Board of Selectmen
Ware Town Hall, Meeting Room, 126 Main Street
Regular Meeting Notice Agenda – Tuesday, July 10, 2018 at 7:00 p.m.

Meeting Opened
Opening Remarks, Announcements, and Agenda review by Chair

Consent Agenda
- Approval of Minutes of June 19, 2018
- Approval of One-Day Liquor License: Workshop 13, July 23, 2018

Scheduled Appearances

Old Business
- Fire Department Audit

New Business
- Application for Sewer Abatement: 6 Berkshire Circle
- Request for Special Town Meeting
- Video Surveillance Policy
- Herbal Pathways, LLC – Community Host Agreement
- Historical Commission Applications, Term to Expire June 30, 2021 (Position Open as Martha Rohan chose not to be reappointed)
  - Alan G. Whitney
  - Cynthia Allen Bourcier
- Acceptance of Resignation, Term to Expire June 30, 2019
  - Zoning Board of Appeals – Elizabeth Calvert
- FY2019 Appointments of Special Police Officers, Honorary Police Officers, Police Matrons, and Constables

Comments and Concerns of Citizens

Town Manager Report

Adjournment

Executive Session: MGL Chapter 30A, Section 21(a) #1 Employee Discipline, #2 Negotiations, #3 Litigation

The next Board of Selectmen meeting will be held on Tuesday, July 24, 2018 at 7:00 p.m.
Board of Selectmen
Ware Town Hall, Meeting Room, 126 Main Street
Regular Meeting Notice Agenda – Tuesday, June 19, 2018 at 7:00 p.m.

6:30 p.m. Executive Session: MGL Chapter 30A, Section 21(a) #2 Negotiations

Meeting Opened at 6:30 p.m. by Chairman Carroll.

Selectman Whitney made the Motion to Adjourn Regular Session at 6:30 p.m. to go into Executive Session per MGL Chapter 30A, Section 21 (a) #2 Negotiations, TO RECONVENE IN OPEN SESSION by 7:00 p.m.; Selectman Kruckas seconded the motion. The motion passed on a roll call vote of 5 Yes, 0 No.

| Selectman John E. Carroll | Yes✓ |
| Selectman Michael P. Fountain | Yes✓ |
| Selectman Keith J. Kruckas | Yes✓ |
| Selectman Tracy R. Opalinski | Yes✓ |
| Selectman Alan G. Whitney | Yes✓ |

Selectman Whitney made the Motion to Adjourn Executive Session at 7:13 p.m., TO RECONVENE IN OPEN SESSION; Selectman Fountain seconded the motion. The motion passed on a Roll Call Vote of 5 Yes, 0 No.

| Selectman John E. Carroll | Yes✓ |
| Selectman Michael P. Fountain | Yes✓ |
| Selectman Keith J. Kruckas | Yes✓ |
| Selectman Tracy R. Opalinski | Yes✓ |
| Selectman Alan G. Whitney | Yes✓ |

Chairman Carroll Re-Opened the Meeting at 7:17 p.m.

Present: Selectman John E. Carroll, Selectman Michael P. Fountain, Selectman Keith J. Kruckas, Selectman Tracy R. Opalinski, Selectman Alan G. Whitney, Town Manager Stuart Beckley, Clerk Mary L. Midura, Ware Community TV General Manager Stanley Ciukaj, Conservation Commissioner Thomas Barnes, Building Department Administrative Assistant Andrew Choquette.

Opening Remarks, Announcements, and Agenda review by Chair
Selectman Opalinski noted that, on March 9, 2018, she sent an email to Mr. Kilhart regarding 4 lights that were out on Main Street. Mr. Beckley noted that the poles 4 and 5 are not National Grid, but the town is out of stock. These can be ordered, and once received, National Grid can do the installation. This is a priority.
Selectman Kruckas asked that the Building Inspector attend a future meeting to explain the
process of how the Town deals with rundown buildings noted in recent social media. Chairman Carroll thanked all those who contributed to the Lions Club for the fireworks. The fireworks will be held Saturday, June 30, at Grenville Park. Chairman Carroll noted that a citizen questioned him about the old fire alarm box wiring; Mr. Beckley noted he would ask the fire department to look at these.

Selectman Kruckas questioned why the flashing light near the schools is still in operation now that school is out for summer; Mr. Beckley noted there is daily breakfast and other activity at the school campus during summer.

Selectman Opalinski questioned use of Code Red during weather events; Mr. Beckley noted that the State gave 20 minute warnings, but he can discuss this with the emergency management director.

Selectman Fountain noted the house on Vigeant Street and stated that items have been dumped there. Mr. Beckley noted that the Building Department can ticket and take further action if the Board deems the area dangerous. Tickets were sent to the owner today.

Selectman Kruckas questioned the mowing of the dikes, as the grass on the dike on Anderson Road is high. Mr. Beckley explained that the Parks equipment cannot be used on the dikes, but the Army Corps will submit the next report in a month or two. Most mowing is done by the Parks department.

Selectman Opalinski questioned the water shortage, and would water bills be lowered as a result. Mr. Beckley noted this is a “water restriction”, not a water shortage. He noted that many towns opt to have a water restriction from May 31 – September 30. Selectman Kruckas questioned the limit of hydropower, and Selectman Opalinski asked if this was State malfeasance. Mr. Beckley noted that he can contact the State for more information.

Consent Agenda

- Approval of Meeting Minutes of April 5, 2018, May 29, 2018 and June 5, 2018
Selectman Opalinski noted that she provided several amendments to Ms. Midura.
Selectman Whitney made the Motion to Approve the above minutes, with May 29 as amended; Selectman Opalinski seconded the motion. The motion passed on a vote of 5 Yes, 0 No.

Scheduled Appearances

- Baystate Health Eastern Region President Michael Moran – Announcement and Updates
Mr. Moran had a conflict and cannot attend tonight. He may be available for the July 10, 2018 meeting.

Old Business

- Social Media Policy
Mr. Beckley noted this final version of the social media policy. This will be distributed to all town employees.
Selectman Kruckas made the Motion to Approve the Social Media Policy; Selectman Whitney seconded the motion. The motion passed on a vote of 5 Yes, 0 No.
• Town Manager Goals and Contract
Selectman Whitney made the Motion to Approve the Town Manager Contract for July 1, 2018 – June 30, 2021; Selectman Fountain seconded the motion. The motion passed on a vote of 4 Yes, 1 No (Selectman Kruckas).
Mr. Beckley thanked the Board and the Town.
Mr. Beckley asked to clarify, under Long Range Planning, “5 year budget” and “capital expenditure model to 10 years”.
Selectman Opalinski amended the Goals to include, under Community and Intergovernmental Relations, “Create a process of cleanup/implement removal of problem properties.”
Mr. Beckley noted he can create a chart with ongoing progress of items.
Selectman Opalinski made the Motion to Approve the Goals, as amended; Selectman Whitney seconded the motion. The motion passed on a vote of 5 Yes, 0 No.

• Fire Department Audit Scope Review
Mr. Beckley questioned whether the Board wanted to include Police and Fire Departments in this audit, or keep these separate and do the audit department by department. Chairman Carroll stated his preference to keep the audits separate and use the limited funds to do a thorough audit.
Selectman Whitney also stated he would like the audit of the Fire Department done first.
Selectman Opalinski amended the request for qualifications and quotes to add Hardwick Ambulance, ISO rating as it affects the Fire Department rating, and mutual aid.
Selectman Kruckas noted that several former western Massachusetts fire chiefs and firefighters are on Municipal Resources board, and anyone on these companies should not have relationships with the Ware Fire Department personnel.
Resident Andrew Choquette stated that utilizing people in similar environment can be more effective as those persons understand the profession. Selectman Whitney stated the Board must be cognizant of the perception to the public that the audit is completely fair. Selectman Whitney noted that “including, but not limited to” is important to add to each category.
Mr. Beckley stated he would make adjustments to the scope, send out to top consultants and bring back on July 10, 2018.

