time, if the gap is too large), with a policy on how to plan for and cover extraordinary expenses for harsh winters, would encourage cities and towns to review actual historical snow and ice spending when adopting a budget and to include a reasonable appropriation. This would help avoid unnecessary withdrawals from local reserve accounts and the carry forward of significant deficits into future years.



MMA Policy Committee on Personnel and Labor Relations

Best Practice Recommendation: Managing Other Post-Employment Benefit (OPEB) Liabilities

BEST PRACTICE: Take necessary steps to modernize benefit structures and implement pre-funding options to effectively mitigate and manage Other Post-Employment Benefit (OPEB) liabilities. This includes using the authority that localities have under state law to change retiree health plan contribution ratios and plan design elements, and investing funds in a reserve account to pre-fund the OPEB liability for current and future retirees.

Cities and towns face a \$30 billion liability for their Other Post-Employment Benefits. Under current law, eligibility for benefits is quite generous. In most cases, employees qualify for health insurance for themselves and their dependents for life if they work as few as 20 hours per week for 10 years and are 55 years of age. Access to this level of retiree health benefit has left cities and towns with a liability far larger than their pension liability, with bond rating agencies and the federal government taking notice.

In the absence of statewide legislation, there are several actions that cities and towns can take to manage their OPEB liability. It is important to regularly review and consider a wide range of options to make changes to health insurance as an opportunity to manage OPEB costs. Cities and towns should be creative, and consider measures such as increasing new hire contribution rates, making meaningful plan design changes, and engaging in conversations with active employees about setting money aside to fund their future benefits.

Similarly, under state law (recently affirmed by a Supreme Judicial Court decision), cities and towns may change the contribution rate for retired employees without engaging in collective bargaining. If municipal retirees are paying less than 50 percent of the premium, or have the same or lower contribution rates as active employees, it may be worth considering a change.

On the funding side, there are a handful of steps municipalities can take to begin funding their liability. In order to have all of the information and have all parties be on the same page, it is first important to conduct the required actuarial analysis every two years, as well as to have an agreed-upon reserve or financial policy.

Once the size of the liability is agreed upon, municipalities should consider funding their normal costs each year. Cities and towns are encouraged to use savings from changes in health insurance, such as using Municipal Health Insurance Reform, to fund their Annual Retired Contribution (ARC). This would at least fund OPEB obligations from this point

forward at their annual cost. Additionally, cities and towns are encouraged to begin to pay the normal cost for new employees immediately from the date they are hired. If financially feasible, this could eventually be expanded to existing employees.

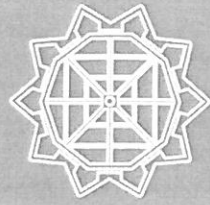
Finally, it is a best practice recommendation that communities establish an irrevocable trust through Chapter 32B, Section 20 of the Massachusetts General Laws, and use a meaningful and recurring revenue stream to fund the trust (such as a portion of the local-option meals tax, local-option lodging tax, or other local revenue source). Communities are encouraged to use an irrevocable trust rather than a stabilization fund. This ensures the money is earmarked for OPEB and is segregated from other municipal responsibilities. Similarly, it is worth weighing the pros and cons of managing the funds locally or investing through the State Retiree Benefits Trust Fund (SRBTF), an option now available to municipalities.

These best practices will allow cities and towns to manage the costs of retiree benefits and begin to pre-fund their OPEB liabilities.

Resources

State Retiree Benefits Trust Fund (Frequently Asked Questions)
www.mass.gov/srbtf/docs/srbtf/srbtf-faq.doc

Government Finance Officers Association (OPEB Best Practice)
www.gfoa.org/sites/default/files/CORBA_ENSURING_OPEB_SUSTAINABILITY.pdf



MMA Policy Committee on Personnel and Labor Relations
**Best Practice Recommendation: Adequate Preparation for Collective Bargaining Cases
Referred to the Joint Labor-Management Committee**

BEST PRACTICE: Engage in collective bargaining using a comprehensive approach that recognizes the possibility that police and fire negotiations may be referred to the Joint Labor-Management Committee (JLMC). This includes setting a pattern with all bargaining units, costing out the total package, establishing comparable communities, and having an agreed-upon financial policy.

The Joint Labor-Management Committee (JLMC) is designed to mediate collective bargaining disputes and impasses between municipalities and their police and fire unions. When the JLMC takes jurisdiction over a matter, the parties are assigned a labor representative, management representative, and a neutral mediator.

Preparation is the key to a successful outcome at the JLMC. It is essential to set a uniform pattern with other municipal and school bargaining units to establish common expectations, and well-documented intra-community comparables for negotiations with your police and fire unions, and it is important to have this framework in place *before* the JLMC becomes a possibility.

It is also important to cost out the total package on the table. Seemingly non-monetary items, such as additional vacation days or shift swapping, will cost cities and towns money in the way of overtime. It is important to understand the cost of every aspect of the proposals submitted by municipalities and labor.

As part of the preparation, it is important for municipalities to identify a reasonable list of comparable communities. Having a set of comparable communities gives municipalities vital information and adds credibility when cases are heard before the JLMC. If labor seeks to promote a different set of comparable communities, it is important to know this and to analyze the impact this would have. Ideally, municipalities should work early on with labor to agree on a common list of comparable cities or towns.

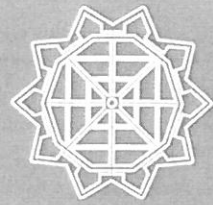
The JLMC uses peer mediators as part of the negotiation process. Municipal officials should work with their JLMC management peers as they assist them throughout the JLMC process.

When working with labor unions, it is critical for management to know and work with the labor unit representatives on the other side of the table who are interested in constructive negotiations. These individuals are long-time municipal

employees, and it benefits all parties when management can work collaboratively with reasonable people within the labor union to reach agreement.

Finally, it is vitally important for municipalities to adopt formal reserve and financial policies that identify the specific uses of reserve funds, stabilization accounts, capital funds and other one-time or recurring revenue sources. These policies will ensure that the financial goals of the community are clearly documented, so monies that have been set aside to deal with unforeseen emergencies, economic downturns, capital projects, OPEB liabilities, and other uses can be protected during the negotiation process.

These best practices will allow municipal officials to effectively negotiate on behalf of local citizens and taxpayers, and provide greater chance of success before the Joint Labor-Management Committee.



MMA Policy Committee on Personnel and Labor Relations

Best Practice Recommendation: Managing Unemployment Insurance Claims and Costs

BEST PRACTICE: Develop and implement a comprehensive set of steps to manage Unemployment Insurance (UI) claims and costs. This includes timely response to the Department of Unemployment Assistance when a claim is filed, identifying a UI point person in the municipality, working with the school department to understand all of the community's cost exposures, and including mitigating language in collective bargaining agreements.

Cities and towns face several unique challenges when managing their Unemployment Insurance (UI) costs. Most municipalities are reimbursable (as opposed to contributory), meaning they pay dollar-for-dollar for UI claims instead of paying into an insurance pool like most of the private sector. This can cause significant financial difficulty for a city or town when a claimant unjustifiably receives benefits. Additionally, municipalities have a large number of part-time and seasonal employees, particularly in school departments, which adds to the complexity.

There are several strategies cities and towns can implement to manage their UI costs. It is recommended that municipalities have a point person to manage UI and/or a point person assigned to work with their Third-Party Administrator (TPA). It isn't always clear who "owns" the management of UI claims in a community, and it varies from one municipality to the next. Additionally, many communities use a TPA. It is important that one person have ownership of managing and reviewing all UI claims, and that if a municipality is using a TPA there is a dedicated internal staff person in regular communication with that firm.

It is also important to have a clear partnership with the school department. Many of the part-time employees that generate UI claims are school employees. It is absolutely critical for the municipal point person to have a clear line of communication and understanding with the school department.

Municipalities are urged to always respond to the Department of Unemployment Assistance's notice of a claim, and, if possible, attend the hearing. According to the DUA, the employer does not respond to the DUA approximately 50 percent of the time when a claim is filed. It is critical that hearing officers understand the employer's side of the situation. Additionally, municipalities are encouraged to submit as many documents as possible with the employer questionnaire.

Lastly, municipalities are encouraged to include language in collective bargaining agreements to mitigate claims, and to exercise options to reduce exposure. This includes making it clear up front that seasonal and part-time employees are not eligible for UI, and, if feasible and affordable, assigning seasonal workers to other departments or functions during

the year. It is also important to provide timely notification to school department employees (such as school bus drivers, cafeteria workers and crossing guards) before holiday weeks and summer vacation that there is a “reasonable assurance” they will be back to work after the breaks, which avoids the possibility of these part-time employees filing for UI benefits during the December, February, April and summer vacations. (Currently, the reasonable assurance protection is only applicable to school employees funded through the school budget, and is not available for these school-based employees if they are funded through the municipal side of the budget.) It is also important to use the DUA’s seasonal certification for seasonal employees.

These best practices offer several key approaches that can mitigate the cost of Unemployment Insurance claims for cities, towns and local taxpayers.

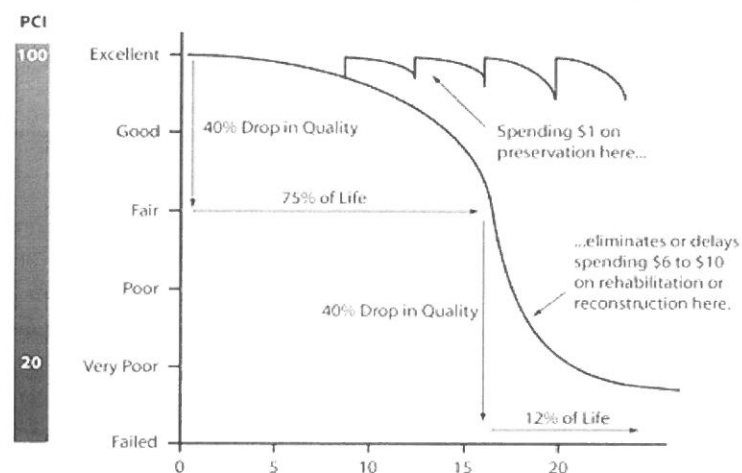


MMA Policy Committee on Public Works, Transportation and Public Utilities

Best Practice Recommendation: Pavement Management System Planning

BEST PRACTICE: Adopt a pavement management plan to guide investment on local roads with the goal of maintaining municipal streets in a state of good repair.

Pavement management systems (PMS) involve planning for pavement management and rehabilitation with the goal of maximizing the value and life of a pavement network. The benefits of implementing a pavement preservation system may not be immediate and dramatic, but accrue substantially over time. Roads that generally are in good condition do not register a major change in condition rating after a treatment is applied – the rating continues as good. What is important, however, is the condition rating several years later. Roads that receive regular preservation treatments are in better condition than those left without treatments, and are less costly to maintain over the long term. When streets are maintained regularly, cities and towns can see the return on their investment. When roadways are not adequately maintained, however, they deteriorate much more quickly and cost dramatically more because roads that fall into a state of disrepair must be completely rebuilt at a much higher cost.



SOURCE: U.S. Department of Transportation (FHWA)

One example of the benefits of having a pavement management plan is when real-time repairs are made when cracks develop on a road surface. A pavement management plan applies the effective use of infrared technology to recognize those cracks and efficiently seal them for little cost. Without a plan, the road that seems in good condition and is not

repaired will quickly deteriorate once water infiltrates those cracks. (In cold weather the water freezes, creating frost heaves, which undermine the road and cause potholes and substantial damage.) Once water has been allowed to infiltrate a roadway with a cracked surface it becomes much more costly to repair.

A comprehensive pavement management system involves rating sections of every road in a community – from poor to deficient to fair to good to excellent. The plan identifies the poor, deficient and fair roads in most need of repair, as well as those that are in good or excellent condition, and develops a schedule and construction plan to increase the overall quality of the roads to an acceptable level. Interestingly, small investments in good or excellent roads are wise decisions, as these repairs will avoid more costly repairs in the short-, medium- and long-term.

A robust pavement system will develop a schedule to repair poor roads and balance these investments with efforts to prevent other roadways from falling into more costly categories. In addition, the overall PMS plan will enable cities and towns to explain the investment and repair strategy to residents. The goal of a pavement management system is to improve the road quality up to good or excellent, based on a five- or 10-year investment strategy. Sound PMS plans recognize the usage of the road, map out the current conditions of roads in the community, and develop a timeline for repairs or maintenance to each segment in the system. PMS plans also identify funding sources, primarily Chapter 90 funds or local revenues, and a schedule for maximizing the use of these funds, based on the return on investment and overall need.

There are a number of off-the-shelf PMS software programs that can assist highway and public works departments in developing custom PMS plans for each municipality, and many consulting firms that offer similar services. Cities and towns are encouraged to research the most cost-effective way of developing and implementing a PMS plan for their community.

Resources

Federal Highway Administration Asset Management Division

www.fhwa.dot.gov/asset

FHA Pavement Management Primer

www.fhwa.dot.gov/infrastructure/asstmgmt/pmprimer.pdf

Related National Organizations:

American Association of State Highway and Transportation Officials (AASHTO)

www.transportation.org

American Public Works Association (APWA)

www.apwa.net



MMA Policy Committee on Public Works, Transportation and Public Utilities

Best Practice Recommendation: Protecting Municipal Vehicles from Storm Treatment Corrosives

BEST PRACTICE: Develop a practice of washing public works and other municipal vehicles during winter months to remove corrosive substances covering vehicles in order to protect and extend the life of the vehicles.

