

TOWN OF SANDWICH

THE OLDEST TOWN ON CAPE COD

130 MAIN STREET
SANDWICH, MA 02563

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BOARD OF
SELECTMEN

TOWN
MANAGER

BOARD OF SELECTMEN AGENDA October 13, 2016 – 7:00 P.M. Sandwich Town Hall – 130 Main Street

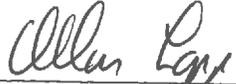
1. Convene Open Session in Auditorium
2. Pledge of Allegiance
3. Review & Approval of Minutes – September 29, 2016
4. Public Forum *(15 Minutes)*
5. Town Manager Report
6. Correspondence / Statements / Announcements / Future Items / Follow-up *(10 Minutes)*
7. Staff Meeting *(60 Minutes)*
 - Cape Light Compact Administrator Maggie Downey – Eversource's Grid Modernization Plan Update

 - Project Managers Rick Pomroy & Taylor MacDonald, Pomroy Associates, & Relevant Department Heads – Update on Public Safety Buildings Work

 - School Committee: Update on Sandwich High School Chillers & Potential Need for Special Town Meeting
8. Old Business *(30 Minutes)*
 - Draft List of Articles for Potential November 14 Special Town Meeting
 - Long Range Capital Plan List of Prioritized Projects
 - October 27 Summit Workshop & Early Business Meeting
 - Proposed Revisions to Winter Maintenance of Private Roads Policy
 - Recommended Changes to Code of Conduct Policy
 - Other Matters Not Reasonably Anticipated by the Chairman
9. New Business *(15 Minutes)*
 - FY'18 Budget Timeline
 - Newly Established Tree & Landscape Advisory Committee
 - Clark-Haddad Building Follow-up
 - Recommended Conservation Commission Associate Member Appointment – Arlene Wilson
 - Other Matters Not Reasonably Anticipated by the Chairman

10. Public Forum (15 Minutes)
11. Closing Remarks
12. 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: Approval of Draft Executive Session Minutes – 1/7/16, 2/11/16, 2/25/16, 4/14/16, 4/28/16, 5/12/16, 6/16/16, 7/14/16, 7/28/16, 8/11/16, 8/25/16, 9/15/16
 - Purpose #6: Valuation of Real Property – NRG Canal Repowering Project Host Community & Payment-In-Lieu-Of-Tax Agreements
 - Purpose # 3: Litigation Strategy – Monomoy Properties v. Planning Board
13. Adjournment

NEXT MEETINGS: Thursday, October 27, 2016, 6:00 P.M., Town Hall – Business Meeting
Thursday, October 27, 2016, 7:00 P.M., Town Hall – Summit Workshop



Douglas Lapp

Dunham, George

From: Maggie Downey <mdowney@barnstablecounty.org>
Sent: Tuesday, August 16, 2016 2:42 PM
To: Dunham, George; James, Susan
Cc: Peters, Joshua
Subject: RE: Cape Light Compact Grid Mod Update and Meeting Request

Bud

Thanks for getting back to me so promptly.

October 13 would be great for the meeting.

Maggie

From: Dunham, George [<mailto:gdunham@townofsandwich.net>]
Sent: Tuesday, August 16, 2016 2:27 PM
To: Maggie Downey; James, Susan
Cc: Peters, Joshua
Subject: RE: Cape Light Compact Grid Mod Update and Meeting Request

Hi Maggie,

For planning purposes, our September and October meeting schedule is tentatively as follows:

- September 15
- September 29
- October 13
- October 27

I think we should avoid the September 15 meeting in light of some potential items that will need to be on that agenda. Any of the other 3 I can put a placeholder and check back with you as it gets closer. Any preferences?

Thanks.

- Bud

From: Maggie Downey [<mailto:mdowney@barnstablecounty.org>]
Sent: Tuesday, August 16, 2016 11:22 AM
To: James, Susan
Cc: Peters, Joshua; Dunham, George
Subject: RE: Cape Light Compact Grid Mod Update and Meeting Request

Ms. James

Attached is an update from the Cape Light Compact regarding Eversource's Grid Modernization Plan for the Vineyard and Cape Cod. I would like to give your Board of Selectmen an update on this subject at an upcoming September or October Selectmen meeting. If that is possible, please get back to me with a potential meeting date and time.

I hope you enjoy the remainder of the summer.

Maggie

Margaret T. Downey, Administrator
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www.capelightcompact.org

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Cape Light Compact

P.O. Box 427, Barnstable, MA 02630

1.800.797.6699 | Fax: 774.330.3018 | capelightcompact.org

August 5, 2016

Ms. Susan James
Chair
Board of Selectmen
130 Main Street
Sandwich, MA 02563

Dear Ms. James:

In my March 29 letter, I brought to your attention a very important infrastructure issue for the Cape and Vineyard now before the Massachusetts Department of Public Utilities (DPU 15-122). I would like to give an update to the Board of Selectmen/Town Council at one of their September or October regular scheduled meetings on the status of the DPU proceeding.

The Eversource five-year \$496 million "Grid Modernization Plan" for transformation of electric system, is the largest change in more than a century. This plan is the first step into a new electric future known as the "Smart Grid." The transformation combines electric and information technologies that can allow two-way energy flows and enhanced energy efficiency, energy storage, increased local generation, and greater stability and reliability.

DPU decisions concerning this plan will have far-reaching impacts on economic development, costs to consumers, and security for our region for decades to come. At a recent meeting, Cape Cod Technology Council President Bert Jackson said, "the impact of what we're talking about is generational. This is something that is going to impact what's happening in our community, not just for the next five or ten years, but for our children and grandchildren."

The Compact is seeking to make sure that the Eversource plan delivers on the claim that it is centered on benefits to consumers. We also want to make sure that our region does not suffer delays and disadvantages in technological development.

In our letter to you on March 29 on this topic, we asked that each town send a request to the DPU to extend the time period for consideration and public review of the Eversource Plan. That effort was successful. Based on our past regulatory successes, the Compact has intervened in the Eversource DPU docket (DPU 15-122/123). The Compact's goals in this intervention are to:

****Ensure Cost Efficiency***

Under the plan, spending is pre-authorized and will appear on our bills for a long period of time. This means making sure the amounts being charged are fair, that costs are properly allocated. Much of the Eversource focus is on the Boston area and on large customers. As a region made up largely of small commercial and residential consumers, will we subsidize Boston area improvements and have only limited opportunities?

****Ensure Reliability at Problem Locations and at Desired Levels***

This turns in part to identifying critical areas that need upgrades. Inappropriate costs for standard maintenance (such as tree-trimming) should not be part of this plan. And possible overbuilding for minimal gains in reliability

Working Together Toward A Smarter Energy Future

Aquinnah | Barnstable | Barnstable County | Bourne | Brewster | Chatham | Chilmark | Dennis | Dukes County | Eastham | Edgartown | Falmouth
Harwich | Mashpee | Oak Bluffs | Orleans | Provincetown | Sandwich | Tisbury | Truro | Wellfleet | West Tisbury | Yarmouth

should be evaluated.

**Ensure Continued Opportunities for Distributed Generation and Storage Development*

Technological capacity needed to accommodate more distributed generation such as solar needs to be evaluated, as well as the cost of proposed enhancements. There are a number of features of the Plan that need to be thoroughly examined. A primary concern is that opportunities and benefits for our region could be significantly delayed or diminished.

