

TOWN OF SANDWICH

THE OLDEST TOWN ON CAPE COD

130 MAIN STREET
SANDWICH, MA 02563

TEL: 508-888-4910 AND 508-888-5144
FAX: 508-833-8045

E-MAIL: selectmen@townofsandwich.net
E-MAIL: townhall@townofsandwich.net



BOARD OF
SELECTMEN

TOWN
MANAGER

BOARD OF SELECTMEN AGENDA June 9, 2016 – 6:00 P.M. Sandwich Town Hall – 130 Main Street

1. Convene Open Session in Auditorium
2. Henry T. Wing School Neighborhood Outreach Session – Director of Planning & Economic Development Blair Haney
3. Pledge of Allegiance – Will not occur before 7:00 p.m.
4. Review & Approval of Minutes – 5/26/16
5. Public Forum (*15 Minutes*)
6. Town Manager Report
7. Correspondence / Statements / Announcements / Future Items / Follow-up (*10 Minutes*)
8. Staff Meeting (*60 Minutes*)
 - Shannon Saffle – Overview of Geo Caching Project for Girls Scouts

 - Carl Johansson – Michael Haddad Memorial Efforts

 - Fire Chief Bill Carrico – Letter of Support for Federal Emergency Management Agency SAFER Grant Proposal

 - Special Farm Winery License Request – Running Brook Vineyards & Winery – Route 6A Farmers Market
9. Old Business (*15 Minutes*)
 - Board of Selectmen Liaison Appointments
 - FY'17 Board & Committee Appointments
 - Cape Cod Commission Section 208 Summit – 6/23/16
 - Other Matters Not Reasonably Anticipated by the Chairman
10. New Business (*30 Minutes*)
 - Preparation for 6/16/16 Selectmen Meeting – Draft Assumptions for Future Budget Projections & Recommendations from Finance Committee
 - Other Matters Not Reasonably Anticipated by the Chairman

11. Public Forum (*15 Minutes*)
12. Closing Remarks
13. Executive Session – M.G.L. c.30A, §21(a) – The Chair declares that having an open session may have a detrimental effect upon the Town’s bargaining, litigating, or negotiating position, as applicable.
 - Purpose #6: Disposition of Real Property – Town South Sandwich Village Center Land Request for Proposals & Compliance with Purchase & Sales Agreement – Review & Approval of 1/21/16 Minutes
14. Adjournment

NEXT MEETING: Thursday, June 16, 2016, 7:00 P.M., Town Hall with School Committee & Finance Committee



Public Meeting Notice

HENRY T. WING SCHOOL RE-USE

If the Town receives approval in the future to sell the Wing School building for private development, what would the community like to see happen there?

- Residential?
- Mixed-use?
- Assisted living?
- Other?

This is an opportunity for all town residents to give their input about potential private development options at this site.

Thurs. June 9th at 6:00 PM
Town Hall

Contact Blair Haney, Town Planner for information
bhaney@townofsandwich.net
508.833.8001

Dunham, George

From: Carrico, William
Sent: Thursday, June 02, 2016 8:52 AM
To: Dunham, George
Cc: Lapp, Doug
Subject: FW: Sandwich Fire Department, Massachusetts: EMW-2015-FH-00613
Attachments: FY15_SAFER_NOFO_updated_2.23.2016.pdf

Bud,

Below you will find the language they are looking for.

Fire Chief William C. Carrico II
Sandwich Fire Department
115 Route 6A
Sandwich, MA 02563
(O) 508-888-0525
(F) 508-833-8010
www.sandwichfire.com
@sandwichfd



From: Barron, Julia [<mailto:julia.barron@fema.dhs.gov>]
Sent: Thursday, June 02, 2016 8:36 AM
To: Carrico, William
Subject: RE: Sandwich Fire Department, Massachusetts: EMW-2015-FH-00613

Hi Chief:

It can be as simple as: "If awarded an FY 2015 SAFER Hiring Grant, we agree to maintain our operational staffing level and incur no lay-offs during the period of performance. The governing body has reviewed the grant requirements and has a clear understanding of the long-term obligations of a SAFER grant. If awarded, all parties involved are committed to fulfilling those requirements upon acceptance of the award."

Something like that is fine. It does not have to be a long letter. I hope that helps. If you need to reference the grantee responsibilities, they can be found in the attached (and in particular starting on page 45).

Thank you,

Julia Barron
SAFER Program Office
FEMA Assistance to Firefighters Grant Program
(202) 786-0929 desk
(202) 674-4652 cell

julia.barron@fema.dhs.gov

AFG Help Desk 1-866-274-0960
www.fema.gov/firegrants

From: Carrico, William [<mailto:wcarrico@townofsandwich.net>]
Sent: Thursday, June 02, 2016 8:20 AM
To: Barron, Julia
Subject: RE: Sandwich Fire Department, Massachusetts: EMW-2015-FH-00613

Julia,

I have a question on the wording you are looking for . Can you call me when you get in?

Fire Chief William C. Carrico II
Sandwich Fire Department
115 Route 6A
Sandwich, MA 02563
(O) 508-888-0525
(F) 508-833-8010
www.sandwichfire.com
@sandwichfd



From: Barron, Julia [<mailto:julia.barron@fema.dhs.gov>]
Sent: Wednesday, June 01, 2016 4:01 PM
To: Carrico, William
Subject: Sandwich Fire Department, Massachusetts: EMW-2015-FH-00613

Hi Chief:

I am writing regarding your department's FY 2015 SAFER hiring grant application. **This is not a notification of award.** I just wanted to let you know that I did not find a governing body letter attached to your application. Below are the instructions regarding the letter:

Grants awarded under the Hiring of Firefighters Category require grantees to maintain their staffing levels and incur no lay-offs during the period of performance of the grant. Therefore, it is imperative that your department have the support of your governing body. In order to ensure that there is a clear understanding of the long-term obligations of a SAFER grant and that, if awarded, all parties involved are committed to fulfilling those requirements upon acceptance of the award; we are requesting a letter from your governing body stating their commitment of the above requirement.

The letter should be prepared on your governing body's letterhead and addressed to:

DHS-FEMA-GPD
Assistance to Firefighters Grants Branch
Attn: Catherine Patterson, Branch Chief
400 C. Street S.W., 3N

Washington, DC 20472-3635

Please send me the letter by email attachment as soon as you can or advise me if you will not be able to provide the letter.

Thank you,

Julia Barron
SAFER Program Office
FEMA Assistance to Firefighters Grant Program
(202) 786-0929 desk
(202) 674-4652 cell
julia.barron@fema.dhs.gov

AFG Help Desk 1-866-274-0960
www.fema.gov/firegrants

This email has been scanned by the Symantec Email Security.cloud service.
For more information please visit <http://www.symanteccloud.com>

This email has been scanned by the Symantec Email Security.cloud service.
For more information please visit <http://www.symanteccloud.com>

This email has been scanned by the Symantec Email Security.cloud service.
For more information please visit <http://www.symanteccloud.com>

Budget

Hiring of Firefighters:

There is a two-year period of performance for grants awarded under the Hiring of Firefighters Category. Should the actual salary and benefits costs submitted for reimbursement exceed awarded Federal funds the grantee will be obligated to pay 100 percent of those costs. Therefore, please be sure you have provided accurate salary and benefit information and have confirmed this information with your Human Resources and/or Financial Office.