Cities and towns are increasingly using liquid calcium chloride and liquid magnesium chloride to pre-treat local roads before winter storms and icy conditions. The chemical solutions are used to pre-treat roads so that snow and ice melt on contact, and are considered to be more effective than more conventional treatments (such as salt and sand) at certain times. These road treatment products are highly corrosive, however, and can damage vehicles. For example, treatment brine will corrode public works and other municipal vehicles that are deployed during storms.

Treatment brine and other snow and ice treatment materials should be removed from municipal vehicles as quickly as possible. It is recommended that cities and towns wash vehicles regularly during winter months and keep the frame, chassis, body and attachments free from corrosive chemicals, road grime, salts, and dirt that lead to vehicle damage.

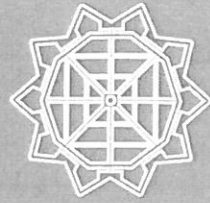
The American Association of State Highway Transportation Officials (AASHTO), in "Update of the AASHTO Guide for Snow and Ice Control," published in 2008, recommends the following¹:

"Snow and ice control equipment should be washed frequently to minimize corrosion, improve operating efficiency, and extend its useful life. Washing facilities should be designed to minimize environmental impact. Pressure washers and hot water may be used for effective cleaning and water conservation. Washing equipment may be portable or fixed depending on an agency's overall needs. Electric or internal combustion motors drive high-pressure pumps, and water-heating capability is available on some units. Items such as pressure washers and high-pressure pumps are relatively inexpensive and may be acquired through the procurement process.

"Wash-water handling systems usually involve separation systems and underground piping and storage tanks. The facility should be capable of disposing sediment, oil and ice control chemical solutions to meet local environmental requirements. The design and construction of these systems may be accomplished through the contract process. Agencies should check state and local regulations when developing washing facilities and waste water systems.

"Agencies should also consider sharing of equipment washing facilities with other agencies to minimize costs and adverse environmental consequences. The use of commercial equipment washing facilities, such as truck washing businesses, should also be considered since they are responsible for wash water collection and disposal."

¹ American Association of State Highway Transportation Officials (AASHTO), 2008, located at:
<http://maintenance.transportation.org/Documents/Final%20Report%2020-07%20Task%20250.pdf>



MMA Policy Committee on Public Works, Transportation and Public Utilities
Best Practice Recommendation: Participation in the National Joint Utilities Notification System (NJUNS)

BEST PRACTICE: Register with the National Joint Utilities Notification System (NJUNS) and designate employees to participate in order to coordinate the movement of municipal attachments when necessary and facilitate the removal of "double poles."

There are an estimated 30,000 doubled-up utility poles in Massachusetts. The National Joint Utilities Notification System (NJUNS) was designed to improve the coordination between electric utilities, communications companies and municipalities for the transfer of wires and other pole attachments, and to facilitate the removal of double poles.

If a municipal fire department has alarm lines on the utility poles, it is recommended that communities designate a coordinator for these lines and have this person register in the NJUNS database.

If a municipality maintains its own streetlights, it is recommended that communities designate a coordinator and have this person (if different from fire alarms) register in the NJUNS database.

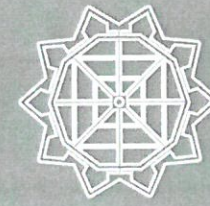
If a municipality wishes to designate another point of contact (different from fire alarms or street lights) for double pole coordination, it is recommended that this person register in the NJUNS database.

Resources

National Joint Utilities Notification System (NJUNS)

NJUNS Database Registration

<http://web.njuns.com>



MMA Policy Committee on Municipal and Regional Administration

Best Practice Recommendation: Economic Development Strategies

BEST PRACTICE: Proactively engage in economic development efforts to market and make municipalities attractive to investors, including: 1) taking steps to develop a municipal identity or brand that can be used as part of a strategic marketing plan; 2) participating in a variety of state and regional marketing programs (both public and private); 3) considering ways to improve the local permitting process to make the process quicker and easier to navigate; 4) and making use of incentives when consistent with local planning and financial goals.

While the above best practices are straightforward, many communities have not yet engaged in branding, marketing or other economic development initiatives. Localities are encouraged to research the potential opportunities for branding, especially if tourism is an anchor for economic activity. Economic development offices should contact the state's Executive Office for Housing and Economic Development to pursue state-aided marketing activities, and should also review options for local tax-incentive financing programs to attract investors and development. Cities and towns should also review the advantages of Chapter 43D of the Massachusetts General Laws, a local-option statute that dozens of communities have adopted for scores of development areas.

The Government Finance Officers Association (GFOA) suggests that cities and towns create a policy for using economic incentives, including goals and objectives, a description of possible incentives and rules on how they would be used, and provisions for oversight and administration.

Resources

Government Finance Officers Association (GFOA):

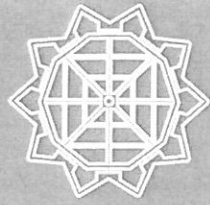
www.gfoa.org/developing-economic-development-incentive-policy

www.gfoa.org/evaluating-and-managing-economic-development-incentives

Executive Office of Housing and Economic Development:

www.mass.gov/hed/economic/eohed/pro/zoning-and-permitting/43d/chapter-43d-local-expedited-permitting.html

www.mass.gov/hed/economic/eohed/pro/zoning-and-permitting/43d/chapter-43d-communities.html



MMA Policy Committee on Municipal and Regional Administration

Best Practice Recommendation: Sharing Municipal Services

BEST PRACTICE: Evaluate opportunities to save money and improve local government services by sharing municipal service delivery with other cities, towns and governmental entities. This could include equipment-sharing arrangements, contracts for sharing municipal and school services, and group purchasing. Collaboration could take the form of inter-municipal agreements (IMAs), contracts, special acts, or the formation of districts or regions.

Cities and towns across the Commonwealth routinely look for opportunities to lower costs and improve local services by sharing services or equipment with other municipalities, regional organizations, or state government. These agreements offer substantial savings and efficiencies, yet should be framed so that all participating communities have common understandings, goals and commitments. Examples include:

- Adopting a shared services model for underutilized capital equipment via an inter-municipal agreement, such as having one community purchase a sewer flusher truck and renting it to surrounding communities to significantly offset the purchase cost.
- Sharing a Veterans' Services Officer among municipalities, with rotating office hours at community or senior centers.
- Forming a Regional Housing Services Office to monitor affordable housing compliance and other housing opportunities more broadly than in a single community.

The Government Finance Officers Association (GFOA) suggests that inter-municipal agreements should include provisions that establish the legal basis of the agreement, specific provisions for service delivery levels and performance measurement, a structure for governance, finance and dispute resolution, and a time period.

Resources

Metropolitan Area Planning Council (MAPC) Inter-Municipal Agreements Resource Guide
www.mapc.org/resources/intermunicipal-agreements#things

Sharing Municipal Services – continued

Massachusetts Association of Regional Planning Agencies:

Regionalization: A Guide for Sharing Public Services in Massachusetts

www.regionalbestpractices.org/right-for-you/what-is-regionalization/laws-for-regionalization

Massachusetts Shared Services Manual

www.pvpc.org/sites/default/files/2013-shared-permit-manual-web.pdf

Massachusetts Municipal Association:

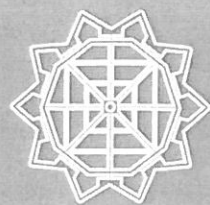
Understanding and Applying the New Inter-Municipal Agreements Law

www.mma.org/resources-mainmenu-182/doc_view/163-understanding-and-applying-the-new-inter-municipal-agreements-law

Government Finance Officers Association (GFOA):

Alternative Service Delivery: Shared Services (approved by GFOA's Executive Board, October 2007)

www.gfoa.org/alternative-service-delivery-shared-services



MMA Policy Committee on Energy and the Environment

Best Practice Recommendation: Integrated Water Resources Management Plans

BEST PRACTICE: Develop and maintain an Integrated Water Resources Management Plan (IWRMP) that promotes coordinated development and management of water, wastewater, stormwater, land and related resources. The plan should identify the local authorities responsible for each respective service and identify which permitting, design and future capital improvements should be prioritized and feasibly integrated. IWRMPs can provide a transparent and comprehensive water system investment road map.

The Massachusetts Department of Environmental Protection's "Guide to Integrated Water Resource Management Planning" clearly outlines the benefits of an IWRMP¹:

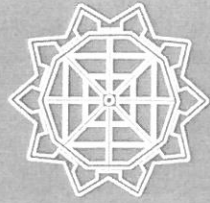
"An Integrated Water Resource Management Plan is a plan that evaluates alternative means for addressing a community's current and future wastewater, drinking water, and stormwater needs and identifies the most economical and environmentally appropriate means of meeting those needs. Integrated Water Resource Management Planning is an integral component of municipal planning. Many municipalities engage in planning to determine future land use patterns, provide educational and economic opportunities for residents, ensure an adequate stock of affordable housing and in general improve the quality of life. The viability of these plans relies on a reliable source of safe drinking water and environmentally protective systems for managing wastewater and stormwater. Preparation of an Integrated Water Resource Management Plan that examines the overall ability of the water resource infrastructure to accommodate anticipated growth is an essential element of any planning effort aimed at shaping the nature and extent of future development. ...

"Preparing one document in response to a number of different regulatory requirements not only saves time and money, but also promotes cooperation and coordination among municipal departments. Indeed, the preparation of an Integrated Water Resource Management Plan requires the participation of the Water Department, Sewer Department, Board of Health, Department of Public Works, Conservation Commission and Planning Department. With municipal departments working together, the community has the opportunity to prepare one plan that prioritizes all its water resource management needs in a manner that provides the greatest benefit to the public health and the environment. Bringing these departments together can save money. As roads are repaved, communities can inspect the water pipes, sewer pipes and storm drains under those roads, remove illicit connections to the sewers and storm drains, repair leaks and make any other necessary repairs. Bringing departments together can also foster solutions that address multiple problems."

¹ Massachusetts Department of Environmental Protection “Guide to Integrated Water Resource Management Planning”:
www.mass.gov/eea/docs/dep/water/laws/i-thru-z/iwrmp.pdf

Resources

U.S. Environmental Protection Agency (EPA)
Integrated Planning for Municipal Stormwater and Wastewater
www.epa.gov/npdes/integrated-planning-municipal-stormwater-and-wastewater



MMA Policy Committee on Energy and the Environment

Best Practice Recommendation: Solid Waste Management Master Plan

BEST PRACTICE: Develop an Integrated Solid Waste Master Plan that includes projected capital and operating costs, fees and other revenue enhancements, a schedule of feasibility studies, and goals for solid waste reduction and increased recycling rates.

MassRecycle and the Massachusetts Department of Environmental Protection's Solid Waste Division both recommend Recycling and Waste Management Best Management Practices that should be considered when drafting an Integrated Solid Waste Master Plan. Key provisions include:

Automated pickup: Residents are provided with specially designed carts that are emptied by an automated vehicle. This vehicle uses a mechanical arm to pick up the cart and dump the contents. Carts range in size from 32 to 95 gallons, with most communities using 64- or 95-gallon carts. In a semi-automated collection program, the driver or attendant manually positions the cart for the lift-arm and pulls a lever to tip the cart. A number of communities in Massachusetts have converted to a two-cart system; one for trash and one for mixed (single-stream) recyclables. Others are using a cart system for single-stream recyclables only, while residents use traditional trashcans for waste. In some communities, trash is collected in a cart, and recyclables are collected in the traditional dual stream method with curbside recycling bins. Automated pickup can increase recycling rates, reduce labor costs and worker compensation claims, and reduce overall costs.

Single-stream recycling: With single-stream, residents place all recyclables (paper and containers) into one bin. The mixed materials are then sent to a single-stream materials recovery facility, where sophisticated sorting technology separates the paper from the containers. The container stream is sorted into the separate commodity streams as described above. Many communities have found increased recycling rates and lower waste disposal rates by employing single stream, especially when combined with automated pick up.

Pay as You Throw: Approximately 124 municipalities (with a total population of 1.5 million) have adopted PAYT. Some PAYT communities allow residents to dispose of one container of trash without paying, but charge for disposal of additional containers, and others charge for all waste disposal. By charging residents per container of trash, PAYT programs offer economic incentives that have substantially increased residential recycling rates and reduced the quantities of waste that need to be disposed of. Some communities have experienced a 50 percent reduction in household waste and reduced tipping fees, transfer station fees and out-of-region shipping fees. These communities

have also benefitted from increased revenues from recycled materials and increased regional employment in the recycling/manufacturing/reuse sector, all while decreasing their need for new landfill space or incinerator capacity.

As disposal costs continue to rise, an Integrated Solid Waste Master Plan incorporating education, incentives and new technologies can result in a dramatic increase in recycling rates and a significant decrease in disposal costs.

