



Town Manager
Mark W. Haddad

TOWN OF GROTON

173 Main Street
Groton, Massachusetts 01450-1237
Tel: (978) 448-1111
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Select Board

Alison S. Manugian, *Chair*
Joshua A. Degen, *Vice Chair*
John F. Reilly, *Clerk*
John R. Giger, *Member*
Rebecca H. Pine, *Member*

**SELECT BOARD MEETING
MONDAY, OCTOBER 28, 2019
AGENDA
SELECT BOARD MEETING ROOM
2nd FLOOR
GROTON TOWN HALL**

7:00 P.M. Announcements and Review Agenda for the Public

7:05 P.M. Public Comment Period

I. 7:10 P.M. Town Manager's Report

1. Select Board's Agenda Schedule
2. Discussion – Consider Request from Town Manager to Delay Issuing an RFP for Town Counsel Services
3. FY 2020 First Quarter Financial Review
4. Review and Update on Select Board and Town Manager's Goals and Objectives
5. Review Town Manager's FY 2021 Budget Preparation Instructions
6. Consider Approving a One Day Beer and Wine License (for a Champagne Toast) for the Council on Aging for the New Center Dedication Ceremony to be held on Saturday, November 2, 2019 from 1:00 p.m. to 4:00 p.m.

II. 7:15 P.M. Interview and Select Candidates to Serve on the Capital Planning Advisory Committee

OTHER BUSINESS

ON-GOING ISSUES – For Review and Informational Purposes

- A. Senior Center Building Project
- B. Prescott School Sprinkler System Project
- C. Water Department – Iron and Manganese Issue
- D. MS4 Permit
- E. Polystyrene Containers
- F. Green Communities Application and Implementation
- G. Appoint Members to the Capital Planning Advisory Committee
- H. Charter Approval/Implementation of New Provisions
- I. Florence Roche Elementary School Feasibility Study
- J. Library Roof Repair
- K. Highway Garage Renovations
- L. Pepperell Landfill

SELECT BOARD LIAISON REPORTS

- III. Minutes:** Regularly Scheduled Meeting of October 7, 2019
Workshop Meeting of October 17, 2019
Pre-Town Meeting of October 21, 2019

ADJOURNMENT

Votes may be taken at any time during the meeting. The listing of topics that the Chair reasonably anticipates will be discussed at the meeting is not intended as a guarantee of the topics that will be discussed. Not all topics listed may in fact be discussed, and other topics not listed may also be brought up for discussion to the extent permitted by law.



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Town Manager
Mark W. Haddad

To: *Select Board*

From: *Mark W. Haddad – Town Manager*

Subject: *Weekly Report*

Date: *October 28, 2019*

1. In addition to the Town Manager's Report and an update on the on-going issues list, there is one item scheduled on Monday's Agenda. The Board will be interviewing the several candidates who have applied to serve on the newly created Capital Planning Advisory Committee. Enclosed in the packet is a copy of the Charge of the Committee along with the interest forms provided by the applicants. The Select Board will interview and then select five members to serve on the Committee. Since there are more than five applicants, we will have ballots for the Board to select the five members following our current selection process.
2. As you will recall, the Board had voted to direct me to issue a Request for Proposals for Town Counsel services on November 1, 2019. Since that time, I have worked closely with Town Counsel to improve the relationship and streamline the process of access to Counsel. I am pleased to say that this has been very successful and I would recommend that we postpone the issuance of an RFP until next Spring and leave both our General Town Counsel and Labor Town Counsel in place at this time. I would respectfully request that the Select Board vote to delay the issuance of the RFP until next Spring.
3. Enclosed for your review is the Fiscal Year 2020 First Quarter Financial Update. I will take some time at Monday's meeting reviewing this with the Board.
4. As is our practice when we review the quarterly financials, I have set aside time during my weekly report to review the status of the Board's Calendar Year 2019 Goals. Enclosed with this report are a list of the goals, along with the latest update. We can discuss this in more detail at Monday's meeting.
5. The Select Board and the Finance Committee has set the Fiscal Year 2021 Budget Development Guidance for the Town Manager. It is my intention to "kick off" the budget process on November 5, 2019. To that end, I have drafted the budget preparation instructions. I have enclosed them with this report for your review. I would request that you review the instructions and let me know if I have the guidance properly reflected in the instructions.
6. As you know, the Council on Aging will be hosting a dedication ceremony and open house for the new Center in West Groton on Saturday, November 1, 2019 from 1:00 p.m. to 4:00 p.m. They have requested a one-day beer and wine license for the event for a champagne toast. We have reached out to our insurance company and a toast of this kind is covered under our insurance policy. I would respectfully request that the Select Board vote to grant this license at Monday's meeting.

MWH/rjb
enclosures

Town of Groton
General Fund Statement of Revenues & Expenditures
September 30, 2019

	<i>Current Budget FY20</i>	<i>July - Sept Actual FY20</i>	<i>Variance to FY20 Budget</i>	<i>% of Budget</i>	<i>Final FY19 Budget</i>	<i>July - Sept Actual FY19</i>	<i>Variance to FY19 Budget</i>	<i>Jul - Sept FY19 % of Budget</i>	<i>% of Budget Change</i>	<i>Notes</i>
Revenue										
State Aid (Lottery/Exempts/Van)	965,342	318,303	(647,039)	32.97%	909,717	255,234	(654,483)	28.06%	117.50%	FY19 Qtr4 UGGA rec'd 1st Qtr FY20
Motor Vehicle/Boat Excise	1,577,642	139,434	(1,438,208)	8.84%	1,549,739	139,919	(1,409,820)	9.03%	97.90%	
Local Option Meals/Room Tax	200,000	59,548	(140,452)	29.77%	120,000	41,685	(78,315)	34.74%	85.69%	FY20 budget adj to reflect actual receipts
Penalties and Interest on Taxes	90,000	13,917	(76,083)	15.46%	90,000	17,821	(72,179)	19.80%	78.08%	Tax Title collection variation
Payments in Lieu of Taxes	260,000	17,119	(242,881)	6.58%	260,000	0	(260,000)	0.00%	#DIV/0!	7 Hills FY19 Pilot rec'd in July of FY20
Other Charges for Service (Dunst)	82,000	250	(81,750)	0.30%	67,000	823	(66,177)	1.23%	24.39%	Billed later in fiscal year
Fees (incl CC & Van vouchers)	783,575	277,588	(505,987)	35.43%	810,840	279,734	(531,106)	34.50%	102.70%	
Rentals (CC & Cell Towers)	49,000	10,024	(38,976)	20.46%	51,012	7,205	(43,807)	14.12%	144.90%	Cell Tower Revenue up \$2,319
Library Fines	12,000	2,416	(9,584)	20.13%	12,000	2,828	(9,172)	23.57%	85.41%	
Other Departmental Revenue	700,000	8,426	(691,574)	1.20%	680,000	13,812	(666,188)	2.03%	59.11%	GELD Qtr1 reimb rec'd in October (\$167k)
Licenses and Permits	300,000	90,622	(209,378)	30.21%	306,000	96,411	(209,589)	31.51%	95.87%	permit activity trending down
Fines and Forfeits	25,000	8,268	(16,732)	33.07%	25,000	3,389	(21,611)	13.56%	243.88%	Motor Vehicle Fines up \$3,500 (133%)
Investment Income	40,000	20,164	(19,836)	50.41%	20,000	16,324	(3,676)	81.62%	61.76%	FY20 budget adj to reflect actual receipts
Misc Non-recurring (State Aid)	0	0	0		0	0	0			
Misc (Bond Prem Amort & Other)	1,263	3,263	2,000		1,650	762	(888)			
Enterprise Allocation for Indirects	236,288	43,174	(193,114)	18.27%	237,633	48,895	(188,738)	20.58%	88.78%	Health Ins Cost Share impact
Real Estate and Personal Prop	33,779,026	8,033,093	(25,745,933)	23.78%	32,348,930	7,749,035	(24,599,895)	23.95%	99.29%	
Total Revenue	39,101,136	9,045,609	(30,055,527)	23.13%	37,489,521	8,673,877	(28,815,644)	23.14%	99.96%	
Expenditures (Operating Expenses)										
General Government	2,536,464	716,103	1,820,361	28.23%	2,480,565	660,157	1,820,408	26.61%	106.09%	
Public Safety General Fund**	4,358,041	878,751	3,479,290	20.16%	4,128,335	838,928	3,289,407	20.32%	99.21%	
Department of Public Works	2,237,722	428,770	1,808,952	19.16%	2,291,272	415,511	1,875,761	18.13%	105.68%	
Culture, Rec, & Citizen's Svcs	1,674,572	503,783	1,170,789	30.08%	1,677,500	461,042	1,216,458	27.48%	109.46%	FY19 Lfgrd Aug pd Oct 8k/C.Club Activity
Employee Benefits and Other*	3,867,106	2,521,963	1,345,143	65.22%	3,666,530	2,591,579	1,074,951	70.68%	92.28%	Health Ins costs down 3.8%
Total Operating Expenses	14,673,905	5,049,370	9,624,535	34.41%	14,244,202	4,967,217	9,276,985	34.87%	98.68%	
Expenditures (Non -Operating Exp.)										
Special Articles Voted for Current Yr	484,945	5,477	479,468	1.13%	963,236	134,300	828,936	13.94%	8.11%	
PY Articles/Enc(SeeUse of Enc Below)	482,477	68,537	413,940	14.21%	468,056	87,686	380,370	18.73%	75.87%	
Education	23,271,070	5,995,127	17,275,943	25.76%	22,069,389	5,656,671	16,412,718	25.63%	100.51%	
Debt Service	1,521,545	173,046	1,348,499	11.37%	1,009,519	185,477	824,042	18.37%	61.89%	
Intergovernmental (State Offsets)	93,692	23,348	70,344	24.92%	91,612	22,903	68,709	25.00%	99.68%	
Total Non - Operating Expenses	25,853,729	6,265,535	19,588,194	24.23%	24,601,812	6,087,037	18,514,775	24.74%	97.94%	
Excess (Deficiency) Before OFS&U	(1,426,498)	(2,269,296)	(842,798)	159.08%	(1,356,493)	(2,380,377)	(1,023,884)	175.48%	90.65%	
Other Financing Sources										
Transfers from Other Funds	1,263,957	1,343,957	(80,000)	106.33%	1,185,983	1,160,983	25,000	97.89%	108.62%	CapStab/EMS Receipts
Use of Avail. Funds: Encumbrances	482,477	482,477	0	100.00%	466,988	466,988	0	100.00%	100.00%	Funded in Prior Fiscal Year
Avail. Funds: F. C./Overlay Surplus	300,857	300,857	0	100.00%	1,034,875	751,807	(283,068)	72.65%	137.65%	
Total OFS	2,047,291	2,127,291	(80,000)	103.91%	2,687,846	2,379,778	(258,068)	88.54%	117.36%	
Other Financing Uses										
Overlay & Deficits to be Raised	168,084	168,084	0	100.00%	527,234	421,000	106,234	79.85%	125.23%	Sno&Ice/Library Offset/Overlay/Recap Debt
Transfers to Other Funds	254,714	254,714	0	100.00%	804,119	707,946	96,173	88.04%	113.58%	Stabilization/OPEB/Capital Projects BANS
Total OFU	422,798	422,798	0	100.00%	1,331,353	1,128,946	202,407	84.80%	117.92%	
Excess (Deficiency) Incl. OFS&U	197,995	(564,803)	(762,798)		0	(1,129,545)	(1,129,545)			

