BOARD OF SELECTMEN
Meeting Agenda
September 14, 2015
Boxborough Town Hall
Grange Meeting Room
REVISED

1. CALL TO ORDER, 7:00 PM, TOWN ADMINISTRATOR'S OFFICE

2. EXECUTIVE SESSION

Move to adjourn to executive session in the Town Administrator's Office to:

a) *conduct strategy session in preparation for negotiations with non-union personnel, and*

b) *conduct contract negotiations with non-union personnel (tentative)*

and to reconvene in open session in the Grange Meeting room to continue with the regular business on the agenda **ROLL CALL VOTE:**

RE-CONVENE IN OPEN SESSION IN THE GRANGE MEETING ROOM AT 7:45 PM

3. ANNOUNCEMENTS (delay until completion of appointments)

4. APPOINTMENTS

[*Times are estimated; if you are interested in a particular matter, please plan to arrive 15 minutes earlier*]

a) Kevin Mahoney, candidate for appointment as Temporary Constable, 7:45 PM
Further to the recommendation of the Town Clerk, move to appoint Kevin Mahoney to serve as Temporary Constable for a term effective immediately and ending on May 16, 2016 **VOTE:**

b) Mark White, candidate for appointment to the Zoning Board of Appeals, 7:50 PM
Further to the recommendation of the ZBA Chair, move to appoint Mark White to the Zoning Board of Appeals for a term effective immediately and ending on June 30, 2018 **VOTE:**

c) Warren Ryder, Police Chief, further discussion regarding potential temporary appointment as Interim Police Chief in Townsend, MA, 7:55 PM **VOTE:**

d) Jennifer Barrett, Town Accountant, to follow up on taxability of Fire Chief's vehicle use, 8:30 PM (may pass over and bring forward 9/21)

e) Citizens concerns

5. MINUTES

a) Regular session, August 31, 2015 **ACCEPT & POF**

6. SELECTMEN REPORTS

7. OLD BUSINESS

a) Amended MoU with the ABRSD
Move to authorize Vincent M. Amoroso, Chair of the Boxborough Board of Selectmen, to execute the "First Amendment to the May 22, 2014 Memorandum of Understanding between the Acton-

Boxborough Regional School District and the Town of Boxborough" **VOTE:**

b) Chapter 90 Reimbursement Request ($520,364.64) & Final Report for Reclamation and Paving of Flagg Hill Road, Pine Hill Road and Stonehedge Place

Move to authorize the submission of Chapter 90 Final Report and Reimbursement Request in the amount of $520,364.64 for reclamation and paving of Flagg Hill Road, Pine Hill Road and Stonehedge Place and to certify conformance with applicable statutes and regulations **VOTE:**

c) Final input from Town Assessor, Ruth Anderson, regarding proposed street address changes **ACCEPT & POF**

d) Performance evaluations – review input from Town Counsel

e) Discussion of Master Plan and Implementation Plan

8. NEW BUSINESS

a) Well-Being Committee – resignations

Move to accept with regrets and place on file the resignations, effective immediately, of Kathleen Smyers and Susie Allen **VOTE:**

b) Proposed meeting schedule for January – May 2016 and proposed budget timeline

Vote to adopt the proposed meeting schedule for January – May 2016 as prepared (or… as revised) and to forward the proposed budget timeline to the Finance Committee for input **VOTE:**

9. CORRESPONDENCE **ACCEPT & POF**

a) Internal Communications
b) Minutes, Notices & Updates
c) General Communications

10. PRESS TIME

11. CONCERNS OF THE BOARD

12. EXECUTIVE SESSION (may not be necessary)

Move to adjourn to executive session in the Town Administrator's Office to:

a) continue item 2a, to conduct strategy session in preparation for negotiations with non-union personnel

b) discuss strategy with respect to collective bargaining (MassCOP Local 200 – Boxborough Police Officers) **Chair shall state: "To conduct such session in an open meeting may have a detrimental effect on the bargaining position of the Board." (NB: it is not necessary to make this statement with respect to item b)**

ROLL CALL

and to adjourn immediately upon completion **VOTE:**

13. ADJOURN

Town of Boxborough
Follow-up Solutions to Implementation of
IRS Fringe Benefit Reporting Requirements
Regarding Fire Chief's Personal Use of Town's Unmarked Vehicle

Option 1:

Alter the vehicle to fit the description of Qualified Non-personal Use Vehicle by ensuring it is a "Clearly marked, through painted insignia or words, police, fire {or} public safety vehicle"

Option 2:

Enter the benefit amount as a one-time separate payroll transaction for the Fire Chief in the last payroll of the year. The lease value of the vehicle is calculated at $10,750 per year, and the Chief estimates he uses the vehicle about 25% of the time for personal use (including commuting).

W-2 includes:
Box 1: Gross Income +$2,500 Fringe Benefit
Box 2: Federal Taxes paid +$441.11 tax on Benefit
Box 5: Gross Income +$2,500 Fringe Benefit
Box 6: Medicare Taxes paid +$36.25 tax on Benefit
Box 14: Gross Income +$2,500 Fringe Benefit
Box 15: State Taxes paid +$126.88 tax on Benefit
Box 12: $2,500 Fringe Benefit reported

Total taxes attributable to the Fringe Benefit, paid by the Chief = $604.24

Option 3:

The town would provide additional compensation to the Chief as an amendment to the Chief's contract as follows: a benefit amount of $2,500 would be reported with the taxes withheld in a separate payroll transaction in the last payroll of the year. In the same transaction, the Chief would receive an additional $750 in non-pensionable "bonus" as part of his regular compensation, which is enough to cover the sliding effect (gross-up) of the taxes.

W-2 includes:
Box 1: Gross Income +$2,500 Fringe Benefit +$750
Box 2: Federal Taxes paid +$441.11 tax on Benefit +$106 tax on taxes
Box 5: Gross Income +$2,500 Fringe Benefit +$750
Box 6: Medicare Taxes paid +$36.25 tax on Benefit +$9 tax on taxes
Box 14: Gross Income +$2,500 Fringe Benefit +$750
Box 15: State Taxes paid +$126.88 tax on Benefit +$30 tax on taxes
Box 12: $2,500 Fringe Benefit reported; (Retirement gross does not include additional $750)

Total taxes attributable to the Fringe Benefit, paid by the Chief = $604.24+$145 (approx) which is "reimbursed" by the "bonus"

N.B. Year 1, we would start with the policy effective July 1, so we would start with ½ the cost because it is all reported on the Calendar year. All amounts in Option 2 & 3, would be calculated at 50%

Selina Shaw 3b

From: Elizabeth Markiewicz <emarkiewicz@boxborough-ma.gov>
Sent: Monday, August 31, 2015 6:30 PM
To: sshaw@boxborough-ma.gov
Subject: Temporary Constable

Hi Selina,
Kevin has agreed to act as temporary constable until our annual town election. Could you please put it on the next BOS agenda?
Thanks!
Liz

Elizabeth A. Markiewicz
Town Clerk
29 Middle Road
Boxborough, MA 01719
978-264-1727
Hours:
Mon-Thurs: 9am-2pm
Monday evenings: 6pm-8pm

3c

Selina Shaw

From: Adam Duchesneau <aduchesneau@boxborough-ma.gov>
Sent: Thursday, September 10, 2015 11:28 AM
To: Selina Shaw
Subject: ZBA Appointment for Selectmen's Meeting on 9/14

Hi Selina,
I just got off the phone with Zoning Board of Appeals Chair Tom Gorman and I informed him of Mark White's interest in joining the ZBA. Tom was supportive of Mark joining the Board, especially since the ZBA is currently operating with only four (4) full members, and recommends that Mark White be appointed to the ZBA by the Board of Selectmen.

I was wondering if we could add Mark White's appointment to the ZBA as an agenda item for the Board of Selectmen's meeting on Monday?

I have not yet reached out to Mark White on this matter but I will as soon as I know this item will be on the agenda. Please let me know when you have a chance. Thanks.

Adam

Adam L. Duchesneau, AICP
Town Planner
Town of Boxborough | 29 Middle Road | Boxborough, MA 01719
t 978-264-1723 | f 978-264-3127 | ADuchesneau@Boxborough-MA.gov
Boxborough: A Rural, Engaged Community for All
www.boxborough-ma.gov

Selina Shaw

From: Ken and Anne [redacted]
Sent: Thursday, September 10, 2015 5:23 AM
To: Selina S. S. Shaw
Subject: Chief Ryder's proposal to serve as Townsend's Interim Police Chied

To: Town Administrator Selina Shaw
From: Anne Canfield
Re: Position of BOS regarding Chief Ryder's proposal to serve as Interim Police Chief in Townsend
Date: September 10, 2015

Dear Selina,

Please place this email in the BOS packet for their next scheduled meeting: September 14, 2015. I am requesting that you do this because I believe that our BOS needs to hear from tBoxborough's citizens before making a decision such as this that has the real potential to impact all of us in a negative way.

Sincerely,

Anne K. Canfield

To: **The Boxborough Board of Selectmen**

From: **Anne K. Canfield**

Re: **Chief Ryder's proposal to serve as Interim Police Chief in Townsend**

Date: **September 10, 2015**

I wish to express my deep reservations concerning Chief Ryder's intention of serving as Interim Police Chief in Townsend, while continuing in his role as Police Chief in Boxborough.

As a taxpayer in Boxborough, I see absolutely no advantage to our Town. In fact, I strongly believe that the voters in Boxborough—who expect their elected officials to consider them first when making decisions—will be short-changed if the BOS agrees to Chief Ryder's proposal.

While I understand that this is a "good opportunity" for the Chief to "grow professionally," in no way do I see this as a good opportunity for Boxborough—in fact, just the opposite. Boxborough's citizens deserve and need a full-time Chief of Police; and so, I am asking that <u>in the best interest of those whom you represent</u>, the BOS reject the Chief's proposal.

Anne K. Canfield

Selina Shaw

From: Nancy Fillmore [redacted]
Sent: Wednesday, September 09, 2015 12:13 PM
To: selectmen@boxborough-ma.gov
Subject: Internship in Townsend

Dear Selectmen,

I must say I am VERY interested & disappointed after reading the article in the Beacon this past week. As you probably know I am on the SNAG committee. I have grave concerns that the people of Boxborough will NOT be served properly & with attentiveness if Chief Ryder is allowed to do this internship.

He is only human & can't possibly (in my opinion) be in 2 places at once & raise a family at the same time. Not to mention work on the proposed new police station!

There are too many unanswered questions. I applaud Selectman Susan Bak for asking questions. I'm sorry she felt she had to abstain from the vote.

As Chief Ryder stated "The chances of a regional police district of four communities starting up in Massachusetts has never happened and is probably unlikely." This is an unnecessary position for us to put Chief Ryder in. The people of Boxborough deserve to be given ALL of our police chief's attention. We pay him good money to do that & to try to stretch oneself out this much is way too much.

I ask the Selectmen to reconsider this matter. I do NOT agree with them. I added up the hours the chief has stated he would give up on his own time & they don't match.

Thank you for your consideration on this matter.

Nancy Fillmore

Selina Shaw

From: Vince Amoroso <amorosovm@gmail.com>
Sent: Thursday, September 10, 2015 1:32 PM
To: Board of Selectmen - General; Selina Shaw
Subject: Fwd: Citizen input on Warren's request

For your information, not for discussion outside public meeting.

Vincent M. Amoroso, Esq.
351 Liberty Square Road
Boxborough, MA 01719
h-978-263-7522
w-617-877-8076

---------- Forwarded message ----------
From: **Les Fox** <lesfox@comcast.net>
Date: Thu, Sep 10, 2015 at 12:53 PM
Subject: Citizen input on Warren's request
To: Vince Amoroso <amorosovm@gmail.com>

Vince,

I received unsolicited an email raising two questions in regard to Warren's request. I spoke to the individual who wishes to remain anonymous, but authorized me to forward the text of the mail without attribution. This is an individual well-known in the community and whom I respect. They are personally in the "would like to know more" camp.

Feel free to forward this to the board.

Les

---- extracted text of email ----

- Suppose Warren is on duty in Townsend and a true emergency arises in Boxborough. What would happen if there's a call to Warren to report to Boxborough to help guide the emergency response? As you know, the Chief's position is 24/7 and although a significant emergency is unlikely, we need to be prepared for one and Warren is a key player in such a situation. Would Warren leave Townsend and report to

Boxborough? If so, what would Townsend do? I think some clear answers to these questions would help a great deal in assessing this position.

- Secondly, is there any benefit to Boxborough from this arrangement? In particular, is there any financial benefit to the town for enabling this arrangement? It seems that the benefit accrues to both Townsend and to Warren. We experience a decrease in Warren's availability, at least to some extent and it seems there should be some sort of benefit to Boxborough. Is there any?

From: **Simon Bunyard** simon@[redacted]
Subject: Warren Ryder's Possible Townsend Role
Date: September 10, 2015 at 3:15 PM
To: Selina Shaw[redacted], John Rosamond[redacted], Emilie Coolidge[redacted], Frances Nolde[redacted], Hugh Fortmiller[redacted], Rita Grossman[redacted], Lisa St. Amand[redacted], Anne McNeece[redacted], Anne Becklean[redacted], Barbara Tornstrom[redacted], Virginia Rosamond[redacted], George Elenbaas[redacted], Gregg Turner[redacted], jim Bacharach[redacted], Matt Fearer[redacted], Trena Minudri[redacted], Andrew Bernard[redacted], Jessica Eichelburg[redacted], Jeanne Kangas[redacted], Rosemary Sedgewick[redacted], Margaret Delano[redacted], Sheila Bauer[redacted], Vincent Amoroso[redacted], Les Fox[redacted], Chief Warren B. Ryder[redacted], James Eldridge[redacted], Amy Burke[redacted], Frank Powers[redacted], Liz & John Markiewicz[redacted], Rita Grossman - personal[redacted], Susan Bak[redacted], Hugh Fortmiller[redacted], James Gorman[redacted], Bob Stemple[redacted]

Folks,

I want to speak up about what appears to me to be a rush to judgment based on incomplete and in some cases erroneous information on Warren Ryder's proposal to take on a temporary role as chief in Townsend. I don't think the facts justify the very negative response this has received. It's my belief that, while not necessarily in Boxborough's interests, per se, what Ryder wants to do does us no harm either, and it is hard to justify denying him the opportunity.

I spoke with two selectmen and Ryder this morning, and this is what I have learned.

- The Beacon article seems to have been surprisingly accurate in its reporting, but you have to read it carefully. It would be easy to get the wrong impression if you just skim it.
- Townsend approached Ryder with an offer of the full-time chief's job at a salary of $140,000, which is what the outgoing chief there is currently paid. This is a 17% increase over what Ryder is currently paid. He turned this down because he likes Boxborough. Only then did they ask him to head up their search process for their new chief, and to take on the interim part-time position.
- Boxborough has hardly been the benevolent employer some of us would like to think. The selectmen have had to fight hard to keep his salary from being at the bottom of the competitive range; he is currently paid in the lower third of the range, and that is for a chief that by any measure has done an outstanding job for this town. Townsend's offered salary would likely be

matched wherever he went, or even bettered. So it's not just an income supplement that is driving this, much as it would be understandable if it were.
- Ryder would NOT be reducing his hours in Boxborough, contrary to what has been presumed. He would work his hours in Townsend around his commitments here. He would still be available on-call as needed, just as he is if he is at home. What he does in his spare time is really not our concern.

This is a synopsis of what Ryder has sent the selectmen, and would form the basis of a memorandum of understanding with Townsend if it goes to that stage:
1. I have requested to perform additional outside employment away from my normal business hours or I may occasionally use earned time (vacation).
2. I will hold regular full time hours and will remain "on-call" 24 hours a day 7 days a week for the needs of Boxborough.
3. I will continue to satisfy my job requirements with Boxborough and I will respond to any needs of the Boxborough as priority before that of any outside employment.
4. Boxborough time, equipment and resources will not be used in conjunction with any outside employment.
5. Any outside employment will be conducted at my own risk and Boxborough will not be held responsible in any way.
6. I will notify the BoS prior to starting any outside employment and will provide monthly updates as to the status and expected duration of the employment.
7. And, any other terms or conditions that Boxborough desires.

I take Ryder at his word that his first priority will remain Boxborough, and the selectmen appear adamant that this be the case. Certainly the arrangement should be set up such that our selectmen can terminate the deal at any time if it appears a conflict exists. But let's not presume that it can't be done without a conflict when we have the adamant good-faith commitment from Ryder (and I presume from the Townsend selectmen also) that

there will not be a conflict.

Under these circumstances, it's hard for me to object to his request. If he wants to do something like this to supplement his income, that may be an indication of the need for us to pay more competitively. It amounts to some moonlight consulting, and how many of us have done something like that? More to the point, how would you feel if your employer prohibited you from doing this?

If I am wrong in any of this, please let me know.

Simon

Simon C Bunyard
[redacted]

Date: September 11, 2015 at 8:38:37 PM EDT
Subject: Chief Ryder's extra job
From: Kevin Mahoney <[redacted]>
To: Selina Shaw <sshaw@boxborough-ma.gov>
Cc: wryder@boxborough-ma.gov

Dear Selectmen,

I like & respect Warren Ryder, but I strongly oppose this idea of our police chief working as another town's police chief, even part-time, while he is our police chief.

His current job as our police chief is not a forty hour a week job. Working for us and for another town both jobs will suffer.

It's hard for me to fathom, that Townsend, has no officer qualified for this temporary position or that there was no plan in place, even though outgoing chief suddenly retired.

Townsend would turn to the state, or another place for help not by hiring someone that is suppose to be serving Boxborough 24/7. Their problems should not cause us difficulties.

For some time Chief Ryder seems to have a been given a blank check. The Selectmen are suppose to hold him accountable. As a taxpayer I oppose the Boxborough Police Chief acting as a police chief for another town.

Sincerely,
Kevin Mahoney
Resident

To: selectmen@boxborough-ma.gov
Subject: [Boxborough MA] Interim Police Chief proposal
From: John Markiewicz <[redacted]
Date: September 12, 2015 at 12:12:27 PM EDT

Board of Selectmen,

Someone has sent you a message using your contact form on the Boxborough MA site.

If you don't want to receive such e-mails, you can change your settings at http://www.boxborough-ma.gov/users/board-of-selectmen.

Message:

Subject: Request by the Boxborough Chief of Police to also serve as Interim Chief of Police in Townsend
I have thought about this request and think it's important to separate the Person (Warren Ryder) from the Position (Chief of Police for the Town of Boxborough).
The Person:
Warren is an excellent chief and well-respected in Town. As chair of the Master Plan Boxborough2030 Committee, I have appreciated his participation and valuable input.
The Position:
Per the current contract, the Chief of Police is a full-time position with the expectation of 24/7 availability. I interpret that to mean that there is an expectation of the chief that, in terms of public safety, Boxborough receives 100% mindshare.

The Concerns:
- Allowing the chief to serve as Interim Police Chief for the Town of Townsend has no tangible/ measureable benefit to the Town of Boxborough
- Loss of Chief's 24/7/365 mindshare focused on Boxborough's Public Safety
- Potential overtime required by current police officers to cover for Chief's absence
- Potential negative impact on future contract negotiations with other town employees
- Less time for mentoring of new lieutenant
- Expectations of the Town of the Town of Townsend for the Interim Position (see attached public document describing the Townsend position and expectations) Demonstrates the need for a legally binding agreement between ALL concerned parties. Boxborough, Townsend and Ryder.

A vote to allow the current Chief to accept the interim position on Townsend creates many open issues which would need to be addressed to ensure that the taxpayers of Boxborough are getting the service they expect from the Chief of Police and that the public safety of the Town is in no way compromised.

NOTICE OF POSITION OPENING

INTERIM CHIEF OF POLICE

The Town of Townsend seeks candidates for the position of Interim Chief of Police to serve until a permanent Chief is appointed. The position is governed by MGL chapter 41, section 97A. Position is appointed by and takes policy direction from the three-member Board of Selectmen and under administrative direction of the Town Administrator.

Compensation is subject to negotiation.

Responsibilities: Supervise and manage all aspects of the Police Department and Communications Center. Chief supervises thirteen (13) sworn officers, two clerical staff, four (4) full time telecommunicators, one (1) communications supervisor, and numerous part time police officers and telecommunicators.

Qualifications: Bachelor's degree in criminal justice, public administration, or related field; ten (10) years of command experience in law enforcement; or any equivalent combination of education and experience.
Must be able to work closely with the Town Administrator, other public safety officers, employees, and appointed and elected officials.
Applications shall be submitted to Andrew J. Sheehan, Town Administrator, 272 Main Street, Townsend, MA 01469 or by email asheehan@townsend.ma.us. AA/EOE.
Open until filled. Deadline for initial consideration is 11:00AM on September 8, 2015.
August 27, 2015

To: sshaw@boxborough-ma.gov
Subject: [Boxborough MA] Ryder/Other Position Request
From: Deborah Robinson <[redacted]>
Date: September 13, 2015 at 4:43:48 PM EDT

sshaw,

Someone has sent you a message using your contact form on the Boxborough MA site.

If you don't want to receive such e-mails, you can change your settings at http://www.boxborough-ma.gov/users/sshaw.

Message:

Saw the article in the Beacon. Which was actually well written and informative for a change.

After giving this consideration, I wanted to submit my opinion to the BOS.

There should be no reason why Ryder cannot take the part-time position on the limited basis as he described. Actually, it is no different than a Firefighter in a full-time position, being on call and taking another job/position/hobby to either enhance his/her income or interests. Or for that matter other positions in Town enjoying the freedoms to do the same.

I hope that the Town of Boxborough looks at this as a simple request and approve.