If you want to change any of the budget amounts on the matrix, you **will** need to update the salary and benefit information on the previous Request Details screen.

Budget Matrix			
	First 12-Month Period	Second 12-Month Period	Total
Personnel	482,536	497,016	979,552
Benefits	120,000	120,000	240,000
Total:	602,536	617,016	1,219,552
Total Federal Share	602,536	617,016	1,219,552

View Budget Item

<p>* What type of position is being requested in this budget line item?</p>	<p>Hiring new firefighters to enhance compliance with the applicable sections of NFPA 1710/1720 as described in the Notice of Funding Opportunity.</p>
<p>As you are aware, grants awarded under the <i>Hiring of Firefighters Category</i> requires grantees to maintain their staffing levels and incur no lay-offs during the period of performance of the grant. Therefore, it is imperative that your department have the support of your governing body.</p> <p>In order to ensure that there is a clear understanding of the long-term obligations of a SAFER grant and that, if awarded, all parties involved are committed to fulfilling those requirements upon acceptance of the award; we are requesting a letter from your governing body stating their commitment of the above requirement.</p> <p>The letter should be prepared on your governing body's letterhead and addressed to:</p> <p>Catherine Patterson, Branch Chief Assistance to Firefighters Grants Branch DHS/FEMA 800 K Street NW Mailstop 3620 Washington DC 20472-3620</p> <p>If you have received the letter, you may attach it here. (Note: only .doc and .pdf files will be accepted) If you do not have the letter at this time, you may submit a signed copy of the letter as soon as you are able via fax to 202-786-9938 or via e-mail to firegrants@fema.dhs.gov.</p>	
<p>* How many full-time firefighter positions, including job-shares, are you requesting?</p> <p>Note: Applicants requesting positions under the rehire, retention, or attrition subcategories can request up to the number of positions that have been laid-off, received official notification of layoff action, or vacated due to attrition prior to the start of the application period as described in the Notice of Funding Opportunity. Note: if the positions being requested were not job-shared when the position was vacated, then you will not be eligible to job-share these positions if awarded.</p> <p>"Full-time" is considered 2,080 hours or more worked per year and entitles the employee to receive benefits earned by the other full-time employees in the organization. "Job-share" is the term used to describe the hiring of more than one person to fill one full-time position. Part-time positions are less than 2,080 hours per year. Often part-time employees do not earn benefits or do not earn them at the same rate or level as full-time employees</p>	<p>8</p>
	<p>These are full-time positions.</p>

<p>If you are requesting to fund a full-time position(s) that will be "shared" by more than one individual (i.e., job-shared), please indicate how many individuals will fill that position, how they will be used to fill the position(s), provide an explanation as to why the position will be shared, and indicate whether or not this position is currently being job-shared.</p> <p>For applicants who are applying under the rehire, retention, and/or attrition activities, if the positions being requested were not job-shared when the position was vacated, then you will not be eligible to job-share these positions if awarded.</p>											
<p>* What are the anticipated annual salary and benefits costs, for the two year period of performance, per requested position?</p>	<table border="0"> <tr> <td>Year 1 annual Salary:</td> <td>\$ 60317</td> </tr> <tr> <td>Year 1 annual Benefits:</td> <td>\$ 15000</td> </tr> <tr> <td colspan="2"><hr/></td> </tr> <tr> <td>Year 2 annual Salary:</td> <td>\$ 62127</td> </tr> <tr> <td>Year 2 annual Benefits:</td> <td>\$ 15000</td> </tr> </table>	Year 1 annual Salary:	\$ 60317	Year 1 annual Benefits:	\$ 15000	<hr/>		Year 2 annual Salary:	\$ 62127	Year 2 annual Benefits:	\$ 15000
Year 1 annual Salary:	\$ 60317										
Year 1 annual Benefits:	\$ 15000										
<hr/>											
Year 2 annual Salary:	\$ 62127										
Year 2 annual Benefits:	\$ 15000										
<p>What are the standard benefits your department provides to employees? How were the costs requested above determined?</p>	<p>Employees of the Town of Sandwich are offered health insurance, dental insurance, life insurance, and a variety of other life insurance and cafeteria plans. Employees of the Sandwich Fire Department are members of the Local Union which included membership in the PFFM and IAFF.</p>										

Close Window

The Department of Homeland Security
Notice of Funding Opportunity (NOFO)

FY2015 Staffing for Adequate Fire and Emergency Response (SAFER)

NOTE: Applicants pursuing this funding opportunity who have not obtained a Data Universal Numbering System (DUNS) number and/or are not currently registered in the System for Award Management (SAM) should take immediate action to obtain a DUNS number, if applicable, and then register immediately in SAM. It may take four weeks or more after SAM registration submittal before the registration is active in SAM, then an additional 24 hours for Grants.gov to recognize the information. Information on obtaining a DUNS number and registering in SAM is available from Grants.gov at <http://www.grants.gov/web/grants/register.html>

A. Program Description

Issued By

U.S. Department of Homeland Security (DHS), Federal Emergency Management Agency (FEMA), Grant Programs Directorate (GPD)

Catalog of Federal Domestic Assistance (CFDA) Number

97.083

CFDA Title

Staffing for Adequate Fire and Emergency Response (SAFER)

Notice of Funding Opportunity Title

Fiscal Year (FY) 2015 Staffing for Adequate Fire and Emergency Response (SAFER)

NOFO Number

DHS-15-GPD-083-000-99

Authorizing Authority for Program

Section 34 of the Federal Fire Prevention and Control Act of 1974, (Pub. L. No. 93-498), as amended (15 U.S.C. § 2229a)

Appropriation Authority for Program

Department of Homeland Security Appropriations Act, 2015 (Pub. L. No. 114-4)

Program Type

New

Program Overview, Objectives, and Priorities

The Department of Homeland Security's (DHS) Federal Emergency Management Agency's (FEMA) Grant Programs Directorate is responsible for the implementation and administration of the Staffing for Adequate Fire and Emergency Response (SAFER) Program. The goal of the SAFER Grant Program is to assist local fire departments with staffing and deployment capabilities in order to respond to emergencies, and assure that communities have adequate protection from fire and fire-related hazards.

In awarding grants, the Administrator of FEMA shall consider the following:

- The findings and recommendations of the Technical Evaluation Panel (TEP)
- The degree to which an award will reduce deaths, injuries, and property damage by reducing the risks associated with fire related and other hazards
- The extent of an applicant's need for a SAFER Grant and the need to protect the United States as a whole

SAFER intends to improve or restore local fire departments' staffing and deployment capabilities so they may more effectively and safely respond to emergencies. With enhanced or restored staffing levels, recipients should experience a reduction in response times and an increase in the number of trained personnel assembled at the incident scene.