**Ensure Consumer Access to Smart Grid Technology at the Level Desired*

The Department of Public Utilities has taken an initial position that Eversource should install “smart meters” in all homes and businesses. Eversource has proposed that the installation of smart meters be upon request and that anyone wishing to have a smart meter leave the Cape Light Compact or other independent supplier and join the Eversource power supply. The Smart Grid platform to be paid for by consumers and created by Eversource should not be for the purpose of securing a monopoly position. This issue needs to be fully examined.

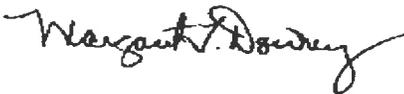
Other states have already undertaken Smart Grid development and fortunately, we can benefit from their experience. In some instances, utilities have used the transformation of their electric grid as an opportunity to entrench their monopoly operations and favor large customers rather than develop an open platform for new services for all customers. In other cases, innovative new opportunities for consumer savings and benefits have been developed—such as Baltimore Gas & Electric’s “Energy Savings Day,” or Green Mountain Power’s offer of “powerwall” electric storage technology for customers.

Over the next few months, the Compact will be working with the Cape Cod Technology Council and others to create greater public awareness about what is at stake for each of us.

As major customers, and as public bodies, our towns continue to have an important role to play in educating the public on this issue. In addition to a meeting, I also ask that you post a link to the Compact’s Smart Grid webpage to encourage the residents and business owners in your town to become more informed on this topic. The link is: www.capelightcompact.org/smartgrid.

Thank you for your on-going interest and support on this vital topic.

Sincerely,



Margaret T. Downey
Administrator

Cc: Compact Board Member

Sandwich Public Safety Project (“SPSP”)
Sandwich Board of Selectmen Meeting - Agenda

October 13, 2016

Agenda

- 1. Pomroy Associates Introduction – Richard Pomroy & Taylor MacDonald**
 - A. History, past projects, etc.
 - B. Services provided throughout the project
 - C. Individual roles

- 2. Pomroy Associates - Chapter 149 Project History**
 - A. Public Safety Experience
 - B. Record

- 3. Pomroy Associates – Document Examples**
 - A. Meeting minutes
 - B. Change Order Logs
 - C. Action Logs
 - D. Budget
 - E. Invoice submissions

- 4. Sandwich Public Safety – Project Update**
 - A. Site(s)
 - Survey
 - Geotechnical
 - Perk testing
 - B. Building(s)
 - Police
 - (2) Fire Substations
 - Renderings
 - C. MEP systems
 - D. Room data sheet programming

- 5. Third Party Consultants/Vendors**
 - A. Building Commissioning
 - B. Estimating
 - C. Communications/Radios/Dispatch
 - D. Security

- 6. Budget Update – Review**

7. Schedule Discussions and Milestones – Update

- Design Development Complete - November 1, 2016
- Design Development Estimate Complete - November 15, 2016
- Design Development Approval - November 18, 2016
- 70% CD Estimate - January 15, 2017
- Construction Documents (CD's) - March 1, 2017
- Bidding Complete - May 1, 2017
- Construction Duration (14 to 16 mths) - September 1, 2018

8. Open Discussion/Questions

Dunham, George

From: Susan James <srjames46@gmail.com>
Sent: Tuesday, September 6, 2016 11:39 AM
To: Dunham, George
Subject: Fwd: chiller engineer analysis

Please add to the appropriate agenda. Thanks.

----- Forwarded message -----

From: "Jay McGrail" <jmcgrail@sandwich.k12.ma.us>
Date: Sep 6, 2016 9:11 AM
Subject: Fwd: chiller engineer analysis
To: <srjames46@gmail.com>
Cc:

Susan

We are working on having an HVAC Engineer do a report on the Chiller. Based off Frank's input. It looks like the report will take a few weeks. Could we come in front of the BOS at the meeting after the 15th?

Thanks

Jay

Sent from my iPhone

Begin forwarded message:

From: Jonathan Nelson <jnelson@sandwich.k12.ma.us>
Date: September 2, 2016 at 2:35:59 PM EDT
To: Jay McGrail <jmcgrail@sandwich.k12.ma.us>, Pam Gould <pgould@sandwich.k12.ma.us>, Michelle Austin <maustin@sandwich.k12.ma.us>
Subject: chiller engineer analysis

All,

I spoke with two engineers today regarding out walk-through with frank last night. Probably going to be three weeks prior to getting a report, I will have estimates for the work next Tuesday or Wednesday. I would say we should push off the meeting with the selectmen on the 15th. We should be ready for the meeting after that.

Jon

--

Jon Nelson
Facilities and Grounds
Sandwich School District

33 Water Street
Sandwich, MA 02563
[774-205-5433](tel:774-205-5433)
jrnelson@sandwich.k12.ma.us

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SANDWICH PUBLIC SCHOOLS

Department of Facilities and Grounds



33 Water Street, Sandwich, MA 02563

Phone 508-888-3312

Email: jrnelson@sandwich.k12.ma.us

Date August 8th, 2016

To Dr. Pamela Gould - Superintendent of Schools; Michelle Austin - Director of Finance and Business Operations; Jay McGrail - Chair, Sandwich School Committee

From Jonathan Nelson - Head of Buildings and Grounds

Subject High School Chiller Replacement Options

Purpose

The intent of this document is to outline the options for the Sandwich School district after the catastrophic loss of two compressors on the one functioning chiller at the High School (HS). Due to the loss, the building is experiencing extreme daily temperatures in excess of eighty-five degrees in some areas. Without some type of central cooling available, the learning environment will be severely impacted once school returns to session.

Background

The Chiller plant consists of two, four hundred ton air cooled chillers. Each chiller consists of four separate circuits, each with one screw compressor and related refrigerant components. The chillers contain R22 refrigerant, which is no longer allowed to be manufactured for sale outside equipment manufacturing. The original design called for both chillers to cycle on and off to maintain the proper chill water temperature to the various unit air handlers in order to provide tempered air to the building spaces. The building was designed to operate with this type of central chiller plant, and the operation of this plant is crucial to maintaining building temperature in the mild and hot spring, summer and fall months. While many schools may not have a central chiller plant, or even air conditioning throughout, the architectural design of the HS requires some type of cooling system be installed as numerous interior building spaces (including classrooms) have no windows or any available cooling method.

The chillers themselves are about sixteen years old, and were installed in the 1999/2000 remodel of the high school. It is important to note that air cooled chillers have average life expectancies of fifteen to twenty years. The chiller plant was serviced over the years by ENE, a large HVAC and controls service contractor in Massachusetts. The chillers are labeled as Chiller 1 and Chiller 2. After discussing the past history with ENE and department staff, at some point a few years ago, Chiller 1 had a few compressor failures and suffered large leaks of refrigerant, and was taken offline. The contractor and school at that time decided to cannibalize



Chiller 1 for parts for use on Chiller 2. Chiller 2 was functioning up until spring of this year, when two compressors starting making large noises, tripping electrical safety devices and failed to make temperature setpoints. The service contractor found metal shavings in two compressor's oil filters, most likely indicating that the screws in each chiller were grinding on metal surfaces. The loss of these two compressors meant the other two functioning ones would never meet the needs of the building load, and would most like cause electrical trips or safeties to trip to prevent the compressors from damaging themselves under load. The chiller was shut off at this time.