Deborah Robinson
[redacted]
Boxborough MA 01719

From: Hugh Fortmiller [redacted]>
Date: September 14, 2015 at 12:06:15 PM EDT
To: Simon Bunyard [redacted]
Cc: John Rosamond [redacted], Emilie Coolidge [redacted], Francie [redacted] Hugh Fortmiller [redacted], Rita Grossman [redacted] "Lisa St. Amand" [redacted], Anne McNeece [redacted], Anne Becklean [redacted] Barbara Tornstrom [redacted], Virginia Rosamond [redacted], George Elenbaas [redacted] Greg Turner [redacted], jim Bacharach [redacted], Matt Fearer [redacted], Trena Minudrir [redacted] Andrew Bernard [redacted], Jessica Eichelburg [redacted], Jeanne Kangas [redacted] Rosemary Sedgewick [redacted], Margaret Delano [redacted], Sheila Bauer [redacted], Vincent Amoroso [redacted], Les Fox [redacted] James B Eldridge [redacted], Amy Burke [redacted], Selina [redacted] Liz Markiewicz [redacted] Susan Bak [redacted], Jim Gorman - work [redacted], Bob Stemple [redacted]
Subject: Re: Warren Ryder's Possible Townsend Role

Simon:

Thanks for your observations.

Like you, I have been reserving judgement regarding the “Beacon" story about Warren Ryder’s proposal to help Townsend. I will attend the BoS meeting Monday to listen and to learn more.

At the same time, I appreciate your analysis of the “Beacon” piece; for the most part, I saw it as you did. Knowing that newspaper reporting can’t always be taken as “fact,” however, I think three questions need answers on Monday:

1. What has Townsend provided, verifiable or in writing, as a description of exactly what services Townsend expects, including hours, days of the week, and the end date of the contract?

2. How do Townsend’s expectations fit or conflict with the Chief’s job description and contract with Boxborough?

3. If Townsend’s expectations and Boxborough’s contract are not in conflict, what other objections need consideration?

I agree with you, Simon, that the test here has to do with the Chief’s use of “personal time.” For example, if he wanted to use “personal time” to take an outside, paying job to teach a community college seminar on pubic safety, would he even need BoS permission to do so?

I also had a brief conversation with Chief Ryder last week, and he reiterated his commitment to Boxborough and his “passion” for his profession. I believe him on both counts. I also believe the Town should continue to support the professional development of its employees, and I believe Boxborough should be proud of an employee capable of sharing his or her expertise with other towns.

I look forward to Monday’s discussion.

Best wishes,

Hugh
[redacted]

On Sep 10, 2015, at 3:15 PM, Simon Bunyard [redacted] wrote:

Town of Boxborough
29 Middle Road

Board of Selectmen:
Vincent Amoroso, Chair
Susan Bak
Leslie Fox
James Gorman
Robert Stemple

In that I cannot attend the BoS meeting scheduled for this evening, September 14, 2015, these are my comments on the agenda item concerning Police Chief Warren Ryder's being chosen as the interim police chief of Townsend. Based on my perception of his performance for Boxborough, it is not surprising that he would be in demand. My concern is that the Town work towards a Memorandum of Understanding that anticipates an approach to resolve any conflicts, should they arise, during this time.

Although the amount of extracurricular activities currently accomplished by Chief Ryder are impressive, I'm concerned that an interim police chief position would be more demanding, and, could pose potential conflicts with his current responsibilities as Boxborough's police chief. A transparent, well-crafted MOU is in order that clarifies any potential financial impacts to the Town and how they will be handled, in addition to the managerial conflicts should they exist.

Sincerely,

Rita Gibes Grossman

cc: Selina Shaw, Town Administrator

From: James Gorman [mailto:jgorman@tritonsys.com]
Sent: Monday, September 14, 2015 2:02 PM
To: selectmen@town.boxborough.ma.us
Cc: wryder@boxborough-ma.gov
Subject: Tonights's Meeting

Folks,

I am sorry not to be able to make tonight's meeting, not only from the viewpoint that there may be some theater worthy of Pirandello or Beckett, according to the advance reviews, but also because we have some serious issues to discuss. But I will probably be winging over Boxborough just as you start.

My main objective in writing here is to make clear my view of the situation surrounding Warren's desire to assist Townsend as an interim Chief while they search for a permanent replacement. My reading of the various documents presented indicates to me that the Board has no basis to deny Warren the ability to seek other employments, as long as they do not interfere with his ability to execute the responsibilities of Boxborough's Police Chief. The Board does have the responsibility to evaluate whether or not Warren is providing the Town with services consistent with the expectations delineated in his contract. If and when the Board comes to a consensus that Warren is not meeting his responsibilities as Chief, we should seek corrective actions. I do not believe that the Board can determine a priori whether Warren can satisfactorily execute both the responsibilities of the Boxborough Chief, and the duties outlined by him with respect to the added responsibilities of assisting Townsend in their transition to a new Police Chief. I trust his judgement that he can perform both sets of responsibilities, as he knows better than any of us what they entail. I myself have worked 80(+) hours per week for periods of 3-6 months on large ICBM projects, where errors in detailed engineering calculations could have disastrous and fatal consequences. It is not what I would wish to do as a long term steady state, but for periods of months is both exhilarating and satisfying. Just as I do not believe we have the right to prohibit Warren from pursuing this additional work, so I do not believe anyone on the Board can accurately judge how difficult will be the multiple responsibilities. We have little or no insight into the actual job(s). To the argument that, if he takes on this additional work, we will not have 100% of his attention, I would argue that we do not in any event. He has a life outside the Boxborough Police Station, and is not an indentured servant of the Board. To the objection that there is public comment adverse to the notion of Warren seeking outside employment, those who know me will understand my reaction, and may perhaps agree that it is best I do not attend tonight in any event.

I do request that no final decision be made by the Board in this matter. This is not simply so I can be present, but perhaps also to allow a little bit of a cooling off period to ameliorate the hyperventilated atmosphere that has surrounded this question.

Jim

From: Bob Stemple [mailto:bstemple@verizon.net]
Sent: Monday, September 14, 2015 3:23 PM
To: 'James Gorman'; selectmen@town.boxborough.ma.us
Cc: wryder@boxborough-ma.gov
Subject: RE: Tonight's Meeting

Hello all from Wiscasset Maine.

So it appears, I will not be able to make tonight's highly anticipated Selectman meeting as well, due to car circumstances beyond my control. My comments are these, I now based beyond more data received, Do not support Boxborough's Police Chief taking on the role as Interim and any other term where he is "acting " as the police chief for Townsend. I do think he can act as a consultant, and on the search committee to find a new police chief for Townsend.

Bob

Dear Board of Selectperson,

I read a news article in Beacon last week re: our police chief seeking temporary (additional) position. I was dismayed and thought I should speak up and write (a first) to share my surprise and concerns with the board's decision to grant "initial indication of support".

Based on frequent interactions with Chief Ryder, I firmly believe that Warren is a very competent and capable chief. Since his induction as chief of our town PD, the ideas he has implemented and actions he has taken are exemplary and welcome. His outreach to the community at large are welcome change. Town of Boxborough is very fortunate to have him in this leadership position.

##

Reading the article it appears that several natural questions / concerns that could arise from a shared position were not discussed or addressed by the board. Questions such as:

- How can one person deal with two exigent and simultaneous situations in each town?
  - How will such priorities be assigned or catered to?

- How will the time be divided between two towns?
  - Regular office hours
  - After office hours

- What will be financial impact to the town of Boxborough?
  - Overtime?
  - Extra pay for subordinates?

  - Travel/commute costs?

- How will confidentiality be maintained?

To give background, I was part of the Boxborough Police Chief Regionalization Committee few years ago. The above very same concerns and several more were identified and discussed by the committee and in fact, what led to recommend against the idea of having a regional PD. If I remember right, BoS members actively supported, agreed and voted to abandon the idea. It seems that the proposed duties of dual role as proposed will have some of the same concerns that were brought up. However, I did not find any discussions that identified or addressed these concerns. I read that Ms. Bak abstained from voting citing "unknown parameters" so I think that these parameters are not even known to the BoS members in general and should be. I firmly believe that not just BoS but the residents should be made aware of the arrangements/plans that will quantify the above risks and plans to mitigate them. Only then can a fair assessment of the benefits that town and/or its resident will receive by moving forward with the shared position for interim period.

At this point, my concerns are that holding two separate positions as a police chief of two towns is unfair and untenable for anyone even including for accomplished and skilled person such as Mr. Ryder. Such shared position can put each town and its community at strain at minimum and in hazard in the worst case unless the plans clearly address these.

I hope that these will be identified, communicated and addressed quickly and effectively before situation causes harm to either town, its resident or even Mr. Ryder on his expectation or being let down of his expectations.

I am sorry that I could not be in attendance at the board meeting today as I am traveling to Seattle but I look forward to read about it or hear about it shortly. Our form of town government is what sets us apart where community identifies and resolves its issues to promote greater benefits to all.

Thanx and regards

Jay Bhatia

[redacted]

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BOARD OF SELECTMEN
Meeting Minutes
August 31, 2015

Approved_____

PRESENT: Vincent Amoroso, Chair; Susan Bak, Clerk; Les Fox, Member; Jim Gorman, Member and Robert Stemple, Member

ALSO PRESENT: Selina Shaw, Town Administrator and Cheryl Mahoney, Department Assistant

Chair Amoroso call the meeting to order at 7:00 P.M. in the Grange Meeting Room of the Town Hall.

The documents discussed herein have been included with the file copy of the agenda packet for the above referenced date and are hereby incorporated by reference.

ANNOUNCEMENTS

Chair Amoroso read the announcements

APPOINTMENTS

- Town Treasurer, Patrick McIntyre and Town Accountant, Jennifer Barrett were present to discuss several matters.
  - Treasurer McIntyre reviewed the OPEB (*Other Post-Employment Benefits*) Report. This analysis considered many factors. The numbers are slightly down from last year but otherwise overall performance is status quo. Removing the Blanchard Teachers in FY 15 lead to a downturn, however the Town will incur some OPEB liability for them, eventually, when the A-B District's begins to fund its OPEB obligation. The Town has been proactive in this by regularly contributing to its OPEB Trust ($100,000 annually). This has allowed us to realize a superior bond rating; putting us in good shape financially. McIntyre advised that the Town cannot use existing trust funds to cover the OPEB portion of our AB assessment when it is incurred. It was suggested that the Town look at possibly "splitting" this annual funding commitment ($100,000), in the future, between the Town's existing OPEB trust fund and the OPEB portion in our A-B assessments when the District begins to fund this liability. The data on the District's OPEB liability will be requested so it can be incorporated into our FY 17 budget calculations. Our AB School Committee members should be tracking this.
  - Town Accountant Barrett reviewed FY 14 Audit Report and Management Letter. She clarified that this report pertains to the Fiscal Year that closed June 30, 2014 and that she took over as Town Accountant at the midway through FY 14. Overall this was a positive report. She spoke to the three action items that were identified. One is more of a concern than an action item and historically has appeared on our audit report every year. However, she is working on addressing it by "tightening-up" accounting processes for fluctuating, miscellaneous revenue. In FY 14 and much of FY 15 she undertook a lot of cleaning-up of accounts. Specifically, her efforts regarding Charter Accounts resulted in one of the other items cited, however this was a one-time occurrence and as these accounts are now aligned with requirements and best-practices the issue(s) cited by the auditor should not be repeated. Since the close of FY 14 the Finance Team is also developed a written process to address Fraud Risk Assessment and Disaster Recovery cited issues and work continues on the necessary infrastructure. Chief Ryder has been working with Guardian Technologies on this. Chief Ryder was present and provided his input, on current processes, such as him physically placing the back-up disc in the Town Hall safe on a monthly basis and recent improvements such as VADAR providing redundancy through "Cloud" technology. There was also discussion regarding changes to GASB requirements concerning pension liability and the logistics of tracking this data.
  - Town Accountant Barrett referred to her memorandum concerning the taxability of vehicle use and uniform reimbursement issues. There have been changes to federal tax codes that mainly deal with how the town needs to report on employee related item such as use of town vehicles and uniform allowances/reimbursement. This IRS has been targeting these accounting practices; auditing some communities. There was discussion of the Fire Chief's 24/7 use of the department's command vehicle as an example. It was noted that Police vehicles are exempt from this requirement. Under the new requirement 24/7 vehicle usage could be considered a benefit of his employment and therefore taxable. She reviewed the exceptions to this, including the marking it as a town vehicle and restricting the cab space to only two passengers. She has discussed this with Chief White. He feels it would be too expensive to retrofit the current vehicle. They have also discussed the potential tax liability and potential financial impact on him. Accountant Barrett was asked to determine whether this would affect an employee's gross tax liability. No action was taken concerning the use of town vehicles as it relates to federal income tax withholding at this time.

- Accountant Barrett reported that the IRS now deems that any garment that can be "adaptable" for civilian wear is deemed a benefit. This effects how the Town handles an employee's clothing allowance. She has addressed this concern by implementing for FY 16 a practice that if "uniform" items are purchased by the town directly from a vendor it is covered. However, if an employee purchases an item then seeks reimbursement, that reimbursement is considered taxable. She had only three employee reimbursement requests since she implemented this.

- Police Chief Warren Ryder, was present to present to discuss several matters.
  - Police Chief Warren Ryder, was present a proposal to consider his temporary additional employment with another community. Townsend's Police Chief will be retiring on September 15th and Ryder was approached about serving as their interim Police Chief. They have a police lieutenant but they are seeking someone from the outside to manage the department until they complete their search for a permanent Chief. There are other possible candidates for this position, such as retired Police Chiefs. Ryder would like the Selectmen's approval before he proceeds to submit a proposal for the interim position. He would hold the title of Interim Chief, but it is his intention to serve in a capacity similar to a consultant; mentoring their lieutenant. His proposal is to work in Townsend 20-25 hours per week for three to six months. Ryder said this would not take away from his responsibilities as Boxborough's full-time Police Chief and there would be no reduction in his hours here in Boxborough. His priority will still be to provide 24/7 coverage for Boxborough. He intends to work outside of his normal business hours to cover his time in Townsend, but may from time to time work alternate hours or use his earned time. He will also give up his outside road detail work, suspend work towards his Master's degree as well as his time volunteering at his church. Ryder said that this additional employment would provide an excellent opportunity for him to grow professionally, to expand his knowledge and bring the experience back to Boxborough. He has said that he has already informed the Townsend stakeholders that he is not interested in the permanent position, and anticipates that he would assist in the selection process if retained. Ryder reported that the State Ethics Commission has issued a determination that there is no conflict as long as the respective duties don't overlap. He will also be checking with the District Attorney's office on the matter. The Selectmen noted that they would like to see something in writing memorializing the respective responsibilities and have Town Counsel's input. Boxborough needs assurances that they will retain the services for which they contracted with the Chief. Questions were raised as to how this would be beneficial to Boxborough. Chair Amoroso said that he would like input from the Finance Committee on this matter. Ryder advised that he considers this a consulting position and most typically would work under a verbal agreement with the hiring community. He further noted that both towns retain the same town counsel. Ryder stated Boxborough would benefit by him having the opportunity to compare the management in the respective police departments. Member Fox stated that this experience could also be useful in the on-going discussion regarding potential regionalizing services. Ryder is seeking an indication of support from the Selectmen so that he may submit his proposal to Townsend. Ryder provided a rough estimate of time he currently commits to outside police details, his Master's degree and his church. Concern was voiced that there were many open questions and a lack of sufficient details at this time to approve this request for support. Chair Amoroso moved to give an initial indication of support for Chief Ryder to proceed to submit a proposal subject to returning to this Board at a future date for final approval and the execution of a Memorandum of Understanding that would pertain in the event you [he] take on that other responsibility, said Memorandum of Understanding to be reviewed by counsel. Seconded by Member Stemple. **Approved 4-0-1 (Member Bak Abstained).**
  - Though not on the agenda, there was a brief discussion on the Chief Ryder and White's summary investigation concerning regionalizing public safety services and changing public officials' attitude towards regionalizing.
  - Chief Ryder provided input on rescinding the Exception to Weapons Possession (Policy on Prevention of Violence in the Workplace), which allows for weapons possession under specific conditions during the hunting season. Chief Ryder discussed the fall 2014 incident at a town facility referred to his memorandum. There was a review of the current exception policy – allowing for the possession on hunting weaponry during the fall/winter hunting season(s). There was also discussion on the statute that allows persons to lock a weapon in a vehicle when entering a public building and the 2nd Amendment. These policies only affect Town employees and Town facilities, not the general public. There is a very small group of employees that seek this exception annually. However, given the current climate if we can reduce the opportunity for violence to occur such as excluding the presence of weapons in the workplace we should. Further to the request of Police Chief Warren Ryder, Chair Amoroso moved to rescind the "Exception to Weapons Possession (Policy on Prevention of Violence in the Workplace), which was approved by the Board of Selectmen on October 16, 2006. Seconded by Member Stemple. **Approved 5-0.**
  - Though not on the agenda, Chief Ryder provided an update on violent incident that was in the news last week. Both victims are recovering and are back in Massachusetts. Two of his officers are flying out to Ohio to process alleged assailant and bring him back to the State. On a related matter, these officers had to personally front this expense and will need reimbursement. Chief Ryder proposed that the Selectmen consider obtaining a Town credit card to eliminate this issue. The Selectmen will ask the Town Accountant to look into this.

- Town Planner Adam Duchesneau was present to review the updates made to MassWorks Infrastructure Program Application packet for Route 111 Pedestrian Improvements and to ask that the Selectmen authorize its submission. He reviewed the status of

the various funding sources allocated for this project, if this grant application is approved. He also advised that JPI Development has made a significant contribution towards this project. The DPW Director, MassDOT engineers and the Town consultant have walked the proposed wetlands replication area. ConsCom will be an active participant also. At some point Duchesneau will be back seeking the Selectmen's authorization to create this replication area on municipal land. The packet needs to be submitted by this Friday and we should hear back sometime in November if we've been awarded a grant. Member Fox moved to authorize Vincent M. Amoroso, Chair of the Boxborough Board of Selectmen to: 1) submit the MassWorks Infrastructure Program Application for "Route 111 Sidewalk – Library to Liberty Square Road," and 2) submit a letter of support on behalf of the BoS; for the Board of Selectmen to accept state funding for the project, should an award for the project be made, and further, to authorize Adam Duchesneau, Town Planner to electronically submit the application on behalf of the Town. Seconded by Member Stemple. Approved 5-0.

- Citizens concerns – a resident was present but she did not have concerns.

MINUTES

- Member Fox moved to accept the minutes for the Regular session, August 17, 2015, as revised. Seconded by Member Bak. **Approved 5-0.**
- Member Fox moved to accept the minutes for the Executive session, August 17, 2015, as written. Seconded by Member Bak. **Approved 5-0.**

SELECTMEN REPORTS

- Member Gorman reported that he was at a site visit with the DPW and MassDOT Engineers to review the Hill Rd. infrastructure concerns, which is outlined for the Selectmen. Once these are rectified there will be a discussion as to actual paving.

  He also reported that the Public Safety Communications Comm. is working on their recommendation. These discussions seem to be providing more clarity. There has been some additional surveying of abutters

- Chair Amoroso reported on Minuteman School District related activities. He will be taking over the responsibility of representing Boxborough on the Minuteman School Comm. effective tomorrow, Sept. 1. He has met with Vocational Education Study Comm. member Hugh Fortmiller to provide his input. The Study Group has made significant progress.

- Member Bak reported that the Vocational Education Advisory Comm. (VEAC) met last week and reviewed the efforts and tasks the Committee is addressing. They began with reviewing those vocational schools identified in the Sudbury report and subsequently included Monty Tech. in Fitchburg. They are working on outreach to: obtain copies of regional agreements for these districts, arrange to sit down with the District Supts., and developing survey questions for current and former students. They are also working on discerning the various districts' position on accepting Out-of-District tuitioned students - Waltham, Worcester & Lowell are not accepting them; what is the respective process for entering into a relationship with their District and how to do non-aligned communities handle obtaining vocational services. They have outlined these high points that now need to be developed. She asked that the Selectmen provide her with their questions /concerns going forward.

- Member Fox reported that he attended last week's Public Safety Building Committee (fka "SNAG") meeting. Member Gorman was unable to attend. The main exercise was to develop a comparative table for each facility. What is the space commitment for a function; what is the sought space for a function; what could be shared space and what are previously unrealized functions. The net end discussion was a space reduction of 13.5% of initial proposal. This illustrates that it will be difficult to significantly reduce the actual needed space. The next step is to refine numbers & the cost impact of the various elements, to determine if HTK should begin to develop conceptual plans and any other actions going forward. They will be meeting again in September.

OLD BUSINESS

- The Board passed over any action regarding performance evaluations as Chair Amoroso reported that Town Counsel is working on concerns he had communicated and Counsel input should be forth coming.

- The Board took up the ratification and execution of successor agreement between the Town and the Massachusetts Coalition of Police, Local 200A, Dispatch and the Town and Boxborough Professional Firefighters, Local 4601.
  - Member Fox moved to execute the successor agreement between the Town, acting by and though its Board of Selectmen and the Massachusetts Coalition of Police, MCOP Local 200A, Dispatch for the term July 1, 2015 – June 30, 2018. Seconded by Member Stemple. **Approved 5-0.**
  - Member Gorman moved to execute the successor agreement between the Town, acting by and through its Board of Selectmen and the Boxborough Professional Firefighters, Local 4601 for the term July 1, 2015 – June 30, 2018. Seconded by Chair Amoroso. **Approved 4-0-1 (Member Stemple abstained).**

- The Board passed over authorizing Chair Amoroso to sign the Community Compact this evening as he is going to be attending the Community Compact ceremony on Thursday, September 3rd, and signing at that time.

NEW BUSINESS

- The Board took up AccesSports' request for athletic field permit fee waiver for their fall season. As a non-profit organization AccesSports historically requests a waiver of fees when they apply for field usage and the Board routinely approves it. Member Bak moved to waive the athletic field permit fee for AccesSport America for the use of Liberty Field for their adaptive soccer games on Saturdays, September 19 and 26, October 3, 10, 17, and 24 and November 3 and 10. Seconded by Member Gorman. **Approved 5-0.**

- Member Fox opened discussion on the Master Plan and Implementation Plan. This will be the first of many discussions. The Master Plan Update Comm. has essentially finished its main task; developing a working draft. This document will be web-based only with no paper copies generated. The next step is to seek input from all relevant boards. He asked the Selectmen to access the Master Plan website reviewing both the website & the report and then provide their input to directly to the Town Planner. He specifically asked for feedback as to the implementation of the plan. In particular those responsibilities assigned to the Selectmen, but also those related to other town boards. This will be further discussed at the next few Selectmen's meetings.