While not required for a SAFER Grant, it is preferable that the enhanced or restored staffing levels of all SAFER recipients should ensure all first-arriving apparatus are staffed with a minimum of four qualified personnel (to meet National Fire Protection Association (NFPA) 1710/1720 standards) who are capable of initiating the suppression response. Ultimately, SAFER recipients should achieve more efficient responses and safer incident scenes; thereby ensuring communities have improved protection from fire and fire-related hazards.

The National Preparedness System is the instrument the nation employs to build, sustain, and deliver core capabilities in order to achieve the National Preparedness Goal (Goal) of a secure and resilient nation. Complex and far-reaching threats and hazards require a collaborative and whole community approach to national preparedness that engages individuals, families, communities, private and nonprofit sectors, faith-based organizations, and all levels of government. The guidance, programs, processes, and systems that support each component of the National Preparedness System allow for the integration of preparedness efforts that build, sustain, and deliver core capabilities and achieve the desired outcomes identified in the Goal while maintaining the civil rights of individuals.

The FY 2015 SAFER Grant plays an important role in the implementation of the National Preparedness System by supporting the building, sustainment, and delivery of core capabilities essential to achieving the Goal of a secure and resilient nation. Delivering core capabilities requires the combined effort of the whole community, rather than the exclusive effort of any single organization or level of government.

The FY 2015 SAFER Grant's allowable costs support efforts to build and sustain core capabilities across the Prevention, Protection, Mitigation, Response, and Recovery mission areas. Examples of desired outcomes for FY 2015 SAFER include building and sustaining core capabilities, such as Fire Management and Suppression, and Public Health and Medical Services.

Additional details on the National Preparedness Goal can be found at <https://www.fema.gov/national-preparedness-goal>

The SAFER Grant Program is comprised of two categories:

- **Hiring of Firefighters**
 - Including subcategories for rehiring, retention, attrition, and new hires
 - Career, combination, and volunteer fire departments are eligible to apply
- **Recruitment and Retention of Volunteer Firefighters**
 - Combination fire departments; volunteer fire departments; and national, state, local, or

tribal organizations that represent the interests of volunteer firefighters are eligible to apply

B. Federal Award Information

Award Amounts, Important Dates, and Extensions

Available Funding for the NOFO: \$340,000,000

Projected number of Awards: 300

Period of Performance: 12-48 Months

Hiring Category: The period of performance will be 24 months for all grants awarded under the hiring category.

Recruitment and Retention (R&R) Category: The period of performance will be between 12 and 48 months for all grants awarded under the R&R category.

Projected Period of Performance Start Date(s): 6/30/2016

Projected Period of Performance End Date(s): 6/30/2017 – 6/30/2020

Extensions to the Period of Performance

Is an extension to the Period of Performance permitted? Yes No

An extension to the period of performance for this program is allowed. Extensions to the period of performance may be granted when, due to circumstances beyond the control of the recipient, activities associated with the award cannot be completed within the stated performance period. For details on the requirements for requesting an extension to the period of performance, please refer to Appendix C: Award Administration Information, Section VII. Payments and Amendments, Amendments.

Funding Instrument: Grant

C. Eligibility Information

Eligible Applicants

- Volunteer fire departments and combination fire departments may apply for funding under both the Hiring of Firefighters category and the Recruitment and Retention of Volunteer Firefighters category. Separate applications must be completed for each category. Applicants are limited to one application per category, per application period. If an applicant submits two applications for the same category during a single application period, both applications will be disqualified.
- Career fire departments may apply for funding only under the Hiring of Firefighters category. Applicants are limited to one application per application period. If an applicant submits two applications, both applications will be disqualified.
- Municipalities and fire districts may submit applications on behalf of fire departments lacking the legal status to do so, such as those under the support of the municipality or district. The municipality or fire district may submit only one application for hiring per application period for each eligible fire department within the municipality or fire district.
- National, state, local, or tribal organizations representing the interests of volunteer firefighters

and individual fire departments (volunteer or combination) may only apply for funding under the Recruitment and Retention of Volunteer Firefighters category. Applicants are limited to one application per application period. If an applicant submits two applications, both applications will be disqualified.

Table 1 identifies, in general, eligible entities that can apply for FY 2015 SAFER Funding within each category.

Table 1: Eligible Entities

Entity Category	Volunteer Fire Departments	Combination Fire Departments	Career Fire Departments	National, state, local, or tribal volunteer firefighter interest organization
Hiring of Firefighters Category	✓	✓	✓	
Recruitment and Retention of Volunteer Firefighters Category	✓	✓		✓

Other Eligibility Requirements

The following entity types are **NOT** eligible to apply under this announcement:

- Federal fire departments and fire departments under contract to the Federal Government whose sole responsibility is the suppression of fires on federal installations or lands;
- For-profit fire departments and organizations (e.g., fire departments that do not have specific nonprofit status or that are not municipally based);
- Ambulance services, emergency medical service organizations, rescue squads, auxiliaries, dive teams, and urban search and rescue teams;
- Non-federal airport or port authority fire departments whose sole responsibility is suppression of fires on the airport grounds or port facilities, unless the airport/port fire department has a formally recognized arrangement with the local jurisdiction to provide fire suppression on a first-due basis outside the confines of the airport or port facilities;
- Fire stations that are part of, controlled by, or under the day-to-day operational direction of a larger fire department or agency, or that are not otherwise independent;
- State and local agencies, such as forest service, fire marshals, emergency management offices, hospitals, and training offices;
- Career fire departments (under the Recruitment and Retention of Volunteer Firefighters category); and
- National, state, local, or tribal organizations representing the interests of volunteer firefighters, supporting firefighter volunteerism, or otherwise having an interest in volunteer firefighters (under the Hiring of Firefighters category).

National Incident Management System (NIMS) Implementation

SAFER applicants are not required to be in compliance with the National Incident Management System (NIMS) to apply for SAFER Funding or to receive an SAFER Award. Any applicant who receives an FY 2015 SAFER Award must achieve the level of NIMS compliance required by the authority having command and control jurisdiction over the applicant's emergency service operations (e.g., a local government), prior to the end of the grant's period of performance.

Maintenance of Effort

There are no maintenance of effort requirements for the FY 2015 SAFER Program.

Cost Share or Match

SAFER recipients are not required to contribute a cost share towards the cost of hiring firefighters or recruitment and retention of volunteer firefighters under this program.

D. Application and Submission Information

Key Dates and Times

Date posted to Grants.gov:	02/16/2016
Application Start Date:	02/22/2016 at 8:00 AM EST
Application Submission Deadline:	03/25/2016 at 5:00 PM EST
Anticipated Program Office Review Dates:	5/16/2016 – 5/20/2016
Anticipated Funding Selection Date:	06/01/2016

Application Submission Extension

In general, DHS/FEMA will not review applications received after the deadline or consider them for funding. DHS/FEMA may, however, extend the application deadline on request for any applicant who can demonstrate good cause exists to justify extending the deadline. Good cause for an extension may include technical problems outside of the applicant's control that prevent submission of the application by the deadline, or other exigent or emergency circumstances. If applicants experience technical issues, they must notify the FEMA Help Desk as soon as possible.