The long time service tech from ENE reported that Chiller 2 has had numerous problems over the years. Most importantly, large amounts of refrigerant were leaking from the unit. Refrigerant leaks on this type of chiller always include oil leaks as well. The oil circulates with refrigerant in certain parts of the system, primarily in the compressors. Once the chiller was unable to make temperature setpoint due to the loss of refrigerant, the decision was made by the school to add refrigerant back to the chiller. Due to budget constraints none of the major leaks were fixed, and small emergent issues; as well as, routine maintenance were completed to keep the chiller running and making temperature setpoint. Small electrical components and refrigerant valves and driers were replaced when needed or when temperature setpoint was impacted. Over the last few years, over 180 lbs of refrigerant were added to the system. Since the refrigerant type can no longer be manufactured, the refrigerant replacement costs have risen sharply.

It has also been reported that a combined 800 tons of cooling is well oversized for the building load, and were most likely over designed at the time of installation. The building has been cooled by one 400 ton chiller for years, however, the chiller plant has continuously failed to make setpoint on high demand days.

Alternatives Considered

In order to find a suitable, cost effective solution for replacement, numerous options were researched and investigated. The options under consideration were:

- Option 1: Do nothing
 - If the district was to do nothing at this point, the school temperatures would be extremely high and uncomfortable on the second floor in both the beginning of the school year and spring time. It is expected that numerous staff, and student issues would develop as the building would be extremely uncomfortable to work and learn in. It has been reported that students in summer camps were getting sick from the high heat, and needed to be sent home to recuperate.
 - Student and parent satisfaction will be negatively impacted by the conditions in the classrooms.



- The chillers would need to be isolated from the building, and a minimal amount of piping work would be needed to accomplish the separation. The refrigerant would need to be recovered from the circuits, and the electrical power could then be isolated from the units. Keeping these units off would reduce the electrical demand of the building during the summer months.
- Option 2A: Replace Chiller 2 with a single air cooled chiller
 - The district would contract to have the existing chillers removed and a new correctly sized chiller installed. This option would also include renting a temporary chiller to provide building cooling during the beginning of the year.
 - The actual replacement will need to be designed and bid (per Chapter 149 requirements). This would require the use of a design engineer, and proper procurement protocol. As with any new equipment purchase of this size, there would be a long lead time of ten to twelve weeks for the manufacturer to produce the unit.
 - Efficiency credits should be available from the Cape Light Compact to install a more efficient chiller unit. Installation of an efficient model will reduce long term operating electrical costs.
 - This option should be carefully designed as a single unit chiller may not meet the actual operating needs of the building and would not allow for any back-up cooling if a chiller were to be taken offline for maintenance issues.
 - This option would have at least a twenty year operating life span with proper maintenance.
- Option 2B: Replace both chillers with two new chillers appropriately sized to the building load
 - The district would contract to have both of the existing chillers removed and replaced with appropriately sized chillers for the building load.
 - This option requires renting a temporary chiller to provide building cooling during the beginning of the year.
 - The actual replacement will need to be designed and bid (per Chapter 149). This would require the use of a design engineer, and proper procurement protocol. As with any new equipment purchase of this size, there would be a long lead time of ten to twelve weeks for the manufacturer to produce.
 - Efficiency credits should be available from the Cape Light Compact to install a more efficient chiller unit. Installation of an efficient model will reduce long term operating electrical costs.
 - This option should have at least a fifteen year operating life span with proper maintenance.



- **Option 3: Replace the failed two compressors on Chiller 2 with new, warranted compressors**
 - This option could most likely be procured as an emergency procurement, and could be done by quickly by receiving quotes for replacement.
 - There would be a short lead time associated with this work, of three or four weeks.
 - A contractor would remove/replace both failed compressors on the failed circuits, and then would replace all refrigerant and oil, repair all leaking valves and fittings, flush and inspect internal pipe ways on all circuits.
 - While the two compressors to remain would be inspected for operation and condition, there would be no guarantee they would remain operational for the long term. Also, when the two compressors failed, metal shavings were sent throughout the system. No contractor would fully guarantee that all metal shavings were completely removed from the system, and could cause issues in both the heat exchangers and new compressors. This puts the best case life expectancy of the chiller overall at three to five years.



Alternative Costs

Option 2A (Single Unit Replacement) Cost

Item	Cost	Note
Engineering	\$50,000	Estimated at this time, project would need to be designed and bid.
Replacement with single unit	\$360,000	Estimates received include: ENE \$283,000 for one 400 ton unit; York \$328,000 for a 450 ton chiller; BLW Engineers gave a range of \$350 to \$400 for replacement. Unit would have to be bid, and that could impact final price
Contingency	\$102,500	Too many variables at this stage to reduce any further, assumes 25% contingency
Total Cost	\$512,500	
Rental Unit for August through October	\$46,000	Estimate received from Sunbelt Rentals, district to rent direct. Includes \$10,000 in ancillary temp services cost (electrical and plumbing). Two month rental
Estimated Rebates from CLC	\$20,000.00	Place holder as final rebate is yet to be determined
Estimated Total Real Cost	\$538,500	

Option 2B (Dual Unit Replacement) Costs

Item	Cost	Note
Engineering	\$60,000	Estimated at this time, project would need to be designed and bid.
Replace with two chiller units	\$648,000	Increase in price from one unit is estimated to be between 50% and 80%. Number allows for 80%
Contingency	\$212,400	Too many variables at this stage to reduce any further, assumes 30% contingency
Total Cost	\$920,400	
Rental Unit for August through October	\$46,000	Estimate received from Sunbelt Rentals, district to rent direct. Includes \$10,000 in ancillary temp services cost (electrical and plumbing). Two month rental
Estimated Rebates from CLC	\$20,000.00	Place holder as final rebate is yet to be determined



**Estimated Total Real
Cost** **\$946,400**

Option 3 (Compressor
Repair)

Item	Cost	Note
Cost to replace two compressors (2&4)	\$74,300.00	Replace both bad compressors only
Replacement of 4 new discharge isolation valves	\$6,250.00	Replace all leaking valves on unit
Cost to replace 4 TXV valves	\$19,000.00	Replace as new to prevent any additional damage or issues
Cost of new refrigerant	\$21,660.00	R22 is expensive as it is no longer manufactured
Contingency	\$14,932.50	Contingency set at 15%
Total Cost	\$136,142.50	
Estimated Rebates from CLC	\$0.00	No rebates available

Analysis of the Alternatives

After speaking with numerous contractors, design engineers, and the engineers from the Cape Light Compact; as well as, considering all costs outlined above, some options can be ruled out very quickly. Option 1 would create a very poor indoor environment, and would greatly impact the learning environment of the school. The school was designed to have a central chiller plant, and numerous spaces lack interior windows that allow for free cooling. It would not be unreasonable to think interior space temperatures could reach the upper eighties on hot and humid days. Since the large air handlers provide outside air exchange, shutting the units off is not an option. This is not a viable option.

With an estimated cost of \$136,000, Option 3 does not appear to viable. Most reliable engineering associations and publications, including the American Society of Heating, Refrigeration and Air Conditioning Engineers (ASHRAE) estimate screw chiller average life expectancy at twenty years (ASHRAE Life Expectancy chart attached as Attachment A). Properly maintained equipment, especially larger equipment, may be run for an additional three to five years (extending the life expectancy of a chiller out to twenty-three to twenty-five years) if proper maintenance costs including minor capital repairs are performed during the lifetime of the



unit. The overall Chiller 2 unit is sixteen years old, and is within the normal life expectancy for air-cooled chillers. After considering the history of the unit, life-expectancy for the two compressors not replaced in this option will most likely not exceed four or five years, and may be less. The life expectancy of the chiller as a whole may be even less based on the damage that has been done to the system by failed compressors when the age of the units are taken into account. Once metal shavings are found in the compressor oil filter, it is safe to assume metal shavings are distributed throughout the system. No amount of flushing the internal pipe-ways and passages can fully guarantee complete debris removal. These shavings can impact copper tubing and other mechanical components creating leaks or other damage. It would be impossible to guarantee any years of reliable service without additional capital repairs being needed. Even the manufacturer, York, a subsidiary of Johnson Controls, recommended that replacement is the most favorable option. Investing this amount of capital in this machine will not address longer term reliability concerns.