New Business
• End of Year Transfers
Mr. Beckley noted several department budgets need adjustments. Town Hall purchases are due to oil costs. Police Department adjustments are for bullet proof vests to be funded by a grant at end of year. Dog officer costs are for mileage. Parks will replace lights with LED at Veterans Park and town garage. Highway adjustments are for patching, asphalt and line painting. Sewer costs are electrical in the WWTP and sludge removal. Selectman Kruckas questioned use of solar power; Mr. Beckley noted a tie in to WWTP can be discussed if the town sells credits to another community and savings increase. Selectman Kruckas suggested benefits to the water department if the buildings are consolidated. Selectman Opalinski questioned the oil rates; Mr. Beckley noted that the town must use the State bid for oil.
Selectman Whitney made the Motion to Approve the End of Year Transfers; Selectman Opalinski seconded the motion. The motion passed on a vote of 5 Yes, 0 No.
• **Complaint Regarding East Street Rail Overpass**
Chairman Carroll noted this information should be sent to Massachusetts Central Railroad. Mr. Beckley noted that the information can also be sent to MA DOT. Chairman Carroll suggested a request for an answer in 30 days. Selectman Opalinski noted the public safety hazard of this area.

• **Conservation Commission Letter RE: Coy Hill**
Conservation Commissioner Thomas Barnes presented information regarding a beaver impactment located on Coy Hill at Prendiville Road. The flooded area is approximately 5 acres and 1 foot deep. The road is impassable. Mr. Barnes recommended that the area be slowly releases to do no harm to property. Mr. Barnes noted the Conservation Commission met on June 13, 2018 and voted to make the Board of Selectmen aware of the situation, as this is not the first occurrence at this location. Resident Cathy Cascio thanked the Board as her family lived through the last breach and is concerned. Letters will be sent to the Board of Health, Conservation Commission, Warren Board of Health and National Grid.

• **Reappointments, all Terms to Expire June 30, 2021:**
  o Community Development Authority – Danielle Souza
  o Conservation Commission – Mark Swett
  o Finance Committee – Janice Hills
  o Historical Commission – Cynthia LaBombard
  o Zoning Board of Appeals
    - Louis Iadarola
    - David Skoczylas, Alternate Member

• **Vacancies:**
  o Community Development Authority – 1
  o Council on Aging – 4
  o Historical Commission – 1

Selectman Whitney made the Motion to Approve the Reappointments; Selectman Kruckas seconded the motion. (Selectman Opalinski disclosed that she is a member of the Community Development Authority. Selectman Carroll disclosed that he is a member of the Community Development Authority.) The motion passed on a vote of 5 Yes, 0 No.

**Comments and Concerns of Citizens**
Resident Bill Jackson stated he has seen many bike trails without ramps such as those on the Church Street bike trail. Mr. Jackson criticized the letter by the Chairman of the Finance Committee in the recent Ware River News which was written about John Desmond. Mr. Jackson stated Mr. Desmond was a leader in the town to stop the rubbish trucks from constantly coming through the town.

Chairman Carroll noted the structures of the trail, and Selectman Kruckas noted the “No Parking” sign near the farm is difficult to see when coming around the hill. Selectman Opalinski noted the trail must be ADA compliant.

Resident Jack Cascio asked how many GPS units are installed; Mr. Beckley noted that, out of a total of 27 GPS units, 6 units are installed, the town must negotiate with the unions, and then the
Police, DPW and Ambulance GPS units can be installed.

**Town Manager Report**

Mr. Beckley announced there will be an auction at the former South Street School on Saturday, June 30, 2018 beginning at 9:00 a.m. Interest persons may arrive at 8:00 a.m. for a guided walk-through. There are many items, including a 30’ long bench. This information will be on the Town website.

The Police will participate in National Night Out on Tuesday, August 7, 2018 from 5:30 p.m. – 7:30 p.m. Officer Cacela is coordinating this fun event for the community.

Mr. Beckley announced that Charles Niedzwiecki has been hired as the Highway Supervisor, which creates an opening for a truck driver. The assistant water department customer service position is also open at 26 hours per week. Mr. Beckley noted he will soon present a new organizational chart for the DPW with 3 equal supervisors for WasteWater, Water and Highway Departments. These 3 supervisors will report to the DPW Director to control costs and reorganize the budget.

Mr. Beckley recognized Melina Bourdeau for her work at the Ware River News. Ms. Bourdeau is leaving to work for the Greenfield Recorder. The Board and Mr. Beckley wish Ms. Bourdeau good luck in her new position.

Selectman Kruckas thanked the Police Department for their service and dedication.

MassLive Reporter Jim Russell asked if the Board or any Town employees were planning to attend the Belchertown Substance Abuse Awareness Luminary Vigil. Mr. Beckley noted information would be posted on the Town website.

**Selectman Whitney made the motion to Adjourn the Regular Meeting at 8:29 p.m.; Selectman Opalinski seconded the motion. The motion passed on a vote of 5 Yes, 0 No.**

Attest: Mary L. Midura, Executive Assistant

The next Board of Selectmen meeting will be held on Tuesday, July 10, 2018 at 7:00 p.m.
APPLICATION FOR SPECIAL SERVICE OF
ALCOHOLIC BEVERAGES
MGL CHAPTER 138, SECTION 14
TOWN OF WARE

Name: Workshop13  Application Date: 6/29/2018
Contact Phone: 413-277-6072  Email: info@workshop13.org
Effective Date(s) of License: 7/23/2018
Hours of Service (In conformity with MGL): 6:30 pm - 10:00 pm
Event (describe activities): PopsComm 2018 Concert
Anticipated Attendance: 70
Sponsoring Organization:
For Profit: ___ Beer & Wine (only)  Non Profit: All Alcoholic ___ Beer & Wine ___X
Address (include Street & Number): 13 Church St, Ware, MA
Names of All Servers (bartenders) for this event ___Marie Lauderdale
Estimated Number of Attendees: 70
Crowd Control Manager: Roe Gondreau

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: Lisa DiMarzio
Social Security # or Federal I.D. #:

Fire Inspection
Date: EFFECTIVE TO 12/31/18

Building Inspection
Date: EFFECTIVE TO 12/31/18

Date Received: 7/2/18
Application Fee: $30
Action Taken: X Approved  ___ Denied Date: 8/27/18

Police Chief Review and Action
Shawn Crevier, Police Chief

2018-14
Would you please print out attachment and include as part of packet for Fire Department review?

Thank you

From: bettergov@aol.com [mailto:bettergov@aol.com]
Sent: Monday, July 02, 2018 1:43 PM
To: Beckley, Stuart <sbeckley@townofware.com>
Cc: Bettergov@aol.com
Subject: Fire RFQs and Quote

Stuart

Attached is our response to your Fire Request for Quals and Quote.
The Abrahams Group is a leader in conducting municipal operational and efficiency studies.
We have assembled a project team consisting of Fire operational and efficiency experts combined with internal control expertise to respond to your request.

I will be pleased to discuss this response with you at your earliest convenience.

Please confirm receipt via email to me.