Key Dates

Event	Suggested Deadline For Completion
Obtaining DUNS Number	Four weeks before actual submission deadline (February 26, 2016)
Obtaining a valid EIN	Four weeks before actual submission deadline (February 26, 2016)
Updating SAM registration	Four weeks before actual submission date (February 26, 2016)
Application submission deadline	Friday, March 25, 2016

Address to Request Application Package

The Assistance to Firefighters Grant Program (AFGP) eGrants system is only accessible through the



APPLICATION FOR A SPECIAL FARMER WINERY LICENSE TO SELL

M.G.L. Ch. 138, Section 15f

Name or Names of Applicant: Jan Edwards

Farm Winery Legal Name: Running Brook Vineyards & Winery Inc.

D/B/A: _____

Address: 335 Old Fall River Rd. Dartmouth, Ma 02747

Primary Contact and Phone Number 508-985-1998

Name of Agricultural Event Sandwich Farmers' Market

Contact Name and Number of Event Coordinator Lori Caron

Location of Event: GA

Items for Date/Sampling: 100% Estate Grown Local Wines

Dates and Times: Tuesdays 9am - 1pm 6/7/16 - 10/11/16

Type of Business (check one) Sole Proprietor Partnership (inc. LLP) Trust
 Corporation (inc. LLC) Other _____

If Sole Proprietor:
 Owner's Name _____
 Address with Zip Code _____ Phone _____

If Partnership, Trust or Corporation (Attach additional sheets as needed):
 Partner's/Member's/President's Name _____
 Address _____
 Partner's/Member's/Secretary's Name _____
 Address _____
 Partner's/Member's/Treasurer's Name _____
 Address _____

THE COMMONWEALTH OF MASSACHUSETTS
EXECUTIVE OFFICE OF ENERGY AND ENVIRONMENTAL AFFAIRS



Department of Agricultural Resources

251 Causeway Street, Suite 500, Boston, MA 02114
617-626-1700 fax: 617-626-1850 www.mass.gov/agr



CHARLES D. BAKER
Governor

KARYN E. POLITO
Lt. Governor

MATTHEW A. BEATON
Secretary

JOHN LEBEAUX
Commissioner

May 2, 2016

Running Brook Vineyards and Winery
Ian Edwards
335 Old Fall River Rd.
North Dartmouth, MA 02747

Re: Certification of Agricultural Event Pursuant to M.G.L. c. 138, Section 15F

Dear Mr. Edwards:

Please be advised that your application for certification of the Sandwich Farmers' Market, on Tuesdays from June 7th 2016 to October 11th 2016, from 9:00 am to 1:00 pm as an agricultural event pursuant to M.G.L. c. 138, Section 15F has been approved.

Please remember that, upon certification of an agricultural event by MDAR, the farm-winery must submit a copy of the approved application to the local licensing authority along with the application for obtaining a special license from the city or town in which the event will be held. Upon issuance of a special license, the winery should confirm that a copy of the special license was sent by the local licensing authority to the Alcoholic Beverages Control Commission (ABCC) at least seven (7) days prior to the event.

Sincerely,

A handwritten signature in black ink, appearing to read "John Lebeaux", written in a cursive style.

John Lebeaux, Commissioner

The Commonwealth of Massachusetts Department of the State Treasurer

Certificate Number 596



License Number FW-46

Alcoholic Beverages Control Commission *Hereby Grants a* FARMER-WINERY LICENSE

To: Running Brook Vineyard & Winery, Inc. - Pedro L. Teixeira, General Manager

Business Address: 335 Old Fall River Road, North Dartmouth, MA, 02747

On the following described premises: (Wood building; two floors; no cellar; two entrances and exits.)

This license authorizes the above-named holder: (1) to produce, rectify, blend, or fortify from fruits, flowers, herbs or vegetables wine containing not more than 24 per cent of alcohol by volume at 60 degrees Fahrenheit; and, (2) to sell wine or winery products: (a) at wholesale to any person holding a valid wholesaler's and importer's license under section 18; (b) at retail or wholesale to a person in a state or territory in which the importation and sale of wine is not prohibited by law; and, (c) at wholesale to a person in any foreign country.

This License is subject to the following conditions

1. The licensed premises and all books, records and other documents relating to the business authorized to be conducted under this license shall be subject to inspection at any time by any member of the Commission or any duly authorized agent thereof.
2. Alcoholic beverages shall not be kept or exposed for sale on premises other than those described in this license.
3. Alcoholic beverages shall not be sold delivered or furnished to any person under twenty-one years of age; or delivered by any person under eighteen years of age

4. Sales and deliveries hereunder are authorized between the hours of 8:00 o'clock AM and 11:00 o'clock PM only.
5. The above-named holder must obtain a license issued under M.G.L. c.198 § 19F to sell at retail by the bottle to consumers, for consumption off the winery premises.

IN WITNESS WHEREOF, the undersigned have hereunto affixed their official signatures this 1/1/2016

2016

This License will expire 12/31/2016 unless otherwise suspended or revoked during this period.

Chairman

Elizabeth Lashway, Commissioner

Kathleen McNally, Commissioner

This license is issued conditionally and subject to the fact that there exists no breach of any condition of any previous license or violation of any law of the Commonwealth under any previous license and this license shall be subject to revocation, cancellation, modification or suspension for any such breach of condition or violation of law.

THIS LICENSE SHALL BE DISPLAYED ON THE PREMISES IN A CONSPICUOUS PLACE WHERE IT CAN BE EASILY READ.

FEE \$44.00

SELECTMEN LIAISON

SCHOOL COMMITTEE	Sue James
SCHOOL NEGOTIATION LIAISON	Sue James
COMMUNITY PRESERVATION COMMITTEE	Patrick Ellis
GOLF ADVISORY COMMITTEE	Sue James
MMR SENIOR MANAGEMENT BOARD	Ralph Vitacco
CEMETERY COMMISSION	Patrick Ellis, Sue James, Dave Sampson
WATER QUALITY ADVISORY	Frank Pannorfi
SEIC	Dave Sampson
COUNCIL ON AGING	Peter Beauchemin
DPW Winter Road Maintenance Appeal Subcommittee	Dave Sampson, Susan James
SUBSTANCE ABUSE COMMITTEE	Ralph Vitacco
PEDESTRIAN/BIKE COMMITTEE	Dave Sampson

APPOINTED OFFICIALS

Barnstable County Home Consortium

Nanette Perkins2017

Bikeway/Pedestrian Committee

Harold Mitchell2017

Lee Rindfuss.....2017

Kevin R. Sareault2017

Amanda Sullivan2017

Cape Cod Water Protection Collaborative

Dave Mason2017

Cape Light Compact

Josh Peters2017

Community Preservation Committee

(3 years)