Option 2A is an ideal solution for both optimal maintenance downtime and efficient operation. The two smaller chillers would cycle on and off and cycle up and down as needed to meet the needs of the building at any given point. This would most likely provide a more cost effective operating solution in terms electrical costs, however, the original upfront cost is at least fifty percent greater and may be as much as 80% (80% carried in cost estimates above). This solution may incur higher long term maintenance costs than a single chiller option, but will most likely reduce overall long term electrical operating costs.

Proposed Alternative

The most cost effective and efficient alternative at this point is Option 2A; remove and scrap both existing chillers and install one single unit. While this will impact longer term maintenance procedures, it will meet the needs of the district and has a lower upfront capital cost. Hiring an engineer will be necessary to perform proper load calculations, and to appropriately design the modifications needed to make a new efficient chiller work in the existing system. Numerous items must be considered and will have to be evaluated including but not limited to; building load, electrical needs, pump sizes, piping sizes, chiller options and efficiencies, etc.

The project team will work closely with the Cape Light Compact's consulting firm Rise Engineering. Rise can help determine the most efficient design, with the largest credit available. Today's available technology means almost any replacement chiller will be more efficient than the current installed model. It is impossible at this point to place an estimated cost on the rebates available without having more information on proposed system design. A place holder of \$20,000.00 has been carried for this in the above budgets.

Further, Rise will help analyze other design options not originally studied in this assessment. Discussions directly with Rise included a design that decentralized the chiller plant, or the



installation of a variable refrigerant flow system. Unfortunately, more time is needed to study these options. Any of these other replacement alternatives should fit within the cost assumptions of Option 2A.

Option 2A includes the cost of a rental chiller. The assumption of including this in the total cost of replacement is that the chiller is essential to HS operations and should have adequate cooling when School returns to session.

Service History

Attached to this document (as Attachment B) is the service history that is readily available on the chiller for the last few years. There are no service contracts or agreements in place for the chiller specifically, as is a trending standard in the industry. The service history included shows a pattern replacing refrigerant as needed, without repairing the leaks due to the high cost and budget constraints.

Summary

Due to the critical failure of two compressors on Chiller 2 of the High School chiller plant, the building environment will be severely impacted by hot temperatures. This chiller provides cooling to the entire building except for a few administrative office areas, and is essential to the operational mission of the school. The existing air cooled chiller plant, consisting of two chillers, is sixteen years old and within the estimated life-expectancy range of air cooled chillers. This current plant provides a total of 800 tons of cooling, and is oversized for the current building load. After evaluating options for replacement or repair, the most favorable option is to replace one single chiller unit with a new efficient unit. There appears to be too much risk in investing capital to repair the chiller where overall unit reliability would still be questionable. The estimated cost for the total option to replace is estimated to be \$512,000. During the design phase of the project, the project team will work closely with the Cape Light Compact to determine the most efficient replacement options that fit within the proposed budget. Due to the long lead time of the chiller (on average ten weeks), a rental unit will be provided for the late summer/early fall season, and the project should be bid no later than December 31 2016 in order to have the unit operational for the spring/summer 2017 cooling season. Proper maintenance of installed equipment is key, and maintenance will be properly planned, budgeted and performed in accordance with manufacturer guidelines.

Schedule of Attachments

- Attachment A: American Society of Heating, Refrigeration and Air Conditioning Engineers (ASHRAE) Equipment Life Expectancy Chart
- Attachment B: Chiller Service History
- Attachment C: Proposals from ENE for options 2A and 3 and York for Option 2A

SHS CHILLERS REPLACEMENT – PRELIMINARY LIST OF FUNDING OPTIONS

1. The FY'17 School Department budget could be used to fund all or a portion of the cost of addressing the HVAC issues at Sandwich High School (SHS). The School could consider how much of the full replacement cost and/or temporary use of portable units could be funded, possibly in combination with other sources of funding outlined below. This would give the respective boards and staff time to determine the most appropriate course of action and how this will be funded. This decision could be made by the School Department.
2. Based on the final FY'17 estimated Cherry Sheet figures released by the Department of Revenue late last week, it appears the School Department will be receiving an additional \$162,800 in Ch. 70 funding above level funding. In order to access these funds, a Town Meeting vote would be needed to increase the FY'17 School Department appropriation and the School Department would need to decide to spend the additional funds on this expense. Town Meeting action would need to be taken before the FY'17 tax rate is set in mid-November.
3. Based on the final FY'17 estimated Cherry Sheet figures released by the Department of Revenue late last week, it appears that the Town's discretionary aid will be higher than planned (\$160K) and our Sending Tuition assessments will be lower than planned (\$180K). The difference between these two amounts and what was voted at Town meeting is roughly \$340,000. In order to appropriate these funds for the SHS Chillers, or any other purpose, a Town Meeting vote is required. Town Meeting action would need to be taken before the FY'17 tax rate is set in mid-November.
4. If Options #2 and #3 are combined, the total available funding would equal roughly \$502,800. If this combination was chosen, perhaps the FY'17 School Department budget or the FY'17 Reserve Fund could make up the difference. Again, Town Meeting votes and School Department and/or Finance Committee concurrence would be needed for this combination. Town Meeting action would need to be taken before the FY'17 tax rate is set in mid-November.
5. The Town could delay making a final funding decision until our Free Cash was certified. Typically this occurs in the fall (last year = November 10). Once this certification was known, Town Meeting could vote to spend a portion of the Free Cash on the SHS Chillers. By taking this action, whatever Free Cash funding is appropriated would not be available to assist the FY'18 Budget. If Free Cash is used to fund the project, Town Meeting could vote this action any time after certification was received.

6. The Finance Committee could consider a FY'17 Reserve Fund transfer to pay all or portion of the replacement expense. The total amount available in the Reserve Fund is \$500,000, but any funds used for this purpose would take away any balance for future deficits that may occur later in the fiscal year. This option, other than taking funds from the School Department FY'17 budget, is the fastest funding source and would only require the approval of the Finance Committee. Potentially, if funding was approved from the Reserve Fund, a future Town Meeting could vote to add funding to the FY'17 Reserve Fund to replenish the account. The source of funding for this replenishment would dictate when the Town Meeting action would be needed. If the source was Free Cash, Town Meeting could vote any time after certification, including at the May's Annual Town Meeting.

7. A decision could be made to delay permanent repairs or replacement until the regular FY'18 Capital Budget process is followed working toward the 2017 Annual Town Meeting next May. This option would restrict the School Department from doing any permanent repairs or solution until after Town Meeting votes in May. Based on likely HVAC needs next spring and summer, this would increase the amount needed for portable service with the more permanent repair taking place next summer ideally before school commences in September 2017.

8. The Town could decide to fund the expense through a Stabilization Fund transfer. This would require a 2/3 approval at Town Meeting. There is no time restriction on when this vote would have to take place.