Mark

Mark Abrahams, CPA
President, The Abrahams Group

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www.acopeb75.com
July 1, 2018

Mr. Stuart Beckley
Town Manager
Town Hall
126 Main Street
Ware, MA 01082

Dear Mr. Beckley:

I am pleased to submit this proposal to conduct a financial and operational review of the Town of Ware Fire Department. This letter briefly describes the project’s background and objectives, and our workplan, staffing and qualifications, timing and fees. The Abrahams Group has been performing municipal financial, operational audits and efficiency reviews for Massachusetts’ communities for 20 years. We have assembled an experienced project team. Our workplan has been successfully used in many of these reviews. We have provided references. We are proud to say that we have delivered similar reviews on time and on budget.

BACKGROUND AND OBJECTIVES

The Town of Ware seeks a qualified consultant to conduct financial and operational audits of Town departments. Financially, the Town wishes to confirm that departments are using budget, grant, and donation funds appropriately and to the best benefit of the Ware taxpayers. Operationally, the Town seeks a review of policies, procedures, projects and daily activities and asks the consultant to suggest efficiencies, review of personnel levels, and comparisons with other operational methods in other communities in order to assure strong service while recognizing budget constraints. The Town will begin the reviews in July, 2018 with the Fire Department but hopes to systematically review all departments as funds are available.

The objectives of this project are to conduct a financial and operational review of the Ware Fire Department. The Fire Department has a FY 2019 adopted budget of $1,001,049 consisting of about $948,000 for salaries and $130,000 in operating expenses. In addition, the Department’s Ambulance budget is about $500,000 consisting of salaries of about $348,000 and operating expenses of about $155,000.

The scope of this project is to include but are not limited to:

**Financial:** Review of Department Expenses for the past three (3) years including:

a. Travel Expenses and Receipts
b. Use of Petty Cash and Donation Accounts
c. Procurement of Goods
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Operational: Department Efficiencies including:

a. Regionalization of services including dispatch  
b. Privatization of services including dispatch, ambulance  
c. Operation of Transfer system  
d. Shift Efficiency  
e. Department Fleet size and make-up  
f. Comparisons with other communities  
g. Agreement with Hardwick Ambulance  
h. ISO Rating (affects Fire Insurance rating)  
i. Mutual Aid

WORKPLAN

This section proposes the method of organizing and executing the work for the project, including a detailed methodology by which the operational audit will be conducted. Our project plan addresses all areas of the Request for Qualifications and Quotes (RFQ&Q). In order to meet Town’s objectives, the following workplan will be completed. We have proposed a phased approach for this project.

PHASE 1 - PLANNING AND DATA GATHERING

Task 1.1 - Conduct Planning Meeting

The objective of this task is to conduct a planning meeting with our project team and Town officials. This meeting will be conducted within the first week of project start-up at a mutually convenient time. The objectives of the meeting are to:

- Introduce project team members  
- Confirm project scope and our approach and workplan  
- Confirm the project's timetable and schedule  
- Discuss up-front concerns and issues to be addressed in the study  
- Review the structural framework of the review process  
- Discuss the process of obtaining data  
- Discuss comparative or peer communities  
- Identify the positions to be included in the study and those to be interviewed  
- Agree to a process to interview personnel by individual meetings, group or focus sessions.  
- Agree to a schedule for feedback to resolve issues and to provide progress updates  
- Agree to a schedule for planned meetings or conference calls

In addition to the above items, we strongly recommend that the Town designate person as the project liaison to coordinate our efforts. This person would serve as our primary contact and assist the project team in coordinating interviews, assembling relevant data and documents, and the like and provide periodic feedback to the Town.
Task 1.2 - Assemble and Review Relevant Data and Reports

Following the initial planning meeting, we will focus our efforts in assembling and reviewing available reports and materials relevant to the project. Our intent is to obtain and review materials that document the organization, management approaches, staffing, financial policies and procedures, budgeting practices, personnel policies and the like. The Town will provide the following reports or information:

- Prior Town review documents
- Prior Town benchmarking analyses
- Prior budget information
- Prior regionalization reports
- Other

We will review these data with the Town and discuss the accuracy and relevancy of the data.

PHASE 2 - OPERATIONAL AND ORGANIZATIONAL ASSESSMENT

The objective of this phase is to develop a thorough understanding of the background, processes, workload and results impacting the efficiency and effectiveness of the Fire Department for the functions outlined in the RFP. For these functions, we will conduct an operational review of each function with a focus to maximize efficiency and effectiveness of the areas reviewed.

Task 2.1 - Benchmarking

The objective of this task is to identify 6-8 comparable communities to the Town of Ware based on fire comparable metrics. We will work with the Fire Department and the Town to select the benchmarking communities. We suggest the following criteria be used in the selection of the communities.

These comparative fire agencies can be selected based on several factors that appear below including but not limited to the number of uniformed members, population, square miles, unionized, work schedule, and other data sets.

- Number of uniformed members
- Number of stations
- Staffing
- Shift Schedule
- Town population
- Town Square miles
- Population density
- Ambulance services
- Fire Department operating budget
- Fire Department overtime budget
- Total calls for service
- National Fire Incident Reporting System (NFIRS)
- Fire Department Insurance Service Office (ISO) rating
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- Collective Bargaining  

Task 2.2 – Fire Operational Review  

The Town employs Firefighters and EMTs. The Town operates an ambulance service that includes an agreement with the Town of Hardwick. The Town took over Hardwick’s ambulance service in 2017. The objectives of this task are to conduct a review of the Fire and EMTs operations with the goal to:  

- Review current staffing needs to determine appropriate staffing levels, taking into account organizational structures required to address shift coverages (i.e., overtime)  
- Determine specific steps needed to improve effectiveness and find potential operational and budgetary efficiencies and best practices  

We will conduct an organization and staffing analysis of the Fire Department, dispatch, and ambulance operations. We will meet with the Town to identify fire and ambulance incidents, budget to actual reports over the past five years, current budget, tables of organizations, job descriptions, size of area covered, current number of stations, shift coverages, fire contracts, minimum manning, area each company covers on average, current staffing per company, and performance results (response times, and the like). We will discuss the use of overtime, focusing on the major reason for using overtime.  

Task 2.3 – Fire Financial Review  

The Town has requested a financial review for the following areas.  

a. Travel Expenses and Receipts  
b. Use of Petty Cash and Donation Accounts  
c. Procurement of Goods  

Thus, we will conduct a review of the travel expenses and receipts, the use of petty cash and donations and the procurement of goods for the past six years.  

a. For the travel expenses and receipts we will review the Fire Department’s budget to actual reports for the past three years with a focus on in state and out of state travel.  
b. For the petty cash accounts, we will review the petty cash receipts and disbursements for the past three years and we will review the controls over the petty cash fund to see if the disbursements and the receipts are consistent with Town policy and best practices. For the donation accounts, we will review the receipts and disbursements over the past three years and the controls over these funds to see that these funds are consistent with Town policy and best practices as defined by the Department of Revenue.  
c. For the procurement of goods, we will review goods and services procured over the past three years by selecting samples of requisitions, procurements, receipts (matching packing slips to documentation), contracting, and the like. We will review the extent to which the Department was compliant with Chapter 30B, the procurement law, for items procured less than $10,000, $10,000 to $49,999 and greater than $50,000. We will also review the extent to which contracts are signed in accordance with Town policy including the availability of funds.
Task 2.4 – Dispatch Merger Review

Ware is considering or is thinking to look at numbers to merge their dispatch function for the fire department with one or more communities. For this task, we will:

- Conduct a project start-up meeting with appropriate staff of the communities.
- Review prior merger reports if any.
- Review the current organization and budgets for the dispatch operations.
- Contact communities that the Town may wish to merge with.
- Obtain data from other communities.
- Prepare a draft proforma budget for the consolidated operation, documenting each budget assumption.
- Review assumptions with the appropriate towns.
- Prepare a revised proforma budget.
- Determine the fiscal and operational impact on the Town of Ware.

