Board of Selectmen
Ware Town Hall, 126 Main Street, Meeting Room

Meeting Notice Agenda
Tuesday, January 10, 2017 at 7:00 p.m.

Meeting Opened

Opening Remarks, Announcements, and Agenda review by Chair

Consent Agenda
• Approval of December 20, 2016 Regular Session Meeting Minutes

Comments and Concerns of Citizens

Scheduled Appearances
• 7:15 p.m. Joint Meeting with School Committee and Finance Committee for Financial Projection and Budget Priority Discussion

Old Business

New Business
• Approval of Appointment of Director of Planning & Community Development
• Animal Control Officer Designation 2017
• Approval of One-Day Liquor License- St. Mary’s Church Dinner, Saturday, January 28, 2017
• Appointment of Records Administrative Officers
• Police Chief Hiring Process
• Recommendations on Plowing and Sanding Unfinished Subdivision Roads- Winter 2016-2017

Town Manager Report

Adjournment
Board of Selectmen
Ware Town Hall, 126 Main Street, Meeting Room

Meeting Minutes
Tuesday, December 20, 2016 at 7:00 p.m.

Present: Selectman Carroll, Selectman Desmond, Selectman Fountain, Selectman Whitney, Stuart Beckley, Mary Midura, Stanley Ciukaj, Fire Chief Coulombe

Absent: Selectman Talbot

Also Present: Barbara Zins, Anne Krasnecky, Robert Krasnecky, Robert Heon, Jason Farrar, Darlene Goudreau Sojka, Maggie Sorel, Laurie Whitney, Bill Jackson, Barbara Messier, Tracy Opalinski

Meeting Opened: Chairman Carroll opened the meeting at 7:00 p.m.

Opening Remarks, Announcements, and Agenda review by Chair: Chairman Carroll wished a Merry Christmas and Happy Hanukkah to all residents. Chairman Carroll also noted with gratitude from the Board of the Shelter-in-Place at the WJSHS on Friday, December 2, 2016, in which Officer Bonnayer, Officer Topor and all of the police team brought a swift resolution to the incident with investigation, identification and arrest of the responsible individual.

Consent Agenda
- Approval of BOS December 6, 2016 Meeting Minutes: Selectman Desmond moved to approve; Selectman Whitney seconded. The motion passed on a vote of 4 Yes, 1 Absent (Talbot).

Comments and Concerns of Citizens

Mr. Jackson noted the Water & Sewer Director received $50,000 to investigate the filter system, and questioned the status. Town Manager Beckley explained the master plan is complete, and the next step is the PILOT study scheduled for spring 2017 with more town meeting action.

Mr. Jackson also questioned who pays for the fence around the building on Main Street; Town Manager Beckley explained that the building owner pays for the fence.

Maggie Sorel announced an open meeting of the Friends of Ware Seniors to be held Tuesday, January 10, 2017 at 10:00 a.m. at the Ware Senior Center. This group is formed to help all seniors.
Scheduled Appearances

- 7:05 p.m. Public Hearing:

   Chairman Carroll read the public notice of the hearing. Jason Farrar was present as National Grid representative for the petitions.
   - #20318147 National Grid/Verizon New England to install new pole on Campbell Road
   - #20318200 National Grid/Verizon New England to install poles and wires on Dugan Road
   - #20318200-B National Grid/Verizon New England to install poles and wires on Anderson Road

There were no objections or questions from notified abutters.

Selectman Desmond moved to approve; Selectman Whitney seconded. The motion passed on a vote of 4 Yes, 1 Absent (Talbot).

Old Business

- Slum & Blight Designation – Follow Up

Selectman Whitney read a statement submitted by Selectman Talbot (attached). Chairman Carroll asked for questions and comments from residents:

Maggie Sorel: Stated that $800,000 over 10 years will not go far. The map provided should be done as an overlay map with all affected streets. Will the town take down the Main Street building? If people fail to be accountable as the owners on Vigeant or West Main, will the town assume responsibility? Was this advertised? (Mr. Beckley answered yes). This label divides the town, people will ask “Where do you live?” and property values are affected. Ware is #23 as highest tax rate in the state.

Selectman Desmond stated that transparency is needed, and he did not know that PVPC had a contract for this. This report was thrust at the Board, created bad publicity and stigma, and should have been better planned.

Darlene Goudreau Sojka: Noted her shock at discovering her home is in the “Slum and Blight Area” as these labels divide and hurt by the definitions of “slum” and “blight”. Ms. Sojka questioned what this designation will do to the value of her home, should she choose to sell. She stated that the Selectmen should be ashamed to have voted for this. Ms. Sojka questioned what the funds will be used for and who will decide what is improved in which area, or will it all be used on Main Street? How long does this designation last?

Mr. Beckley clarified the use of the $800,000. The town has used Community Development Block Grant funding for over 20 years. Those funds are not tied to the “Slum and Blight Designation”, which has always existed and is not a new program, but allows expanded uses of the funds. Funds received in this designation can be used for new facades, infrastructure, underground water and sewer and buildings. Without this designation, it is unlikely the funding received could be used for those expanded purposes. The designation is for ten years.

Ms. Sorel noted that those with private property who take no responsibility should be taken to court and held responsible.

Ms. Sojka questioned the label and stated it will not help homeowners.
Mr. Beckley explained that the annual grant from Housing Rehabilitation Program includes this designation area and approximately 6-10 units would be improved per year. Other benefits would be to infrastructure and water, sewer and streets. Previously, an income survey of families on North and Church Streets had to be completed in order for repairs to be done. This designation allows repairs and is a benefit to homeowners.

Ms. Sorel questioned why extra funds in the Enterprise Funds account cannot be used. Mr. Beckley explained the preference to use Federal and State Grants, not town funds.

Tracy Opalinski, Community Development Authority: This designation was created by Gerald Ford in 1974 and is a valuable tool to use funds in target areas. If the funds are not used, they go back to the state. Ms. Opalinski agreed that the label is awful, and presented a petition to be sent to Housing and Urban Development (HUD) and MA Department of Housing and Community Development to consider renaming the 1974 CDBG "Slum and Blight" National Priority Designation to more neutral working. Citizens are encouraged to sign this petition. (attached) Ms. Opalinski stated that this is an opportunity to make our neighborhoods better.

Mr. Jackson stated that Aspen Street 62 years ago was for families, and all took care of the neighborhood. The basis was the work in the mills. Now there are no jobs locally and industry won't be brought back unless the town is improved.

Ms. Opalinski noted that she is also on the Ware Civic and Business Association, and the business community is vibrant, but lacking some skill sets. One positive is the new community college to help us gain educated employees.

Ms. Sorel noted that the Board voted on this designation on December 6, 2016 and questioned if any of the Board members knew the boundaries or driven the area, again noting that the map is unreadable.

Selectman Carroll stated that he had looked at all areas in the designation. Selectman Whitney stated that he did not physically drive the areas, but knowing that 25% need repair and the downtown needs serious help, he voted for this in good conscience.

Mr. Beckley stated that this tool is used throughout the country, and yes the label is tied to the grant, but a recent article referred to data, including open spaces Ware can be proud of, as scoring poorly. Many people in this town want to move forward, and this tool will help move us forward. In time, this use will move property values up in the town.

Selectman Desmond questioned if other towns use this designation. Mr. Beckley answered that Palmer, Turners Falls, and Easthampton are using this, to name a few. Ware also had this designation previously. Drive to Turners Falls, and you can see obvious improvements.

Ms. Opalinski noted that the Ware Public Schools are 67 out of 320 in the state. This is a great opportunity for the town to make improvements.

- Review of Dog Complaint

Mr. Robert Heon thanked the Board, Ms. Prideaux (Ware Animal Control) and the Messiers for the resolution of this complaint. He noted that he would complain again if the situation changes negatively in the warmer months.
• Police Chief Search Process, Discussion

Town Manager Beckley explained there will be no civil service written exam for Police Chief in 2017. An option is to hold an assessment center, but the cost per applicant is approximately $2500. Another option is to do an internal promotional assessment or an open competitive. The Board requested Mr. Beckley report at the January 10, 2017 meeting as to how many are serious internal applicants.

New Business

• Request to Increase Ambulance Fees

Fire Chief Coulombe presented information for proposed ambulance fee increases (attached)

Selectman Desmond moved to approve Medicare plus 150%; Selectman Whitney seconded. The motion passed on a vote of 4 Yes, 1 Absent (Talbot).

Selectman Desmond moved to approve continuation of the Ambulance Subscription Fee for 2017; Selectman Whitney seconded. The motion passed on a vote of 4 Yes, 1 Absent (Talbot).

• Appointment of Fire Chief as Forest Warden

Fire Chief Coulombe noted that he has jurisdiction by default per MGL Chapter 48, Section 42A.

• Approval for Change of Manager Application for License #29, JHN Enterprises, Inc. d/b/a Snow’s Restaurant, 136 Pleasant Street, Ware
  o Proposed New Manager: Teneille A. Chaisson

Mr. Saad introduced Ms. Chaisson to the Board of Selectmen. Ms. Chaisson also noted that she is TIPS certified and has her bartender license.

Selectman Desmond moved to approve the application for Change of Manager; Selectman Whitney seconded. The motion passed on a vote of 4 Yes, 1 Absent (Talbot).

• Approval of Annual Licenses for 2017: Common Victuallers, Entertainment, Automatic Amusement Devices, Lodging, Car Dealers, and Liquor License #29

Selectman Desmond moved to approve Annual licenses (attached) for 2017; Selectman Whitney seconded. The motion passed on a vote of 4 Yes, 1 Absent (Talbot).

Selectman Carroll noted an email presented by Bob and Anne Krasnecky with their concerns regarding RT’s Welding Fabrication and Auto Repair, Inc. (attached) The Board instructed Town Manager Beckley to write a letter to ask the licensee to address these concerns and provide the Board with an update within approximately 60 days.
• Vote to NOT RENEW License #42 Avalino, Inc. Annual Package Store Wine & Malt (Original license approved December 1, 2015 never picked up, business closed)

Selectman Desmond moved Not to Renew License #42; Selectman Whitney seconded. The motion passed on a vote of 4 Yes, 1 Absent (Talbot).

Town Manager Report: Mr. Beckley gave his report (attached). A question was asked regarding work on Babcock Tavern Road; Mr. Beckley answered that Chapter 90 funds of $600,000 over two years would be used. Selectman Desmond noted that the Beaver Lake Association should be notified of this work.

Selectmen also discussed the proposed GPS system. A separate presentation should be attended by Selectmen. Selectman Desmond stated that the information is not being properly used at this time. Mr. Beckley noted that the GPS is a cleaner way to track all needed information.

At 8:36 p.m., Selectman Whitney made the motion to adjourn; Selectman Desmond seconded. The Motion to Adjourn Passed on a vote of 4 Yes, 1 Absent (Talbot).

Attest: ____________________________

Mary L. Midura, Executive Assistant
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<td>Robert Krushecky</td>
<td>6 River Rd, Ware</td>
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<td>Robert Head</td>
<td>5 Horseshoe Circle</td>
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<td>Jason Farar</td>
<td>National Grid</td>
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<td>Jeanne Goodreau Sojka</td>
<td>24 1/2 Pine Rd, Ware</td>
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<td>Maggie Sorel</td>
<td>38 Lois St, Ware</td>
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<td>Laurie Whitney</td>
<td>37 Webster Rd</td>
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<tr>
<td>Bill Jackson</td>
<td>14 Acton</td>
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<tr>
<td>Barbara Messier</td>
<td>203 Mason Tpk Rd, Ware</td>
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<tr>
<td>Tracy Dracinski</td>
<td>68 Old Gilbertville Rd, Ware</td>
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Meeting of December 20, 2016
PUBLIC HEARING NOTICE

The Board of Selectmen will conduct a Public Hearing on Tuesday, December 20, 2016 at 7:05 P.M., Selectmen’s Meeting Room, 126 Main St. Ware. The purpose of the Public Hearing is to hear petitions from National Grid and Verizon New England for joint or identical pole locations at Campbell Road (#20318147), Dugan Road (#20318200) and Anderson Road (#20318200B). Copies of the petitions are available at the office of the Town Manager, 126 Main Street, Ware, MA.

All interested parties are invited to attend.