Stephen P. Hayes2019

Council on Aging (3 years)

Neal O'Brien2019

Pat Walsh2019

Cultural Council (3 years)

Shirley Bradstreet.....2019

Diane Scharf.....2019

Emergency Management/Planning Committee

Brian Gallant, Director2017

Frank O'Laughlin2017

George Dunham2017

James Foley2017

Dan Mahoney2017

Paul Tilton2017

Randy Lewis.....2017

John LaPine2017

Chrystal LaPine2017

William LaPine2017

Mark Galkowski2017

David Mason2017

Robin Walker2017

Michael Walker2017

Lois Wack2017

Peter Wack2017

Heather Gallant2017

Douglas Lapp2017

William Carrico.....2017
Brandon Carrico.....2017
Chirs Miles (Global Terminal)2017
Leslie Alden (NRG)2017
Paul Schrader.....2017
Jeff Perry2017

Energy Committee

Sarah Cote, Chair.....2017
Damien Houlihan2017
Kevin Burgess.....2017
Ann Moehle2017
Desiree Revoir2017

Forest Warden

William Carrico.....2017

Glass Town Cultural District

Joanne Lamothe.....2017
Lee Repetto2017
Ellen Spear2017
Charleen Johnson2017
Katie Campbell.....2017
Robert Vinciguerra.....2017
Paula Johnson.....2017

Golf Advisory Committee

John G. Tzimirangas2017
Norm Theriault2017
Michael Regan.....2017
Victor Devine.....2017
Patti Piva.....2017
Paul Washburn2017
William Gulotta2017

Hazardous Waste Coordinator

William Carrico2017

Herring Warden

Mark S. Galkowski.....2017

MMR Senior Management Board

Ralph Vitacco2017

Parking Clerk

Taylor White.....2017

Personnel Board

Kelee Renzi, Chair.....2017
Karen Miller2017
Susan Hart.....2017

Recreation Committee

Ken Mooney2017
Ted Mullin2017
Lisa Bates2017
Susan McKenna.....2017
Larry Travers2017
Mary Casali.....2017
Michael Robbins.....2017
Melinda Gallant2017

Regional Transit Authority

George H. Dunham.....2017

Registrars of Voters (3 years)

Antoinette L. Gleason2019

Right to Know Coordinator

William Carrico.....2017

Sandwich Historical Commission

(3 years – 1 year associate)

Carolyn Crowell.....2019
Jennifer Madden2019
Brandon Carrico, Associate2017
Jeffrey Thomas, Associate.....2017

South Cape Beach Advisory Committee

Janice Souza2017

Substance Abuse Prevention Committee

Linda Garrison.....2017
Peter Bosco, MD.....2017
Trude Avery.....2017
Denis MacFarlane2017

Town Treasurer/Tax Collector

William Jennings2017

**Veteran’s Agent, Director of Veterans’ Services and
Veterans Burial Agent**

Edward Merigan2017

Assistant Veterans' Director

James Crockett.....2017

Veterans' Graves Officer

Raymond Moniz2017

Visitor Services Board

Donna Thomas.....2017

David Merrell.....2017

Nancy Clifford.....2017

Greg Anderson.....2017

Lisa Kirkwood2017

Patti Piva.....2017

Zoning Board of Appeals

David Schrader, Alternate.....2017

Gerry Nye, Alternate2017



OneCape - Implementing Solutions for Clean Water

REGISTRATION IS OPEN

June 23 and 24
Resort and Conference Center
Hyannis, MA

Join us as we review progress made towards implementing the Cape Cod Area Wide Water Quality Management Plan Update (208 Plan Update).

Day 1 Sessions:

- Pilot Projects
- Technologies
- Monitoring

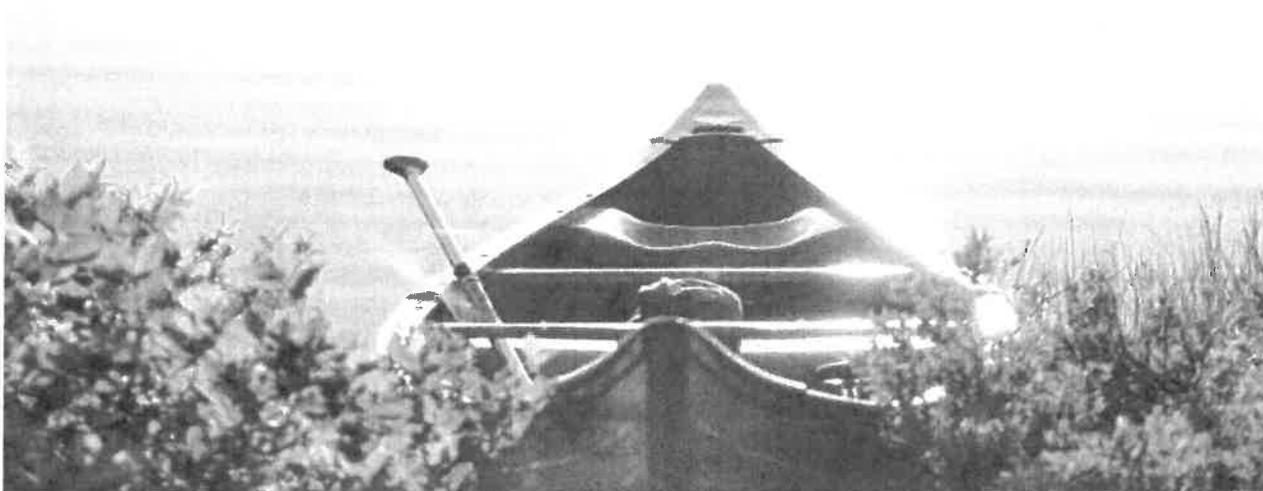
Dinner Session:

- All Cape Selectmen and Councilors Meeting

Day 2 Sessions:

- WMA Progress
- Implementation

Please call 508-363-3828 or email watersheds@capecodcommission.org with any questions.



CAPE COD
COMMISSION

STAY CONNECTED



watersheds@capecodcommission.org
CapeCodCommission.org

Town Of Sandwich

THE OLDEST TOWN ON CAPE COD



WQAC
16 Jan Sebastian Drive
Sandwich, MA 02563
PHONE:(508) 888-4200
FAX: (508) 833-0018

E-mail:health@townofsandwich.net

To: Sandwich Board of Selectmen

From: David B. Mason, RS, CHO, Director of Public Health

Date: June 6, 2016

RE: Town of Sandwich Watershed Reports from the Cape Cod Commission

In our presentation to the Board on April 7, Wright-Pierce (WP) and I stated that the Cape Cod Commission (CCC) was working towards the preparation of 'watershed reports' for each watershed on the Cape for June 2016. The watershed reports will present a minimum of two 'bookend scenarios' – a fully traditional approach and a fully non-traditional approach. The watershed reports will be compiled by the CCC into an 'implementation plan' in July. It is our understanding that the CCC will be presenting their implementation plan at the upcoming OneCape Summit later this month.