Task 2.5 – Privatization Review

Ware is considering or is thinking to look at numbers to privatize their dispatch and ambulance services for the fire department. For this task, we will:

- Conduct a project start-up meeting with appropriate staff.
- Review prior privatization studies if any.
- Review the current organization and costs for the ambulance operations.
- Prepare a draft proforma cost analysis, documenting each cost assumption.
- Review assumptions with appropriate staff.
- Contact communities that have privatized their ambulance function.
- Compile cost and service quality information about privatized services.
- Compare Ware’s cost and service quality to others’ cost and service quality.
- Determine the fiscal and operational impact on the Town of Ware.

2.6 Other Issues

The Town of Ware would like to review the operation of the transfer system, the Town’s ISO rating, and Mutual Aid to determine if there are more efficiencies to be gained. The Town transfers local hospital patients on a limited hour basis and would like to know if this service can be more efficient. We will look at the transfer operation and conduct a staffing and cost analysis and make recommendations to limit, expand or not change this service. With respect to Mutual Aid, Ware’s Mutual Aid involves 7-8 communities. We look at how Mutual Aid operates including cost and service quality to determine if the current set up makes sense to the Town of Ware. In addition, we will look at the Town’s ISO rating to see what changes in the Fire Department can enhance the Town’s rating recognizing that an increase in the Town’s ISO rating could result in lower insurance premiums for the Ware home owner.

PHASE 3-REPORT

The objective of this phase is to prepare and present our draft and final reports.
Task 3.1 Develop Preliminary Study Findings and Recommendations

The objective of this task is to develop preliminary study findings and recommendations of the functions reviewed. Our findings and recommendations will be presented by scope area. Our recommendations will focus on improving the efficiency and effectiveness of various scope items.

Task 3.2 - Review Preliminary Findings and Recommendations

The objective of this task is to meet with the Town to discuss preliminary findings and recommendations. We will provide a draft report to the Town to allow for corrections of factual errors before the issuance of a final report.

Task 3.3 - Refine Study Analysis and Develop Final Recommendations

Once the Town has completed their review of the draft report and submitted written comments to us, we will refine the study results and prepare the final report.

Task 3.4 - Prepare and Deliver Final Report

A final report will be issued that details the findings and recommendations resulting from the review. The report will be presented with an executive summary followed by a full report that addresses all of the issues outlined in the RFP and in the resulting recommendations. We will deliver a PDF of the final report.

Task 3.5 - Present Report

We will make a presentation of the final report to the Town.

STAFFING AND QUALIFICATIONS

The Abrahams Group has provided financial, organizational, operational and performance management services for many municipalities since 1994. The Abrahams Group is a sole proprietor business with an office in Framingham, MA. Since our inception, we have assisted Massachusetts' municipalities enhance their efficiency and effectiveness including staffing and organization studies of fire departments, most recently for the Town of Easton and the City of Amesbury.

We have conducted several Massachusetts operational and efficiency audits over the past few years including the Towns of Andover, Ashland, Braintree, Concord, Hanover, Ipswich, Norwood, Saugus, and Wayland with the objectives to improve their overall efficiency and effectiveness. We are also a certified Public Accounting Firm licensed in Massachusetts. As such we are in a prime position to conduct the financial review and internal controls review relative to the Town's Petty Cash, Procurement, and Donation Accounts to ensure they are consistent with Town policy and internal control best practices. We have also conducted regionalizing dispatch functions studies including the Ashland, Hopkinton, Southborough Dispatch Merger and the Harwich Wellfleet Dispatch Merger.
Mr. Mark D. Abrahams, President of The Abrahams Group, will serve as the project manager and consultant and be responsible for the successful completion of the project. Mr. Abrahams is an independent consultant and has served on numerous similar and projects. He has conducted a number of Massachusetts municipal efficiency and effectiveness studies including the towns of Barnstable, Braintree, Concord, Easton, Hanover, Ipswich, Norwood and Wayland. He has also conducted budget reviews or developed financial plans for the cities of Chelsea, Everett, Gloucester, Lowell, Quincy, and Taunton, and the towns of Andover, Arlington, Ashburnham, Ashland, Bellingham, Braintree, Canton, Concord, Dudley East Bridgewater, Franklin, Holbrook, Hopkinton, Longmeadow, Ludlow, Marblehead, Marshfield, Medway, Millbury, Millis, Orleans, Provincetown, Saugus, Southbridge, Southborough, Tyngsborough, Wareham, Wayland, Webster, West Boylston, West Groton, West Newbury, Winchester, and Winthrop.

He has a Bachelor's Degree in Political Science from Lake Forest College, a Master's Degree in Political Science from the Urban Studies Institute of the University of Toledo and an MBA from Suffolk University. He is a Certified Public Accountant.

Mr. Matthew Abrahams will serve as staff on this project. Matthew has assisted his father on many similar projects. He is an independent consultant. Matthew Abrahams holds a BS degree in mathematics/computer science from Colgate University. He assisted his father on the Amesbury Fire study and several of the efficiency and operational reviews.

Chief Richard Cardillo (Retired) brings an impressive background to the project team having served an impressive 35+ years with the Waltham Fire Department. Chief Cardillo began his career with the WFD as a firefighter in 1976. In those capacities, chief Cardillo was tasked with the development, management and administration of a multifaceted municipal fire department employing 167 full time personnel. He managed an annual operating budget of over $14M along with a multimillion dollar capital budget. Rick holds an Associate's Degree in Fire Protection and Safety Technology from Middlesex Community College. He also holds a certificate of Professional Achievement in Fire Protection Systems from Northeastern University as well as multiple certifications from the Bureau of Alcohol, Tobacco and Firearms, National Fire Academy, National Fire Protection Association, EPA and the Commonwealth of Massachusetts. Chief Cardillo is a member of the International Association of Fire Chiefs, the Fire Chiefs Association of MA, the New England Association of Fire Chiefs, and the Metro-Fire Chiefs Association. He is experienced in all aspects of the project scope.

Chief Robert A. Hollingshead (Retired) brings considerable experience to the project team. Chief Hollingshead is the retired chief of the Hull Department of Fire Rescue and Emergency Services. In that capacity Chief Hollingshead was responsible for leading the Department of Fire, Rescue and Emergency Services comprised of thirty-five sworn and two civilian personnel in an ALS department of $2.5 million budget. He served the Hull Fire Department from 1978 through 2015. He is an Adjunct Professor in Public Safety/Liberal Arts Division at Massasoit College. He is experienced in all aspects of the project scope.

Chief Edward Casares, Jr. (Retired) may serve as a fire public safety consultant on this project. Chief Casares has served the Hartford Fire Chief for 33 years, 3 years as chief with strengths in budgeting, labor relations, training, resource management, fire, EMS, rescue and emergency management. He recently assisted Mr. Abrahams on the Easton and Amesbury Fire studies.
Additional qualifications and resumes are available upon request. Additional staff may assist on this project.