Resources

Massachusetts Department of Environmental Protection:

- Solid Waste Master Plan
www.mass.gov/eea/agencies/massdep/recycle/reports/solid-waste-master-plan.html
- Recycling and Related Resources
www.mass.gov/eea/agencies/massdep/recycle/reduce/assistance-for-municipalities.html
- Contracting
www.mass.gov/eea/agencies/massdep/recycle/reduce/assistance-for-municipalities.html#4
- Public Events Recycling and Composting
www.mass.gov/eea/agencies/massdep/recycle/reduce/assistance-for-municipalities.html#5
- Mandatory Recycling
www.mass.gov/eea/agencies/massdep/recycle/reduce/mandatory-recycling.html
- Pay As You Throw
www.mass.gov/eea/agencies/massdep/recycle/reduce/pay-as-you-throw-payt.html
- Waste Reduction Toolkit
www.mass.gov/eea/agencies/massdep/recycle/reduce/municipal-waste-reduction-toolkit.html

U.S. Environmental Protection Agency:

- EPA Integrated Solid Waste Plan
www3.epa.gov/climatechange/wycd/waste/downloads/overview.pdf



MMA Policy Committee on Energy and the Environment

Best Practice Recommendation: Join a Stormwater Management Coalition

BEST PRACTICE: Municipalities are encouraged to join a stormwater coalition to share resources with neighboring communities for the primary purpose of educating the public on the need to protect the environment from damaging stormwater pollution. There are already five such coalitions in eastern Massachusetts, serving more than 85 municipalities. These stormwater coalitions combine resources and expertise, reducing the individual burden on member cities and towns and developing more effective and affordable educational materials. Many of the coalitions provide materials to communities for free or at a reduced cost. Coalitions can also provide help with GIS mapping, illicit detection programs, technical assistance and procurement.

The draft Small Municipal Separate Storm Sewer System (MS4) General Permit for Massachusetts issued in 2014 by the U.S. Environmental Protection Agency (EPA) would require cities and towns to substantially expand their activities to meet the new permit rules. These proposed required actions include increased street sweeping, catch basin cleaning and repairs, GIS mapping, drainage improvements, public awareness campaigns, and illicit detection programs. For the mandated public awareness campaigns alone, cities and towns would be required to develop and distribute educational materials to multiple audiences and document the method of distribution, the evaluation methodology, and the effectiveness of the education program. Many Massachusetts communities are combining efforts to develop and implement their public education efforts by forming stormwater coalitions, pooling resources and reducing the overall cost to each participating city and town.

Resources

Massachusetts Municipal Association:

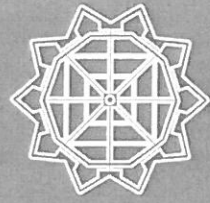
Regional Stormwater Coalitions

www.mma.org/resources-mainmenu-182/cat_view/148-public-works-energy-and-utilities/214-water-wastewater-and-stormwater

U.S. Environmental Protection Agency (EPA):

Municipal Separate Storm Sewer System (MS4) Main Page

http://www3.epa.gov/region1/npdes/stormwater/MS4_MA.html



MMA Fiscal Policy Committee

Best Practice Recommendation: Revenue and Expenditure Financial Forecasting

BEST PRACTICE: Adopt as a policy or practice the use of financial forecasting to evaluate policy options and to inform decisions that could have a fiscal impact on the municipality. Financial forecasting involves the careful analysis of data and the development and regular review of multi-year revenue and spending forecasts into the local decision-making process on budget and finance issues. The development of forecasts should include clearly stated methods and assumptions that are understandable and publicly available. Forecasting can involve sophisticated techniques, but simple forecasts using readily available information can be valuable and a good starting place for many cities and towns. The purpose of a forecast is to ensure the fiscal sustainability of the city or town as major decisions are being made on operations, capital spending and long-term liabilities.

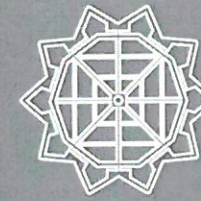
The Government Finance Officers Association recommends that governments use financial forecasting of revenues and spending as a decision-making tool to identify trends that could have an impact on the fiscal health of the government and the ability to provide public services. Forecasting should cover multiple years and be reviewed and updated regularly. The GFOA recommends that a forecast – and the methodology and assumptions upon which it is based – be shared with all stakeholders. The GFOA recommends that forecasting include an analysis of economic information, such as business cycles and relevant demographic data. The GFOA recommends that forecasts be linked to decision-making on issues that have a long-term impact on the government. Forecasting is used to enhance decision-making in a wide range of areas, including the development of policies on government reserves, fiscal sustainability, and capital improvement plans and spending.

The Division of Local Services recommends revenue and expenditure forecasting as a useful tool to help cities and towns evaluate policy choices that would have a multi-year impact on local finances. Like the GFOA, the DLS recommends multi-year forecasting with careful attention paid to methodology and data. The DLS recommends that cities and towns take a “moderately conservative” approach in forecasting revenues. Examples of decisions that would benefit from forecasting include deliberations on collective bargaining agreements, financing new school buildings that require debt payments, and determining the impact of business or residential development on municipal revenues and expenses.

Resources:

From Government Finance Officers Association: www.gfoa.org/financial-forecasting-budget-preparation-process

From Division of Local Services: www.mass.gov/dor/docs/dls/mdmstuf/technical-assistance/best-practices/forecastrevenuesandexpenditures.pdf



January 2017 • Volume 2 • Number 2

MMA Fiscal Policy Committee

Best Practice Recommendation: Long-Term Debt Management

BEST PRACTICE: Adopt formal written policies and rules governing the issuance of long-term debt and the management of debt service. The use of debt by cities and towns to invest in capital resources is a serious undertaking with a significant impact on municipal finances. The issuance of debt generally imposes long-term financial obligations on the municipality, while sound investment in capital assets, such as municipal and school buildings, roads, and public utilities, can improve the local economy and local fiscal conditions.

Formal debt management rules can be helpful in structuring and implementing local long-term capital investment plans in a sustainable and affordable manner.

The Government Finance Officers Association recommends that "state and local governments adopt comprehensive written debt management policies," and recommends that government officials consider setting limits on debt based on legal restrictions and public policy and financial considerations. This would include rules related to debt levels, such as debt payment as a share of property values or municipal revenues. The GFOA also recommends that governments establish rules governing the term of debt issued, as well as other debt structure and management practices, such as how bond proceeds will be invested.

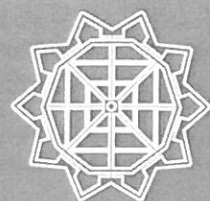
Comprehensive debt management policies should include a framework for post-issuance compliance, including the timely filing of annual reports, financial statements and notices of material events.

The Division of Local Services recommends that municipal finance officers meet periodically with municipal departments to ensure that there is a common understanding regarding the availability of bond authorizations for capital and other purposes and how the timing and amount of bond proceeds align with actual spending needs.

Resources:

From Government Finance Officers Association: www.gfoa.org/debt-management-policy

From Division of Local Services: www.mass.gov/dor/docs/dls/mdmstuf/technical-assistance/best-practices/understandingmunicipaldebt.pdf



MMA Policy Committee on Personnel and Labor Relations

Best Practice Recommendation: Managing Health Insurance Plan Design to Reduce OPEB Liability

BEST PRACTICE: Make use of available tools as soon as possible to slow the growth of Other Post-Employment Benefits (OPEB).

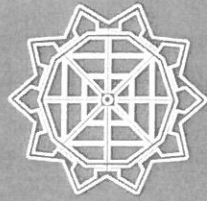
Cities and towns face a \$30 billion OPEB liability, and this liability will continue to grow at an unsustainable rate if no action is taken. Implementing plan design changes for active employees and “active retirees” is an important step in managing future OPEB liabilities. Municipalities should also review contribution ratios and compare them with the statewide average to determine if there are potential savings to be had by adjusting their ratios. Municipalities should also consider implementing systems to allow current employees to invest in private retirement savings accounts.

The 2011 municipal health insurance reform law (Chapter 69 of the Acts of 2011) provided cities and towns with tools to contain municipal health insurance costs. Since its passage, this law has helped municipalities avoid \$1 billion in health insurance-related expenditures. Under the law, municipalities can implement plan design changes to adjust copays and deductibles up to the standards used for state employees in the Group Insurance Commission benchmark plan. Making plan design changes for plans that cover active employees is an effective way to address OPEB costs because a large number of individuals on these plans are “active retirees” – the pre-65 early retirees who are not yet Medicare eligible. Municipalities that have not used the 2011 reform law, or other methods, to implement plan design changes should consider doing so as an important step in reducing the future OPEB liability that taxpayers would have to fund.

Another approach to containing municipal health insurance costs and reducing OPEB liabilities is reviewing the savings that would result from adjusting the contribution ratios for retiree plans. State law allows municipalities to set the taxpayer-retiree ratio at 50-50. The statewide average is approximately 75-25. A best practice is to conduct an analysis of existing contribution ratios and examine the potential reduction in the long-term OPEB liability, especially if the municipal contribution rate is higher than the state average. Unfortunately, municipalities that used Chapter 69 to implement plan design changes may have to wait until 2018 to implement retiree ratio changes, due to a temporary moratorium imposed by state lawmakers. Since OPEB savings decline with delays, communities should consult with counsel to determine whether the moratorium applies to their circumstances and take action as soon as feasible.

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Finally, as benefit packages change over time, municipal managers should consider developing systems for new and current employees that encourage employees to save for their health care needs in retirement, beyond the benefits provided by cities and towns. Private health savings accounts offer employees the benefit of lowering their taxable income, and they can use their savings and investment returns to supplement any of the benefits they are entitled to receive in retirement.



MMA Policy Committee on Personnel and Labor Relations

Best Practice Recommendation: Replacing Civil Service with Modern Personnel Systems to Manage Public Safety Departments

BEST PRACTICE: The management of police and fire departments is an increasingly sophisticated responsibility, with modern community policing practices, advanced fire suppression techniques, and knowledge of complex tactics, technology and human behavior becoming the norm. In order to meet the needs of modern public safety departments, many communities are seeking to establish personnel systems that provide chiefs and hiring managers with the flexibility they need to staff their departments with the most qualified candidates, as opposed to the more rigid, test-based structure imposed by the Civil Service system. While many communities already exempt their police or fire chiefs from Civil Service, more communities are considering doing so for all of their public safety employees.

When electing to leave the Civil Service system in these cases, municipalities should be ready to go with a comprehensive personnel system that reflects the needs of the community. Labor leaders should be consulted during the decision-making process, including discussion of the departure from the Civil Service system and the establishment of the new framework. The goal would be a system that gives chiefs and hiring managers needed flexibility in making personnel decisions – flexibility that they do not have when operating under the antiquated Civil Service system.

As a city or town considers leaving the Civil Service system, the issue of preference for veterans is certain to be raised, so it is important to prepare for this discussion. The existing Civil Service system gives veterans substantial preference in the hiring and promotion process. Municipalities must decide if they want to include similar preference in their new policies, or give those making personnel decisions more flexibility. Veteran status is an important consideration, but a sound system should also allow communities to recruit, retain and promote the most qualified candidates. It will be important to work with local stakeholders to create a system that does not bind the hands of chiefs and hiring managers.

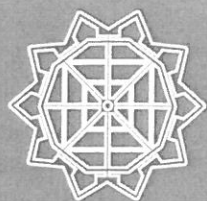
A number of cities and towns that have elected to exempt either chiefs or entire public safety departments from the Civil Service statutes have received local approval and navigated the home-rule petition process. Municipalities that are considering this option now or in the future should examine the personnel systems that these communities have adopted. While there is not a "one-size-fits-all" solution, these frameworks can serve as a starting point for developing a

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policy for your municipality. Below is a list of municipal officials who have been successful in leading their communities out of the old Civil Service system and installing a more dynamic and accountable system in its place. Copies of their policies can be obtained by contacting the MMA's Legislative Division at ndowning@mma.org or (617) 426-7272.

Resources:

Burlington Town Administrator John Petrin: (781) 270-1635
Wellesley Police Chief Terrence Cunningham: (781) 235-0062
Norwood Police Chief William Brooks: (781) 440-5150



MMA Policy Committee on Municipal and Regional Administration
**Best Practice Recommendation: Establish Formal Policies and Procedures for Managing
Requests for Public Records**

BEST PRACTICE: Adopt formal policies and procedures and accompanying forms and checklists to ensure that requests for public records are appropriately received and complied with under state law and regulations.

The recently updated public records law places an increased burden on cities and towns, including tighter deadlines for responses, a more bureaucratic process that places greater administrative responsibilities on municipal and school staff, and higher costs due to reductions in allowable reimbursements. The new requirements will be difficult for all communities to implement. Those cities and towns that adopt formal policies and procedures on the processing of public records requests will be in a better position to mitigate at least some of the impacts of the new law.

Responding to Requests

1. Appoint a chief records access officer to coordinate the intake and response to public records requests by other access officers and records custodians to ensure consistency of administration and compliance with the law.
2. Establish and publish written procedures for intake and compliance, including record keeping and timelines.
3. Hold regular training sessions for municipal officers and employees to ensure familiarity with the law and regulations governing what constitutes a public record and how to be in compliance with the law.
4. Establish local rules for municipal record keeping, including use of technology, to make searches for records more efficient and to facilitate the determination of applicability of the law to individual records.
5. Create form letters, checklists and templates for all steps in the intake and compliance process.
6. Regularly evaluate and update procedures to ensure compliance with the law.
7. Maximize the number of public records that are posted on the municipal website.
8. Hold training sessions on the records retention law and regulations and develop local rules as needed.