9. A capital outlay expenditure exclusion could be placed before the voters to fund the full project. This action would need to be approved by 2/3 of the Board of Selectmen, a majority of Town Meeting, and the majority of voters at a Town-wide ballot question. Timing would fluctuate depending on when the Selectmen wanted to ask the voters, etc.

GHD Comment: Virtually any combination of all these options could be considered and I can think of other funding alternatives, as well. That said, the options listed here are the most realistic to consider. Obviously, no input has been provided yet by the Board of Selectmen, School Committee, or Finance Committee so whatever alternative or combination of alternatives that gets considered could change with a final determination to be made a later date. Each option listed above has its own merits and detriments which I can explain in more detail when the work is discussed. Also, if the Selectmen decide to call a Special Town Meeting this fall before the FY'17 tax rate is approved, I would expect this would be in the mid-October to mid-November timeframe.

LIST OF POTENTIAL STM ARTICLES – November 14, 2016 ???

1. Ch. 70 School Department Appropriation for FY'17 Budget – \$162,800
2. Capital Appropriation for Sandwich High School Chillers - \$_____ (Note: Articles 1 & 2 can likely be combined into one capital appropriation)
3. Ambulance Fund Transfer for Equipment for (8) New Fire/EMS Personnel & (3) Replacements – \$100,000
4. Sandwich Hollows Enterprise Fund Transfer – Capital Improvements (Mostly Irrigation System) – \$50,000
5. CPA Project: Clark-Haddad Memorial Building Restoration
6. Establish Enterprise Fund for Sandwich Marina Effective July 1, 2017
7. Approve NRG Payment-In-Lieu-Of-Tax Agreement (If Ready...)
8. Zoning By-laws Amendment: Photovoltaic Solar Overlay District Map Extension (Eversource Project) – ***NOT*** enough time to include this, but needs to be on our radar for next Town Meeting... Special or Annual
- 9.
- 10.

LONG RANGE CAPITAL PLAN

November 19, 2012



BOARD OF SELECTMEN

John G. Kennan, Jr., Chairman

Ralph Vitacco, Vice Chairman

Linell Grundman

Frank Pannorfi

James Pierce

Bud Dunham, Town Manager

Doug Lapp, Assistant Town Manager

CAPITAL IMPROVEMENT PLANNING COMMITTEE

John Juros, Chairman

John Vibberts, Vice Chairman

Mike Baker

Michael Dwyer

Don Leighton

Chris Richards (Former Member)

SUMMARY OF PRIORITIZED LARGE-SCALE CAPITAL PROJECTS

Group A – Top Priorities:

1. Joint Public Safety Building
2. Public Roads / Infrastructure
3. Water Resources Management
4. Beach Erosion Prevention

Group B – Secondary Priorities:

(Subject to Completion of Feasibility Study of Henry T. Wing School Re-Use)

5. Municipal Offices Consolidation
6. Henry T. Wing School Re-Use
7. School Consolidation (STEM)
8. Senior / Community Center
9. Library Facilities

Group C – Lowest Priorities:

10. Recreation Field Development Plan
11. Marina Office Building
12. Pedestrian / Bike Path Improvements

Summary Report

Selectmen, Finance Committee, School Committee, Capital Improvement Planning Committee Workshop

August 25, 2016

Thank you to all who readily participated in this workshop, the first step in the overall budget planning for FY 2018. Four tables, each with representatives of the four committees, remarkably identified similar strengths, challenges, and resource needs, and collaborated to identify some priorities that will need to be addressed over the next few years. The following is a summary of the major points of discussion.

Demographics/General Government Services

Participants acknowledged that the Town is at point where overall population is stable, although school population has decreased and is expected to decrease further over the next few years. The population is aging, with 21% of the current total population being 65 years and older, and an additional 18% being between ages 55 and 65 years. The Town is conveniently located and not overly developed.

In general, participants agreed that the Town staff is knowledgeable, competent, caring and hard working. Opinions ranged from not enough staff (low staff per capita) to too many employees; there is a flat organizational structure. Government services overall are good, but more information should be available to the public about what the Town offers for services. Consolidating and centralizing general government departments should be a goal. The Town has an issue with disposing of unused buildings.

Public Safety

The Town has a low crime rate and excellent EMS/Fire service. With passage of the public safety plan more of the Town will have adequate access to emergency response. The aging population, will increase stress on EMS services. Recent increases in public safety personnel, however, will be sufficient for at least the next decade; important to plan for personnel when grant expires. The public safety plan does not completely address issues, as a fire administration facility will be needed. Potential regionalization of dispatching may create an unfunded mandate from the State. Participants from more than one group suggested that the Town look at ambulance costs versus income, and the possibility of private ambulance service.

History/Culture/Recreation

Participants highlighted the expansion of recreational programs, excellent library, and archives. The newly-formed Sandwich Arts Alliance has been offering regular programs. Despite the decrease in the school population, recreation programs service extensive numbers of children without sufficient fields for outdoor sports. If additional space for fields can be identified, maintenance should be supported through participation fees. The Town should look at duplicative recreational programs (Town and schools) to identify potential streamlining and oversight. Also, additional appropriate recreational possibilities should be considered for the golf course property. Sandwich Hollows golf operations have been successful, but maybe a public/private partnership should be considered. The Town should move forward with the skate park re-instatement. More resources for seniors are needed – possibly a new senior/community center.

Environment

The Town has an extensive network of beautiful conservation lands and ponds that need ongoing protection. Purchasing additional land for conservation purposes should be considered. New public/private investment has increased activity at the Marina. Dune reconstruction, re-nourishment and grass plantings occurred over the past year, along with new stairs and walkways to Town Neck beach. With the new dune and increased number of beachgoers, parking has become an issue. Continuing maintenance of the beaches is a priority. The Town continues to participate in the Army Corps of Engineers Section 111 study for ongoing beach maintenance. The Town will need to identify other sources of funds for continuing beach maintenance and execution of aspects of the Beach Management Plan.

A Textron grant has assisted with the Town's water quality study; results are due out in June, 2017. If the Town does not develop appropriate solutions for cleaning bays to which it has contributed pollution, the State will mandate the clean-up, which will make the process far more expensive. Workshop participants think that much more discussion about water quality issues and wastewater needs to occur, so taxpayers better understand the scope of the problem. Securing grants may assist with developing wastewater solutions, however the Town does not have a grant writer or staff to pursue grants on a regular basis. The school system has three wastewater treatment plants – can they be incorporated into an overall wastewater solution?

NRG has proposed adding a unit to its existing plant. Should the proposal result in the construction, it will add new growth to the Town's valuation. It will be important to discuss the best way to optimize the additional funds. NRG currently is building a solar farm. Participants suggest that the Town be more concerned about energy conservation measures that take advantage of newer technologies. Consider capitalizing on the solar fields and possible addition of solar panels to existing buildings.

Health

The Town of Sandwich has a wide variety of medical facilities, including an urgent care center, laboratories, and Spaulding Rehabilitation Hospital. There is a Town Nurse who provides immunizations, blood pressure clinics and communicable disease follow-up. The Cape is experiencing an opioid epidemic and Sandwich has not escaped this. Additional resources may be needed to address prevention efforts in and out of the schools. Increases in employee health insurance benefits are steady and need to be stabilized if possible, as continual increases affects the budget.