The CCC has told us that the implementation report will serve two main purposes: 1) to provide DEP, EPA and Conservation Law Foundation an update on status, approach and implementation schedule for addressing water quality problems; and 2) to provide a starting point for detailed inter-municipal coordination to address those problems on a watershed-basis.

We have collaborated with the CCC staff to develop watershed reports for Sandwich's portions of its three shared watersheds that are known to be nitrogen-sensitive (i.e., Three Bays, Popponesset Bay and Waquoit Bay). It is our understanding that the CCC is not requiring watershed reports for the other watersheds in Sandwich. These reports were presented by the CCC and WP to the Sandwich Water Quality Advisory Committee (WQAC) at its May 11 meeting. The WQAC were in agreement to adopt these watershed reports for the purposes of the CCC implementation plan and continued inter-municipal coordination. Copies of these draft reports are attached for you review and information. As you review, please note the following key items:

- The fully traditional approach 'over-achieves' compliance (i.e., more nitrogen is removed than is required of Sandwich). This is due to the fact that some areas were indicated to be sewered for non-nitrogen reasons (e.g., water supply protection, economic development, and pond protection).
- The fully non-traditional approach 'under-achieves' compliance (i.e., less nitrogen is removed than is required of Sandwich) by a substantial amount. This indicates that traditional measures will be required to supplement non-traditional measures.

We will continue to work with the CCC, WP and the other shared watershed municipalities to identify the most cost-effective watershed solutions that address Sandwich's core goals and needs.

Please contact me if you have any questions or concerns regarding the information.

FUTURE BUDGET ASSUMPTIONS - FY'18 & BEYOND

(Section 7.1.g of Sandwich Town Charter)

INDEX OF ATTACHMENTS

- #1 FY'17 Budget as Voted at Annual Town Meeting
- #2 FY'17 State Cherry Sheet - Receipts - Senate
- #3 FY'17 State Cherry Sheet - Assessments - Senate
- #4 FY'17 Budget as Amended by Current Cherry Sheet Estimates
- #5 Assumptions for Future Budget Planning Projections - FY'18 & Beyond

Sandwich Town Charter Section 7.1.g:

(g) After the annual town meeting, but before June 15, the board of selectmen shall meet in joint session with the finance committee to review the assumptions used to project budgets for the next 2 fiscal years. If necessary, the board of selectmen shall vote to reset any of those assumptions.

Comments & Observations:

1. Final estimated FY'17 State Budget figures have **NOT** been issued and FY'16 has not been completed yet. The attached estimates reflect what the Department of Revenue provided most recently based on the Senate's budget vote.
2. Reviewing future budget projections annually makes sense, but it does not change the requirement of having to appropriate a balanced budget each fiscal year. Projections for FY'18 and beyond are helpful, but will never match the final budget amounts for each fiscal year. In fact, the FY'18 assumptions we will review in December will be different than the assumptions being considered now and will change as better information is known throughout the annual budget process.
3. Free Cash certifications based on FY'16 year end calculations will likely be delayed compared to prior fiscal years. The Department of Revenue has not been issuing these certifications as quickly as it used to, largely due to retirements and unfilled vacancies. Last year, this situation did not impact Sandwich adversely.

PROJECTED REVENUES AND EXPENSES - FY'17

REVENUES

<u>FY'17 Tax Levy:</u>			
FY'16 Levy Limit	54,242,318		
2.5% Increase	1,356,058		
Est. New Growth	550,000		
Excess Levy Reserve Est.	0		
Overrides / Exclusions	0		
County Assess. Outside 2.5: CCC	166,918		
Debt Outside 2.5 (- Non-Levy & SBA)	918,091		
Debt Outside 2.5 (To Be Issued in FY)	0	57,233,385	
 <u>Other Revenue:</u>			
Land Bank / CPA Debt	1,326,638		
CPA Debt (To Be Issued in FY)	235,000		
Marina Debt (To Be Issued in FY)	200,000		
Mass. School Building Authority Funds	1,279,534		
State Aid: Discretionary (-5.00%)	1,902,081		
State Ch. 70 Aid: School (0.00%)	6,740,018		
Est. Local Receipts	4,650,000		
Surplus Revenue / Free Cash	1,763,451		
Overlay Release	100,000		
Transfer from Stabilization Fund	0	<u>18,196,722</u>	
Total Estimated Revenues		75,430,107	

<u>Stabilization Fund Balance:</u>	
Actual Balance on 11/30/15:	1,226,393
Proposed Transfer From/To Stabilization Fund:	<u>100,000</u>
Projected Post ATM Balance:	1,326,393

EXPENSES

<u>ReCap Sheet Items:</u>			
State Assess: Tuition Assess (10.00%)	3,592,317		
State Assess: All Other (3.00%+CCRTA)	587,985		
Abatements / Overlay	400,000		
FY'16 Snow & Ice Deficit	0	4,580,302	
 <u>Town Meeting Items:</u>			
Group Health Insur.+ Mitig. Plan (4.58%)	9,700,000		
County Retirement Assess. (6.60%)	3,355,082		
Property & Liability Insurance (14.40%)	961,000		
Medicare (6.00%)	636,000		
Unemployment Account	100,000		
OPEB Trust Fund	100,000		
Debt: Long Term	3,970,074		
Debt: Long Term (To Be Issued in FY)	435,000		
Debt: Short Term	50,000		
Reserve Fund	500,000		
Capital Budget - Net	686,403		
Transfer to Stabilization Fund	100,000	20,593,559	
 <u>Operating Budgets:</u>			
School Budget: Local (3.00%)	24,977,500		
Ch. 70 (0.00%)	6,740,018	31,717,518	
UCCRVTS Budget (6.62%)		2,184,779	
General Gov't. Budget (6.05%)		<u>16,274,032</u>	
Total Estimated Expenses		75,350,190	

ESTIMATED FY'17 BUDGET BALANCE 79,917

<u>Account:</u>	<u>Final DOR Est. FY'16</u>	<u>Senate's DOR Est. FY'17</u>	<u>Difference</u>	<u>% Change</u>	<u>ATM FY'17 Budget Est.</u>	<u>Difference</u>
A. EDUCATION:						
<u>Distributions and Reimbursements:</u>						
* 1. Chapter 70	6,740,018	6,902,818	162,800	2.42%	6,740,018	162,800
2. School Transportation Programs	0	0	0			
3. Retired Teachers' Pensions	0	0	0			
4. Charter Tuition Assessment Reimbursement	325,022	285,383	-39,639			
<u>Offset Items - Reserve for Direct Expenditure:</u>						
* 5. School Lunch	0	0	0			
* 6. School Choice Receiving Tuition	458,438	456,274	-2,164			
Sub-Total, All Education Items	7,523,478	7,644,475	120,997	1.61%		
B. GENERAL GOVERNMENT:						
<u>Distributions and Reimbursements:</u>						
1. Unrestricted Gen. Gov. Aid (Old = Lottery & AA)	1,039,044	1,083,723	44,679			
<u>New</u> = Annual Formula for Local Aid	0	0	0			
2. Local Share of Racing Taxes	0	0	0			
3. Regional Public Libraries	0	0	0			
4. Police Career Incentive	0	0	0			
5. Urban Renewal Projects	0	0	0			
6. Veterans' Benefits	16,808	22,682	5,874			
7. Exemptions: Vet, Blind, SS, Elderly	99,229	122,764	23,535			
8. State Owned Land	522,087	517,810	-4,277			
<u>Offset Items - Reserve for Direct Expenditure:</u>						
* 9. Public Libraries	23,077	23,178	101			
Sub-Total, All General Government	1,700,245	1,770,157	69,912	4.11%		
C. TOTAL ESTIMATED RECEIPTS	9,223,723	9,414,632	190,909	2.07%		
Total Discretionary Aid	2,002,190	2,032,362	30,172	1.51%	1,902,081	130,281