Resources:

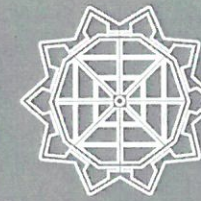
From secretary of state, general information: www.sec.state.ma.us/pre/prenotice.htm

From secretary of state, FAQs: www.sec.state.ma.us/arc/arcrrs/general-questions.htm

Public records law regulations: www.sec.state.ma.us/pre/prepdf/950-CMR-32-00-2017-Edition-final.pdf

Records retention schedule: www.sec.state.ma.us/arc/arcpdf/Municipal_Retention_Schedule_20161109.pdf

Text of the law: <https://malegislature.gov/Laws/SessionLaws/Acts/2016/Chapter121>



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MMA Policy Committee on Transportation, Public Works and Public Utilities
Best Practice Recommendation: Transportation Infrastructure Asset Management

BEST PRACTICE: Take a comprehensive approach to transportation infrastructure asset management, including the use of a comprehensive inventory database, life-cycle management systems for all asset categories, and GIS mapping and other applications.

Keeping an inventory of transportation infrastructure assets is an effective planning tool for municipalities and is essential for effectively maintaining and replacing these assets. Transportation infrastructure asset management gives municipalities a way to ensure public safety and comply with federal, state and local laws.

The Subcommittee on Asset Management of the American Association of State Highway and Transportation Officials describes transportation asset management as “a strategic and systematic process of operating, maintaining, upgrading, and expanding physical assets effectively through their life cycle.” It is important to track and consider the state of transportation infrastructure assets such as traffic signs, traffic signals, pavement and sidewalks, drainage systems, parking meters, handicap ramps, crosswalks, curb cuts, bicycle accommodations, or other related transportation infrastructure assets.

A transportation infrastructure asset management database can assist municipalities in the development of capital plans for maintenance, repairs or replacement. Many communities use pavement management systems to keep track of road conditions and determine which roads are most in need of repaving and reconstruction. Pavement management systems can assist in the planning of preventative maintenance activities that can extend the useful life of roadways. Regular maintenance of municipal roads can be performed at lower cost than full reconstruction, and pavement management programs save money in the long term by extending the pavement life cycle. When roads are not adequately maintained, they are more expensive to repair. Effective pavement management programs should integrate and coordinate with utility repairs and replacement when feasible.

Municipalities can use GIS mapping or other software programs and applications to track transportation infrastructure assets, including location, quantity, condition and other attribute information. Asset management systems and mapping are useful tools for tracking and reporting the condition of assets, capital planning, and the development of maintenance, repair or replacement strategies. Many programs are targeted for municipal DPW use, while others allow municipalities to engage residents in the process through citizen submissions of repair needs via municipal social media.

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Transportation asset management programs are necessary in order to forecast long-term investment needs and develop a framework that facilitates project prioritization, repair schedules, and capital funding requirements.

Resources:

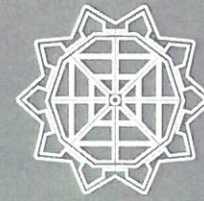
Federal Highway Administration Asset Management Division: www.fhwa.dot.gov/asset

FHA Pavement Management Primer: www.fhwa.dot.gov/infrastructure/asstmgmt/pmprimer.pdf

Performance and Asset Management Advisory Council report:
www.massdot.state.ma.us/Portals/8/docs/triennial/PAMAC_HwyTam011516.pdf

American Association of State Highway and Transportation Officials: www.transportation.org

American Public Works Association: www.apwa.net



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MMA Policy Committee on Transportation, Public Works and Public Utilities
Best Practice Recommendation: Coordination of Infrastructure Work With Utility Companies

BEST PRACTICE: Develop a strategy for coordinating infrastructure work with utility companies.

Municipal officials are justifiably concerned when utility companies perform disruptive work beneath roadways and sidewalks that have recently been paved or reconstructed. Improved coordination and cooperation between municipalities and utilities will save time and money for both parties and improve the quality of life for residents. Communities can preserve local taxpayer dollars and Chapter 90 road construction funds if they can convince utility companies to schedule the maintenance and repair of underground utility infrastructure so that it takes place during or prior to municipal road projects.

One key part of utility coordination is establishing relationships and assigning key point people locally to manage these issues. Many potential conflicts can be avoided when municipal officials and utility representatives know whom to contact and receive regular updates on municipal and utility work. It is important to identify a contact for emergency situations.

Municipalities should consider designating a municipal employee as the primary contact on utility issues. This person can share information with other municipal departments and serve as the contact when utilities need to notify the municipality of a project. Cities and towns should also maintain a list of names and contact information for the key liaison officials at every utility that operates in the municipality.

Municipal officials and utility representatives should meet frequently to review pending roadwork projects and discuss details and implications. This could also be a good time to check in on issues such as double poles, gas leaks, and new utility connections. Large cities might hold these meetings once a month. For smaller communities, it may make sense to have meetings less often.

Whenever feasible, municipalities and utilities should share capital plans for projects for several years out. This practice is helpful in allowing both parties to plan ahead and to help resolve conflicts. Municipalities and utilities must recognize that these plans are subject to change, which is why regular communication is the best approach.

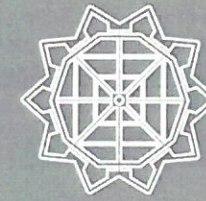
Municipalities may also consider and support the concept of stakeholder partnering at the statewide level. Stakeholder partnering is a Federal Highway Administration "Every Day Counts" initiative that enables collaboration and communication on transportation projects.

Resources:

Special Commission on Utility & Municipal Coordination report: www.mass.gov/eea/docs/dpu/sp-util-comm-report.pdf

Fixing Our Pipes: Coordinating Natural Gas Main Replacement Between Local Governments and Gas Companies –
Metropolitan Area Planning Council, Home Energy Efficiency Team
www.fixourpipes.org

Federal Highway Administration “Every Day Counts”: www.fhwa.dot.gov/innovation/everydaycounts



January 2017 • Volume 2 • Number 8

MMA Policy Committee on Energy and the Environment

Best Practice Recommendation: Stormwater Public Awareness and Public Education

BEST PRACTICE: Use resources available to municipalities to educate residents and businesses on stormwater pollution and how they can help maintain water quality. This practice is a companion to the 2016 best practice: Join a Stormwater Management Coalition (January 2016, Volume 1, Number 14).

The recently released Massachusetts Municipal Separate Storm Sewer System General Permit, known as the MS4 permit, will regulate stormwater in approximately 260 municipalities. The MS4 permit requires communities to provide outreach materials about stormwater to four different audiences: residential, commercial, developers and industrial. The Massachusetts Department of Environmental Protection has provided educational materials that can be customized by cities and towns to meet the requirements of the MS4 permit. Educational materials are also available from U.S. Environmental Protection Agency and stormwater coalitions.

In addition to meeting the requirements of the permit, it can be helpful for communities to consider how they can educate the public on the overall issue of stormwater runoff and find ways to involve residents in stormwater management. To comply with further stormwater permits, municipalities will have to allocate more funds toward stormwater and general water infrastructure costs. Municipalities may struggle to get buy-in from residents who do not have a clear understanding of stormwater runoff and the problems caused by stormwater pollution.

Municipalities should consider the following strategies to educate the public about stormwater and to get residents involved:

- Develop a stormwater education campaign to educate various audiences and communities about stormwater pollution, its causes, and how those audiences can help to improve water quality. Some states and cities have conducted stormwater education campaigns that can be used as models. The city of San Diego and state of Maine used the "Think Blue" campaign to educate various audiences and communities in a simple and effective way about stormwater pollution, what causes it, and how they can help to improve water quality. Municipalities may want to enlist the assistance of the town's cable television department, local colleges, or vocational schools to work on projects related to stormwater, such as creation of a public service announcement, educational programs and mapping.
- Develop and promote educational programs in schools. Students could be educated through reading materials, field trips to learn about the work done by local DPWs, or a project such as making a video about stormwater.

- Partner with others working on stormwater education through statewide organizations, regional stormwater coalitions and nongovernmental organizations.
- Identify and share the work being done by departments in your community related to stormwater, and start an interdepartmental working group. These steps can help to accurately determine costs and share materials. This information is important to ensure full awareness by all departments working on the issue, and will allow local taxpayers to better understand that stormwater issues have cost implications across many municipal departments.

Resources:

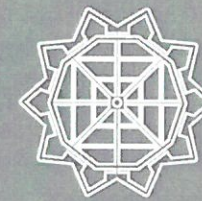
Department of Environmental Protection: Stormwater Outreach Materials to Help Towns Comply with the MS4 Permit
www.mass.gov/eea/agencies/massdep/water/wastewater/stormwater-outreach-materials-for-ms4-permit.html

U.S. Environmental Protection Agency: Background on Massachusetts Small MS4 General Permit
www3.epa.gov/region1/npdes/stormwater/MS4_MA.html

National Association of Clean Water Agency's National Stormwater Advocacy Network
www.nacwa.org/index.php?option=com_content&view=article&id=382&Itemid=100

National Municipal Stormwater Alliance: <http://nationalstormwateralliance.org>

Think Blue Maine Campaign: www.thinkbluemaine.org



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MMA Policy Committee on Energy and the Environment

Best Practice Recommendation: Municipal Energy Plans

BEST PRACTICE: Work with all municipal departments, stakeholders and utilities to develop a comprehensive energy plan for municipal buildings and facilities that will cut costs, reduce energy use and encourage the use of renewable energy sources and green energy.

Cities and towns should engage utilities, energy suppliers, municipal departments and community stakeholders to develop a plan that analyzes municipal energy use, needs and resources. This plan should include a review of costs and benefits, and incorporate specific targets, metrics and timelines related to future energy consumption. The benefits could include cost savings, energy efficiency, and positive environmental impacts.

Whenever feasible, municipalities should consider immediate action on items that have a clear payback, including the use of energy-efficient light bulbs, occupancy sensors, LED streetlights, building upgrades, and efficient heating and cooling to promote energy conservation in municipal buildings and schools.

Municipalities can also promote the use of renewable energy and incorporate renewable energy into the community's energy usage portfolio. One way to do this is through municipal solar projects. Municipalities should also consider energy storage, which can accommodate fluctuations in renewable energy production and meet peak load demands more efficiently.

Municipalities should work with their energy supplier to learn about strategies to cut costs. Municipalities can also lower costs through "load management" programs, which involves reducing energy usage at peak times by considering early or strategically scheduled closure of buildings or facilities on expected peak days. Load management initiatives could include residents and businesses as well. Capacity and transmission charges are based on energy consumption during peak hours, and lowering usage during peak periods will save money.

Municipalities should promote the use of fuel-efficient or electric vehicles to lower carbon emissions from the transportation sector. (This is one element of the city of Somerville's goal to become carbon-neutral by 2050.)

Effective municipal energy plans will also include an outreach and education component to provide information to municipal employees and residents. Municipal employees will feel more engaged in energy conservation if they understand the importance of these changes. Developing programs for residents to learn about clean and renewable energy and energy conservation is another important step that communities should consider.

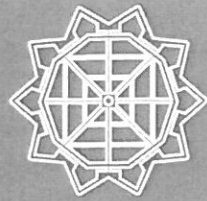
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Resources:

MunEnergy: www.mma.org/about-mma/munenergy

“Ten Simple Strategies for Reducing Municipal Energy Costs,” from the MMA’s Municipal Advocate magazine
www.mma.org/sites/default/files/resources/energy_cost_strategies_0.pdf

Environment Massachusetts Research & Policy Center Report on Renewable Communities
www.environmentmassachusettscenter.org/sites/environment/files/reports/Renewable%20Communities%20-%20screen.pdf



January 2018 • Volume 3 • Number 1

MMA Fiscal Policy Committee
**Best Practice Recommendation: Tax Exemptions and Abatements for
Economic Development Purposes**

BEST PRACTICE: Adopt formal written policies and rules governing the evaluation and use of property tax reductions as incentives for economic development and growth.

The use of property tax exemptions, abatements and deferrals by cities and towns to spur economic activity is widespread and has increased substantially as a practice over the past decade. It is estimated that property tax abatements in 2015 totaled approximately \$12 billion nationwide.

In Massachusetts, cities and towns are allowed by law to provide property tax abatements through a variety of programs, including Tax Increment Financing (TIF), Special Tax Assessments (STA), District Improvement Financing (DIF), and the new Urban Center Housing Tax Increment Financing (UCH-TIF) Program. These programs can provide an incentive for investment that creates jobs and economic growth. These benefits may be offset by the loss of municipal revenues needed for public investment in services such as education and public safety. It is important for municipal officials to have policies to help balance these sometimes conflicting objectives.

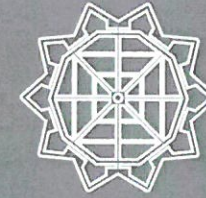
Formal rules can be helpful in evaluating decisions to adopt particular property tax incentive programs, approve specific tax-benefit applications and monitor compliance.

The Government Finance Officers Association (GFOA) recommends that cities and towns "create a policy on the appropriate parameters for use of economic development incentives." A policy should include goals and objectives for the use of incentives, the types of incentives available and any limitation on their use, and a clearly defined evaluation process.