CONCERNS OF THE BOARD

- The Board discussed the upcoming Appreciate Event and the assigning of tasks. It was determined that members would have the same responsibilities as previous years. The picnic tables will remain on the lawn after the Harvest Fair. Member Stemple will have a canopy. The Church has agreed to let the Selectmen hold the event on the lawn; however the Selectmen will not have access to the Community Center until 3:00 PM. The list of last year's purchases was reviewed and the budget was discussed. The Grange will be available if the weather is poor.

EXECUTIVE SESSION

- It was determined that an Executive Session was not necessary.

ADJOURN

- The meeting was adjourned at 9:08 PM.

6a

Selina Shaw

From: Selina Shaw <sshaw@boxborough-ma.gov>
Sent: Tuesday, June 23, 2015 5:50 PM
To: 'Tom Garmon'; 'J.D. Head'; 'Vincent Amoroso'; 'Glenn Brand'; 'mary@brolinfamily.com'; 'Brolin Mary'
Cc: 'Brigid Bieber'; 'Brigid Bieber'; James J. Gorman (jim.jgorman@gmail.com)
Subject: RE: Draft MOU Amendment for DPW Services for the Blanchard Memorial School
Attachments: KP-#524422-v3-BOXB_ABRSD_MOU_Draft_Amendment_re_DPW_Services_rev.docx

Importance: High

Good afternoon, all.

I wanted to follow up on the email that I sent out before I rushed out the door this a.m. Tom Garmon and I reviewed the draft amendment to the MoU a short while ago. As I explained to Tom, the intention was to put in place a mechanism to enable the District to request Boxborough's DPW to perform certain tasks and provide a "legal" basis for the DPW to undertake the work as time may allow and to be reimbursed by the Region. There is no expectation that Boxborough's DPW would plow Blanchard's lot or cur the grass, etc. but I think it is best if the MoU were broad enough to cover what could possibly be requested. JD, any further thoughts you have on the inclusion of items 1 – 5 under 7a would be very helpful.

I suggested to Tom that we modify:

- the 3rd whereas to read "Whereas, the District may seek the services...
- 7 a to add ", which work may include:..."

Appreciate any input.

Regards,
Selina

Selina S. Shaw
Town Administrator
29 Middle Road
Boxborough, MA 01719
(978) 264-1700 general
(978) 264-1712 direct
(978) 264-3127 fax
http://www.boxborough-ma.gov

Boxborough: A Rural, Engaged Community for All

Please note new email address: sshaw@boxborough-ma.gov

When writing or responding, please be aware that the Secretary of State has determined that most email is a public record and, therefore, may not be kept confidential.

From: Selina Shaw [mailto:sshaw@boxborough-ma.gov]
Sent: Tuesday, June 23, 2015 7:48 AM
To: Tom Garmon; J.D. Head
Cc: Mary Brolin; Vincent Amoroso; Glenn Brand

Subject: Fwd: Draft MOU Amendment for DPW Services for the Blanchard Memorial School
Importance: High

Good morning,

After follow up upon my return, Town Counsel finally got this to me on Friday. I had expected this to be taken care of when I was on vacation. Please review and see if this covers the potential tasks and terms that the two of you had discussed and agreed upon. Please offer any revisions that you think are in order. I would like to get this to the BoS later today or tomorrow as a read-ahead for their meeting on Monday. I do not know when the ABRSC is meeting.

Counsel has advised that the procedure referred to in Attachment H is not a legal requirement and can be revised. It was drafted with a suggested language based upon their interpretation of the Town's and the District's intentions in memorializing the agreement for services.

Thanks.

Regards,
Selina

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Begin forwarded message:

From: John David Head <jdhead@abschools.org>
Date: May 22, 2015 at 12:51:04 PM EDT
Subject: Re: Boxborough DPW services - MoA with AB
To: Brigid Bieber <bbieber@abschools.org>, Shaw Selina <sshaw@boxborough-ma.gov>
Cc: Barrett Jennifer <jbarrett@boxborough-ma.gov>, Brand Glenn <gbrand@abschools.org>, Head JD <jdhead@mail.ab.mec.edu>, Mary Brolin <mbrolin@boxboroughschool.org>

Brigid / Selina,

If you don't mind I can add some perspective to this from our point of view. I understand your desire to memorialize the arrangement or terms when issues come up. We have long utilized Acton DPW in the exact same way (BTW, we do not have an agreement on paper memorializing the terms as the terms are understood). Essentially the bullets you laid out matches our expectations perfectly.

For the use of equipment, e.g. loader, bucket, etc and staff to operate
- to be paid a 3-hr minimum at the Boxborough DPW worker's hourly OT rate

- want to ensure that town will not be held liable for any damage at the school
- requests to be made to and approved by the DPW Director or his designee
- work to be done as DPW's schedule allows (e.g. can't guarantee)
- look to you for suggesting other terms that should be included

Having the opportunity to contract directly with your DPW staff is a great value to the District, as the cost of doing business is significantly less than working with a private third party vendor. For example, aside from the obvious and most common need in helping with snow, we have used your people and the bucket truck to fix and replace parking lot lights. Paying the operator three hours at an OT rate (approximately $150 total) is less than the $500 dollar half day fee for a third party vendor bucket truck plus labor to get an electrician in that owns a bucket truck. A job like then becomes a $150 dollar project vs a $700 to $800 dollar project.

Yes, in terms of the OT need, most all of our jobs require the individuals to work outside of the hours they are committed to the Town of Boxborough thru the DPW. Additionally, 99% of all the task we are looking for individuals to assist with take longer than the three hour minimum to complete.

So in closing we are thankful to have the opportunity to work directly with your Town staff and would like to do anything we can to keep that relationship in good standing.

Best,
JD

On Fri, May 22, 2015 at 7:14 AM, Brigid Bieber <bbieber@abschools.org> wrote:

Hi Selina- Thank you for the heads up on this. I have copied Glenn and JD as well so that they will know this is coming. As of last night, Mary Brolin is the Vice-Chair for Boxborough for the Regional School Committee, but I am happy to see this through as it landed with me.

I am curious why the rate you have suggested would be the OT rate with a minimum 3 hours. I would think it reasonable to charge the regular rate for the actual time worked. Was this discussed when the other agreements were being ironed out last year?

Thanks again and have a good vacation.

Brigid

On May 21, 2015, at 11:07 AM, Selina Shaw <sshaw@boxborough-ma.gov> wrote:

Hi, Brigid.

I wanted to keep you in the loop on this. I asked Counsel to draft an MoA regarding this arrangement so that AB would have a "legal" basis to reimburse the town for the services rendered by the DPW. I am off on vacation in another few hours and not back until the 11th. Counsel will send draft to Jennifer, and I will have her send to you. My hope is that BoS can take up on the 15th June. I do not know how much work has been done by the DPW... most was related to pushing back of snow atr Blanchard, I believe. Jennifer can fill you in as needed, with cc-to me.

Regards,
Selina

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Please note new email address: sshaw@boxborough-ma.gov

When writing or responding, please be aware that the Secretary of State has determined that most email is a public record and, therefore, may not be kept confidential.

From: Selina Shaw [mailto:sshaw@boxborough-ma.gov]
Sent: Friday, May 15, 2015 5:23 PM
To: Jonathan D. Eichman
Cc: John Giorgio [redacted] Jennifer Barrett (jbarrett@boxborough-ma.gov)
Subject: MoA with AB
Importance: High

Hi, Jonathan.

As I had briefly mentioned, I would like a simple MoU/MoA (whichever is appropriate) between the town and the region to cover the following services, which may be requested of our DPW at the Blanchard Memorial School, 493 Massachusetts Avenue:

For the use of equipment, e.g. loader, bucket, etc and staff to operate

- to be paid a 3-hr minimum at the Boxborough DPW worker's hourly OT rate
- want to ensure that town will not be held liable for any damage at the school
- requests to be made to and approved by the DPW Director or his designee
- work to be done as DPW's schedule allows (e.g. can't guarantee)
- look to you for suggesting other terms that should be included

I have been trying to get to this for ages. I will be available to discuss on Tuesday and Wednesday, preferably Tuesday if that works for you. I take off on vacation on the 21st and am not back until June 11th. Would like to take to BoS no later than June 15th, and I would like to get to them ahead of time as a read ahead... and to the District and Superintendent as well by early June. We need to get this executed and then seek reimbursement for work done by our DPW this winter.

I am copying Jennifer Barrett, the Town Accountant who will be acting in my stead during my absence for matters that need immediate attention.

Enjoy the weekend.

Regards,
Selina

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RED-LINES

FIRST AMENDMENT
TO THE MAY 22, 2014 MEMORANDUM OF UNDERSTANDING BETWEEN THE ACTON-BOXBOROUGH REGIONAL SCHOOL DISTRICT AND THE TOWN OF BOXBOROUGH

This First Amendment to that May 22, 2014 Memorandum of Understanding ("MOU") is made as of the ____ day of _____, 2015, by and between the **ACTON-BOXBOROUGH REGIONAL SCHOOL DISTRICT**, a Massachusetts regional school district acting by and through its duly authorized Regional District School Committee, with a mailing address of 16 Charter Road, Acton, Massachusetts 01720 (the "District"), and the **TOWN OF BOXBOROUGH**, a Massachusetts municipality acting by and through its duly authorized Board of Selectmen, with a mailing address of 29 Middle Road, Boxborough, Massachusetts 01719 (the "Town"), Hereinafter, the District and the Town are together the "Parties" and individually a "Party."

RECITALS

WHEREAS, on May 22, 2014, the Town and the District entered into an Intermunicipal Agreement (the "IMA") for the purpose of facilitating the regionalization of the elementary schools in the towns of Boxborough and Acton in accordance with the votes of the respective Town Meetings on June 3, 2013 accepting amendments to the Agreement for a Regional School District for the Towns of Acton and Boxborough, Massachusetts to provide for such regionalization;

WHEREAS, in accordance with the terms of the IMA, on that same date the Town and the District executed a Memorandum of Understanding ("MOU") for the purpose of addressing certain issues arising out of the decision to fully regionalize the public schools in the Town and to provide for cooperation of the Town and the District concerning those issues; and

WHEREAS, the District may seek the services of the Town's Department of Public Works as needed for the maintenance of the grounds at the Blanchard Memorial School, located at 493 Massachusetts Avenue, and the Town is willing to provide such services to the extent its resources permit;

NOW THEREFORE, the ~~p~~Parties agree to amend the MOU to set forth their agreement as to the provision of such services by the addition of the following Paragraph 7.

PARAGRAPH 7. PROVISION OF BOXBOROUGH DEPARTMENT OF PUBLIC WORKS SERVICES AT THE BLANCHARD MEMORIAL SCHOOL.

(a) Upon the District's request in the manner set forth more fully herein, the Town will use its best efforts to provide the services and equipment of the Town's

Department of Public Works to perform the following work at the Blanchard Memorial School (the "Work"), which work may include:

(1) Snow removal from parking lots, driveways, and sidewalks;

(2) Maintenance and repair (but not repaving) of paved access surfaces, including parking lots, driveways and sidewalks;

(3) Maintenance and repair of outdoor drainage structures;

(4) Landscaping maintenance, including grass cutting and leaf removal;

(5) Other services within the usual range of services provided by the Department of Public Works.

(b) All Work shall be performed by Department of Public Works staff using Town equipment at the District's sole cost and expense, and the District shall reimburse the Town for the Work as follows:

(1) Department of Public Works staff performing the Work will be paid at the Town's Department of Public Works worker's hourly overtime rate;

(2) A minimum three-hour period will be charged for all Work;

(3) The Town will submit bills for reimbursement on a quarterly basis until otherwise agreed upon by the Parties.

(c) The District will make service requests to the Department of Public Works Director or his/her designee, and the Town shall act upon such requests, in the manner set forth in the Provision of Services Procedures attached hereto and incorporated herein as **Exhibit H**. The Director shall approve the Work as the schedule and the resources of the Department of Public Works allows. The Town provides no guarantee that services will be available upon request. The Parties will cooperate and take such action as is required to effectuate the terms of the Provision of Services Procedures, which action shall include periodically reviewing and updating said Procedures as appropriate;

(d) ~~The District agrees to indemnify and hold harmless the Town and each and all of its officials, officers, employees, agents, servants and representatives (the Indemnitees) from any and all claims or causes of action arising from or in connection with the Town's performance of, or its failure to perform, the Work as defined herein, including, without limitation, any claim of liability, loss, damages, costs and expenses for personal injury or damage to real or personal property by reason of any non-negligent act or omission by the Town in performing or failing to perform the Work. The foregoing indemnity and hold harmless agreement shall include indemnity against all costs, expenses, and liabilities incurred in or in connection with any such claim or proceeding brought thereon, including~~

~~reasonable attorneys' fees, and the defense thereof with counsel acceptable to the Town, or counsel selected by an insurance company that has accepted liability for any such claim.~~ Each of the Town and the District shall be liable for the acts and omissions of its own employees and not for the employees of the other Party under this MOU to the extent provided by Chapter 258 of the Massachusetts General Laws (the Massachusetts Tort Claims Act).

By entering into this ~~agreement~~MOU, none of the ~~p~~Parties has waived any governmental immunity or limitation of damages which may be extended to them by operation of law.

(e) The District shall maintain comprehensive public liability insurance, including coverage for bodily injury, wrongful death and property damage, in an amount acceptable to the Town and sufficient to support the obligations of the District under the terms of this ~~Agreement to indemnify, defend and hold harmless the Town~~ MOU. ~~The District will add the Town as an additional insured on relevant policies. Failure to do so does not affect the validity of the District's agreement to indemnify and hold harmless the Town.~~

(f) Financial Safeguards. The Town, by and through its Department of Public Works, shall maintain separate, accurate and comprehensive records of all Work performed, all costs incurred for such Work, and all reimbursements and contributions received from the District for such Work. The District shall maintain separate, accurate and comprehensive records of all payments to the Town for the Work. The ~~parties~~ Parties shall cooperate in providing for the audit of such records on a regular basis, and shall prepare and make available to each other on a yearly basis financial statements detailing the costs incurred and the payments made.

(g) Criminal History Check. Town employees assigned to Work on School District property shall be subject to the required state and national fingerprint-based criminal history check prior to performing any Work for the School District.

~~(f)~~(h) Compliance with School District Policies and Directives. While performing Work for the School District, all Town employees shall abide by the policies, rules and directives of the School District Administration, including the Principal of Blanchard Memorial School.

IN WITNESS WHEREOF, the District and the Town have caused this instrument to be executed in their behalf by their respective officers thereunto duly authorized as of the day and year first above written.

ACTON-BOXBOROUGH REGIONAL SCHOOL DISTRICT

TOWN OF BOXBOROUGH

By its Regional District School Committee

_____

Name:
Title: Chair
Duly authorized by vote of the Regional School District Committee dated _____

Approved as to Form:

_____

Name: Kimberly A. Rozak
Title: District Counsel

By its Board of Selectmen

_____

Name: Vincent M. Amoroso
Title: Chair
Duly authorized by vote of the Board of Selectmen dated _____

Approved as to Form:

_____

Name: Jonathan Eichman
Title: Town Counsel

524422v3/3700/0026

EXHIBIT H

Boxborough Department of Public Works Provision of Services Procedures

A. The District will make all requests for services in writing in the form required by the Department of Public Works, which may be by mail, facsimile, or e-mail. Such request will include:

1. A description of the service(s) requested;
2. The time and date for such services to be provided and any important deadlines or other time constraints relevant to the provision of such service;
3. The specific location on the Blanchard Memorial School site where such service is to be provided and any constraints with respect to site access.

B. The Department of Public Works Director or his/her designee will respond in writing to the request for service, which response will include the following:

1. A confirmation of available service;
2. If service is not available, a brief explanation; If services will be available at a later date or time, such later date or time will be provided.
3. If services are available or will be available at a later date, an estimate of the expected costs for staff and equipment will be provided.

C. The District shall accept the proposed time, date, and costs associated with the requested services in writing or reject the response. The Department of Public Works will not commence work without written confirmation from the District that it has received the Department's response to its request and accepts the terms upon which such service will be provided.

CLEAN

FIRST AMENDMENT
TO THE MAY 22, 2014 MEMORANDUM OF UNDERSTANDING BETWEEN THE ACTON-BOXBOROUGH REGIONAL SCHOOL DISTRICT AND THE TOWN OF BOXBOROUGH

This First Amendment to that May 22, 2014 Memorandum of Understanding ("MOU") is made as of the ____ day of _____, 2015, by and between the **ACTON-BOXBOROUGH REGIONAL SCHOOL DISTRICT**, a Massachusetts regional school district acting by and through its duly authorized Regional District School Committee, with a mailing address of 16 Charter Road, Acton, Massachusetts 01720 (the "District"), and the **TOWN OF BOXBOROUGH**, a Massachusetts municipality acting by and through its duly authorized Board of Selectmen, with a mailing address of 29 Middle Road, Boxborough, Massachusetts 01719 (the "Town"), Hereinafter, the District and the Town are together the "Parties" and individually a "Party."

RECITALS

WHEREAS, on May 22, 2014, the Town and the District entered into an Intermunicipal Agreement (the "IMA") for the purpose of facilitating the regionalization of the elementary schools in the towns of Boxborough and Acton in accordance with the votes of the respective Town Meetings on June 3, 2013 accepting amendments to the Agreement for a Regional School District for the Towns of Acton and Boxborough, Massachusetts to provide for such regionalization;

WHEREAS, in accordance with the terms of the IMA, on that same date the Town and the District executed a Memorandum of Understanding ("MOU") for the purpose of addressing certain issues arising out of the decision to fully regionalize the public schools in the Town and to provide for cooperation of the Town and the District concerning those issues; and

WHEREAS, the District may seek the services of the Town's Department of Public Works as needed for the maintenance of the grounds at the Blanchard Memorial School, located at 493 Massachusetts Avenue, and the Town is willing to provide such services to the extent its resources permit;

NOW THEREFORE, the Parties agree to amend the MOU to set forth their agreement as to the provision of such services by the addition of the following Paragraph 7.

PARAGRAPH 7. PROVISION OF BOXBOROUGH DEPARTMENT OF PUBLIC WORKS SERVICES AT THE BLANCHARD MEMORIAL SCHOOL.

(a) Upon the District's request in the manner set forth more fully herein, the Town will use its best efforts to provide the services and equipment of the Town's Department of Public Works to perform the following work at the Blanchard Memorial School (the "Work"), which work may include:

(1) Snow removal from parking lots, driveways, and sidewalks;

(2) Maintenance and repair (but not repaving) of paved access surfaces, including parking lots, driveways and sidewalks;

(3) Maintenance and repair of outdoor drainage structures;

(4) Landscaping maintenance, including grass cutting and leaf removal;

(5) Other services within the usual range of services provided by the Department of Public Works.

(b) All Work shall be performed by Department of Public Works staff using Town equipment at the District's sole cost and expense, and the District shall reimburse the Town for the Work as follows:

(1) Department of Public Works staff performing the Work will be paid at the Town's Department of Public Works worker's hourly overtime rate;

(2) A minimum three-hour period will be charged for all Work;

(3) The Town will submit bills for reimbursement on a quarterly basis until otherwise agreed upon by the Parties.

(c) The District will make service requests to the Department of Public Works Director or his/her designee, and the Town shall act upon such requests, in the manner set forth in the Provision of Services Procedures attached hereto and incorporated herein as **Exhibit H**. The Director shall approve the Work as the schedule and the resources of the Department of Public Works allows. The Town provides no guarantee that services will be available upon request. The Parties will cooperate and take such action as is required to effectuate the terms of the Provision of Services Procedures, which action shall include periodically reviewing and updating said Procedures as appropriate;

(d) Each of the Town and the District shall be liable for the acts and omissions of its own employees and not for the employees of the other Party under this MOU to the extent provided by Chapter 258 of the Massachusetts General Laws (the Massachusetts Tort Claims Act).

By entering into this MOU, none of the Parties have waived any governmental immunity or limitation of damages which may be extended to them by operation of law.

(e) The District shall maintain comprehensive public liability insurance, including coverage for bodily injury, wrongful death and property damage, in an amount acceptable to the Town and sufficient to support the obligations of the District under the terms of this MOU.

(f) Financial Safeguards. The Town, by and through its Department of Public Works, shall maintain separate, accurate and comprehensive records of all Work performed, all costs incurred for such Work, and all reimbursements and contributions received from the District for such Work. The District shall maintain separate, accurate and comprehensive records of all payments to the Town for the Work. The Parties shall cooperate in providing for the audit of such records on a regular basis, and shall prepare and make available to each other on a yearly basis financial statements detailing the costs incurred and the payments made.

(g) Criminal History Check. Town employees assigned to Work on School District property shall be subject to the required state and national fingerprint-based criminal history check prior to performing any Work for the School District.

(h) Compliance with School Distict Policies and Directives. While performing Work for the School District, all Town employees shall abide by the policies, rules and directives of the School District Administration, including the Principal of Blanchard Memorial School.

IN WITNESS WHEREOF, the District and the Town have caused this instrument to be executed in their behalf by their respective officers thereunto duly authorized as of the day and year first above written.