* **Note:** Not Included in Discretionary Aid Calculation

<u>Account:</u>	<u>Final DOR Est. FY'16</u>	<u>Senate's DOR Est. FY'17</u>	<u>Difference</u>	<u>% Change</u>	<u>ATM FY'17 Budget Est.</u>	<u>Difference</u>
A. County Assessment, County Tax:	309,447	317,184	7,737	2.50%		
B. STATE ASSESSMENTS AND CHARGES:						
1. Retired Employees Health Insurance	0	0	0			
2. Retired Teachers Health Insurance	0	0	0			
3. Mosquito Control Projects	99,619	105,238	5,619			
4. Air Pollution Districts	7,444	7,630	186			
5. Metropolitan Area Planning Council	0	0	0			
6. Old Colony Planning Council	0	0	0			
7. RMV Non-Renewal Surcharge	21,400	21,400	0			
Sub-Total, State Assessments	128,463	134,268	5,805	4.52%		
C. TRANSPORTATION AUTHORITIES:						
1. MBTA	0	0	0			
2. Boston Metro. Transit District	0	0	0			
3. Regional Transit (CCRTA)	95,739	132,182	36,443			
Sub-Total, Transportation Assessments	95,739	132,182	36,443	38.06%		
D. ANNUAL CHARGES AGAINST RECEIPTS						
1. Special Education	3,230	3,230	0			
2. STRAP Repayments	0	0	0			
Sub-Total, Annual Charges Against Receipts	3,230	3,230	0	0.00%		
E.* TUITION ASSESSMENTS						
1. School Choice Sending Tuition	344,631	333,800	-10,831			
2. Charter School Sending Tuition	2,921,112	3,025,637	104,525			
3. Essex County Technical Institute Sending Tuition	0	0	0			
Sub-Total, Tuition Assessments	3,265,743	3,359,437	93,694	2.87%	3,592,317	232,880
TOTAL ESTIMATED ASSESSMENTS	3,802,622	3,946,301	143,679	3.78%		
Total Non-Tuition Assessments	536,879	586,864	49,985	9.31%	602,985	16,121

* **Note:** Tuition Assessment totals are subject to change until "final" charter & school choice sending figures are provided to the State DOE. Charter Schools are required to report to the DOE enrollment projections for the upcoming school year by March 15.

PROJECTED REVENUES AND EXPENSES - FY'17

REVENUES

FY'17 Tax Levy:

FY'16 Levy Limit	54,242,318	
2.5% Increase	1,356,058	
Est. New Growth	550,000	
Excess Levy Reserve Est.	0	
Overrides / Exclusions	0	
County Assess. Outside 2.5: CCC	166,918	
Debt Outside 2.5 (- Non-Levy & SBA)	918,091	
Debt Outside 2.5 (To Be Issued in FY)	0	57,233,385

Other Revenue:

Land Bank / CPA Debt	1,326,638	
CPA Debt (To Be Issued in FY)	235,000	
Marina Debt (To Be Issued in FY)	200,000	
Mass. School Building Authority Funds	1,279,534	
State Aid: Discretionary (1.51%)	2,032,362	
State Ch. 70 Aid: School (2.42%)	6,902,818	
Est. Local Receipts	4,650,000	
Surplus Revenue / Free Cash	1,763,451	
Overlay Release	100,000	
Transfer from Stabilization Fund	0	18,489,803

Total Estimated Revenues 75,723,188

Stabilization Fund Balance:	
Actual Balance on 11/30/15:	1,226,393
Proposed Transfer From/To Stabilization Fund:	100,000
Projected Post ATM Balance:	1,326,393

EXPENSES

ReCap Sheet Items:

State Assess: Tuition Assess (2.87%)	3,359,437	
State Assess: All Other (9.31% w/CCRTA)	602,985	
Abatements / Overlay	400,000	
FY'16 Snow & Ice Deficit	0	4,362,422

Town Meeting Items:

Group Health Insur.+ Mitig. Plan (4.58%)	9,700,000	
County Retirement Assess. (6.60%)	3,355,082	
Property & Liability Insurance (14.40%)	961,000	
Medicare (6.00%)	636,000	
Unemployment Account	100,000	
OPEB Trust Fund	100,000	
Debt: Long Term	3,970,074	
Debt: Long Term (To Be Issued in FY)	435,000	
Debt: Short Term	50,000	
Reserve Fund	500,000	
Capital Budget - Net	686,403	
Transfer to Stabilization Fund	100,000	20,593,559

Operating Budgets:

School Budget: Local (3.00%)	24,977,500	
Ch. 70 (0.00%)	6,902,818	31,880,318

UCCRVTS Budget (6.62%) 2,184,779

General Gov't. Budget (6.05%) 16,274,032

Total Estimated Expenses 75,295,110

ESTIMATED FY'17 BUDGET BALANCE 428,078

REVENUES

FY'17 Assumptions

Future Assumptions (FY'18 & Beyond...)

Tax Levy:

Tax Levy	Actual / Est. from Prior Year	Same
2.5% Increase	2.5% Allowed by Law	Same
Estimated New Growth	\$500,000 Annually	Same
Excess Levy Reserve Est.	\$0 Planned; Use As-Needed	Same
Overrides / Exclusions	None Planned	Same; Exclusions Reviewed Annually
County Assess. Out 2.5: CCC	Increase 2.5% Annually	Same
Debt Outside 2.5 (- Non-Levy & SBAB)	Actual Debt Schedule & SBAB	Same

Other Revenue:

CPA Debt	Actual from Debt Schedule	Same
School Building Authority Funding	Actual Approved Amount	Same
State Aid: Discretionary	Annual Decrease of -7.50%	Same
State Ch. 70 Aid: School	Level Funded (0%)	Same
Estimated Local Receipts	\$4,150,000	Increased to \$4,650,000 During FY'16 Budget Process
Surplus Revenue: Certified	\$1,250,000	Same
Overlay Release	\$100,000	Same
Stabilization Fund Usage	TBD each FY	Same

EXPENSES

FY'17 Assumptions

Future Assumptions (FY'18 & Beyond...)