Resources:

From Government Finance Officers Association: www.gfoa.org/economic-development-incentive-policies

From Lincoln Institute of Land Policy: www.lincolnst.edu/publications/articles/muni-finance-1



January 2018 • Volume 3 • Number 2

MMA Policy Committee on Municipal and Regional Administration Best Practice Recommendation: Recreational Marijuana Strategy

BEST PRACTICE: Adopt a strategy for addressing issues regarding recreational marijuana in your community. Early planning and action will be vital to ensuring effective outcomes.

In 2016, voters approved a ballot question legalizing the sale of recreational marijuana in Massachusetts, and in 2017 the Legislature refined the law to integrate the administrative, procedural and policy issues. The result is that commercial cannabis operations will begin later this year. The law provides that – unless communities take action locally – cities and towns must allow a certain number of recreational marijuana facilities (a minimum of 20 percent of the number of “package store” liquor licenses issued by the community). For cities and towns looking to enact a ban or to limit the number of recreational facilities below 20 percent of the number of “package store” liquor licenses, local officials need to keep in mind that the Cannabis Control Commission (CCC) is mandated by law to begin accepting applications on April 1, 2018.

The Office of the Attorney General has recommended that cities and towns act as quickly as possible on the local decision-making process. Given ambiguity in the law, it is recommended that cities and towns enact both a zoning and a general bylaw if they wish to limit or prohibit recreational sales. When considering prohibition, cities and towns can differentiate between the types of facilities prohibited. For instance, they may ban recreational shops while allowing for cultivation.

Municipalities that choose not to pursue prohibition of recreational sales or other facilities are still advised to pursue and implement proactive zoning policies prior to the date that license applications can first be submitted to the CCC. Although the state will not issue licenses until June 1, 2018, adopting zoning changes by April 1 will minimize the possibility that the changes would impact applications pending before the CCC.

Municipalities have the right to zone for location of cannabis facilities, as well as determining the “time, place, and manner of operations.” This can include time of operations, advertising, and zoning locations. Those communities wishing to create distinct zoning locations or districts for either recreational facilities or cultivation facilities, separate from existing allowances for commercial and agricultural activities, are encouraged to act as quickly as possible.

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Many communities in Massachusetts have enacted a temporary moratorium because their planning process, the timing of Town Meeting or municipal council sessions, or other factors would make it difficult to navigate through all of the zoning or local-approval steps by April 1 or June 1. This is an option that communities should weigh if their process would extend beyond the state's licensing cycle.

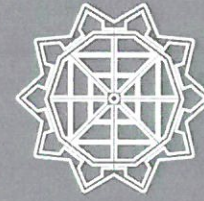
As part of the planning process, local governments are now required under Chapter 94G of the General Laws to complete a Host Community Agreement. This requirement now extends to existing Registered Medical Dispensaries, as well. The CCC plans to provide templates for host agreements. This will include the community impact agreement, not to exceed 3 percent of gross sales. Cities and towns that wish to enact the local sales tax must accept Section 3 of Chapter 94G by a vote of the local legislative body. Once approved, a new vote will be required to change the initially approved rate.

For all of these actions, communities should consult closely with their legal counsel throughout the process.

Resources:

Cannabis Control Commission: www.mass.gov/orgs/cannabis-control-commission

Chapter 55 of the Acts of 2017 – An Act to Ensure Safe Access to Marijuana:
malegislature.gov/Laws/SessionLaws/Acts/2017/Chapter55



January 2018 • Volume 3 • Number 3

MMA Policy Committee on Energy and the Environment **Best Practice Recommendation: Municipal Climate Adaptation Plans**

BEST PRACTICE: Adopt a municipal climate adaptation plan that focuses on community resiliency in order to prepare for the effects of climate change.

Climate change presents a serious long-term threat to the cities and towns of the Commonwealth. It will have impacts not only on the environment but on all aspects of local government, including economic development, planning, zoning and housing, public health and safety.

As the climate changes, municipalities will need to focus on adaptation and resiliency planning, as well as thinking about mitigating the effects of climate change. Adaptation refers to actions that can be taken to help reduce the impacts of climate change. It is one part of an overall strategy to combat climate change. Cities and towns will become more resilient by developing strategies to withstand the stress and impacts of climate change. In 2016, Gov. Charlie Baker signed Executive Order 569, Establishing an Integrated Climate Change Strategy for the Commonwealth, which calls for collaboration between state and local government to combat climate change and to assist communities in assessing their vulnerabilities.

Here are the first steps that cities and towns can take to develop a municipal climate adaptation plan:

- Bring in all stakeholders for internal meetings with all municipal departments, particularly public safety, public works, energy managers, and municipal utilities. Hold public meetings for residents, environmental advocates, utility companies and other stakeholders. Initial meetings can be used to gather ideas and information, while later meetings can be held to develop an adaptation plan. Consider assembling a task force to assist in developing the plan.
- Consult state officials to gather climate data for your community and to gather information about state grants that could help your community. Take advantage of grants and programs that aid municipalities in resiliency planning. These include the state Municipal Vulnerability Preparedness program, Coastal Resiliency Grant Program, and Culvert Replacement Municipal Assistance grant program, and grants from nonprofit groups.
- Inventory and map infrastructure, such as roads, bridges, culverts and coastal infrastructure, so that your community can assess vulnerabilities and hazards to sea-level rise, flooding, storms, erosion, extreme temperatures and related effects.

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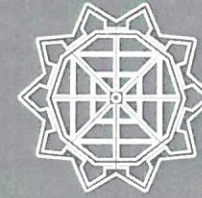
- Make sure you have an emergency management plan, in coordination with public safety, MEMA, FEMA, regional partners, public works, etc.
- Increase awareness in your community by posting resources and information on climate change, potential impacts on your community, and progress on developing an adaptation plan online so residents can stay updated.

Municipalities that already have a climate adaptation plan can take these additional steps to build on their progress:

- Consider amending local zoning bylaws and ordinances to encourage climate-adaptable development and protect vulnerable areas; consider adding green infrastructure and low-impact development.
- Develop a long-term plan to upgrade infrastructure over time and create more resilient infrastructure, such as culverts, drainage improvements, coastal infrastructure, local roads and electrical infrastructure.
- Provide additional outreach and resources to residents, especially vulnerable populations, such as elderly and low-income residents, non-English speakers, and individuals with special health care needs.
- Integrate your municipality's climate adaptation plan with your climate mitigation plan and your municipal energy plan to take into account reducing greenhouse gas emissions, renewable energy, energy efficiency and energy conservation programs for municipal buildings and for residents.
- Consider hiring a sustainability manager, identify an employee to serve as the point person in your community, or form a sustainability committee to work on implementation of your climate adaptation and mitigation plans.
- Work with utility companies and local stakeholders on a policy to repair gas leaks, which are harmful to the environment.

Resources:

- Executive Order No. 569: Establishing an Integrated Climate Change Strategy for the Commonwealth: www.mass.gov/governor/legislationexecorder/execorders/executive-order-no-569.html
- Executive Office of Energy and Environmental Affairs: www.mass.gov/eea/air-water-climate-change/climate-change
- Massachusetts State Hazard Mitigation and Climate Adaptation Plan: resilientma.com
- Municipal Vulnerability Preparedness Program: www.mass.gov/municipal-vulnerability-preparedness-program
- National League of Cities and EcoAmerica, resources on communications and messaging on climate change: nlc.org/program-initiative/nlc-ecoamerica-elevating-local-climate-action
- Climate Adaptation Guidebook for Municipalities in the Chicago Region: www.cmap.illinois.gov/documents/10180/14193/FY13-0119+Climate+Adaptation+toolkit+lowres.pdf
- Climate Ready Boston: www.boston.gov/departments/environment/climate-ready-boston
- National Oceanic and Atmospheric Administration: US Climate Resilience Toolkit: toolkit.climate.gov



January 2018 • Volume 3 • Number 4

**MMA Policy Committee on Transportation, Public Works and Public Utilities
Best Practice Recommendation: Emergency Management and Preparedness
for Public Works**

BEST PRACTICE: Develop a strategy for your community's public works department to coordinate with other agencies and stakeholders on emergency management and disaster preparedness during emergencies, disasters and severe weather events.

It takes a wide range of municipal departments, regional, state, and federal agencies, and other community stakeholders to be prepared for emergencies and disasters that may occur in your community. It is important for each municipal department to be clear on their role and how to best coordinate with others involved in the process. Due to climate change, municipalities are experiencing severe weather events with increased frequency. Knowing how to work with others and how to coordinate mutual aid in advance will help municipalities in the event of an emergency.

Communities are advised to take steps to identify the role of the public works department in their emergency management and disaster preparedness plan and prepare their public works department to assist in the event of a disaster or emergency.

Here are some recommended actions:

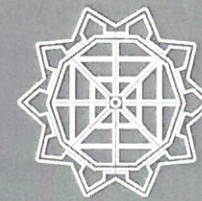
- Hold meetings to ensure that each municipal department's role in emergency management and preparedness is clearly defined. Identify objectives, responsibilities and key points of contact. Meetings should be held at least annually, or more frequently based on the community's needs.
- Have a specific emergency management and emergency preparedness plan for the municipal public works department that lays out how the department is expected to respond in the event of an emergency. Clarify how the public works department's plan fits into the municipality's overall plan and how it will help the municipality to meet its goals and objectives.
- Review the statewide mutual aid agreement and public works mutual aid agreement to be aware of when and what kind of emergency response assistance your community is able to request from other participating communities. Encourage a dialogue with neighboring communities to share aid and equipment in the event of an emergency.

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- Coordinate with regional partners on emergency preparedness. This could include making and maintaining key contacts, working on best practices with a regional agency, conducting drills and trainings, and discussing mutual aid.
- Identify contacts at the Federal Emergency Management Agency and the Massachusetts Emergency Management Agency and make sure that you know what each agency's role is, what assistance you can expect them to provide, and what the timeline will look like.
- Make sure your community's utility providers have a municipal liaison for emergencies. Discuss their emergency management plan for your community and learn what information and maps will be provided to your community and how best to receive updates on service outages during an emergency.
- Work with groups that promote regional, interdisciplinary collaboration and best-practice sharing relative to public safety efforts, such as the Northeast Homeland Security Regional Advisory Council.

Resources:

- MEMA Resources for Public Officials: www.mass.gov/topics/mema-resources-for-public-officials
- Executive Office of Public Safety and Security Guidance on Mutual Aid:
www.mass.gov/eopss/agencies/mema/resources/response/mutual-aid
- American Public Works Association Guidance on Public Works and Statewide Mutual Aid Agreements:
[www2.apwa.net/Documents/Advocacy/\(EM\)%20PW%20&%20Statewide%20Mutual%20Aid%20Agreements%20\(Switched%20to%20guidance%202014\).pdf](http://www2.apwa.net/Documents/Advocacy/(EM)%20PW%20&%20Statewide%20Mutual%20Aid%20Agreements%20(Switched%20to%20guidance%202014).pdf)
- FEMA Emergency Management for Public Works Toolkit: emilms.fema.gov/is554/lesson1/Toolkit.pdf
- M.G.L. Ch. 164, Sec. 85B – Emergency response plans; submission for review and approval; contents; penalties for failure to file; denial of recovery of service restoration costs for failure to implement emergency response plan:
malegislature.gov/Laws/GeneralLaws/PartI/TitleXXII/Chapter164/Section85B
- FEMA National Response Framework: www.fema.gov/media-library-data/1466014682982-9bcf8245ba4c60c120aa915abe74e15d/National_Response_Framework3rd.pdf
- Northeast Homeland Security Regional Advisory Council (NERAC): www.nerac.us



January 2018 • Volume 3 • Number 5

MMA Policy Committee on Municipal and Regional Administration Best Practice Recommendation: Age- and Dementia-Friendly Community Commitments

BEST PRACTICE: Engage in the continuous improvement process of the Age- and Dementia-Friendly Community Movement.

In less than two decades, at least 30 percent of the residents of most cities and towns in Massachusetts will be at least 60 years old. A national demographic trend that will result – for the first time in this country's history – in a greater number of people over the age of 65 than under 18 by 2030 has already occurred in parts of the Commonwealth. A corresponding development is that there will also be more individuals living with dementia above the current 120,000 Massachusetts citizens with Alzheimer's, which is the most common type of dementia.

Meanwhile, municipalities are creating master plans or at least eyeing long-range sustainability for housing, infrastructure, local economy and overall growth.

Age- and Dementia-Friendly Community efforts are a means of addressing these and other concerns as they pertain to an aging population and those living with dementia, but they also encompass all ages and ability levels. The World Health Organization began the Age-Friendly Communities movement in 2006, and AARP became the WHO affiliate in the U.S. in 2010. In Massachusetts, Age-Friendly Community initiatives are encouraged to align in an active partnership with dementia-friendly work.

With a wealth of available resources, data and funding opportunities, communities should strongly consider joining this movement. Doing so requires the approval and participation of municipal leadership to ensure that all city or town departments consider the impact of their work on all residents. There are guideposts of livability and public awareness that communities may use as a guide to compartmentalize the work, and the toolkits and resources are fully customizable to allow every municipality to proceed at a pace that works for them.

Most municipalities already engage in some form of age- and dementia-friendly efforts, even if they are not an express motivation behind their policies. Communities that have established Complete Streets policies and projects, are a Mass in Motion Community, operate a farmers market with special allowances for older adults and the disabled, or provide special tax relief for those on a fixed income, have adopted practices that enhance the quality of life for their citizens and address an age- or dementia-related challenge.