Education

The restructuring of the school system and addition of the STEM Academy has been a positive move, however students are still choosing to go elsewhere for an education. This has resulted in declining school enrollments over the past decade. The High School is a Level I rated school, and some students have elected school choice to come to Sandwich Schools. Despite the decrease in student numbers, unfunded mandates from the State and Federal government (e.g., special education services, transportation for homeless students, teacher evaluation, professional development) create pressure on the school budget. The Upper Cape Regional Vocational Technical School is an excellent school option for students interested in learning a trade along with academics. However, the Town has no control over expenditures associated with charter schools and little control over increases in Upper Cape budget requests.

Maintenance of school buildings and fields has been a challenge, because maintenance is not the primary focus of the school system. Maintenance staff for the schools may need to be increased, however financially supporting them would require some re-focusing of the school budget. Funds allocated for maintenance in a school line item should be used for school maintenance and not other budget areas. Participants cited the recent increase in number of school building administrators, for example, as an area that deserves some additional evaluation. Phone and IT systems for both Town and schools need updating for optimal communication. Collaboration for this process is a necessity.

Economics

Like much of the Cape, Sandwich lacks well-paying jobs for young adults; this has resulted in a general exodus to find work elsewhere. One of the important contributing factors is the lack of affordable housing. Sandwich has some affordable housing scattered throughout, along with George Fernandes Way, Osprey Lane, Sandwich Housing Authority on Tom's Way, and Shawme Heights I & II. Approximately 3.8% of housing is affordable, compared to the Cape percentage of 4.9. Much more is needed, including provision for accessory dwelling units.

Fiscal management of the Town has been prudent, with avoidance of an operational override for many years. Debt service is decreasing. Like the rest of Cape Cod and nationally, resistance to tax increases is high, although the median household income in Sandwich is \$83,660, far above the State median of \$67,846. Sandwich has a reputation for having high property taxes compared to other Cape Towns, yet per pupil expenditure remains nearly the lowest. Strategic reduction in or reallocation of personnel may help to stabilize the tax rate. Two additional challenges – unfunded mandates, and new regulations associated with the changes in the public records law – impact budgeting.

Targeted economic development is a goal, but is intimately connected to a wastewater solution. The Town has been unable to sell the South Sandwich Village District property, partially due to resistance to certain types of development.

Capital/Infrastructure

For the past two years voters have supported a capital exclusion for the purposes of repairing and maintaining roads. While this has been extremely helpful, some type of permanent solution for road maintenance needs to be addressed. Similarly, building maintenance has been a challenge, although has improved of late. Like the comments on the school buildings, Town building maintenance needs to be better funded (not used for other budget items). Participants recommended developing a 20-year replacement schedule for equipment. Consider breaking out maintenance and repair funds (school and Town) from other budgets and create a building maintenance and repair budget.

Priorities from Tables

During the workshop wrap-up, recorders reported on their identified priorities to consider for the next few years. Interestingly each table was consistent with the others in what was considered important. These priorities include (in no particular order):

- Facilitating acceptable economic development
- Centralizing government services
- Wastewater solutions/public discussion of wastewater issues
- Increasing affordable housing
- Section 111 process/beach re-nourishment
- Maintenance of Town and school buildings
- Retention of Sandwich students
- Working with NRG to effect the Unit #3 construction

Efficiencies to Consider in Budget Process

- Consolidate Town/school field maintenance
- Collaborate with adjoining towns for wastewater solution
- Update and combine phone/IT communication systems (Town and school)
- Improve government organizational structure, possible addition of needed personnel for small departments

Respectfully submitted,
Susan James, Chair Sandwich BOS

BOARD OF SELECTMEN POLICY

WINTER MAINTENANCE OF PRIVATE ROADS

Effective July 1, 1994 and until further notice, the Board of Selectmen hereby authorize the Department of Public Works to provide winter maintenance, consisting of snow plowing and sanding only, in accordance with M.G.L. c.40, §6C for private roads which have not been accepted by the Town as public ways. This authorization is granted provided said roads meet the following criteria.

1. The road must be open to the travelling public with no restrictive gates, signage, speed bumps, or other hindrances present. The road must be free of ruts, pot holes and bumps exceeding two (2) vertical inches and must have an adequate turnaround for winter maintenance equipment, as determined by the Department of Public Works.
2. The road must have at least fourteen (14) feet of vertical clearance in all areas without overhanging limbs or other obstacles. The road must be twelve (12) feet wide plus have 2-foot drivable shoulders on each side.
3. A sign properly identifying the road must be installed and properly maintained in accordance with the specifications set forth in the Manual on Uniform Traffic Control Devices, published by the Federal Highway Administration.
4. The road must be properly marked along the edge of the right of way to provide direction to those providing winter maintenance services. Exact location and type of markers must comply with the Department of Public Works guidelines. The Department of Public Works shall not be responsible for damage to plantings, fences, walls, mailboxes, irrigation systems or other objects located within a road right-of-way for damage caused by violation of this policy. The Department of Public Works shall not be responsible for damage to lawns if the edge of the road is not clearly marked.
5. Residents of a private road who desire winter maintenance must submit a notice requesting the Department of Public Works to consider plowing their street along with a waiver of liability holding the Town harmless for any damage caused to the road and surrounding property by ~~October~~ **November** 1. The petition must be signed by ~~100%~~ **51%** of the abutters/owners of the private road unless an association exists within the neighborhood, in which case a representative can sign for the abutters/owners. The association must submit documentation demonstrating that it is an official association with the power to make decisions for all property owners. Once the petition is submitted

and the road is approved for winter maintenance, no further petitions will be required as long as the road meets the requirements of the policy herein. If ~~one~~ **a sufficient number of residents** of a street submits a letter requesting discontinuance of winter maintenance **to bring the road below the 51% requirement**, the Department of Public Works will notify the association representative and/or residents that these services will no longer be provided on this road for future winter seasons.

6. The Department of Public Works will inspect the road each spring to ensure it is plowable and in sufficient condition to avoid damage to Town equipment and injury to the Town's employees and agents. The petitioned road must be accessible by a road that also meets the requirements of the policy herein. The association representative and/or residents will be notified by ~~April~~ **May** 1 of measures that need to be taken to remain on the private road plow list. Notification will be provided by a legal notice in the local paper and on the town web site. The Department of Public Works may also notify residents by letter, phone and/or by door hangers at its discretion. Upon request from the residents, the Department of Public Works will inspect the roads for compliance. Roads not approved by ~~October~~ **November** 1 will have to be petitioned the following year for winter maintenance services.
7. If the road is deemed to be inappropriate for winter maintenance, the decision of the Department of Public Works is final. If the residents of the road want to appeal this decision, they may present the appeal for further consideration to a subcommittee of the Board of Selectmen which will consult with the Director of Public Works in issuing a final decision which may not be appealed further.

Given under our hands this 28th day of April, 1994.
Amended January 5, 2012.
Amended September 29, 2016.

Susan James, Chairman

R. Patrick Ellis, Vice Chairman

Peter Beauchemin

Frank Pannorfi

David J. Sampson

Dunham, George

From: John Giorgio <JGiorgio@k-plaw.com>
Sent: Monday, September 19, 2016 1:45 PM
To: Dunham, George
Cc: Lapp, Doug
Subject: Revisions to Code of Conduct for Town Boards and Committees
Attachments: KP-#564256-v1-Sand_Revisions_to_Code_of_Conduct_for_Town_Boards_and_Commissions.DOC

Dear Bud:

As you requested, attached find a proposed revision to the Code of Conduct. The only changes I have made are in the section entitled "Violations by Members of the Board of Selectmen." As you will see I essentially replaced "Town Manager" with "Chairman" or "Vice Chairman." If the Board does not elect a Vice Chairman, you could substitute it with "the Clerk."

Please let me know if you think this will work.

John

Kopelman and Paige is now **KP | LAW**

John W. Giorgio, Esq.
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Code of Conduct for Town Boards and Committees

Adopted: April 5, 2012 by the Sandwich Board of Selectmen

I. PURPOSE

The intent of this policy is to establish clear guidelines to serve as the standard for achieving and maintaining a high level of public confidence, trust and professional respect with regard to how the Town and its officials conduct business. This policy is intended to define and create a centralized policy with regard to standards of conduct.

The Board of Selectmen recognizes the importance of professional standards at all levels of the government, including those who volunteer their time and services on behalf of the Town. The Board encourages other boards and committees of the Town who are not appointed by the Selectmen to adopt this standard by reference, thereby creating a unified Code of Conduct for Town officials.

II. APPLICABILITY

This policy and all its sections shall apply to the Board of Selectmen and to the boards, presiding officers, public officials, commissions and committees and other representatives of the Town appointed by the Board of Selectmen and those appointed by the Town Manager.

- The term “the Board” and “the Selectmen” shall apply to the Board of Selectmen.
- The term “member” shall apply to those appointed by the Board of Selectmen or the Town Manager.
- The term “official” shall apply to a Board of Selectman member or a member appointed by the Board of Selectmen or Town Manager.
- The term “appointing authority” shall apply to the Board of Selectmen.
- All commission members, committee members, board members, representatives appointed by the Board and other officials mentioned in this guideline are subject to this policy.

III. CODE OF CONDUCT

These obligations and commitments shall be assumed by all members of the Board and other officials defined in the Applicability section:

A. Conduct Generally and in Relation to the Community

- Be well informed concerning the local and state duties of a board/committee member.
- Remember that you represent the Town of Sandwich at all times.

- Accept your position as a means of unselfish public service, not to benefit personally, professionally or financially from your board/committee position.
- Recognize that the chief function of local government at all times is to serve the best interests of all of the people.
- Demonstrate respect for the public that you serve.
- Safeguard confidential information.
- Seek no favor and believe that personal aggrandizement or profit secured by holding these positions is dishonest and/or unlawful.
- Conduct yourself so as to maintain public confidence in our local government.
- Conduct official business in such a manner as to give the clear impression that you cannot be improperly influenced in the performance of your official duties.
- Unless specifically exempted (e.g. Executive Session), conduct the business of the public in a manner that promotes open and transparent government and maintain full compliance with the Open Meeting Law.
- Comply as fully as possible with all Town policies, including, without limitation, the following:
 - Anti-harassment and Discrimination Policy
 - Anti-fraud Policy
 - Information Technology Resources Use Policy.
- Comply as fully as possible with all applicable laws, including, without limitation, the following:
 - The Open Meeting Law
 - Procurement Laws
 - The Ethics/Conflict of Interest Statute (G.L. c.268A).

B. Conduct in Relation to Your Fellow Board/Commission/Committee Members

- Treat all members of the board/commission/committee with respect despite differences of opinion; keeping in mind that professional respect does not preclude honest differences of opinion, but requires respect within those differences.
- Recognize your responsibility to attend all meetings to assure a quorum and promptly notify the chairman should you for any reason be unable or unwilling to continue to serve. Formal notice to resign from a board/commission/committee requires written notification to the Town Clerk.
- Recognize that action at official legal meetings is binding and that you alone cannot bind the board/commission/committee outside of such meetings.
- Refrain from making statements or promises as to how you will vote on quasi-judicial matters that will come before the board until you have had an opportunity to hear the pros and cons of the issue during a public meeting.
- Uphold the intent of executive session and respect the privileged communication that exists in executive session.
- Make decisions only after all facts on a question have been presented and discussed.

C. Conduct in Relation to the Town Manager

- Recognize and support the administrative chain of command and refuse to act on complaints as an individual outside the administration.
- Give the Town Manager full responsibility for discharging his or her disposition and/or solutions.
- Refrain from giving orders or directions to the Town Manager for action as an individual Board member.
- Refrain from giving instructions to or requesting assistance from Town department heads, but rather channel all such activities through the full board/commission/committee and the Town Manager.
- Refrain from providing information to the Town Managers that you would not be willing to share with other Board members.

D. Conduct in Relation to Town Staff

- Treat all staff as professionals and respect the abilities, experience, and dignity of each individual.
- Direct questions of Town staff and/or requests for additional background information through the Town Manager.
- Never publicly criticize an individual employee or a department. Concerns about staff performance should only be made to the Town Manager through private communication.
- Insure that all requests for staff support go through the Town Manager's office.

IV. DISTRIBUTION AND EDUCATION

- The Town Clerk shall provide a copy of this policy to all members as defined in the Applicability section upon its issuance and upon the subsequent appointment or re-appointment of any member.
- The Town Clerk shall also maintain and distribute educational materials from the State Ethics Commission to members.
- The Town Clerk shall develop a schedule of training programs to educate the Board and members on the Conflict of Interest Law and ensure compliance with said Law.
- The Town Clerk shall educate the Board, members and officials on the Conflict of Interest Law and ensure compliance with annual state mandated on-line training.
- The Town Clerk shall have each member sign a statement that they have read this policy and will comply with all requirements set forth in this policy; this form shall be available for public view. In the event that any member declines to sign the form, that fact shall be noted by the Town Clerk on the form.

V. ENFORCEMENT

A. Generally

In addition to any other remedies or enforcement options available under the law, the Board or other boards/commissions/committees subject to this policy may vote to censure any member who violates any provision of this Code of Conduct. The appointing authority may also decline to reappoint any member appointed by the appointing authority if the member fails to adhere to the provisions of this Code of Conduct.

B. Violations by Members of the Board of Selectmen

If any member of the Board is accused of violating the Town's Anti-harassment and Discrimination Policy, the Chairman, or if the accusation is against the Chairman, then for purposes of complying with this policy, the Vice Chairman, Town Manager shall have the right and duty to refer the matter for investigation to a disinterested outside firm or individual qualified to investigate the alleged conduct. The Chairman Town Manager shall not be obliged to obtain an authorizing vote from the Board for such action; this Code shall be sufficient authority. The firm or individual to whom the matter is referred shall promptly investigate the matter and report back findings of fact and recommendations to the Chairman Town Manager. The Chairman Town Manager shall share the reported findings and recommendations with the Board. The Board shall then take such action as is authorized by law and as it deems fit in response to the matter.

If any member of the Board is accused of violating any other provision of this Code of Conduct, the Board may take such action as is authorized by law and as it deems fit or the Board may vote to authorize the Chairman upon request of the Town Manager or on its own to refer the matter to a disinterested outside firm or individual qualified to investigate the alleged conduct. This firm or individual shall promptly investigate the matter and report back findings of fact and recommendations to the Chairman Town Manager. The Town Chairman Manager shall share the reported findings and recommendations with the Board. The Board shall then take such action as is authorized by law and as it deems fit in response to the matter.

Any complaint against a Board member must be in writing to the Chairman Town Manager. In all cases, the Chairman Town Manager shall have the authority to choose the disinterested outside firm or individual qualified to investigate the alleged conduct.

These remedies shall be in addition to, and not in substitution for, any other remedies that may be available by law.

PROPOSED TIMELINE FOR FY'18 BUDGET

Nov. – Dec. 2016	Town Manager Discusses General Budget Process with Board of Selectmen & Finance Committee
When Certified	Town Manager & Superintendent of Schools Meet to Discuss Free Cash Certification, Current Enrollment Figures, Estimates for Upcoming Budget
December 2016	Selectmen Issue FY'18 Budget Parameters, Timeframes, Etc. to School Committee & Town Manager (Likely Meeting Date = December 1, 2016)
February 1, 2017	Town Manager Submits Proposed General Government Budget to Selectmen & Finance Committee
February 1, 2017	School Committee Submits Proposed School Department Budget to Selectmen & Finance Committee
February 2017	Town Manager Finalizes Capital Budget Recommendation to Capital Improvement Planning Committee
February 9 or 16, 2017	Selectmen Hold Public Hearing on FY'18 Budget
February 23, 2017	Selectmen Submit FY'17 Budget Recommendation to Finance Committee
March 2017	Capital Improvement Planning Committee Submits Capital Budget to Selectmen & Finance Committee
March 28, 2017	Finance Committee Votes on Final Budget Recommendation to Selectmen (<u>Note</u> : Warrant needs to be finalized by April 6, 2017)
April 13 or 20, 2016	Selectmen Hold Public Hearing on FY'18 Budget
May 1, 2016	Annual Town Meeting & Vote on FY'18 Budget

SANDWICH TOWN CHARTER

**ARTICLE VII
FINANCIAL PROVISIONS AND ADMINISTRATION**

Section 7.1 SUBMISSION OF BUDGET AND BUDGET MESSAGE

(a) The town manager and school superintendent shall meet within 10 business days of state certification of surplus revenue or finalization of October 1 enrollment, whichever occurs later. Within 10 business days of that meeting, the town manager and school superintendent shall submit a draft budget in a mutually agreed format to the board of selectmen, school committee and finance committee.

(b) Annually, before November 1, the town manager shall establish and issue a budget schedule that shall set forth the calendar dates for developing the annual budget for the next fiscal year.

(c) On or before December 15, the board of selectmen shall meet in joint session with the school committee. At this meeting, the board of selectmen shall set guidelines for the preparation of the annual budget.

(d) On or before February 1, the town manager and school committee shall each submit to the board of selectmen and Finance Committee a proposed line item budget and accompanying message.

(e) The budget shall provide a complete financial plan of all town funds and activities, including details on debt and debt service, anticipated income, and proposed expenditures. The budget shall include proposals for capital improvements for the next 5 years. The budget message shall begin with a clear general summary of its content and explain in both fiscal terms and program objectives, proposed expenditures for each department, capital expenditures, and the projected tax rate.

(f) The board of selectmen shall review the proposed town budget and refer it, including the school department budget and recommendations, to the finance committee, on or before March 1.

(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.

Section 7.3 PUBLIC NOTICE AND PUBLIC HEARING

(a) The finance committee shall, within 60 days following the submission of the draft budget by the town manager, review the proposed budget and return it to the board of selectmen with its recommendations.

(b) The board of selectmen shall conduct at least 2 public hearings. The first shall be held in February to consider budget matters generally and notice of the time, date and place therefor shall be posted in town hall and on the town website and published in a daily newspaper of general circulation in the Town.

An additional public hearing shall be held prior to town meeting on the proposed budget, including the school budget and finance committee recommendations. Notice of such hearing shall be published as described above and included: the times and places where copies of the message and budget are available for inspection by the public.

Section 7.4 BUDGET ADOPTION

Town meeting shall adopt the annual operating budget, with or without amendments, before the beginning of the fiscal year.

Section 7.5 ANNUAL AUDIT

At the close of each fiscal year, and at such times as it may be deemed necessary, the board of selectmen shall cause an independent audit to be made of all accounts of the town by a certified public accountant. The certified public accountant so selected shall have no personal interest, directly or indirectly, in the financial affairs of the town or any of its offices. Upon completion of the audit, the results in a summary form, shall be placed on file in the town clerk's office and on the town website as a public record and in the sandwich public library for public information.

Section 7.6 EMERGENCY APPROPRIATIONS, REDUCTIONS, and TRANSFERS

Any and all emergency appropriations, reductions and transfers shall be made in accordance with the General Laws and the town by-laws.

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

August 15, 2016

Mr. Steven Hayes
Chairman, Community Preservation Committee
16 Jan Sebastian Dr.
Sandwich, MA 02563

Re: Revision to CPC Application for the Clark Haddad Memorial Building
Historic Preservation Project

Dear Mr. Hayes:

The purpose of this letter is to formally revise the Community Preservation Committee application submitted on July 10, 2015 for the Clark Haddad Memorial Building Historic Preservation Project. As you recall, while this project passed at the May 2, 2016 Annual Town Meeting by a vote of 148 to 110, it did not pass by the required two-thirds majority required to authorize the borrowing proposed to finance the project.

This project continues to have the unanimous support of the Board of Selectmen, and on July 28, 2016 they voted to place this project on the Warrant for the next Town Meeting. Since this project did not move forward at the May 2016 Town Meeting, the Board is revising its original CPC application to include a 5 percent cost escalation factor to reflect an additional year of construction, architectural and engineering cost increases. This 5 percent amount is what is recommended by the Town's project architect, McGinley Kalsow & Associates, Inc. The original application amount was \$1,102,145. The revised request is \$1,157,252. We have attached an updated budget summary from the project architect for your reference. There is no change to the scope of the project.

Assuming CPC approval of this revision to the application, the Town Manager will then work with the Town's Finance Director and Town Treasurer to determine if sufficient funds will be in place in the Community Preservation Act fund balance to pay for this amount in full, which would require only a simple majority at the next Town Meeting rather than two-thirds.

Thank you for your previous strong support for this project and for your consideration of this request. Please do not hesitate to let me know if you have any questions or would like me to attend a future CPC meeting on this topic.

Sincerely,

A handwritten signature in cursive script, appearing to read "George H. Dunham".

George H. Dunham
Town Manager

cc: Board of Selectmen

Clark Haddad Building Cost Detail

Revised August 12, 2016

•	Site Work	\$241,925
	Parking Lot and Driveway	
	Septic System	
	Asbestos Abatement	
	General Demolition	
	Landscape	
•	Exterior Envelope Repairs	\$321,527
	Replace Roof, Gutters, Downspouts	
	Replace Shingles	
	Replace Windows, Doors, and Hardware	
	Paint Exterior	
•	Structural Repairs	\$109,257
	Repair/Replace Sills	
	Reinforce Floor Framing for Current Code Loading	
	Reinforce Inadequate Roof Framing	
	Ventilation and Vapor Barrier for Crawl Space	
•	Interior Improvements	\$355,865
	Drywall, Patching, Painting	
	New Doors, Frames, Hardware	
	Interior Finish Carpentry	
	New Toilet Rooms	
	New Heating, Air Conditioning, Plumbing, Electrical	
•	A&E services, Site Survey	\$128,678
	Total Renovation Project	\$1,157,252

Town of Sandwich
The Oldest Town on Cape Cod



Sandwich Conservation Commission
16 Jan Sebastian Drive
Sandwich, MA 02563
(508) 833-8054
FAX (508) 833-0018

TO: Susan James, Chairperson, Board of Selectman
FROM: Neal Holmgren, Chairman, Conservation Commission
DATE: October 7, 2016
RE: Associate Membership to the Conservation Commission

NH

Dear Ms. James,

Please be advised that at our October 5, 2016 meeting, the Commission voted to recommend Arlene Wilson to be appointed for an Associate Membership for 1-year to the Conservation Commission.