**\$294,740= Dispatch Grants Awarded for FY20, \$80,808 offset to Dispatch Budget thru 9/30/19

**\$281,098 = Dispatch Grants Awarded for FY19, \$56,431 offset to Dispatch Budget thru 9/30/19

Town of Groton
General Fund Statement of Revenues & Expenditures
September 30, 2019

	Current Budget FY20	July - Sept Actual FY20	Variance to FY20 Budget	% of Budget	Final FY19 Budget	July - Sept Actual FY19	Variance to FY19 Budget	Jul - Sept FY19 % of Budget	% of Budget Change
Salaries/Wages Expenditures by Function of Government									
General Government:									
BOS/Town Manager	345,820	79,893	265,927	23.10%	325,323	67,684	257,639	20.81%	111.00%
Accountant	142,947	33,741	109,206	23.60%	137,297	30,422	106,875	22.16%	106.50%
Assessors	140,901	32,940	107,961	23.38%	128,351	27,460	100,891	21.39%	109.30%
Treasurer/Collector	206,599	48,307	158,292	23.38%	200,293	42,287	158,006	21.11%	110.75%
Personnel	82,673	21,136	61,537	25.57%	79,225	17,523	61,702	22.12%	115.60%
Information Technology	173,570	41,511	132,059	23.92%	166,394	35,809	130,585	21.52%	111.15%
Town Clerk/Elections	158,012	33,424	124,588	21.15%	160,646	35,371	125,275	22.02%	96.05% Election activity FY19 1st Qtr
Land Use Conservation Comm.	70,169	17,454	52,715	24.87%	66,686	14,594	52,092	21.88%	113.67%
Land Use Inspection Services	187,715	41,736	145,979	22.23%	186,352	37,933	148,419	20.36%	109.18%
Land Use (Planning/ZBA)	103,503	23,050	80,453	22.27%	100,179	20,524	79,655	20.49%	108.69%
Total General Government	1,611,909	373,192	1,238,717	23.15%	1,550,746	329,607	1,221,139	21.25%	108.94%
Public Safety:									
Police Department	2,207,440	523,111	1,684,329	23.70%	2,141,885	479,437	1,662,448	22.38%	105.90%
Fire Department	1,170,641	212,636	958,005	18.16%	1,006,019	190,841	815,178	18.97%	95.73%
Dispatch (paid from Gen Fund) **	512,769	64,324	448,445	12.54%	497,796	68,808	428,988	13.82%	90.74% Grant Support rec'd
Animal Cntrl/Dog Officer	19,164	4,422	14,742	23.07%	19,164	4,454	14,710	23.24%	99.27%
Total Public Safety	3,910,014	804,493	3,105,521	20.58%	3,664,864	743,540	2,921,324	20.29%	101.43%
Department of Public Works:									
Municipal Buildings	145,276	31,202	114,074	21.48%	135,700	27,830	107,870	20.51%	104.73%
Highway	815,890	184,860	631,030	22.66%	791,319	169,766	621,553	21.45%	105.64%
Snow & Ice	140,000	0	140,000	0.00%	160,886	0	160,886	0.00%	#DIV/0! No activity in 1st Quarter
Solid Waste	138,211	28,604	109,607	20.70%	129,746	27,882	101,864	21.49%	96.32%
Total DPW	1,239,377	244,666	994,711	19.74%	1,217,651	225,478	992,173	18.52%	106.59%
Culture, Rec, & Citizen's Svcs:									
COA/COA Van	208,861	46,871	161,990	22.44%	212,441	36,153	176,288	17.02%	131.84% COA wages not offset to grant FY20 \$6k
Vets Svcs/Water Safety/Graves	9,368	3,179	6,189	33.93%	9,450	2,501	6,949	26.47%	128.18%
Library	724,398	155,261	569,137	21.43%	706,203	149,592	556,611	21.18%	101.18%
Country Club	271,579	118,134	153,445	43.50%	269,999	97,194	172,805	36.00%	120.83% Members/Activity up FY19/FY20 Season
Total Culture, Rec. & Citizen's Svcs	1,214,206	323,445	890,761	26.64%	1,198,093	285,440	912,653	23.82%	111.84%
Grand Total Salaries & Wages	7,975,506	1,745,796	6,229,710	21.89%	7,631,354	1,584,065	6,047,289	20.76%	105.44%
Benefits:									
County Retirement	1,973,053	1,973,053	0	100.00%	2,081,699	2,081,699	0	100.00%	100.00%
Health / Life Insurance *	1,732,953	520,738	1,212,215	30.05%	1,429,594	484,451	945,143	33.89%	88.67% FY19 Cost share % decrease
Other Benefits (Medicare/Unemplmt)	161,100	28,172	132,928	17.49%	155,237	25,429	129,808	16.38%	106.78%
Total Benefits	3,867,106	2,521,963	1,345,143	65.22%	3,666,530	2,591,579	1,074,951	70.68%	92.28%
Total Salaries/Wages/Benefits	11,842,612	4,267,759	7,574,853	36.04%	11,297,884	4,175,644	7,122,240	36.96%	97.51%

**\$200,574 = Dispatch Wage Grants Awarded for FY20, \$49,169 offset to Dispatch Budget thru 9/30/19

**\$163,484 = Dispatch Wage Grants Awarded for FY19, \$28,653 offset to Dispatch Budget thru 9/30/19

CALENDAR YEAR 2019

GOALS OF THE GROTON SELECT BOARD

1. Select Board Functioning Select Board Member Assigned – Alison Manugian

Goal: Work with Town Manager to improve Select Board functioning, including more routine workshop setting meetings. Prior to starting this goal, the Board and Town Manager should assess any opportunities to participate in a Community Compact Agreement.

Measurable Benchmark: A long term running agenda schedule with items to be discussed listed is created and established quarterly. Yearly meetings with all Town Boards are scheduled by the end of the first quarter and a policy is created to establish the process to select and appoint committee members.

5-15-19 Update The Select Board has established an on-going issues list that is contained on each Agenda so that the issues are routinely reviewed until such time as they are completely addressed. The former Chair of the Board has sent out issues to be addressed on future Agendas through Town Meeting. The next Chair needs to establish a future agenda schedule through the summer. In addition, a new member needs to be assigned to this goal. While we have received updates from some of our Boards and Committees, the Town Manager will provide an updated schedule after the election. No action has been taken on the policy to select and appoint Committee members.

