

Selectboard

Ware Town Hall, Meeting Room, 126 Main Street

Regular Meeting Notice Agenda – Tuesday, October 4, 2022 at 6:30 p.m.

6:30 PM - Executive Session- MGL Chapter 30A, Section 21 (a)

#7- To comply with, or act under the authority of, any general or special law or federal grant-in-aid requirements, the Open Meeting Law, G.L. c. 30A, §§ 22(f), (g), to review the Board of Selectmen's executive session minutes: 2012-2016

#3- To discuss strategy with respect to collective bargaining

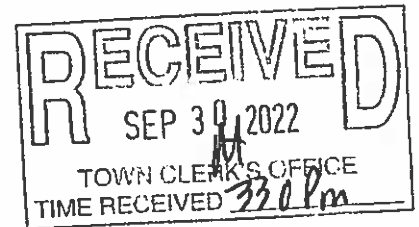
Instructions for call in option: at or before 7:00 p.m., call the phone number below and when prompted enter the Meeting ID number. The platform is Zoom Meetings.

Join online: <https://us02web.zoom.us/j/7846041861> (the online option will require a download).

Meeting ID: 784 604 1861

Passcode: 01082

Phone: 929-205-6099



Opening Remarks, Announcements, and Agenda review by Chair

Consent Agenda

- Approval of September 6, 2022 Minutes
- Approval of Toll Road Permit Application: The Knights of Columbus' Annual "Tootsie Roll Drive," Saturday, October 8, 2022 from 8:00AM-12:00PM
- Approval of Toll Road Permit Application: The Knights of Columbus' Halloween Event Fundraiser

Scheduled Appearances- none

Old Business

- Update on Town Manager Evaluation
- Update on Whistleblower Line: Quote from Continental Message Solution, Inc.

New Business

- Approval of Appointment to Finance Committee (1)
 - Candidates
 - Kelsey Sidur
 - Brittney Holmes
- Approval of Appointment to Council on Aging: Ginger Ziglar Thomas
- Discussion on 'Right to Farm' Policy
- Report from Town Clerk: Timeline for Sending Town Meeting Votes to Attorney General
- Update on Solar Panel Installation Proposal for Town-owned Properties
- Discussion on Community Garden Proposal
- Certification of Town Manager Authority to File Lead Service Line Inventory and Replacement Plan Application

Written Concerns of Citizens

Town Manager Report

Adjournment



Selectboard

Ware Town Hall, Meeting Room, 126 Main Street

Regular Meeting Minutes – Tuesday, September 6, 2022 at 6:30 p.m.

6:30 PM- Executive Session- MGL Chapter 30A, Section 21 (a)

#7- To comply with, or act under the authority of, any general or special law or federal grant-in-aid requirements, the Open Meeting Law, G.L. c. 30A, §§ 22(f), (g), to review the Board of Selectmen's executive session minutes: 2012-2016

#3- To discuss strategy with respect to collective bargaining

7:00 PM- Regular Meeting

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Phone: 929-205-6099

Present: Board Chair John J. Morrin, Board Clerk Thomas H. Barnes, Board Member Joshua A. Kusnierz, Town Manager Stuart B. Beckley, Executive Assistant Christopher J. Nolan, Parks Director John Picchota, Building Commissioner Anna Marques, Jennifer McMartin, Alex Bergeron

Absent: Board Vice-Chair Caitlin M. McCarthy, Board Member Keith J. Kruckas

Present via Zoom: Stanley Ciukaj from Ware Community Television, Paula Ouimette from Ware River News, Wastewater Director David Comeau

Meeting Opened by Chair Morrin at 7:00 PM.

Opening Remarks, Announcements, and Agenda review by Chair

Chair Morrin stated that the Board had received a letter from a resident after this meeting's agenda had been set, so while the topic of the letter would not be discussed at this meeting, it would be placed on the Board's next agenda.

Clerk Barnes thanked the Town's first responders for their response to a recent house fire on Greenwich Plains Road.

Chair Morrin wished good health to Board Member Kruckas and the family of Vice-Chair McCarthy.

Consent Agenda

- Approval of August 16, 2022 Meeting Minutes

- **Approval of One-Day Beer & Wine Licenses**
 - Workshop 13's "The Word," Friday, September 2, 2022 from 6:30-9:30PM @ 13 Church Street
 - Workshop 13's Open Mic Music Night, Friday September 16, 2022 from 6:30-10:30PM @ 13 Church Street
 - Workshop 13's "Sara Clay and the Star Cats in Concert," Saturday, October 15, 2022 from 4:00-8:00PM @ 13 Church Street
 - Workshop 13's "Open Mic Music Night," Friday, October 21, 2022 from 6:30-10:30PM @ 13 Church Street
 - Workshop 13's "Carrie & Michale Klein Folk Concert," Sunday, October 23, 2022 from 5:00-7:00PM @ 13 Church Street
 - Workshop 13's Open Mic Poetry, Friday, November 4, 2022 from 6:30-9:30PM @ 13 Church Street
 - Workshop 13's "Welcome Home," Saturday, November 5, 2022 from 6:00-9:30PM @ 13 Church Street
 - Workshop 13's "Welcome Home," Sunday, November 6, 2022 from 2:00-5:00PM @ 13 Church Street
 - Workshop 13's "Moving Day" Concert, Saturday, November 12, 2022 from 7:00-10:30PM @ 13 Church Street
 - Workshop 13's Open Mic Night, Friday, November 18, 2022 from 6:30-10:30PM @ 13 Church Street
 - Workshop 13's "The Word," Friday, December 2, 2022 from 6:30-9:30PM @ 13 Church Street
- **Toll Road Application: Ware Firefighters Local 1851's Boot Drive for the Muscular Dystrophy Association, Saturday, September 17, 2022 from 8:00AM-12:00PM (Rain Date: Saturday, September 24, 2022)**
- **Special Event Permit Application: Proprietors of the Ware Center Meeting House present Ware Fair & Flea, Saturday, September 17, 2022 from 9:00AM-4:00PM @ 295 Belchertown Road**

Board Member Barnes made the motion to approve the August 16, 2022 Minutes. Board Member Kusnierz seconded the motion. The motion passed on a vote of 3 Yes, 0 No, 2 Absent (Board Members McCarthy, Kruckas).

Board Member Barnes made the motion to approve all Workshop 13 one-day licenses from September 2nd through December 2nd. Board Member Kusnierz seconded the motion. The motion passed on a vote of 3 Yes, 0 No, 2 Absent (Board Members McCarthy, Kruckas).

Board Member Barnes made the motion to approve the Toll Road permit for the Ware Firefighters' Boot Drive for the Muscular Dystrophy Association on Saturday, September 17th from eight to twelve, rain date September 24th, 2022. Board Member Kusnierz seconded the motion. The motion passed on a vote of 3 Yes, 0 No, 2 Absent (Board Members McCarthy, Kruckas).

Chair Morrin made the motion to approve the Special Event Permit for the Proprietors of the Ware Center Meeting House to present Ware Fair & Flea, Saturday, September 17th, 2022, from 9AM to 4PM at 295 Belchertown Road. Board Member Barnes seconded the motion. The motion passed on a vote of 3 Yes, 0 No, 2 Absent (Board Members McCarthy, Kruckas).

Scheduled Appearances

- **7:05 PM- Nuisance Dog Public Hearing (107 Church Street)**
 - Chair Morrin stated that this hearing would need to take place at the Board's next meeting.
 - Mr. Nolan confirmed that he had spoken with the owner, who requested this hearing be

rescheduled due to extenuating circumstances, and had agreed to attend the Board's September 20th meeting.

Board Member Morrin made the motion to continue the Nuisance Dog Hearing on September 20th at 7:05 PM. Board Member Barnes seconded the motion. The motion passed on a vote of 3 Yes, 0 No, 2 Absent (Board Members McCarthy, Kruckas).

- **Building Commissioner Anna Marques: Continue Discussion on Streamlining Town's Process for Handling Fire-Damaged Buildings, Discussion on Solar Permits**
 - Ms. Marques introduced the Board to the flowchart she had created in response to the Board's instructions with help from Town Counsel. She stated that it should clarify some of the questions asked at the previous Board meeting regarding procedures for when a building is damaged by a fire.
 - She stated that after a fire, the Town's inspectors each submit a report to build the Town's case for whether demolition is necessary, and if the owner fails to comply with a demolition order, the Town can bring them to court.
 - For a demolition order to be issued, the Town must either have the board of survey declare the structure to be dangerous, or the Selectboard can declare it a nuisance. Ms. Marques emphasized again that if the Board declares the building a nuisance and the owner fails to remedy it, the Town may obtain a court order.
 - A court order lays out required actions the property owner must take, and has the ability to prohibit the transfer of property prior to said actions.
 - Ms. Marques explained that furthermore, if the building is condemned by the Board of Health, it can be taken into receivership.
 - During receivership, the court designates an interested party to bring the property into compliance. The owner then may have the option to take back possession of the property by reimbursing the receiver for the work done.
 - Chair Morrin asked where receivership was displayed on the flowchart.
 - Ms. Marques responded that it had not been included on this display, but could be added for clarification.
 - Chair Morrin asked why demolition was listed prior to repair orders on the chart.
 - Ms. Marques responded that this chart was meant to replicate the successful formula used by Springfield for handling problematic buildings, and that according to that model, demolition is the default option for nuisance buildings, unless the owner successfully makes the appeal to repair instead.
 - Chair Morrin asked about the specific case of a building on Main Street that had suffered a recent fire.
 - Ms. Marques responded that this building's damage was not severe enough to build a strong case for demolition, as only one upstairs apartment unit withstood any damage, while the other seven units were not damaged.
 - Chair Morrin requested that more formal reports be filed by the inspectors who are present after a fire.
 - Ms. Marques agreed that she would like to see these reports be filed with more consistency.
 - Chair Morrin noted that the word 'may' was still used multiple times on the new flowchart, and requested this word be replaced with 'shall,' to set a more consistent procedure for Town officials.
 - Ms. Marques responded that using 'may' was standard procedure for writing bylaws where circumstances vary, but agreed to do as the Board wished.
 - Chair Morrin added that this flowchart is meant as an illustration of procedure and should not be thought of as a bylaw.
 - Ms. Marques stated that she would continue to discuss this matter with the Town Attorney.
 - Chair Morrin emphasized that he wanted the word 'shall' to be used indicating that the Town

would automatically bring owners in violation of demolition or repair orders to court. He also asked if the Town could require the owners of these properties to have them insured.

- Ms. Marques responded that they could not force insurance on the owners of any property that is owned outright.
- Board Member Kusnierz expressed disagreement with the premise of this question, stating that the Town was a democracy and not a dictatorship.
- Chair Morrin requested that Ms. Marques make the changes discussed before bringing the flowchart before the Board again.
- Clerk Barnes thanked Ms. Marques for her work, and stated that he felt she did an excellent job with the flowchart.
- Chair Morrin stated in regard to the discussion on solar permits that the Board would like the Town's process for approving them given to them in writing at their next meeting.
 - Ms. Marques and Mr. Beckley both responded that they would work on putting a description together.
- Clerk Barnes noted that there were currently a very high number of solar permit applications being submitted to the Town by a few companies.
 - Mr. Beckley agreed that solar is currently a very active industry.

Old Business

- **Requests for ARPA Expenditures**
 - **COVID-19 Premium Pay for Members of Public Works and Administrative Bargaining Units**
 - Chair Morrin requested that the discussion on premium pay be tabled until a meeting where more Board members were present.

Board Member Barnes made the motion to table the Board's discussion on premium pay. Board Member Kusnierz seconded the motion. The motion passed on a vote of 3 Yes, 0 No, 2 Absent (Board Members McCarthy, Kruckas).

- **Grenville Park Security Cameras**
- Chair Morrin expressed that he would like to add \$5,000 to the sum requested by the Board for these cameras, with the extra funds going toward the trenching of electrical conduit at the site.
- Board Member Kusnierz expressed agreement with this proposal.

Board Member Morrin made the motion to approve the allocation of \$105,000 from ARPA Funds to purchase and install security cameras at Grenville Park. Board Member Barnes seconded the motion. The motion passed on a vote of 3 Yes, 0 No, 2 Absent (Board Members McCarthy, Kruckas).

- **Update on Rail Trail Kiosks**
 - Clerk Barnes noted that the kiosks on either end of the Town-owned segment of the Mass Central Rail Trail were expected to have been placed a while ago. He explained that he knew the one to be placed on the Gibbs Crossing end had been passed off to local Scouts, while he argued that the one on the Robbins Road end looked very shop-worn.
 - Mr. Beckley explained that the latter kiosk had been repurposed from the Parks Department, while the Scouts were in the process of assembling the former.
 - Clerk Barnes asked if the kiosk at Gibbs Crossing would eventually be placed on the left side of the trail.
 - Mr. Beckley answered yes.
 - Clerk Barnes asked if this was expected to be completed before winter.
 - Mr. Beckley responded that it would be.

- Board Member Kusnierz asked about the status of the Rail Trail washouts at its intersection with Mountainview Drive.
 - Mr. Beckley responded that the DPW was in the process of making grating improvements to the trouble spot that would fix the issue.
- **Update on Flat Brook Wall Repair**
 - Clerk Barnes noted that photo provided of the site in question, looked to be in very poor condition.
 - Mr. Beckley agreed, and stated that he hoped the Conservation Commission and Agent would take up this matter.
 - Clerk Barnes asked if someone could contact the owner about getting this cleaned up.
 - Mr. Beckley responded that the owner would be contacted.
 - Clerk Barnes asked if it would be possible to get this resolved before the current drought ends, as low water levels would be helpful in this situation.
 - Mr. Beckley responded that this would only be possible with an emergency order.
 - Chair Morrin asked if a new survey could be conducted at the site.
 - Mr. Beckley responded that it could, and he would contact Mr. Sund from MassDOT, who he stated has been very helpful.
 - Clerk Barnes asked how the Town would enforce the repair of this site moving forward.
 - Mr. Beckley responded that the Wetland Protection Act gave the Town the ability to hold the owner accountable.
 - Clerk Barnes noted that during his several years on the Conservation Commission, they have never collected fines for any violations.
- **Update on East Main Street Canal Bridge**
 - Mr. Beckley informed the Board of positive news; Mr. Sund from MassDOT approved the proposed sidewalk repair plans for the Canal Bridge, meaning the state would be starting construction here very soon. Once this project is completed, two-way traffic on the bridge will be able to resume.
- **Update on Brush Trimming Status, Conditions**
 - Clerk Barnes asked why the Town had not kept up on mowing and brush trimming along his street.
 - Mr. Beckley responded that it was currently the DPW's busiest season, and they were working on all tasks with the highest priorities first.
 - Clerk Barnes asked if the DPW needed another mower to keep up with needed maintenance.
 - Mr. Beckley responded that the DPW currently lacked enough personnel to warrant purchasing an extra mower.
 - Board Member Kusnierz suggested that the Town ensure its DPW staff are aware of the threat of Japanese knotweed, which is invasive and spreads more wildly when mowed over.
 - Clerk Barnes expressed agreement, noting that a large area near Hillside Village had been taken over by the knotweed, and urged the resolution of this before winter.
- **Update on Whistleblower Line Replacement**
 - Mr. Nolan informed the Board that after much research, he had still not found a solution to the Board's request for whistleblower line technology that made the caller automatically anonymous. After consulting the customer support team from DialMyCalls, which is a reputable source that specifically advertises its ability to set up tip and complaint lines, he was informed that they currently have no method to remove caller identification from being displayed to the individual monitoring the line.
 - Chair Morrin responded that in this case, the Town needs to consider a third-party answering service for this line.
 - Board Member Kusnierz asked how much a third-party answering service would cost and suggested that the whistleblower line be simply done away with.

- Mr. Beckley informed the Board that he and Mr. Nolan would bring research on pricing for a third-party service to the next Board meeting.
- Clerk Barnes noted the written commendation the Board had received from the residents of 90 Pleasant Street of Mr. Joshua Kusnierz in his capacity as Tree Warden, and congratulated Board Member Kusnierz for this recognition.
- **Discussion on Town Manager Evaluation**
 - Mr. Beckley directed the Board to the materials received from Human Resource Director Justine Caggiano on this topic, stating that the evaluation was necessary for the Board to decide on whether to renew the Town Manager's contract.
 - Chair Morrin responded that he had asked Ms. Caggiano to match the criteria listed in the evaluation with those goals specifically named by the Board during the previous year, and this had not been done.
 - Clerk Barnes expressed agreement, stating that the evaluation form provided in the Board's packets was not what had been agreed on.
 - Chair Morrin stated that Ms. Caggiano had not followed their instructions.
 - Clerk Barnes expressed frustration that the Board had not received an evaluation form compatible with their instructions after requesting one several times.
 - Mr. Beckley explained that Ms. Caggiano felt the evaluation form she had provided was more in-depth and sufficient, having consulted legal counsel in its creation.
 - Clerk Barnes responded that he felt this was a waste of time for the Town's legal counsel, and emphasized again that Ms. Caggiano had been given specific instructions from the Board four times. He referenced Attachment C from the documents in the packet, and stated that the Board had been requesting that the evaluation use the SMART goals they had developed with the previous HR Director. He added that Ms. Caggiano's evaluation form was merely a generic one taken from an HR workshop.
 - Chair Morrin expressed frustration at the lack of progress made on this topic.
 - Ms. McMartin requested permission to speak.
 - Chair Morrin responded that he would accept no motions to address the Board at this time.

New Business

- **Discussion on Purchase of Vaccine Refrigerator for Health Department**
 - Mr. Beckley introduced the Board of Health's request for \$3,500 from ARPA funds to be allocated to the purchase of a vaccine refrigerator.
 - Chair Morrin responded that he supported the idea, but wanted a specific plan on what this equipment would be used for before approving the allocation.

Board Member Kusnierz made the motion to table the discussion on the Board of Health's request. Board Member Barnes seconded the motion. The motion passed on a vote of 3 Yes, 0 No, 2 Absent (Board Members McCarthy, Kruckas).

- **Reappointment of Carol Brundige to Ware Cultural Council**

Board Member Kusnierz made the motion to approve the reappointment of Carol Brundige to the Ware Cultural Council. Board Member Morrin seconded the motion. The motion passed on a vote of 3 Yes, 0 No, 2 Absent (Board Members McCarthy, Kruckas).

- **Appointment to Council on Aging: SK Robinson, Esq.**

- **Appointment to Finance Committee:** SK Robinson, Esq.
- **Appointment to Zoning Board of Appeals (Alternate):** SK Robinson, Esq.
- **Request for Appointment to Planning Board:** SK Robinson, Esq. (would require joint meeting with Planning Board)
 - Chair Morrin commended Attorney Robinson for his initiative in applying to join four new committees. He noted that appointment to the Planning Board would need to wait until a joint meeting between the Selectboard and Planning Board could be held, which could happen at the former's scheduled meeting on September 20th.

Board Member Barnes made the motion to appoint Attorney SK Robinson to the Council on Aging, Finance Committee, and as an Alternate on the Zoning Board of Appeals. Board Member Morrin seconded the motion. Board Member Kusnierz requested discussion.

- Board Member Kusnierz noted his concern that allowing one individual to serve on both the Zoning Board of Appeals and the Planning Board could create a conflict-of-interest in certain cases.
 - Mr. Beckley responded that it could create a situation where in circumstances that the ZBA acts as a permitting authority, it could result in the same person getting "two bites at the apple" by being able to vote twice on the same item.
- Chair Morrin stated that he was not currently concerned with this scenario, as Attorney Robinson was not immediately being appointed to the Planning Board, and these details could be resolved during the joint meeting in two weeks.
- Board Member Kusnierz noted that he was still not comfortable approving this appointment.

The motion passed on a vote of 2 Yes (Board Members Morrin, Barnes), 1 No (Board Member Kusnierz), 2 Absent (Board Members McCarthy, Kruckas).

- **Vote to Forward Proposed Zoning Amendments to Planning Board for Public Hearing on Thursday, October 6, 2022**
 - **Residential Business (RB) District Boundary Alteration (Palmer Road)**
 - **Creation of Rural Business (RRB) Overlay District (Belchertown Road)**
 - **Prohibition on the Use of Contaminated Sediments and Soil as Fill Material (Urban Fill)**
 - Clerk Barnes asked if the Conservation Commission would have a say in these proposals.
 - Mr. Beckley responded that it would not, as these were amendments, not projects.
 - Clerk Barnes expressed concern regarding the District Boundary Alteration on Palmer Road, stating that some of the area to be affected is wetland.
 - Mr. Beckley responded that the Planning Board would have the ability to deliberate on each of these proposed amendments, then issue its formal recommendation for either a yes or no vote by Town Meeting. He added that approving the amendment would not automatically allow for the construction of the proposed Tractor Supply on Palmer Road, but would allow this proposal to move forward in the approval process.

Board Member Kusnierz made the motion to forward the proposed zoning amendments to the Planning Board for a public hearing. Board Member Morrin seconded the motion. The motion passed on a vote of 3 Yes, 0 No, 2 Absent (Board Members McCarthy, Kruckas).

- **Public Notification: Release of Executive Session Minutes, February 7, 2017 – February 13, 2018**
 - Mr. Beckley announced that at its last executive session, the Board had approved the release of all its executive session minutes from the listed range of dates to the public, as no issues discussed in them remained ongoing. Copies of these could now be requested by members of the public.

- **Discussion on Plans for September 11th Memorial Ceremony**
 - Mr. Beckley noted that he would not be present for this year's ceremony, as he would be leading the sermon at his church that morning.
 - Chair Morrin and Clerk Barnes both stated that they would be present. Chair Morrin encouraged members of the public to attend as well.
- **Discussion on Formation of Charter Commission, Update on Potential Changes**
 - Chair Morrin clarified that the Town was not currently initiating the Charter Commission process, but was gauging interest in making any amendments.
 - Mr. Beckley added that an input survey on this topic would be sent out in the near future on both the Town's website and Facebook page, and that any eventual amendments to the Charter would come through the Board before being voted on by Town Meeting.
 - Chair Morrin expressed support for giving the public a strong voice in this matter by widely distributing the survey.
- **Ware Housing Authority: Request for Posting of Vacancy**
 - Mr. Beckley noted that there was a vacancy on the Housing Authority, and the WHA had written to the Board requesting this opening be posted.
 - Chair Morrin agreed that posting the vacancy would be beneficial.
 - Clerk Barnes asked if the Town's Board and Committee openings had been posted on the electronic sign boards throughout Town.
 - Mr. Beckley responded that they had not yet.
 - Chair Morrin stated that the Board had directed Mr. Beckley to advertise the openings via this medium at its previous meeting.
 - Mr. Beckley responded that he would ensure this was added.

Written Concerns of Citizens

- Clerk Barnes noted the recent emergence of regular charitable food distribution events on Church Street. He stated that these events came from the generosity of one kind-hearted resident, but the popularity of them was creating a chaotic environment, referring to it as a "free-for-all." Clerk Barnes requested that the Town correspond with the organizer, and stated that someone needs to "take the reins."
 - Mr. Beckley agreed to reach out to the resident.
- Clerk Barnes noted that there had been complaints of leftover food and trash being left behind after the donation events, and the Town should help ensure that the important charitable work can continue while being done in a clean, safe, and responsible manner. He suggested allowing the use of Town property as a venue so the resident would no longer need to run it from her personal residence.
 - Board Member Kusnierz expressed hesitancy with this idea, noting that moving this event to public property could open up the Town to liability issues and billing for trash removal.
- Clerk Barnes stated that the overcrowding of Church Street while the current operation took place presented a potential safety hazard, and that footing the bill for extra trash removal was a better option than sending people to the hospital if anything went wrong with the current setup.

Town Manager Report

Mr. Beckley noted that Ware Youth Football's first game of the season would be held that Sunday at noon. Chair Morrin asked if concessions would be available. Board Member Kusnierz answered that they would be, and offered to buy Chair Morrin a cheeseburger.

The Annual Domestic Violence Awareness Walk would be taking place on Saturday, October 22nd.

Concerns had been heard from residents regarding the recent closure of the National Guard Armory on West Street. The Town currently did not know what the future plans for this building consisted of, and Mr. Beckley had contacted the legislature in search of information.

A recent tour with the Department of Conservation and Recreation of the proposed improvements at Memorial Field had been highly successful, and an announcement on funding could be expected in October.

Chair Morrin asked about the estimated timeline on brownfield remediation at the adjacent site. Mr. Beckley responded that it could be fully converted by 2024.

Mr. Beckley and Parks Director John Piechota were actively examining funding options for the repair of the Town Pool.

On Monday, the Parks Commission would be discussing playground improvements at the park.

The Grants Coordinator and DPW Director were collaborating on a grant to fund lead service line remediation.

An MVP climate change grant was being sought for stormwater improvements along the Muddy Brook watershed.

Board Member Kusnierz asked about the possibility of inviting instructors from MVP to teach another class on the impacts of climate change to Town officials, citing that this had been done successfully in 2018. Mr. Beckley agreed that this could be looked into. He also added that an MVP grant was also a potential funding source for the pool repairs, since it could help residents adjust to warmer summer temperatures.

Mr. Beckley continued that another grant opportunity could establish formalized long-term funding of a drone program for the Town.

Clerk Barnes asked if the state's Department of Environmental Protection took issue with the Reed Pool's proximity to both Muddy Brook and the Barnes Street pumping station. Mr. Beckley responded that the Town was not aware of any issues with this, but the results of the pool feasibility study, including the environmental report, would be available soon.

More grant applications in progress included Complete Streets funding for Gould Road sidewalk and safety improvements, along with the choice of either filling gaps in sidewalk coverage on West Street, or the more likely option of replacing the aging Church Street sidewalks. These applications were due at the end of the month.

Earlier that day, two architects had joined Mr. Beckley, the HR Director, and the Police Chief on a walk-through of 75 Main Street to examine feasibility. Proposals from architects to conduct a full feasibility study were due the following Wednesday.


Clerk Barnes asked for an update on the Mary Lane Hospital closure. Mr. Beckley responded that the next President had been chosen, and the Town was currently following up on why no results of the environmental site assessment had yet been received, as these were expected already. Clerk Barnes asked if the Town would be having the results of this study verified by a third party. Mr. Beckley answered that it would, and funding options for this were being considered.

Adjournment

Board Member Kusnierz made the motion at 8:05 p.m. to Adjourn the Regular Meeting. Board Member

Selectboard: *John J. Morrin, Caitlin M. McCarthy, Thomas H. Barnes, Keith J. Kruckas, Joshua A. Kusnier*
Town Manager: *Stuart B. Beckley*
sbeckley@townofware.com

Barnes seconded the motion. The motion passed on a vote of 3 Yes, 0 No, 2 Absent (Board Members McCarthy, Kruckas).

Attest: 
Christopher J. Nolan
Executive Assistant to Town Manager

TOLL ROAD POLICY TOWN OF WARE, MA

1.1 PURPOSE AND AUTHORITY

To provide, rules, requirements, and guidance for Ware non-profit organizations to conduct voluntary Toll Roads in the Town of Ware. The Board of Selectmen shall be the enforcement agency for all rules and regulations pertaining to this policy.

1.2 DEFINITION AND INTENT

Toll Roads are defined as an event during which members of a group stand in appropriate public roadways to collect small donations from passing vehicles. The intent of this policy is to establish the procedures for conducting Toll Roads in a safe manner within the Town of Ware.

1.3 APPLICABILITY

Non-profit organizations from Ware wishing to conduct a Toll Road, within the Town of Ware, shall apply for a permit 30 days prior to the date of the event.

1.4 SPECIAL PERMIT GRANTING AUTHORITY

The Board of Selectmen shall be the entity which grants the special permit and approval is at their discretion.

1.5 SPECIAL PERMIT SUBMITTAL REQUIREMENTS

Form available at Board of Selectmen Office/Town Manager Office.

Special Permit shall include the following:

1. Name and address of the Organization.
2. Date Organization was established.
3. Name, address and contact numbers for the officer and contact person of the above organization.
4. Organization to provide a Certificate of Insurance for a minimum of One Million Dollars (\$1,000,000.00) limit of General Liability Insurance covering the event. Further, the Town of Ware must be named as an additional insured under the policy for the event applied for.
5. Number of participants to take part in conducting the Toll Road.
6. Name, address and age of all participants who will participate in the Toll Road.
7. The organization shall only solicit from the following designated areas:
 - a. North and Main – Eastbound, Westbound and Southbound

- b. Intersection of East Main, Main and Church and South Streets. Main Street -Eastbound only, East Main Street - Westbound only, South Street -Northbound only, Church Street – Southbound only.
 - c. Pulaski and South Street – Eastbound only.
8. The purpose of the event.

1.6 STANDARDS FOR TOLL ROAD SPECIAL PERMITS

No special permit may be granted by the Board of Selectman for a Toll Road unless the following conditions are satisfied.

- 1. Locations Conditions
 - d. Toll Roads are only to be conducted at controlled intersections (traffic light/stop sign) per attached map
 - e. During daylight hours
- 2. Visibility Conditions
 - a. Warning Signs alerting oncoming traffic of a voluntary Toll Road shall be located at least 150 feet prior to intersection and should be a legible text such as Arial or Times Roman and be at least 2 ½" letters. The signs should read – WARNING VOLUNTARY TOLL ROAD AHEAD. The sign should be Yellow or Orange with black lettering.
 - b. ALL participants are required to wear ANSI II reflective clothing at all times.
- 3. Minors shall not be allowed to participate in the street at a Toll Road in the Town of Ware if under the age of 18.
- 4. Frequency
 - a. The Board of Selectman shall limit the number of occurrences an organization will be allowed to conduct a Toll Road to two (2) per calendar year.

1.7 COMPLIANCE OF POLICY

- 1. Violations
 - a. Minors in the road
 - b. Toll collectors outside of designated areas.
 - c. Acts that endanger public safety
 - d. Lack of Warning Signs or signs not in compliance with this policy
 - e. Lack of reflective clothing
 - f. Report of violations from safety officials
- 2. Penalties
 - a. First offense - Organization_banned from conducting Toll Roads for 1 year.
 - b. Second offense – Organization banned from conducting future Toll Roads

3. Enforcement

- a. The Board of Selectman shall implement penalties as appropriate
- b. The Ware Police Department shall have the authority to terminate a Toll Road immediately if the standards as described in Section 1.6 are being violated
- c. The Ware Police Department shall notify the Board of Selectman of the violation

Policy Adopted: May 26, 2009

MEMORANDUM

TO: Selectboard
FROM: Justine Caggiano, HR Director
CC: Stuart Beckley, Town Manager
DATE: September 30, 2022
RE: Performance Evaluation

Note: Comments
from Attorney Taylor
coming and to be
placed in boxes

As a Human Resources professional, it is my responsibility to Town in the best possible position while meeting ethical and legal standards. At the request of the Board, I brought my performance evaluation template that has been used to evaluate three other Town Managers to our Labor Attorney at Sullivan, Hayes, and Quinn that found my template thorough, consistent with best practices, legally sound, and required to meet the Board's obligation under the existing contract. Her full opinion can be found in a confidential memorandum provided to the Board dated September 2, 2022. Before our current Labor Attorney looked at the initial template, it had already been assessed by another Labor Attorney at Mirick O'Connel.

The newly created performance evaluation template, that was created without the advise of Human Resources and Town Counsel, does not meet the nessessary intent of a performance evaluation. The newly created template does not establish clarity in setting goals. It does not encourage constructive feedback and has no history of success as the template used by the Human Resources Department has been successfully completed by three Town Managers and other Selectboards. The current template does not inspire positive moral and doesn't set a base for planning and improvement. Lastly, the new document does not provide the Town or the employee with any legal protection. It is my professional advice that continued deliberation on this topic come to an end, and the Selectboard meet their duties under the Town Charter and Massachusetts Muncipal standards for Massachusetts Selectmen.



Memo

To: Select Board

From: Chris Nolan, Executive Assistant to Town Manager & Selectboard

Date: September 29, 2022

Re: Whistleblower Line Answering Service Update

Selectboard- Please see the attached overview and proposal from Continental Message Solution (CMS). On 9/27, I spoke with CMS sales representative Brandon Harp directly about the Town's needs regarding a third-party answering service. While I initially inquired about the possibility of setting up a voicemail box whose contents could be forwarded to designated Town officials, Mr. Harp emphasized that voicemail messages cannot be truly anonymous in nature, and true anonymity can only come from these calls being outsourced to a third-party live agent and reported to the Town thereafter. If we opted to contract with CMS, the whistleblower line would be assigned its own unique toll-free phone number, staffed 24/7 by live agents. The agents would have customizable questions that the Town could specifically request them to ask all callers. Coming standard with CMS' most basic package is also a custom URL which concerned employees or community members could also use to report incidents or complaints online. The designated Town officials who are to monitor the line would each receive unique login credential to be able to monitor reports as they are received second-hand from the third-party.


Regarding pricing, exact charges are dependent on usage, meaning heavy usage of the line will cost the Town more money than if it is rarely used. There is also a base rate of \$50 per each four-week billing period, plus about \$300-400 in upfront charges. Altogether, this would average about \$1,100 for the first year, then \$600-\$650 for each subsequent year.

ETHICS & COMPLIANCE HOTLINE SOLUTION



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Challenges.....	04
Solutions.....	05
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34% of American workers do not speak up about misconduct due to fear of retaliation from senior leadership.

OVERVIEW

Continental Message Solution (CMS) delivers a secure, anonymous third-party incident reporting service enabling organizations everywhere to acknowledge, document, and respond to ethics violations or other complaints.

Don't let your organization remain vulnerable in the face of misconduct. Be the first to know when something is awry in the workplace.

Fully compliant with whistleblower protection provisions, Ethics Compliance Hotline Solutions from CMS create a safe space for victims and bystanders alike to file incidents and grievances, as well as to report unusual or suspicious activity with certainty and assurance.

Save your organization time, money, and reputation. With usage-based pricing and month-to-month billing, you only pay for what you use. Un-shoulder the burden on HR.

Our all-in-one misconduct data collection and management interface allows you to smoothly, intuitively access and manage reports and responses.

Trusted by the Best



IS YOUR ORGANIZATION AT RISK?

In the complex global business environment of the 21st century, companies of every size face a multitude of ethical issues. Without the proper systems and protocols in place, your organization is at risk.

Common Challenges

Protecting Your Organization. Over the course of operations, no organization escapes the threat of ethical lapse. Don't be left in the dark; a few unchecked ethical slip-ups can quickly snowball. Without a secure, confidential reporting system, your organization is at risk.

Encouraging Integrity. No matter who you are, or what your organization does, integrity is a critical component of achieving success in the private and professional spheres.

Enforcing Proper Protocols. Without the right tools to enforce compliance, even the best laid plans can become sources of disorder and dysfunction. Our ethics compliance reporting service allows you enforce the rules and regulations you put in place, to ensure the ongoing success of your organization.

91% of whistleblower tips are first reported internally.


If not addressed properly, 84% of those go on to report the misconduct externally.

THE COST OF ETHICAL LAPSES

Unanswered complaints can be staggering. Considering the culmination of costs associated with failure to enforce proper protocol: from direct financial implications to detrimental effects on workplace vitality-- decreased individual as well as organization-wide performance, productivity, and job satisfaction-- organizations without anonymous reporting systems in place stand to lose it all.

And the costs continue. The destructive impact of misconduct on your workplace and its respective personnel results in lost productivity, decreased organization-wide morale, higher rates of turnover, and hits to your organization's reputation!

When factoring in the collective costs of private settlements, direct legal costs, fines, and additional costs, the full weight of ethical issues can be debilitating to even the healthiest of organizations.

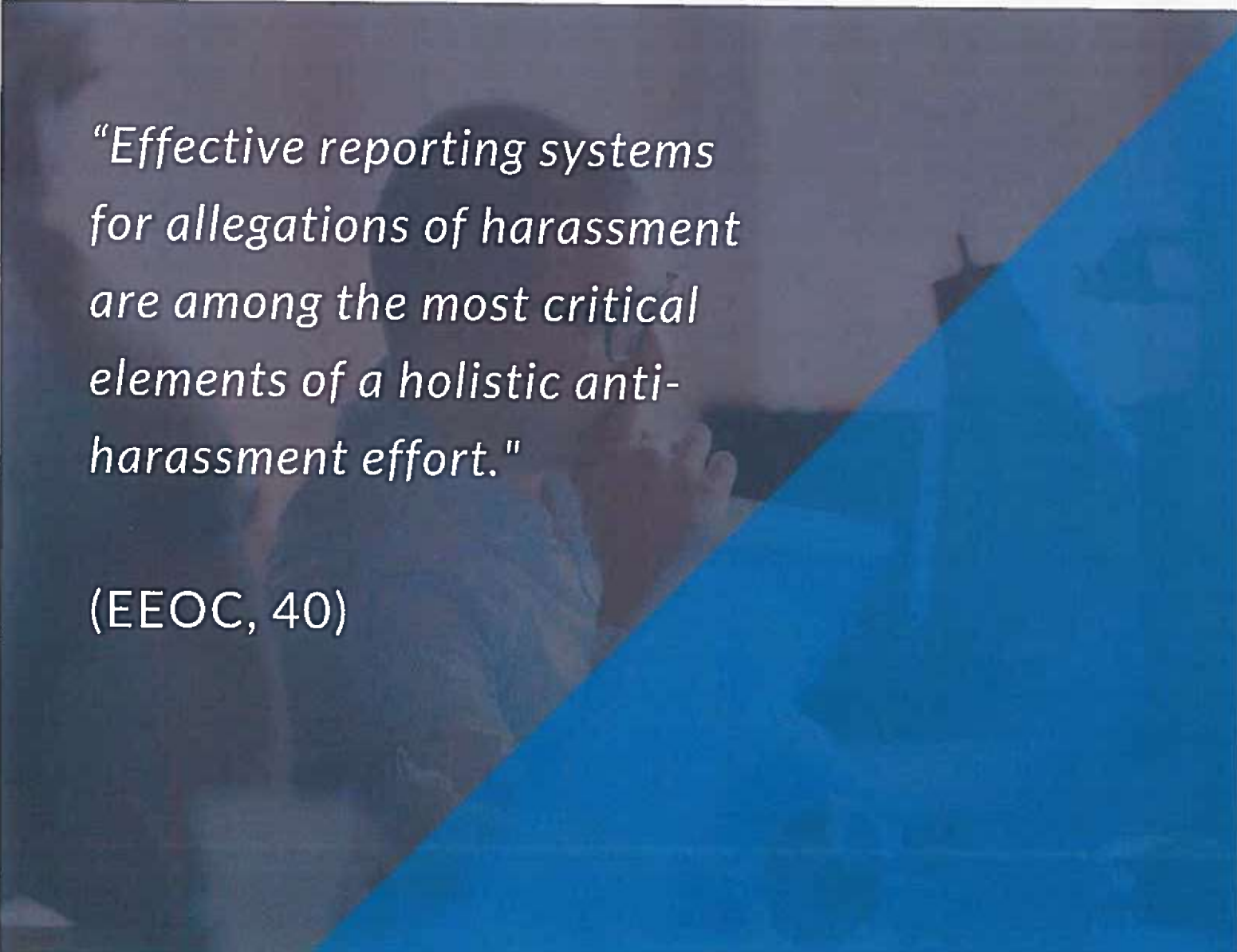


*Since 2010, employers have collectively paid nearly **\$700 million** to employees alleging harassment through EEOC pre-litigation alone.*

SOLUTIONS

By eliminating fallible human error and influence, our confidential, third-party reporting service creates a safe space for all constituents -- your personnel and patrons, your shareholders and stakeholders, alike. Further, Promote a workplace culture that encourages mutual accountability and effecting honest, ethical behavior.

By presenting a comprehensive and streamlined means by which to acquire and transmit sensitive information, our anonymous ethics compliance hotline protects you from loss of revenue, workplace strain and stressors, and damage to your organization's reputation.



"Effective reporting systems for allegations of harassment are among the most critical elements of a holistic anti-harassment effort."

(EEOC, 40)



**ETHICS HOTLINE
SERVICE**



**WHISTLEBLOWER
COMPLIANCE**



**ANONYMOUS
REPORTING**



**INCIDENT
MANAGEMENT**

ETHICS HOTLINE SERVICE

Our ethics reporting service provides a secure, 24-hour hotline gathers and neatly sorts sensitive information and anonymous reports. Choose either or both live operators or configured, automated IVR system. Our reporting service also includes a web-based reporting application that simplifies the review, analysis, and maintenance of documented misconduct and misbehavior.

WHISTLEBLOWER COMPLIANCE

The Sarbanes-Oxley Act of 2002, or SOX, requires publicly-traded companies to log collection and and provide audit trail for all access and activity to sensitive business information.

By presenting a single, confidential solution for incidence receipt and retention, our fraud and ethics hotline consolidates and centralizes measures to maintain direct compliance with SOX whistleblower provisions.

What Gets Reported?

- General Harassment
- Discrimination
- Sexual Harassment
- Product Substitution
- Asset Misrepresentation
- Check Forgery, Kiting, and Tampering
- Embezzlement
- Account payable fraud
- Accounts receivable fraud
- Procurement fraud
- Payroll fraud
- Workers compensation fraud
- Commission fraud
- Policy violations

ANONYMOUS, THIRD PARTY REPORTING

In instances of illegal or improper conduct, established communication channels are often ineffective. Employees may feel uncomfortable lodging internal complaints even when there are policies in place to protect them.

Don't allow detrimental action against your organization go undisclosed.

Our fraud and ethics hotline encourages individuals to report information confidentially, without the threat of retaliation, and eliminates internal inter- and intra-personal strain.

INCIDENT MANAGEMENT, REPORTING & NOTIFICATIONS

Ethics violations are gravely serious. Be the first party made aware of a potential threat, so that your organization may be first to respond, in any event.

Our anonymous reporting hotline notifies you in real-time.

Our secure systems log each incident clearly and consistently, with respect to your organization-specific code of conduct, contain only actionable information, and reach only purposefully designated personnel. Our incident management application enables anonymous two-way communication between whistleblowers and compliance personnel, encouraging both parties to address and resolve problems as quickly as possible.

Record incidence, resolve complaints, and reflect on results-- all in one place-- with Continental Messaging Solutions ethics and compliance hotline.

FEATURES

Anonymous Intake

We allow stakeholders to report incidents without complete anonymity. Whereas internal systems often unintentionally compromise the anonymity of reporting parties-- due to the harvest of identifying information such as IP address, caller ID, and the familiarity of colleague voices -- CMS acts as the medium and ensures there are no gaps in security or confidentiality.

Multiple Reporting Methods

Live (Hotline)

Many customers still prefer talking interacting with a person as opposed to issuing commands to a machine. Our agents undergo rigorous training to ensure only friendly, professional individuals interact with your customers in a respectful, empathetic, and impartial manner.

Online

Our automated technology expedites customers through processes that are quick and simple. Further, for extremely sensitive or emotionally traumatic instances, individuals can feel free from the pressure to maintain composure or the anxiety of speaking their concerns aloud to another person.

Robust Data Security

Our data is encrypted, collected by a third-party, and cannot be compromised. Our customizable features ensure that actionable information reaches only those specifically chosen to receive it.

Two-way Communication

Two-way communication capabilities enable back and forth communication between those reporting incidents and those responding. Many clients have CMS function as the medium for all communication, not just intake.

Branded Portal and Implementation Materials

See your logo, your brand, on our product, at your unique, dedicated URL.

CMS also provides print services, including posters, stickers, business cards and other materials required to implement your new ethics hotline and compliance program.

Consistent Collection and Investigation

Collect and respond to incidents in a consistent way using our web-based platform or through integration with an existing application.

Online Platform

Send notifications to the right people and streamline incident management using our web-based application. Review detailed analytics that help reveal systemic and extrinsic issues. Identify potential policy and protocol revisions.

Customizable and Integrated with Existing HRMS Systems

Enforce your code of conduct and collect pertinent information with personalized data fields, questions, and dynamic scripting.

Export selected data to a vast variety of file types and formats.

Integrated with Existing HRMS Systems

Our solution integrates with many case-management and HR-based people management software such as HRQuity, ALTYPPro, Workday, ADP to make internal record-keeping a breeze.

Global Coverage

Across town or around the world, CMS can help! Our partnership provides call center customer support for 208 different languages.

TRUSTED SINCE 1967

Continental Message Solution (CMS) is a leading provider of contact center solutions, technology, and reporting. Based in the United States with both a Midwest and West Coast facilities, CMS delivers 24/7 live operator, IVR, and web-based communication solutions to organizations worldwide, helping them streamline contact channels, improve the flow of information, and gather valuable insights through analytics.

Learn more today by visiting www.continentalmessage.com.



User Guide for the CMS Client Dashboard



Introduction

Welcome to the Client Dashboard! CMS is pleased to provide our customers with this customizable, web-based interface. The Client Dashboard is a powerful tool for managing messages taken by the call center. Through the Dashboard, every message ever taken for your company is accessible. Additionally, the Dashboard has built in reporting to help make the most of the data collected with each message.

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User Guide for the CMS Client Dashboard



Logging In

In order to access the Client Dashboard, use a web browser to navigate to www.continentalmessage.com. Once there, locate the "Login" button at the top of the window and click on it. On the Login screen, input the email address and password to Log in.

Upon activation of the account, our Client Services Team will set-up the users to have access to the Dashboard. Once those users are activated, an email will be sent that contains login information and a temporary password. Once the user logs in for the first time, they will need to change the password to make it unique to that individual. More details regarding changing the password can be found in the [Change Password](#) section.

Client Dashboard Home

Once logged in, here is main page of the Dashboard:

The screenshot displays the CMS Client Dashboard interface. At the top, a navigation bar includes links for Home, Contact Us, Tools, Reporting, Setup, My Day Hours, and Make Payment. The main content area is divided into two sections. The upper section, titled "Records", shows a date range from Thursday, February 20, 2020, to Wednesday, February 26, 2020, with a "2 Records" indicator. It contains a table with columns for Account, Call Time, Call Reason, Status, Caller, Phone, Caller ID, and Dispatch History. Two records are listed, both with a "Filing Report" call reason and a "New message" status. The lower section, titled "Statistics", shows a date range from Wednesday, February 19, 2020, to Tuesday, February 25, 2020. It includes a "Call by hour" chart area and a grid of hourly call counts from 12am to 8pm.

User Guide for the CMS Client Dashboard



Tool Bar

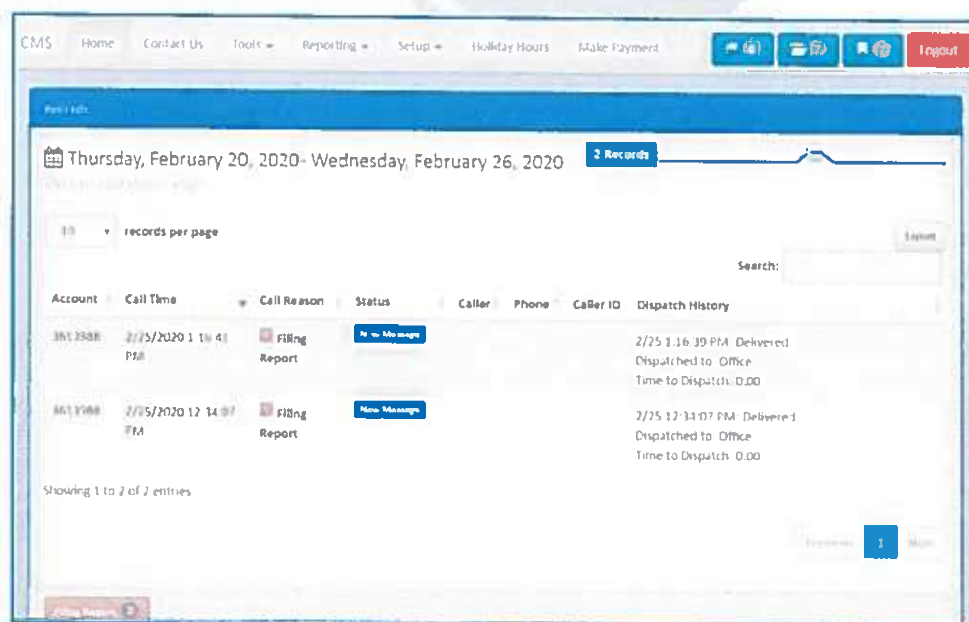
Across the top of the home screen, there are several buttons and menus. Starting from the left:



1. **Home:** Selecting the home button will direct you back to the main screen.
2. **Contact Us:** If you need to reach out to our office, selecting the "contact us" button will provide our contact information.
3. **Tools:** To review report contents left by the caller, you will select the tools tab and select [Cases](#).
4. **Reporting:** Selecting the reporting tab opens a drop-down menu of options that will navigate to the selected report.
5. **Setup:** The Setup column offers a couple options which allow you to customize what information you see on the record columns and the ability to change your password.
6. **Holiday Hours:** Allows you to notify CMS of any changes to your offices' operating hours for the next upcoming holiday.
7. **Make Payment:** By clicking on "make payment", you will have access to go in and pay outstanding invoices.
8. **Notifications:** the flag icon allows you to see the recent history on the dashboard.
9. **Assigned to me:** when clicked on, the website will navigate to a screen that shows all of your assigned records.
10. **My Bookmarks:** This icon allows you to see bookmarked records that you flagged.
11. **Logout:** To successfully logout of the Dashboard, you will need to click the logout button.

Home

If you click on the "home" button in the tool bar, the website will navigate back to this view.

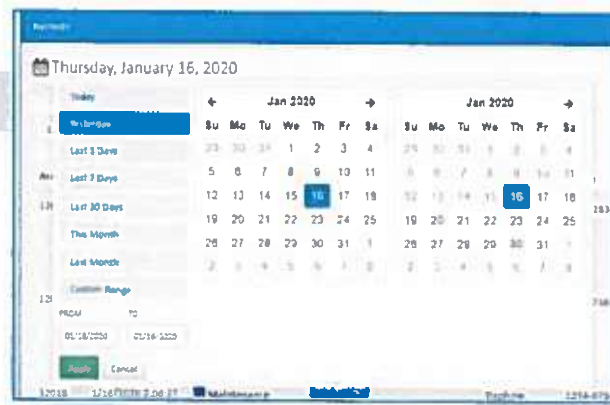


User Guide for the CMS Client Dashboard

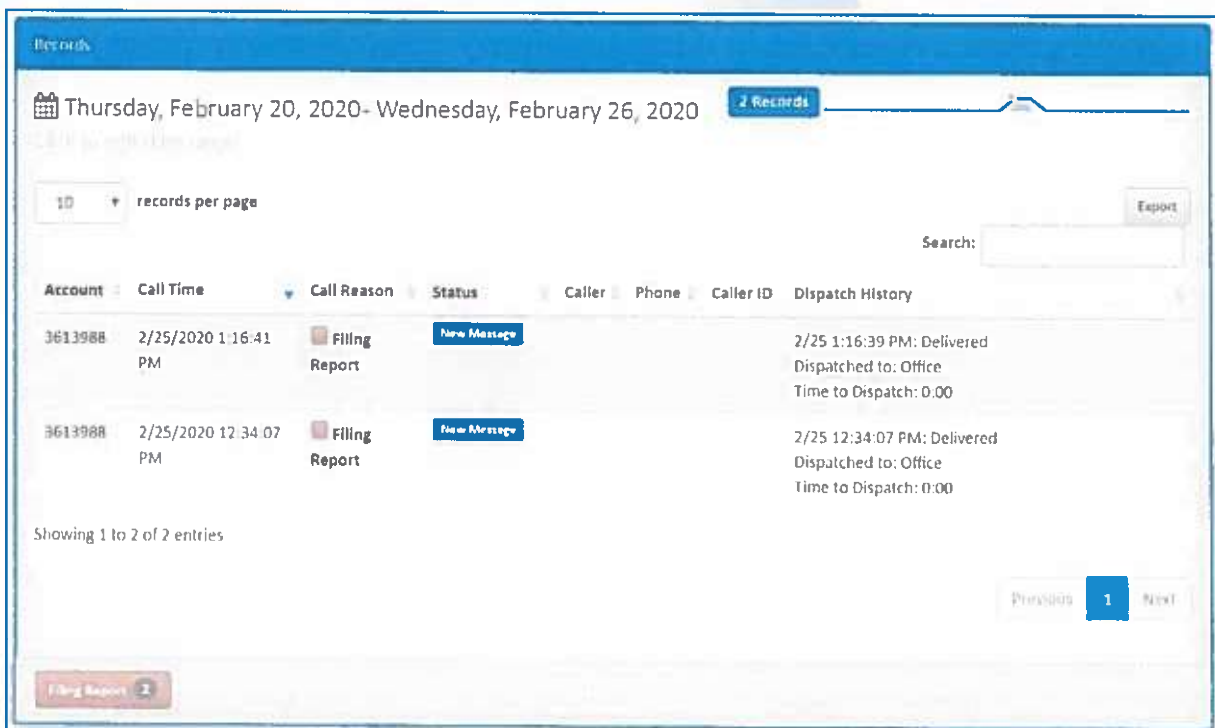


Record Window

The records section shows the information from messages taken in a table format. Along the top of the section is a date range. To change the range, click on the timeframe and you will be able to adjust the date range. There are a number of pre-determined range specifications but you are also able to custom input a range. When you click on "Custom Range", two calendars will pop-up to the right. The left side calendar will indicate the start date. The right side calendar will indicate the end date. Once you have entered the custom range, click on "Apply" to see the results.



The information columns are dependent on what you opt to see in the "record columns" located in the [Setup](#) section. You are able to search for keywords to pull certain criteria into the record window.

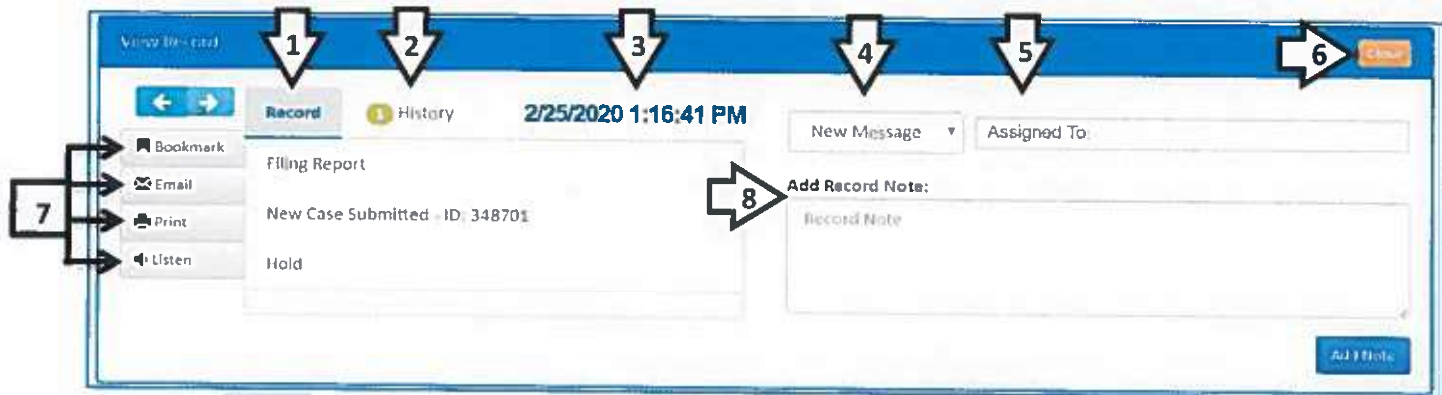


User Guide for the CMS Client Dashboard



View Record

To review a specific message in the [Record Window](#), you can click on the message's row to pull up an extended view of the message contents. Once clicked, the site will direct you below to the View Record section.



1. The Record tab will display the contents of the message you are reviewing.
2. The History tab will display what actions CMS took to send the message over. If the message is urgent and there are relay steps to contact personnel, you will be able to review the times CMS attempted to call and what the result was (gave message, left voicemail, etc.). The tab will also display who the message was given to for reference.
3. The date and time shown documents what time the message was taken.
4. This drop-down will allow the user to select the progress of the message. You will have the option to select "New Message", "Cancel", "Completed", "Other", and "Pending". Once a user updates the status of the message, all other users will see that update as well.
5. Each message will have the capability to be assigned to users. If there is more than one user that has access to the Client Dashboard, all of those users will be able to have a message assigned to them. In order to assign a message, simply click on the "assign to:" field and a list of users will show to be selected from. To find out more about messages assigned, please see the [Assigned to Me](#) section.
6. In order to close the "View Record" window, click on the "Close" button.
7. Every message has a few additional capabilities:
 - a. **Bookmark:** If you would like to bookmark a message to view later, click on this button to have it saved under the [Bookmarked](#) icon in the tool bar.
 - b. **Email:** clicking on this button will allow you to email the message.
 - c. **Print:** clicking on this button will allow you to print out the message.
 - d. **Listen:** For the first 60 days of service, you will have the ability to listen to the call between the customer and the CMS agent.
8. Users are able to add comments to messages to document any additional information that may take place after the message is taken. Once finished typing in the notes field, make sure to click

User Guide for the CMS Client Dashboard

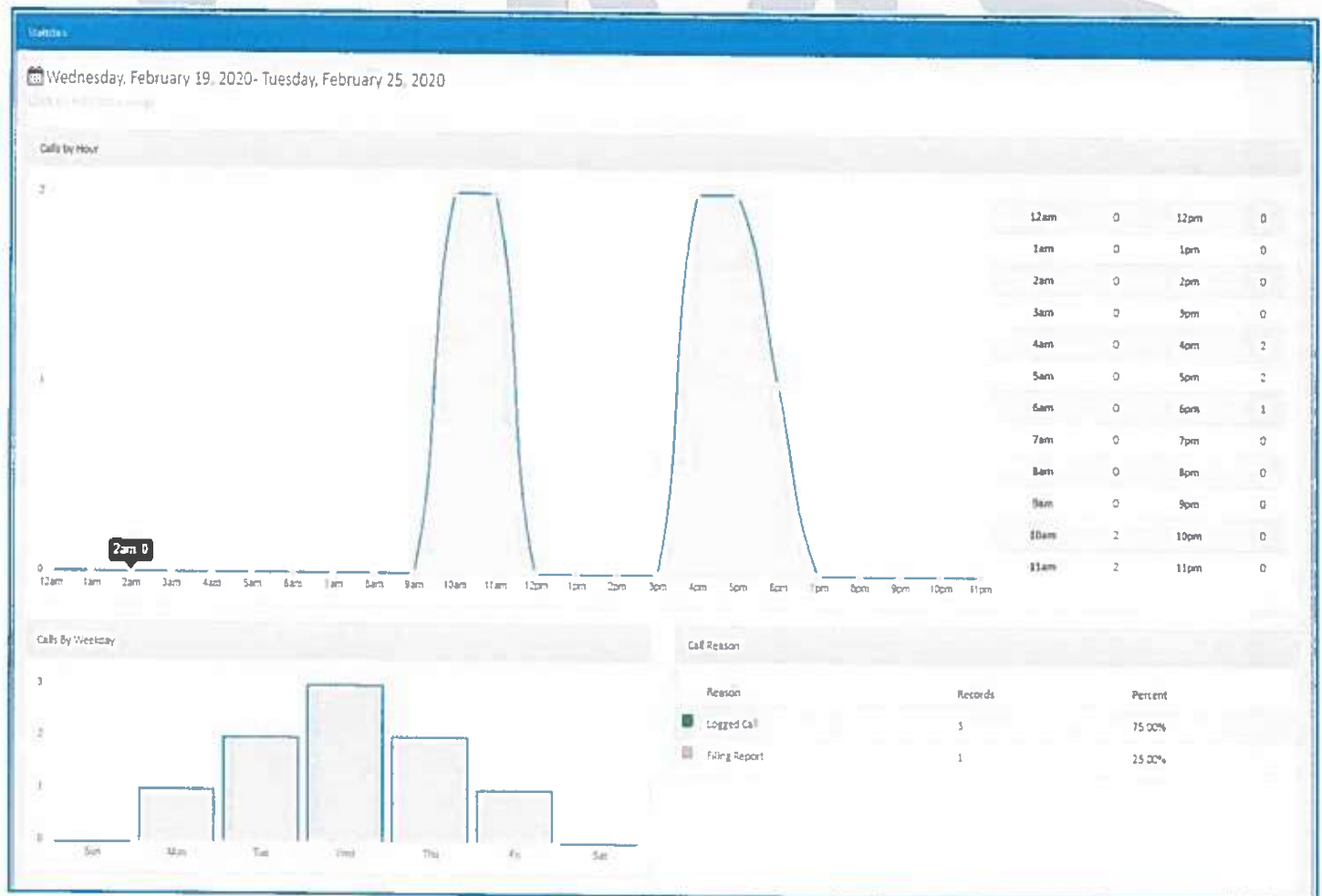


on "Add Note" to submit the comment to the record. Notes added can be seen by all users who have access to the Client Dashboard.

Statistics Window

The statistics window displays three different reports: Calls by Hour, Calls by Weekday, and Call Reason. The stats are based upon the date range shown in the top left corner of the window.

- **Calls by Hour:** This report shows a line graph that breaks down the number of calls per hour of the day, for each day.
- **Calls by Weekday:** This bar graph compares the amount of calls taken each day of the week.
- **Call Reason:** This section is a comparative list showing the call types for each message taken. It shows how many messages have been taken for that call type and what percentage of total messages taken were for each call type.

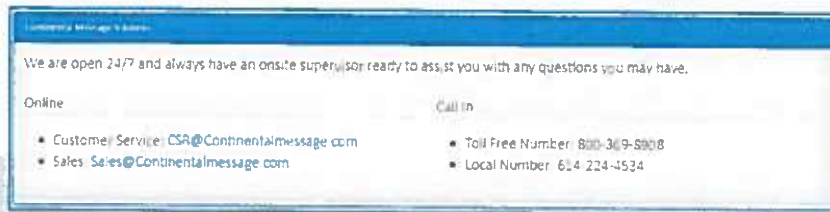


User Guide for the CMS Client Dashboard



Contact us

In case you misplace our information, you will have access to our contact information through the portal. Our Customer Service team will help with making any updates to your account, answer any questions, and research specific calls to provide more information. Our Sales teams will help with setting up new accounts.

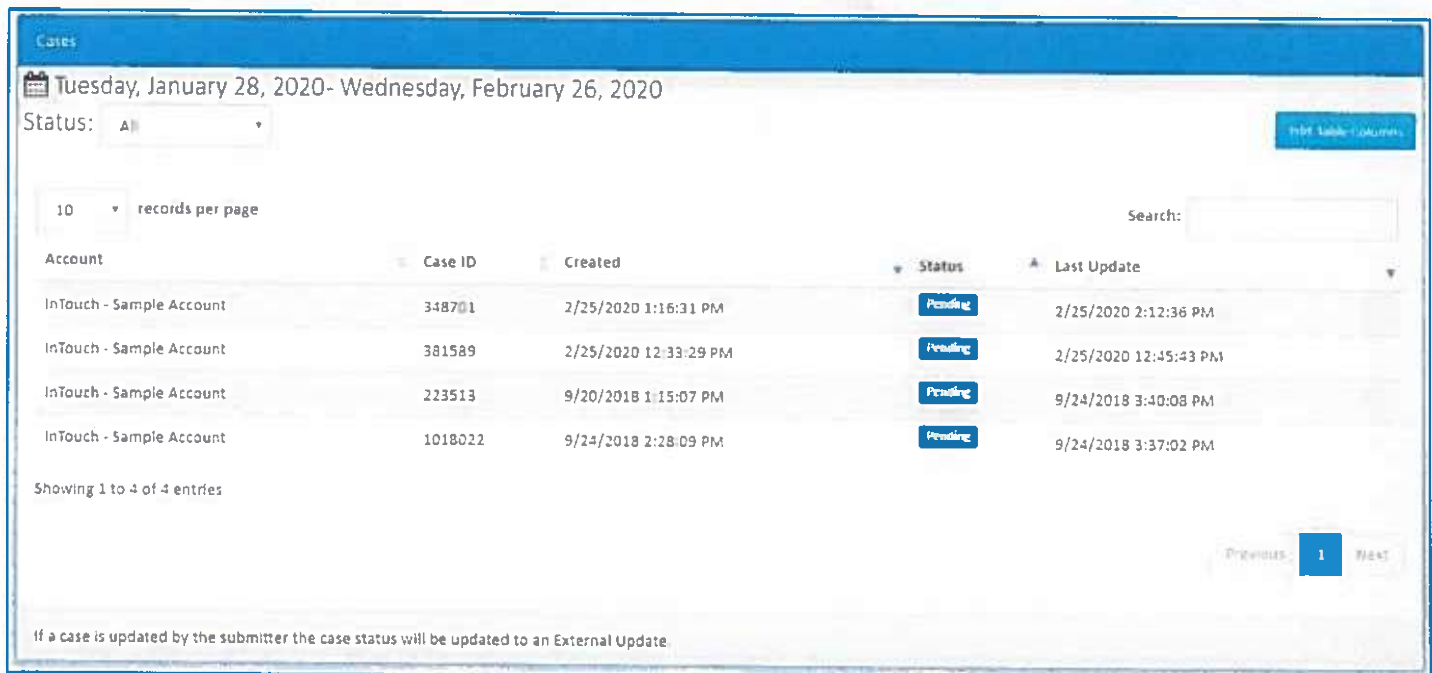


Tools

There is one option found under the Tools tab:

Cases:

To review contents of a report left by a caller, the Cases feature will allow Dashboard users to access those message contents. When selected, the website will navigate you to this screen:



User Guide for the CMS Client Dashboard



The reports shown in the Cases window is dependent on a date range found in the top left corner of the window. Adjusting the date range will allow you to see reports filed within the specified timeframe (for more information regarding how to adjust the date range, please see [Record Window](#)).

To review a specific report, click anywhere on the cases' row to bring up the message contents. Once selected, you will see the following information pop-up below the cases window:

Case ID: 381589 2/25/2020 12:33:29 PM

InTouch- Sample Account

Case ID: 381589
2/25/2020 12:33:29 PM

Relationship: Employee

Department: Sales

Shift: 1st shift

Concerns: I witnessed a CSR co-worker, Kevin, harass an IT co-worker, Steven. Kevin and Steven got into an argument regarding a project they were working on together. Things escalated and Kevin punched Steve.

Specific Dates/Times: The incident happened at 1:00pm on 2/25/2020.

Names of Employees: Kevin and Steve. April is our HR manager, Kyle is Kevin's boss, and Rick is Steve's boss.

Documents: There were a few witnesses in addition to myself who saw the incident happen.

Share Documents: No

Investigate: I believe the workplace should be a safe environment and Kyle should not have punched Steven. None of their bosses or the HR manager saw the incident occur.

Previously Reported: Yes

Retaliation Concerns: No, I do not.

By Whom: I believe that Kevin should be suspended or terminated for harassing Steven. I also believe the incident should be documented which is why I am calling in to report it officially.

Additional Information: CMS Test Message. This is not a real report.

Contact Information: Yes

Name: Jessica

Phone: 123-456-7890

Email: test@cmsemails.com

Interpreter Used: No

Case Options

Information Requests

Documents

Email

Case Status: Pending Update

Add comment or request information from submitter

Internal use Only Comment

User Guide for the CMS Client Dashboard



Below the report information, there are a number of options available to help Dashboard users keep the record updated as the investigation is on-going.

A screenshot of the CMS Client Dashboard interface. At the top, there are five numbered callouts with arrows pointing to specific features: 1 points to the 'Case Options' button, 2 points to the 'Information Requests' tab, 3 points to the 'Documents' tab, 4 points to the 'Email' tab, and 5 points to the 'Case Status' dropdown menu. Below these tabs is a large text area for adding comments, with a placeholder text 'Add comment or request information from submitter'. At the bottom left of the text area is a dropdown menu labeled 'internal use Only'. At the bottom right of the text area is a blue 'Comment' button. To the right of the text area is a 'Case Status' dropdown menu showing 'Pending' and an 'Update' button.

1. **Case Options:** Dashboard Users have the ability to add comments to the report. There are a couple different options when it comes to adding a comment:
 - a. Internal Use Only – comments submitted under this category will only be visible to users who have access to the Dashboard. Once the comment has been made in the text box, make sure to click “Comment” to submit the information onto the report.
 - b. Viewable by Submitter – comments submitted under this category will allow comments to be viewable by all. If a caller were to call in for an update on their report, CMS agents are able to see these comments and provide the information to callers. Once the comment has been made in the text box, make sure to click “Comment” to submit the information onto the report.
 - c. Request Submitter Response – comments submitted under this category would be for requesting additional information from the caller if they were to check in on their report. CMS agents will see these comments and be able to ask for the additional information. Once the comment has been made in the text box, make sure to click “Comment” to submit the information onto the report.
2. **Information Requests:** Callers will have the opportunity to call back into the account and check the status of their report. They will also have the ability to request information which will be shown under this tab.
3. **Documents:** If there are any applicable documents that pertain to the incident/report, those documents can be uploaded under this tab and will be kept on the record.
4. **Email:** If a report needs to be emailed to additional personnel, this tab will allow a Dashboard user to enter the individual’s email and type in a message that will be sent along with the email.
5. **Case Status:** Dashboard users will have the ability to update the record to mark it as “Pending” or “Closed”. This would signify if the record/incident is on-going or has been closed out.

User Guide for the CMS Client Dashboard

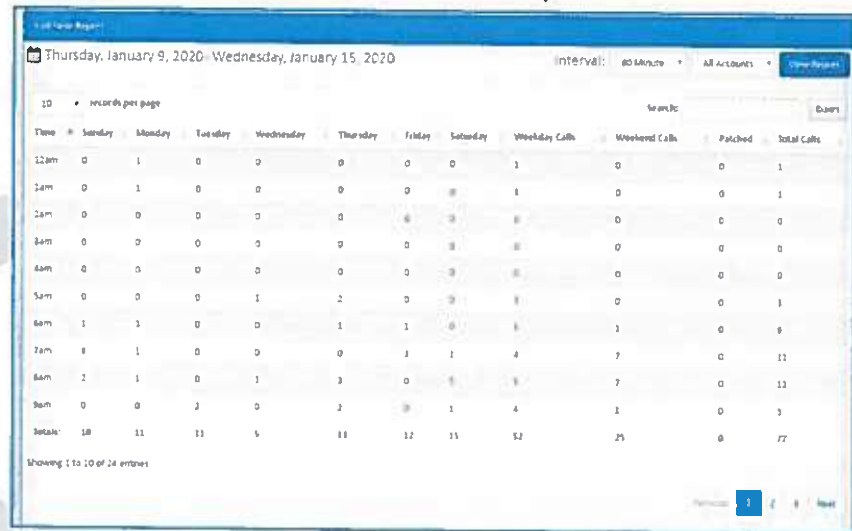


Reporting

The reporting tab includes a few options:

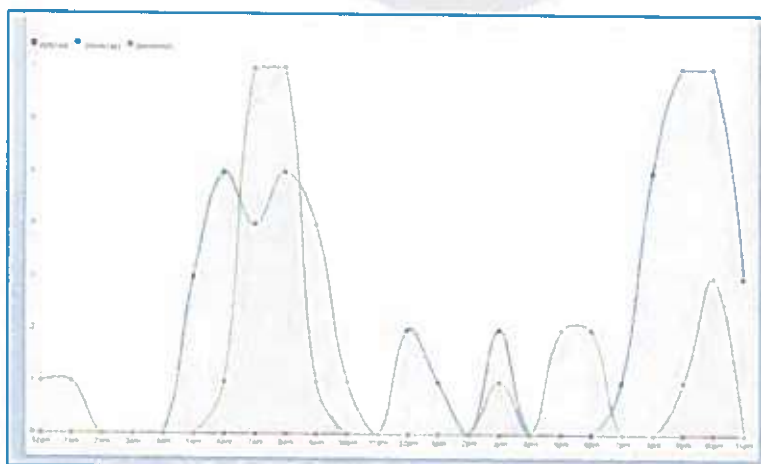
Call Time:

This feature shows the number of calls taken each day of the week and the hour of the day.



The records shown in the timetable are based on a specific date range. By clicking on the timeframe, you will be able to adjust the date range. The time table has a few additional options. The interval option to the right of the date range is a drop-down menu that selects between 60, 30, and 15 minute intervals. Once an interval has been selected, you will need to click on "View Report" for it to load properly.

At the very bottom of the page, you will see a line graph that details the same information included in the timetable above. The graph provides a line for weekday calls, a second line for weekend calls, and a third line for Patched/Live Transferred calls. If you move your mouse over a specific time on the chart, it will provide a quick view of the number of calls for each category.

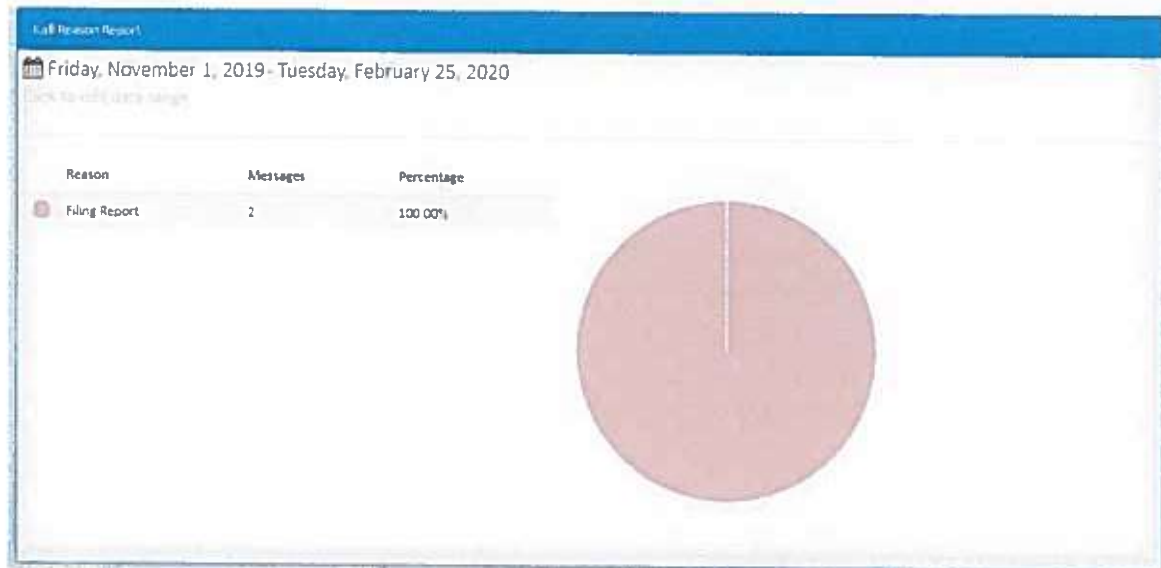


User Guide for the CMS Client Dashboard



Call Reason:

This pie-graph report displays all of the call categorizations based on the messages taken on the account. The results of the graph are based on a date range. To adjust the range, just click on the date and select the timeframe you would like to see results for.



User History:

This report displays a list of activity taken by the user on the various messages that they interact with. In addition, there is a search box where users can look up certain events or timestamps to view specific results.

A screenshot of the "User History Report" interface. It shows a date range of "Friday, January 10, 2020 - Thursday, January 16, 2020". Below the date range is a search bar and a "records per page" dropdown set to 10. The main part of the screen is a table with four columns: "Timestamp", "Message ID", "User Login", and "Event". The table contains eight rows of activity logs. At the bottom left, it says "Showing 1 to 8 of 8 entries". At the bottom right, there is a "Page 1 of 1" indicator.

Timestamp	Message ID	User Login	Event
1/16/2020 3:25:39 PM	21596918	maddison.reman	Changed Message Status Changed to Completed.
1/16/2020 3:25:41 PM	21596918	maddison.reman	Assigned Message Assigned to maddison.reman.
1/16/2020 3:25:43 PM	21596918	maddison.reman	Emailed Message
1/16/2020 3:26:23 PM	21596918	maddison.reman	Added Comment
1/16/2020 3:26:43 PM	21596897	maddison.reman	Changed Message Status Changed to Pending
1/16/2020 3:26:44 PM	21596897	maddison.reman	Assigned Message Assigned to maddison.reman.
1/16/2020 3:26:45 PM	21596897	maddison.reman	Emailed Message
1/16/2020 3:27:25 PM	21596897	maddison.reman	Added Comment

User Guide for the CMS Client Dashboard



Setup

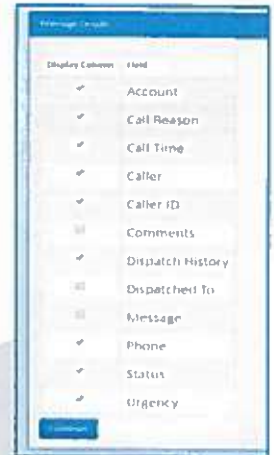
There are two options in the Setup drop-down menu in the tool bar:

Record Columns (Message Details):

This feature allows the user to select which columns of information display on the reports in the rest of the Client Dashboard.

Change Password:

This option opens a separate window where you can change your password for the Client Dashboard.

A screenshot of a "Change Password" window. It has two input fields: "New Password:" and "Confirm:". Below these fields is a section titled "Password Requirements" with a bulleted list: "8+ Characters", "Lowercase letter", "Uppercase letter", and "Number or special character". At the bottom right is a "Change Password" button.

Holiday Hours

Once selected from the Tool Bar, a separate window will appear. This window will allow you to input changes to your company's operating hours on and around the next upcoming holiday. Keep in mind that this screen is only for setting the opening and closing hours for the business, as well as a notification on whether or not the office will be closed on the actual holiday. If there needs to be a change to the OnCall coverage or procedures, please contact our Client Services Department to have those changes implemented.

A screenshot of a "Holiday Hours" form. The top section has a title "Holiday Hours" and a paragraph explaining the purpose of the form. Below this is a section titled "Account Information" with fields for "Account Number", "Your Company Name", "Your Name", "Contact #", and "Email Address". The bottom section is titled "Holiday Hours" and contains a table for "Date Closing" and "Time" and "Date Opening" and "Time". A "Save and Close" button is at the bottom right.

User Guide for the CMS Client Dashboard

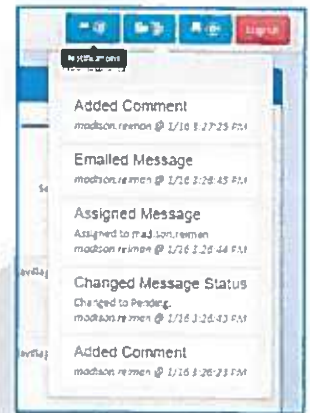


Make Payment

This feature allows you to access a portal where outstanding invoices can be paid via credit card.

Notifications

This icon displays a number which represents the number of recent events that have not been reviewed. By clicking on the icon, you will be able to review those different events.



Assigned to Me

This folder icon displays a number which represents how many messages have been assigned to the user. When the icon is selected, a list will appear on the screen. These are the messages that are assigned. By clicking on a particular record, the message details will show. See [View Record](#) for more information.

Assigned Messages

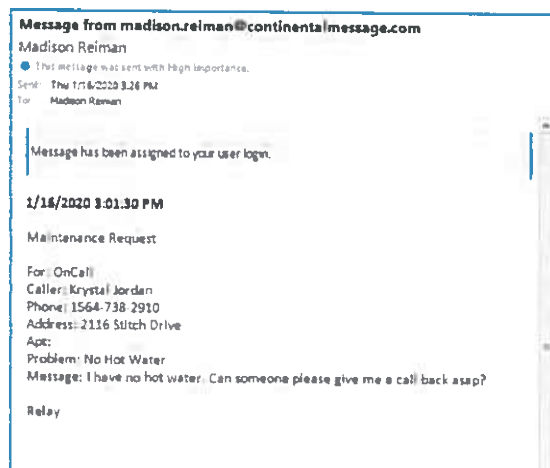
10 records per page

Account	Call Reason	Call Time	Status	Caller	Caller ID	Phone
12015	Consult	1/28/2020 2:37:42 PM	View Message Assigned	Teresa		1234-678-1590
12015	Facility	1/28/2020 12:48:15 PM	View Message Assigned	Debrae Ganton		1123-456-7890

Showing 1 to 2 of 2 entries

Previous 1 Next

When assigned a message in the portal, an email will generate to the individual who is assigned.



User Guide for the CMS Client Dashboard



Bookmarked

The ribbon icon shows all of the messages the user has bookmarked. When reviewing a message, there is an option to bookmark the record.

The screenshot displays the CMS Client Dashboard interface. At the top, a navigation bar includes a "Record" tab and a "History" tab. A sidebar on the left contains icons for "Bookmarks", "Email", "Print", and "Listen". The main content area shows a "Consult" record for Dr. Turner, with details: Caller: Teresa, Facility: Mount Carmel, Unit: 2nd Floor ICU, Phone: 1234-678-1590, Patient: Michael Smith, DOB: 3/2/1973. Below this, a table lists records with columns for Account, Call Reason, Call Time, Status, Caller, Caller ID, and Phone. Two records are shown, both with "New Message" and "Mark as Read" buttons. The bottom of the dashboard features a "Showing 1 to 2 of 2 entries" message and a "Page 1 of 1" indicator.

Account	Call Reason	Call Time	Status	Caller	Caller ID	Phone
12013	Patient - Other	1/28/2020 2:35:21 PM	New Message	Brandon Harp		1234-690-1567
12013	Patient - RX - Prescription classification	1/28/2020 2:16:56 PM	New Message	Krystal Jordan		1614-724-4534

Questions?

If you have any questions or concerns, please don't hesitate to contact our Client Services Team at csr@continentalmessage.com or 877-773-9998.

CMS



Continental Message Solution, Inc

Ware, MA

Ethics & Compliance Hotline Proposal

Executive Profile

Experience

CMS is an award winning call center established in 1967 and located in Columbus, OH. CMS has provided primary and overflow answering services for numerous companies and organizations for over 50 years. We are currently affiliated with Kraft Foods, Akzo Nobel, Kellogg's, The Ohio State University, Kroger, The American Red Cross, The Limited and Volvo just to name a few.



Simplified Pricing

We utilize a simplified pricing model where all services are included in the per-minute cost. Ware, MA and the staff who use the service will not be charged additional fees for taking advantage of a majority of additional CMS services.

Personnel

Over 70% of CMS Customer Service Representatives are enrolled at one of the local universities. Calls will be handled by a well-educated, professional agent. Staff are graded weekly, at random, and graded for performance. This is backed by a pay-for-performance model in which scores directly affect how much agents make. All clients receive an account contact which will provide a consistent point of contact for updates and changes.

Technology

In recent years we have invested heavily in system redundancies, telephony, off-site capabilities, and infrastructure to guarantee our clients will have 24/7/365 uninterrupted services. In addition, CMS employs Programming and IT staff in house to manage systems and create custom software solutions.

Metrics

Metrics, including daily statistics, are available to Ware, MA personnel in real-time through CMS's website. In addition to standard reports, all records are in SQL and custom quantitative and qualitative reports can be generated upon request.

Disaster Preparedness

CMS has the ability to function as the primary service for Ware, MA if extended support is required, in the instance of severe weather or for whatever reason.

Stability / Commitment

CMS has added 600+ accounts over the last 2 years and have realized growth between 10-20% each year. Since our growth comes from a concerted sales effort and not acquisition we have been able to reinvest the majority of revenue in strengthening our staff, infrastructure, and technology. This investment allows us to continue to improve our services, which are already recognized nationally for customer service excellence.

Ware, MA Ethics & Compliance Hotline Scope of Services

This scope is for a Live Ethics & Compliance Hotline platform. Each Ethics & Compliance Hotline is designed based upon client specifications and will be available 24/7/365, with redundant phone lines and systems in addition to 2 on-site sources of backup power. Clients have access to reports through the web dashboard. The dashboard will be setup for tiered access. Callers will be provided a report identification number and password for each new report. Through the dashboard, users will be able to review analytics and retrieve records.

Process to Receive Hotline Reports:

The Ethics & Compliance Hotline allows for phone and online submissions.

- Both methods will provide individuals with the choice of whether or not to file anonymously. All questions, advisements, etc for both intake methods are custom and up to Ware, MA.
- Live Calls:
 - o Ware, MA will be provided a unique US-based toll free line for callers. The number provided to forward to will be unique to Ware, MA account to ensure consistent identification.
 - o Once calls are received, CMS agents will follow the specified scripting provided by Ware, MA to gather and confirm the relative information for the report.
 - If caller is reporting an unrelated issue, CMS can direct them to the appropriate resource as provided by Ware, MA
 - o Multi-lingual support for live calls is handled using a partner translation service. Once the calls is identified as needing alternative language support, CMS agents will initiate a 3-way call with the appropriate translator to facilitate the call.
 - o Once a report is filed, the individual will receive a unique report ID # generated by the CMS system. The individual can then check back with CMS by phone or online to check for feedback/updates on their report provided by Ware, MA
- Online Entries:
 - o Individuals will visit a custom URL designated for Ware, MA
 - o The online form will consist of specified scripting provided by Ware, MA to gather the relative information for the report.
 - If individual is reporting an unrelated issue, the site can direct them to the appropriate resource as provided by Ware, MA
 - o The site will support multi-lingual reporting by allowing individuals filing a report to select language preference.
 - o Once a report is filed, the individual will receive a unique report ID # generated by the CMS system. The individual can then check back with CMS by phone or online to check for feedback/updates on their report provided by Ware, MA
- Upon receipt of a new report, CMS can send immediate notifications via email, text, and/or fax to alert Ware, MA staff of a new report. Reports also populate in the Client Dashboard in real-time.

Routine Case Status Descriptions Provided:

Standard/stock status descriptions are: New Message, Cancel, Completed, Pending, and Other. However, the system is created by CMS, so we can freely customize status types for reports.

Locations Data is Received, Transmitted, and/or Stored:

CMS call centers and servers are located in Columbus, OH and Las Vegas, NV. All report information is gathered and stored through one of these 2 locations.

Startup and Implementation Costs:

Initial payment due to begin services consists of the following:

- First billing up-front. Equal to Base Rate of the plan.
- Security Deposit. Equal to Base Rate of the plan.
- Setup/Programming charge. Assessed at \$80 per hour. Typical setup times for similar systems range from 5-10 hours depending on complexity and specifications.

Proposed Service Rates					
<i>The following pricing plan represent the total amount of time included a billing cycle (28 days) as well as indicated per minute overage rates should you exceed the allotted time included in the base rate.</i>					
Included Minutes	Base Rate	Additional Minutes	Security Deposit	Web Reports	Setup / Programming
0	\$50	\$1.10	\$50	\$1.50 /report	\$80 /hour

SERVICE	DESCRIPTION
Base Rate	<i>The 4-week base price associated with each service package. The amount includes standard features & a set amount of minutes, depending on the package level.</i>
Included Minutes	<i>The amount of agent work time included in the service package per 4-week billing cycle.</i>
Additional Minutes	<i>The additional cost per minute of agent work time once volume has exceeded the included minutes for the selected plan. Time is billed in per second increments.</i>
Setup / Programming	<i>Charged at an hourly rate for the time it takes CMS IT staff to program client procedures, directories, etc. into the CMS, call-taking system. Time will correlate with complexity, and an exact amount will be quoted when all requested procedures are determined.</i>
Web Reports	<i>Cost per report entered through custom URL.</i>
Security Deposit	<i>One-time deposit due up-front to begin services. Amount is equal to the Base Rate of the selected plan. Deposit is applied back to account in the event of either delinquency or cancellation.</i>

Additional Information

Demo Web Entry

<https://www.ethcomp.com/Demo>

City of Henderson Press Release

<https://www.reviewjournal.com/local/henderson/henderson-to-unveil-complaint-hotline-in-wake-of-harassment-report/>



Town of Ware
Application for Appointment to
Boards and Committees

Name: Kelsey Sidur
Address: 211 Old Gilbertville Road, Ware
Email: kelseysidur@gmail.com
Home Phone: _____ Work: _____ Cell: (978) 257-6458
Occupation: Budget Consultant Years lived in Ware: 2
Ware Resident: * ☒ Yes ☐ No

** Relocated while building new house in Ware, moving in a month.*
Please indicate the Committee(s) you have interest in serving on: (Appointment subject to _____ vacancies)

Ware Agricultural Commission	Ware Cultural Council
ADA Commission	<u>Finance Committee</u>
Board of Registrars	Historical Commission
Capital Planning Committee	Open Space Committee
Community Development Authority	Tax Increment Financing (TIF) Committee
Conservation Commission	Zoning Board of Appeals
Council on Aging	Other:

What skills and experience will you bring to this Board/Committee:

(attach additional sheet or resume if desired)

Have 4 years experience building & balancing a multi-million \$ budget, Financial Analysis & review, expense savings/reduction, Tech & Excel savvy if needed.

Are you currently serving or have you served on any Town committee: _____ Yes* ☒ No
(if yes, please state what committee) _____

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

Signature Kelsey Sidur Date 9/26/2022

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

7/25/2017

Kelsey Sidur, MBA, CPhT

211 Old Gilbertville Road, Ware, MA 01082 | (978) 257-6458 | kelseysidur@gmail.com

Highlights

- Advanced Microsoft Excel/Word/Outlook user.
- Pivot Tables, VLOOKUPs and other various formulas.
- Dashboards, Tables, Graphs & PowerPoint Presentations
- Business Planning and Consolidation (BPC), Budgeting Software
- Axiom (Syntellis Product), Budgeting Software
- Infor Lawson, Accounting General Ledger System
- OnBase, Accounts Payable Invoicing System
- Experience working with all levels of the organization, including Senior Management
- Ability to work both independently and as an integrated member of a team
- Highly organized and pays close attention to detail

Degrees & Licenses

Master of Business Administration , American International College, 4.0 GPA	2019
Bachelor of Science , Westfield State University	2015
Nationally Certified Pharmacy Technician	2014 – present

Professional Experience

Budget Consultant

Baystate Wing Hospital, Palmer – March 2020 – present

- Financial reporting, analysis and drill down of hospital operations.
- Conduct meetings with managers to create and balance Fiscal Year Budget.
- Analyze budget and determine strategies to close budget gap.
- Spread the budget appropriately based on variations and trends throughout the year.
- Identify budget variances and conduct expense analysis, targeting areas of improvement.
- Review monthly financials with managers and determine action plans when needed.
- Compilation and review of financial impacts for new or added business initiatives.
- Project year-end standings through use of financial forecasts.
- Plan and facilitate weekly meetings with staff, manager-level and above.
- Prepare productivity reports to identify opportunities to increase profitability.
- Educate and train managers on financial review and tools to effectively manage their departments.
- Prepare resources and guidelines to ensure managers have what they need to be successful.
- Daily, monthly, and quarterly report maintenance and distribution.
- Close analysis of key performance metrics and drivers causing fluctuation.
- Work with managers to develop strategies and plans to increase profitability.
- Compile deliverables to be presented at Board meetings and various system-level meetings.

Kelsey Sidur, MBA, CPhT

211 Old Gilbertville Road, Ware, MA 01082 | (978) 257-6458 | kelseysidur@gmail.com

Senior Financial Analyst

Baystate Health, Springfield/Palmer ~ November 2018 – March 2020

- Budget variance analysis.
- Creating Journal Entries for the month-end close.
- Preparing monthly dashboards and summaries.
- Collaborate with accounting leadership on workflows and reconciliation.
- Year-end projections based on month and year-to-date performance.
- Review, identify, and rebill erroneous pharmacy claims.
- Assist with impact reporting on new pharmacy initiatives.

Revenue Cycle Analyst

Baystate Medical Center, Springfield – January 2016 – November 2018

- Review, identify, and rebill erroneous pharmacy claims.
- Perform data compilation, interpretation and financial analysis.
- Creating various reports used in reconciliation and analysis.
- Developing optimization strategies to enhance the 340B Program savings for the health care system.
- Auditing prescription claims in Cerner.
- Work with accounting on monthly reporting.
- Creating Medical Staff Office provider lists for 340B Third Party Administrators.
- Working with other departments to obtain information and successfully implement new programs.



Town of Ware
Application for Appointment to
Boards and Committees

Name: Brittney Holmes

Address: 70 1/2 North Street, Ware, MA 01082

Email: bholmes4@umassd.edu

Home Phone: _____ Work: _____ Cell: (646) 673-5206

Occupation: full-time accounting student Years lived in Ware: 9 months

Ware Resident: Yes No

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

Ware Agricultural Commission	Ware Cultural Council
ADA Commission	Finance Committee ***
Board of Registrars	Historical Commission
Capital Planning Committee	Open Space Committee
Community Development Authority	Tax Increment Financing (TIF) Committee
Conservation Commission	Zoning Board of Appeals
Council on Aging	Other:

What skills and experience will you bring to this Board/Committee:

(attach additional sheet or resume if desired)

I have an Associates in business administration and I have one year left of my Bachelor's in accounting. Currently also taking a government and non-profit accounting course.

Are you currently serving or have you served on any Town committee: Yes* ^ No
(if yes, please state what committee)

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

Signature Brittney Holmes

Date 09/27/2022

7/25/2017



Town of Ware
Application for Appointment to
Boards and Committees

Name: Ginger Ziglar Thomas
Address: 30 Vigeant Street, Ware, MA 01082
Email: grzthomas@gmail.com
Home Phone: none Work: (413) 545-6455 Cell: (413) 835-1906
Occupation: Director of Human Resources, UMass Facilities & Campus Services Years lived in Ware: 3.5
Ware Resident: ☒ Yes ☐ No

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

Ware Agricultural Commission	Ware Cultural Council
ADA Commission	Finance Committee
Board of Registrars	Historical Commission
Capital Planning Committee	Open Space Committee
Community Development Authority	Tax Increment Financing (TIF) Committee
Conservation Commission	Zoning Board of Appeals
Council on Aging <input checked="" type="checkbox"/>	Other:

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

I am writing to apply to serve on the Council on Aging Board. Please see the attached letter and resume for details of my interest and experience.

Are you currently serving or have you served on any Town committee: Yes* ☒ No
(if yes, please state what committee)

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

Signature Ginger Ziglar Thomas Date 9/28/2022

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

30 Vigeant Street
Ware, MA 01082
(413) 835-1906

September 28, 2022

Board of Selectmen
Town of Ware, MA

RE: Application to serve on Board for Council on Aging

Hello! I am writing to express my interest in serving as a member of the board for the Council on Aging. I am an active community member with a background in human services, and I would love to be of service in this way. I have attached an abbreviated résumé to detail my work and educational experience to give some idea of my background. I currently also serve as a board member for Workshop 13 and for the Quaboag Hills Community Coalition.

I have been interested in issues of accessibility and inclusion all my life. Growing up, I interacted daily with relatives and neighbors who were living with disabilities. As an adult, I worked for fourteen years for two non-profit organizations that provided services for people with disabilities living in the community, and I was a foster parent for a teenager with autism for five years. My current work is in human resources, and this experience has given me an appreciation for issues around aging, planning for retirement, accessibility, housing, food insecurity, and other issues affecting community members. I see people every day who are concerned about their future when they are no longer able to work, and I would like to be involved in the solution to those issues.

I moved to Ware almost four years ago, and I love the town and the Pioneer Valley. I would like to get more involved in a way that can be helpful. Thank you for your time and your consideration of my application.

Sincerely,


Ginger Ziglar Thomas

Ginger Ziglar Thomas, JD, MBA, SPHR/SHRM-SCP

30 Vigeant Street, Ware, Massachusetts 01082 812.361.3800 grzthomas@gmail.com

- Certified Senior Professional in Human Resources since 2006; SHRM/SCP since 2015
- Extensive background in Human Resources, including policy development and implementation; legal compliance; performance management for professional and nonprofessional staff; training needs assessment; benefits and compensation; conflict resolution; and mediation.
- Experience with collective bargaining units, include police, fire, skilled trades, and support staff.
- Demonstrated success in developing and implementing organizational HR strategy in support of strategic plan.

EDUCATION

Bryn Mawr College, Bryn Mawr, Pennsylvania Bachelor of Arts, May 1989

English major, concentration on written and spoken communication. *Honors and Activities:* Alumnae Regional Scholar, 1985-1989; Hall Advisor 1987-1989; awarded Dana Foundation Grant for Social Work Internship summer 1987 and for Legal Internship 1988-1989.

Indiana University Maurer School of Law, Bloomington, Indiana

Doctor of Jurisprudence, May 1992

Honors and Activities: Dean's Honors spring 1991 and 1992; Peer Advisor 1990-1991; Certified Legal Intern, 1990-1992.

Indiana Wesleyan University, Marion, Indiana Master of Business Administration, April 2000

Honors and Activities: 4.0 GPA out of 4.0., concentration on Organizational Design and Effectiveness, Managerial Ethics, and Managing Business Information Systems.

St. Meinrad Archabbey & School of Theology, St. Meinrad, IN Master of Theology, expected May 2023

PROFESSIONAL EXPERIENCE

University of Massachusetts, Amherst, Massachusetts

Human Resources Director, Facilities & Campus Services, February 2019 to present

Roman Catholic Archdiocese of Boston, Massachusetts

Human Resources Associate, August 2018 February 2019

Roman Catholic Archdiocese of Indianapolis, Indiana

Human Resources Field Representative, January 2015 to February 2018

City of Bloomington, Indiana

Assistant Director of Human Resources, October 2012 to January 2015

Indiana Wesleyan University, Marion, Indiana

Adjunct Faculty, 2005 to August 2018

Indianapolis Airport Authority, Indianapolis, Indiana, February 2008 to October 2012

Director of Human Resources

Senior Human Resources Generalist

Monroe County Public Library, Bloomington, Indiana

Human Resources Manager, April 2005 to January 2008

REM Indiana, Inc., Indianapolis, Indiana

Regional Director, November 2001 to April 2005

Options for Better Living, Inc., Bloomington, Indiana (now dba LifeDESIGNS, Inc.)

Director of Supported Living, May 1991 to June 2001

CURRENT VOLUNTEER WORK

Bryn Mawr Club of Boston, Member at Large

Workshop 13, board of directors

Quaboag Hills Community Coalition, board member



TOWN OF WARE, MASSACHUSETTS
OFFICE OF THE TOWN CLERK

126 MAIN STREET, STE. F, WARE, MASSACHUSETTS 01082

NANCY J. TALBOT
TOWN CLERK

September 30, 2022

Town of Ware
Selectboard Members
126 Main St.
Ware, MA 01082

Dear Board Members:

It is my understanding that you are requesting an explanation and reason for the late submission of the bylaws passed at the May 23, 2022, Annual Town Meeting.

Generally, the bylaws have always been submitted in a timely fashion except for one other instance in my twenty (20) years as Town Clerk, so I do apologize that I did not submit them until recently.

I accept full responsibility for the late submission and can offer no excuse or explanation other than lack of time due to unforeseen circumstances without getting in detail, and the passage of the Votes Act of 2022 which has placed a high degree of time consuming and additional duties on clerks in their offices across the Commonwealth.

Sincerely,

A handwritten signature in cursive script, reading "Nancy J. Talbot".

Nancy J. Talbot
Town Clerk

t/

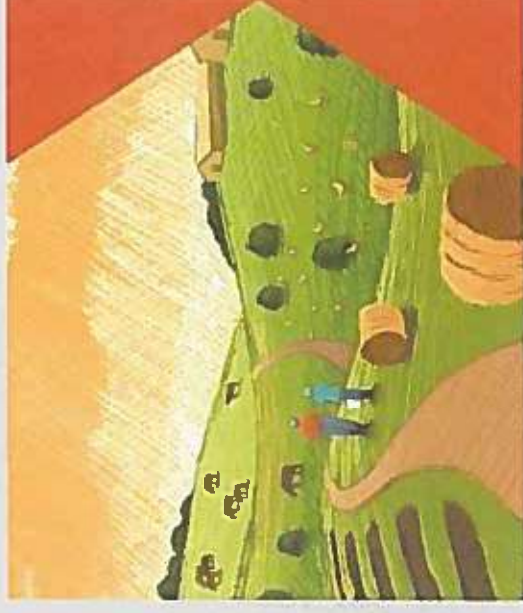
BRINGING RIGHT TO FARM TO WARE

Rob Watchilla

Director of Planning & Community Development

WHAT IS RIGHT TO FARM?

- State legislation that enables Right to Farm (RTF) Designation
 - Article 97 of Mass. Constitution
 - General Laws Ch.40A Sec.3, Ch. 111 Sec.125A, and Ch. 243 Sec.6
- Communities can obtain RTF designation by creating a bylaw
- Makes it known to newcomers that Ware is an "Agricultural Friendly" community



WHY IS IT IMPORTANT?

- Better enforces state laws that protect normal farming operations
- Allows for Town to raise awareness of agricultural operations
 - Posting Slow Moving Vehicle signs
 - Right to Farm Community Signage
- Requires realtors to inform potential buyers with the risk of citation

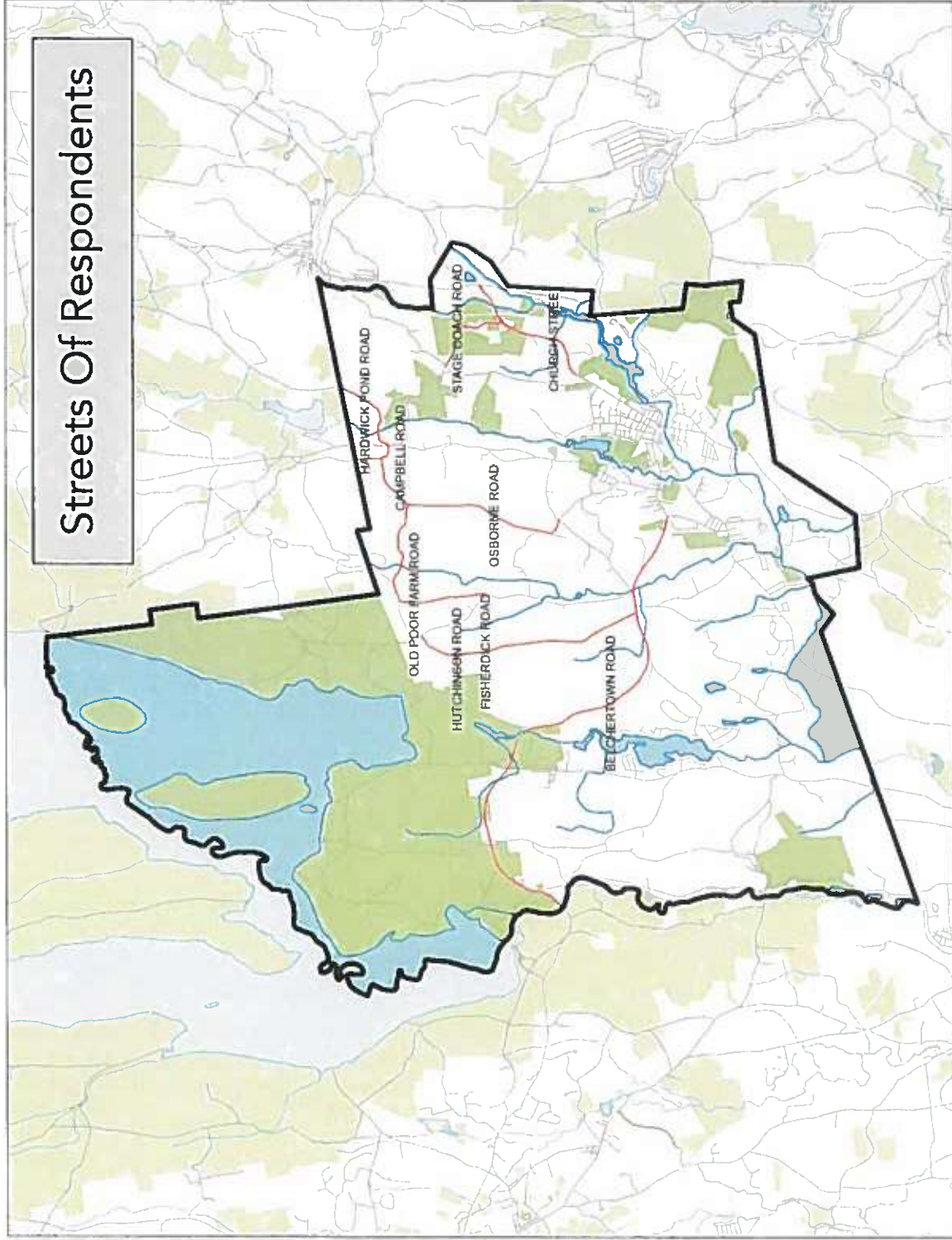


HOW DO RESIDENTS FEEL ABOUT IT?

- Survey sent to chapter 61A property owners (Fall 2021)
- 80% of respondents knew or somewhat knew of RTF
- 25% of respondents had a neighbor complain of agricultural operations in past 3-5 years
- Majority of complaints involved slow moving vehicles



Streets Of Respondents



WHAT DO WE DO NEXT?

- Hold a public hearing on a proposed RTF Bylaw before Selectboard
- Have Selectboard recommend it for vote at Town Meeting
- May be wise to table for Spring ATM

THANK YOU FOR YOUR TIME!





Memo

To: Selectboard

From: Chris Nolan, Executive Assistant to Town Manager & Selectboard

Date: September 29, 2022

Re: Update on Solar Panels for Town Properties

Selectboard- Our continued efforts to push forward the initiative of installing solar panels at a number of Town facilities have continued to encounter roadblocks. After being discouraged by a sales representative from one solar provider in 2021 who was pessimistic about our proposals' high costs and very long return-on-investment periods, we have attempted to gather information from other providers in our region. In the past week, I attempted contact with two more of them, and held a consultation with one on the morning of September 29th. This representative was also rather pessimistic about our larger proposals, including carports in the Police Station parking lot and ground panels at Banas Farm. However, he believes that the addition of rooftop solar panels on buildings such as the Senior Center could serve the Town well and be a practical option.

The main issue noted was that solar development is often not very conducive to municipal processes. Solar developers hesitate to spend too much time on municipal projects knowing that regulations on bids, procurement, and capital improvements create so many obstacles prior to implementation that threaten to block the implementation of these projects. There is also the factor that for private entities, tax credits are a major incentive for solar, whereas municipalities do not receive this benefit due to being tax-exempt. This results in a longer return-on-investment time.

The developer I spoke with agreed to provide a rough quote for our proposals, but stated that he could not afford the Town too much of his time unless a definitive funding source is identified.



Memo

To: Selectboard

From: Chris Nolan, Executive Assistant to Town Manager & Selectboard

Date: September 29, 2022

Re: Community Garden Proposal

Selectboard- In gathering research on the proposal to establish a community garden in Ware, I reached out to the nearby municipalities of Amherst, Northampton, and Easthampton, all of which have successful community garden programs. I asked involved members from each of these three communities to summarize how they function, how they are funded, and what benefits they bring to the community.

The results were resoundingly enthusiastic and positive. While the operations vary slightly between the three communities' gardens, all three have designated Garden Committees at the head of their decision-making. Common trends included the warning that this type of project comes with a high demand for time, energy, and resources, and that highly-involved community members are essential to their success. Parks and Public Works Departments often assist with maintenance needs of the grounds where the gardens are located. Additionally, the water costs can be higher than anticipated (for instance, one seven-acre community garden had a water bill in excess of \$3,000 last month). To offset the costs of running such operations, the gardens charge a small upfront fee to users each year, but many make accommodations for those with limited income.

Members of the Garden Committees in all three communities mentioned were enthusiastic about the prospect of a community garden in Ware. Northampton's Committee specifically offered to provide a tour of their garden and answer any questions held by interested Ware residents.

CERTIFYING AUTHORITY TO FILE

I hereby certify that the Board of Selectmen of the Town of Ware (hereinafter referred to as the Applicant), at a meeting noticed and conducted in accordance with all applicable legal requirements, duly voted to authorize the Ware Town Manager to act on behalf of the Applicant, as its agent, in filing applications for, executing agreements regarding, and performing any and all other actions necessary to secure for the Applicant such loan(s) for construction or planning of Drinking Water Protection Projects as may be made available to the Applicant pursuant to the provisions of the Massachusetts Clean Waters Act (M.G.L. c.21, section 27-33E, inclusive, as amended) and the Water Pollution Abatement Revolving Loan Program (M.G.L. c.29C) for the following project:

Lead Service Line Inventory and Replacement Plan

I hereby certify that Stuart Beckley is the present incumbent of the position referenced above, and do hereby certify:

1. That the attached resolution is a true and correct copy of the resolution as finally adopted at a meeting of the governing body held on the _____ day of October 2022, and duly recorded in my office:
2. That said meeting was duly convened and held in all respects in accordance with law and to the extent required by law, due and proper notice to such meeting was given; and a legal quorum was present throughout the meeting, and a legally sufficient number of members of the governing body voted in the proper manner and for the adoption of said resolution; that all other requirements and proceedings under the law incident to the proper adoption or passage of said resolution, including publication, it required, have been duly fulfilled, carried out, and otherwise observed; and that I am authorized to execute this certificate:
3. That if an impression of a seal has been affixed below, it constitutes the official seal of the Applicant and this certificate is hereby executed under such official seal; but if no seal has been affixed, the Applicant does not have an official seal:

IN WITNESS WHEREOF, I have hereunto set my hand this

_____ day of _____, 2022.

(Authorized Signature)

AUTHORITY TO FILE

Whereas the Town of Ware, after thorough investigation, has determined that the work activity consisting of:

Lead Service Line Inventory and Replacement Plan

is both in the public interest and necessary to protect the public health, and that to undertake this activity, it is necessary to apply for assistance; and

Whereas, the Massachusetts Department of Environmental Protection (MassDEP) and the Massachusetts Clean Water Trust (the Trust) of the Commonwealth of Massachusetts, pursuant to Chapter 21 and Chapter 29C of the General Laws of the Commonwealth ("Chapter 21" and "Chapter 29C") are authorized to make loans to municipalities for the purpose of funding planning and construction activities relative to Drinking Water Protection Projects; and

Whereas, the Applicant has examined the provisions of the Act, Chapter 21 and Chapter 29C, and believes it to be in the public interest to file a loan application.

NOW, THEREFORE, BE IT RESOLVED by Board of Selectmen as follows:

1. That the Town Manager is hereby authorized on behalf of the Applicant to file applications and execute agreements for grant and/or loan assistance as well as furnishing such information, data and documents pertaining to the applicant for a grant(s) and/or loan(s) as may be required; and otherwise to act as the authorized representative of the Applicant in connection with this application;
2. That the purpose of said loan(s), if awarded, shall be to planning activities.
3. That if said award is made the Applicant agrees to pay those costs which constitute the required Applicant's share of the project cost.

2022 FALL TOWN MEETING WATER DEPARTMENT APPROPRIATION DRAFT ARTICLE FOR BOND COUNSEL REVIEW

ARTICLE ##

Lead Service Line Inventory and Replacement Plan

To see if the Town will vote to raise and appropriate borrow or transfer from available funds the sum of \$200,000 or some such sum for a Lead Service Line Inventory and Replacement Plan; The 2021 Lead and Copper Rule Revisions (LCRR) require all Public Water Systems (PWSs) to complete an inventory of utility- and customer-owned service lines connected to its distribution system and prepare a replacement plan by October 2024; including the payment of costs incidental or related thereto; and to determine whether this appropriation shall be raised by borrowing with the potential of borrowing from the Massachusetts Clean Water Trust through a 100% forgiveness loan or otherwise; or take any action thereon.

Motion/Vote

Motion/Vote language should be determined by Legal/Bond Counsel but needs to comply with the following requirements for SRF Funding

LOCAL APPROPRIATION

The applicant must demonstrate that sufficient funds are available to cover the total (both eligible and ineligible) project costs. This is accomplished by means of a vote of Town Meeting, City Council, Water Supply District, or other appropriate action. Local bond counsel should be consulted for exact language depending on whether the applicant uses general obligation or revenue obligation borrowing.

Important points to remember include:

- Note that the applicant can borrow from the Massachusetts Clean Water Trust in accordance with Chapter 29c, as amended, of the General Laws.
- The resolution must be certified.
- It must denote who can act on behalf of the applicant to file for and accept financing.
- It must specifically state the project(s) being authorized.



TOWN OF WARE

Town Manager

126 Main Street
Ware, MA 01082
413-967-9648 x100

Town Manager Report October 4, 2022

Updates

Thursday, I attended a conference hosted by the MA Regional Planning Agencies that included discussions by the State Secretariats and staff regarding available funds and programs for infrastructure, staffing and training. With additional federal funds available, including some programs that will be available directly to towns for transportation/road projects, the State will have programs in place to dispense the funds to towns.

Palmer Paving and DPW completed paving on several town roads this week.

The Water system flushing program is moving rapidly forward. This year is much more efficient with operation during the night hours. Zones 5 and 6 are being flushed October 1-2. This should be completed by the next week.

Yard waste and branches will be accepted at Robbins Road on October 8, 16, 22, 30 and the first two weekends of November.

The Town received a PARC grant for improvements at Memorial Field. A match is required from Town Meeting. Additionally the Department of Energy Resources notified the Town of an award of \$38,000 for the conversion of the HVAC system.

The Grants Coordinator completed grants this week with assistance from DPW, Planning and HR for Safety Training, Sidewalk improvements on Church Street, and a Disability Evaluation and Transition Plan.

After meeting with the Fire and Police Chiefs and the DPW Director about closing Church Street on Halloween trick or treating, October 29, the recommendation is to post the large electronic signs at either end of Church Street to notify motorists to slow down for trick or treaters. Cones can be placed to create a walkway where sidewalks may not exist on both sides.

The Parks Commission finalized approval of playground designs for Grenville Park. (one rendering is attached). The will tweak with the chosen contractor, have materials ordered and installation will be in the Spring.

An architectural firm, MHT, was chosen to prepare information and conceptual drawings for 75 Main Street. They will be touring the building with their engineers and estimators on Tuesday. The committee for the project will need expansion in order to prepare and present information to the public and Town Meeting.

Revised building documents for fire events are attached reflecting the changes requested by the Board at the last meeting. Additionally a change in the flow of solar permits should substantially change the final inspection sign-off time.

The Town Hall employees should be congratulated on their response to a first amendment audit two weeks ago. Because they were prepared by department heads and a memo prepared by KP Law, the staff handled the audit properly and professionally, literally in the face of the public eye.

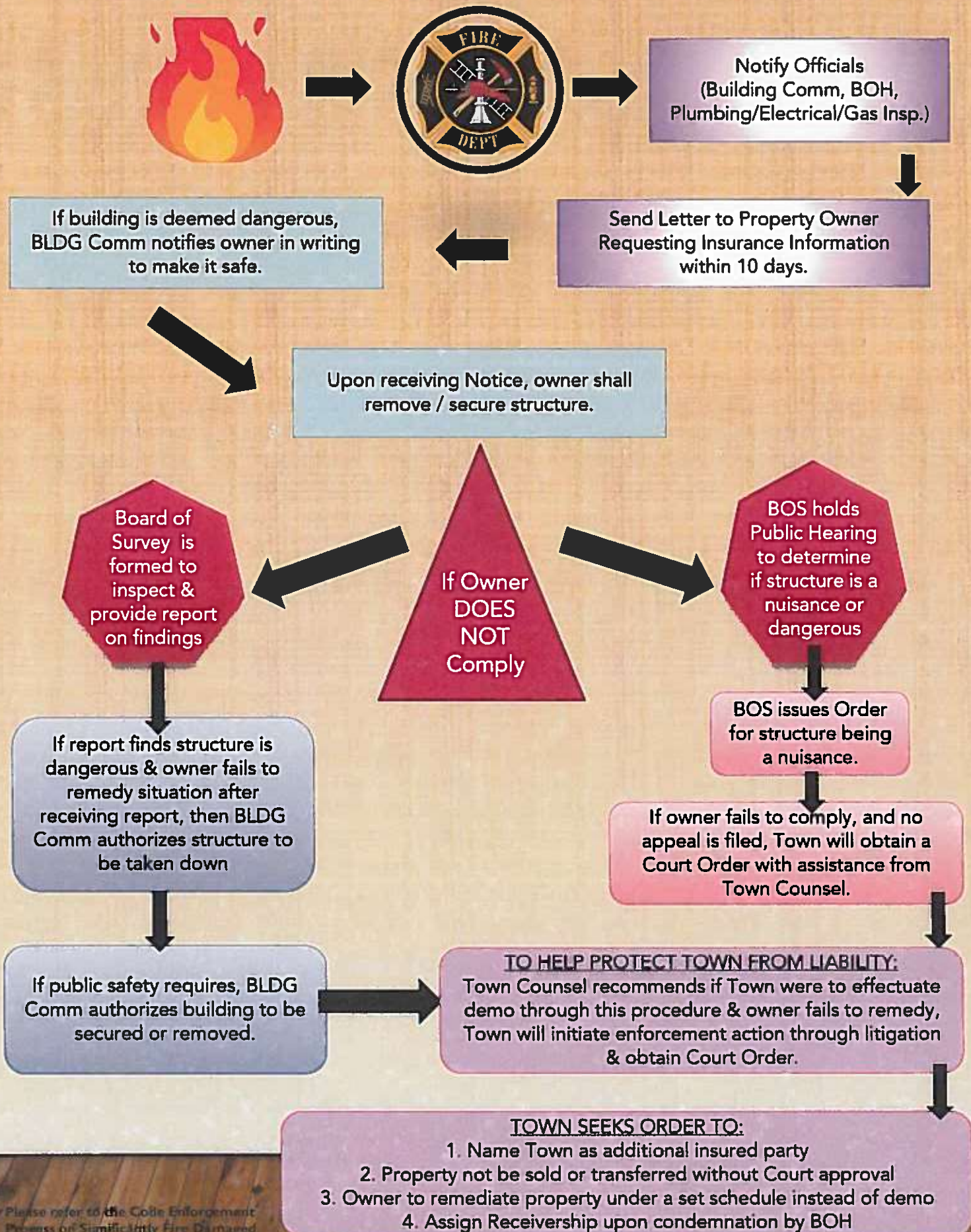
Firewood and old asphalt. Now that paving is complete for the fall, the DPW will begin work on the wood distribution list. As noted, the old clean asphalt berms will be sent to Palmer Paving for recycling.

The Town IT disables access (changes passwords) for employee accounts when they leave. The Town has cleared past employees from access to the website login.

Getting all board member townofware.com emails: this is recommended by the Town attorney. It does have a cost, which can be addressed. I believe that we would want all to participate in the Town's cybersecurity program.

Updating Committee memberships on the webpage. We will make it a practice to update web pages the date after the meeting where the appointments are made.

Flow Chart for Response to Significant Fire Damaged Structures



Please refer to the Code Enforcement Process on Significantly Fire Damaged Structures for more detailed information.

Revised 09/30/2022

CODE ENFORCEMENT OUTLINE APPLICABLE TO SIGNIFICANTLY FIRE-DAMAGED STRUCTURES

1. Fire Event

Building Commissioner to acquire insurance carrier information on the property from the owner. Written letter is preferred method referencing MGL C.186, §21, demanding amounts of insurance provided by each company.

All officials (Plumbing, Electrical, Board of Health and Building) to be notified of the event. Officials to conduct site visits and record findings. Reports are to be submitted and citations are to be issued, even if codes overlap.

2. Immediate Code Enforcement

Order is issued to owner of building for making building safe under 780 CMR 116, either by boarding up and securing or demolition and removal of damaged structure.

3. Demolition Order

An Order for Demo/Repair is issued by the Building Commissioner with legal guidance from Town Counsel. Supporting evidence to be included; gathered from Officials' Reports, Violations, Citations, Board of Survey Report (if conducted), Rehab plan (if proposed), Feasibility Reports, Estimates and Proof of being able to afford the work required. The pertinent MGL references are Chapters 143 and 139.

The Order is issued after the case is compiled and submitted to Town Counsel. Town Counsel will then initiate litigation if the order was not complied with.

Demolition Orders will occur under the following powers:

- By the Select Board; if property is deemed a nuisance
- By the Building Commissioner; upon findings in Report conducted by the Board of Survey
- By the Building Commissioner; in an Emergency (as in posing an immediate threat) resulting in an immediate knock-down of the standing structure. The pile of debris is then left to remediate at a later time. The cost of the emergency knockdown is paid by the Town and then placed as a lien on the property.

If the Town does not have the funds to demolish the building, the Town will seek an order from the court requiring the property owner to demolish at his/her own costs, or have a receiver appointed to do the work.

Repair Orders will occur under the following powers:

- Court Process: A Rehab plan, submitted by the restoration company, is upheld with set Milestones to assure progress. Additional enforcement is allowed under MGL C.139, §3B for the Town of Ware Building Department be a payee on any settlement payment to the mortgage holder on this property. Each payout requires the sign off by the Building Commissioner to assure the repair work had reached a set Milestone in the submitted plan under the Building Permit for the work.
- Receivership (by the Court): If property owner is not able to afford the repair, the Court appoints a Receiver to do the work. It is noted that the receivership process is easier under a Board of Health Order due to the Sanitary Code provisions.
- Prevention of sale: Town Counsel to seek order from the Court to prevent the sale of a damaged property prior to completing the necessary work for code compliance.

Memo: Roof mounted solar installations – change in procedure



Date: September 30, 2022

From: Anna Marques, Building Commissioner

A handwritten signature in dark ink, appearing to read "A. Marques", is placed to the right of the printed name.

The Building Department is implementing a change in the procedure for closing out Building and Electrical Permits for Roof Mounted Solar Installations effective October 1, 2022. The applicant/solar installation contractor will need to submit the required interior attic photos with the solar affidavit in order to schedule a final inspection with the Building Department. The Electrical Inspector will provide the authorization for the "Certificate of Completion for Simplified Process Interconnections" to National Grid upon receiving approval by the Building Commissioner.