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Communities can begin the "assessment" phase by convening a broad-based, community-focused task force to determine the best direction for the municipality and identify local strengths and opportunities. The task force can include older adults, city or town officials and departments, health service providers operating in the community, business groups, faith groups, housing authorities and any others who may be interested or the community deems relevant. The Dementia-Friendly Movement urges communities to include people living with dementia and their care partners in central roles. Aside from available data, the task force can review and disseminate surveys to community residents (focusing on older adults, family caregivers), which will help inform further phases of creating an action plan and implementing that plan.

The goals of this movement broadly include creating a more livable community where there is an awareness of and appreciation for older adults, those living with dementia and the people who care about them, through proper support services and opportunities for engagement, inclusion and contribution back to the municipality.

Resources:

- Massachusetts Healthy Aging Collaborative, Data Reports and Toolkits: mahealthyagingcollaborative.org

Contact: James Fuccione at James.Fuccione@mahealthyaging.org

- AARP Network of Age-Friendly Communities and Toolkits: www.aarp.org/livable-communities/network-age-friendly-communities

Contact: Kara Cohen, Community Outreach Director, at KCohen@aarp.org

- "Better Together" Report for Aligning Age- and Dementia-Friendly Work: www.aarp.org/content/dam/aarp/livable-communities/documents-2016/Better-Together-Research-Report.pdf

Contact: Kara Cohen, Community Outreach Director, at KCohen@aarp.org

- Dementia Friendly Massachusetts – Toolkit and Resources: www.dfmassachusetts.org

Contact: Emily Kearns, Dementia Friendly Massachusetts Coordinator, at emily@mcoaonline.com



Office of the
BOARD OF SELECTMEN
272 Main Street, Townsend, Massachusetts 01469

Sue Lisio, Chairman

Cindy King, Vice-Chairman

Wayne Miller, Clerk

James M. Kreidler, Jr.,
Town Administrator

(978) 597-1701

MEETING MINUTES FOR JULY 10, 2018 - 6:00 P.M.
SELECTMEN'S CHAMBERS, TOWN HALL 272 MAIN STREET, TOWNSEND, MA

- I. PRELIMINARIES - VOTES MAY BE TAKEN:
 - 1.1 SL called the meeting to order at 6:00P.M.
Roll call vote showed 2 members present: Chairman, Sue Lisio (SL) and Clerk, Wayne Miller (WM). SL noted Vice-Chair Cindy King (CK) will be delayed.
 - 1.2 Pledge of Allegiance
 - 1.3 SL announced the meeting is being tape recorded and queried the audience if anyone else would be taping.
 - 1.4 There was no Chairman's additions or deletions.

- II. APPOINTMENTS AND HEARINGS - VOTES MAY BE TAKEN:
 - 2.1 6:05P.M. Barbara Tierney, Treasurer RE: Award of sale and execution of note documents.
The Board met with Barbara Tierney, Treasurer/Tax Collector to review and approve the sale and execution of note documents.

WM moved that the sale of the \$981,200 Anticipation Serial Loan - Water Mains dated July 19, 2018 (the "Note"), to Century Bank and Trust, as the price of \$981,200 is hereby approved and confirmed, the Note shall be payable on May 1, 2019, and shall bear an interest rate of 2.45%. SL seconded Unanimous vote.

Kathleen Spofford, Town Clerk witnessed and certified the documentation.

- III. APPOINTMENTS OF OFFICIALS/PERSONNEL - VOTES MAY BE TAKEN:
 - 3.1 WM moved to appoint the following as Special Police Officers to the Townsend Police Department for a one-year term effective July 1, 2018 to June 30, 2019:

James P. Marino, Police Chief	Michael F. Luth, LT
Thomas L. Gammel, Sgt	Jack A. Hebert, Sgt
Sean J. Connery, Sgt	Jeffrey M. Thibodeau, Detective/Sgt
Jonathan J. Broc, Officer	Robert D. DiConza, Officer
Jacob Lachance, Officer	Kayla M. Leger, Officer
Kayla M. Leger, Officer	Joshua M. Mathieu, Officer
Bradley McNamara, Officer	John Morreale, Jr., Officer
Joshua B. Tocci, Officer	Sean Zrate, Officer
Stanley W. Barney, Reserve Officer	Benjamin Campbell, Reserve Officer
Samuel Christensen, Reserve Officer	Erin K. Considine, Reserve Officer
Robert R. DeCosta, Reserve Officer	Donald A. Letarte, Reserve Officer
Zachery J. Levasseur, Reserve Officer	Whitney Mansfield, Reserve Officer

Jonathan G. May, Reserve Officer
Kamerin Munroe, Reserve Officer
Chad Stateler, Reserve Officer

Lisa M. Melnicki, Reserve Officer
Gage Russel, Reserve Officer
John M. Wagner, Reserve Officer

SL seconded. Unanimous vote.

- 3.2 WM moved to appoint the following as Special Police Officers to the Townsend Police Department for a one-year term effective July 1, 2018 to June 30, 2019:

Fred S. Alden, Police Chief
John R. Dillon, Officer
Erik C. Salo, Officer
Dylan J. Denis, Reserve Officer

Derek Pepple, Sgt
Brian F. Vautour, Officer
Corin W. Campbell, Officer

SL seconded. Unanimous vote.
- 3.3 WM moved to appoint Paul Clark as a Truck Driver/Laborer to the Townsend Highway Department effective July 10, 2018 contingent upon the passing of a medical exam and CORI with a one-year probationary period. SL seconded. Unanimous vote.
- 3.4 WM moved to appoint Jane Jackson to the Council on Aging for a three year term effective July 1, 2018 to June 30, 2021. SL seconded. Unanimous vote.
- 3.5 WM moved to appoint Joan Daigle to the Council on Aging for a three year term effective July 1, 2018 to June 30, 2021. SL seconded. Unanimous vote.
- 3.6 WM moved to appoint Cynthia Donovan to the 300th Anniversary Committee effective July 10, 2018. SL seconded. Unanimous vote.
- 3.7 WM moved to appoint Alice Struthers to the Girls' School Commemoration Committee effective July 10, 2018. SL seconded. Unanimous vote.
- 3.8 Appoint Natalie Call to the American Flag Committee effective July 10, 2018.
SL asked to hold off on appointing until the Board addresses 4.1
- IV. MEETING BUSINESS - VOTES MAY BE TAKEN:
- 4.1 Discussion, RE: American Flag Committee

4.1.1 Appoint a Board Liaison to the American Flag Committee.
4.1.2 Discussion, RE: American Flag Committee background information.

SL explained the Committee has a new Chairman, Todd Arsenault and he had numerous questions regarding the funding and creation of the Committee. SL asked if WM would support her as the liaison to the Committee. WM moved to appoint SL as the liaison to the American Flag Committee. SL seconded. Unanimous vote.

Additional discussion included: Selectmen meeting minutes from 1996-97 (see attached), review of the draft policy Mr. Kreidler created (see attached), budgetary concerns, the need for expiring terms, and number of members. Other considerations discussed, OSHA rules, the need for a State Police Officer as the flags are hung on a State route, and safety concerns for employees. The Board supported appropriating \$4,000.00 at the fall Town Meeting for the Committee. Mr. Kreidler to draft a mission statement, standard terms with a 3 year rotation, outlining the number of members at five (5). The Board acknowledged currently the membership consisted of six (6) members.

The Board tabled 3.8.

- 4.2 Review/Award FY 19 Material Bids as recommended by James Smith, Highway Superintendent.

The Board reviewed the attached results of the material bids. WM moved to approve the FY19 material bids as recommended by James Smith, Highway Superintendent. SL seconded. Unanimous vote.

- 4.3 WM moved to accept a grant from the Community Foundation of North Central Massachusetts in the amount of \$8,128.00 for purpose of funding educational opportunities for the Senior Center Staff. SL seconded. Unanimous vote.

- 4.4 WM moved to approve the request from the Chief of Police to be paid for 10 unused vacations days for FY18 in accordance with his personnel services contract. SL seconded. Unanimous vote.

- 4.5 Review/Approve non-exercise of option for an affordable housing unit on Coppersmith Way.

The Board reviewed the notification (please see attached) Mr. Kreidler explained the 40B development process and deed restrictions on the affordable units. WM moved to waive the right of 1st refusal for the purchase of the affordable unit at 22 Coppersmith Way. SL seconded. Unanimous vote.

- 4.6 Review FY 18 warrant article carry over requests.
The Board reviewed the carry over requests by all departments (please see attached).

- 4.7 WM moved to approve and sign an application to Cross, Alter and/or Construct within a Town Way, RE: South Row Road. SL seconded. Unanimous vote.

Cindy King, Vice Chairman (CK) arrived at the meeting at 6:50P.M.

V. OLD BUSINESS - VOTES MAY BE TAKEN:

5.1 Policies

5.1.1 Board of Selectmen Operating Policy (amended agenda section)

WM moved to accept the amended agenda section 16-18. CK seconded. Unanimous vote.

5.1.2 Board of Selectmen Liaison Roles Policy

The Board reviewed (see attached). Discussion included: concerns with over regulating, OML challenges, Town Administrator role, and wordsmithing some of the policy language. SL changed to read "critical issues and other areas of interest". WM moved to adopt the liaison policy as amended. SL stated this was the first reading and will be put forward at a future meeting for adoption.

5.1.3 Board of Selectmen Public Comment Policy

Mr. Kreidler stated the open issue of whether to have the public comment at the beginning or the end of the meeting was still unresolved. Mr. Page and Mrs. Lewand (audience members) voiced their opinions. CK moved to not institute a public comment period at this time. There was no second. CK stated she did not feel the Board nor the public was ready to adhere to the policy in light of the discussion that occurred with the Chair and members of the audience. WM felt it was important to have something in place and supported the comment period to be at the beginning of

the agenda. WM moved to adopt the public comment period with it at the beginning of the meeting. SL seconded. Mr. Kreidler suggested a sunset provision voicing concerns with the policy being applied consistently. WM amend the motion to add a sunset provision for one year. SL seconded. SL & WM (YES), CK (NO).

5.1.4 Board of Selectmen Legal Counsel Policy

The Board review the previous policy and compared with the changes SL suggested (see attached). Discussion included the revision of the wording in #2 & #3, concerns with the open meeting law, and copying the Chair. The Board agreed to delete, 2 & 3 with #4 as part of the policy. SL asked to take off "request written opinion" and replace with any member shall have direct access to Town Counsel.

CK voiced concerns with tracking expenses with Board members having direct access to Counsel, further stating it should go through the Town Administrator. SL asked each member to keep a log of conversations and time used to be compared against the invoice. The Board agreed with the following wording for #3: members of the BOS shall notify the Town Administrator each contact for budgetary purposes however they are not required to explain content.

WM moved that we accept the first reading of the Use of Legal Counsel policy draft as amended. CK seconded. Unanimous vote.

VI. WORK SESSION - VOTES MAY BE TAKEN:

6.1 Town Administrator updates and reports.

6.1.1 Roads Scholar Designation- Highway Superintendent Jim Smith
Mr. Kreidler read the letter received from MASS DOT, (see attached) The Board asked Mr. Kreidler to send letter of appreciation and congratulations to Mr. Smith.

6.1.2 Brief Cable Non-Profit and System Expansion Discussion

Mr. Kreidler stated he would like to schedule a meeting with the Cable Committee and Attorney Soloman and then with the Selectmen. Mr. Kreidler reminded the Board, there was a vote to authorize Special Counsel to be hired to assist with the contract issues and formation of PEG Access. Mr. Kreidler stated the town has petitioned Comcast for compliance. The Board agreed to have the meeting with Special Counsel as soon as possible.

6.1.3 Department Assistant, Leigh Reddin

WM moved to affirm the hiring of Leigh Reddin as Department Assistant to the Highway Department. SL Seconded. Unanimous vote.

6.1.4 Annual Departmental Work Calendars

Mr. Kreidler informed the Board, July's Department Head was canceled due to vacation schedules however he will address at the Department Head meeting in August.

6.1.5 All Boards Meeting- Week of September 17-22, 2018- Select Date and Discuss

Discussion included: venue (s), suggestion was made to serve hors d'oeuvre. Mr. Kreidler to contact venues to check for availability.

6.1.6 Board and Employee Reception- Select Date and Discuss

SL stated she would like to do something mid-fall. Mr. Kreidler asked if prior to a Town Meeting would be appropriate as most town employees are required to attend.

6.1.7 Town Counsel

The Board reviewed the draft questions (see attached). SL asked the Board member to pick 5-6 questions and bring back to next meeting for discussion, encouraging Mr. Kreidler to create some questions as well.

6.1.8 Action Items List-

The Board reviewed – (see attached) SL asked the members to keep the list update and forward to Mr. Kreidler with any changes or additions, the Town Administrator will keep the list updated.

Training Open Meeting Law and Ethics

SL asked the training be sent to Boards/Committees for review.