8-26-19 Update The Chair and the Town Manager sent out future Agenda schedules for all meetings through Labor Day. Once a fall meeting schedule is established, a new schedule will be established and sent to Board members. A couple of more committees have made their annual reports to the Board. More will be scheduled this Fall. Select Board Member Pine plans on updating the Board on the proposed policy to select and appoint committee members at the Board's 8-26-19 Meeting.

10-28-19 Update A fall schedule through the end of the year was sent out with anticipated agenda items.

2. Create a Major Initiatives, Capital and Asset Committee (MICA)
Select Board Member Assigned – Josh Degen

Goal: Create charge and expectations for Major Initiatives, Capital and Asset Committee (MICA). The intent of this committee will be to anticipate and examine, then prioritize all major upcoming projects and capital acquisitions with cost outside of operations. Prior to starting this goal, the Board and Town Manager should assess any opportunities to participate in a Community Compact Agreement.

Measurable Benchmark: Committee charge is established by March 31, 2019 with the expectation for Committee to create and discuss a 5-20 year window and begin with an assessment and inventory of existing assets and processes.

5-15-19 Update No action has been taken on this goal.

8-26-19 Update Select Board Member Degen and the Town Manager drafted a proposed charge for the Committee. The Select Board adopted the Charge (subject to amendments offered by the Finance Committee) and advertised for applicants to serve on the Committee. The Select Board will consider appointments to this Committee at one of the September meetings.

10-28-19 Update Based on feedback from the Finance Committee, the Select Board changed the Charge and Name of the Committee to Capital Planning Advisory Committee. The new charge was adopted and the Select Board will interview and appoint members to the new Committee at their meeting of October 28th.

3. Green Communities Designation
Select Board Member Assigned – Becky Pine

Goal: Determine if the Groton should move forward to Achieve Green Community Designation. Prior to starting this goal, the Board and Town Manager should assess any opportunities to participate in a Community Compact Agreement.

Measurable Benchmark: Determination is made by end of February, 2019. If determination is made to pursue the Designation, place Article on 2019 Spring Town Meeting Warrant to adopt the Stretch Code and submit application to the Commonwealth by Fall of 2019.

5-15-19 Update The Stretch Code was adopted at the 2019 Spring Town Meeting. The next step is for the Town Manager to submit an application to the Commonwealth by the Fall of 2019. To that end, the Town Manager will be submitting a grant application to the MRPC for a grant to assist the Town in its application process.

8-26-19 Update The Town Manager and Town Planner, in conjunction with the MRPC, are in the process of drafting the application with the intent to file the application in October.

10-28-19 Update The energy audit and vehicle policy adoption has been completed. The Preliminary application is now before Town Counsel for his review. We are on target to submit our application to the State by their deadline.

4. Determine Appropriate and Affordable Levels of Public Safety
Select Board Member Assigned – John Giger

Goal: Determine and support appropriate and affordable levels of Public Safety for Groton Residents. Prior to starting this goal, the Board and Town Manager should assess any opportunities to participate in a Community Compact Agreement.

Measurable Benchmark: Decide upon appropriate Fire/EMS services and make recommendation to the 2019 Spring Town Meeting if any change in current Department make-up is necessary. Over the Summer/Fall of 2019, work with Police and Fire Chiefs to understand Public Safety Department Staffing needs and alternatives. Hold a workshop by September 30, 2019 to review and understand emergency management plans and procedures (in conjunction with Emergency Management Committee).

5-15-19 Update Both the Finance Committee and the Select Board recommended and Town Meeting funded the addition of 2 full-time Firefighter/EMTs to the Fire Department. This will allow the Fire Department to provide 24/7/365 coverage. The next step in the process is to schedule a workshop with the Fire Chief and police Chief to continue to review public safety department staffing needs and alternatives.

8-26-19 Update Working with Select Board Member Giger and the Town Manager, the Police Chief and Fire Chief presented their recommendations to the Select Board at their 8-12-19 Meeting. The Police Chief feels that he needs another year on Police Department Staffing since he has not had the full complement of personnel (20 Officers) since he started as Police Chief last year. He needs another year to evaluate what, if any, additional resources may be required. Overall, he believes the Department is doing a good job protecting the Town. The Police Chief believes that two additional dispatchers are required to properly perform required dispatching duties. The Fire Chief informed the Board that he continues to recruit call firefighters and plans on starting 24/7 full time coverage effective September 16, 2019. He would like some time to determine how this impacts call responses. In addition, he will continue to recruit call firefighters (there are 10 recent applicants

he hopes to put through training and eventually have them join the Department). With regard to the Emergency Management Function, the Board ratified the Town Manager's appointment of Steele McCurdy as the EM Director. He will be working over the next several months formulating an operational plan.

10-28-19

No new update

5. Review all Select Board Policies
Select Board Member Assigned – Alison Manugian

Goal:

Review all Select Board Policies in conjunction with Town Counsel, beginning with policies that have financial impacts, with intent to clarify procedures to assure that all Select Board decisions that carry significant financial impact are made through a rigorous process of best practice and public exposure. Prior to starting this goal, the Board and Town Manager should assess any opportunities to participate in a Community Compact Agreement.

Measurable Benchmark:

Review 25% of policies in each quarter of 2019, with the intent to:

- A. Delete policies that are no longer in effect or needed.
- B. Update all policies as needed.
- C. Establish a common format, including creation date, revisions dates and version number.
- D. Post all policies in an easily-accessed place on the Town's Website and remove older versions.

5-15-19 Update

In January, 2019, the Town Manager delivered to Town Counsel all policies and asked for a him to review and comment on all policies. This would be the first step in the process. We are still waiting to receive Town Counsel's review. I wrote him two weeks ago and asked for a status update and he told me he had yet to start the review but would make it a priority.

8-26-19 Update

Town Counsel has completed his review of all policies and presented his recommendations to the Board. The next step is for the Chair, Town Manager, Human Resources Director and Executive Assistant to begin to update the policies and bring back final recommendations to the Board for approval. It is anticipated that the Board will receive final proposed policies in October.

10-28-19 Update

The Select Board held their first workshop to review all the policies on October 17th. They completed a review of half the policies and have scheduled another workshop for November 7th. After this second workshop, a meeting will be scheduled with Town Counsel to complete the review.

6. Operating Budget of Town and School Districts
Select Board Member Assigned – Josh Degen and Alison Manugian

Goal: Understand long-term expenses, timing and necessary revenues needed to support both the Town of Groton and the two Regional School Districts. Prior to starting this goal, the Board and Town Manager should assess any opportunities to participate in a Community Compact Agreement.

Measurable Benchmark: Hold workshop(s) with Regional School Committees and Finance Committee by August 31, 2019 to develop strategy and plan (including revenue resources) to address operational needs of all Town Departments and Regional School Districts.

5-15-19 Update The Select Board, GDRSD Committee and Finance Committee have designated representatives to serve on a so-called Tri-board to address this goal. Alison Manugian, along with the Town Manager are representing the Select Board. We held the first meeting in April to develop a budget review process and the second meeting was held on May 13th. An update on the status will be provided to the Board at your meeting of May 15th.

8-26-19 Update The Tri-Board is scheduled to meet on the morning of August 26th to review latest budget data and discuss next steps. They are scheduled on the Board's Agenda for an update at the 8-26-19 Meeting.

10-28-19 Update The Select Board and Finance Committee provided the Town Manager with FY 21 budget guidance based on feedback and information provided by the Tri-board. The Town Manager will work with the School Superintendent to submit two budgets by December 31st. One budget will be a level services budget, and the second budget will stay within the confines of Proposition 2½ and not require an override.

7. Support Expansion of Residential Housing Alternatives
Select Board Member Assigned – Becky Pine

Goal: Support expansion of residential alternatives across the age and income spectrum in Groton. Seek input from groups such as the Affordable Housing Trust, Groton Housing Authority, Planning Board, and local realtors, to understand current housing needs and opportunities. Prior to starting this goal, the Board and Town Manager should assess any opportunities to participate in a Community Compact Agreement.

Measurable Benchmark: If need is determined, over the course of Calendar Year 2019, explore and understand process options for creating Affordable/affordable and Over-55 housing on town owned and/or privately held land, including understanding potential viability of the existing Country Club parcels for development to meet community needs.

5-15-19 Update No action has been taken on this goal.

8-26-19 Update No new update.

10-28-19 Update No new update.

**8. Improve Effectiveness & Efficiency of Data Management & IT – Town Government
Select Board Member Assigned – John Giger**

Goal: Understand and make recommendations to Town Meeting around adoption of a Munis type software package to improve effectiveness and efficiency of information technology handling throughout Town Government by reducing duplication of spreadsheets, forms and data entry. Prior to starting this goal, the Board and Town Manager should assess any opportunities to participate in a Community Compact Agreement.

Measurable Benchmark: A decision on whether or not to move forward is made by the 2019 Fall Town Meeting.