REFERENCES

Town of Easton Fire Department Study
Conner Reed, Town Administrator, 508 230-0501

The Abrahams Group was retained to conduct an operational review and efficiency study of the Easton Fire Department, other Town departments, and the School Department. We conducted an organization and staffing analysis of the Fire Department. We analyzed fire incidents, past and current spending, tables of organizations, job descriptions, size of area covered, current number of stations, shift coverages, fire contracts, minimum manning, overtime, area each company covers on average, current staffing per company, and performance results. Our recommendations focused on improving the efficiency of Fire operations.

City of Amesbury Fire Department Ambulance and Overtime Study
James Lynch, Finance Director, 978 388-5447 x320

The Abrahams Group was retained to conduct a review of the Fire Department’s overtime spending including the Ambulance operations. The objectives of this study were to understand the reasons why the Fire Department’s overtime expenses have been increasing in recent fiscal years and to determine the true cost of the ambulance service.

Town of Deerfield Ambulance Enterprise Fund
Wendy Foxmyn, Town Administrator, 413 781-6045

The Abrahams Group was retained to develop a financial plan for the Deerfield Ambulance service for the Towns of Deerfield, Sunderland and Whatley, including creating an enterprise fund, preparing an indirect cost analysis to determine which legitimate administrative and indirect costs can be assessed, preparing an enterprise fund budget, reviewing revenue scenarios and making recommendations for improving service pricing, billing and collections.

PROJECT TIMING

The Town wishes to conduct this project in a timely manner. Accordingly, we will be available to begin this project within two weeks of receipt of your written authorization to proceed. Our draft report will be submitted within twelve weeks of project start-up.

FEES

Professional fees are based on the amount of time spent on a project. In addition, out-of-pocket expenses for such items as travel, telephone, and mail are reimbursed. Based upon the objectives and workplan, professional fees and out-of-pocket expenses for this project will not exceed $25,000.00. Progress billings will be submitted on a bi-weekly basis which are payable upon receipt.

* * * * *
Mr. Stuart Beckley
Town Manager
July 1, 2018
Page 9

I am pleased to propose assistance to the Town of Ware on this important and challenging project. I will be pleased to discuss this letter with you at your earliest convenience.

Sincerely yours,

Mark D. Abrahams, CPA
President
Midura, Mary

From: Beckley, Stuart
Sent: Wednesday, July 04, 2018 8:56 PM
To: Midura, Mary
Subject: FW: Ware Fire Department RFP

Would you please print out the email below and include in the fire audit review part of the packet? Thank you

From: Ken Willette [mailto:kennethrwillette@gmail.com]
Sent: Thursday, June 28, 2018 9:03 PM
To: Beckley, Stuart <sbeckley@townofware.com>
Subject: Re: Ware Fire Department RFP

Hi Stuart;
I looked the RFQ over and here are some high level comments:

There is no mention of doing an analysis of department activities, including emergency and non emergency responses, training, fire prevention activities, etc. A timeline showing increase or decrease of activities and a projection of what the future will look like, increased growth of the town, stagnant growth, or a decline in growth, will help the Board understand the context of the findings.

There is no mention of how the consultant must solicit input from the community. As I mentioned, failing to involve the community, including elected officials, other Town departments, and the fire department can contribute to a report that is so removed from what the Town can move on, it remains on the shelf and never used.

Succession planning for department leadership and recruitment and retention strategies for on call personnel are two topics actively discussed in many fire service operational assessments and would add a valuable perspective to any department review.

I note the inclusion of mutual aid and regionalization. By their nature, these activities would need support from neighboring fire departments, dispatch, or EMS agencies. I would suggest those agencies also be included in the discussion.

As a former fire chief, I expected to be asked those questions listed in the Operational section by my Board and Town Administrator. As I suggested, the Board might get the first level of information to guide them by asking the Chief for his responses to those questions.

I see an opportunity for the community to be part of this process, and provide a focused perspective to the Board, as they consider how best to manage the risk faced by residents and plan for the future. This can identify specific questions to be addressed by a consultant and yield a better return on the Towns investment in funding a consultant.
If I can be of further assistance or if you have any questions, please contact me.

Ken Willette  
33 Beaver Rd.  
Ware, MA  
617-750-0111

On Tue, Jun 26, 2018 at 9:38 AM, Beckley, Stuart <sbeckley@townofware.com> wrote:

Hello,

Thank you very much for your time and thoughts. Here is the RFP as issued and conceived.

Stuart
Application for Sewer Abatement

To the Board of Sewer Commissioners:

NAME OF APPLICANT: Pére VADNAIS
DATE: 6/12/18

ADDRESS: 6 Berkshire Circle, Ware

The above named person hereby applies for a sewer abatement.

NAME OF PERSON ASSESSED: Same
(If different from applicant)

LOCATION OF PROPERTY: Same

ACCOUNT NUMBER: #10-2459
(See Water Bill)

REASON FOR ABATEMENT: SEE INSTRUCTIONS
Examples: Pool Filling, Agriculture, Broken Pipe, Reading Error

DESCRIPTION: Pool Filling

BEGINNING READING 364.1 7:10 AM 6/11/18
ENDING READING 1702.7 11:20 AM 6/21/18

USAGE/VOLUME _______ 100 CU FT @ = _______

Please note if usage/volume is estimated

DPW Authorized Signature:

Signature of Applicant:

Sewer Commissioners Approval:
Sewer Abatement Instructions

Sewer abatements may be granted by the Board of Sewer Commissioners under Section 2.5 of the Town of Ware Regulations.

1. Sewer abatement applications are available from the Sewer/Water billing clerk.
2. Sewer abatements are to be applied for only after bill is paid in full.
3. Sewer applications shall be completed and returned to the billing clerk accompanied by a check for $15.00 payable to the “Town of Ware Sewer Division.”
4. Only an authorized Town Employee will do water readings for abatement purposes.
5. Authorized Town Employees may estimate water usage only if true water readings are unavailable.

Sections from Town of Ware Sewer Regulations Concerning Sewer Abatements

Section 2.5(C) Sewer Abatement Request
1.) The applicant requesting sewer abatement must complete an Application for Sewer Abatement form approved by the Board and submit that form to the Board or designee, within thirty (30) days after the billing period. The applicant must provide a written description as to the reasons why he/she feels the abatement should be granted.

2.) A processing fee of $15.00 shall be charged for all sewer abatement applications submitted for consideration. The fee shall be attached to the application and shall not be refundable if the application is denied.

3.) The Board will determine whether or not to issue an abatement. Abatements are issued in the form of a credit on the applicant’s next bill.

Section 2.5 (D) Sewer Abatements Considered for Approval

1.) Agriculture or Horticulture Use
Water not discharged to the sewer system. Abatement requests are considered for dwellings that are designated as Agriculture or Horticulture facilities and are used for the purpose of raising animals or commercial crops when a common water meter is used for the purpose of the farmhouse and livestock watering. The sewer use fee will be based on an average home of similar size and usage.

2.) Filling Swimming Pools
Sewer abatements for the purpose of filling new swimming pools or replacement liners in old pools, will be granted by the Board if the abatement value is greater than the cost associated for the Town to process the abatement. The DPW Division will charge a $35.00 service fee for meter readings and man-hours associated with the request for the sewer abatement.

3.) Excessive Usage from Broken Water Pipes
In the event a meter reading is excessive due to broken water pipes, the homeowner may request a sewer abatement if he/she can prove within a reasonable doubt that the excess water did not enter the sewer system.

4.) Inaccurate Readings
Sewer adjustments for inaccurate readings shall be subject to the Water Department confirming the error. The sewer fee charged will be proportional to the corrected water meter reading.