ReCap Sheet Items:

Tuition Assessments	10.0% Annual Increase	Same
County / State Assessments	3.0% Annual Increase	Same
Abatements / Overlay / STCP	\$400,000 Annually; \$450,000 in Reval	Same

Town Meeting Items:

Group Health Insurance	5.0% Annual Increase	7.5% Annual Increase; Eliminate Mitigation Plan
County Retirement Assessment	7.5% Annual Increase	Same
Property & Liability Insurance	2.5% Annual Increase	5.0% Annual Increase
Medicare	6.0% Annual Increase	Same
Unemployment Account	\$100,000 Annually	Same (may need to adjust annually based on operating budgets)
Debt: Long Term	Actual Debt Schedule	Same (with retiring debt reflected in actuals)
Debt: Short Term	\$50,000 Annually	Same
Reserve Fund	\$500,000 Annually	Same
Capital Budget	\$500,000 Annually	Same (but goal of appropriating more)
Transfer to Stabilization Fund	TBD each FY	Same
GASB 45 Appropriation	\$100,000 Annually	Same
Snow & Ice Deficit	\$150,000 Annually	Same

Operating Budgets:

School Budget - Local	3.0% Annual Increase	Same
- Ch. 70	Match Revenue Assumption	Same
UCCRVTS Budget	7.5% Annual Increase	7.5% Annual Increase
General Government Budget	3.0% Annual Increase	Same

Fiscal 2017 Budget

Observations and Recommendations
of the Finance Committee

Observations and Recommendations of the Finance Committee

Observation: Human Resources

- There appears to be little coordination, cooperation and information sharing between the town's 2 HR departments/teams.
- There appears to be multiple HR recordkeeping systems and data bases and information sharing appears difficult.
- HR Record keeping standards and practices, including employee identification and job information collection and reporting practices appear inconsistent.
- It is difficult to obtain consistently organized and labeled employee staffing information (both real time and historic) and exceedingly difficult to track job changes and staffing adds and reductions.

Recommendation: Human Resources

- A 2017 priority of both the BOS and SC should be establishing close coordination, cooperation and information sharing between the town's HR departments/teams.
- Under the direction of the town's HR Director, in 2017 a unified HR recordkeeping system and data base should be identified/sourced for adoption/implementation.
- Under the direction of the town's HR Director, in 2017 uniform HR record keeping standards and practices, including employee identification rubrics and standardized job information collection and reporting practices should be adopted and implemented.
- The Finance Committee strongly recommends that a 2017 priority of both the BOS and SC should be establishing a single town HR department/team under the direction of the town's HR Director.

Observations and Recommendations of the Finance Committee

Observation: Record Keeping/technology resources

- Record keeping and records production appears to be a challenge for many/most town departments.
- Record keeping and records production appears to be largely paper-based and labor and time intensive.
- Record keeping standards and practices (including technologies) appear antiquated.

Recommendation: Record Keeping/technology resources

- A priority of the Town Manager should be better coordinating and resourcing technology infrastructure investments with a dual focus on: (i) eliminating paper based records and (ii) automating all records search and retrieval processes .
- Under the direction of the town manager, in 2017 an inventory of records (paper and electronic) should be compiled and reviewed.
- A recordkeeping system and data base should be identified/sourced for adoption/implementation.
- Uniform record keeping standards and practices, including filling rubrics and standardized labeling and reporting practices should be adopted and implemented.

Observations and Recommendations of the Finance Committee

Observation: CPC planning and prioritization

- The CPC does not maintain a prioritized list of projects and does not document strategic priorities.
- The CPC approval process does not regularly document and assess resulting operational budget impacts and costs.

Recommendation: CPC planning and prioritization

- Finance Committee recommends that the CPC considering creating, as a matter of policy, a prioritized list of projects and strategic priorities.
- Finance Committee strongly recommends that the CPC approval process be amended to require the identification, documentation and assessment of any and all CPC-projected related resulting operational budget impacts and costs.

Observations and Recommendations of the Finance Committee

Observation: Facilities Management

- There appears to be little coordination and resource sharing between the town's Facilities management departments/teams.
- There appears to be no single source baseline document such as an existing conditions report on each and every property making information sharing, routine maintenance and larger project identification, prioritization and execution difficult.
- Facilities assessments and record keeping standards, including maintaining routine comprehensive condition reports on **each** building: exterior envelope, roofs, critical systems (HVAC, Fire suppression/pumps, waste systems, plumbing, electrical and life safety (generators) and site (pavement, lighting, security CCTV) do not exist.
- Maintenance and maintenance spending is siloed, lacking prioritization and underfunded

Recommendation: Facilities Management

- A 2017 priority of both the BOS and SC should be establishing close coordination, cooperation and information sharing between the town's Facilities Management departments/teams.
- Under the direction of the town manager, in 2017 a unified Facilities assessment data base should be identified/sourced for adoption/implementation.
- Under the direction of the town manager, in 2017 a plan for executing a comprehensive Facilities assessment, including project identification and evaluation rubrics and standardized job information collection, reporting and prioritization practices should be adopted and implemented.
- The Finance Committee strongly recommends that a 2017 priority of both the BOS and SC should be establishing a single town facilities / maintenance department/team under the direction of the town manager.

Observations and Recommendations of the Finance Committee

Observation: Capital Planning and prioritization

- Despite efforts to add car and transportation capital moneys to select department budgets routine maintenance/capital planning (and funding) remains too small a component of the town and schools operating budgets.
- The town sets aside no moneys in its operating budget for road maintenance.
- The town sets aside no moneys in its operating budget for building maintenance and repair.
- The schools set aside no moneys in its operating budget for building maintenance and repair.

Recommendation: Capital planning and prioritization

- Finance Committee recommends that the capital line item be regularly funded at \$1,000,000.

In addition:

- Finance Committee recommends that the town sets aside an additional \$300,000 annually in its operating budget for road maintenance.
- Finance Committee recommends that the town sets aside an additional \$100,000 annually in its operating budget for building maintenance and repair.
- Finance Committee recommends that the schools set aside no less than \$300,000 annually in its operating budget for building maintenance and repair.

Observations and Recommendations of the Finance Committee

Observation: Employee Compensation

- Neither the BOS nor SC appear to have a written policy governing negotiating contracts, outlining an employee compensation and benefit growth policy or establishing compensation escalation guidelines; and or tying/limiting compensation increases to the rate of actual annual revenue growth.
- The School Committee and School Administration appears to have repeatedly negotiated and executed both individual employee and union staff contracts that obligate the town to provide employee compensation and benefit growth well in excess of the actual annual tax revenue growth rate.
- Providing employee compensation and benefit growth in excess of actual annual tax revenue growth is not prudent and will necessitate future staffing reductions or tax or fee increases.

Recommendation: Employee Compensation

- The Finance Committee strongly recommends that a 2017 priority of both the BOS and SC be establishing a written policy governing negotiating contracts, outlining employee compensation and benefit growth and compensation escalation guidelines.
- The Finance Committee strongly recommends that such a policy limit compensation increases to never more than the actual annual rate of revenue growth.