ACTON-BOXBOROUGH
REGIONAL SCHOOL DISTRICT

By its Regional District School Committee

Kristina Rychlik

Name: Kristina Rychlik
Title: Chair
Duly authorized by vote of the Regional School District Committee dated 9/3/15

Approved as to Form:

Name: Kimberly A. Rozak
Title: District Counsel

TOWN OF BOXBOROUGH

By its Board of Selectmen

Name: Vincent M. Amoroso
Title: Chair
Duly authorized by vote of the Board of Selectmen dated _____

Approved as to Form:

Name: Jonathan Eichman
Title: Town Counsel

524422v3/3700/0026

EXHIBIT H

Boxborough Department of Public Works Provision of Services Procedures

A. The District will make all requests for services in writing in the form required by the Department of Public Works, which may be by mail, facsimile, or e-mail. Such request will include:

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B. The Department of Public Works Director or his/her designee will respond in writing to the request for service, which response will include the following:

1. A confirmation of available service;
2. If service is not available, a brief explanation; If services will be available at a later date or time, such later date or time will be provided.
3. If services are available or will be available at a later date, an estimate of the expected costs for staff and equipment will be provided.

C. The District shall accept the proposed time, date, and costs associated with the requested services in writing or reject the response. The Department of Public Works will not commence work without written confirmation from the District that it has received the Department's response to its request and accepts the terms upon which such service will be provided.

6b

Submit this Form to District Highway Director

MassDOT Massachusetts Department of Transportation Highway Division

CHAPTER 90 - FINAL REPORT

updated 8/2012

CONTRACT# 50741

City/Town Boxborough Project Reclamation & Paving of Flagg Hill, Pine Hill & Stonehedge Place

Location(s) Flagg Hill, Pine Hill, Stonhedge Place

Length **see scope** Feet Width _____ Feet

Work was Started 5/4 /2015 and Completed 8 /18/2015

Work was Suspended / / and Resumed / /

Done by: Force Account _____ Advertised Contract x Other DPW

* **REMARKS:** DPW installed catch basins, pipe, trap rock and backfill

EXPENDITURES:		
	State Funds @ 100%	$520,364.64
	Municipal Funds	$
	Other Funds	$
	TOTAL PROJECT EXPENDITURES	$520,364.64

SCOPE OF WORK:

The contracted work entails the full depth reclamation, furnishing and installing bituminous paving and berm, adjustment of existing drainage structures to finished grade, providing traffic management and incidental work.
Road dimensions are: Flagg Hill Rd 6050'x 24', Pine Hill Rd 2350' x 23' Stonehedge Place 1450' x 26'
Prior to the paving the DPW will be installing 6 catch basins, one manhole and replacing pipe. Backfill was done by DPW.

CERTIFICATION

The undersigned hereby certify under penalties of perjury that documentation to substantiate the above expenditures is available for examination in accordance with Executive Order No. 195 (April 27,1981) and Chapter 11, Section 12.

We further certify that all equipment rental costs are within the approved limits established by the MassDOT Highway Division, that the Municipality has complied with all applicable statutes and regulations, that the requests for reimbursements for allowable project expenses actually incurred are in conformance with the "Chapter 90" Project Request, and that the Municipality will be responsible for the future maintenance of this project including the cost thereof.

Copies of the notification published in the Central Register and notice in a newspaper of local circulation required by Chapter 149, Section 44J, and the prevailing wages as determined by the Department of Labor and Industries obtained in compliance with Chapter 149, Section 27F, of the General Laws, as applicable, must be attached.

PREPARED & REVIEWED BY		**Signed:**	
[signature]	9-9-15		
[signature]			
Director	9/9/15		
Highway Officer's Title	Date		
[signature]	9/9/15		
Accounting Officer's Title	Date	Duly Authorized Municipal Officials	Date

- Include additional Contract Nos. if other Chapter 90 Funds were also used. List street names, total amounts charged to each location, extra work orders, etc. Use back if necessary, or attach supporting papers.

C90FR(R1)

MassDOT
Massachusetts Department of Transportation
Highway Division

CHAPTER 90 – REIMBURSEMENT REQUEST

updated 8/2012

City/Town: Boxborough Project: 50741

Project request was approved on 2-25-2015 for $ 606,273.00

at 100% Reimbursement Rate = $ 606,273.00 .

1) Attached are forms which document payment of approved expenditures totaling $520,364.64 for which we are requesting $520,364.64 at the approved reimbursement rate of 100%.

2) The amount expended to date on this project is $520,364.64 .

3) Is this request for a FINAL payment on this project? ☒ Yes ☐ No

4) Remarks:

CERTIFICATION

A. I hereby certify under penalties of perjury that the charges for labor, materials, equipment, and services itemized and summarized on the attached forms are true and correct, and were incurred on this project in conformance with the MassDOT Highway Division Policies and established Municipal Standards that were approved for this project.

[signature] (Signed) | Director (Municipal Highway Official Title) | 9/9/15 (Date)

B. I/we certify under penalties of perjury that the items as listed or summarized on the attached forms were examined; that they are in conformity with our existing wage schedule, equipment rates, and all applicable statutes and regulations; that they are properly chargeable to the appropriation(s) designated for this work; and that Executive Order No. 195, dated April 27, 1981 and Chapter 11, Section 12 is acknowledged as applicable.

REVIEWED AND APPROVED FOR TRANSMITTAL

by [signature]
Jennifer Barrett
Town Accountant
(Accounting Officer's Title)

Signed: _____
_____
_____
_____
(Duly Authorized)

DATE 9/9/15

Submit this Chapter 90 Form to the District Highway Director

CHAPTER 90 – PROJECT REQUEST

8/2012 updated

***2 Original Signed Project Request Forms are to be submitted.** **CONTRACT** 50741 FEB 23 2015

Classification: Reclamation and Paving

Primary Road:

Local Road: x

City/Town: Boxborough

Location(s): Flagg Hill Rd, Pine Hill Rd, Stonehedge Place

Length: **See scope** feet Width: feet

PROJECT TYPE

Construction: ☐ Resurfacing: ☒ Engineering: ☐ Equipment: ☐

Other:

TYPICAL SECTION DETAILS: Indicate depths, special treatments, etc… Also please include sketch for Construction/Improvement Projects.

Surface:

Base Course:

Foundation:

Shoulders/Sidewalks:

SCOPE OF WORK:

The contracted work entails the full depth reclamation, furnishing and installing bituminous paving and berm, adjustment of existing drainage structures to finished grade, providing traffic management and incidental work.
Road dimensions are: Flagg Hill Rd 6050'x 24', Pine Hill Rd 2350' x 23' Stonehedge Place 1450' x 26'
Prior to the paving the DPW will be installing 6 catch basins, one manhole and replacing pipe.

WORK TO BE DONE:

Force Account: ☐ Advertised Contract: ☒ Other: DPW will install drainage structures

Estimated Cost (Please attach estimate and list funding source(s)): $ 606,273.000

These funds will pay 100% of Local Road Project costs to the limit of this assignment

CERTIFICATION

The design, engineering, construction, and future performance of the project, including maintenance, is the responsibility of the Municipality. The proposed work will conform to recognized engineering and construction methods. I/We herby certify under penalty of perjury the following: that the project is on a public way, and any necessary takings have been made; that all materials will comply with approved established specifications; that all weights and quantities will be accurate; that equipment rental rates are those established by MassDOT Highway or the advertised low bid; that all documentation will be checked for accuracy, and will be endorsed in accordance with municipal procedures for accountability.

Reviewed by:

Signed: _____ 3/2/15
State Aid Engineer Date

Road Classification Verified: C.M.

Approved for $ 606,273.00 @ 100%

_____ 2/25/15
District Highway Director Date

Signed:

_____
Director 2/6/15
Highway Official's Title Date

_____
Town Accountant 2/10/15
Accounting Official's Title Date

2/11/15 _____
Date Duly Authorized Municipal Officials

MassDOT
Massachusetts Department of Transportation
Highway Division

CHAPTER 90 - MATERIALS - HED 454 FORM

City/Town of Boxborough

MATERIALS for period beginning 3/31/15 and ending 8/18/15
both inclusive, on account of Contract No 50741 with MassDOT Highway Division,
under Section 34, Clause 2(a). of Chapter 90 of the General Laws.

VENDOR NAME	ITEM	QTY.	UNIT	UNIT PRICE $	AMOUNTS $	CHECK #	REMARKS
Gatehouse Media	Public Notice	1	ad	$ 57.1300	$ 57.1300	59609	
Places Associates	Engineering consult	2	hours	$ 120.0000	$ 240.0000	59627	
Bay State Waterworks	Wattles	11	ea	$ 36.0000	$ 396.0000	59725	
Bay State Waterworks	10" pipe	140	ft	$ 5.9900	$ 838.6000	59725	
Bay State Waterworks	12" pipe	260	ft	$ 6.8900	$ 1,791.4000	59725	
Bay State Waterworks	24" pipe	40	ft	$ 18.9000	$ 756.0000	59725	
Bay State Waterworks	24 x6 frame & Cover	1	set	$ 212.0000	$ 212.0000	59725	
Gatehouse Media	Project ad	1	ad	$ 151.7600	$ 151.7600	59736	
Grant Steel	8x10 road plates	1	p	$ 3,917.3700	$ 3,917.3700	59738	
Ideal Concrete Block	8x6 barrel block	144	ea	$ 2.0000	$ 288.0000	59741	
Ideal Concrete Block	pallet	2	ea	$ 8.5000	$ 17.0000	59741	
Ideal Concrete Block	8x6 barrel block	144	ea	$ 2.0000	$ 288.0000	59741	
Ideal Concrete Block	pallet	2	ea	$ 8.5000	$ 17.0000	59741	
Ideal Concrete Block	brick	500	ea	$ 0.6280	$ 314.0000	59741	
Shea Concrete	18" cone	7	ea	$ 105.0000	$ 735.0000	59764	
Shea Concrete	24" sump	7	ea	$ 210.0000	$ 1,470.0000	59764	
Bay State Waterworks	split couplers	1	ea	$ 7.6000	$ 7.6000	59938	
Bay State Waterworks	split couplers	2	ea	$ 7.6000	$ 15.2000	59938	
Bay State Waterworks	45 bends	1	ea	$ 44.2500	$ 44.2500	59938	
Bay State Waterworks	22 bends	1	ea	$ 30.9600	$ 30.9600	59938	
Bay State Waterworks	4x24 frame & grate	1	set	$ 230.4000	$ 230.4000	59938	
Boxborough Police	Details	8	hours	$ 48.0000	$ 384.0000	59989	
Boxborough Police	Details	4	hours	$ 48.0000	$ 192.0000	59989	
WJ Graves	3/4" trap rock	10.97	tons	$ 18.5000	$ 202.9450	59997	roud to 202.95
WJ Graves	3/4" crushed gravel	12.99	tons	$ 14.5000	$ 188.3550	59997	round to 188.36
WJ Graves	3/4" crushed gravel	12.09	tons	$ 14.5000	$ 175.3050	59997	round to 175.31
WJ Graves	3/4" crushed gravel	14.69	tons	$ 14.5000	$ 213.0050	59997	round to 213.01
Bay State Waterworks	10" pipe	140	ft	$ 5.9900	$ 838.6000	60074	
Bay State Waterworks	6" pipe	20	ft	$ 2.6500	$ 53.0000	60074	
Bay State Waterworks	45 bends	1	ea	$ 44.2500	$ 44.2500	60074	

Bay State Waterworks	22 bends	1	ea	$ 30.9600	$ 30.9600	60074	
Bay State Waterworks	cap	1	ea	$ 15.6900	$ 15.6900	60074	
Bay State Waterworks	3 side frame/grate	3	set	$ 209.0000	$ 627.0000	60074	
Bay State Waterworks	4 side frame/grate	1	set	$ 249.0000	$ 249.0000	60074	
Bay State Waterworks	dbl frame/grate	1	set	$ 438.0000	$ 438.0000	60074	
Bay State Waterworks	6" pipe	20	ft	$ 2.6500	$ 53.0000	60074	
Bobcat of Worcester	Rental,excavator	2	weeks	$ 1,350.0000	$ 2,700.0000	60075	
Boxborough Police	Details	8	hrs	$ 48.0000	$ 384.0000	60096	
Boxborough Police	Details	8	hrs	$ 48.0000	$ 384.0000	60096	
Shea Concrete	24" sump	3	ea	$ 210.0000	$ 630.0000	60093	
Shea Concrete	18" cone	3	ea	$ 105.0000	$ 315.0000	60093	
Shea Concrete	64x8 cover	2	ea	$ 125.0000	$ 250.0000	60093	
Stow Police	Details	8	hrs	$ 42.0000	$ 336.0000	60097	
Concord/Littleton Lumber	Cement	10	bags	$ 15.9500	$ 159.5000	60197	
Harvard Police	Details	8	hrs	$ 49.0000	$ 392.0000	60236	
Harvard Police	Details	16	hrs	$ 49.0000	$ 784.0000	60236	
PJ Keating	Stone	10.96	tons	$ 11.2500	$ 123.3000	60218	
Stow Police	Details	8	hrs	$ 42.0000	$ 336.0000	60237	
Shemin Landscape Supply	Grass seed	4	bags	$ 59.4500	$ 237.8000	60319	
Massachusetts Broken	De-escalation	1	lump sum	$ (7,555.4300)	$ (7,555.4300)	60299	
Massachusetts Broken	Reclamation	28463	sy	$ 1.2500	$ 35,578.7500	60299	
Massachusetts Broken	Calcium Chloride	14600	lb	$ 0.2500	$ 3,650.0000	60299	
Massachusetts Broken	Structures adjusted	43	ea	$ 210.0000	$ 9,030.0000	60299	
Massachusetts Broken	Binder	3914.73	tons	$ 65.1100	$ 254,888.0703	60299	
Massachusetts Broken	Berm	3140	lf	$ 2.7500	$ 8,635.0000	60299	
Massachusetts Broken	Tack	1400	gal	$ 3.0000	$ 4,200.0000	60299	
Massachusetts Broken	Top Course	2502.01	tons	$ 67.2900	$ 168,360.2529	60299	round to 168,360.26
Massachusetts Broken	Details	1	lump sum	$ 11,520.0000	$ 11,520.0000	60299	
Massachusetts Broken	Driveway transitions	47.75	tons	$ 115.0000	$ 5,491.2500	60299	
Lombardo Loam	Loam	5	yrds	$ 18.5000	$ 92.5000	60604	
Massachusetts Broken	Berm	250	lf	$ 2.7500	$ 687.5000	60607	
WJ Graves	Tailings	8.45	tons	$ 17.5000	$ 147.8750	60623	round to 147.88
WJ Graves	Loam	7.7	tons	$ 18.0000	$ 138.6000	60623	
WJ Graves	Loam	7.81	tons	$ 18.0000	$ 140.5800	60623	
WJ Graves	Loam	8.04	tons	$ 18.0000	$ 144.7200	60623	
WJ Graves	Gravel 3/4"	34.48	tons	$ 14.5000	$ 499.9600	60623	
WJ Graves	Loam	7.62	tons	$ 18.0000	$ 137.1600	60623	
WJ Graves	Loam	6.65	tons	$ 18.0000	$ 119.7000	60623	
Lombardo Loam	Loam	4	yrds	$ 18.5000	$ 74.0000	60821	
WJ Graves	Loam	8.02	tons	$ 18.0000	$ 144.3600	60839	
WJ Graves	Loam	7.79	tons	$ 18.0000	$ 140.2200	60839	
WJ Graves	Loam	7.64	tons	$ 18.0000	$ 137.5200	60839	

WJ Graves	Loam	7.56	tons	$ 18.0000	$ 136.0800	60839	
WJ Graves	Stone 3/4"	2.15	tons	$ 18.5000	$ 39.7750	60839	
WJ Graves	Stone 3/4"	2.21	tons	$ 18.5000	$ 40.8850	60839	round to 40.89
WJ Graves	Loam	7.33	tons	$ 18.0000	$ 131.9400	60839	
WJ Graves	Loam	7.78	tons	$ 18.0000	$ 140.0400	60839	
WJ Graves	Loam	4.18	tons	$ 18.0000	$ 75.2400	60839	
PJ Keating	Stone 2-4"	26.22	tons	$ 11.2500	$ 294.9750	60895	round to 294.98
Perma-Line	No shoulder signs	2	ea	$ 34.5000	$ 69.0000	60896	
Perma-Line	New Pattern signs	6	ea	$ 79.9500	$ 479.7000	60896	
	rounded amounts				$ 0.0400		rounded total see above
TOTAL					$ 520,364.6432		

"To the best of my knowledge the purchases of materials or services appearing on this sheet are not in conflict with Chapter 779 of the Acts of 1962. Signed under the penalty of perjury."

Thomas [illegible] 9/9/15

Supervisor / Foreman Date

[illegible] 9/9/15

Town Accounting Approval Date

HED-454 (R)

6c

TOWN OF BOXBOROUGH
TOWN ASSESSOR
29 Middle Road, Boxborough, Massachusetts 01719
Phone (978) 264-1720 • Fax (978) 264-3127
randerson@boxborough-ma.gov

MEMORANDUM

TO: Selina Shaw, Town Administrator

FROM: Ruth T. Anderson, MAA
Town Assessor

DATE: September 9, 2015

RE: Street Address Changes

After my appearance at the Board of Selectmen's meeting on June 29, 2015, and considering the vehement opposition by the residents in attendance, it is my opinion that the street numbers that are not in compliance with the current Street Numbering Bylaw should remain as they are. I did not survey the tenants of condominiums at Liberty Square Road, as it would seem counterproductive to ask for input relating to the ownership of a property from tenants who are not stakeholders in the issue at hand. Also, attempting to create a system where an address is changed at the time of a sale is an impractical proposition, as there is no way to guarantee notice to new owners before they go through the process of changing their addresses. Requiring new owners to make those adjustments after the fact brings us back to the same problem brought forward by the current owners.

Therefore, I am rescinding my request to change the affected street numbers, and will keep all records as they are.

Thank you.

6d

Selina Shaw

From: Joseph S. Fair [redacted]
Sent: Friday, September 04, 2015 9:48 AM
To: 'Vince Amoroso'
Cc: Selina S. Shaw (sshaw@boxborough-ma.gov); John Giorgio
Subject: Performance evaluations
Attachments: Performance evaluations conducted by the Board of Selectmen (20.0 KB); FW: Department Head performance appraisals (34.6 KB)

Vince:

As you requested, I am writing to follow up on our telephone discussion regarding the Open Meeting Law ("OML") issues associated with the Board of Selectmen finalizing the performance evaluations of certain employees and how, if at all, the process can or should vary if it is anticipated that disciplinary action will be taken against an employee as a result of the issues raised in the evaluation. It is my understanding that individual members of the Board have already provided the Board liaison for each of the employees being evaluated with their individual comments on the employees' respective performances and that the liaison has compiled those comments into a composite evaluation which will ultimately be provided to each of the employees. It is my understanding that the employee would be present at the meeting at which the evaluation is discussed.

Based on the process that has been followed to date, it is my opinion that the Board of Selectmen would next have to hold a meeting to review the composite evaluations and approve them as the official evaluations of the Board. The Board would not necessarily be required under the Open Meeting Law to hold a full discussion on the contents of the evaluation. In my view, it would be permissible for the Board to distribute the composite to the Board members, take any questions from the Board regarding same and then vote on whether to approve or modify them or take some other related action. Once approved, the Board could inquire of the employee if he/she has any question or comments. To the extent that members of the public have any questions about the content of the evaluations, the Board is not obligated to take those questions, but a copy of the composite could be provided in response since such document would be subject to public disclosure under the Open Meeting Law and Public Records Law at that point. In the event the public inquires as to what action the Board intends to take against a given employee if the employee's evaluation is an unsatisfactory one, the Board could respond that any disciplinary action to be taken is a personnel matter and is not an appropriate discussion for Open Session.

To the extent that we discussed whether the process for the Board's review and approval of the composite should be different if disciplinary action is expected to follow, it is my recommendation that the same process be followed. To the extent disciplinary action will follow, an Executive Session can be scheduled for later in the same meeting or for a subsequent meeting. Since the OML would require that the affected employee be given notice of the Executive Session in writing at least 48 hours prior to the meeting, the employee would already be aware at the time the evaluation is discussed by the Board that a further discussion will be taking place, assuming that the Executive Session is scheduled for the same meeting that the evaluation is discussed by the Board.

While we also discussed the possibility of holding the Executive Session first and having the Board consider the evaluation and discipline at the same time, I have concerns that such an approach may be viewed by the Attorney General's Office as a circumvention of the OML since the end result would be that an employee was terminated or otherwise disciplined as a direct result of a performance evaluation that was never publicly discussed or voted on by the Board.

With respect to your inquiry about possible penalties if a violation is found, the Attorney General's Office does have the authority to fine boards for OML violations. However, such penalty is not typically imposed for unintentional violations. Instead, the Attorney General's Office typically orders that the Executive Session minutes be released to the public, admonishes the board for the violation and cautions against future violations. Under the disciplinary scenario we discussed, it could be argued that a public discussion of the evaluation would necessarily include a resulting discussion

about discipline thereby warranting that the whole discussion take place in Executive Session. It is likely, in my opinion however, that the Attorney General's Office would find that the discussion about the evaluation could have been separated from any discipline discussion and as a result, the public had a right to hear the evaluation portion of the discussion. For this reason, I have recommended that the process outlined above be followed for all of the evaluations regardless of whether discipline may follow.

In addition, I also noted that while it is my opinion that the above process would be in technical compliance with the OML even if the members of the Board choose not to ask any questions or make any comments about the evaluations during the Open Session, I cautioned that the absence of any discussion whatsoever could create an appearance that the Board's members had already discussed the evaluations outside of a meeting and prompt the filing of an OML complaint. Assuming no outside discussions had taken place, the Attorney General's Office would not likely find that the Board of Selectmen violated the OML in my opinion, but the Board would have to go through the time and expense of defending against any OML complaint that may be brought.