5-15-19 Update A Committee of Department Heads have been meeting with various companies to determine if new software should be recommended for this purpose. They are in the process of finalizing their recommendation and we anticipate making a formal presentation to the Select Board sometime this summer.

8-26-19 Update The Committee of Department Heads presented their findings and recommendations to the Board in July. They recommended to stay with all current software packages and look at purchasing additional capabilities from the Town's current vendors. A request for additional funding (approximately \$20,000) will be made to the 2019 Fall Town Meeting for this purpose.

10-28-19 Update Town Meeting has appropriated the necessary funding to purchase the software as recommended. The next step is implementation.



TOWN OF GROTON

173 Main Street
Groton, Massachusetts 01450-1237
Tel: (978) 448-1111
Fax: (978) 448-1115

Select Board

Alison S. Manugian, *Chair*
Joshua A. Degen, *Vice Chair*
John F. Reilly, *Clerk*
John R. Giger, *Member*
Rebecca H. Pine, *Member*

Town Manager
Mark W. Haddad

To: *All Departments, Boards, Committees and Commissions*

From: *Mark W. Haddad – Town Manager*

Subject: *Fiscal Year 2021 Budget Preparation*

Date: *November 5, 2019*

The Fiscal Year 2021 Budget Process for the Town of Groton will be similar to the last four fiscal years. The Select Board and Finance Committee have continued their practice of providing specific budget instructions. That said, the Groton Town Charter requires the Town Manager to prepare and present the proposed budget to the Finance Committee and Select Board by December 31, 2019. Specific budget goals and instructions will be stated later in this memorandum.

We will continue to make the budget process as seamless as possible. The Finance Team and I will continue to work very closely with all departments, boards, committees and commissions as we develop the budget. We will continue to utilize the simplified forms we created ten years ago. All Department Budgets have been recreated in an Excel Document. Each individual department document contains two, and in some instances three spreadsheets. The first spreadsheet is the overall departmental budget that contains the following information:

1. FY 2018 Expended
2. FY 2019 Expended
3. FY 2020 Appropriated
4. FY 2021 Department Request
5. FY 2021 Town Manager Budget

The first three columns are already populated. The FY 2021 Department Request Column is tied to the second spreadsheet entitled "Expenses". Each Department will need to complete the second spreadsheet with their actual budget request. Any information added to the second spreadsheet will automatically populate the FY 2021 Department Request Column on the first spreadsheet.

All Departments, Boards, Committees and Commissions
FY 2021 Budget Preparation
November 5, 2019
page two

For those Departments that have Salary and Wage Line Items, the third spreadsheet (entitled "Payroll") will be the same as previous years. Please note that all Unions (except the Communications Union at 1.75%) have agreed to a two (2%) percent wage adjustment in FY 2021. I will be recommending that By-Law Employees receive a two (2%) percent adjustment as well. All salaries have been adjusted for these increases. Each Department should review and confirm the information contained in this spreadsheet for accuracy. Once final decisions have been made under the Performance Incentive Program, we will adjust budgets accordingly. Under this format, all budgets can be submitted to the Town Manager electronically.

As stated earlier, the Select Board and Finance Committee have taken a more direct role in the initial preparation. To that end, they have set the following guidelines for the development of the Fiscal Year 2021 Proposed Operating Budget:

- A. The Town Manager shall create two budgets for Fiscal Year 2021.
- B. Budget Number 1 shall be a level services budget that maintains services at the current levels. Revenue forecasts should be aggressive, but if the budget is not balanced, an override amount should be identified.
- C. Budget Number 2 should be balanced without the need of an override of Proposition 2½. The Town Manager should work with the Groton Dunstable Regional School District to share in any reductions in proposed budgets to keep them within the limits of Proposition 2½.
- D. There shall be no new benefited positions proposed in the balanced Fiscal Year 2021 Budget within the limits of Proposition 2½.

While the Select Board and Finance Committee are requiring two budgets from the Town Manager, I am not requesting two budgets from the Departments, Boards, Committees and Commissions. I am requesting that you submit a budget to the Town Manager that maintains the services you are currently providing our residents. I will work with the Finance Team and Department Heads (along with the Groton Dunstable Regional School District) to bring the budget within the anticipated Fiscal Year 2021 Levy Limit. That said, please adhere to the following specific guidelines:

- 1. In preparing your FY 2021 department budget, I would ask you develop a budget that takes into consideration limited spending increases, all with a goal to maintain services.

All Departments, Boards, Committees and Commissions
FY 2021 Budget Preparation
November 5, 2019
page three

2. I would ask for back up documentation and justification of all expense line item requests. A summary of your expense requests will allow me to better understand your department operations and needs and make better budget decisions. Please prioritize all expense line items and indicate the impact on the Town if not funded.
3. **Relative to Salary and Wage line items, as stated above, please confirm the salaries and hours of your department employees. At this time, we will not be able to add any additional hours or new employees in FY 2021. I would further request that you work with the Human Resources Director to determine if any longevity payments are owed to any of your employees in FY 2021.**
4. We will continue with the process of funding minor capital items in the Operating Budget. Any capital item under \$35,000 should be included in your FY 2020 Budget Request with the required documentation and justification. With regard to Capital Requests over \$35,000, we will be updating the five-year Capital Plan. I will be providing you with instructions and forms under separate cover.
5. Similar to the last eleven years, I will not be requiring separate forms for Travel and Conferences, Minor Capital or new employees. All I ask is that you provide documentation and justification as stated above.

With regard to the schedule, I would respectfully request that all Departments, Boards, Committees and Commissions comply with the following schedule:

November 5, 2019 -	Budget Guidelines Released to Departments.
November 22, 2019-	Budgets Due in the Office of the Town Manager.
December 2, 2019 - December 4, 2019	Meetings with Town Manager to Review Budgets.
December 31, 2019 -	FY 2021 Town of Groton Proposed Operating Budget Delivered to Select Board and Finance Committee.

Thank you for your attention and cooperation. Please feel free to contact me with any questions or concerns with regard to this matter. I look forward to working with all of you as we develop the Town of Groton FY 2021 Operating Budget.

MWH/rjb

cc: Select Board
Finance Committee

CAPITAL PLANNING ADVISORY COMMITTEE

Number of Members	Method of Selection	Length of Term	Remuneration
5	Appointed	3 Year(s)	None

REVISED – 09-24-2019 AT 11:00 A.M.

A. Establishment

There shall be a Committee to study the requirements and needs for capital expenditures for all buildings, playing fields and courts, recreation structures, large equipment, vehicles, and municipal buildings in the Town of Groton. The Committee shall be known as the "Capital Planning Advisory Committee" and shall advise the Town Manager, Select Board and Finance Committee on the results of its work. Said Committee will also provide advice to the Town Manager in planning for the management of building projects as charged by the Town pursuant to votes of Town Meeting and Massachusetts General Laws.

B. Appointment

The Select Board shall appoint the Capital Planning Advisory Committee consisting of five (5) regular voting members, all serving without compensation. The Select Board shall endeavor to appoint individuals who, by reason of their current or prior background have skills in the areas of capital planning, finance, construction or other relevant experience. All members shall be residents of the Town of Groton and appointed for a term of three years; provided however, that the initial members appointed shall serve for terms of one, two, or three years, and the Select Board shall arrange the terms so that the terms of approximately 1/3 of the Committees' members shall expire each year.

C. Committee Charge

The Capital Planning Advisory Committee shall have continuing responsibility in advising the Town Manager in developing the Annual Five (5) Year Capital Plan, including the capital equipment replacement plan, developing a long-range building plan and other maintenance projects for the Town. In addition, they shall advise in the development and annual updating of a long-range building maintenance capital spending plan for all municipal buildings. Working with the Town Manager, Select Board, Finance Committee and other Town committees and boards which propose building and renovation projects, the Capital Planning Advisory Committee shall advise on establishment of general criteria for significant Capital expenditures, including equipment and buildings, and offer recommendations on developing guidelines for communication regarding these projects between and among interested committees and the public. The Capital Planning Advisory Committee shall advise the Town Manager in overseeing the planning and design for construction, reconstruction, major alteration, renovation, enlargement, major maintenance, demolition, and removal of all Town buildings and recreation structures and playing fields and courts, including any significant installation, renovation or upgrade of service equipment and major systems.

More specifically the Committee shall:

1. In consultation with the Town Manager and Department Heads, inventory assets, assess ongoing space needs, and conduct periodic review and audit of the physical condition of all municipal buildings, service equipment, recreational structures, fields, and courts, and major technology and communication systems.
2. Advise the Town Manager in the development of the Annual Five (5) Year Capital Budget, including the sequencing of significant equipment replacement, building construction projects, and/or maintenance project(s) to be undertaken by the Town in the ensuing five (5) fiscal years.
3. After reviewing the rolling 5-year Capital Management Plan, and prior to November 15 of each calendar year, prepare and present to the Town Manager, Select Board and Finance Committee, a recommendation of major construction and/or maintenance project(s) to be undertaken by the Town in the ensuing fiscal year.
4. Seek comments from and coordinate activities with appropriate Town officials, including but not limited to the Town Manager, Director of Public Works, Police Chief, Fire Chief, Building Commissioner and other Town boards and committees, including but not limited to the Board of Library Commissioners, Planning Board, Zoning Board of Appeals, Conservation Commission, Park Commission, Historical Commission, Board of Health, Finance Committee, Council on Aging, Water Commission, Sewer Commission, Cable Advisory Committee and Community Preservation Committee.
5. Review and report the financial requirements of all projects under the control of the Town.
6. Create and publish a report/memo at the close out of each Capital project summarizing the process and any deviations from the plan. A comparison of projected to actual spending must be part of this report.