6.1.9 Updates: Charter Review Committee, Town Properties Committee, Regional Dispatch, Land Use Coordinator.

Mr. Kreidler gave an update for the above referenced Committees. The Board reviewed the bylaw for Town Properties Committee (see attached) and discussed the future charge or change that should be made to the Committee. SL asked for a list of the town buildings/properties for the next meeting to review. Additional Discussion included: review of Charter references in relation to the review committee, review of historical actions regarding changes suggested, Vadar financial software capabilities, regional dispatch update and proposals, applicants for the Land Use Coordinator position and interview process.

6.1.10 Outstanding Items List

6.2 Board of Selectmen announcements, updates, and reports.

Sue Lisio:

1. Housing Authority Liaison Report

SL read her report into the record – please see attached. Discussion regarding the consideration of hiring an all-purpose admin position to assist various Boards/Committees with postings, minute taking and copying ensued. CK stated she would like to hear from other Committees and would like a letter sent to all Boards/Committees/Commissions regarding their need for staff assistance.

2. The Chair requests the Board approve a request to receive copies of written comments, opinions, and back-up information regarding all current and/or pending Union and Personal Contracts from Town Counsel. If no written comments exist on current or pending contracts, the Chair requests the Board approve a request for written comments from Town Counsel.

SL moved to requests the Board approve a request to receive copies of written comments, opinions, and back-up information regarding all current and/or pending Union and Personal Contracts from Town Counsel. If no written comments exist on current or pending contracts, the Chair requests the Board approve a request for written comments from Town Counsel. CK seconded. Unanimous vote.

Wayne Miller – Band Concert Announcement

WM read the attached announcements into the record.

6.3 Board of Selectmen Mail/Correspondence.

SL stated she received two pieces of correspondence but is not at liberty to share. WM commented he is in the same position.

6.4 WM moved to approve the meeting minutes for June 19, 2018. CK seconded. Unanimous vote.

6.5 WM moved to review and sign payroll and bills payable warrants out of session. CK seconded. Unanimous vote.

VII: EXECUTIVE SESSION - VOTES MAY BE TAKEN:
WM moved to enter into executive session pursuant to GL c. 30A, s. 21(a)(3) to discuss strategy with respect to collective bargaining or litigation if an open meeting may have a detrimental effect on the bargaining position or litigating position and the chair so declares. Merrill vs Townsend and pursuant to GL c. 30A, s. 21(a)(3) to discuss strategy with respect to collective bargaining or litigation if an open meeting may have a detrimental effect on the bargaining position or litigating position and the chair so declares. RE: Fire Union and Police Union and pursuant to GL c. 30A, s. 21(a)(2) to conduct strategy sessions in preparation for negotiations with nonunion personnel or to conduct collective bargaining sessions or contract negotiations with nonunion personnel. RE: Police Lieutenant and pursuant to GL c. 30A, s. 21(a)(1) to discuss the reputation, character, physical condition or mental health, rather than professional competence, of an individual, or to discuss the discipline or dismissal of, or complaints or charges brought against, a public officer, employee, staff member or individual and will not return to open session and to adjourn from Executive Session. CK seconded. Roll call vote SL (YES), CK (YES), and WM (YES).

Respectfully submitted by,

Carolyn Smart, Executive Assistant

Voted to approve the meeting minutes for the meeting of July 10, 2018, by the Board of Selectmen this _____ day of _____, 2018.



Office of the
BOARD OF SELECTMEN
272 Main Street, Townsend, Massachusetts 01469

Sue Lisio, *Chairman*

Cindy King, *Vice-Chairman*

Wayne Miller, *Clerk*

James M. Kreidler, Jr.,

(978) 597-1701

Town Administrator

SELECTMEN'S MEETING MINUTES FOR JULY 31, 2018 - 6:00 P.M.
SELECTMEN'S CHAMBERS, TOWN HALL, 272 MAIN STREET, TOWNSEND, MA

I. PRELIMINARIES - VOTES MAY BE TAKEN:

1.1 SL called the meeting to order at 6:00P.M.

Roll call vote showed 2 members present: Chairman Sue Lisio (SL) and Vice-Chairman Cindy King (CK) and absent Clerk, Wayne Miller (WM).

1.2 Pledge of Allegiance

1.3 Announce that the meeting is being tape recorded.

1.4 SL added 2.5 - 2.7 Appointment (s) and 2.8 West Townsend Fire Station Change Order to the agenda.

1.5 Public Comment (15 minutes)

Resident John Page and Kelly Kelly addressed the Board with comments. Police Chief Richard Bailey reminded the Board of the event planned for August 7, 2018, National Police Night Out.

II. APPOINTMENTS OF OFFICIALS/PERSONNEL - VOTES MAY BE TAKEN:

2.1 CK moved to appoint Alisa M. Struthers to the Historic District Commission for a two (2) year term effective July 1, 2018 to June 30, 2020. SL seconded. Unanimous vote.

2.2 CK moved to appoint Amelia Gentry to the Conservation Commission effective July 31, 2018 to June 30, 2020. SL seconded. Unanimous vote.

2.3 CK moved to appoint William Martin as Constable for a 3-year term effective July 1, 2018 to June 30, 2021. SL seconded. Unanimous vote.

2.4 CK moved to appoint the following as Election Officials for the Town of Townsend for a one-year term effective September 1, 2018 to August 31, 2019:

WARDENS:	Paula Woodman	Betty Mae Tenney	Jane Stonefield
DEPUTY WARDENS:	Sharon LaCasse	Jessica Funaiolo	Carol Wright
INSPECTORS:	Joyce Boyes	Linda Robichaud	Heidi Monroe
	Carole Mansfield-Buxton		Louise Thorpe
	Jan Swesson-Snapp	Clare Kauppi	Sandra Stevens
	Cheryl Simoneau	Mary Szurley	Andrea Wood
	Debra Stoll	Sandy Tuttle	Janet Vesper
	Karen Clement	Anne Foresman	Marie Barnaby
	Elaine Martin	Adam Ruuska	Eino Kauppi
	Barbara Wheeler	Donna Miller	Jane Jackson
	Darlene Coit	Helen Kezar	Peter Buxton

John Stonefield	Lindsay Morand	Jerrilyn Bozicas
Michael Foster	Lisa Drew	Jean Bradley
Susan Gerken	Pat Jemiolo	Brian Colby
Barbara Coburn		

SL seconded. Unanimous vote.

- 2.5
- CK moved to appoint Kaila Temple as a per diem Paramedic to the Townsend Fire-EMS Department effective July 31, 2018 to June 30, 2019 contingent upon the passing of CORI check and medical exam with a one year probationary period. SL seconded. Unanimous vote.
- 2.6
- CK moved to appoint Michael Meadows as an on-call Firefighter to the Townsend Fire-EMS Department effective July 31, 2018 to June 30, 2019 contingent upon the passing of a CORI check and medical exam with a one-year probationary period. SL seconded. Unanimous vote.
- 2.7
- CK moved to appoint Brendon Lawrence as an on-call Firefighter to the Townsend Fire-EMS Department effective July 31, 2018 to June 30, 2019 contingent upon the passing of a CORI check and medical exam with a one-year probationary period. SL seconded. Unanimous vote.
- 2.8
- Review/Approve Change Order #5 for the West Townsend Fire Station in the amount of \$11,091.23.

The Board reviewed the change order (please see attached). CK moved to approve Change Order #5 for the West Townsend Fire Station in the amount of \$11,091.23. SL seconded. Unanimous vote.

III. MEETING BUSINESS - VOTES MAY BE TAKEN:

- 3.1
- Request from the Council on Aging re: a Transportation Administrator.

Town Administrator, James Kreidler explained the history of the position and the increase in job responsibilities and reporting. Karin Canfield-Moore, COA Director informed the Board; the LRTA supported the Admin duties incorporated into the new position. SL inquired if the position of Lead Van Driver would be eliminated from the classification plan. CK read an email from LRTA (see attached). Further review of the job description and future indicators of an aging population ensued. The Board agreed the position of Lead Van Driver would exist on the matrix but not be filled at this time. CK moved to approve the Transportation Administrator and Van Driver subject to classification and approval at the next meeting. SL seconded. Unanimous vote.

- 3.2
- Requests from the Townsend Board of Water Commissioners.

The Board of Water Commissioners called their meeting to order and Mr. Rafuse, Water Superintendent informed SL he would be taping this portion of the meeting.

3.2.1 The Board reviewed the proposed contract – please see attached. CK moved to approve the contract for Paragon Bridge Works for ancillary fabricated items related to the construction of the bridge at the main street pump station in the amount of \$41,305.80. SL seconded. Unanimous vote.

3.2.2 Declaration of a vacancy for a part time office assistant; Questions regarding the duties and responsibilities of the proposed position ensued. SL requested the Water Superintendent work with the Town Administrator for clarity of job duties and a revised job description with an accurate job title. CK reminded Mr. Rafuse this would be a new position

within the clerical union. SL informed the Commissioners this is a new position and would need to be classified and placed on the matrix. SL asked the Commissioners to come back to the Selectmen when job description and classification are complete.

3.2.3 Declaration of a vacancy for a full time water technician;

Discussion regarding the education, licensure, and requirements necessary for a Water Technician ensued. Mr. Rafuse explained to the Board the requirements of DEP in relation to an operator in training and the limitations imposed until certified.

CK moved to declare a vacancy for a full time Water Technician. SL seconded. SL voiced she was not convinced of the need for another full time Water Technician. Unanimous vote.

3.2.4 Payment for professional services rendered by for the Townsend Water Department as voted on and passed at the Annual Town Meeting in May 2018.

The Board agreed they would not comment on pending litigation, acknowledging the need for the pending litigation to be resolved before addressing any request for Special Counsel.

3.3 Discussion re: Public Safety Dispatching as currently established with NVRD and as is being considered as regional with Ashby and Pepperell.

Fire-EMS Chief, Mark Boynton gave the Board an update of the discussions regarding the possibility of regionalizing with Ashby & Pepperell. Chief Boynton explained there was a list of questions asked by the Director of Public Safety regarding such a proposal and that he answered the questions (please see attached). Chief Boynton stated he felt the memorandum as attached should be signed and submitted by the Board of Selectmen.

Chief Boynton submitted to the Board a back-up agreement with the town of Pepperell in the event of an emergency. The Board reviewed as attached.

CK moved to execute the response to the 911 Director, Frank Poznicki to answer questions regarding regionalization and to sign the letter outside of a meeting. SL seconded. Unanimous vote.

CK moved to enter into a Memorandum of Understanding with the town of Pepperell to provide backup dispatch and 911 call answering. SL seconded. Unanimous vote.

CK moved to form a Regional 911 Emergency Communications District Planning Committee be established and to appoint Deputy Chief Sartell, Captain Michael Grimley, and Fire-EMS Chief Mark Boynton. SL seconded. Unanimous vote.

3.4 Review/Discuss/Approve a request for the 14th annual Greg's Run road race to close off from the streets from the Townsend Congregational Church up Brookline Street, up Highland Street, up Wallace Hill Road, and then back to the Church from 0930-1230, for an event that lasts from 0900-1330.

CK moved to approve the request for the 14th annual Greg's Run road race to close off from the streets from the Townsend Congregational Church up Brookline Street, up Highland Street, up Wallace Hill Road, and then back to the Church from 9:30A.M. to 12:30P.M., for an event that

lasts from 9:00AM to -1:30P.M., contingent upon the date being confirmed and approved with the Public Safety Officials. SL seconded. Unanimous vote.

- 3.5 Review/Discuss/Approve a request to close Dudley Road to Barker Hill Road for a 5k road race on Saturday August 26, 2018 from 8:30A.M. to 10:00A.M., for NM Cares.

Clarification: August 26, 2018 is a Sunday, not a Saturday as printed on the agenda. CK moved to approve the request to close Dudley Road to Barker Hill Road for a 5k road race on Sunday August 26, 2018 from 8:30A.M. to 10:00A.M. for NM Cares. SL seconded. Unanimous vote. The request to use the restroom facilities will be coordinated with the Town Administrator and the Facilities Supervisor.

- 3.6 Review/Approve a Goods & Services Agreement/Contract for landscaping services. (enclosed)

The Board reviewed the agreement – please see attached. CK moved to approve the Goods & Services Agreement/Contract for landscaping services with Shepco Inc. SL seconded. Unanimous vote.

- 3.7 CK moved to approve the Chapter 90 Reimbursement in the amount of \$218,132.92 for reclamation and resurfacing of Old Turnpike Road. SL seconded. Unanimous vote.

- 3.8 CK moved to approve the Chapter 90 Reimbursement in the amount of \$157,673.00 for reclamation and resurfacing of Old South Row Road. SL seconded. Unanimous vote.

- 3.9 Review/Discuss unregistered vehicles on Wallace Hill Road and South Street.

SL read the unregistered bylaw into the record (please see attached). SL stated she would go to the property along with the Police Chief and hand deliver a copy of the Bylaw along with another request to produce registrations or remove the vehicles.

SL called for a 5 minute recess at 7:44P.M.

- 3.10 CK moved to approve and sign the warrant for the 2018 State Primary to be held on September 4, 2018. SL seconded. Unanimous vote.

- 3.11 CK moved to review and sign the Selectmen's Liaison Policy #3-2018. SL seconded. Unanimous vote.

- 3.12 Review/Discuss setting of the date for interviews and Board questions for the interviews.

The Board agreed to schedule the interviews for Town Counsel on September 11th & 25th. Regular meeting to remain on September 18th, recognizing September 4th is the day after Labor Day, the Board preferred to not meet that week. Mr. Kreidler to forward draft questions to the Board members for the interview process.

- 3.13 Review draft mission statement and appointment process for the American Flag Committee.

Mr. Kreidler presented the Board with a draft mission and appointment process document – please see attached. SL requested the Flag Committee be invited to a Selectmen’s meeting for further discussion.

3.14 Discuss status of filling the appointments to the Charter Review Committee.

- | | |
|---------------------------------|---|
| Moderator Appointments (3)- | Jane Jackson
Nancy Rapoza
John Page |
| Selectmen Appointment (1)- | |
| Planning Board Appointment (1)- | Kelly Kelly (pending) |
| Council on Aging (1)- | |
| Library Trustees (1)- | |
| Finance Committee (2)- | |

CK moved to appoint SL as the Selectmen’s Representative to the Charter Review Committee. SL seconded. Unanimous vote. SL requested any other volunteer response forms be sent to the Finance Committee.

3.15 CK moved to approve and sign the Use of Legal Counsel Policy #4-2018. SL seconded. Unanimous vote.

3.16 Review/Discuss/Vote re: Chapter 61C first right of refusal for a parcel of land on Scales Lane.

Mr. Kreidler explained the process on the first right of refusal for the parcel on Scales Lane, relaying a referral was sent to the different land use boards. CK moved to not exercise our first right of refusal of a parcel of land on Scales Lane, Townsend Assessors Map 18, Block 65. SL seconded. Unanimous vote.

IV. WORK SESSION – VOTES MAY BE TAKEN:

4.1 Town Administrator updates and reports.

Mr. Kreidler reviewed the attached updates as incorporated into the July 31, 2018 minutes.

4.2 Board of Selectmen announcements, updates, and reports.

CK read an announcement for the upcoming band concert – please see attached.

4.3 Board Correspondence.

4.4 SL moved to approve and release the executive session minutes for July 18, 2018. CK seconded. CK (abstained) SL (YES).

4.5 CK moved to approve and sign the payroll and bills payable warrants outside of the meeting. SL seconded. Unanimous vote.

V. EXECUTIVE SESSION – VOTES MAY BE TAKEN:

CK moved to enter into executive session pursuant to GL c. 30A, s. 21(a)(3) to discuss strategy with respect to collective bargaining or litigation if an open meeting may have a detrimental effect on the bargaining position or litigating position and the chair so declares, AFSCME Council 93 Clerical Union, Supervisory Union, Police Union, Highway-Water Union and to adjourn directly from executive session. The Chair declared as above. SL seconded. Roll call vote SL (YES) & CK (YES).

Respectfully submitted by,

Carolyn Smart, Executive Assistant

Voted to approve the meeting minutes for the meeting of July 31, 2018, by the Board of Selectmen this _____ day of _____, 2018.



Office of the
BOARD OF SELECTMEN
272 Main Street, Townsend, Massachusetts 01469

Sue Lisio, *Chairman*
James M. Kreidler, Jr.,
Town Administrator

Cindy King, *Vice-Chairman*

Wayne Miller, *Clerk*
(978) 597-1701

SELECTMEN'S MEETING MINUTES FOR AUGUST 7, 2018 6:00 P.M.
SELECTMEN'S CHAMBERS, TOWN HALL, 272 MAIN STREET, TOWNSEND, MA

I. PRELIMINARIES - VOTES MAY BE TAKEN:

1.1 SL called the meeting to order at 6:02P.M.

Roll call vote taken showed 3 members present: Chairman Sue Lisio, (SL) Vice-Chairman Cindy King, (CK) and Clerk, Wayne Miller (WM).

1.2 Pledge of Allegiance

1.3 SL announced that the meeting was being tape recorded and inquired if anyone from the audience would be.

1.4 SL added 2.2 Appointment to the 300th Anniversary Committee to the agenda.

1.5 Public Comment Period.

Mr. John Page addressed the Board regarding uploading any legal cases to the website.

II. APPOINTMENTS OF OFFICIALS/PERSONNEL - VOTES MAY BE TAKEN:

2.1 WM moved to appoint Eino Kauppi to the Historic District Commission for a three (3) year term effective July 1, 2018 to June 30, 2021. CK seconded. Unanimous vote.

2.2 WM moved to appoint Lindsay Morand to the 300th Anniversary effective August 7, 2018. CK seconded. Unanimous vote.

III. MEETING BUSINESS - VOTES MAY BE TAKEN:

3.1 Review/Approve/Accept a restrictive covenant as part of an approved Order of Conditions for 45 Warren Road.

James Kreidler, Town Administrator read the memorandum from the Conservation Commission into the record - please see attached. WM moved to accept the restrictive covenant as part of an approved Order of Conditions for 45 Warren Road. CK seconded. Unanimous vote.

3.2 Review/Comment Mandatory Referral for the Zoning Board of Appeals, RE: Special Permit for Accessory Apartment on Clement Road.

The Board reviewed the referral - please see attached. The Board agreed to send no comment in regards to the special permit, however the Board wished to express their appreciation to the Zoning Board for the ability to comment.

- 3.3 Review/Comment Mandatory Referral for the Zoning Board of Appeals, RE: Special Permit for Accessory Apartment on Lunenburg Road.

The Board reviewed the referral – please see attached. The Board agreed to send no comment in regards to the special permit, however the Board wished to express their appreciation to the Zoning Board for the ability to comment.

- 3.4 WM moved to approve and sign a one-day special license for Terri Roy, VFW Post #6538, 491 A Main Street, Townsend in conjunction with a “Jack N Jill” to be held on August 11, 2018 with sale hours from 7:00P.M. to 11:00P.M. CK seconded. Unanimous vote.

- 3.5 WM moved to approve and sign a one-day special license for Terri Roy, VFW Post #6538, 491 A Main Street, Townsend in conjunction with a “College Graduation” to be held on August 18, 2018 with sale hours from 7:00P.M. to 11:00P.M. CK seconded. Unanimous vote.

- 3.6 Review/Approve/Sign a road opening permit, RE: West Meadow over Locke Bridge

The Board reviewed the permit – please see attached. WM moved to approve and sign the road opening permit. CK seconded. Unanimous vote.

- 3.7 WM moved to accept the MassHealth reimbursement funds for providing ambulance service in the amount of \$26,018.00. CK seconded. Unanimous vote.

IV. WORK SESSION – VOTES MAY BE TAKEN:

- 4.1 Town Administrator updates and reports.

- Community Development Block Grant Award

Mr. Kreidler informed the Board a letter was received from the Governor and LT Governor regarding the Community Development Block Grant award. The Board reviewed – please see attached. Mr. Kreidler informed the Board of the possibility that MRPC would not be managing the grant and he would be looking into the issue.

- Senator Dean Tran Capital Bond Bill Update

Mr. Kreidler informed the Board of the status for the request of funds to be used at the Hart Free Library, stating the request has been accepted and submitted into the Capital Bond bill and is awaiting the Governor’s approval. Mr. Kreidler reminded the Board of the recent consideration for the monument project on the Town Common. SL would like to get an update from Senator Tran and asked the Senator be invited to the August 21, 2018 Selectmen’s meeting.

- Land Use Coordinator

Mr. Kreidler stated out of the four interviews conducted he would be speaking to the top candidates and would invite the Land Use Board/Committees.

4.2 Board of Selectmen announcements, updates, and reports.

Cindy King - Disability Commission

CK stated in May of 2017, Town Meeting approved the formation of the Disability Commission that is needed to help comply with disability laws and give the town ability to receive additional funding by way of grants. CK informed the Board members; Townsend is eligible for a grant of up to \$250,000 that could assist us in making the Hart Free Library compliant. The Board asked the public to consider volunteering.

Sue Lisio -

SL inquired as to the Admin position in the Selectmen's office and asked for an updated job description. Mr. Kreidler to review and bring back to the Board at the next meeting.

Flag Committee scheduled for August 21, 2018.

SL asked the Water Department be scheduled for August 21, 2018.

SL concerned with the number of Trees that have been removed. (Unitil Maintenance plan) Mr. Kreidler to contact Unitil to get an update and report back to the Board.

Both SL and WM inquired as the status of the School Resource Officer and inviting the Police Chief to a meeting for an update.

4.3 Board Correspondence. There was no correspondence.

4.4 There were no meeting minutes to approve.

4.5 WM moved to approve and sign the bills payable warrants out of session. CK seconded. Unanimous vote.

V. ADJOURNMENT:

WM moved to adjourn the meeting at 6:52P.M. CK seconded. Unanimous vote.

Respectfully submitted by,

Carolyn Smart, Executive Assistant

Voted to approve the meeting minutes for the meeting of August 7, 2018, by the Board of Selectmen this _____ day of _____, 2018.

BOARD OF SELECTMEN GOALS AND OBJECTIVES

2018

1. GOAL			
CAPITAL ASSETS	1. Townwide Road Analysis	OBJECTIVE	
Create a management plan to address the town's capital assets.	Address the Town's deteriorating roadways using industry standard evaluation tools.		
	1A. Update existing Roadway Management Plan (RMP)	ACTION ITEMS	
	1B. Use Updated RMP to Cost Out the Scope of Needs		
	1C. Develop Funding Options for Consideration at Town Meeting		
	-Dedicated Revenue Stream		
	-Inside Levy Limit Taxation		
	-Outside Levy Limit Taxation		
	2A. Draft Request for Proposals for Phase One		
	2B. Bid, Award and Execute Project		
	2C. Develop Phase Two Plan for Consideration at Town Meeting		
2. GOAL		OBJECTIVE	
COMMUNICATION- INTERNAL AND EXTERNAL	1. Cable Access		
Provide more robust methods of communication both internally and externally	Improve the town's cable infrastructure, cable access program and offerings.		
	1A. Work with the Cable Advisory Committee (CAC) to create the PEG Access Corporation (PEGAC)	ACTION ITEMS	
	1B. Work with PEGAC to create a scope of work to build out a PEG Access studio		
	1C. Work with the CAC to execute the system buildout plan per the 2015 Cable Franchise Agreement		
	2A. Post a link to the town's YouTube channel on Town Website to allow for the viewing of public meetings		
	2B. Post a version of the town fiscal year budget in a year-to-date format.		
	2C. Develop policy to make the town website the official posting place for public notices.		
	3A. Plan, schedule a hold a volunteer fair with participation from all town boards and commissions served by volunteers		
	- Utilize the Library, Meeting Room and Senior Center to hold the fair		
	-Invite local non-profit groups to participate		
	4A. Research and work with our software vendor to discover the capability to export data.		
	4B. Prepare action plan to implement if such capability exists.		
3. GOAL		OBJECTIVE	
FINANCIAL STABILITY	1. Capital Asset Inventory		
Create a capital asset inventory plan to better track the useful life and replacement cost	1A. Identify all town assets.	ACTION ITEMS	
	1B. Define life expectancy and projected replacement year and cost.		
	1C. Publish report on town website.		
	2A. Research possibility of hiring or regionalizing with an neighboring community for a part-time grant writer		
	2B. Work with community stakeholders and local boards and commissions to determine the interest in and viability of		
	hosting a Medical and/or Recreational Marijuana facility in town.		

Voted By BOS May 29, 2018

BOARD OF SELECTMEN GOALS AND OBJECTIVES 2018

2018		
GOAL	OBJECTIVE	ACTION ITEMS
4 GOAL	OBJECTIVE	ACTION ITEMS
Policies and Procedures	Update Current Policy Books in Town Hall 1. Review and revise for the Board's consideration the town's policy books.	1A. Townwide Policy Review to include personnel policies and selectmen policies. 1B. Personnel Policies- Identify "Big 10" Policies that Apply to Everyone 1C. Selectmen Policies- Consolidate most current versions. Update those requiring update. 1D. Code of Conduct- review sample codes of conduct, to including town union contracts and the charter.
5. GOAL	OBJECTIVE	ACTION ITEMS
Personnel/Human Resources	Centralize and Streamline Human Service Function 1. Research then implement most effective way to provide centralized human services.	1A. Research "Human Services Administrator Position" - responsible to oversee all Human Service Functions 1B. Determine best course forward for Human Resource Position - Part-time in house. - Part-time shared/regional - Contract services.
6. GOAL	OBJECTIVE	ACTION ITEMS
Efficiencies and Regional Opportunities	Explore regionalization opportunities 1. Strive to identify and implement regionalization opportunities to maximize service to town citizens with reduced financial impacts when compared to "going it alone."	1A. Conduct inventory of local/regional outdoor playing field and indoor recreation facility resources. - Work with our neighbors to maximize resources and seek to negotiate regional sharing agreements. 1B. Continue with the movement toward a regional animal control service. - Currently have schematic design plans being developed for a regional facility to be shared with Lunenburg. - Assess the value in fully regionalizing the actual service and not just the facility. Proceed accordingly. 1C. Assess if there is value in regionalizing our Information Technology function. Proceed accordingly.
7 GOAL	OBJECTIVE	ACTION ITEMS
Social Issues	Opioid Crisis 1. Recognize the significant toll that the opioid crisis has had and continues to have on our community in both life and resources.	1A. Research and determine the value in joining in the currently filed law suits against opioid manufacturers. 1B. Coordinate with local non-profit groups (e.g. NM Cares) to employ resources in the most effective way. 1C. Work with the school system on educational presentations centered on addiction.

Voted By BoS May 29, 2018