One variation that we did not discuss was the possibility of not having any of the employees present at the Open Session meeting at which the composition evaluations are presented to the Board and voted on. The advantage that this approach would have is that it would avoid the potentially uncomfortable situation that could arise out of the employee feeling that he/she must comment or defend against any of the statements that are contained in the evaluation. Instead, the Board, after voting in Open Session to accept the composite evaluation, could delegate to the liaison the task of reviewing and discussing the evaluation with the employee at some future date outside of a public meeting. Of course, the drawback to this approach is that the liaison may not be in a position to explain another liaison's comment or respond to some of the employee's questions if the liaison is not familiar with whatever events or performance issues led to a particular comment being made. In addition, not having the employee present at the meeting may give a misimpression among the public that the employee does not care enough to be there and/or that the Board is holding the meeting without the employee's knowledge. This approach would also result in the public seeing the evaluation before the employee has even had a chance to review it. As a result, I typically recommend against having a board review and vote on an evaluation without the employee being present. We did not cover this variation during our discussion, but I want to address it in case one of the members of the Board inquires about the possibility.

I believe the foregoing summarizes the multiple issues and scenarios we discussed, but if there is anything that you believe I have overlooked, please let me know. In addition, for your informationI have also attached hereto copies of the two prior opinion e-mails that I had sent to the Town related to the subject of conducting performance evaluations of department heads.

Please feel free to contact me if you have any questions. Thank you

Joe

Joseph S. Fair, Esq.
Kopelman and Paige, P.C.
[redacted]

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Department Head Performance Appraisals

	Option	Downside	Question for Town Counsel	Response from Town Counsel
1	BoS liaison compiles written feedback from other Board members and creates a composite performance appraisal	• How do we handle conflicting feedback? • Easy to give positive feedback, but difficult to give feedback where improvement is required particularly in a public forum – unless the performance is based strictly on **measurable and quantifiable goals**	• Can the liaison **meet** with the department head **privately to discuss** the performance appraisal? If so, does the document become a public record? • Can the written performance appraisal be given to the department head without any discussion? If so, does the document become a public record? • Or must the appraisal be <u>delivered and discussed</u> during an open meeting?	• Concern that the AG's office would view this action as subterfuge designed to avoid the Open Meeting law. • Requirement that discussion of employee's performance by a multi-member board take place in open session • Yes, the composite evaluation becomes public. AG's office would say that the individual evaluations would become public <u>Recommends</u> Non-member compile the evaluations
2	Liaison creates the performance appraisal for department head without any written feedback from other Board members.	Opinion of one Board member **may not provide a balanced view of the actual performance** - unless the performance is based on measureable and quantifiable goals/objectives	• Can the liaison meet with the department head privately to discuss the performance appraisal? If so, does the document become a public record • Or must the appraisal be <u>delivered</u> during an open meeting?	• If no written or verbal feedback from other Board members, the Liaison may write the performance evaluation and **deliver it privately**. • Written evaluation is exempt from disclosure under Public Records law.
3	Do not do written performance appraisals	If there's a performance problem and no documented feedback, it makes it difficult to take whatever steps are necessary to terminate the employment		Not recommended.

Selina Shaw

From: Joseph S. Fair [redacted]
Sent: Friday, December 05, 2014 3:01 PM
To: 'Selina S. Shaw (sshaw@boxborough-ma.gov)'
Cc: John Giorgio
Subject: FW: Department Head performance appraisals
Attachments: Department Head Performance Appraisals.docx

Selina:

I am writing in response to the follow-up questions contained in the attached document from Susan Bak regarding my earlier opinion on the subject of department head performance evaluation process. I can certainly appreciate her questions since this is an area of the law that is still somewhat undeveloped at least as it relates to the courts. As I noted previously, we are not in complete agreement with the Attorney General's interpretation of the Open Meeting Law as it relates to this area of the law and it is unknown whether a court would agree with the AG's interpretation. Notwithstanding this, however, the Attorney General's Office is responsible for the enforcement of the Open Meeting Law so the advice that we typically provide towns in this area is based on how we believe the Attorney General's Office would view the matter since it is likely that a court would give a certain amount of deference to the Attorney General's interpretation as the enforcing agency. With that caveat in mind, I will address each of the questions in the attached for each of the enumerated "options" to which they relate.

Option 1: Under this option, the Board liaison for a given department head would compile written feedback from the other Board members regarding the employee and create a composite performance evaluation based on same. Given the participation of a majority of the Board's members under this scenario, this option would have to be utilized in a manner that is consistent with the Open Meeting Law. As I previously advised, "[p]erformance evaluations and discussions of an employee's professional competence [by a multiple member board] must occur in open session." G.L. c. 30A, §21(a)(1); District Attorney for the Northern District v. School Committee of Wayland, 455 Mass. 561, 569 (2009). Thus, to the extent that Susan has asked whether the liaison could either meet with the department head privately to discuss the composite evaluation or simply provide the composite evaluation to the employee without any discussion, we would have concerns that the Attorney General would see this as a subterfuge designed to avoid the usual requirement under the Open Meeting Law that the discussion of an employee's performance by a multi-member board take place in open session. Given that the other Board members under this option would be involved in and thereby will have "participated" in the evaluation of this employee, albeit in writing, the Attorney General would likely find, in my opinion, that the Open Meeting Law would require the Board to discuss the employee's performance evaluation at a meeting and in open session. Thus, if this option were to be used, I would recommend that the composite evaluation be discussed by the Board and presented to the employee at a meeting and in open session. If this is done, then the composite evaluation would be a public record and subject to disclosure.

As I previously advised, however, it is not entirely clear at this time whether the individual Board member evaluations which are not discussed at a meeting would be considered by the Attorney General to be public records under the revised Open Meeting Law. At a minimum, it is clear that where a document is physically present, verbally identified, and the contents are discussed by members of a public body during an open session meeting; it has been "used" for purposes of the Open Meeting Law." OML 2013-64 citing OML 2012-42. In those cases where a document is used only by a non-member and not distributed to the body's members during a meeting, however, the Attorney General's Office has previously held that the document has not been "used" at the meeting for purposes of the Open Meeting Law. OML 2012-42. All of this would seem to suggest then that if individual evaluations are created by members of a public body and submitted to a non-member, e.g. Town Administrator, Administrative Assistant, etc., for compilation, but not discussed at the public body's meeting, the individual evaluations have not been "used" within the meaning

of the Open Meeting Law and would therefore not be subject to public disclosure. Although it is not entirely clear at this time if the Attorney General's Office would agree with this conclusion, in the event the Board of Selectmen elects to follow the Attorney General's guidance and have individual members submit evaluations for compilation into a master evaluation, I would recommend that the Board designate a non-member as the person responsible for compiling the evaluations and should refrain from any discussion or circulation of the individual evaluations among its members if it wishes to best preserve its ability to argue that the individual evaluations are exempt from public disclosure under the Open Meeting Law. If, however, the individual evaluations are provided to another Board member for compiling, then a greater potential exists for the Attorney General to conclude that, in addition to the composite evaluation, the individual evaluations would also be subject to public disclosure.

Option 2: In my opinion, having the individual Board liaison for a particular department head conduct the performance evaluation by himself/herself without any written or verbal feedback from any of the other Board members would fall outside of the Open Meeting Law and the various requirements related to same. As a result, the liaison could meet with the department head privately to discuss the evaluation and the evaluation would be exempt from disclosure under the Public Records Law as a personnel record. See Wakefield Teachers Association v. School Committee of Wakefield, 431 Mass. 792, 799 (2000). As Susan notes, however, the downside to this approach is that it excludes the other Board members from the process for that employee. As a result, the evaluation may not be an accurate assessment of the employee's overall performance since some Board members will potentially have had different experiences with the employee, both positive and negative.

Option 3: This option would call for the foregoing of performance evaluations altogether. This is not recommended for the reasons Susan has already cited along with a number of other reasons.

Please feel free to contact me if you or Susan have any questions. Thank you.

Joe

-----Original Message-----
From: Selina Shaw [mailto:sshaw@boxborough-ma.gov]
Sent: Wednesday, November 19, 2014 5:47 PM
To: Joseph S. Fair
Cc: John Giorgio
Subject: FW: Department Head performance appraisals

Good evening, Joe,

Meant to get this off to you sooner. Susan has been working very hard to understand what is permissible and even advisable, and what is not, with respect to Department Head performance reviews. She would like to bring this forward to the Board so they can get cracking with their reviews.
Susan organized her thoughts in the attached table and would like your responses to the questions posed. I am sure that she would also welcome any further comments that you may have on the matter. If you are able to get to this before Thanksgiving that would be great. If not, the following week would work. I have my thoughts on the some of the responses, but it is best to leave it to you. It's the public record ones which trip me up.

Look forward to your input.

Regards,
Selina

Selina Shaw

From: Joseph S. Fair [redacted]
Sent: Wednesday, November 12, 2014 10:48 AM
To: [redacted]
Cc: Selina S. Shaw (sshaw@boxborough-ma.gov); John Giorgio
Subject: Performance evaluations conducted by the Board of Selectmen

Susan:

I am writing in response to your inquiry last week regarding what process the Board of Selectmen may follow when conducting performance evaluations of employees. As I had mentioned when we spoke, there were a number of revisions to the Open Meeting Law that went into a few years back which altered to some extent the advice we had previously provided to clients on the subject. Additionally, the Attorney General's Office has issued a number of rulings, opinions and other published advice subsequent to the change in the law that are instructive on the issue. Although it is our opinion that the Attorney General's Office has interpreted some of the revisions to the Open Meeting Law too broadly as it relates to the subject of performance evaluations, particularly as it relates to whether the written performance evaluation instrument is no longer exempt from public disclosure as a "personnel record", the information that follows below reflects the positions that we believe the Attorney General's Office would likely take regarding the performance evaluation process. Furthermore, if the Attorney General's Office's interpretation of the Open Meeting Law as it relates to performance evaluations were to be challenged in court, there is a reasonable likelihood, in our opinion, that the Attorney General's interpretation would be given some deference by the court in light of the fact that the Open Meeting Law is a statute over which the Attorney General is responsible for enforcing.

Having said this, it continues to be the case that "[p]erformance evaluations and discussions of an employee's professional competence must occur in open session." G.L. c. 30A, §21(a)(1); District Attorney for the Northern District v. School Committee of Wayland, 455 Mass. 561, 569 (2009). However, to the extent that the Supreme Judicial Court ("SJC") had previously held in School Committee of Wayland that the actual drafting of the performance evaluation could take place in Executive Session so as to preserve the employee's privacy interests in his/her written performance evaluation instrument per the Public Records Law (see Wakefield Teachers Association v. School Committee of Wakefield, 431 Mass. 792, 799 (2000)), the Attorney General's Office has taken the view that written performance evaluations are no longer exempt under the revised Open Meeting Law. Instead, the Attorney General has ruled that "[s]imply stated, evaluations of the professional competence of public officials that are conducted by public bodies must be done publicly and in accordance with the requirements of the Open Meeting Law. Furthermore, all written evaluations completed by members of a public body, whether individual or comprehensive in nature, are public records and may be available to the public upon request following the completion of the evaluation process." OML-2011-24. In light of this, it is clear that the Attorney General's Office is of the opinion that the revised Open Meeting Law no longer allows a multi-member board to enter Executive Session for the purpose of drafting the written performance evaluation document itself.

With respect to the process that a multi-member board could now follow when conducting performance evaluations, the Attorney General's Office has provided the following guidance:

> **May the individual evaluations of an employee be aggregated into a comprehensive evaluation?**
>
> Yes. Members of a public body may individually create evaluations, and then submit them to an individual to aggregate into a master evaluation document to be discussed at an open meeting. Ideally, members of the public body should submit their evaluations for compilation to someone who is not a member of the public body, for example, an administrative assistant. If this is not a practical option, then the chair or other designated public body member may compile the evaluations. However, once the individual evaluations are submitted for aggregation there should be no deliberation among members of the public body regarding the content of the evaluations outside of an open meeting, whether in person or over email.

As the foregoing demonstrates, the Attorney General's Office has advised that members of a multi-member board may generate individual evaluations of an employee's performance and submit them to a designated individual who would in turn compile the members' individual submissions into a composite or master evaluation. Any and all discussion of the

composite evaluation and/or the individual evaluations by the members of the board, however, could only take place at a properly posted meeting in open session. To the extent that any of the individual evaluations and/or the composite evaluation are discussed by the board and used at a meeting, said evaluations would be considered public records under the Open Meeting Law. In this regard, the Attorney General's Office has offered the following:

> **Are individual evaluations completed by members of public bodies public records?**
>
> Yes. The Open Meeting Law carves out an exception from the personnel records exemption from the Public Records Law for "materials used in a performance evaluation of an individual bearing on his professional competence," that were created by members of a public body and used during a meeting. See G.L. c. 30A, §22(e). Individual evaluations created and used by members of a public body for the purpose of evaluating an employee are public records. Comprehensive evaluations that aggregate the individual public body members' evaluations are also public records if they are used during the course of a meeting. However, evaluations conducted by individuals who are *not* members of public bodies are *not* public records. For example, the individual evaluations created by municipal employees in response to a request for feedback on the town administrator are not public records, provided the employees completing the evaluations are not also members of the public body tasked with evaluating the town administrator's professional competency.

What is less clear, however, is whether evaluations which are not discussed at the meeting are considered public records under the revised Open Meeting Law. Interestingly, the Attorney General's Office states in the above that comprehensive evaluations are public records "if they are used during the course of a meeting." (emphasis added). Similarly, the Attorney General's Office notes that individual evaluations created and "used" by members of the public body for the purpose of evaluating an employee are public records. The Attorney General's Office has previously acknowledged that "[t]he Open Meeting Law does not define what it means for a document to be used at a meeting. At a minimum, it is clear that where a document is physically present, verbally identified, and the contents are discussed by members of a public body during an open session meeting; it has been "used" for purposes of the Open Meeting Law." OML 2013-64 citing OML 2012-42. In those cases where a document is used only by a non-member and not distributed to the body's members during a meeting, however, the Attorney General's Office has previously held that the document has not been "used" at the meeting for purposes of the Open Meeting Law. OML 2012-42. All of this would seem to suggest then that if individual evaluations are created by members of a public body and submitted to a non-member, e.g. Town Administrator, Administrative Assistant, etc., for compilation, but not discussed at the public body's meeting, the individual evaluations have not been "used" within the meaning of the Open Meeting Law and would therefore not be subject to public disclosure. Although it is not entirely clear at this time if the Attorney General's Office would agree with this conclusion, in the event the Board of Selectmen elects to follow the Attorney General's guidance above and have individual members submit evaluations for compilation into a master evaluation, the Board should designate a non-member as the person responsible for compiling the evaluations and should refrain from any discussion or circulation of the individual evaluations among its members if it wishes to preserve its ability to argue that the individual evaluations are exempt from public disclosure under the Open Meeting Law.

I hope the foregoing information is helpful. In the event that you or the Board of Selectmen have any questions, please do not hesitate to contact me.

Thank you.

Joe

Joseph S. Fair, Esq.
Kopelman and Paige, P.C.
[redacted]

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Selina Shaw

From: Adam Duchesneau <aduchesneau@boxborough-ma.gov>
Sent: Tuesday, September 01, 2015 9:38 AM
To: 'Jim Gorman'; 'Les Fox'; 'Robert Stemple'; 'Selina Shaw'; 'Susan Bak'; Vince Amoroso
Subject: Boxborough2030 Implementation Plan - For Review by 9/30

Importance: High

Members of the Board of Selectmen,
Please find attached the latest version of the Boxborough2030 Implementation Plan as a Word doc and as a PDF. By **Wednesday, September 30th** I will be looking for the Board to review and provide comments on the items listed below in order of priority. Please let me know if you would like a hard copy in advance of receiving the meeting packet. Please note this topic may require an additional meeting of the Board during the month of September to accomplish a review of at least the first priority, depending upon how the discussion unfolds:

Priority # 1: Please review and provide comments on the relevant items in the Implementation Plan which pertain directly to your Board. Please read through each Goal, Strategy, and Action item and note each responsible party.

Priority #2: Please review and provide comments on the entire Implementation Plan.

Priority #3: Please review the Boxborough2030 website (http://www.boxborough-ma.gov/boxborough2030) and pass along any comments or suggested edits.

Priority #4: MAPC (the consultant) is still collecting photographs for the Boxborough2030 website and Magazine Style Summary, so if you have any photographs you feel might be worthwhile, please pass those along.

Again, please note the deadline for all comments and suggested edits on the items above are due by **Wednesday, September 30th**.

Please let me know if you have any questions. Thanks.

Adam

Adam L. Duchesneau, AICP
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Boxborough: A Rural, Engaged Community for All
www.boxborough-ma.gov

BOXBOROUGH 2030
A RURAL, ENGAGED COMMUNITY FOR ALL

Boxborough2030 DRAFT Recommendations

Last updated: August 31, 2015

Boxborough2030 is the master plan for the Town of Boxborough developed in 2014-2015. The plan was developed by the Metropolitan Area Planning Council (MAPC) with direction from the Boxborough Town Planner and Master Plan Update Committee. Boxborough2030 serves as the town's decision-making guide to realize its vision as a rural, engaged, community for all. The full plan is available online at http://www.boxborough-ma.gov/boxborough2030.

This document includes the plan's recommendations, which were guided by the Boxborough Vision, adopted in December 2014 and informed by extensive research and public input on the town's geographic characteristics, population, community assets, services and facilities, land use, housing and neighborhoods, economic development, transportation, energy consumption, and environmental conditions. In some cases, these recommendations include activities the Town is already doing and should continue doing; in other cases the recommendations identify new activities.

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Organization of Recommendations – from Vision to Action

Vision: The vision is a statement of what the community wants Boxborough to be as it approaches 2030.
- **Aspirations:** What do we value? These are the community values and ambitions elicited by the vision, broken down into categories that each evoke a distinct theme. The plan recommendations will be organized by aspiration.
  - **Goals:** What do we want to achieve?
    - **Strategies:** How do we get there?
      - **Actions:** What specific steps do we need to take?

MAPC

Town Departments, Boards, and Committees: List of Acronyms used in this document

Acton-Boxborough Cultural Council (ABCC)	Community Preservation Committee (CPC)	Energy Committee (EC)	Master Plan Implementation Committee (MPIC)[1]	Recreation Commission (RC)
Affordable Housing Trust (AHT)	Community Services Coordinator (CSC)	Finance Committee (FC)	Master Plan Update Committee (MPUC)	Town Administrator (TA)
Agricultural Commission (AgCom)	Conservation Commission (ConsCom)	Historical Commission (HC)	Department of Public Works (DPW)	Town Planner (TP)
Board of Health (BoH)	Council on Aging (CoA)	Housing Board (HB)	Planning Board (PB)	School Committee (SC)
Board of Selectmen (BoS)	Design Review Board (DRB)	Land Stewards (LS)	Police & Fire Departments (PFD)	Steele Farm Advisory Committee (SFAC)
Building Department (BD)	Economic Development Committee (EDC)[2]	Library Board of Trustees (LBT)	Public Celebrations & Ceremonies Committee (PCCC)	Well-Being Committee (WBC)

Additional Abbreviations and Acronyms

Americans with Disabilities Act (ADA)

Littleton Electric Light Department (LELD)

Massachusetts Department of Transportation (MassDOT)

MassWorks Infrastructure Program of the Massachusetts Executive Office of Housing and Economic Development (MassWorks)

Metropolitan Area Planning Council (MAPC)

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[1] A new Town committee recommended in this plan.
[2] A new Town committee recommended in this plan.

Boxborough2030 Implementation Overview

The success of Boxborough2030 depends on the Town's commitment to follow through with implementation. Following completion of Boxoborough2030, the following entities will be responsible for kicking off plan implementation:

- **Master Plan Update Committee:** The Master Plan Update Committee was convened for the purposes of developing Boxborough2030 and consists of voting members representing the Board of Selectmen, Planning Board, Agricultural Commission, Board of Health, Conservation Commission, Council on Aging, Energy Committee, Housing Board, and Recreation Commission, as well as non-voting Ex-Officio members representing the School Committee, Historical Commission, and Finance Committee, a local business owner, the Town Planner, Town Administrator, Police Chief, and Public Works Director. This group was appointed by the Boxborough Board of Selectmen in September 2014 to represent a variety of perspectives and decision-making entities in town. They are the Town Committee most familiar with Boxborough2030 and will serve an advisory role with respect to the makeup of the Master Plan Implementation Committee (MPIC) and its responsibilities. The Master Plan Update Committee may formally disband once the MPIC has been formed. It is expected that the two committees will have considerable overlap in their composition.
- **Planning Board:** Massachusetts General Law Chapter 41 Section 81D governs master plans and identifies planning boards as the entity responsible for initiating and updating community master plans, and for approving these plans at the local level. As such, the Planning Board plays a critical role in monitoring plan progress and deciding when the plan should be updated. The MPIC will include at least one Planning Board member as a voting member.
- **Board of Selectmen:** The Board of Selectmen has overall responsibility for making appointments to Town Boards and Committees and ensuring progress on the Town's goals. As such, the Board of Selectmen will make appointments to the Master Plan Implementation Committee and ensure that the MPIC is functioning as intended. The MPIC will include at least one Board of Selectmen member as a voting member.
- **Town Planner:** The Town Planner provides land use planning and procedural expertise to the Town and will continue to serve as the key point of contact to the Boxborough community for Boxborough2030. The Town Planner will serve as the Staff Contact for the MPIC and will be an ex-officio non-voting member of the committee.
- **Town Administrator:** The Town Administrator oversees Town Staff and is the key liaison to the Boxborough Board of Selectmen. The Town Administrator will serve as an ex-officio non-voting member of the MPIC.

It is MAPC's recommendation that these parties appoint a Master Plan Implementation Committee in the first quarter of 2016 (by March 31, 2016, assuming adoption of Boxborough2030 by or before December 31, 2015) to keep implementation on track.

The MPIC will not override or supplant Town boards and committees in carrying out specific recommendations listed in Boxborough2030. The MPIC's primary roles will be to document progress, coordinate implementation processes that involve several parties, and ensure that Boxborough2030 remains a relevant guide. The MPIC will advise on schedules for various projects; provide support to other Town boards and committees; periodically evaluate the continued relevance of the plan's recommendations; and most importantly, continue to advocate for the importance of this long-term plan.

At a minimum, the MPIC should meet every six months throughout the life of the plan, until development of the next master plan begins. The Implementation page of the Boxborough2030 website should be updated at least every 6 months with information on implementation progress, accomplishments, amendments, and decisions made by the MPIC.

Implementation Tasks

Task		Parties Responsible	Timeline (if all columns have a ✓, implementation is ongoing)		
			Short (1-3 years or by 2018)	**Mid** (4-7 years, or by 2022)	**Long** (8-10+ years, 2023 or later)
I.	Form a Master Plan Implementation Committee (MPIC) to encourage and oversee progress on plan implementation.	MPUC, BoS, PB, TA, TP	✓		
II.	Meet every six months or more often to advance plan goals and discuss implementation tactics, including local advocacy and securing funding sources.	MPIC	✓	✓	✓
III.	Advise Town boards, committees, and officials that have implementation roles and responsibilities.	MPIC	✓	✓	✓
IV.	Coordinate with non-municipal partners including nonprofit organizations and businesses to implement plan priorities that would benefit from public-private partnership.	MPIC	✓	✓	✓
V.	Continue to promote and distribute information about the Master Plan throughout the life of the plan.	MPIC	✓	✓	✓
VI.	Review progress regularly and update the plan implementation table, reporting on progress via the Boxborough2030 website.	MPIC	✓	✓	✓
VII.	Review and evaluate goals and strategies for relevance every three years, recommending amendments as appropriate.	MPIC	✓	✓	✓
VIII.	Recommend an approach and work plan to update the Master Plan as soon as 2025 and no later than 2030.	MPIC, PB, BoS			✓

The Boxborough2030 Vision: A Rural, Engaged Community for All

Boxborough shall maintain its traditional values of rural open space, a first-rate educational system, agricultural and conservation lands, and historical roots, while fostering a balanced economic environment and enhancing a close-knit sense of community for all generations.

Community Aspirations: Boxborough...

1. **Maintains its rural character and celebrates its heritage:** Boxborough cherishes its rural heritage. Preservation of the ecological, agricultural, historic, and scenic resources that contribute to the community's rural character is of critical importance to the community. New development and redevelopment of existing structures will be physically designed to blend with the town's rural landscape.
2. **Is close-knit and welcoming:** Boxborough residents have many options for becoming more involved in the community and have a great deal of pride in their community. A large share and diverse mix of residents regularly participate in municipal policymaking, attend local events, and frequent local destinations.
3. **Is thoughtfully developed:** The community will build on and maintain its existing assets. Economic development will be focused in existing commercial areas supported by responsible use and management of water resources with provisions for adequate wastewater treatment facilities. The community's agricultural assets will be leveraged for economic development and to enhance quality of life. Transportation options will continue to improve in order to ensure a pleasant and safe travel experience for various modes of transportation, including walking and bicycling.
4. **Provides high quality services and amenities:** Boxborough is known for offering a high quality of life for its residents. The community endeavors to provide a balanced mix of housing, businesses, and services to enhance this high quality of life. Boxborough residents prize the community's regional school system and excellent municipal services.
5. **Is conscientious about consumption:** The community is conscientious about its energy consumption and seeks to reduce its carbon footprint through improvements in energy efficiency, high standards for building practices, reductions in its communitywide energy usage, and reduced reliance on fossil fuels.
6. **Is affordable and accessible:** The community will ensure that local policies, housing supply, and housing prices support the ideal of a more inclusive, welcoming Boxborough so that current and prospective residents at all income levels, abilities, and in all stages of life can live here.
7. **Is regionally well-connected:** Boxborough sees itself as part of a regional economy with goods, services, employment, and gathering places nearby – sometimes in town, and sometimes in neighboring towns. Convenient access to regional transportation systems, including transit options, will help ensure efficient commuting options for Boxborough residents. Boxborough's municipal government, including Town boards and committees, will collaborate with surrounding communities and regional entities.

Plan Recommendations

Aspiration 1. Maintains its rural character and celebrates its heritage: Boxborough cherishes and celebrates its rural heritage. Preservation of the ecological, agricultural, historic, and scenic resources that contribute to the community's rural character is of critical importance to the community. New development and redevelopment of existing structures are physically designed to blend with the town's rural landscape.

Plan Recommendations		Parties Responsible	Timeline (if all columns have a ✓, implementation is ongoing)			Resources
			Short (1-3 years or by 2018)	**Mid** (4-7 years, or by 2022)	**Long** (8-10+ years, 2023 or later)	
Goal 1.1.	**Protect the town's heritage and character through the preservation of both natural and historical scenic areas, roadways, and landscape features.**					
Strategy 1.1.1.	**Protect the town's most important landscape features.**					
Action 1.1.1.1.	Review and prioritize recommendations of *Boxborough Reconnaissance Report: Freedom's Way Landscape Inventory* and implement as appropriate.	HC, ConsCom, AgCom	✓			Community Preservation Act Funds
Action 1.1.1.2.	Continue to review recommendations of the Massachusetts Audubon Society report *Land Management Plans for Grasslands and Meadows on Town-Owned Land in Boxborough, Massachusetts.* Implement recommendations as appropriate.	HC, ConsCom, AgCom	✓	✓	✓	Community Preservation Act Funds

Plan Recommendations (continued)		Parties Responsible	Timeline (if all columns have a ✓, implementation is ongoing)			Resources
			Short (1-3 years or by 2018)	**Mid** (4-7 years, or by 2022)	**Long** (8-10+ years, 2023 or later)	
Action 1.1.1.3.	Provide input to the ongoing evolution of the Steele Farm Management Plan.	HC, ConsCom, SFAC, AgCom	✓			Community Preservation Act Funds, Trustees of Reservations
Action 1.1.1.4.	Conduct a survey and inventory of historic resources.	HC, AgCom	✓			Mass Historical Commission, Community Preservation Act Funds, Town Staff, third-party consultants
Action 1.1.1.5.	Identify opportunities for local historic district (Chapter 40C) designation.	HC, AgCom		✓		Mass Historical Commission, Community Preservation Act Funds, Town Staff
Strategy 1.1.2.	**Preserve and reinforce the Town Center District as Boxborough's center for governance, municipal services, and town-wide events.**					
Action 1.1.2.1.	Review existing Town Center zoning and design guidelines, making necessary amendments to preserve character and encourage appropriately-scaled and designed developments.	PB, DRB	✓	✓		Town Staff, MAPC

Plan Recommendations (continued)		Parties Responsible	Timeline (if all columns have a ✓, implementation is ongoing)			Resources
			Short (1-3 years or by 2018)	**Mid** (4-7 years, or by 2022)	**Long** (8-10+ years, 2023 or later)	
Action 1.1.2.2.	Create signage (e.g., "Welcome to Boxborough") in Town Center District to enhance town image and visibility as well as to improve ease of navigation.	DRB, DPW, HC	✓			Community Preservation Act Funds, Massachusetts Downtown Initiative Grant
Strategy 1.1.3.	**Promote the town's natural, recreational, and historical assets.**					
Action 1.1.3.1.	Publish the design standards and production process expected for signage, trail markings, bridges, walkways, and maps already in use by the Conservation Commission and Land Stewards.	ConsCom, DPW	✓			
Action 1.1.3.2.	Improve signage to provide information and for ease of navigation for trails, open space, selected historic and heritage sites, and other points of interest. Ensure that new signs are consistent with Boxborough's rural character.	ConsCom, DPW, LS, HC	✓			Town Staff, Community Preservation Act Funds
Action 1.1.3.3.	Publicize existing Conservation Trail Maps to increase awareness and use of the maps. Update maps as necessary.	ConsCom, TP				Boxborough Conservation Trust

Plan Recommendations (continued)		Parties Responsible	Timeline (if all columns have a ✓, implementation is ongoing)			Resources
			Short (1-3 years or by 2018)	**Mid** (4-7 years, or by 2022)	**Long** (8-10+ years, 2023 or later)	
Action 1.1.3.4.	Develop a heritage/scenic guide to generate awareness and promote community assets and resources to local residents and regional visitors.	PB, ConsCom, RC, HC	✓			Community Preservation Act Funds
Action 1.1.3.5.	Recruit volunteers and explore opportunities to hold seasonal walking tours for local trails and historical points of interest.	LS, PCCC, RC, WBC, SFAC, HC	✓	✓	✓	Volunteers
Strategy 1.1.4.	**Proactively plan for water resource management and protection.**					
Action 1.1.4.1.	Plan for long-term water supply and wastewater management to support commercial and municipal development goals.	ConsCom, EDC, PB, BoH		✓	✓	Town Staff
Strategy 1.1.5.	**Reinforce watershed and aquifer protection measures.**					
Action 1.1.5.1.	Review Watershed and Aquifer Protection zoning to protect Zone IIs and existing and potential well sites in Boxborough, Acton, and Littleton.	ConsCom, PB, BoH	✓			MAPC
Goal 1.2.	**New development and redevelopment will be physically designed to blend into the Town's rural landscape.**					

Plan Recommendations (continued)	Parties Responsible	Timeline (if all columns have a ✓, implementation is ongoing)			Resources
		Short (1-3 years or by 2018)	**Mid** (4-7 years, or by 2022)	**Long** (8-10+ years, 2023 or later)	
Strategy 1.2.1. **Strengthen the design review process for any development without hindering economic development.**					
Action 1.2.1.1. Review existing design guidelines for Town Center District and update guidelines to include considerations for larger scale developments in other commercial areas.	PB, DRB	✓			Town Staff, MAPC
Action 1.2.1.2. Adopt and incorporate updated building design guidelines into the review process to ensure future developments are physically consistent with town character.	PB, DRB	✓	✓		Town Staff
Goal 1.3. **Protect and/or acquire additional lands for conservation, water resource protection, wildlife habitat, agricultural land preservation, recreation, trails, and wildlife corridors.**					
Strategy 1.3.1. **Proactively review and amend the list of existing and desired parcels of land for acquisition and preservation.**					
Action 1.3.1.1. Continue to review and prioritize acquisition of lands that protect multiple resources and assets.	PB, FC, ConsCom, AgCom, BoH	✓	✓	✓	Town Staff, Community Preservation Act Funds

Plan Recommendations (continued)		Parties Responsible	Timeline (if all columns have a ✓, implementation is ongoing)			Resources
			Short (1-3 years or by 2018)	**Mid** (4-7 years, or by 2022)	**Long** (8-10+ years, 2023 or later)	
Action 1.3.1.2.	Periodically review all requests for taking land out of Chapter 61, 61A, and 61B and make appropriate recommendations, including exercising Town's right of first refusal.	PB, FC, ConsCom, AgCom, LS	✓	✓	✓	Town Staff, Community Preservation Act Funds
Action 1.3.1.3.	Check in periodically to review status of properties with owners whose properties have been identified as having open space, conservation, agriculture, or recreation potential.	PB, ConsCom, AgCom, LS	✓	✓	✓	Town Staff, Community Preservation Act Funds, Boxborough Conservation Trust
Action 1.3.1.4.	When acquisition is not a desired option, work with private landowners, investors, and conservation groups to place appropriate conservation easements or agricultural restrictions on their land to ensure it remains undeveloped in perpetuity.	PB, ConsCom, AgCom, LS	✓	✓	✓	Town Staff, Trust for Public Land, Community Preservation Act Funds, Boxborough Conservation Trust
Action 1.3.1.5.	Include a line item in the Town's capital improvement plan for the Conservation Trust Fund for land acquisition.	PB, ConsCom, AgCom, FC, BoS	✓			Town Staff, Community Preservation Act Funds
Action 1.3.1.6.	Consider long-term bonds using Community Preservation Funds for land acquisition.	FC, BoS		✓		Town Staff, Community Preservation Act Funds

Plan Recommendations (continued)	Parties Responsible	Timeline (if all columns have a ✓, implementation is ongoing)			Resources
		Short (1-3 years or by 2018)	**Mid** (4-7 years, or by 2022)	**Long** (8-10+ years, 2023 or later)	

Aspiration 2. Is close-knit and welcoming: Boxborough residents have many options for becoming more involved in the community and have a great deal of pride in their community. A large share and diverse mix of residents regularly participate in municipal policymaking, attend local events, and frequent local destinations.

Goal 2.1.	**Increase resident participation in town-wide events, programs, and government.**					
Strategy 2.1.1.	**Work with community organizations and networks to encourage public participation in town events and utilization of community assets.**					
Action 2.1.1.1.	Continue leveraging private resources by partnering with local businesses, nonprofit organizations, and community networks in promoting town-wide festivals such as Fifer's Day and the Harvest Fair.	PCCC, RC, WBC, AgCom	✓	✓	✓	MetroWest Chamber of Commerce, Rotary Club
Action 2.1.1.2.	Encourage one or more local organizations to sponsor and hold welcoming events for newcomers.	PCCC, WBC, BoS	✓	✓	✓	MetroWest Chamber of Commerce, Rotary Club, Nashoba Valley Neighbors

Plan Recommendations (continued)		Parties Responsible	Timeline (if all columns have a ✓, implementation is ongoing)			Resources
			Short (1-3 years or by 2018)	**Mid** (4-7 years, or by 2022)	**Long** (8-10+ years, 2023 or later)	
Action 2.1.1.3.	Continue using local venues such as the Sargent Memorial Library and annual events such as Fifer's Day and the Harvest Fair as opportunities to convey a welcoming atmosphere in town and an "open door policy" with municipal officials.	LBT, PCCC, WBC, BoS	✓	✓	✓	
Action 2.1.1.4.	Explore establishment of (a) new community garden(s).	AgCom	✓			
Goal 2.2.	**Increase resident participation in town government.**					
Strategy 2.2.1.	**Communicate activities and policies widely, with the intention of reaching all households.**					
Action 2.2.1.1.	Develop a town-wide communication and outreach plan.	BoS, TA	✓			Town Staff
Action 2.2.1.2.	Continue to use tax bills as opportunities to publicize Town resources to all property owners.	BoS, TA				Town Staff
Action 2.2.1.3.	Provide a periodical e-newsletter on Town government activities, issues, and decisions; encourage residents to sign up on the Town's website.	BoS, TA	✓			Town Staff

Plan Recommendations (continued)		Parties Responsible	Timeline (if all columns have a ✓, implementation is ongoing)			Resources
			Short (1-3 years or by 2018)	Mid (4-7 years, or by 2022)	Long (8-10+ years, 2023 or later)	
Action 2.2.1.4.	Continue to use the Town's website and increase use of social media as communication tools.	BoS, TA	✓	✓	✓	Town Staff
Action 2.2.1.5.	Consider having a language translation and interpretation firm on retainer for important Town publications and events.	BoS, TA, WBC	✓			Town Staff, volunteers
Action 2.2.1.6.	Enlist volunteer assistance to develop a Town government information packet and/or webpage that can be distributed/ publicized to residents during town-wide events.	BoS, TA	✓	✓	✓	Town Staff, volunteers
Action 2.2.1.7.	Expand networks and cultivate new relationships with cultural and faith-based organizations to encourage participation in Town governance that reflects the Town's growing diversity.	BoS, PCCC, WBC	✓	✓	✓	
Action 2.2.1.8.	Continue to educate and raise awareness about Open Town Meeting with the intent of increasing participation in municipal policymaking, both in terms of percentage of residents that participate as well as proportional representation from various demographic constituencies.	BoS, TA, Town Clerk, Town Moderator	✓	✓	✓	Town Staff

Plan Recommendations (continued)		Parties Responsible	Timeline (if all columns have a ✓, implementation is ongoing)			Resources
			Short (1-3 years or by 2018)	**Mid** (4-7 years, or by 2022)	**Long** (8-10+ years, 2023 or later)	
Action 2.2.1.	Explore options for Internet-based resident engagement platforms.	BoS, TA	✓	✓	✓	Town Staff
Strategy 2.2.2.	**Cultivate new members for Town boards and committees.**					
Action 2.2.2.1.	Establish a citizen skills bank or volunteer database as a resource to Town boards and committees.	BoS, TA, Town Clerk	✓			Town Staff
Action 2.2.2.2.	Periodically hold informal meetings between Town board/committee members and residents to exchange ideas and information.	BoS, TA, WBC	✓	✓	✓	Town Staff
Action 2.2.2.3.	Reach out to new Boxborough residents with students enrolled in the Acton-Boxborough School District to welcome them to town and provide information.	BoS, SC, TA	✓	✓	✓	
Action 2.2.2.4.	Include information on Town boards and committee openings, roles and responsibilities, and opportunities to get involved at town events and prominently on the Town's website.	BoS, TA	✓	✓	✓	Town Staff

Plan Recommendations (continued)	Parties Responsible	Timeline (if all columns have a ✓, implementation is ongoing)			Resources
		Short (1-3 years or by 2018)	**Mid** (4-7 years, or by 2022)	**Long** (8-10+ years, 2023 or later)	
Action 2.2.2.5. Collaborate with neighboring towns and organizations such as the Citizens Planners Training Collaborative (CPTC) and the Massachusetts Municipal Association (MMA) to provide training on local regulatory processes.	BoS, TA	✓			Town Staff, CPTC, MMA, Town Counsel

Plan Recommendations (continued)		Parties Responsible	Timeline (if all columns have a ✓, implementation is ongoing)			Resources
			Short (1-3 years or by 2018)	**Mid** (4-7 years, or by 2022)	**Long** (8-10+ years, 2023 or later)	

Aspiration 3. Is thoughtfully developed: The community builds on and maintains its existing assets. Economic development is focused in existing commercial areas supported by responsible use and management of water resources with provisions for adequate wastewater treatment facilities. The community's agricultural assets are leveraged for economic development and to enhance quality of life. Transportation options continue to improve in order to ensure a pleasant and safe travel experience for various modes of transportation, including walking and bicycling.

Goal 3.1.	**Guide and concentrate commercial growth in Business, Office Park, and Town Center districts.**					
Strategy 3.1.1.	**Create a long-term vision for the town's commercial areas, prioritizing enhanced quality of life over expanding the commercial tax base.**					
Action 3.1.1.	Designate or form an Economic Development Committee (EDC).	BoS	✓			Town Staff
Action 3.1.2.	Develop a 10-15 year Economic Development Plan under the guidance of the EDC.	EDC	✓	✓		Town Staff, MAPC
Action 3.1.3.	Index opportunity sites for potential acquisition, assembly, or development.	EDC, PB, FC	✓			Town Staff
Action 3.1.4.	Conduct a thorough market analysis to identify local and regional retail market opportunities.	EDC	✓	✓		Town Staff, MAPC, 495/MetroWest Partnership

Plan Recommendations (continued)		Parties Responsible	Timeline (if all columns have a ✓, implementation is ongoing)			Resources
			Short (1-3 years or by 2018)	**Mid** (4-7 years, or by 2022)	**Long** (8-10+ years, 2023 or later)	
Strategy 3.1.2.	**Continue to assess feasibility of implementing public water supply in key areas.**					
Action 3.1.2.1.	Identify priority areas for receiving a public water supply based on need and feasibility.	EDC	✓	✓		
Strategy 3.1.3.	**Establish a village business district as Boxborough's commercial center.**					
Action 3.1.3.1.	Identify an opportunity area for a village business district and obtain property owner buy-in, if necessary.	EDC, PB		✓		Town Staff
Action 3.1.3.2.	Develop and implement zoning to encourage and support appropriate development and utility support in a village business setting.	EDC, PB		✓	✓	Town Staff, MAPC
Action 3.1.3.3.	Recruit appropriate businesses to the village business district through marketing efforts or financial incentives such as relocation tax credits.	EDC, FC		✓	✓	Town Staff, MetroWest Chamber of Commerce, Rotary Club
Strategy 3.1.4.	**Implement land use policies that support and encourage appropriately-scaled and mixed-use developments in key areas of town.**					

Plan Recommendations (continued)		Parties Responsible	Timeline (if all columns have a ✓, implementation is ongoing)			Resources
			Short (1-3 years or by 2018)	**Mid** (4-7 years, or by 2022)	**Long** (8-10+ years, 2023 or later)	
Action 3.1.4.1.	Conduct a thorough review of the Town's land use controls, including dimensional requirements and conservation bylaws on commercially-zoned land, to identify barriers to growth for appropriately-scaled development.	EDC, PB, ConsCom, HB	✓			Town Staff, MAPC
Action 3.1.4.2.	Consider regulatory tools that can guide and encourage growth in appropriate areas, such as incentive zoning overlays or floor area ratio (FAR) density bonuses for developments that incorporate affordable housing, or agricultural or open space management.	EDC, PB, ConsCom, HB		✓		Town Staff, MAPC
Strategy 3.1.5.	**Catalyze private investment in key commercial districts.**					
Action 3.1.5.1.	Invest in public infrastructure in commercial areas to attract private development.	EDC, PB, BoS		✓		Town Staff,MassWorks, MassDevelopment
Action 3.1.5.2.	Engage in public-private partnerships to stimulate appropriate forms of development and redevelopment on key opportunity sites.	EDC, PB, HB, BoS		✓		Town Staff

Plan Recommendations (continued)	Parties Responsible	Timeline (if all columns have a ✓, implementation is ongoing)			Resources
		Short (1-3 years or by 2018)	**Mid** (4-7 years, or by 2022)	**Long** (8-10+ years, 2023 or later)	
Action 3.1.5.3. Consider financial incentives to encourage property improvements, local hiring, or capital improvements through reduced tax rates, abatements, or small grants.	EDC, FC		✓		Town Staff, USDA Rural Community Development Initiative
Goal 3.2. Attract and retain businesses in key existing and emerging industries.					
Strategy 3.2.1. Promote Boxborough as a great place to do business for existing and prospective businesses.					
Action 3.2.1.1. Promote Boxborough's high quality of life as an economic asset.	EDC	✓	✓	✓	Town Staff, MetroWest Chamber of Commerce, Rotary Club, 495/MetroWest Partnership
Action 3.2.1.2. Develop and implement a marketing strategy plan to attract appropriate types of development or businesses to the town's commercial districts.	EDC, BoH		✓		Town Staff, MetroWest Chamber of Commerce, Rotary Club, 495/MetroWest Partnership