D. Conduct

All meetings are to be held in a public location, properly posted and open to the public in accordance with the Massachusetts Open Meeting Law. Minutes of each meeting shall be prepared and approved by the Committee within thirty (30) days of any meeting and distributed to the Town Clerk

E. Membership

Committee Members: The Committee shall consist of five (5) voting members made up of five (5) registered voters of the Town of Groton.

F. Review Charge

The Committee shall review the Charge periodically and make proposed recommendations to the Select Board that they believe are the in the best interest of the purpose of the Committee.

Appointing Authority

Select Board

Legal Authority

Local: Appointed under authority of Section 3-2 of the Town of Groton Charter.

Dawn Dunbar

From: Mark Haddad
Sent: Monday, August 12, 2019 10:12 AM
To: Dawn Dunbar
Subject: Fwd: New Committee Interest Form Entry

Please start a file with these applications.

Sent from my iPhone

Begin forwarded message:

From: Town of Groton <mchiasson@townofgroton.org>
Date: August 11, 2019 at 8:43:45 PM EDT
To: <selectboard@townofgroton.org>
Subject: New Committee Interest Form Entry

Name

Stephen Lane

Phone Number

Email

What Committee Are You Interested In Joining?

Major Initiative Planning Committee

Please give us a brief explanation of why you are interested

I was previously Chairman of the Groton Capital Planning Committee in the 1990's and am very familiar with forecasting capital equipment, as well as personnel and resource needs, based on department budget forecasting, and am prepared to allocate some of my time and give back to the Town of Groton.

Sent from [Town of Groton](#)

Dawn Dunbar

From: Town of Groton <mchiasson@townofgroton.org>
Sent: Sunday, August 18, 2019 7:26 PM
To: Select Board
Subject: New Committee Interest Form Entry

Name

Don Koski

Phone Number

Email

What Committee Are You Interested In Joining?

Major Initiative Planning Committee

Please give us a brief explanation of why you are interested

I believe that my 33 years of facility management and being responsible for all budgeting, including capital planning, for all Philips Electronic's sites in the Americas (240 locations), make me qualified to help here.

Sent from [Town of Groton](#)

Dawn Dunbar

From: Town of Groton <mchiasson@townofgroton.org>
Sent: Tuesday, August 20, 2019 12:25 PM
To: Select Board
Subject: New Committee Interest Form Entry

Name

Marlena Gilbert

Phone Number

Email

What Committee Are You Interested In Joining?

Major Initiative Planning Committee

Please give us a brief explanation of why you are interested

I find great value in this committee, I believe it will allow our town to identify various needs that align with our taxpayer's values so that we can properly plan ahead to financially support those needs.

I have various skills that have proven to be beneficial in my personal businesses. I have a unique way of looking at challenges; this allows me the ability to identify creative financial solutions and or structured timelines to accomplish goals within a timely and fiscally responsible manner.

I am dedicated to serving my town and respectfully ask the Select Board to consider appointing me to the Major Initiative Planning Committee.

Thank You

Marlena Gilbert

Sent from [Town of Groton](#)

Dawn Dunbar

From:
Sent: Friday, August 23, 2019 7:51 AM
To: Select Board
Subject: Planning Committee
Attachments: image001.jpg

Good Morning

I am interested in participating in the planning committee. I have a significant background in construction contracts and would like to apply my experience and help the town.

Thank you

Scott Haggerty
General Manager

[signature_1791538447]

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Please consider the environment before printing this document

Dawn Dunbar

From: Town of Groton <mchiasson@townofgroton.org>
Sent: Thursday, August 22, 2019 6:32 PM
To: Select Board
Subject: New Committee Interest Form Entry

Name

Peter Staffon Peter Staffon

Phone Number**Email****What Committee Are You Interested In Joining?**

Major Initiative Planning Committee

Please give us a brief explanation of why you are interested

I am a life-long member of Groton, with extreme technical knowledge, retired 26 year firefighter mechanic with industrial background. I would like to save the Town some money.

Sent from Town of Groton

Dawn Dunbar

From: Town of Groton <mchiasson@townofgroton.org>
Sent: Sunday, August 25, 2019 2:58 PM
To: Select Board
Subject: New Committee Interest Form Entry

Name

william Swett

Phone Number

Email

What Committee Are You Interested In Joining?

major initiative planning committee

Please give us a brief explanation of why you are interested

I have lived in Groton for 20 years now, and it is my observation that the town has spent money on projects that are unnecessary and/or poorly researched. I think the Select Board has too much to do to do a thorough job of assessing cost and return. I have owed two businesses and I am comfortable doing so.

Dawn Dunbar

From: Town of Groton <mchiasson@townofgroton.org>
Sent: Sunday, August 25, 2019 7:51 PM
To: Select Board
Subject: New Committee Interest Form Entry

Name

Robert Lockett

Phone Number

Email

What Committee Are You Interested In Joining?

Major Initiatives Planning Committee

Please give us a brief explanation of why you are interested

I am currently the Chief Strategy Officer for Workers Credit Union and the former CFO of a \$600MM consumer goods company. In both capacities, I assessed future needs for the organization and developed appropriate strategies to achieve goals and objectives, including capital and human resource planning. In the course my duties, I utilized business case and ROI analysis, personnel operating expense ratio budgeting, financial modeling and fixed asset ledgers to derive fiscally appropriate decisions for long term growth and soundness. It is my understanding that the Town is seeking to use this type of analysis to

assist the Select Board with maintaining a strong financial condition into the future.
Should the Major Initiatives Planning Committee be able to use these skill sets, I would be pleased to help my Town prepare for a long and secure future.

Regards, Bob

Sent from Town of Groton

Dawn Dunbar

From: Town of Groton <mchiasson@townofgroton.org>
Sent: Sunday, August 25, 2019 9:58 PM
To: Select Board
Subject: New Committee Interest Form Entry

Name

David Manugian

Phone Number

Email

What Committee Are You Interested In Joining?

Major Initiatives Planning Committee

Please give us a brief explanation of why you are interested

I'm on the finance committee and think this committee will help in the overall budget planning by complementing the work staff, Finance and Selectboard do. I've worked with two capital planning committees in my work career and have found a lot of value in the process.

Dawn Dunbar

From: Town of Groton <mchiasson@townofgroton.org>
Sent: Monday, August 26, 2019 9:00 AM
To: Select Board
Subject: New Committee Interest Form Entry

Name

Michael O'Rourke

Phone Number

Email

What Committee Are You Interested In Joining?

Major Initiative Planning Committee

Please give us a brief explanation of why you are interested

To whom it may concern,
I've been a resident of Groton for 19 years and have benefitted from the experience here.
I am hoping to be able to contribute a bit back by participating on this committee that
would help set the plans for the town for the coming years.

Dawn Dunbar

From: Town of Groton <mchiasson@townofgroton.org>
Sent: Monday, August 26, 2019 2:27 PM
To: Select Board
Subject: New Committee Interest Form Entry

Name

jack Petropoulos

Phone Number

Email

What Committee Are You Interested In Joining?

Major Initiatives

Please give us a brief explanation of why you are interested

I believe that I can contribute many of the skills, experience and perspectives that were core to the vision around which this committee was formed.

Sent from [Town of Groton](#)

**SELECT BOARD MEETING MINUTES
MONDAY, OCTOBER 7, 2019
UN-APPROVED**

SB Members Present: Alison S. Manugian, Chair; Joshua A. Degen, Vice Chair (via phone); John F. Reilly, Clerk; John R. Giger, Member; Rebecca H. Pine, Member

Also Present: Mark W. Haddad, Town Manager; Dawn Dunbar, Executive Assistant

Ms. Manugian called the meeting to order at 6:00pm and asked for a motion to enter Executive Session Pursuant to MGL c.30A, Sec 21(3) "To discuss strategy with respect to litigation if an Open Meeting may have a detrimental effect on the litigating position of the public body and the Chair so declares." – Purpose – DEP Consent Order. Ms. Pine made the motion. Mr. Giger seconded the motion. Roll Call: Manugian-aye; Degen-aye; Reilly-aye; Pine-aye; Giger-aye

BUDGET GUIDANCE – 6:30PM

The Finance Committee called to order at 6:35pm. Members Green, Whitefield, Robertson, Prest, Doody were present.