Section 2.5 (E) Sewer Abatement Not Allowed
Sewer Abatement will not be granted for the following use:

1.) Watering of gardens
2.) General wash-down of automobiles, buildings, driveways, etc.
3.) Watering of lawns
4.) No water meter reading or use (The minimum charge will apply unless the water meter has been removed.)

5.) Any other reason determined by the Board after review

Section 4.14 Water Adjustments Considered for Approval

1.) Inaccurate Reading
Water Department personnel will confirm the error. The billing office will correct the inaccurate reading and recalculate corrected reading and submit corrected bill.

2.) Flushing Adjustment
Under extreme circumstances, the Water Department may allow for flushing adjustments due to discolored water on dead end mains. This must be approved by the Director of Public Works or his/her designee.
WARE WATER WORKS STUB

Water Bill __________________________
Sewer Charge __________________________
Penalty __________________________
Total 15.00

#16-2459
Sewer statement app fee

JUN 13 2019
Cash
TOWN OF WARE
Department of Public Works
P.O. Box 89
4½ Church Street
Ware, Massachusetts 01082-0089
Tel. 413-967-9620  Fax 413-967-9622

2018 First Quarter Billing & Abatement Info
for 6 Berkshire Circle

Sewer - $42.00 base rate includes first 500 cu. ft.
Unit rate of $4.75 per cu. ft. thereafter

<table>
<thead>
<tr>
<th>ACTUAL</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Meter Reading Taken on 6/21/2018</td>
<td>1702</td>
</tr>
<tr>
<td>Previous Meter Reading 6/19/2018</td>
<td>364</td>
</tr>
<tr>
<td>Total Consumption</td>
<td>1338</td>
</tr>
<tr>
<td>Usage less 38 cu. ft. personal use</td>
<td>1300</td>
</tr>
<tr>
<td>Sewer usage fee</td>
<td>$61.75</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>PROPOSED ABATEMENT FOR APPROVAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pooling Filling Use Less Personal Use</td>
</tr>
</tbody>
</table>

**Total Sewer Abatement Owed to Homeowner $61.75**

**Standard Water/Sewer Base Rates and Sewer Abatement will be applied on the August 2018 Water/Sewer Quarterly Billing**
#110-2459

**Date:** 4/12/2018

**Name:** Pierre Vadnais

**Address:** 0 Berkshire Cirque

**Item to be Serviced**

<table>
<thead>
<tr>
<th>QTY</th>
<th>PART #</th>
<th>DESCRIPTION OF PARTS OR MATERIALS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Read Meter 25</td>
</tr>
<tr>
<td>1</td>
<td>1025</td>
<td>Sewer Abatement Application</td>
</tr>
<tr>
<td></td>
<td>8765</td>
<td>N*98/7/1858</td>
</tr>
<tr>
<td></td>
<td>75249</td>
<td>Exterior P Left</td>
</tr>
</tbody>
</table>

**Labor Performed:**

- P resident filling pool - n
- metee read. will c
- once complete to chaw
- metee re-read.

**Date Wanted**

**Deposit**

**Ref**

ESTIMATES ARE FOR LABOR ONLY, MATERIAL ADDITIONAL, OR DAMAGE CAUSED BY FIRE, THEFT, TESTING, OR ANY OTHER CAUSE.

AUTHORIZED BY:

TERMS - NET 10
NO GOODS HELD OVER
# Job Work Order

**#10-2459**

**DATE:** 4/12/2018

**NAME:** Pierre Vialais

**ADDRESS:** Berkshire Ckcle

**ITEM TO BE SERVICED:**

<table>
<thead>
<tr>
<th>QTY.</th>
<th>PART.#</th>
<th>DESCRIPTION OF PARTS OR MATERIALS</th>
<th>PRICE</th>
<th>AMOUNT</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Read Mtrct Pipe Sewer Abatement Application</td>
<td></td>
<td></td>
</tr>
<tr>
<td>b</td>
<td>Z2782</td>
<td>N# 92718.58 5/8&quot; D436 &amp; B1F4</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Tuesday 4/19/18 @ 7:30 AM</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Labor Performed:**

- Resident filling pool - Needs Mtrct Read. Will call once complete to have Mtrct re-read.

**TOTAL AMOUNT:**

- Materials
- Labor
- Tax

**RE#:** 87575249

- Htr 3641 @ 7/18 am
- WM 5463 @ 14:15
- 8/30 99114 & 8/27
- 6/21 17024 @ 7:00 6/19

**TERMS - NET CASH**
June 27, 2018

Mr. Stuart Beckley, Town Manager
Town of Ware
Town Hall, Suite J
126 Main Street
Ware, MA 01082

Re: Town of Ware, Ware Middle School, Stanley M. Koziol Elementary School

Dear Mr. Beckley:

I am pleased to report that on June 27, 2018, the Board of Directors (the “Board”) of the Massachusetts School Building Authority (the “MSBA”) voted to invite the Town of Ware (the “Town”) into the Accelerated Repair Program to partner with the MSBA in conducting a Schematic Design Study at the Ware Middle School for a potential window/door replacement project and at the Stanley M. Koziol Elementary School for a potential boiler replacement project.

I do want to emphasize that this invitation to partner on a Schematic Design Study is not approval of a project, but is strictly an invitation to the Town to work with the MSBA to explore potential solutions to the building needs that have been identified. Moving forward in the MSBA’s Accelerated Repair Program process requires a partnership with the MSBA, and communities that “get ahead” of the MSBA without MSBA approval will not be eligible for grant funding. To qualify for any funding from the MSBA, local communities must follow the MSBA’s statute, regulations, and policies, including the Accelerated Repair Program requirements, which require MSBA partnership and approval at each step of the process.

The Accelerated Repair Program will focus on the preservation of existing assets by performing energy-efficient and cost-saving upgrades, which will result in direct operational savings for school districts. Districts that are invited into the Accelerated Repair Program will be required to use Owner’s Project Managers and Designers who are pre-selected and randomly assigned by the MSBA and must also adhere to other requirements that are unique to this program, such as implementing an accelerated project schedule and complying with the MSBA’s reimbursement dollar thresholds. Districts will be expected to complete a Schematic Design Study and receive authorization for a Project Funding Agreement by the Board of Directors no later than 12 months from Program invitation. Districts seeking reimbursement under the Accelerated Repair Program will be allowed to submit requests for reimbursement monthly, but only if the total value of the invoices being submitted equals more than $50,000.
June 27, 2018

Ware Invitation to Accelerated Repair Program Board Action Letter

During the Schematic Design Study phase, the MSBA will partner with the Town and its assigned Owner’s Project Manager and Designer to find the most fiscally responsible, educationally appropriate and sustainable solution to the building needs identified at the Ware Middle School and at the Stanley M. Kozioi Elementary School. The Town must complete a number of pre-requisites prior to beginning work with its consultants. Please submit the following information to the MSBA by no later than the date listed below in order to fulfill these pre-requisites:

- A current routine and capital maintenance plan for the Town’s school facilities, to be submitted electronically using the MSBA web-based tool (submit prior to September 27, 2018); and,
- An Initial Compliance Certification (attachment to this letter) executed by the Town to ensure that the Town understands and will comply with the MSBA’s requirements and regulations (submit prior to September 27, 2018).

The Town must approve funding for the Feasibility Study/Schematic Design portion of this potential project within 60 calendar days of the date of invitation into the Accelerated Repair Program (August 27, 2018). Submission of the properly certified documentation that the Town has appropriated its funding should be submitted to the MSBA prior to September 27, 2018. Future funding for the total project budget will be required within 90 days after the date of the MSBA’s approval of the project scope and budget.