John Carroll
Chairman
Board of Selectmen
December 7, 2016
To the Board of Selectmen
Of Ware Massachusetts

NATIONAL GRID and Verizon New England, Inc requests permission to locate poles, wires, and fixtures, including the necessary sustaining and protecting fixtures, along and across the following public way:

Campbell Road-National Grid is relocation pole 8 on Campbell Road in Ware, approximately 30 feet north installing new stub pole for support.
Location approximately as shown on plan attached

Wherefore it prays that after due notice and hearing as provided by law, it be granted a location for and permission to erect and maintain poles and wires, together with such sustaining and protecting fixtures as it may find necessary, said poles to be erected substantially in accordance with the plan filed herewith marked - Campbell Road-Ware Massachusetts, 20318147 September 26, 2016

Also for permission to lay and maintain underground laterals, cables, and wires in the above or intersecting public ways for the purpose of making connections with such poles and buildings as each of said petitioners may desire for distributing purposes.

Your petitioner agrees to reserve space for one cross-arm at a suitable point on each of said poles for the fire, police, telephone, and telegraph signal wires belonging to the municipality and used by it exclusively for municipal purposes.

NATIONAL GRID
BY
Engineering Department

VERIZON NEW ENGLAND, INC.
BY
Manager / Right of Way

Questions contact – Jason Farrar- 508-935-1624
ORDER FOR JOINT OR IDENTICAL POLE LOCATIONS
In the Town of the Board of Selectmen of Ware Massachusetts

Notice having been given and public hearing held, as provided by law,
IT IS HEREBY ORDERED:
that NATIONAL GRID and VERIZON NEW ENGLAND INC. (formerly known as NEW ENGLAND TELEPHONE AND TELEGRAPH COMPANY) be and they are hereby granted joint or identical locations for and permission to erect and maintain poles and wires to be placed thereon, together with such sustaining and protecting fixtures as said Companies may deem necessary, in the public way or ways hereinafter referred to, as requested in petition of said Companies dated the 26th day of September 2016.

All construction under this order shall be in accordance with the following conditions:
Poles shall be of sound timber, and reasonable straight, and shall be set substantially at the points indicated upon the plan marked – Campbell Road-Ware Massachusetts.
20318147 Dated September 26, 2016. Filed with this order
There may be attached to said poles by NATIONAL GRID and Verizon New England Inc. such wires, cables, and fixtures as needed in their business and all of said wires and cables shall be placed at a height of not less than twenty (20) feet from the ground.

The following are the public ways or part of ways along which the poles above referred to may be erected, and the number of poles which may be erected thereon under this order:

Campbell Road-National Grid is relocation pole 8 on Campbell Road in Ware, approximately 30 feet north installing new stub pole for support.
Also for permission to lay and maintain underground laterals, cables, and wires in the above or intersecting public ways for the purpose of making connections with such poles and buildings as each of said petitioners may desire for distributing purposes.

I hereby certify that the foregoing order was adopted at a meeting of the
Of the City/Town of Massachusetts held on the day of 20 .

City/Town Clerk.

Massachusetts

Received and entered in the records of location orders of the City/Town of Book Page

Attest:
City/Town Clerk
Questions contact – Jason Farrar 508-935-1624
PETITION FOR JOINT OR IDENTICAL POLE LOCATIONS

North Andover, Massachusetts

To the Board of Selectmen
Of Ware Massachusetts

NATIONAL GRID and Verizon New England, Inc requests permission to locate poles, wires, and fixtures, including the necessary sustaining and protecting fixtures, along and across the following public way:

Anderson Road- National Grid is installing 5 new midspan poles along Anderson road and 1 new stub pole. Pole installs are part of a project to increase system reliability. Location approximately as shown on plan attached

Wherefore it prays that after due notice and hearing as provided by law, it be granted a location for and permission to erect and maintain poles and wires, together with such sustaining and protecting fixtures as it may find necessary, said poles to be erected substantially in accordance with the plan filed herewith marked – Anderson road-Ware Massachusetts,

20318200-B  September 26, 2016

Also for permission to lay and maintain underground laterals, cables, and wires in the above or intersecting public ways for the purpose of making connections with such poles and buildings as each of said petitioners may desire for distributing purposes.

Your petitioner agrees to reserve space for one cross-arm at a suitable point on each of said poles for the fire, police, telephone, and telegraph signal wires belonging to the municipality and used by it exclusively for municipal purposes.

NATIONAL GRID
BY
Engineering Department

VERIZON NEW ENGLAND, INC.
BY
Manager / Right of Way
Questions contact – Jason Farrar- 508-935-1624

ORDER FOR JOINT OR IDENTICAL POLE LOCATIONS
In the Town of the Board of Selectmen of Ware Massachusetts

Notice having been given and public hearing held, as provided by law,
IT IS HEREBY ORDERED:
that NATIONAL GRID and VERIZON NEW ENGLAND INC. (formerly known as NEW ENGLAND TELEPHONE AND TELEGRAPH COMPANY) be and they are hereby granted joint or identical locations for and permission to erect and maintain poles and wires to be placed thereon, together with such sustaining and protecting fixtures as said Companies may deem necessary, in the public way or ways hereinafter referred to, as requested in petition of said Companies dated the 26th day of September 2016.

All construction under this order shall be in accordance with the following conditions:
Poles shall be of sound timber, and reasonable straight, and shall be set substantially at the points indicated upon the plan marked – Anderson road-Ware Massachusetts. 20318200-B Dated September 26, 2016. Filed with this order
There may be attached to said poles by NATIONAL GRID and Verizon New England Inc. such wires, cables, and fixtures as needed in their business and all of said wires and cables shall be placed at a height of not less than twenty (20) feet from the ground.

The following are the public ways or part of ways along which the poles above referred to may be erected, and the number of poles which may be erected thereon under this order:

Anderson Road- National Grid is installing 5 new midspan poles along Anderson road and 1 new stub pole. Pole installs are part of a project to increase system reliability.

Also for permission to lay and maintain underground laterals, cables, and wires in the above or intersecting public ways for the purpose of making connections with such poles and buildings as each of said petitioners may desire for distributing purposes.

I hereby certify that the foregoing order was adopted at a meeting of the
Of the City/Town of , Massachusetts held on the day of 20

City/Town Clerk.

Massachusetts

Received and entered in the records of location orders of the City/Town of
Book Page

Attest:
City/Town Clerk
Questions contact – Jason Farrar 508-935-1624

PETITION FOR JOINT OR IDENTICAL POLE LOCATIONS

North Andover, Massachusetts

To the Board of Selectmen
Of Ware Massachusetts

NATIONAL GRID and Verizon New England, Inc requests permission to locate poles, wires, and fixtures, including the necessary sustaining and protecting fixtures, along and across the following public way:

Dugan Road-National Grid is installing 2 new poles on Dugan Road to break up long span lengths. Pole installs are part of a project to increase system reliability.
Location approximately as shown on plan attached

Wherefore it prays that after due notice and hearing as provided by law, it be granted a location for and permission to erect and maintain poles and wires, together with such sustaining and protecting fixtures as it may find necessary, said poles to be erected substantially in accordance with the plan filed herewith marked – Dugan Road-Ware Massachusetts,

20318200  September 26, 2016

Also for permission to lay and maintain underground laterals, cables, and wires in the above or intersecting public ways for the purpose of making connections with such poles and buildings as each of said petitioners may desire for distributing purposes.

Your petitioner agrees to reserve space for one cross-arm at a suitable point on each of said poles for the fire, police, telephone, and telegraph signal wires belonging to the municipality and used by it exclusively for municipal purposes.

NATIONAL GRID
BY
Engineering Department

VERIZON NEW ENGLAND, INC.
BY
Manager / Right of Way
ORDER FOR JOINT OR IDENTICAL POLE LOCATIONS
In the Town of the Board of Selectmen of Ware Massachusetts

Notice having been given and public hearing held, as provided by law,
IT IS HEREBY ORDERED:
that NATIONAL GRID and VERIZON NEW ENGLAND INC. (formerly known as NEW ENGLAND TELEPHONE AND TELEGRAPH COMPANY) be and they are hereby granted joint or identical locations for and permission to erect and maintain poles and wires to be placed thereon, together with such sustaining and protecting fixtures as said Companies may deem necessary, in the public way or ways hereinafter referred to, as requested in petition of said Companies dated the 26th day of September 2016.

All construction under this order shall be in accordance with the following conditions:

Poles shall be of sound timber, and reasonable straight, and shall be set substantially at the points indicated upon the plan marked – Dugan Road- Ware Massachusetts.

20318200 Dated September 26, 2016. Filed with this order
There may be attached to said poles by NATIONAL GRID and Verizon New England Inc. such wires, cables, and fixtures as needed in their business and all of said wires and cables shall be placed at a height of not less than twenty (20) feet from the ground.

The following are the public ways or part of ways along which the poles above referred to may be erected, and the number of poles which may be erected thereon under this order:

Dugan Road-National Grid is installing 2 new poles on Dugan Road to break up long span lengths. Pole installs are part of a project to increase system reliability.

Also for permission to lay and maintain underground laterals, cables, and wires in the above or intersecting public ways for the purpose of making connections with such poles and buildings as each of said petitioners may desire for distributing purposes.

I hereby certify that the foregoing order was adopted at a meeting of the Of the City/Town of Massachusetts held on the day of 20.

City/Town Clerk.

Massachusetts 20.

Received and entered in the records of location orders of the City/Town of Book Page

Attest: City/Town Clerk
SKETCH TO ACCOMPANY PETITION FOR INSTALLATION OF PROPOSED POLES P.30, P.32, P.34, P.35-84, P.1-50 AND P.2-50 ALONG ANDERSON AND DUGAN RD IN WARE, MA

ENGINEER: Jason Ferrai
PHONE: 508-935-1642
DATE: 09/06/2016

LEGEND

- PROPOSED JO POLE
- PROPOSED SO POLE
- EXISTING JO POLE
- ROAD
- LOT LINES
- OVERHEAD LINE

FELIX CRISTIAN J & HELEN F
302 BELCHERTOWN RD,
WARE 01082
Property ID: 21-0-1

FELIX CRISTIAN J & HELEN F
302 BELCHERTOWN RD,
WARE 01082
Property ID: 21-0-2

WARE TOWN OF
0 ANDERSON RD,
WARE 01082
Property ID: 15-0-5

SHURTLEFF ROBERT
0 ANDERSON RD,
WARE 01082
Property ID: 16-0-4

ROHAN JONATHAN P
97 ANDERSON RD,
WARE 01082
Property ID: 15-0-4

GAUDREAU CHAD C
92 ANDERSON RD,
WARE 01082
Property ID: 15-4-3

BIGDA PAUL J
94 DUGAN RD,
WARE 01082
Property ID: 15-0-22
To: Selectmen - John Carroll, John Desmond, Michael Fountain, and Alan Whitney  
    Town Manager Stuart Beckley

From: Nancy Talbot

I will be absent from this meeting tonight – attending a forum in Petersham with regard to the New Public Records Law.

I hope to bring back information to share with the Town Manager and the Department Heads based on questions that are posed and responses given by the presenter(s) - KP Law, PC Government Information and Access Group.

_The attached is a prepared statement from me to be read into the record by either John Carroll - Chairman or member Alan Whitney as I know there will be a serious discussion that takes place under Old Business._

I am also hoping that while the board may be swayed by comments by the public that it does not change the vote originally taken on December 6, 2016.

Thank you.
At the last meeting of the Board of Selectmen, held on Tuesday, December 6, 2016 the board members held a public hearing and were then asked to take a vote on the Designation of a Slum and Blight area within the Town of Ware.

After reading the material given to me and having previously been a member of the Community Development Authority I felt that it was an appropriate action to take on behalf of the community and the residents I serve.

While the term “Slum and Blight” is not the wording I or anyone desires to hear as being acceptable for our town or any other, I believe this to be an opportunity, an impetus for change.

Our collective vote in the affirmative allows for “the target area” to be served by the availability of funds to other than just rehab a property rather to allow for funds to clean and tidy up an unkempt and neglected site or area generally called an “eyesore”. To restore rather than neglect.

I along with others have been very concerned that this is allowed to happen here and elsewhere.

Regularly over the years in my capacity as Town Clerk I have received calls by property owners or residents looking for guidance as to where they can call to complain about a collection of debris or trash, unregistered and unclaimed vehicles or property that has been abandoned.
Our community as a whole is a jewel to be appreciated, but there is definitely a need for a helping hand in many areas. Our action is not to be frowned on and looked upon with disgust but rather as a means to bring about needed change by having funds used to benefit an appearance of an unkempt property, and as a solution to a problem.

Ware is not unique in the fact that properties in many areas of our state have changed due to age, ownership or other just plain lack of care. Having said that, I also believe that this does not diminish the fact as property owners it is our responsibility to care for what we own – and I take ownership for my town and the fact that I want to help mitigate unsightliness, clutter and anything that lends itself to degrading a property in anyway. It affects all of us.

I see this designation to benefit not deter our working to help keep Ware alive – encouraging others to “clean and tidy up” and take pride in their homes and community. Working together we can be the change and energy to make it happen. If you as a Ware resident consider this a challenge then I believe I have done my job as a member of the Board of Selectmen. This is an opportunity and we should not shy away from it.

Nancy J. Talbot
Selectman
PETITION DATED DECEMBER 20, 2016
TO US DEPT OF HOUSING & URBAN DEVELOPMENT “AND”
MA DEPT. OF HOUSING & COMMUNITY DEVELOPMENT

TO: Julian Castro, Secretary of US Dept. of Housing & Urban Dev., 451 7th Street S.W., Washington, DC 20410

Chrystal Kornegay, Undersecretary, MA Dept. of Housing & Community Development, 100 Cambridge Street, Suite 300, Boston, MA 02110

The Citizens of the Town of Ware, Massachusetts, do hereby petition both the US Dept. of Housing & Urban Development and the Massachusetts Dept. of Housing & Community Development to:
please consider renaming the 1974 CDGB “Slum & Blight” National Priority Designation to more neutral wording such as “area of need”. We respectfully request you propose and adopt less negative wording to this valuable CDGB designation as the current wording brings both a stigma and label through media and news outlets which negatively effects and impacts the community’s belief in itself as well as the community’s reputation within it’s surrounding region both of which are necessary elements to a community’s revitalization. The creation of the “Slum & Blight” designation originated to enable communities to utilize said designation as a valuable revitalization tool. Please aid communities in bettering themselves by proposing and adopting new modern day wording of the current “Slum & Blight” CDGB designation.

Citizens of the Town of Ware, Massachusetts, United States:

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Looks like we should have the dog on the agenda.

From: Robert Heon [mailto:robnorsum@aol.com]  
Sent: Tuesday, December 13, 2016 1:11 PM  
To: Beckley, Stuart <sbeckley@townofware.com>  
Subject: RE: barking

Good afternoon Stuart,

Thank you for reaching out to me.

I am happy to report that the dog went silent since the last Selectmen’s meeting.

I am planning to attend next Tuesday, to read a short statement (about 20 seconds) in order to express my gratitude to you, to the Board of Selectmen, to the Dog Officer, and to the Messier’s as well, for resolving this situation.

I certainly keep no grudge against the Messier’s, they seem like very decent people, and I would look forward to be good neighbor with them again.

It should be understood that if the situation deteriorates badly in the future, I would certainly complain again, but as long as the barking remains at an acceptable level, we are happy.

I did discuss the situation last Sunday with my neighbor, Phil Ethier, and we are on the same page.

I should also mention that I know at least one other neighbor that was bothered by that dog’s barking, but chose to remain silent, and furthermore, I should point out that contrary to what Mrs. Messier said at the last meeting, I never sent them a letter, this tells me that someone else was bothered by the excessive barking, but chose to remain anonymous.

On another matter, I will probably see you this Thursday on the special permit application.

Thank you again for everything you do, I am quite impressed.

Best regards.

Robert  
413-262-6321
To : Board of Selectmen

From : Stuart Beckley, Town Manager

Subject: Police Chief Search

Civil Service will not be holding a written exam for Police Chief in 2017. I will be able to discuss with the Board on Tuesday. The option to move forward in the near future is to hold an assessment center. A question will be whether to do as an internal promotional assessment or an open competitive. The cost per applicant will be approximately $2500.

Prior to the Board meeting, I will discuss with the union and Police Chief.
Hi Tom and Stuart*

This is in follow up to our conversation on Monday.

1. I reached out to PCG on the CPE program and they said all is well and were going to send you and email directly.

2. Here is the information on the contract.

“The term of this agreement shall be for three one-year periods commencing on July 1, 2014 through June 30, 2017. Provider may also extend this agreement under appropriate procurement rules and regulations.”

NEMB can send an addendum to extend for 2 more years if agreed by the Town of Ware. Let me know which route you want to take.

3. As far as the projection for additional revenue generated by the recommended fee increase the following criteria was used:

   • non-contracting insurance category
   • data on actual activity for 5 months of FY 17 July to November
   • projected monthly increase and annual

<table>
<thead>
<tr>
<th>Projection Town of Ware Ambulance (fee increase)</th>
<th>(July to November 2016)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Charges</td>
<td>$3,357.00</td>
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<tr>
<td></td>
<td>$30,213.00</td>
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<td>$10,362.00</td>
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<td>$23,550.00</td>
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<tr>
<td>$67,482.00 72% chgs from trips</td>
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<tr>
<td>$26,243.00 28% chg generated other services</td>
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<tr>
<td>$93,725.00 Projected total Chgs</td>
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<tr>
<td>63% collection Rate</td>
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<tr>
<td>$59,046.75 projected payments</td>
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<td>$44,458.64 actual Payments</td>
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<td>$14,588.11 Projected Increase</td>
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<tr>
<td>July to Nov</td>
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<td>$2,917.62 projected monthly increase</td>
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<td>$35,011.46 projected annual Increase</td>
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<td>Description</td>
<td>Ware FFR</td>
</tr>
<tr>
<td>------------------------------</td>
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<tr>
<td>BLS Base Rate</td>
<td>$700.00</td>
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<tr>
<td>ALS1 Base Rate</td>
<td>$850.00</td>
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<tr>
<td>ALS2 Base Rate</td>
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<td>BLS Non-Emergency Base Rate</td>
<td>$700.00</td>
</tr>
<tr>
<td>ALS Non-Emergency Base Rate</td>
<td>$850.00</td>
</tr>
</tbody>
</table>

| Mileage                      | $20.00   | $24.00               | $7.24                         | $14.48                 | $18.10                 | $21.72                 | $25.34                 | $28.96                 |
| Cardiac Monitoring           | $250.00  | $300.00              |                               |                        |                        |                        |                        |                        |
MEMORANDUM

To: Heads of Fire Departments

From: Peter J. Ostroskey
State Fire Marshal

Date: October 5, 2016

RE: Regulation Updates
527 CMR 1.00:1.12.8.1 (Table)
527 CMR 1.00:10.11
527 CMR 1.00:10.11.16

I am forwarding the following updated regulations which can also be found on our website at www.mass.gov/dfs. Below is a summary however, these codes should be downloaded and reviewed in their entirety.

Summary of Amendments:

527 CMR 1.00: 1.12.8.1 (table) correctly identifies the permit issuing authority for Open Burning as the Forrest Warden who derives authority from M.G.L. c. 48 § 13.

527 CMR 1.00:10.11 is amended with new language and a new table to reflect the appropriate authority for Outdoor Fires. The amendments eliminate confusion about permit requirements for outdoor fires used for cooking and recreational purposes and is consistent with the provisions of M.G.L. c. 48 § 13. In general such requirements are within the scope of the rules and regulations of the State Forester and the Department of Environmental Protection (DEP), rather than the State Fire Code.

527 CMR 1.00: 10.11.6 is amended to expand the permissible use of certain outdoor heating and cooking appliances (such as grills which use solid fuel or gas) on balconies and decks. The current code limited the use of such appliances to only decks of single family
dwellings. The new amended language was initiated by public comment. BFPR reviewed the history of the cooking regulations in the national standard and determined 527 CMR 1.00 was too stringent when the cooking appliances are used and maintained in a safe manner. The revised regulation allows for more situations where the cooking/heating equipment may be used based upon the building’s characteristics, adequate clearances, and fire protection capabilities. A new table (10.11.6) makes determining allowable locations and uses easier.

Further assistance is always available from the Division of Fire Safety on this and similar issues. If you have further questions, please contact the Code Compliance Help Desk at (978) 567-3375.
### Table 1.12.8.1 Permits Required

<table>
<thead>
<tr>
<th>Chapters 10 Activity</th>
<th>General Requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work/Activity</td>
<td></td>
</tr>
<tr>
<td>Open Air Burning</td>
<td>Issuing Authority: Forest Warden</td>
</tr>
<tr>
<td>Burning demolition/building debris</td>
<td>Code Section/M.G.L.: M.G.L. c. 48, § 13</td>
</tr>
<tr>
<td>Ceremonial Bonfires</td>
<td>Head of Fire Department</td>
</tr>
<tr>
<td>Use of candles, open flames, and portable cooking in assembly areas, dining areas of restaurants, and drinking establishments</td>
<td>M.G.L. c. 111, §§ 142H and 1 Section 10.11.4.1 and 10.11.4.2</td>
</tr>
<tr>
<td>Burning of Christmas trees.</td>
<td></td>
</tr>
<tr>
<td>Use of a torch or other flame or heat producing device.</td>
<td>M.G.L. c. 111, § 142G Section 1.12.8 and 10.11.4 and 10.14</td>
</tr>
<tr>
<td>Use of canine guards.</td>
<td></td>
</tr>
<tr>
<td>Fumigation and insecticidal fogging.</td>
<td></td>
</tr>
<tr>
<td>Storage of combustible goods &gt; 2500 c.u. ft (70.8 m³) gross volume</td>
<td>Section 10.19.2 Section 10.16.2</td>
</tr>
</tbody>
</table>

### 1.12.8.2 Oil Burners and Fuel-oil

#### 1.12.8.2.1 Permit Requirements.

- **1.12.8.2.1.1** In accordance with M.G.L. c. 148, § 38J, on a form approved by the State Fire Marshal, a document indicating that each fuel line is enclosed with a continuous non-metallic sleeve or is otherwise equipped with an oil safety valve, shall be submitted with the application for permit, when applicable.

- **1.12.8.2.1.2 Inspection.**

- **1.12.8.2.1.3** If after 30 days, an inspection is not conducted, the delivery of fuel oil shall not be prohibited for lack of a permit to store.

- **1.12.8.2.2 Permit Not Required.**

- **1.12.8.2.2.1** A permit shall not be required for routine maintenance, such as the replacement of nozzles, ignition electrodes, or filters; however, a combustion performance test shall be conducted.

- **1.12.8.2.3 Emergency Conditions.**

- **1.12.8.2.3.1** If an oil burner installation is made under emergency conditions, said application shall be made within 24 hours thereafter, excluding Saturdays, Sundays and holidays.

- **1.12.8.2.4 Fuel Oil Deliveries.**

- **1.12.8.2.4.1** Fuel oil shall not be delivered to any storage tank unless the deliverer has knowledge that a permit has been obtained.

- **1.12.8.2.4.1.1** Such knowledge may be considered to consist of any of the following:
  1. Verification by the Head of the Fire Department that such a permit is in effect.
  2. Written verification from the owner or customer that the permit is either in his possession or is posted on the premises.
  3. Observation that such a permit is in the possession of the owner or customer, or is posted on the premises.
The Commonwealth of Massachusetts  
Alcoholic Beverages Control Commission

LOCAL LICENSING AUTHORITY REVIEW RECORD

000 29 - RS - 1326  
WARE  
12/12/2016

ABCC License Number  
City/Town  
Date Filed with LLA

TRANSACTION TYPE (Please check all relevant transactions):
- New License
- Transfer of License
- Change of Manager
- Change of Location
- Change of Class (ie Annual or Seasonal)
- Change of Hours
- Change of Corporate Name
- Change of DBA
- Alteration of Licensed Premises
- Change of License Type (ie Sub/restaurant)
- Change of Category (ie All alcoholic beverages, etc)
- Pledge of Collateral (ie License/Loan)
- Change Corporate Structure (ie Corp/LLC)
- Issuance/Transfer of Stock/New Stockholder
- Management/Operating Agreement

APPLICANT INFORMATION

Name of Licensee: JHN ENTERPRISES INC.
D/B/A SNOWS RESTAURANT

ADDRESS: 136 PLEASANT STREET  
CITY/TOWN: WARE  
STATE: MA  
ZIP CODE: 01087

Manager: TENEILLE A. CHAISSON

RESTAURANT  
ANNUAL  
ALL ALCOHOLIC BEVERAGES

Type (i.e. restaurant, package store)  
Class (Annual or Seasonal)  
Category (i.e. Wines and Malts / All Alcohols)

LOCAL LICENSING AUTHORITY DECISION

Please indicate the decision of the Local Licensing Authority:

Please indicate what days and hours the licensee will sell alcohol:

If Approving With Modifications, please indicate below what changes the LLA is making:

Please indicate if the LLA is downgrading the License Category (applying only Wines and Malts if applicant applied for All Alcohols):

Changes to the Premises Description  
Indoor Area Total Square Footage

Patio/Deck/Outdoor Area Total Square Footage  
Number of Entrances

Seating Capacity  
Number of Exits

Floor Number  
Square Footage  
Number of Rooms

Abutters Notified: Yes □ No X  
Date of Abutter Notification: N/A  
Date of Advertisement: N/A

Please add any additional remarks or conditions here:

X Check here if you are attaching additional documentation

The Local Licensing Authorities By:

Date APPROVED by LLA

Alcoholic Beverages Control Commission  
Ralph Sacramone  
Executive Director
All Licenses to be Approved
FOR 2017
Selectmen’s Meeting
December 20, 2016
| Liquor License | Snows Restaurant  
136 Pleasant St.  
Ware, Ma 01082  
License #29 | All paperwork received and in order |
|----------------|----------------------------------|----------------------------------|
| Entertainment Licenses | Knights of Columbus #183  
126 West St  
Ware, Ma 01082  
License #1 | All paperwork received and in order |
| (Total 10) | Aspen St. Rod & Gun Club  
58 Aspen St.  
Ware, Ma 01082  
License #2 | All paperwork received and in order |
| | Gabryel Narutowicz  
11 East Main St  
Ware, Ma 01082  
License #3 | All paperwork received and in order |
| | Teresa’s Restaurant  
315 Palmer Rd/Rt 32  
Ware, Ma 01082  
License #4 | All paperwork received and in order |
| | St. Mary’s Parish  
60 South St.  
Ware, Ma 01082  
License #5 | All paperwork received and in order |
| | Weir River Club  
6 East St  
Ware, Ma 01082  
License #6 | All paperwork received and in order |
<table>
<thead>
<tr>
<th>Name</th>
<th>Address</th>
<th>License Number</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Janines Frostee</td>
<td>149 East St, Ware, MA 01082</td>
<td>License #7</td>
<td>All paperwork received and in order</td>
</tr>
<tr>
<td>Snow's Restaurant</td>
<td>136 Pleasant St, Ware, MA 01082</td>
<td>License #8</td>
<td>All paperwork received and in order</td>
</tr>
<tr>
<td>Workshop 13</td>
<td>13 Church Street, Ware, MA 01082</td>
<td>License #9</td>
<td>All paperwork received and in order</td>
</tr>
<tr>
<td>Hanna Devines</td>
<td>91 Main Street, Ware, MA 01082</td>
<td>License #10</td>
<td>All paperwork received and in order</td>
</tr>
</tbody>
</table>
| Common Victualler’s Licenses (Total 27) | Mcdonald’s Restaurant  
117-119 West St  
Ware, Ma 01082  
License #1 | All paperwork received and in order |
|---|---|---|
| | Astronaut Pizza  
197 West St  
Ware, Ma 01082  
License #2 | All paperwork received and in order |
| | Lazers Pizza  
41 Main St  
Ware, Ma 01082  
License #3 | All paperwork received and in order |
| | T & W Subway  
352 Palmer Road  
Ware, Ma 01082  
License #4 | All paperwork received and in order |
| | Janines Frostee  
149 East St  
Ware, Ma 01082  
License #5 | All paperwork received and in order |
| | Debbie Wong Restaurant  
54 West Main St  
Ware, Ma 01082  
License #6 | All paperwork received and in order |
<table>
<thead>
<tr>
<th>Business Name</th>
<th>Address</th>
<th>License #</th>
<th>Remarks</th>
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<tbody>
<tr>
<td>Crystal Springs Dairy Bar</td>
<td>166 West St Ware, Ma 01082</td>
<td>#7</td>
<td>All paperwork received and in order</td>
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<tr>
<td>Villa’s Pizza</td>
<td>123 Main St Ware, Ma 01082</td>
<td>#8</td>
<td>All paperwork received and in order</td>
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<tr>
<td>Teresa’s Restaurant</td>
<td>315 Palmer Rd/Rt 32 Ware, Ma 01082</td>
<td>#9</td>
<td>All paperwork received and in order</td>
</tr>
<tr>
<td>St Mary’s Parish</td>
<td>60 South St Ware, Ma 01082</td>
<td>#10</td>
<td>All paperwork received and in order</td>
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<tr>
<td>Weir River Social Club</td>
<td>6 East St Ware, Ma 01082</td>
<td>#11</td>
<td>All paperwork received and in order</td>
</tr>
<tr>
<td>Aspen Street Rod &amp; Gun Club</td>
<td>58 Aspen St Ware, Ma 01082</td>
<td>#12</td>
<td>All paperwork received and in order</td>
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<tr>
<td>Name</td>
<td>Address</td>
<td>License #</td>
<td>Status</td>
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<tr>
<td>---------------------------</td>
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<tr>
<td>Gabryel Narutowicz</td>
<td>11 East Main St, Ware, MA 01082</td>
<td>#13</td>
<td>All paperwork received and in order</td>
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<td>Dunkin Donuts</td>
<td>139 West St, Ware, MA 01082</td>
<td>#14</td>
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<td>136 Pleasant St, Ware, MA 01082</td>
<td>#15</td>
<td>All paperwork received and in order</td>
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<tr>
<td>Asian Garden</td>
<td>124 West St, Ware, MA 01082</td>
<td>#16</td>
<td>All paperwork received and in order</td>
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<tr>
<td>United China</td>
<td>164 West St, Ware, MA 01082</td>
<td>#17</td>
<td>All paperwork received and in order</td>
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<tr>
<td>Niko’s Pizza</td>
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<td>#18</td>
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<td>JRZ Enterprises Inc</td>
<td>Hanna Devines, 91 Main Street, Ware, MA 01082</td>
<td>#19</td>
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<td>Establishment</td>
<td>Address</td>
<td>License #</td>
<td>Notes</td>
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<td>Ware Café &amp; Catering</td>
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<td>#20</td>
<td>All paperwork received and in order</td>
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<td>Mexicali Grill</td>
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<td>Knights of Columbus</td>
<td>126 West Main Street, Ware, MA 01082</td>
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<td>All paperwork received and in order</td>
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<td>Subway</td>
<td>139 West Street, Ware, MA 01082</td>
<td>#23</td>
<td>All paperwork received and in order</td>
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<tr>
<td>Workshop 13</td>
<td>13 Church Street, Ware, MA 01082</td>
<td>#24</td>
<td>All paperwork received and in order</td>
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<td>Bella Roma Pizza II</td>
<td>158 West St, Ware, MA 01082</td>
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<td>Big Y Foods, Inc.</td>
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<tr>
<td>KATE Corp.</td>
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<tr>
<td>d/b/a Cumberland Farms</td>
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<td>195 West Street</td>
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<tr>
<td>License #27</td>
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</table>
| Lodging License (Total 1)                      | Corrine & Edward Campbell  
31 Campbell Rd  
Ware, MA 01082  
License #1 | All paperwork received and in order |
|-----------------------------------------------|---------------------------------------------------------------------------------|
| Automatic Amusement Licenses (Total 4)         | Aspen Street Rod & Gun Club  
58 Aspen St  
Ware, MA 01082  
License #1 | All paperwork received and in order |
|                                               | Gabryel Narutowicz  
11 East Main St  
Ware, MA 01082  
License #2 | All paperwork received and in order |
|                                               | Snows Restaurant  
136 Pleasant St  
Ware, MA 01082  
License #3 | All paperwork received and in order |
|                                               | Alan S. Josefiak  
Roll-A-Way Bowling Lanes  
140 West Street  
Ware, MA 01082  
License #4 | All paperwork received and in order |
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<thead>
<tr>
<th>Type</th>
<th>Business</th>
<th>Paperwork</th>
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</thead>
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<tr>
<td>Class I</td>
<td>Richard Guzik</td>
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<td>(Total 1)</td>
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<td>Ware, MA 01082</td>
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<td></td>
<td>License #1</td>
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<tr>
<td>Class II</td>
<td>Gillespie Car Care 1</td>
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<td>(Total 9)</td>
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<tr>
<td></td>
<td>Scotts Auto Body</td>
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<tr>
<td></td>
<td>118 West Main St.</td>
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<td>Ware, MA 01082</td>
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<tr>
<td></td>
<td>License #2</td>
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<tr>
<td></td>
<td>Apex Automotive LLC</td>
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<td>License #3</td>
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<tr>
<td></td>
<td>Deida Auto World, LLC</td>
<td>All paperwork received and in order</td>
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<td>2 Vernon Street</td>
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<td></td>
<td>Ware, MA 01082</td>
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<tr>
<td></td>
<td>License #4</td>
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<tr>
<td></td>
<td>Don’s Auto Body</td>
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<tr>
<td></td>
<td>36 Bacon Rd</td>
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<tr>
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<td>Ware, MA 01082</td>
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</tr>
<tr>
<td></td>
<td>License #5</td>
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<tr>
<td></td>
<td>Joseph Barrett (Good Ole Days)</td>
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<tr>
<td></td>
<td>287 Palmer Rd</td>
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<tr>
<td></td>
<td>License #6</td>
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<tr>
<td></td>
<td>Cookies Car Connection LLC</td>
<td>All paperwork received and in order</td>
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<td></td>
<td>13 West Street</td>
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<td>Ware, MA 01082</td>
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<tr>
<td></td>
<td>License #7</td>
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</tr>
<tr>
<td>Name</td>
<td>Address</td>
<td>Status</td>
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<tr>
<td>-----------------------------</td>
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<td>-------------------------------</td>
</tr>
<tr>
<td>Richard O’Riley &amp; Joan O’Riley</td>
<td>D/B/A Allied Auto Sales 184 West Street Ware, MA 01082 License #8</td>
<td>All paperwork received and in order</td>
</tr>
<tr>
<td>RT’s Welding Fabrication &amp; Auto Repair Inc.</td>
<td>730 Belchertown Road Ware, MA 01082 License #9</td>
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<tr>
<td>Michael Balicki</td>
<td>29 1/2 Maple Street Ware, MA 01082 License #1</td>
<td>All paperwork received and in order</td>
</tr>
<tr>
<td>Scott’s Auto Body</td>
<td>118 West Main St. Ware, MA 01082 License #2</td>
<td></td>
</tr>
<tr>
<td>Joseph Barrett</td>
<td>287 Palmer Rd Ware, MA 01082 License #3</td>
<td>All paperwork received and in order</td>
</tr>
<tr>
<td>Desantis &amp; Son’s</td>
<td>69 Greenwich Plains Rd Ware, MA 01082 License #4</td>
<td>All paperwork received and in order</td>
</tr>
<tr>
<td>David Skoczylas &amp; Brian Skoczylas</td>
<td>417 Palmer Rd. Ware, MA 01082 License #5</td>
<td>All paperwork received and in order</td>
</tr>
</tbody>
</table>

**Class III**

(Total 7)
| Wayne Hendrichon d/b/a The Big Boys Toys  
| 17 River Rd  
| Ware, MA 01082  
| License #6  |
| RT's Welding Fabrication & Auto Repair Inc.  
| 730 Belchertown Road  
| Ware, MA 01082  
| License #7  |
| All paperwork received and in order  |
Good morning Stuart,

Regarding **RT'S Welding** informational update for tonight's meeting.

Operations: working past hours on license in building with south side garage doors open past 6pm M-F and after 2PM on Saturday.

Junk yard clearly visible from River Rd.

Sundays: showing people cars that are for sale, specifically on 11/20/2016 3:00 PM showed a car, opened and started car, they let the people drive it and then came back for all of them to go into the garage at 730 Belchertown Rd.

16 foot high shelving unit, you can see from route 9 with car parts stacked on it.

Property not purchased. No fence.

**Big Boys Toys** operated by Wayne Henrichon: Asking to change hours of operation from 8:00 - 4:30 to 8:00 - 6:00 PM. This business should be decreasing not increasing due to junk yard being shortened with junks.

Thank you for your time. Hopefully you can bring this up at the meeting.

Bob and Anne Krasnecky
6 River Rd Ware
967-0911
Town Manager Updates
December 20, 2016

Pending and Dates

Town Hall is closed December 23 and 26 and January 2 for holidays. Also closed from noon to 1:30 on Wednesday, December 21 (all posted on website)

January 10 – Budget projections

Budget 2018 – Budget season for the next fiscal year will begin this week. After anticipated personnel costs, a level funded budget will be requested. The budget start cover letter is attached.

As in the past few years, Town Accountant Tracy Meehan and I are planning to present budget impacts and projections at the January 10th meeting. The Finance Committee and School Committee will be invited. In addition to sharing of information, a purpose of the meeting is to welcome the Boards’ thoughts on budget priorities.

Capital. The Town has ordered the DPW dump truck approved at Town Meeting. The order for Parks tractor will be placed soon. It was decided to wait until Spring to bid the Senior Center pavement project.

Proposals were received for the design of Bank and Spring Street under the CDBG program. DPW has reviewed these and recommended an engineering firm for the work.

GPS. I would recommend that the Board, department heads and staff see a presentation regarding available GPS technology as a method for tracking the Town’s fleet. GPS has evolved beyond tracking of location, as it can also monitor fuel use, idling and speed. This may be a useful tool for savings. The benefits would be weighed against an approximate $5,000 annual cost.

Happy Holidays to All.
December 15, 2016

To: Department Heads, Boards, Committees

From: Stuart Beckley, Town Manager

Subject: FY 2018 Budget Preparation

Thank you for all your work and efforts to provide services and a balanced budget for the current fiscal year. It is now already time to commence the budget process for Fiscal Year 2018. Within the next week or so, you will receive budget forms for personnel and expense cost requests.

Based on current financial projections and given known costs increases of salaries and benefits, tight funds for the FY 2018 budget year are expected. There is a consistent gap between revenues and expenses for the foreseeable future and it will remain a budget goal to limit use of reserve funds for recurring operating expenses. The Town has recently adopted policies to reflect this goal.

I ask that each department please prepare an FY18 budget that reflects increases in personnel costs, but is otherwise level-funded and that includes:

- Notation where level funding will mean a decrease in level service
- A list of any needed small capital items – less than $25,000 in cost
- A list of needed trainings for your department
- Departmental Goals for FY 2018

The budget schedule is:

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board of Selectmen, Finance Committee,</td>
<td>December 20 – January 10</td>
</tr>
<tr>
<td>School Committee Objectives</td>
<td></td>
</tr>
<tr>
<td>Distribution of Budget message and schedule and forms</td>
<td>December 21</td>
</tr>
<tr>
<td>Department requests due to Town Manager</td>
<td>Friday, January 27</td>
</tr>
<tr>
<td>School budget to Town Manager</td>
<td>February 25</td>
</tr>
<tr>
<td>Review with Departments</td>
<td>January 30 – February 17</td>
</tr>
<tr>
<td>Recommendations with departments</td>
<td>February 22-25</td>
</tr>
<tr>
<td>Submit Budget to the Finance Committee and Board of</td>
<td>Wednesday, March 1</td>
</tr>
<tr>
<td>Selectmen</td>
<td></td>
</tr>
<tr>
<td>Finance Committee Review</td>
<td>March</td>
</tr>
<tr>
<td>Selectmen Presentation</td>
<td>April</td>
</tr>
<tr>
<td>Town Meeting</td>
<td>Monday, May 8</td>
</tr>
</tbody>
</table>
Please note that the Town Accountant and I will present budget impacts and projections at the Selectmen's meeting on January 10th for the Selectmen, Finance Committee and School Committee. All are most welcome to attend.

*Thank you. I look forward to working with you to submit a balanced and thoughtful budget.*
Pre-Budget FY2018
Financial Presentation for
Joint Meeting
With the Board of Selectmen,
School Committee, and Finance
Committee

January 10, 2017
1. Sources of Revenue-FY17

- General Fund Revenues
- Property Tax 49%
- Local Receipts 8%
- Other Available Funds 0%
- State Aid 43%
### State Aid as a Percentage of Operating Revenue

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Less-Excluded Debt</td>
<td>$184,467</td>
<td>$143,714</td>
<td>$98,601</td>
<td>$52,482</td>
<td>$388,717</td>
<td>$353,794</td>
<td>$309,332</td>
<td>$257,179</td>
</tr>
<tr>
<td>Net Operating Revenue</td>
<td>$24,493,895</td>
<td>$24,467,842</td>
<td>$25,371,793</td>
<td>$25,632,520</td>
<td>$26,436,590</td>
<td>$26,795,166</td>
<td>$27,371,158</td>
<td>$28,705,649</td>
</tr>
<tr>
<td>State Aid</td>
<td>$11,005,232</td>
<td>$11,113,087</td>
<td>$11,119,202</td>
<td>$11,387,305</td>
<td>$11,388,086</td>
<td>$11,307,120</td>
<td>$11,521,389</td>
<td>$12,073,564</td>
</tr>
<tr>
<td>State Aid as a % of Operating Revenue</td>
<td>44.9%</td>
<td>45.4%</td>
<td>43.8%</td>
<td>44.4%</td>
<td>43.1%</td>
<td>42.2%</td>
<td>42.1%</td>
<td>42.1%</td>
</tr>
</tbody>
</table>
4 – Expenditure Growth by Category

Expenditures by Category

- Employee Benefits/Insurance: 5.1%
- Debt and Interest: -0.8%
- Public Works: 3.9%
- Education: 4.1%
- Public Safety: 0.9%
- General Government: 3.3%
- Health and Human Services: 3.1%
- Culture and Recreation: 1.7%

Average Annual Percentage Change 2012-2017

-5.0%  0.0%  5.0%
## Operating Expenditures

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>Avg Annual</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Government</td>
<td>1,272,438</td>
<td>1,226,796</td>
<td>1,280,279</td>
<td>1,228,637</td>
<td>1,276,184</td>
<td>1,345,582</td>
<td></td>
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<tr>
<td>Public Safety</td>
<td>2,955,609</td>
<td>2,914,635</td>
<td>3,067,857</td>
<td>3,020,680</td>
<td>2,973,645</td>
<td>3,063,386</td>
<td></td>
</tr>
<tr>
<td>Education</td>
<td>11,679,544</td>
<td>12,675,770</td>
<td>13,289,624</td>
<td>13,363,911</td>
<td>13,816,295</td>
<td>14,227,102</td>
<td></td>
</tr>
<tr>
<td>Public Works</td>
<td>741,177</td>
<td>842,430</td>
<td>877,075</td>
<td>987,548</td>
<td>797,141</td>
<td>786,687</td>
<td></td>
</tr>
<tr>
<td>Heath and Human Services</td>
<td>478,273</td>
<td>488,767</td>
<td>463,320</td>
<td>461,179</td>
<td>458,120</td>
<td>452,562</td>
<td></td>
</tr>
<tr>
<td>Culture and Recreation</td>
<td>337,842</td>
<td>303,849</td>
<td>322,888</td>
<td>310,890</td>
<td>348,779</td>
<td>354,200</td>
<td></td>
</tr>
<tr>
<td>Debt and Interest</td>
<td>1,813,058</td>
<td>1,790,957</td>
<td>1,694,599</td>
<td>1,773,926</td>
<td>1,660,159</td>
<td>1,735,000</td>
<td></td>
</tr>
<tr>
<td>Employee Benefits/Insurance</td>
<td>4,548,352</td>
<td>4,518,448</td>
<td>5,151,425</td>
<td>5,227,521</td>
<td>5,404,804</td>
<td>5,802,342</td>
<td></td>
</tr>
<tr>
<td>Total Operating Expenditures</td>
<td>23,826,292</td>
<td>24,761,652</td>
<td>26,147,067</td>
<td>26,374,291</td>
<td>26,735,126</td>
<td>27,766,861</td>
<td></td>
</tr>
<tr>
<td>General Government</td>
<td>-3.6%</td>
<td>4.4%</td>
<td>-4.0%</td>
<td>3.9%</td>
<td>5.4%</td>
<td>1.2%</td>
<td></td>
</tr>
<tr>
<td>Public Safety</td>
<td>-1.4%</td>
<td>5.3%</td>
<td>-1.5%</td>
<td>-1.6%</td>
<td>3.0%</td>
<td>0.8%</td>
<td></td>
</tr>
<tr>
<td>Education</td>
<td>8.5%</td>
<td>4.8%</td>
<td>0.6%</td>
<td>3.4%</td>
<td>3.0%</td>
<td>4.1%</td>
<td></td>
</tr>
<tr>
<td>Public Works</td>
<td>13.7%</td>
<td>4.1%</td>
<td>12.6%</td>
<td>-19.3%</td>
<td>-1.3%</td>
<td>2.0%</td>
<td></td>
</tr>
<tr>
<td>Heath and Human Services</td>
<td>2.2%</td>
<td>-5.2%</td>
<td>-0.5%</td>
<td>-0.7%</td>
<td>-1.2%</td>
<td>-1.1%</td>
<td></td>
</tr>
<tr>
<td>Culture and Recreation</td>
<td>-10.1%</td>
<td>6.3%</td>
<td>-3.7%</td>
<td>12.2%</td>
<td>1.6%</td>
<td>1.2%</td>
<td></td>
</tr>
<tr>
<td>Debt and Interest</td>
<td>-1.2%</td>
<td>-5.4%</td>
<td>4.7%</td>
<td>-6.4%</td>
<td>4.5%</td>
<td>-0.8%</td>
<td></td>
</tr>
<tr>
<td>Employee Benefits/Insurance</td>
<td>-0.7%</td>
<td>14.0%</td>
<td>1.5%</td>
<td>3.4%</td>
<td>7.4%</td>
<td>5.1%</td>
<td></td>
</tr>
</tbody>
</table>
## 5 - Salaries & Benefits

### Salaries & Benefits as Percentage of Total Budget

- **Total Salaries & Benefits**
- **Total Employee Benefits as % of Total Salaries**
- **Total Salaries & Benefits as % Total Budget**

### Total Salaries and Benefits as Percentage of Total Budget

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Health Insurance-Active</td>
<td>$2,512,196</td>
<td>$2,555,456</td>
<td>$2,462,410</td>
<td>$2,452,513</td>
<td>$2,500,026</td>
<td>$2,677,628</td>
</tr>
<tr>
<td>Total Health Insurance-Retirees</td>
<td>$700,798</td>
<td>$688,612</td>
<td>$740,004</td>
<td>$720,317</td>
<td>$763,934</td>
<td>$783,372</td>
</tr>
<tr>
<td>Total Retirement</td>
<td>$1,156,318</td>
<td>$1,210,018</td>
<td>$1,377,740</td>
<td>$1,498,054</td>
<td>$1,546,510</td>
<td>$1,660,342</td>
</tr>
<tr>
<td>Total Employee Benefits</td>
<td>$3,768,514</td>
<td>$3,765,474</td>
<td>$3,840,150</td>
<td>$3,950,567</td>
<td>$4,046,536</td>
<td>$4,337,970</td>
</tr>
<tr>
<td>Salaries-Municipal</td>
<td>$1,777,724</td>
<td>$1,888,088</td>
<td>$2,105,904</td>
<td>$2,241,270</td>
<td>$2,315,536</td>
<td>$2,311,747</td>
</tr>
<tr>
<td>Salaries-School</td>
<td>$7,426,134</td>
<td>$8,634,598</td>
<td>$9,017,497</td>
<td>$8,846,339</td>
<td>$9,230,516</td>
<td>$9,590,719</td>
</tr>
<tr>
<td>Total Salaries</td>
<td>$11,603,858</td>
<td>$12,822,686</td>
<td>$13,557,431</td>
<td>$13,794,587</td>
<td>$14,071,563</td>
<td>$14,922,466</td>
</tr>
<tr>
<td>Total Employee Benefits as % of Total Salaries</td>
<td>32.5%</td>
<td>29.4%</td>
<td>28.7%</td>
<td>30.2%</td>
<td>30.3%</td>
<td>31.2%</td>
</tr>
<tr>
<td>Total Operating Expenditures</td>
<td>$23,775,597</td>
<td>$24,707,114</td>
<td>$26,071,879</td>
<td>$26,335,025</td>
<td>$26,650,770</td>
<td>$27,766,861</td>
</tr>
<tr>
<td>Total Salaries &amp; Benefits as % of Total Budget</td>
<td>64.7%</td>
<td>67.1%</td>
<td>66.1%</td>
<td>64.7%</td>
<td>66.5%</td>
<td>65.7%</td>
</tr>
</tbody>
</table>
### Debt Service as a Percentage of General Fund Revenue

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Long Term Retired</td>
<td>$1,384,378</td>
<td>$1,384,065</td>
<td>$1,337,795</td>
<td>$1,464,864</td>
<td>$1,402,214</td>
<td>$1,450,000</td>
</tr>
<tr>
<td>Long Term Interest</td>
<td>$426,335</td>
<td>$381,614</td>
<td>$323,824</td>
<td>$304,416</td>
<td>$250,518</td>
<td>$250,000</td>
</tr>
<tr>
<td>Short Term Interest</td>
<td>$2,345</td>
<td>$25,279</td>
<td>$32,980</td>
<td>$4,646</td>
<td>$7,427</td>
<td>$35,000</td>
</tr>
<tr>
<td>Total Debt Service</td>
<td>$1,813,058</td>
<td>$1,790,957</td>
<td>$1,694,599</td>
<td>$1,773,926</td>
<td>$1,660,159</td>
<td>$1,735,000</td>
</tr>
<tr>
<td>Less Debt Exclusions/MSBA</td>
<td>($1,263,285)</td>
<td>($1,217,166)</td>
<td>($1,165,173)</td>
<td>($1,130,250)</td>
<td>($1,085,788)</td>
<td>($1,033,635)</td>
</tr>
<tr>
<td>Net Total Debt Service</td>
<td>$549,773</td>
<td>$573,791</td>
<td>$529,427</td>
<td>$643,676</td>
<td>$574,371</td>
<td>$701,365</td>
</tr>
<tr>
<td>Debt Service as a % of General Fund Revenue</td>
<td>2.3%</td>
<td>2.3%</td>
<td>2.1%</td>
<td>2.5%</td>
<td>2.1%</td>
<td>2.5%</td>
</tr>
</tbody>
</table>
## Reserves

### Reserves as a Percentage of General Fund Budget

Ideal Range = 5% - 15%

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Certified Free Cash</td>
<td>$827,983</td>
<td>$1,265,764</td>
<td>$955,027</td>
<td>$1,088,147</td>
<td>$610,521</td>
<td>$952,051</td>
</tr>
<tr>
<td>Stabilization Fund</td>
<td>$271,948</td>
<td>$274,471</td>
<td>$273,639</td>
<td>$274,661</td>
<td>$345,632</td>
<td>$383,632</td>
</tr>
<tr>
<td>Capital Stabilization Fund</td>
<td>$270,222</td>
<td>$274,803</td>
<td>$277,527</td>
<td>$281,303</td>
<td>$285,859</td>
<td>$323,859</td>
</tr>
<tr>
<td>Total Reserves</td>
<td>$1,370,153</td>
<td>$1,815,038</td>
<td>$1,506,193</td>
<td>$1,644,111</td>
<td>$1,242,011</td>
<td>$1,659,541</td>
</tr>
<tr>
<td>Total Budget</td>
<td>$23,818,763</td>
<td>$24,659,802</td>
<td>$26,001,433</td>
<td>$26,037,556</td>
<td>$26,932,364</td>
<td>$27,766,861</td>
</tr>
</tbody>
</table>

### Percentages

- **Free Cash as a % of Total Budget**: 3.5%, 5.1%, 3.7%, 4.2%, 2.3%, 3.4%
- **Stabilization as a % of Total Budget**: 1.1%, 1.1%, 1.1%, 1.1%, 1.3%, 1.4%
- **Capital Stabilization as a % of Total Budget**: 1.1%, 1.1%, 1.1%, 1.1%, 1.1%, 1.2%
- **Reserves as a % of Total Budget**: 5.8%, 7.4%, 5.8%, 6.3%, 4.6%, 6.0%
## Analysis of Free Cash

<table>
<thead>
<tr>
<th></th>
<th>FY12</th>
<th>FY13</th>
<th>FY14</th>
<th>FY15</th>
<th>FY16</th>
<th>5 Year Average</th>
<th>FY17</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Certified Free Cash</strong></td>
<td>827,983.00</td>
<td>1,265,764.00</td>
<td>955,027.00</td>
<td>1,088,147.00</td>
<td>610,521.00</td>
<td>949,488.40</td>
<td>952,051.00</td>
</tr>
<tr>
<td><strong>Expenditures</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fall STM</td>
<td>(230,284.04)</td>
<td>(230,319.55)</td>
<td>(168,891.08)</td>
<td>(201,379.00)</td>
<td>(142,540.00)</td>
<td>(190,682.73)</td>
<td>(324,849.29)</td>
</tr>
<tr>
<td>Spring STM</td>
<td>-</td>
<td>(196,233.00)</td>
<td>(137,150.00)</td>
<td>(131,247.00)</td>
<td>(35,193.25)</td>
<td>(99,964.65)</td>
<td></td>
</tr>
<tr>
<td>Annual Town Meeting</td>
<td>(481,450.75)</td>
<td>(629,518.01)</td>
<td>(469,000.00)</td>
<td>(580,000.00)</td>
<td>(248,800.00)</td>
<td>(481,753.75)</td>
<td></td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>(711,734.79)</td>
<td>(1,036,070.56)</td>
<td>(775,041.08)</td>
<td>(912,626.00)</td>
<td>(426,533.25)</td>
<td>(772,401.14)</td>
<td>(324,849.29)</td>
</tr>
<tr>
<td><strong>Balance at Year End</strong></td>
<td>116,248.21</td>
<td>229,693.44</td>
<td>179,985.92</td>
<td>175,521.00</td>
<td>183,987.75</td>
<td>177,087.26</td>
<td>627,201.71</td>
</tr>
<tr>
<td><strong>Required Balance</strong></td>
<td>164,076.00</td>
<td>172,663.00</td>
<td>174,203.00</td>
<td>177,623.00</td>
<td>180,584.00</td>
<td>173,833.80</td>
<td>190,232.00</td>
</tr>
<tr>
<td><strong>Free Cash Expenditures</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating Budget</td>
<td>(632,029.79)</td>
<td>(959,920.56)</td>
<td>(708,213.11)</td>
<td>(524,926.00)</td>
<td>(287,033.25)</td>
<td>(622,424.54)</td>
<td>(1,129.29)</td>
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<tr>
<td>One Time Extraordinary/Capital</td>
<td>(79,705.00)</td>
<td>(46,150.00)</td>
<td>(66,827.97)</td>
<td>(117,700.00)</td>
<td>(139,500.00)</td>
<td>(89,976.59)</td>
<td>(136,470.00)</td>
</tr>
<tr>
<td>Transfers to Stabilization/CPEB</td>
<td>-</td>
<td>(30,000.00)</td>
<td>-</td>
<td>(270,000.00)</td>
<td>-</td>
<td>(60,000.00)</td>
<td>(190,250.00)</td>
</tr>
<tr>
<td></td>
<td>(711,734.79)</td>
<td>(1,036,070.56)</td>
<td>(775,041.08)</td>
<td>(912,626.00)</td>
<td>(426,533.25)</td>
<td>(772,401.14)</td>
<td>(327,849.29)</td>
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<tr>
<td><strong>Percentage Breakdown of Expenditures</strong></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Required Reserve</td>
<td>19.8%</td>
<td>13.6%</td>
<td>18.2%</td>
<td>16.3%</td>
<td>29.5%</td>
<td>18.3%</td>
<td>20.0%</td>
</tr>
<tr>
<td>Operating Budget</td>
<td>76.3%</td>
<td>75.8%</td>
<td>74.2%</td>
<td>48.2%</td>
<td>47.0%</td>
<td>65.6%</td>
<td>0.1%</td>
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<tr>
<td>One Time Extraordinary/Capital</td>
<td>9.6%</td>
<td>3.6%</td>
<td>7.0%</td>
<td>10.8%</td>
<td>22.8%</td>
<td>9.5%</td>
<td>14.3%</td>
</tr>
<tr>
<td>Transfers to Stabilization/CPEB</td>
<td>0.0%</td>
<td>2.4%</td>
<td>0.0%</td>
<td>24.8%</td>
<td>0.0%</td>
<td>6.3%</td>
<td>20.0%</td>
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</table>
9 – New Growth History

New Growth History by Property Class

<table>
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<tr>
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</tr>
<tr>
<td>Personal</td>
<td>29,195</td>
<td>34,253</td>
<td>105,364</td>
<td>37,067</td>
<td>36,087</td>
<td>26,262</td>
<td>24,848</td>
<td>28,054</td>
<td>27,811</td>
<td>26,739</td>
</tr>
<tr>
<td>Comm/Industrial</td>
<td>34,236</td>
<td>66,779</td>
<td>22,659</td>
<td>5,004</td>
<td>4,954</td>
<td>7,322</td>
<td>12,292</td>
<td>24,742</td>
<td>1,668</td>
<td>176,713</td>
</tr>
<tr>
<td>Residential</td>
<td>234,518</td>
<td>157,836</td>
<td>124,424</td>
<td>44,754</td>
<td>47,577</td>
<td>37,945</td>
<td>33,963</td>
<td>47,945</td>
<td>52,822</td>
<td>32,252</td>
</tr>
<tr>
<td>Estimated Growth in Revenue FY 2018</td>
<td>State Aid Increase 2%</td>
<td>New Growth</td>
<td>2.5% increase</td>
<td>Total New Revenue</td>
<td>Estimated Growth in Expenses</td>
<td>Retirement Increase 7%</td>
<td>Insurance Increase 10%</td>
<td>Salary increase</td>
<td>TOTAL additional expense</td>
<td></td>
</tr>
<tr>
<td>-------------------------------------</td>
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<td></td>
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<tr>
<td></td>
<td>$180,000</td>
<td>$80,000</td>
<td>$350,000</td>
<td>$610,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$662,000</td>
<td></td>
</tr>
</tbody>
</table>
Budget Goals and Priorities: What Would You Like?

For example:
- Funds for Training
- Additional funds to Repair Roads
- General Fund Assistance to expand Infrastructure
- Education Funding
- Investment in Facilities (Additional Funds toward Capital Improvements)
- ...
## Town of Ware

### Summary of Projected Revenues and Expenditures

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Property Tax Levy</td>
<td>13,886,205</td>
<td>14,308,258</td>
<td>14,704,580</td>
<td>15,101,592</td>
<td>15,413,496</td>
<td>15,877,576</td>
<td>16,353,768</td>
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<tr>
<td>State Aid Cherry Sheet</td>
<td>10,991,877</td>
<td>11,823,483</td>
<td>11,850,434</td>
<td>12,082,481</td>
<td>12,319,538</td>
<td>12,561,753</td>
<td>12,806,194</td>
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<tr>
<td>MSBA Reimbursement</td>
<td>776,456</td>
<td>776,456</td>
<td>776,456</td>
<td>776,456</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Estimated Local Receipts</td>
<td>2,278,837</td>
<td>2,327,611</td>
<td>2,346,600</td>
<td>2,346,600</td>
<td>2,346,600</td>
<td>2,346,600</td>
<td>2,346,600</td>
</tr>
<tr>
<td>Free Cash</td>
<td>853,787</td>
<td>811,843</td>
<td>214,250</td>
<td>214,250</td>
<td>214,250</td>
<td>214,250</td>
<td>214,250</td>
</tr>
<tr>
<td>Available Funds/Other Financing</td>
<td>196,000</td>
<td>179,500</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>28,983,112</td>
<td>29,827,161</td>
<td>29,882,320</td>
<td>30,521,359</td>
<td>30,293,888</td>
<td>31,000,179</td>
<td>31,723,812</td>
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</table>

<table>
<thead>
<tr>
<th>Expenditures</th>
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</thead>
<tbody>
<tr>
<td>General Government</td>
<td>1,187,168</td>
<td>1,345,582</td>
<td>1,371,473</td>
<td>1,397,882</td>
<td>1,416,560</td>
<td>1,435,529</td>
<td>1,454,796</td>
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<tr>
<td>Education</td>
<td>13,696,600</td>
<td>14,227,102</td>
<td>14,830,935</td>
<td>16,089,990</td>
<td>15,520,378</td>
<td>16,992,819</td>
<td>18,487,665</td>
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<tr>
<td>Public Works/Cemetery</td>
<td>809,084</td>
<td>816,887</td>
<td>802,471</td>
<td>816,571</td>
<td>820,756</td>
<td>841,113</td>
<td>852,845</td>
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<tr>
<td>Health and Human Services</td>
<td>591,766</td>
<td>562,562</td>
<td>460,077</td>
<td>467,715</td>
<td>475,496</td>
<td>483,417</td>
<td>491,482</td>
</tr>
<tr>
<td>Culture &amp; Recreation</td>
<td>348,779</td>
<td>354,200</td>
<td>357,742</td>
<td>361,519</td>
<td>364,933</td>
<td>366,582</td>
<td>372,269</td>
</tr>
<tr>
<td>Debt Service/Capital Plan</td>
<td>1,660,156</td>
<td>1,735,000</td>
<td>1,705,000</td>
<td>1,659,260</td>
<td>742,026</td>
<td>741,026</td>
<td>740,775</td>
</tr>
<tr>
<td>State Assessments</td>
<td>1,177,550</td>
<td>1,193,753</td>
<td>1,238,619</td>
<td>1,285,243</td>
<td>1,333,896</td>
<td>1,384,060</td>
<td>1,436,360</td>
</tr>
<tr>
<td>Fixed Costs/Benefits</td>
<td>5,069,335</td>
<td>5,467,342</td>
<td>5,722,846</td>
<td>6,012,427</td>
<td>6,306,802</td>
<td>6,617,101</td>
<td>6,943,962</td>
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<tr>
<td>Risk Management</td>
<td>326,765</td>
<td>336,600</td>
<td>353,425</td>
<td>372,863</td>
<td>393,371</td>
<td>416,068</td>
<td>437,832</td>
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<tr>
<td>Other Amounts Raised</td>
<td>730,406</td>
<td>712,355</td>
<td>616,514</td>
<td>616,116</td>
<td>621,771</td>
<td>624,479</td>
<td>627,242</td>
</tr>
<tr>
<td>Misc/Other Uses</td>
<td>575,891</td>
<td>611,343</td>
<td>214,250</td>
<td>214,250</td>
<td>214,250</td>
<td>214,250</td>
<td>214,250</td>
</tr>
<tr>
<td>Transfers (Enterprise Indirect Costs)</td>
<td>(785,845)</td>
<td>(357,151)</td>
<td>(378,341)</td>
<td>(396,356)</td>
<td>(394,590)</td>
<td>(411,259)</td>
<td>(429,424)</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>28,882,856</td>
<td>29,827,161</td>
<td>30,242,861</td>
<td>31,070,817</td>
<td>31,948,144</td>
<td>31,866,174</td>
<td>32,925,420</td>
</tr>
<tr>
<td>General Fund Surplus/(Shortfall)</td>
<td>100,256</td>
<td>0</td>
<td>(359,541)</td>
<td>(494,457)</td>
<td>(754,256)</td>
<td>(954,995)</td>
<td>(1,201,508)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Enterprise Funds</th>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Enterprise Funds: Revenues</td>
<td>1,886,200</td>
<td>1,916,459</td>
<td>1,853,580</td>
<td>1,863,580</td>
<td>1,863,580</td>
<td>1,863,580</td>
<td>1,863,580</td>
</tr>
<tr>
<td>Enterprise Funds: Expenditures</td>
<td>1,299,208</td>
<td>1,550,306</td>
<td>1,504,459</td>
<td>1,526,789</td>
<td>1,526,954</td>
<td>1,529,110</td>
<td>1,534,671</td>
</tr>
<tr>
<td>Transfers (Enterprise Indirect Costs)</td>
<td>295,955</td>
<td>357,151</td>
<td>378,341</td>
<td>396,356</td>
<td>394,590</td>
<td>411,259</td>
<td>429,424</td>
</tr>
</tbody>
</table>

| Grand Total Revenues                  | 30,889,312    | 31,743,630       | 31,745,900       | 31,374,239       | 32,147,468       | 32,853,759       | 33,577,392       |
| Grand Total Expenditures              | 30,478,016    | 31,743,621       | 32,125,761       | 32,972,561       | 32,969,889       | 33,907,544       | 34,889,515       |
| **Total Surplus/(Shortfall)**         | 391,294       | (0) (379,486)    | (598,022)        | (822,221)        | (1,053,785)      | (1,312,123)      |                  |

| Financial Impact of COLA Increase     | 0             | 0                | 16,983           | 34,388           | 81,590           | 129,733          | 178,831          |
| Total Surplus/(Shortfall) after COLA  | 0             | (0) (396,844)    | (632,409)        | (903,511)        | (1,183,518)      | (1,490,964)      |                  |
Town of Ware
Financial Reserve Policies

Purpose
The maintenance of adequate operating reserves is essential to the financial strength and flexibility of the Town as a whole. Adequate operating reserves are an integral part of the financial structure of the Town and allow it to mitigate current and future financial risks associated with revenue shortfalls, unanticipated expenditures and natural disasters.

Financial reserves protect the Town from unforeseen increases in expenditures, reductions in revenues, unforeseen downturns in the economy, or any other extraordinary events. Reserves are also a source of funding for capital construction and replacement projects. Reserves should normally average between 5% and 15% of the Town's General Fund operating revenue less debt exclusions and Chapter 70 (School Aid).

Undesignated Fund Balance
Undesignated Fund Balance is monies in the various government funds as of June 30 that are neither encumbered nor reserved, and are therefore available for expenditure once certified as part of free cash. An adequate balance should be maintained to mitigate risks that can occur from unanticipated revenue fluctuations and unforeseen expenditures.

- The Town shall maintain an undesignated fund balance of between 5% and 15% of general fund revenues, less debt exclusions and Chapter 70 Aid.

- In the event that the Town’s undesignated fund balance falls below 5% of general fund revenues, less debt exclusions and Chapter 70 Aid, (the “Fund Balance Floor”), a plan for specific expenditure reductions and/or revenue increases shall be submitted to the Board of Selectmen during the next budget cycle.

Free Cash
Free Cash is the remaining, unrestricted funds from operations of the previous fiscal year including unexpended free cash from the previous year, actual receipts in excess of revenue estimates shown on the tax recapitulation sheet, and unspent amounts in budget line-items.

- The amount of money to be held in ‘Free Cash’ shall not be less than 1% or more than 3% of the approved General Fund operating revenue, less debt exclusions and Chapter 70 (School Aid) or 50% of certified Free Cash, whichever is lower.

The Division of Local Services states that funding operations with one-time revenues, without identifying future available offsets, effectively postpones difficult decisions necessary to achieve a structurally sound, sustainable spending plan. The Town has used an average of 64% of Free Cash to fund the operating budget over the past 5 years. The following priorities regarding use of Free Cash should be followed in order to reduce the amount used to fund recurring expenditures and to build reserves:

1. Operating Budget – no more than 35%
2. Stabilization Fund – 5%
3. Capital Stabilization Fund – 5%
4. OPEB Trust – 15%
5. One Time Capital Items – 40%
Stabilization
The Stabilization Fund is a special reserve account allowed by Massachusetts General Laws to allow savings to be set aside and available for emergency expenditures. In the case of an emergency expenditure a community with a Stabilization Fund balance may use the available fund balance rather than spiking its property tax rate. Bond rating agencies rate municipalities more highly if they maintain a healthy reserve balance in this and other reserve accounts. The Town should endeavor to avoid the use of stabilization fund balances, or any reserve balance for a recurring expense.

- The Town shall maintain the stabilization reserve fund of at least 1.75% of operating revenues, less debt exclusions and Chapter 70 (School Aid). The goal, through prioritizing uses of Free Cash, is to increase this minimum to 3.5% by 2025.

Capital Stabilization
The Capital Stabilization Fund is a special reserve account earmarked to support capital needs.

- The Town shall maintain the capital stabilization reserve fund of at least 1.25% of operating revenues, less debt exclusions and Chapter 70 (School Aid). The goal, through prioritizing uses of Free Cash, is to increase this minimum to 1.5% by 2025.
Town of Ware  
Debt Management Policy  

Purpose  
Debt management is essential to the overall financial planning of any municipality. Borrowing funds and repaying over a number of years allows the Town to finance projects we could not afford to pay from our operating budget or during a single fiscal year. The objective of debt management is to borrow at the least cost over the term of the debt. It requires careful planning and strategies to minimize the negative effect to the taxpayer and should be used only when the cost allocation is deemed equitable and the interest costs do not outweigh the advantages.

Bond Rating  
The community’s bond rating is important because it determines the rate of interest it pays when selling bonds and notes. Other things being equal, the higher the bond rating, the lower the interest rate. Bond analysts (Moody’s, Standard & Poor’s) typically look at four sets of factors in assigning a credit rating:

- **Debt Factors**: debt per capita, debt as a percentage of equalized valuation and rate of debt amortization.
- **Financial Factors**: operating surpluses or deficits, free cash as a percent of revenue, state aid reliance, property tax collection rates, and unfunded pension liability.
- **Economic Factors**: property values, personal income levels, tax base growth, tax and economic base diversity, unemployment rates and population growth.
- **Management Factors**: governmental structure, the existence of a capital improvement plan, the quality of accounting and financial reporting.

Debt Limitations  

**General Fund Debt Service**: A limit on debt service costs as a percent of the Town’s total budget is especially important because of Proposition 2 ½ constraints on a town’s budget. At the same time, the community’s regular and well-structured use of long-term debt symbolizes the municipality’s commitment to maintaining and improving its infrastructure. The Town of Ware is committed to a debt service budget equal to or greater than 2% of the Town’s current annual budget, exclusive of Enterprise funded debt and the Town’s Excluded Debt. In order to maintain these benchmarks, the Town should schedule future debt service to coincide with maturing debt service. To maintain this floor, if debt service is projected to fall below 2% of the Town’s current annual budget, that amount below shall be expended on one-time pay-as-you-go capital or shall be appropriated to the Capital Stabilization Fund.

**Debt Maturity Schedule**: The Town of Ware is committed to not establishing debt beyond expected useful life. This can be accomplished through more aggressive amortization of new debt service and shortening terms for existing debt when the option to refinance a bond becomes available.
Town of Ware
Debt Management Policy

Debt Strategies

Alternative Financing Strategies: The Town will continually pursue opportunities to acquire capital by means other than conventional borrowing; such as grants and low or zero interest loans from state and federal agencies.

Debt Issuance: The Town will work closely with the Town's Financial Advisor and Bond Counsel to ensure that all legal requirements are met and that the lowest possible interest rate can be obtained.

Enterprises: Any debt issued for the benefit of the Town’s enterprise funds is to be paid from service revenues, unless there is an explicit direction from Town Meeting to contribute support of the debt service.

Capital Planning: No projects are to be funded by debt authorized by Town Meeting unless those projects have been incorporated into and vetted by the Town’s capital planning process.
January 3, 2017

To: Board of Selectmen

From: Stuart Beckley, Town Manager

Subject: Director of Planning and Community Development

Based on his qualifications, education and experience, I recommend that the Board of Selectmen approve the appointment of Ruben Flores-Marzan as the Director of Planning and Community Development. The search committee made up of representatives from the Planning Board, Zoning Board, Community Development Authority, Master Plan Committee and the Ware Business and Civic Association believe that Mr. Flores-Marzan will be a strong leader in the future planning and development of the Town. His resume is attached for your review, and he will be present at Tuesday’s meeting.

Thank you for your consideration.
OBJECTIVE To provide dependable, professional services to a forward-thinking organization committed to achieving its strategic vision and short/long-term objectives.

EXPERIENCE Base Community Planner – US Air Force | Air Force Reserve Command
February 2015 – July 2016
Responsibilities: Management and execution of installation campus planning program | urban & regional planning | community outreach | strategic planning & analysis | research | performance metrics & evaluation | negotiation | data collection | civil/military relations | geographic information systems (GIS) | site selection analysis | urban design | environmental review & permitting | zoning coordination

Planning & Development Director – City of Providence, Rhode Island
February 2013 – January 2015
Responsibilities: Management and execution of citywide urban planning initiatives, programs & services | government administration | negotiation | grant management | budgeting | personnel administration | labor relations (adept at solving employee issues within a collective bargaining environment) | public speaking | cost controls | desktop publishing | strategic planning & analysis | public outreach | research | political communication | performance metrics & evaluation | media & constituent relations | urban design review | environmental review & permitting | zoning administration

State Planning Director | Assistant Transportation Secretary | State Planning Commissioner – Commonwealth of Puerto Rico
January 2006 – December 2012
Responsibilities: Management and execution of island-wide, regional & municipal urban & regional planning initiatives, programs & services | government administration | negotiation | budgeting | policy formulation & analysis | economic development | research | personnel administration | cost controls | adept at solving employee issues within a collective bargaining environment | advocacy | political communication | public speaking | desktop publishing | strategic planning & analysis | performance metrics & evaluation | media & constituent relations | urban design | environmental review & permitting | zoning administration

Senior Land Planner – CPH Engineers, Inc. – Sanford, Florida
Responsibilities: Consulting urban & regional planning services for governments & private developers | project/program management & administration | negotiation | cost controls | desktop publishing | document coordination | public outreach | policy analysis | client relations | geographic information systems (GIS) | urban design | environmental review & permitting | zoning coordination
Urban Planner II – Project Manager – City of Tampa, Florida
July 2000 – February 2005
Responsibilities: Plan development, implementation & monitoring | research | data collection & analysis | performance metrics & evaluation | desktop publishing | public outreach | media & constituent relations | geographic information systems (GIS) | urban design review | environmental review & permitting | zoning coordination

Land Use – Community Development Planner – City of Cape Coral, Florida
July 1999 – July 2000
Responsibilities: Plan development, implementation & monitoring | research | data collection & analysis | performance metrics & evaluation | desktop publishing | public outreach | media & constituent relations | geographic information systems (GIS) | environmental review & permitting | zoning coordination

EDUCATION
MA Urban Planning / MA Geography – The University of Akron
July 1999
Akron, Ohio

BA Geography – University of Puerto Rico
May 1996
San Juan, Puerto Rico

PROFESSIONAL American Institute of Certified Planners (AICP), Certified Planner # 024941
LICENSES Licensed Professional Planner (LPP), Puerto Rico Professional Planner Number # 706

COMPUTERS MS Office Suite (Excel, PowerPoint, Outlook, Word) | desktop publishing | online research | social media | geographic information systems (GIS) | SharePoint

OTHER SKILLS Leadership | creativity | adaptability | integrity | strategically-oriented | negotiation | executive management | information analysis & diffusion | advocacy | urban/regional planning & development | bilingual communicator (English & Spanish) | client relations | public speaking | political communication | budgeting | policy analysis | cost controls | labor relations | desktop publishing | strategic planning & management | performance metrics & evaluation | media & constituent relations | research | data visualization | geographic information systems (GIS) | urban design | local, state & federal environmental review & permitting | zoning administration | digital photography

REFERENCES Available upon request
December 20, 2016

Dear Animal Control Supervisor,

As per Massachusetts General Law, Chapter 140, Section 151, the mayor of each city and the board of selectmen of each town shall annually designate an animal control officer, who may be a police officer or constable. The mayor or board of selectmen shall immediately submit to the commissioner of the Massachusetts Department of Agricultural Resources the names, addresses and dates of hire of such animal control officers.