Ms. Manugian said that they needed to continue to talk about free cash and what it was used for and thought that grant funding should be included in revenue numbers. Ms. Manugian said she also thought that snow and ice should be budgeted the way it had always had been.

Mr. Robertson said that the Finance Committee talked and thought that there should be no override. He said that the very preliminary budget the Finance Team put together showed a \$500K problem. He said that they discussed one budget with no overrides adding that the estimated \$500K needed to be split equally between the Town and Schools. He said that the Finance Committee was not interested in telling the Town Manager how to get to break even. He said that \$500K was not something the Town could achieve alone.

Mr. Giger said that he saw an increase in the excise tax revenue projection and wasn't sure how that had been calculated. Mr. Haddad said that they use the 5-year average to get to that number. Mr. Giger said that he thought they had seen a down turn in people buying new cars. Mr. Haddad agreed that they had. Mr. Robertson said that most areas were subject to the world and what was going on. Mr. Robertson said that this was the year to try to be a little more aggressive with the budget. Mr. Green said that they should attempt to roll the dice and see where they ended up. Ms. Pine said that the Board talked about asking for 2 budgets. Ms. Manugian said that the Board also did not want to see a budget with an override. Mr. Giger said that he didn't want the Town to find \$500K all by themselves. Ms. Manugian said that any cut on the school side meant a proportionate cut to Dunstable. Ms. Gilbert said that in looking at their budget and their reserves it was something they could do. She said that the School Committee had also provided their budget guidance already and discussed some of their guidance. She talked about the Schools discussing funding their own capital also to take the burden off the Towns.

Mr. Haddad said that he was hearing that he needed to balance the budget without an override, work with the schools to look at the \$500K deficit and be more aggressive with revenues. Mr. Robertson said that the proposed assessment from the School Department, solely the operating budget, had to come down by \$250K and did not their capital budget adding that was funded differently. Mr. Haddad said that the \$223K increase in revenue was triple what they had ever done in any given year. There was a discussion about free cash for FY2022. Mr. Haddad said that they had no way of knowing what it would be at this point adding it was too early.

Mr. Giger moved that the Select Board adopt the strategy adopted and presented by the Finance Committee. Ms. Pine seconded the motion.

Mr. Degen said he did not agree adding the Select Board had discussed wanting to see 2 budgets; a level service budget including snow and ice and one with an override. Mr. Robertson asked what the value of putting together a level service budget was adding they had that in front of them already. He said that they may be making cuts they would not be prepared for. Mr. Degen said that the Finance Committee understood it better than anyone. Mr. Haddad said he could prepare two budgets. Mr. Degen said that he wanted to see what is the budget with 2.5% budget growth. Mr. Haddad said that they were

estimating a 5.8% increase which would require an override. He said that Mr. Degen was asking for a budget that showed that and a budget that would not have a 5.8% increase.

Mr. Giger made a motion to request that the Town Manager create two budget for FY2021 with the first being a level services budget that maintained services, was aggressive on revenue forecasts and if not balanced, an override should be identified; and the second budget to be balanced without the need for an override and that the Town Manager work with the GDRSD to share in any necessary reductions to keep the budget balanced. Ms. Pine seconded the motion. Roll Call: Degen-aye; Manugian-aye; Pine-aye; Giger-aye; Reilly-aye

Mr. Green made the same motion. Mr. Robertson seconded the motion. Roll call: Green-aye; Robertson-aye; Doody-aye; Prest-aye; Whitefield-aye

ANNOUNCEMENTS

Mr. Haddad said that the Fire Department went to 24 hours on September 16th. He said that they needed to add 4 additional Firefighter/EMT's to fill those rolls. He said that the Fire Chief made the appointments and was present to introduce them. Chief McCurdy said that they had hired 4 great men to fill the rolls. He introduced Chris Fisher, Cody McNair, Derek Maskalenko and Wally Shaw. He said that the full-time department was going really well so far.

Ms. Manugian reviewed the agenda.

Ms. Pine thanked the Groton Business Association for another wonderful Grotonfest.

Ms. Manugian reminded the Board that they were scheduled for training on October 23rd.

TOWN MANAGER'S REPORT

1. Mr. Russ Burke called the Planning Board to order.

Mr. Haddad said that there was a vacancy on the Planning Board and that they had received one applicant. He said that the Planning Board met and interviewed Ms. Lorayne Black. He said that this appointment would be to the next election at which time it would be a 2-year seat on the ballot. Ms. Black said that she had been a resident for many years and was a landscape architect. She said she thought she brought an interesting view to the Planning Board and was excited for the potential opportunity. Ms. Pine said that they had seen Ms. Black's talents in areas around town. Mr. Burke said that the Planning Board met with her adding her reputation preceded her and thought she would bring a valuable perspective to the Board. Mr. Giger said that she was a good team player and could not think of a better choice.

Ms. Pine moved that they appoint Lorayne Black with a term to expire at the May 2020 spring election. Mr. Giger seconded the motion. Roll Call: Manugian-aye; Degen-aye; Giger-aye; Pine-aye; Reilly-aye; Bonnet-aye Wilson-aye; Nilsson-Ripps-aye; Burke-aye

2. Mr. Haddad said that the Warrant for the 2019 Fall Town Meeting went to print last week and was to be delivered to all residents on Saturday, October 5th. He said that prior to the issuance of the Warrant, he received a memorandum from the Fire Chief informing him that eleven (11) individuals had applied to be on the Call Fire Department. He said that this was the largest recruit class since 2002 which had the potential to cost approximately \$66,000 to train and outfit them. He said that since the Board was not scheduled to meet on September 30th, he informed the Board and Finance Committee that he had to finalize his Report to the Town Meeting and would be recommending in his report that that this funding would come from unexpended tax capacity. He said that the Finance Committee met and decided that this funding should come Free Cash instead of taxation. Mr. Haddad said that he was very concerned with this recommendation as it would leave Free Cash at a dangerously low level. He said that based on this recommendation, he said that he and the Finance Team met with Finance Committee Chair Bud Robertson to review all proposed funding for Town Meeting to determine if there was a better way to address funding the Recruit Class while maintaining a better Free Cash Balance. Mr. Haddad said that he was recommending that they reduce the amount of upfront funding for the recruit class to \$37,741, and that this amount come from Free Cash. Mr.

Haddad said that the remaining amount needed (\$28,259) could be addressed later in the year by either a reserve fund transfer or line item transfer. Mr. Haddad said that he was also recommending that the funding for the Assessors' Cyclical Inspections come from Taxation instead of Free Cash since this would be a recurring budgetary expense and should be in the tax rate to be consistent with their Financial Policies. Mr. Haddad reviewed an updated chart and suggested funding recommendations for Town Meeting. Mr. Haddad said that should everything pass as now proposed, they would have a balance of \$493,826 in Free Cash.

Mr. Haddad asked the Board to open the public hearing for the Mockingbird Hill Road Layout at 7:30pm and continue it to the end of the Town Manager's report and proceeded to read the notice into the record.

Ms. Pine made the motion. Mr. Giger seconded the motion. Roll Call: Manugian-aye; Degen-aye; Pine-aye; Giger-aye; Reilly-aye

Mr. Robertson said that this plan was what the Finance Committee had discussed and thought this met their objective. Mr. Degen said that he had talked to Mr. Haddad about the use of free cash for the call firefighters. He said that this was a good problem to have and wanted to see the money come from free cash. He said that he wanted to see the cyclical inspections of \$21K come from free cash and not taxation adding he didn't like to add to taxation in the fall. Mr. Haddad said that the financial policies had been to fund it from taxation if it wasn't a one-time item. He said that this was a recurring cost. Ms. Manugian asked what was one time vs. recurring costs for the Fire Department. Mr. Haddad said that they really didn't know adding he could get 11 new firefighters again next year.

Mr. Haddad asked the Board to vote to authorize the motion for article 2 as proposed and asked them to vote to support cyclical inceptions though taxation.

Mr. Giger moved to withdraw the plan to take \$21K out of free cash and instead take it out of taxation. Ms. Pine seconded the motion. Roll Call: Manugian-aye; Degen-nay; Pine-aye; Giger-aye; Reilly-aye

Mr. Prest moved to withdraw the plan to take \$21K out of free cash and instead take it out of taxation. Mr. Whitefield seconded the motion. Roll Call: Robertson-aye; Prest-aye; Doody-aye; Whitefield-aye (Mr. Green was not present for this vote)

Mr. Giger moved to take \$37,741 out of free cash as opposed to taxation. Ms. Pine seconded the motion. Roll Call: Manugian-aye; Degen-aye; Pine-aye; Giger-aye; Reilly-recused

Mr. Prest moved to take \$37,741 out of free cash as opposed to taxation. Mr. Whitefield seconded the motion. Roll Call: Robertson-aye; Prest-aye; Doody-aye; Whitefield-aye (Mr. Green was not present for this vote)

Mr. Degen left the meeting at 7:40pm.