Once the Town has completed the pre-requisites listed above according to the MSBA’s standards, the MSBA will assign an Owner’s Project Manager and Designer using the MSBA’s list of pre-selected and randomly assigned consultants for the Accelerated Repair Program. In the meantime, I wanted to share with you the Board’s decision and provide a brief overview of what this means for the Town of Ware.

I look forward to continuing to work with you as part of the MSBA’s Accelerated Repair Program. As always, feel free to contact me or my staff at (617) 720-4466 should you have any questions.

Sincerely,

[Signature]

John K. McCarthy
Executive Director

Cc: Legislative Delegation
John E. Carroll, Chair, Ware Board of Selectmen
Aaron Sawabi, Chair, Ware School Committee
Dr. Marlene DiLeo, Superintendent, Ware Public Schools
File: 10.2 Letters
Town of Ware Municipal Building Video Surveillance Policy

Town of Ware recognizes that technology can greatly enhance law enforcement efforts, Emergency Management and overall safety for Town of Ware employees.

The Town may conduct workplace monitoring to help ensure quality control, employee safety, security, and customer satisfaction or for other legitimate business reasons. The Town may perform video surveillance of non-private workplace areas. The Town uses video monitoring to identify safety concerns, maintain quality control, detect theft and misconduct, and discourage and prevent harassment and workplace violence.

Because we are sensitive to employees' legitimate privacy rights, The Town will make every effort to guarantee that workplace monitoring is always done ethically and with respect.

The purpose of this policy is to regulate the use of video surveillance through the use of Internet protocol cameras (IP cameras), both outside and inside of Town of Ware municipal buildings (Town Hall, Fire Station, Police Station, etc...).

The IP Camera devices have been strategically placed at the Ware Town Hall, Ware Fire Station and Ware Police Station.

The IP Camera system acts as a crime prevention, scene reconstruction and evidence gathering tool. It is also a key resource which aids the Ware Police and other municipal officials to secure vulnerable sites by producing real-time views of both crime scenes and emergency scenes and by allowing Ware Police staff and senior municipal personnel to manage the Town’s response in an efficient and timely manner.

The Ware Chief of Police, Ware Emergency Management Director and Ware Town Manager will operate the IP Camera systems. The Information Technology Director will maintain the IP Camera system.

The IP Camera system will not be used to invade the privacy of individuals, survey the interior of private premises except as could be seen from the outside with a naked eye or harass and intimidate any individual or group. The cameras record images only and do not capture or record sound.

This Policy shall become effective immediately upon issue and shall remain in effect until amended, modified and/or rescinded by the Ware Town Manager / Board of Selectmen.

Information obtained through IP Camera monitoring and/or recording may be used for safety, security, crime prevention, investigations, law enforcement and any other legitimate municipal purpose.
Midura, Mary

From: Alan Whitney' <alanwhitney_ware@yahoo.com>
Sent: Tuesday, June 19, 2018 6:26 PM
To: Midura, Mary; Beckley, Stuart
Subject: Historical commission

I would like to be appointed to the Ware Historical Commission.

Alan Whitney
Selectman
Ware, MA
Town of Ware
Application for Appointment to
Boards and Committees

Name: Cynthia Allen Boucier
Address: 10 Crescent Street
Email: cinallen10@gmail.com
Home Phone: 413-967-6846 Work: Cell: 508-479-0828
Occupation: Landlord
Ware Resident: Yes No

Please indicate the Committee(s) you have interest in serving on: (Appointment subject to vacancies)

<table>
<thead>
<tr>
<th>Ware Agricultural Commission</th>
<th>Ware Cultural Council</th>
</tr>
</thead>
<tbody>
<tr>
<td>ADA Commission</td>
<td>Finance Committee</td>
</tr>
<tr>
<td>Board of Registrars</td>
<td>Historical Commission</td>
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<tr>
<td>Capital Planning Committee</td>
<td>Open Space Committee</td>
</tr>
<tr>
<td>Community Development Authority</td>
<td>Tax Increment Financing (TIF) Committee</td>
</tr>
<tr>
<td>Conservation Commission</td>
<td>Zoning Board of Appeals</td>
</tr>
<tr>
<td>Council on Aging</td>
<td></td>
</tr>
</tbody>
</table>

What skills and experience will you bring to this Board/Committee:
(attach additional sheet or resume if desired)

See attached

Are you currently serving or have you served on any Town committee: Yes* No
(if yes, please state what committee) Town of Bridgewater Master Plan Implementation Committee Emergency Evacuation Planning Committee

Required: Please read the following. By signing below, you state that you understand and agree:
The filing of this form does not guarantee my appointment. An application is kept on file for two (2) years. Being appointed to a committee, board or commission means that I am considered a Municipal Employee under MGL Chapter 268A and thereby subject to Conflict of Interest Law MGL Chapter 268A, Financial Disclosure Law MGL Chapter 268B, as well as Open Meeting Law. I understand that I will take the conflict of interest test after being appointed and that I also must be sworn in by the Town Clerk. IMPORTANT: Once this form is submitted, it becomes a public document. If there is information you do not want open to the public, please do not include it on this form!

Signature: Cynthia Allen Date: 6/27/2015

Please return this form to Stuart Beckley, Town Manager, 126 Main Street, Ware, MA 01082 or email to sheckley@townofware.com.

7/25/2017
Cynthia Allen Bourcier
10 Crescent Street
Ware, MA 01082
413-967-6846

**Personal Information:** One consistent passion throughout my life has been community development and service. I grew up in the rather large city of Brockton MA in a small house with hard working parents. Before the terrible teenage years hit our family, life revolved around church activities. We had our share of super great times and some extremely tough times. Because of my amazing Mom, we all have somehow been involved in community service. For 28 years I lived a couple of towns away from my parents in Bridgewater MA.

Then about ten years ago I met my sweetheart, now husband, which led to my moving to Ware MA in 2011. The home we live in was purchased from Quabbin state land by my husband’s grandfather for $50, disassembled, moved and rebuilt where the old horse track was located. This history fascinates me. For the past couple of years, I have become involved with Workshop 13 which has made me appreciate the dedication of so many good volunteers in town. Recently I have become involved with the preservation of the historic Hitchcock building on Main Street in Ware.

**Professional History:** Over thirty years in assorted project management and leadership roles; system implementations, creation of new departments and procedures, building renovations, etc. Have been on several board of directors in the past 20 years. Natural Resources Trust of Bridgewater (4 years), Friends of the Bridgewater Senior Center (4 years), Skimos Ski Club (7 years, which was the most challenging due to all the colorful personalities). Currently serving on the Workshop13 board and assisting with the implementation of a clay works studio on Main St. Have served on the Bridgewater Master Plan Implementation Committee and Emergency Evacuation Planning Committee. Own and manage two rental properties in Ware MA.

**Education:** Associates from Massasoit Community College, BS Business Management and Operations from Bridgewater State University, many professional seminars.
6/25/18

310 Beaver Lake Road
Ware, MA 01082

To the Board of Selectmen,

I am writing to endorse the application of Cynthia Bourcier for the recent opening on the Ware Historical Commission. As you know, it's difficult to get energetic people involved in our town boards, and Cynthia has stepped up to help the Commission out on a number of occasions. Because she has a background in building and rental management, she is able to help the Commission understand and evaluate building plans, and brings a construction expertise to the Board that no one else shares. She is a fresh voice in a time when many of the town boards are looking for new members.