Enclosed you will find a blank Animal Control Officer Designation Form. Please fill out a separate form for each animal control officer (full time, part time, assistant, contractor, etc.) employed by your municipality and return to our office:

Massachusetts Animal Fund
Attn: ACO Designation
251 Causeway Street, Suite 500
Boston, MA 02114

Please return the completed forms to our office by February 1, 2017 for the 2017 designation year. Should an animal control officer leave his or her position mid-year, the Department must be notified immediately. Any new hires during the year should be submitted on a new Designation Form as close to the date of hire as possible.

If you have any questions, please contact our office at lauren.gilfeather@state.ma.us.

Sincerely,

[Signature]

Lauren Gilfeather Burbridge
Coordinator
Massachusetts Animal Fund
**Please copy this form and fill out completely for each ACO employed by your municipality**

**ANIMAL CONTROL OFFICER INFORMATION**

ACO Name: SARA PRIDEAUX

ACO Municipal Phone Number: 413-967-3571 (POLICE DEPT.)

ACO Municipal Email*: SBECKLEY@TOWNOFWARE.COM

ACO Municipal Mailing Address*: 126 MAIN STREET
WARE, MA 01082

ACO Personal Contact (optional):

This ACO is employed: (circle) FULL TIME PART TIME PER DIEM

This ACO is the: (circle) SUPERVISOR PRIMARY ASSISTANT

**SUPERVISOR DESIGNATION**

*By signing this form, I certify that the above animal control officer has been designated by our municipality to perform the duties described in M.G.L. Chapter 140, Section 151 for the year 2017.*

Signature: ________________________________

Printed Name: ________________________________

Municipal Department: ________________________________

Mailing Address*: ________________________________

Email Address*: ________________________________

*All correspondence from the Massachusetts Animal Fund/Massachusetts Department of Agricultural Resources will be sent to these addresses.
MASSACHUSETTS ANIMAL FUND
ANIMAL CONTROL OFFICER DESIGNATION 2017

**Please copy this form and fill out completely for each ACO employed by your municipality**

ANIMAL CONTROL OFFICER INFORMATION

ACO Name: ____________________________

WENDY LESAGE

ACO Municipal Phone Number: 413-967-3571 (POLICE DEPT.)

ACO Municipal Email*: SBEEKLEY@TOWNOFWARE.COM

ACO Municipal Mailing Address*: 126 MAIN STREET

WARE, MA 01082

ACO Personal Contact (optional): ____________________________

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APPLICATION FOR SPECIAL SERVICE OF
ALCOHOLIC BEVERAGES
MGL CHAPTER 138, SECTION 14
TOWN OF WARE

Name: St. Mary's Church - Fr. Richard Bondi

Effective Date(s) of License: January 28, 2017 Saturday

Hours of Service (In conformity with MGL): 5:30 pm - 9 pm

Event (describe activities): Church Dinner

Anticipated Attendance: 100

Sponsoring Organization: St. Mary's Church

For Profit: ☑ Beer & Wine (only) Non Profit: All Alcoholic ☐ Beer & Wine ☑

Address (include Street & Number): 60 South Street

Names of All Servers (bartenders) for this event: Russ Libby & Paul Murray

Estimated Number of Attendees: 100
Crowd Control Manager:

I have received, and agree to abide by, all regulations of the Board of Selectmen. Furthermore, pursuant to MGL Chapter 52C, Section 49A, I hereby Certify under penalties of perjury that I, to the best of my knowledge and belief, have filed all state tax returns and all state taxes required under law.

Signature of Applicant: __________________________
Social Security # or Federal I.D.: 042-208-520

Fire Inspection
Date: 11/27/15

Building Inspection
Date: 12/24/16

Date Received: 12/27/2016

Insurance Certificate: ☑

Application Fee: $25.00

Action Taken: ☑ Approved __ Denied Date: 1/3/17

Police Chief Review and Action

Kenneth Kovitch, Acting Police Chief
January 5, 2017

To: Board of Selectmen

From: Stuart Beckley, Town Manager

Subject: Public Records – Records Administrative Officer

Attached is information on the recently released regulations for the new Public Records Law. One requirement is for the Board of Selectmen to appoint one or more Records Administrative Officers who will be responsible for responding to public information requests. Many communities are appointing a “Super”-RAO to keep track of requests, and multiple RAOs to address departmental requests.

After discussion with the Town Clerk, we recommend that the Selectmen appoint:

Nancy Talbot – Records Administrative Officer

RAO Fire Department – Chief Coulombe or designee
RAO Police Department – Chief Kovitch or designee
RAO DPW – Dick Kilhart or designee
RAO Building Department – Chris Rice or Designee
RAO Town Hall/Finance – Stuart Beckley
To: Board of Selectmen
   Stuart Beckley, Town Manager

From: Rick Starodoj, Chairman, Planning Board
       Dick Kilhart, Director, DPW
       David Tworek, Deputy Director, DPW
       Judi Mosso, Assistant to the Director, P&CD

Date: December 28, 2016

Subject: Recommendations on Plowing and Sanding Unfinished Subdivision Roads – Winter 2016/17

On September 21, 2016, Rick Starodoj, Dick Kilhart, David Tworek, and Judi Mosso visited four unfinished subdivisions which the Town had been plowing in past winters. On December 2, the Planning Board discussed recommendations and met with the owners of one of the subdivisions. This memo serves as our recommendations regarding these roads as well as other privately-owned roads that have since come to light:

<table>
<thead>
<tr>
<th>Unfinished Subdivision</th>
<th>Road Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Belair Estates</td>
<td>Belair Drive</td>
</tr>
<tr>
<td>Edgewood Estates</td>
<td>Walter Drive</td>
</tr>
<tr>
<td>Isabella Ridge</td>
<td>Wildflower Drive</td>
</tr>
<tr>
<td>King George Drive</td>
<td>King George Drive</td>
</tr>
<tr>
<td>Pennybrook Estates</td>
<td>Coldbrook Drive</td>
</tr>
<tr>
<td>Williston Heights</td>
<td>Williston Drive</td>
</tr>
</tbody>
</table>

**BELAIR ESTATES** (Belair Drive):

- Similar to last year's report, it appears that no repairs have been made to this road for some time
- As has been the case for a few years now, the base coat has further deteriorated in some areas to the point where plowing will rip up the pavement (photo 1 on next page with inset)
- Some of the catch basins continue to be clogged with sand and vegetation (photo 3; this is the same one photographed last year and the grate is now completely covered)
• The DPW has not sanded this road since 2014. That year, several times the sander had to make at least two trips to apply the sand since the road had yet to be plowed after a snowfall which resulted in a higher cost than is incurred on a standard road for both plowing and sanding.

• Based on the very poor condition of this road and recent experiences with winter sanding, we recommend that Belair Drive NOT be plowed or sanded this year, unless significant repairs are made. The Planning Board agreed with this recommendation.

• A letter discussing this was sent to the owner of this subdivision by certified mail, and no response has been received to date.

**EDGEWOOD ESTATES** (Walter Drive):

• The two issues we discovered were a deteriorating basecoat (Photo 1) and overgrown catch basins (Photo 2).

• We did not see anything on this road that would create any problems for either the Town or the owner if the Town plowed and sanded this winter.

**ISABELLA RIDGE** (Wildflower Drive & Briar Circle):
- The roadway is in overall good condition and plowing issues are not anticipated for those areas based on our inspection
- In 2014, there were significant drainage problems in one area of the road which the DPW had to continually address, spending significant time and resources
- John Beltrandi, owner of the undeveloped lots in this subdivision, modified the original drop inlet but not as had been described to the Planning Board or to DPW:
  - The original drop inlet had been partially dug out and the side of the concrete box structure was cut to create a significant hole, one substantially larger than is normal for a drainage structure such as this. The adjacent excavated area was filled with rock and the area between the woods and the structure was graded to slope toward the modified drop inlet. The hole in the drainage structure has been covered with a wire mesh and a piece of rebar, which is not sufficient to prevent people from getting into the structure and the pipe under the road (see Photos 1 and 2 below)
  - We were told, in 2014, by Belco Construction that they would replace that with a proper grate but there are no changes other than vegetative growth (see Photos 3 and 4 below). but Belco Construction has agreed to install a swale to catch water from the area in question and direct it to the modified drainage structure, which we feel will prevent icing on the road
• Since Belco Construction has modified the site to address the drainage problems experienced last winter, and since we believe it will work, **we recommend that the Town plow and sand Wildflower Drive and Briar Circle this winter, with two important caveats:**
  o If the water continues to run onto the road and create ice problems at any time, then Town plowing and sanding (and ice removal) shall stop immediately, the owner so notified, and all snow and ice removal shall become the responsibility of the owner of the private roads. The Town shall not be held liable for any problems associated with snow or ice removal in this subdivision should this occur
  o The Town accepts no responsibility nor liability with regard to the modified drainage structure located by 12 Wildflower Drive
• Additionally, since the road right-of-way is not owned by Belco Construction we intend to contact Hampden/Berkshire Bank to
  o inquire as to their intentions of continued ownership of the open space lot
  o inform them that if there are any icing problems this year on the road, it will become their responsibility as the owner of the road to handle snow and ice removal operations

**KING GEORGE DRIVE:**
• It has come to our attention that this road is not a Town-owned road. The DPW has plowed it in the past
• Recently, the road condition was beginning to deteriorate but according to DPW staff, the owners have taken repair measures **We recommend that King George Drive be plowed and sanded this year** as repairs have been made. The Planning Board agreed with this recommendation

**PENNYBROOK ESTATES** (Coldbrook Drive):
• In 2015, repairs were made including: patched basecoat, laid top coat, repaired asphalt berms, elevated all drainage structures to proper height, and sidewalk installed
• The Planning Board has since released the remaining undeveloped lots in the subdivision from the surety covenant
• **We recommend that Coldbrook Drive be plowed and sanded by the Town this winter.** We anticipate the owner will be seeking Town acceptance of the road sometime in 2017
WILLISTON DRIVE

- Only the eastern section of Williston Drive has been accepted by the Town (see Photo 1)
- The DPW has historically plowed and sanded the entire length of this road so that the trucks could turn around easily
- The entire length of roadway is in overall good condition and plowing issues are not anticipated for based on our inspection
- **We recommend that Williston Drive road be plowed and sanded by the Town this winter.**

**SUMMARY**

Based upon the above, staff and the Planning Board recommend to the Board of Selectmen to take action on expending Town funds to plow Walter Drive, Wildflower Drive and Briar Circle, Coldbrook Drive, King George Drive, and Williston Drive during the winter of 2016/17 (FY2017), with the caveats for Wildflower Drive and Briar Circle as noted above. We also recommend that the Board take action to explicitly not perform any snow removal, sanding, salting, or any other actions to manage precipitation or poor driving conditions on Belair Drive and until the roadway is repaired to the satisfaction of the DPW and the Planning Board.

Furthermore, we recommend that the Town Clerk create an official list of town-owned roads for various departments to reference. An official list will allow the Planning Board, P&CD staff and DPW to more efficiently review these matters in the future.

**SUGGESTED MOTION:**

- Move to approve the expenditure of Town funds and to direct the DPW to manage sanding and snow and ice removal on the private section of Walter Drive and on the private roads Coldbrook Drive, King George Drive, and Williston Drive during the winter of 2016/17; and

- to approve the expenditure of Town funds and to direct the DPW to manage sanding and snow and ice removal on the private roads within the Isabella Ridge subdivision (Wildflower Drive and Briar Circle) during the winter of 2016/17, provided that in the event that icing on the roadway occurs, then the DPW is directed to stop snow and ice removal operations at which point the owner of the private road shall be fully responsible for all snow and ice removal operations; and furthermore that the Town
accepts no responsibility or liability with regard to the modified drainage structure at 12 Wildflower Drive; and

- to direct the DPW to **NOT** perform any sanding, snow, or ice removal operations on **Belair Drive** during the winter of 2016/17