3. Mr. Haddad said that there was a vacancy on the Board of Registrars adding that Mr. Paul Martell was present as the only interested candidate. He said that Mr. Bouchard was here to support the appointment. Mr. Martell said that he had been a 26-year resident and a registered republican for longer than 40 years. Mr. Giger thanked him for volunteering.

Mr. Reilly moved to appoint Mr. Paul Martell to the Board of Registrars term through June 30, 2021. Mr. Giger seconded the motion. Roll Call: Manugian-aye; Pine-aye; Giger-aye; Reilly-aye

4. *Ms. Pine moved to approve a one-day beer and wine license for First Parish Church for Liverpool Night on Saturday, October 12, 2019 from 7:00pm-10:00pm. Mr. Reilly seconded the motion. Roll Call: Manugian-aye; Pine-aye; Giger-aye; Reilly-aye*

MOCKINGBIRD HILL ROAD - ROAD LAYOUT

Mr. Haddad explained the road layout before them. Mr. Collins reviewed some documents he had provided the Town. The Board had no questions about the layout.

Ms. Pine moved to close the public hearing. Ms. Manugian seconded the motion. Roll Call: Manugian-aye; Pine-aye; Giger-aye; Reilly-aye

Mr. Giger moved to accept Mockingbird Hill Road as a town way. Ms. Pine seconded the motion. Roll Call: Manugian-aye; Pine-aye; Giger-aye; Reilly-aye

OTHER BUSINESS

1. Mr. Haddad said that the COA received a \$1,000 donation on Friday from the Groton Women's Club to be used for Women in Need. He asked the Board to accept the gift and establish the fund for this purpose.

Ms. Pine made the motion to accept the gift and establish a gift fund. Mr. Reilly seconded the motion. Roll Call: Manugian-aye; Pine-aye; Giger-aye; Reilly-aye

2. Mr. Haddad said that the Mass Fish and Game would like to purchase land on Pepperell Road and turn it over to NEFF. He said that Nik Gualco, Conservation Administrator, issued an email as to why the Board should support this. He reviewed a map of abutting land and said that the loss in taxation would be about \$9K. Ms. Sartini asked if there would be trails that would be accessible to the public. Mr. Tada said that he couldn't speak for NEFF but that they had always been open to trail access. He said that there was an easement that was in the works which would connect properties. Ms. Pine said that she would endorse sending a letter of support and should include the first, third and fourth points contained in Mr. Gualco's letter. Ms. Manugian said that she was struggling with this and thought they needed to think about how long they wanted to continue to support conservation land. Ms. Pine said that they weren't being asked to spend any money and thought that conservation value and public access being paid for by their state tax money was in their best interest. Mr. Giger said that they should get an updated list of priority land and potential tax loss from the Conservation Commission.

Ms. Pine moved to authorize the Town Manager to send a letter of support for the purchase arrangement of this property that involves both NEFF and Mass Department of Fish and Game. Mr. Giger seconded the motion. Roll Call: Manugian-aye; Pine-aye; Giger-aye; Reilly-aye

3. Mr. Haddad provided the Board with hard copies and a thumb drive of all their policies in advance of their workshop on October 17th.

ON-GOING ISSUES

A: Mr. Haddad said that the punch list would be finalized tomorrow with the COA moving in on October 22nd. He said that the open house was on November 2nd at 1pm.

B: Mr. Haddad said that the Town Hall renovations were done and would like to remove this from the list. Ms. Pine said that she liked how the Assessors' Office had come out as the person who was opposed to it.

C: Mr. Haddad said that the RFP was out on the Sprinkler System for Prescott School with bids due next Wednesday.

D: Mr. Haddad said he would schedule another meeting to continue the manganese discussion with the Water Department.

F: Mr. Haddad said that the State had extended the Green Communities application deadline again to November adding they would be ready to go.

G: This would be removed.

H: Mr. Haddad said that he and Mr. Bouchard had spoken to Representative Harrington who said this would hopefully be voted prior to Town Meeting.

J: Mr. Haddad said he sent them an update email last week on the Florence Roche project. He said that they hired Studio G and were in the process of negotiating a contract with them. He said that this would start the project in earnest.

K: Mr. Haddad said that the asbestos was done on the Library roof and were proceeding with the install of the roof.

L: Mr. Haddad said he was ecstatic with the way in which the Highway Garage was moving forward.

LIAISON REPORTS

Ms. Pine said they had sent to the BOH a proposal on the ban on polystyrene containers. She said that the BOH was in support of this. She said that they should put this on the Spring Town Meeting warrant. Mr. Haddad said that they could obtain some sample bylaws.

MINUTES

Ms. Pine pointed out a small error in the minutes.

Ms. Pine moved to approve the meeting minutes of September 23, 2019 as amended. Ms. Manugian seconded the motion.

Roll Call: Manugian-aye; Pine-aye; Giger-aye; Reilly-aye

The meeting was adjourned at 8:17pm.

Approved: _____
John Reilly, Clerk

_____ respectfully submitted:
Dawn Dunbar, Executive Assistant

Date Approved:

Groton Select Board

Workshop Meeting Minutes

Thursday, October 17, 2019 at 6 pm

Legion Hall, 75 Hollis Street, Groton

Select Board members in attendance: Alison S. Manugian, Chair; Joshua A. Degen, Vice Chair; John F. Reilly, Clerk; John R. Giger, Member; Rebecca H. Pine, Member

Also present: Mark Haddad (Town Manager), Fran Stanley, Judy Anderson

Handouts: Giger's Policy Review Comments

Agenda: Discuss and Review Select Board Policies - No Public Comment will be taken

Ms. Manugian called the meeting to order at 5:59 pm. Ms. Manugian commented that she expected the revisions in a redlined format. Mr. Haddad apologized if that was her intent and stated that he did not understand that redlining had been suggested. He said that there seem to be substantive changes to five or six policies and that there are minor changes to many of the other policies. Mr. Haddad asked for Board members to please assume that Town Counsel has agreed to all of the policies as presented but for the five or six policies to be reviewed in depth. The group agreed to review in the order of Mr. Giger's comments.

Alcohol and Drug Policy

Regarding the Alcohol and Drug Policy and Mr. Giger's questions about use of medical and recreational marijuana, Mr. Haddad recommended going back to Town Counsel for wording on that topic.

Ms. Pine asked that CMV be defined in the policy (commercial motor vehicles). Also, she clarified that these policies were directed at town-owned vehicles and not personal vehicles. Mr. Reilly said that the phrase "in the performance of his duties" seems to cover non town-owned vehicles. Ms. Pine asked about the language for violation of the policies that can lead to discharge and in section D even legal charges. Mr. Haddad asked in what circumstances would we take further legal action beyond termination of employment. Ms. Pine corrected typographical errors as the Board's review progressed. Mr. Degen said that these policies are not perfect. A number of years ago they were promulgated in a way to align with different collective bargaining agreements.

Ms. Manugian asked that all of the references to alcohol should probably have a reference to marijuana. Ms. Manugian suggested that "after smoking one joint" phrase be replaced with "consumption of marijuana" instead.

Ms. Pine noted the large differences between consequences for alcohol use versus illicit drug use. Mr. Haddad stated that he was comfortable with this policy considering that the heavier penalties are for illicit drug use.

The Americans with Disabilities Act

Michelle Collette drafted this policy. Town Counsel reviewed and said that he had no comments with respect to form. Ms. Manugian asked for a reference to the ADA officer rather than to a particular person throughout the policy. Ms. Manugian asked if the 1990 fact sheet still active and current. Mr. Haddad replied yes.

Conflict of Interest

Board members agreed to expand the reference from employees to all elected officials, appointed officials and volunteers. Specific wording to be found in Mr. Haddad's revised draft.

Domestic Violence Leave Policy and Family Medical Leave Act Policy

Mr. Giger asked for HR Director's review. Mr. Haddad stated that the HR Director has reviewed all of the proposed policies. The FMLA policy is drafted to align with the current law on the same.

Exit Interview Policy

Ms. Manugian suggested that this policy apply to paid employees only. Mr. Giger suggested that the Select Board would ideally be allowed to review suggestions from exit interview as well. Mr. Haddad raised the confidentiality issue and wondered perhaps if the exiting employee 'opts in' to disclosure of information, then information could be shared. The group agreed to have Mr. Haddad consult Town Counsel on this issue.

Longevity Policy

Ms. Manugian suggested adding the word year after each numerical reference.

Massachusetts Parental Leave Act

Board clarified a few word choices. Ms. Pine noted that there is no parental leave given for foster child placements. The foster child placement and placement of a child from foster care for adoption will be run by Town Counsel for additional input.

Personal Leave Policy

Board members discussed the details of this policy, in particular the one-hour utilization increments.

Standard of Conduct Policy

Board members agreed that they would like Mr. Haddad to invite Town Counsel to review these policies with them so that an in-depth discussion can be had.