Cynthia has lived in Ware since 2011, and brings to Ware experience in managing facilities and serving on boards in the other cities in which she has resided. She believes in community service. I can tell you from personal experience that she can make her point clear in a most pleasing manner, even when the stakes are high. I believe we need her skills on our Board and would be remiss to disregard her application. Thank you.

Sincerely,

Lynn Caulfield Lak, chair
Ware Historical Commission
June 20, 2018

Board of Selectmen
126 Main St.
Ware, MA 01082

Dear Members:

I am in receipt of the resignation letter of the following individual:

Elizabeth Calvert
Zoning Board of Appeals

Ms. Calvert sent the resignation from the above named board via email and did not indicate an effective date, however her email indicates she is out of state now and will not be available as she is relocating to Florida.

The date of expiration of her term is - June 30, 2019 for anyone who may be appointed to replace her.

Sincerely,

Nancy J. Talbot
Town Clerk

cc: Zoning Board of Appeals
    2018 Resignation File
Dear Judy, Stuart, Nancy and fellow members of the Zoning Board of Appeals. I am typing this to you on my phone from my new job as a reporter covering the County Commission in Charlotte County Florida. I don’t have a computer yet. It all happened fast, plus, I had to delay notification to you of my departure until my husband told the church congregation yesterday. He will remain in Ware for the time being, and we will be in constant contact while we see how things work out down here. I was proud to serve however briefly on the town board and did not anticipate returning to journalism at the time I applied to be a member. Let me ‘bury the lede’ as they say in reporting, and announce that I must regrettably resign from the Ware Zoning Board of Appeals at this time. I know you all run an honorable and effective board, and I will miss being a member. Keep doing a great job.
Sincerely, Elizabeth (Betsy) Calvert
Sent from my iPhone

TERM TO EXPIRE JUNE 30, 2019
TO:       Ware Board of Selectmen
FROM:    Chief Shawn C. Crevier
DATE:    June 1, 2018
RE:       RE- Appointments

I am requesting that the Board of Selectmen make the following appointments for the Ware Police Department for Fiscal Year 2019.

**Special Police Officers**
Daniel Witt  
Dan Polak  
Scott Underwood  
John Pajak  
Stephen Lent  
Brian Provencher  
Ronald Riethle  
Frank Jolin  
Barry Peddle  
Corey Rogowski  
Owen Sablack  
Ashton J. Jansen - new  
Vinny Cecchini -new

**Honorary Police Officers**
Stanley G. Mettig  
Dennis Healey  
Gary Hoskins

**Police Matrons**
Donna Warburton  
Maryanne Regin

**Constables**
Tod Bertini  
Christopher R. Talbot  
Francis W. Cote
Thank You,

Chief Shawn C. Crevier
Town Manager Updates

July 10, 2018

Upcoming dates:

_East Street Bridge._ Both MA DOT and the Central Massachusetts Railroad responded to a citizen’s and the Town’s concerns. Work to repair the bridge is already planned for later in the Summer and Fall. The Town will also take the opportunity to discuss improving sidewalk accessibility for the underpass with the Railroad.

_Regional School Planning._ The School Business Manager submitted similar studies’ proposals to Dr. Dileo and me. The three of us reviewed the requirements of study for a Department of Education report. Dr. Dileo and I decided to ask the School Business Manager to submit a proposal for leading the Town through the study process. This is forthcoming.

_South Street School._ Thank you to Mary Midura, the Building Department and the DPW for a successful auction of items from the South Street School. Approximately $600 was raised. A large number of bicycles remain; the Town is looking for a proper place who will accept the bikes.

  Optimus is moving forward with its due diligence and preparation of a purchase and sale. They will be doing some additional hazardous material monitoring work with respect to the removed oil tank in order to appease financers. This will take 5-6 weeks.

In addition to South Street, Attorney Wojcik is working on _Purchase and Sales_ on 116 Pleasant Street and 73 West Main Street.

_Main Street._ Both Mass DOT in Boston and in the district office in Northampton have indicated willingness to meet to discuss the loss of parking spaces, bike lanes, and project planning. Additionally, the Town met with Main Street business owners to begin discussion of the construction, including timing and parking mitigation. The group will next meet with the project engineer and then hopefully DOT.

_Wayfinding._ The Town will sign a contract with Sunshine Signs of Grafton to create and install its new wayfinding system of signage. The process will take approximately 8-10
weeks. The Signage Plan can be found on the Town’s website on the Planning Department page.

The **Quaboag Connector** has been the recipient of great support recently. The Department of Elder Affairs increased its grant to the Town by $45,000 which will be used to purchase and outfit a new van. The Massachusetts Association of Councils on Aging contributed $10,000 to the Quaboag Valley CDC for use by the Connector. The Pioneer Valley Transit Authority continues to support the Connector, and will provide 2-3 used vehicles to be added to the fleet. Finally, the Governor’s Community Compact Cabinet funded the Town $20,000 to study the coordination and expansion of the Connector with the region’s Senior Center vans.

The Community Compact Cabinet also awarded the Town and its regional partners a $25,000 grant to study and create a program to assist young adults, age 17-25, with the transition from education to employment while identifying and addressing the hurdles to success in the Quaboag region. Under the leadership of Selectman Opalinski and Michael Moran of Baystate Eastern Region, the partners will work with school districts and regional employers.

I have established an ad hoc committee to look at the *structural budget deficit* identified by the Division of Local Services. The Town Accountant, Town Treasurer/Collector, three members of the Finance Committee, two members of the School Committee, and I will review the budget model and the recommendations of the DLS report in order to create a strategy to eliminate the budget gap over time. Does the Board wish to include a member or designee? Work will begin at the end of July.

**Ongoing Issues Update**

<table>
<thead>
<tr>
<th>Main Street</th>
<th>To use State funding, Main Street will require Bike lanes. <em>Main Street project is at 75% design. Decision on lighting will be needed.</em> Right of Way easements need approval from Town meeting and Selectmen prior to January 2019. Scheduled for bidding August, 2019. May 29 presentation of 75% plans. Follow up with MassDOT to request waiver for bike lanes.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Multifamily Inspections</td>
<td>Inspectors meeting held. Determined that town will be divided into 5 sectors for 5-year inspections. Based on comments from other towns, will be challenged to complete fully. <em>The Building Department online</em></td>
</tr>
<tr>
<td><strong>system was made live on July 1.</strong> The Departments are meeting on July 16.</td>
<td></td>
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<tr>
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</tr>
<tr>
<td><strong>Purchase of 116 Pleasant Street</strong></td>
<td>Appraisal complete. Discussions with homeowner. Moving forward with Purchase and Sale.</td>
</tr>
<tr>
<td><strong>GPS</strong></td>
<td>6 units installed. Negotiations with unions initiated on appropriate vehicles. Working with Verizon on next order of units. Verizon has deal for $1 per unit available through April (15 additional units acquired) Budget to include cost of annual fees ($5700)</td>
</tr>
<tr>
<td><strong>Condemned buildings</strong></td>
<td>Town Meeting Article for 73 West Main Street. Community Development Authority proposing use of CDBG funds to assist with removal. Building Inspector to work with owner on sale. Has had 3 discussions with owners.</td>
</tr>
<tr>
<td><strong>Beaver Lake Dam</strong></td>
<td>Waiting to hear from MassDOT. Beaver Lake Dam will also need repair this Fall. Road closures will need coordination.</td>
</tr>
<tr>
<td><strong>Beavers – Prendiville Road</strong></td>
<td>National Grid is reviewing the situation with field crew. Will determine if they have ability to take action under utility laws.</td>
</tr>
</tbody>
</table>