Plan Recommendations (continued)		Parties Responsible	Timeline (if all columns have a ✓, implementation is ongoing)			Resources
			Short (1-3 years or by 2018)	**Mid** (4-7 years, or by 2022)	**Long** (8-10+ years, 2023 or later)	
Action 3.2.13.	Engage in partnerships with area chambers of commerce or merchants associations.	EDC	✓	✓	✓	Town Staff, MetroWest Chamber of Commerce, Rotary Club
Action 3.2.14.	Identify target industries to market development incentives and land use policies to attract and retain businesses in those industries.	EDC, PB	✓	✓		
Action 3.2.15.	Consider financial incentives to attract small businesses, such as establishing revolving loan funds or implementing relocation tax credits.	EDC, FC	✓	✓		Town Staff, MetroWest Chamber of Commerce, USDA Rural Community Development Initiative
Strategy 3.2.2.	**Foster Boxborough's participation in a sustainable regional agricultural economy.**					
Action 3.2.21.	Develop a community food plan to create a vision, identify issues, barriers, challenges, and opportunities in the agricultural economy.	AgCom, EDC	✓			Town Staff, MAPC

Plan Recommendations (continued)		Parties Responsible	Timeline (if all columns have a ✓, implementation is ongoing)			Resources
			Short (1-3 years or by 2018)	**Mid** (4-7 years, or by 2022)	**Long** (8-10+ years, 2023 or later)	
Action 3.2.2.2.	Review Town Bylaws and amend as necessary to ensure clarity and consistency of agricultural use definitions.	AgCom, PB	✓			Town Staff, MAPC
Action 3.2.2.3.	Adopt agricultural business as a permitted use in residential and business districts to allow operations of farm stands at existing and future working farms.	AgCom, PB	✓			Town Staff
Action 3.2.2.4.	Periodically review the Boxborough Right to Farm Bylaw and make amendments as necessary.	AgCom, PB		✓		Town Staff
Action 3.2.2.5.	Recruit existing local farmers and work with non-profit organizations to cultivate workforce development, training, and educational programs.	AgCom, EDC		✓		Commonwealth Workforce Alliance, New Entry Sustainable Farming Project, MA Farm Bureau
Action 3.2.2.6.	Develop land lease programs for local farms and farmers using town-owned lands to increase agricultural viability.	AgCom, SFAC		✓		Land for Good, MA Farm Bureau
Strategy 3.2.3.	**Preserve farmland and areas with soils favorable for agriculture.**					

Plan Recommendations (continued)		Parties Responsible	Timeline (if all columns have a ✓, implementation is ongoing)			Resources
			Short (1-3 years or by 2018)	**Mid** (4-7 years, or by 2022)	**Long** (8-10+ years, 2023 or later)	
Action 3.2.3.1.	Identify and index opportunity sites for farmland preservation in accordance with the 2015-2022 Open Space and Recreation Plan.	AgCom, ConsCom, FC	✓			Town Staff
Action 3.2.3.2.	Identify federal and state incentives or supplemental revenue streams to support viability for working farms.	AgCom, FC, BoS	✓			Town Staff
Action 3.2.3.3.	Consider using CPA funds to acquire and preserve farmlands, giving priority to properties under Chapter 61A and 61B.	AgCom, CPC, ConsCom, FC, BoS		✓	✓	Town Staff, Boxborough Conservation Trust
Goal 3.3.	**Create a positive business environment.**					
Strategy 3.3.1.	**Build municipal capacity to improve local business environment.**					
Action 3.3.1.1.	Designate economic development committee (EDC) to serve as liaison for local businesses.	BoS	✓			Town Staff
Action 3.3.1.2.	Proactively meet with local businesses to understand needs for space and employee amenities.	EDC	✓	✓	✓	Town Staff

Plan Recommendations (continued)		Parties Responsible	Timeline (if all columns have a ✓, implementation is ongoing)			Resources
			Short (1-3 years or by 2018)	**Mid** (4-7 years, or by 2022)	**Long** (8-10+ years, 2023 or later)	
Action 3.3.1.3.	Review current permitting regulations and make necessary amendments to improve consistency in fees and enforcement.	EDC, PB	✓			Town Staff
Action 3.3.1.4.	Develop a guide for permitting or doing business in Boxborough to streamline business regulatory processes and promote transparency.	EDC, BD, TP	✓			Town Staff, MAPC
Action 3.3.1.5.	Communicate regulatory changes widely, including update the permitting guide as necessary and providing up-to-date information online.	EDC, BD, TP				
Goal 3.4.	**Local regulations will reflect community aspirations and yield desired results.**					
Strategy 3.4.1.	**Minimize development impact by protecting town's limited water supply and managing stormwater runoff.**					
Action 3.4.1.1.	Identify areas where stormwater runoff issues exist due to concentration of impervious surface.	ConsCom, PB, DPW	✓			
Action 3.4.1.2.	Incorporate low-impact design guidelines into the development review process.	ConsCom, PB, EC		✓		MAPC

Plan Recommendations (continued)		Parties Responsible	Timeline (if all columns have a ✓, implementation is ongoing)			Resources
			Short (1-3 years or by 2018)	**Mid** (4-7 years, or by 2022)	**Long** (8-10+ years, 2023 or later)	
Action 3.4.1.3.	Revisit subdivision regulation regarding roadway widths and amend as appropriate.	PB, ConsCom, EC, DPW, PFD	✓			MAPC
Strategy 3.4.2.	**The development review process will look to limit traffic and air quality impacts of new development.**					
Action 3.4.2.1.	Consult with air quality impacts/public health experts to determine appropriate expectations for new development.	TP, BoH, EDC	✓			
Action 3.4.2.2.	Determine the scale of development that would require additional traffic impact analysis and incorporate guidelines into the development review process.	TP, DPW, BoH, EDC	✓			
Strategy 3.4.3.	**New housing and commercial development will prioritize design quality as well as preservation of open space.**					
Action 3.4.3.1.	Explore the potential use of regulatory tools such as transfer of development rights (TDR), cluster zoning, or payment-in-lieu-of-taxes (PILOT) programs to support open space preservation and affordable housing development in the Town's Agricultural-Residential Zoning District.	PB, ConsCom, HB, FC		✓		Town Staff, MAPC

Plan Recommendations (continued)		Parties Responsible	Timeline (if all columns have a ✓, implementation is ongoing)			Resources
			Short (1-3 years or by 2018)	**Mid** (4-7 years, or by 2022)	**Long** (8-10+ years, 2023 or later)	
Action 3.4.3.2.	Provide floor area ratio (FAR) density bonuses for commercial and housing development that incorporate active agricultural management or open space preservation in their overall development design.	PB, ConsCom, HB, FC, AgCom		✓		Town Staff
Strategy 3.4.4.	**Coordinate with the Community Preservation Committee and identify opportunities to use CPA funding for local historic preservation, open space, recreation, and housing production projects.**					
Action 3.4.4.1.	Develop an inventory of opportunity sites identified in the *Open Space and Recreation Plan 2015-2022* and the *Housing Production Plan 2015-2020* that are potential candidates for both housing production and open space preservation. Update this inventory periodically.	PB, ConsCom, HB, FC, RC	✓			Town Staff, Community Preservation Act Funds
Action 3.4.4.2.	Explore the potential use of CPA funds to acquire parcels with the dual goal of protecting open space and providing affordable and market rate homeownership opportunities.	PB, ConsCom, HB, FC		✓	✓	Town Staff, Community Preservation Act Funds

Plan Recommendations (continued)		Parties Responsible	Timeline (if all columns have a ✓, implementation is ongoing)			Resources
			Short (1-3 years or by 2018)	**Mid** (4-7 years, or by 2022)	**Long** (8-10+ years, 2023 or later)	
Action 3.4.3.	Continue to educate residents about the benefits and uses of CPA on an ongoing basis.	BoS	✓	✓	✓	Town Staff, Community Preservation Act Funds

Plan Recommendations (continued)		Parties Responsible	Timeline (if all columns have a ✓, implementation is ongoing)			Resources
			Short (1-3 years or by 2018)	Mid (4-7 years, or by 2022)	Long (8-10+ years, 2023 or later)	

Aspiration 4. Provides high quality services and amenities: Boxborough is known for offering a high quality of life for its residents. The community provides a balanced mix of housing, businesses and services to enhance this high quality of life. Boxborough residents prize the community's regional school system and high quality municipal services.

Goal 4.1.	**Ensure conservation and recreation attractions are well-maintained, safe, and easy to access.**					
Strategy 4.1.1.	**Maintain trails.**					
Action 4.1.1.1.	Recruit local "Friends of" groups or volunteers such as Boy Scout or Girl Scout troops to prepare marketing materials and improve trails.	LS, ConsCom	✓			Volunteers
Action 4.1.1.2.	Continue collaboration between the Conservation Commission and Acton-Boxborough High School for trail cleanups on student volunteer days.	ConsCom, SC	✓	✓	✓	Acton-Boxborough Regional School District, Boxborough Conservation Trust
Action 4.1.1.3.	Maintain trails with mowing and cutting to reduce the risk of contact with ticks.	ConsCom, LS, DPW	✓	✓	✓	Volunteers
Action 4.1.1.4.	Maintain trail markers, kiosks, and boardwalks.	LS, ConsCom, DPW	✓	✓	✓	Volunteers
Action 4.1.1.5.	Explore ways to improve local trail connectivity.	ConsCom, LS,DPW	✓			Town Staff

Plan Recommendations (continued)		Parties Responsible	Timeline (if all columns have a ✓, implementation is ongoing)			Resources
			Short (1-3 years or by 2018)	**Mid** (4-7 years, or by 2022)	**Long** (8-10+ years, 2023 or later)	
Strategy 4.1.2.	**Ensure ease of access to conservation properties.**					
Action 4.1.2.1.	Assess the need for additional off-street parking at conservation properties.	ConsCom, PB, DPW		✓		
Action 4.1.2.2.	Provide bicycle parking at trailheads and other conservation properties.	ConsCom, RC, PB, DPW, LS	✓			MAPC
Goal 4.2.	**Maintain excellent municipal facilities and services.**					
Strategy 4.2.1.	**Regularly review Town's capital improvements needs and continue to plan for maintenance, in concert with the Town's annual capital plan and Town Meeting.**					
Action 4.2.1.1.	Create or find location for new Police and Fire Department facilities.	BoS, FC, PB, PFD, COA		✓		Town Staff
Action 4.2.1.2.	Explore regionalization or sharing of key pieces of equipment that the town needs on a part-time basis.	BoS, FC, PFD, DPW	✓	✓		Town Staff, MAPC
Goal 4.3.	**Enhance the quality and variety of recreation programs and facilities to meet current and future demand among all age groups and levels of ability.**					

Plan Recommendations (continued)		Parties Responsible	Timeline (if all columns have a ✓, implementation is ongoing)			Resources
			Short (1-3 years or by 2018)	**Mid** (4-7 years, or by 2022)	**Long** (8-10+ years, 2023 or later)	
Strategy 4.3.1.	**Address known recreational needs by upgrading or developing new facilities when feasible.**	ConsCom, BoS, RC				
Action 4.3.1.1.	Investigate options for the creation of a Town pool.	RC, FC	✓			Community Preservation Act Funds
Action 4.3.1.2.	Investigate the feasibility of developing tennis and basketball courts at Liberty Fields and Fifer's Field.	ConsCom, RC, FC	✓			Community Preservation Act Funds
Action 4.3.1.3.	Develop a consensus regarding the creation of bike and horse trails and create a plan for making these improvements where they are deemed appropriate.	RC, ConsCom, LS	✓			MAPC
Action 4.3.1.4.	Develop additional playing fields.	RC, FC, PB		✓		Community Preservation Act Funds
Strategy 4.3.2.	**Improve accessibility of facilities per Massachusetts Department of Transportation (MassDOT) and Americans with Disabilities Act (ADA) guidelines.**					
Action 4.3.2.1.	Implement the tasks outlined in MassDOT's ADA Section 504 Facility Inventory/Transition Plan.	RC, FC, COA, LS, ConsCom	✓			

Plan Recommendations (continued)		Parties Responsible	Timeline (if all columns have a ✓, implementation is ongoing)			Resources
			Short (1-3 years or by 2018)	**Mid** (4-7 years, or by 2022)	**Long** (8-10+ years, 2023 or later)	
Strategy 4.3.3.	**Identify recreational needs, particularly for teens and seniors.**					
Action 4.3.3.1.	Survey teens and seniors to determine specific needs.	RC, CoA, SC, CSC	✓			
Action 4.3.3.2.	Coordinate with schools and Council of Aging to establish new recreational programs for teens and seniors.	RC, CoA, SC, CSC	✓	✓		
Action 4.3.3.3.	Identify and prioritize accessibility improvements that are not mandated and go beyond MassDOT and ADA guidelines.	RC, FC, COA, LS, ConsCom	✓			

Plan Recommendations (continued)		Parties Responsible	Timeline (if all columns have a ✓, implementation is ongoing)			Resources
			Short (1-3 years or by 2018)	**Mid** (4-7 years, or by 2022)	**Long** (8-10+ years, 2023 or later)	
Aspiration 5. Is conscientious about consumption: The community is conscientious about its energy consumption and reduces its overall carbon footprint through improvements in energy efficiency, high standards for building practices, reductions in its communitywide energy usage, and reduced reliance on fossil fuels.						
Goal 5.1. Reduce the town's overall carbon footprint.						
Strategy 5.1.1.	**Actively explore options to adopt renewable energy generation sources for the town's electricity needs.**					
Action 5.1.1.1.	Collaborate with the Littleton Electric Light Department to launch a community-wide "Solarize" Program.	EC, BD	✓			MAPC, LELD
Action 5.1.1.2.	Investigate the feasibility of rooftop solar arrays on municipally owned facilities.	EC, FC, BD	✓	✓		MAPC, LELD
Action 5.1.1.3.	Explore the development of a community shared solar system for residents and businesses in Boxborough.	EC, FC, BD		✓		MAPC, LELD
Strategy 5.1.2.	**Promote energy efficiency and conservation measures for all buildings in the municipal, residential, and commercial sectors.**					

Plan Recommendations (continued)		Parties Responsible	Timeline (if all columns have a ✓, implementation is ongoing)			Resources
			Short (1-3 years or by 2018)	**Mid** (4-7 years, or by 2022)	**Long** (8-10+ years, 2023 or later)	
Action 5.1.2.1.	Collaborate with the Littleton Electric Light Department to create a communication strategy for available energy incentive programs.	EC	✓			LELD
Action 5.1.2.2.	Conduct outreach, awareness, and education programs for Boxborough's residents and businesses regarding energy reduction strategies.	EC, BD	✓	✓	✓	LELD, National Grid
Strategy 5.1.3.	**Develop mechanisms to support use of alternative fuel vehicles.**					
Action 5.1.3.1.	Explore conversion of town fleet to electric or hybrid vehicles.	EC, FC		✓		
Action 5.1.3.2.	Explore alternative fuel vehicles for school buses and municipal vehicles.	EC, FC, SC		✓		Acton-Boxborough Regional School District
Action 5.1.3.3.	Explore incentives to encourage new residential developments to install electric vehicle (EV) charging stations.	EC, PB		✓		
Action 5.1.3.4.	Explore incentives to encourage new and existing office developments to install electric vehicle charging stations.	EC, PB		✓		LELD

Plan Recommendations (continued)	Parties Responsible	Timeline (if all columns have a ✓, implementation is ongoing)			Resources
		Short (1-3 years or by 2018)	**Mid** (4-7 years, or by 2022)	**Long** (8-10+ years, 2023 or later)	

Aspiration 6. Is affordable and accessible: The community ensures that local policies, housing supply, and housing prices support the ideal of a more inclusive, welcoming Boxborough so that current and prospective residents at all income levels, abilities, and in all stages of life can live here.

Goal 6.1.	**Increase the availability of housing in Boxborough, including subsidized, market rate, rental, and for sale homes.**					
Strategy 6.1.1.	**Follow the *Boxborough Housing Production Plan 2015-2020* recommendations to lead and support the development of a diverse mix of affordable and market rate rental and homeownership housing that meets the needs of Boxborough residents across all income and age groups.**					
Action 6.1.1.1.	Identify existing municipal-owned parcels of land that are suitable sites for Local Initiative Program (LIP) affordable housing projects. The LIP process has the potential to provide the Town with greater input in the development process.	HB, PB	✓			
Action 6.1.1.2.	Identify privately owned parcels of land that could be acquired by the Town using Community Preservation Act (CPA) funds for affordable housing development.	HB, PB, CPC, FC	✓			

Plan Recommendations (continued)		Parties Responsible	Timeline (if all columns have a ✓, implementation is ongoing)			Resources
			Short (1-3 years or by 2018)	**Mid** (4-7 years, or by 2022)	**Long** (8-10+ years, 2023 or later)	
Action 6.11.3.	Support the development of rental housing through the Comprehensive Permit process and identify strategies that would allow extremely-low income and very-low income households to access this housing through existing tenant based rental assistance programs.	HB, PB		✓	✓	
Action 6.11.4.	Use CPA funds to develop a down-payment assistance program that could be used in conjunction with LIP/Chapter 40B homeownership projects.	HB, PB, CPC, FC	✓			Town Staff, Community Preservation Act Funds
Action 6.11.5.	Prioritize seniors' housing needs, such as accessibility features, in the permitting and development of all multi-family development projects.	HB, PB, CoA	✓	✓	✓	
Action 6.11.6.	Review the Town's Zoning Bylaw land use controls, including quadrangle requirements, to better understand how this requirement affects the development potential of oddly shaped, but otherwise suitable land parcels.	HB, PB	✓			Town Staff

Plan Recommendations (continued)		Parties Responsible	Timeline (if all columns have a ✓, implementation is ongoing)			Resources
			Short (1-3 years or by 2018)	**Mid** (4-7 years, or by 2022)	**Long** (8-10+ years, 2023 or later)	
Action 6.1.1.7.	Identify barriers to multi-family development, including use and intensity restrictions, in the Town's Zoning Bylaw as a means to support more housing options in Boxborough.	HB, PB	✓			Town Staff
Action 6.1.1.8.	Analyze the efficacy of accessory dwelling units, both attached and detached, as a means to meet affordable housing needs in Boxborough. Review the language in the existing bylaw, as well as units that have been constructed since the bylaw was enacted, to determine if amendments are necessary to expand its use.	HB, PB		✓	✓	Town Staff
Action 6.1.1.9.	Analyze the prevalence of "tear-downs" in Boxborough to determine if the demolition of existing single-family homes is contributing to the limited supply of homeownership opportunities for moderate-income households.	HB, PB	✓			Town Staff
Action 6.1.1.10.	Perform annual monitoring of units on the Town's Subsidized Housing Inventory to ensure compliance with affordability restrictions.	HB, PB, AHT	✓	✓	✓	Regional Housing Consultant

Plan Recommendations (continued)		Parties Responsible	Timeline (if all columns have a ✓, implementation is ongoing)			Resources
			Short (1-3 years or by 2018)	**Mid** (4-7 years, or by 2022)	**Long** (8-10+ years, 2023 or later)	
Strategy 6.1.2.	**Proactively plan for Boxborough's housing needs by updating the Town's Housing Production Plan every five years.**					
Action 6.1.2.1.	Update the 2015 Boxborough Housing Production Plan in 2019.	HB, PB			✓	Town Staff, MAPC
Strategy 6.1.3.	**Promote universal/inclusive design for new construction and renovations to increase accessibility for all, including people with disabilities.**					
Action 6.1.3.1.	Identify barriers to universal/inclusive design in existing zoning bylaws and amend as necessary.	HB, PB, CoA, DRB, CSC, BD		✓	✓	MAPC

Plan Recommendations (continued)		Parties Responsible	Timeline (if all columns have a ✓, implementation is ongoing)			Resources
			Short (1-3 years or by 2018)	**Mid** (4-7 years, or by 2022)	**Long** (8-10+ years, 2023 or later)	

Aspiration 7. Is regionally well-connected: Boxborough is a part of a regional economy with goods, services, employment, and gathering places nearby – sometimes in town, and sometimes in neighboring towns. Convenient access to regional transportation systems, including transit options, help ensure efficient commuting options for Boxborough residents. Boxborough's municipal government, including Town boards and committees, collaborate with surrounding communities and regional entities.

Goal 7.1.	**Increase the quality, safety, accessibility, and reliability of transportation options for all income and age groups.**					
Strategy 7.1.1.	**Encourage active modes of transportation, such as walking and biking.**					
Action 7.1.1.1.	Consider adoption of "Complete Streets" Policy that would improve safe road access for all users, including bicyclists and pedestrians.	PB, BoS, DPW	✓			MAPC
Action 7.1.1.2.	Implement the 2003 Economic Development Trail Master Plan along Route 111/ Massachusetts Avenue.	PB, DPW, ConsCom	✓	✓		MAPC, MassWorks, Community Preservation funds
Action 7.1.1.3.	Develop a prioritized plan for new sidewalks and bicycle infrastructure to connect to 1) schools, 2) recreational resources, 3) shopping/dining, and 4) Commuter Rail.	PB, RC, EDC, COA	✓			MAPC

Plan Recommendations (continued)	Parties Responsible	Timeline (if all columns have a ✓, implementation is ongoing)			Resources
		Short (1-3 years or by 2018)	**Mid** (4-7 years, or by 2022)	**Long** (8-10+ years, 2023 or later)	
Action 7.1.1.4. Provide bicycle parking at destinations including retail/dining, schools, recreational facilities, and municipal buildings.	PB, RC, EDC, DPW		✓		MAPC
Strategy 7.1.2. Identify and promote new technology to make transit and ride-sharing more viable.					
Action 7.1.2.1. Coordinate local transportation options and deploy technology to provide an on-demand shuttle that can serve commuters, reverse commuters, and local daytime trips.	BoS, TA	✓	✓	✓	MAPC, CrossTown Connect, 495/MetroWest Partnership
Action 7.1.2.2. Explore new and innovative options to serve residents' commuting needs, such as ride- or car-sharing services.	BoS, TA, COA	✓			MAPC, CrossTown Connect, 495/MetroWest Partnership
Strategy 7.1.3. Advocate for Boxborough's participation in regional transportation solutions.					
Action 7.1.3.1. Continue to engage with Regional Transit Authorities (RTAs) or partner with neighboring communities on providing first- and last-mile solutions for both residents and employers.	BoS, TA, COA	✓	✓	✓	MAPC, 495/MetroWest Partnership, CrossTown Connect

Plan Recommendations (continued)		Parties Responsible	Timeline (if all columns have a ✓, implementation is ongoing)			Resources
			Short (1-3 years or by 2018)	**Mid** (4-7 years, or by 2022)	**Long** (8-10+ years, 2023 or later)	
Action 7.1.3.2.	Engage in public-private partnership with local large employers to identify and implement first- and last-mile solutions that will benefit local and regional workers alike.	BoS, TA	✓	✓	✓	MAPC, 495 /MetroWest Partnership, CrossTown Connect
Goal 7.2.	**Engage in partnerships with surrounding towns and the region.**					
Strategy 7.2.1.	**Continue participation in regional planning conversations and decision-making.**					
Action 7.2.1.1.	Continue participation in the MAGIC (Minuteman Advisory Group on Interlocal Coordination) subregional council.	BoS, PB	✓	✓	✓	MAPC
Action 7.2.1.2.	Continue to participate in MAPC (Metropolitan Area Planning Council) quarterly council meetings and other events.	BoS, PB	✓	✓	✓	MAPC
Action 7.2.1.3.	Continue to advocate for regional transportation solutions as a member community of the Boston Region Metropolitan Planning Organization.	BoS, PB	✓	✓	✓	MAPC

Plan Recommendations (continued)		Parties Responsible	Timeline (if all columns have a ✓, implementation is ongoing)			Resources
			Short (1-3 years or by 2018)	**Mid** (4-7 years, or by 2022)	**Long** (8-10+ years, 2023 or later)	
Action 7.2.14.	Continue to advocate for regional transportation solutions as a member of the CrossTown Connect Transportation Management Association	BoS, PB, TA				CrossTown Connect
Action 7.2.15.	Continue to advocate for regional transportation solutions as a member of the 495/MetroWest Partnership					495/MetroWest Partnership
Action 7.2.16.	Continue participating in, coordinating with, and partnering with other regional entities in addition to those mentioned in the above listed activities.	BoS	✓	✓	✓	
Strategy 7.2.2.	**Maintain regular communication with and provide information to surrounding towns and MAPC.**					
Action 7.2.21.	Provide copies of any Boxborough planning documents and request copies from surrounding Towns (for example, provide copies of the recently completed *Boxborough Open Space and Recreation Plan 2015-2022*).	TA, TP	✓	✓	✓	Town Staff
Goal 7.3.	**Pursue regional approaches for open space and recreation.**					

Plan Recommendations (continued)		Parties Responsible	Timeline (if all columns have a ✓, implementation is ongoing)			Resources
			Short (1-3 years or by 2018)	**Mid** (4-7 years, or by 2022)	**Long** (8-10+ years, 2023 or later)	
Strategy 7.3.1.	**Coordinate with neighboring communities to improve open space and recreation opportunities across many communities.**					
Action 7.3.1.1.	On an ongoing basis, identify lands at town boundaries that could benefit from additional protections and work with abutting Town(s) to pursue appropriate development restrictions. If vision for these parcels is not aligned, pursue joint planning and goal-setting for these parcels.	ConsCom, BoS, PB	✓	✓	✓	
Action 7.3.1.2.	Coordinate with neighboring communities to develop a regional open space and trail network.	BoS, RC, ConsCom, LS		✓	✓	MAPC
Action 7.3.1.3.	Identify recreational services and facilities in Boxborough and neighboring towns and plan for sharing of these facilities where feasible and desirable.	RC, DPW	✓			

7a

Selina Shaw

From: Kathleen Smyers [redacted]
Sent: Wednesday, July 08, 2015 8:49 PM
To: emarkiewicz@boxborough-ma.gov
Cc: Al Murphy; Channing Wagg; Cindy Worthington-Berry; dmonteiro@boxborough-ma.gov; Gail Walsh; James Gorman; Laura Arsenault; Liz Markiewicz; Marie Cannon; Melissa Immonen; Pam Follett; Randy White; Selina Shaw; susie.n.allen[redacted]; Tamara Bedard; Warren Ryder
Subject: Well being committee change

Hi Everyone,

I have enjoyed being on the Well Being Committee for several years now and working with all of you who share my interest in the wellness needs of our community. It has been a wonderful experience to get to know each of you. I am very proud of the work we have done under the leadership of both Channing and Liz.

With much thought, I have decided not to renew my at-large membership. As I am out of town part of most weeks, I find it increasingly difficult to manage all my commitments

I have discussed this with Liz and feel sure that this is an opportunity to add someone with a different perspective to enrich the committee.

Also, I am hoping that I will be able to participate on some level as a community member on occasional projects, such as the diversity study group.

Thank you for allowing me to serve the town of Boxborough.

Sincerely,

Kate

Kate Smyers, RN, BSN
Healing Arts Collaborative for Body-Mind-Spirit
[redacted]
[redacted]
Certified Jin Shin Jyutsu Practitioner

Please follow this link to view a video on Jsj program at the Markey Cancer Center:

http://ukhealthcare.uky.edu/markey/jsj/

On Jun 8, 2015, at 8:53 PM, Elizabeth Markiewicz <emarkiewicz@boxborough-ma.gov> wrote:

> Sorry – I forgot the reminder. Attached is the agenda and minutes from April. Hope to see you tomorrow!
>
> Elizabeth A. Markiewicz
> Town Clerk
> 29 Middle Road

Selina Shaw

From: Elizabeth Markiewicz <emarkiewicz@boxborough-ma.gov>
Sent: Monday, August 31, 2015 10:29 AM
To: 'Selina Shaw'
Subject: FW: Research group meeting before next Well Being Committee?

Elizabeth A. Markiewicz
Town Clerk
29 Middle Road
Boxborough, MA 01719
978-264-1727
Hours:
Mon-Thurs: 9am-2pm
Monday evenings: 6pm-8pm

From: Susie Allen [redacted]
Sent: Thursday, July 30, 2015 9:44 AM
To: Elizabeth Markiewicz
Cc: Kathleen Smyers; Lauren Abraham; Kate Smyers; Cindy Worthington-Berry; Gail Walsh; Pam Follett
Subject: Re: Research group meeting before next Well Being Committee?

Dear all,

My husband and I have just sold our home in Boxborough after living here for almost 17 years. We are moving to West Concord in mid-September.

Being a part of the Well-Being Committee has been a highlight of my community life. I have found our meetings and work to be important and valuable to our town, and our efforts to be fruitful and sustaining - especially in hiring Lauren!

If it is possible and appropriate for an 'out-of-towner' to remain on the committee, I'd be interested in continuing. That said, I will have to miss the September meeting as we will be in the thick of moving.

many thanks to everyone~

On Wed, Jul 29, 2015 at 1:38 PM, Elizabeth Markiewicz <emarkiewicz@boxborough-ma.gov> wrote:

Well I guess I should learn to count to three—also I looked back at our draft June minutes where it clearly states that our next meeting is Tuesday, September 15.

8a

Internal Communications and Outgoing Communications
September 14, 2015

1. Letter from Comcast Sr. Mgr. of Gov't & Regulatory Affairs, Ben Pearlman, dated August 24, 2015, to the Board of Selectmen announcing that for the 4th year Comcast is offering "Internet Essentials" a program that provides low-income families with children access to low-cost broadband service.

2. Letter from Minuteman School District Supt. Ed Bouquillon, dated August 28, 2015, to Chairman Amoroso and the members of the Board seeking to clarify the confusion and misunderstandings concerning the proposed School Building project. *

3. Letter from MMA Exec. Dir. & CEO, Geoffrey Beckwith, dated August 31, 2015 to "Local Official" announcing the Fall Legislative Breakfast meetings schedule. #

* Indicates that the item is included in the agenda packet as well as in the general notebook.
# Previously distributed

8a(2)

*BOS TA

MINUTEMAN
A REVOLUTION IN LEARNING

received
9-2-15

August 28, 2015

Mr. Vincent Amoroso
Board of Selectmen
29 Middle Road
Boxborough, MA 01719

Dear Chairman Amoroso and Members of the Board:

I am writing to clarify what appears to be some confusion or misunderstanding about plans for a new Minuteman High School which were unanimously endorsed by the Massachusetts School Building Authority (MSBA) on August 6. I am addressing comments first reported in the Concord Journal on August 3 in an article titled "Minuteman school fight hits Sudbury" and reprinted the following day in the MetroWest Daily News in an article re-titled "Sudbury finds some allies in Minuteman school fight." The article, written by Brittney McNamara, reported on a district-wide meeting hosted by the Sudbury Board of Selectmen.

While I applaud the spirit of Selectman Len Simon's declaration to find a common path forward for the building project, I am compelled to provide some clarification regarding several critical aspects of the discussion:

School Size

It appears that some town officials are still unclear about why we are proposing to build a new school with a design enrollment of 628 students. The number is based on data that was discussed at multiple public meetings. We came to the number, over time, based on our comprehensive review of enrollment trends, labor market data on occupational demand, the specific needs of the career programs we are offering, and input from our member towns, among other factors. In our expert opinion, 628 is also the smallest sized school that allows us to retain the quality of education our communities expect. This size will result in a lower per student operating cost. Further, MSBA's staff and board of directors have indicated that a school of 600 students is the ***smallest*** they would commit state funds to.

For those seeking a more detailed answer, we have prepared a two-page document outlining how we reached 628. That document can be found on the School Building Committee page under "Latest Updates." See http://minutemanschoolbuilding.org/

Out-of-District Students

Minuteman High School has a long, rich history of welcoming students from outside the 16-town district. Benefits of welcoming out-of-district students include: a contribution to operating costs through out-of-district tuition, improved student diversity, and allowing the school to offer a wider range of career paths and electives. For a period in the 1990s, more than 60% of the school's student body came from outside the district. This past year, we were at 43%.

Since I arrived at Minuteman eight (8) years ago, we have been hearing concerns from officials in our member towns that Minuteman was relying too heavily on out-of-district students at the same time the Commissioner of Education was reducing out-of-district tuition rates. We listened and responded. As a direct result, we reduced the size of the planned school, downsized enrollment to 628 students, and initiated plans to more effectively recruit within the district's 16 towns. We conservatively project that more than 500 of the 628 students will be from within the district within a few years of the project's completion.

Change in Regulations

At the same time we were downsizing the school, we were working with the Department of Elementary and Secondary Education (DESE) to allow a capital fee be imposed on towns sending out-of-district students. I personally advocated for this change. Up until now, non-member communities paid the state-established tuition fee only, but they were not responsible for paying a share of capital construction costs for the new school. The Minuteman School Committee and I agreed with member town officials that that placed an unfair burden on taxpayers in our member towns. This concern has been fully addressed.

On February 23, 2015, the Board of Elementary and Secondary Education approved revised Chapter 74 regulations. These regulations include a provision allowing a capital fee be added to the base tuition rate set by DESE. Putting it bluntly, non-member communities no longer get a "free ride" when it comes to capital expenditures.

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Minuteman's Involvement Moving Ahead

Minuteman would like to be included in future discussions with select boards so that we can discuss the facts and keep misinformation to an absolute minimum. In this regard, Minuteman School Committee chair Jeffrey Stulin and School Building Committee chair Ford Spalding will be in touch soon to inform you of meetings they are arranging to discuss the project and seek your input.

Over the next ten (10) weeks, I will be concentrating my efforts on the design phase of the project and will be meeting with students, parents, staff, business people, and community leaders. I personally welcome the input of all community members, including members of your Board, in providing productive ideas to our Design Team.

Thank you for your support of Minuteman High School and our students.

Very truly,

Edward A. Bouquillon, PhD
Superintendent-Director

cc: Town Administrators/Managers
School Committee Chair
Minuteman School Committee Members

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Proposed BoS Meeting Schedule
January - May 2016
For discussion purposes 9/14/15

Date	Business
January	
4th	**No meeting**
11th	**Meeting [vote to call ATM]**
18th	**No meeting - Martin Luther King's birthday**
25th	**Meeting [Review budgets with (2) primary dept heads] (TA on vacation 1/21 - 1/30)**
February	
1st	**No meeting**
8th	**Meeting [Review budgets with (2) remaining primary dept heads]**
15th	**No meeting - Presidents' Day**
22nd	**Meeting [review budgets with boards & committees as necessary & vote to close warrant for ATM]**
29th	**No meeting**
March	
7th	**Meeting [public hearing on any gen'l bylaw changes]**
14th	**Meeting [finalize language for warrant articles]**
21st	**Meeting [final deadline for written recommendations. Along with FinCom, determine funding; final votes (BoS/FinCom) on warrant articles and budget]**
28th	**No meeting**
April	
4th	**Meeting [BoS signs warrant]**
11th	**Meeting**
18th	**No meeting - Patriots' Day**
25th	**Meeting [review motions]**
May	
2nd	**No meeting**
9th	**Annual Town Meeting starts (continuing, possibly on Tuesday and Thursday, 5/10 & 5/12. BoS meetings will be posted for the duration of ATM.**
16th	**No meeting**
	Town Election (ATM continuing this week if necessary, possibly on Wednesday and Thursday, 5/18 & 5/19)
18th (Wednesday)	***BoS meets if ATM still ongoing, otherwise May 23 rd[reorganization]***
23rd	**Meeting**
30th	**No meeting - Memorial Day**

Budget & *Warrant Article* Timeline
FY 2017

September 21 — BoS discusses budgetary guidelines:

- **Prepare a zero-based budget.** Budget managers (i.e. dept heads/committee chairs) should prepare their budgets from the bottom up, starting from **zero.** (The prior year's budget should **NOT** be used as the base).
- Define the level of budget necessary for the operation of the department/board and identify the key underlying assumptions. **Be prepared to provide a rationale for your budgetary decisions identifying how the funding requested relates to the level of service proposed.** Itemized or summarized line-by-line expenditures will help reduce the need for further explanation by reviewing committees.
- Salaries will be tied to contractual obligations, or for those employees under the Personnel Plan, to the Classification and Compensation Schedule. For the purposes of preparing the first pass at the budget, Compensation Schedule wages should be calculated with a **1.5%** increase and a step increase where appropriate.

September 24 — *CPA Step 1 Preliminary Applications Due to CPC*

October 20 — Staff Meeting:

- Relate budget message
- Review budget process and timeline
- Accountant distributes budget packages (hard and soft copies) to all departments and committees

October 20 – November 16 — Budget Managers prepare budgets with assistance provided by TA and Accountant if requested. Mechanical issues, as well as questions regarding growth, operations, etc. and clarifications on budget guidelines, should be directed to TA.

October 29 — *CPA Step 2 Final Applications Due to CPC*

November 16 – December 11 — BoS liaisons, along with respective FinCom liaisons, meet individually with primary department heads (Police, Fire, Dispatch, DPW, and TA) to begin first review of budgets, ensuring consistency with budget guidelines and working with department heads to make reductions or other changes as necessary.
Budget Managers revise budgets accordingly

November 23 — *Dept & Committee Comments on Proposed Projects Due to CPC*

December 3 (& 17?) — *CPC Public Hearing*

December 14 — Deadline for returning budget packages to Accountant (hard and soft copies). Any submitted without summary document will be returned to preparer.
Budget managers shall also submit intent and scope of proposed capital warrant articles for Annual Town Meeting (hard copy to accountant; soft copy to TA).

December 14 – December 31 — Accountant assembles budget books for TA, BoS & FinCom.

January 4 — BoS and FinCom receive budget books.

Budget & *Warrant Article* Timeline
FY 2017

January 7	*CPC Final Votes on all CPA Projects moving forward*
January 11	BoS perform cursory review of budgets *(& warrant articles)*. Selectmen note "red flag issues" and determine which board/departments they would like to invite in for further discussion. BoS liaison and TA work with those budget managers to revise budgets as necessary and to schedule appointment with full BoS in January and February as needed. FinCom starts review of budgets, receiving additional input/clarification as necessary from TA and budget preparers. If needed, FinCom will prepare additional analyses and run scenarios. [N.B. BoS will determine appropriate service levels]
January 25	BoS and FinCom meet with 2 primary department heads on alternating basis, or jointly, to review budgets.
February 8	BoS and FinCom meet with remaining 2 primary department heads on alternating basis, or jointly, to review budgets.
February 8 (TBD)	Planning Board Public Hearing
February 22	BoS and FinCom meet with boards/committees as necessary to review budgets
February 22	*BoS closes warrant to any new articles. [BoS liaison to the committee/department will work with sponsor of article and will be responsible for writing the recommendation on behalf of the BoS, as well as presenting at ATM. If liaison is away, Chair will assign responsibility to another member].*
March 7	BoS & Personnel Board Joint Public Hearing on any proposed Personnel Plan changes (may try to move this up, depending upon other proposed changes to Personnel Plan). Public hearing on any other proposed general bylaws.
March 10 (Thurs)	*Departments/Committees submit final language for warrant articles in electronic format to TA.*
March 14	*BoS finalizes language for warrant articles.*
March 17 (Thurs)	*Final deadline for All written recommendations. Committees submit recommendations in electronic format to TA. (Recommendations should apply only to the scope and responsibility of the board).* FinCom deadline for the FinCom Report FinCom deadline for the Budget Votes
March 21	*BoS meet with FinCom and determine funding sources for articles.* BoS take final votes on budget & *warrant articles*.
April 4	BoS signs warrant.
April 22 (Fri)	Last possible date for warrant to be posted by Constable and mailed to town's residents.

NB: "Committee," "Board," and "Commission" are used synonymously.
Budget manager and dept head/committee used synonymously as well…

Budget & *Warrant Article* Timeline
FY 2017

PROCESS

Communication is key to a successful budget process. Budget managers must communicate to the Board of Selectmen and Finance Committee through their liaison and likewise, the BoS and FinCom must ensure that budget managers are fully apprised of any and all proposed changes to their submitted budgets. Changes to the Budget will be made through the revision process by the Budget Manager.

- In order to maintain control of the master budget, only the Accountant will update the electronic master file.
- **After the initial submission of budgets to the Accountant by December 14, any and all proposed revisions will be handled as detailed below.**
  1. Revisions must be submitted to Accountant by **noon on Thursday** in order to be included in that week's revisions. Revisions submitted after that time will be included in the following week's revisions. Revisions may not be published every week. Accountant will have discretion to publish bi-weekly depending on the quantity and timeliness of revisions.
  2. Each time that a budget manager proposes revisions to the department/board budget, the budget manager will complete two documents to detail the proposed revisions:
     a) **Budget worksheet**. Budget manager will ensure that all numbers tie out to any subsidiary salary worksheets.
     b) **Budget revision form**. The revision document will be in the form of a spreadsheet, which will be provided after original budget submission to the Town Accountant. The spreadsheet for each department will be used to keep a running total and explanation of **all** changes submitted since the original budget. The spreadsheet will have columns for date, expense line item, amount of revision, and explanation. Additionally, the form will list the total departmental budget, per the original submission.
        i. The starting point for the first revision will be the original submitted department budget. The budget manager will list proposed revisions line by line, listing amounts and the explanation for each proposed revision. The worksheet will then sum the total of the revisions and the original submitted budget to arrive at a "New Total Dept. Budget."
        ii. The starting point for subsequent revisions will be the last "New Total Dept. Budget."
     c) Budget manager shall submit a revision form and revised Budget Worksheet via email to the Town Accountant.
  3. Town Accountant will ensure that proposed revisions are properly reflected on budget worksheet and that budget worksheet is in balance with subsidiary salary worksheets.
- Accountant will update electronic budget file and will
  1. include revision and date on the budget and any supplemental worksheets as updated
  2. distribute an electronic file (paper copies will be provided by request) of all changes included in the revision to the BoS, FinCom and TA
  3. distribute electronic copies (paper copies will be provided by request) of individual revised department/committee budgets only to the affected department heads and committees.
  4. provide electronically a public display version of the budget file (excluding salary worksheets) to Town Clerk, for placement on the town's website **no more than once a week, on Fridays**.

8b

Minutes, Notices and Updates
September 14, 2015

Minutes

1. Conservation Commission minutes from the meeting held August 5, 2015.
2. Personnel Board minutes from the meeting held August 5, 2015.
3. Board of Appeals minutes from the meeting held August 18, 2015.
4. Vocational Education Advisory Committee minutes from the meeting held August 25, 2015.

Notices

1. Notices of A-B School Regional School District related meetings:
   a. Regular School Committee meeting held September 3, 2015
   b. Legislative Issues & Initiatives Subcommittee meeting held September 11, 2015
   c. Budget Subcommittee meeting to be held September 16, 2015
   d. Policy Subcommittee meeting to be held September 16, 2015
2. Notice of an AgCom meeting held September 8, 2015
3. Notice of a Recreation Commission meeting held September 8, 2015
4. Notices of Vocational Education Advisory Committee meetings:
   a. Held September 8, 2015
   b. To be held September 16, 2015
5. Notices of Minuteman Regional School District meetings:
   a. Special School Committee meeting held September 8, 2015
   b. Regular meeting to be held September 16, 2015
6. Notice of a Public Safety Communication Committee meeting held September 9, 2015
7. Notice of an Affordable Housing Trust meeting held September 9, 2015
8. Notices of Finance Committee meetings:
   a. To be held September 21, 2015
   b. To be held October 5, 2015

9. Notice of a Steele Farm Advisory Committee meeting to be held September 22, 2015

10. Notice of a Personnel Board meeting to be held September 23, 2015

11. Notice of an AgCom meeting to be held August 31, 2015 [Revised]

12. Notice of a Concord Area Education Collaborative meeting to be held September 16, 2015