Holiday Policy

Mr. Haddad asked the Board to change its policies on having employees work until 4 pm on Friday afternoons after Monday holidays. On Monday holidays, employees receive 8 hours of holiday time with the remaining 3 hours of the typical Monday workday made up on Friday afternoons (from 1 pm to 4 pm). This was not a written

policy but it is current policy as it was instituted by a vote of the Board several years ago. Mr. Giger suggested that the longer workday be Tuesday instead of Friday if Fridays are particularly difficult. Mr. Degen agreed with Mr. Giger's proposal to have employees work the three (3) hours missing from a Monday holiday on a Tuesday.

Mr. Haddad said that he would rather not differentiate these days. It was noted that if an employee takes Monday off, then they are charged for 11 hours. Ms. Manugian said she is not comfortable waiving this, but that Tuesday utilization is acceptable to her. Ms. Pine stated that she does not agree with waiving either. She said that she might agree to waive in the context of a collective bargaining negotiation if the Board gets something in return.

Mr. Haddad stated that if you have me change this now, I expect that I will have to negotiate hours of employment with the unions. Mr. Haddad asked to leave the policy as it is and that he is sorry that he brought it up.

Mr. Degen asked for the written policy to read as the current actual policy is (per the Select Board vote).

Inclement Weather Policy

Mr. Giger noted that the Library does not follow the Town Hall policy for inclement weather and suggested that the policy should please note exceptions if there are exceptions to this overall policy. This policy applies to non-essential employees only.

Board members agreed to have Town Clerk as the backup person to decide on inclement weather if the Town Manager is unavailable. Later, this choice was refined to "or his designee" as agreed upon wording.

Typically, the Council on Aging (COA) and the Cable department follow the Groton Dunstable Regional School District (GDRSD) closing schedule. The Cable department cannot gain access to their offices if the GDRSD is closed. The COA follows the GDRSD schedule because if the roads are viewed as not safe for school buses, then this would probably also be problematic for the seniors who ride the COA van.

Vacation Entitlement Policy

This policy applies to HR Director, the IT Director and the Executive Assistant who are the non-unionized, non-employment contract employees. Slight wording changes were made.

Sick Leave Policy

Again, this policy applies to a limited number of employees.

Mr. Haddad recapped Board progress so far. Then, he asked the Board to formally adopt human resources policies 2, 3, 4, 5, 7, 9, 11, 12, 13 and 14.

Ms. Pine moved to have the Select Board adopt human resources policies 2, 3, 4, 5, 7, 9, 11, 12, 13 and 14. Mr. Degen seconded. Motion carried 5:0.

Judy Anderson commented on the formatting differences between paragraphs and also the varied indentations. Ms. Anderson volunteered to re-type the policies after the Board has given final approval to the policies.

Avenue of Flags Policy

Board members found this language to be acceptable as is.

Boston Post Cane Policy

The Boston Post Cane has not been awarded since Helen Sawyer received it a number of years ago. She has since died. The cane itself is in the Town Clerk's vault. Board expressed a desire to start re-awarding the cane to the oldest Town resident who has lived in town at least 15 years. Ms. Pine noted that the policy calls for the cane to be displayed.

Complete Street Policy

Board members found this language to be acceptable as is.

Flag Lowering Policy

Acceptable as is. Ms. Pine would like to have the website reflect flag lowering in memory of local residents who have died and are so honored when that occurs.

Friendly 40B Policy

Board members found this language to be acceptable as is.

Municipal Plowing Subdivision Policy

Mr. Giger suggests formalizing consultation with DPW Director regarding this policy. Board members considered pulling up more policies governing snow removal from the DPW policies and placing them in with the Select Board's policies. Consultation with the DPW Director was recommended by Mr. Haddad on these matters.

Road Acceptance Policy

Some edits were made to this policy.

Mr. Degen asked about certain roads that were built under small projects zoning that do not conform to usual standards for accepted roads and if the Board accepts them, then the Town may incur significant costs to improve those roads. Ms. Manugian suggested language in II A. 2. that says that certain roads that are not constructed in compliance with Town regulations and not acceptable to the DPW Director and the Select Board will not be considered for acceptance. Mr. Giger contributed to this wording as well.

Safety Policy

Board members initially renamed this MIIA proffered policy as Loss Control. After further discussion, Mr. Degen offered to work with Mr. Haddad to re-word this policy and perhaps break the policy into two separate policies: one safety related and the other a loss control policy.

Sale of Town-Owned Land Policy

Board members discussed the meaning of this policy by applying policy language to several different fact patterns. Mr. Giger said that a board should be allowed to submit a written request to the Select Board to retain a town owned parcel for a particular reason. Select Board members proposed edits that completely re-drafted this policy.

Temporary Liquor License Policy

This policy has proposed revisions. Thirty (30) calendar day notice is required and emergency requests and emergency requests shall have double fees. Mention of Open Meeting Law requirements was made. Mr. Giger suggested a hard seven (7) business day filing requirement limit such that the Select Board will not grant temporary liquor license permits in those instances.

Mr. Haddad said that state law limits the same entity or organization to no more than 40 temporary permits per year. Mr. Degen asked for a limit of 15 temporary permits per year. Mr. Giger said that he would contemplate a limit with a caveat of "unless otherwise authorized by the Select Board". The limit applies to individuals, groups and venues.

Board members discussed Thursday November 7th at 6 pm as a potential next meeting date for a second policy workshop. Mr. Degen left the meeting at 8 pm.

Unattended Signs at Polling Places Policy

Board members found this language to be acceptable as is.

Use of Town Owned Buildings Policy

The Williams Barn building is under the Williams Barn Committee charge. Mr. Giger asked Mr. Haddad to prepare a proposed policy for the use of publicly owned land.

Visitor Code of Conduct Policy

Ms. Pine asked for the language to be changed to lower case letters. Mr. Giger suggested that visitors wanting to enter any department office in the Town Hall must be granted permission and be accompanied by a Town Hall employee.

Wild Animals Calls Policy

Mr. Giger suggests that the Police Chief and perhaps also the animal control officers should be consulted before changing the current policy.

Mr. Haddad asked the Board to approve public policies 1, 2, 3, 4, 5, 7, 9, 10, 11, 12, 13 and 14 as drafted.

Ms. Pine moved to have the Board adopt public policies 1, 2, 3, 4, 5, 7, 9, 10, 11, 12, 13 and 14. Mr. Reilly seconded. Motion carried 4:0 (Mr. Degen absent).

Ms. Pine suggested that financial policies should be reviewed by the Finance Committee before the Select Board reviews it. Ms. Manugian expects another general review meeting and then one more meeting with Town Counsel.

Ms. Manugian adjourned the meeting at 8:30 pm.

Approved: _____
John Reilly, Clerk respectfully submitted: Fran Stanley

Date Approved: TBD

**SELECT BOARD MEETING MINUTES
MONDAY, OCTOBER 21, 2019
UN-APPROVED**

SB Members Present: Alison S. Manugian, Chair; Joshua A. Degen, Vice Chair; John F. Reilly, Clerk; John R. Giger, Member; Rebecca H. Pine, Member

Also Present: Mark W. Haddad, Town Manager; Dawn Dunbar, Executive Assistant; Paul DeRensis, Town Counsel

Ms. Manugian called the meeting to order at 6:30pm.

1. Mr. Haddad said that the Board needed to vote on the Emergency Management Director's \$4K stipend to come out of taxation.

Mr. Degen moved to add the \$4K stipend per the conditions of the Fire Chief's contract as Emergency Management Director to the Town Meeting article #2. Ms. Pine seconded the motion. The motion carried unanimously.

2. Mr. Haddad said that the developer of Amelia Way had sold possession of the road to the owners. He said that based on this new information, the Chair was concerned with the owners owning the road and the Town taking it over. He said that the Developer said he would get releases from all owners by the start of Town Meeting. He said that they had not received anything yet adding he was not concerned about this new information and didn't think there would be any issues. Mr. Degen said that they should not take a road until they had those releases.

Mr. Giger arrived at 6:34pm.

Mr. Haddad said that they could move to indefinitely postpone the article.

Ms. Pine moved that they indefinitely postpone article 16. Mr. Degen seconded the motion. The motion carried unanimously.

Mr. Haddad said that even if the Town Meeting were to accept taking the road, the Town did not have to take it if they didn't receive the releases.

Mr. Degen moved to reconsider the vote. Mr. Giger seconded the motion. The motion carried unanimously.

Mr. Degen moved that they indefinitely postpone the article unless the releases were received from all property owners and Town Counsel signed off on the releases. Ms. Pine seconded the motion. The motion carried unanimously.

3. Mr. Haddad asked the Board to ratify his appointment of Brian Downes as a Constable term to end June 30, 2022.

Mr. Giger made the motion. Ms. Pine seconded the motion. The motion carried unanimously.

4. Mr. Haddad said that the State had approved Olivia Way and the bill was on the Governor's desk. He said that the Charter was still in House Council.

The meeting was adjourned at 6:42pm.

Approved: _____
John Reilly, Clerk

_____ respectfully submitted:
Dawn Dunbar, Executive Assistant

Date Approved: