

Board of Selectmen: *Nancy J. Talbot, Alan G. Whitney, Tracy R. Opalinski, John E. Carroll, Michael P. Fountain*

Town Manager: *Stuart Beckley*  
sbeckley@townofware.com



**Board of Selectmen**  
**Ware Town Hall, 126 Main Street, Meeting Room**

**Regular Meeting Notice Agenda**  
**Tuesday, April 3, 2018 at 7:00 p.m.**

**Meeting Opened**

**Opening Remarks, Announcements, and Agenda review by Chair**  
**Announce MassBar Association Offers Western MA Dial-A-Lawyer (413-782-1659)**  
**to residents on Thursday, April 12, 2018, 4pm – 7pm.**

**Consent Agenda**

- **Approval of Minutes of February 27, 2018 and March 26, 2018**

**Comments and Concerns of Citizens**  
**Boy Scouts – Food Drive**

**Scheduled Appearances**

- **Request to Speak: Keith Krukas**

**Old Business**

- **McAvoy Health Insurance Request**

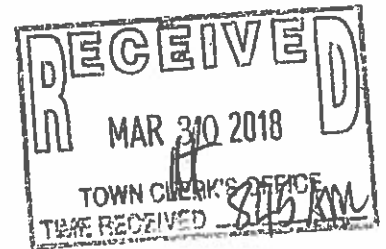
**New Business**

- **Approval of Appointment of Building Inspector**
- **Budget Gap Discussion**
- **Toll Road Application – Aspen Street Rod & Gun Club, Saturday, April 21, 2018**
- **Town Manager Evaluation, Contract**

**Town Manager Report**

**Adjournment**

*The next Board of Selectmen meeting will be held on Tuesday, April 17, 2018 at 7:00 p.m.*



# MASSBAR ASSOCIATION NEWS

20 WEST STREET, BOSTON, MA 02111-1204 • COMMUNICATIONS@MASSBAR.ORG

**FOR IMMEDIATE RELEASE:** March 29, 2018

**CONTACT:** Jason Scally (617) 338-0682; Cameron Woodcock (617) 338-0675

## **Massachusetts Bar Association offers free legal advice to Western Mass. residents by phone, April 12**

SPRINGFIELD, Mass. — Western Massachusetts residents can receive free legal advice on Thursday, April 12, through the Massachusetts Bar Association's semiannual **Western Mass. Dial-A-Lawyer call-in program**.

Volunteer lawyers from the MBA will field phone calls from 4 to 7 p.m., from residents of Berkshire, Franklin, Hampden and Hampshire counties who have legal concerns or problems. The legal advice is provided at no charge as a public service of the MBA.

The Dial-A-Lawyer phone number is **(413) 782-1659**. If a caller gets a busy signal, they are asked to hang up and try again. Normal telephone charges will apply. **(EDITORS, PLEASE NOTE: this number is only active from 4 to 7 p.m. on April 12.)**

The MBA's Dial-A-Lawyer program is co-sponsored by Western New England University School of Law, *The Republican*, *El Pueblo Latino*, the Massachusetts Association of Hispanic Attorneys and the Hispanic National Bar Association.

"Our Western Mass. Dial-A-Lawyer program provides an invaluable service by connecting dedicated volunteer lawyers with people in our communities who might not otherwise have access to a lawyer or know where to turn when challenging legal issues arise," said MBA President Christopher P. Sullivan. "It's an important part of our commitment as the statewide bar association to increase access to justice for every resident of the commonwealth."

*Incorporated in 1911, the Massachusetts Bar Association is a non-profit organization that serves the legal profession and the public by promoting the administration of justice, legal education, professional excellence and respect for the law. The MBA represents a diverse group of attorneys, judges and legal professionals across the commonwealth.*

**FREE legal advice  
at the push of a button**



**Dial-A-Lawyer**  
**(413) 782-1659**



**MASSBAR**  
ASSOCIATION

**Talk to a lawyer for free**  
**THURSDAY, APRIL 12**  
**4-7 p.m. ONLY**



Co-sponsored by Western New England University School of Law, *The Republican*,  
*El Pueblo Latino*, the Massachusetts Association of Hispanic Attorneys and the Hispanic National Bar Association



## **Board of Selectmen Ware Town Hall, 126 Main Street, Meeting Room**

### **Regular Meeting Minutes Tuesday, February 27, 2018 at 7:00 p.m.**

**Present:** Selectman Nancy J. Talbot, Selectman Alan G. Whitney, Selectman Tracy R. Opalinski, Selectman John E. Carroll, Selectman Michael P. Fountain, Town Manager Stuart Beckley, Clerk Mary L. Midura, Tree Warden Josh Kusnierz, Cemetery Commissioner Craig Simmons, Cemetery Commissioner Julie Bullock

**Meeting Opened by Chairman Talbot.** A moment of silence was held for the Parkland, Florida school victims.

#### **Proclamation: Arbor Day 2018**

Josh Kusnierz, Acting Tree Warden, noted that Arbor Day will be on April 27, 2018. He has been in communication with Dr. Dileo and the schools will observe this day with activities and planting of trees. Mr. Kusnierz also noted that he has donations in the amount of \$500 total toward this observance. **Selectman Whitney made the motion to add the proclamation to the grant application; Selectman Fountain seconded the motion. The motion passed unanimously (5-0).**

#### **Scheduled Appearances**

- **7:05 p.m. Joint Meeting with Cemetery Commission to Fill Vacancy in Office until April 9, 2018 Annual Town Election**
  - **Applicant: Lucas McDiarmid**

**Selectman Carroll made the motion to appoint Lucas McDiarmid as Cemetery Commissioner, Term to Expire April 9, 2018; Selectman Whitney seconded the motion. The motion passed on a Roll Call Vote of 7 Yes (Cemetery Commissioner Craig Simmons, Cemetery Commissioner Julie Bullock, Selectman Talbot, Selectman Whitney, Selectman Opalinski, Selectman Carroll, Selectman Fountain), 0 No.**

#### **Opening Remarks, Announcements, and Agenda review by Chair**

Selectman Opalinski questioned the following items:

Ballot question on roads – Selectman Opalinski noted that a public forum is needed to listen to citizens, assess the list of roads, learn how this will be implemented, will there be RFP. Mr. Beckley responded that this topic needs explanation from DPW to included funding, costs, and DOR guidelines.

Marijuana forum – Chairman Talbot responded that two separate forums may be needed. Mr. Beckley noted that Attorney Hurley or other qualified expert should present a forum.

Update on Water Treatment Plant – Mr. Beckley responded that the Town is paying the engineering bills and site design for the other side of the softball field, and this will go out to bid in the Fall of 2018.

Estimate is of one year to construct the Water Treatment Plant.

Town Manager: *Stuart Beckley*  
sbeckley@townofware.com

## **Consent Agenda -none**

### **Comments and Concerns of Citizens**

Phil Bourcier stated his concerns regarding the job done on Church Street and asked why a charged line was left under the street; this is a disaster waiting to happen.

Cathy Cascio questioned the ballot question on marijuana; Mr. Beckley noted it would ban recreational sales. Ms. Cascio stated that the Town Manager evaluation was not goal oriented or specific, and professional courtesy should be given to Stuart Beckley.

Pat Skutnik introduced herself, Jane Desjardins, and Carol Soltys as the Friends of Town Hall committee. There will be a Fashion Show and Luncheon on April 22, 2018 at 1:00 p.m. at All Saints Parish Hall. Tickets are \$15 sold in advance at Town Clerk's office, Dance Unlimited, and Crystal Springs Dairy Bar.

Bill Jackson stated that the Town Manager Evaluation appears to be a popularity contest; the Board of Selectmen should be doing this evaluation.

- **Request to Speak: Keith Krukas**

Keith Krukas stated that his concerns regarding the vehicles and ambulances were a result following the November 2017 town meeting. He has lived in town his whole life. The Fire Department budget seems to be controlled by one or two people, with accountability needed for vehicles, mileage, accidents, paper documents, requests for travel and reimbursements. Mr. Krukas presented copy of information he requested regarding Fire Department expenses and reimbursements, and questioned several individual items. Mr. Krukas asked for a State audit of this department. He had to pay for the provided information; Mr. Beckley noted that the charges of \$35 were for staff over two hours' work searching information in the basement. Mr. Beckley noted that the Chief and several staff participates in the National Fallen Firefighters events with funds that are donated. Mr. Beckley explained that stamps purchased were used for the letters sent to 4,500 residents for the Ambulance subscription notices. Mr. Krukas questioned accountability of the Hardwick ambulance use. Mr. Beckley noted an item questioned on page 3 of the presented information is currently being investigated. Mr. Krukas again asked for an audit to be done; Mr. Beckley noted the professional financial oversight of the Town Accountant, including the annual outside audit currently being conducted. Mr. Krukas stated there was nepotism in the Fire Department; Mr. Beckley noted that civil service is used for hiring of employees. Mr. Beckley noted also that any State audit would be costly to the Town. The Board of Selectmen further discussed the request for further audit; Mr. Beckley noted that the annual audit focuses on different departments as needed.

Cathy Cascio thanked Mr. Krukas for his questions and stated she has always had concerns regarding the Fire Department's need for an in-depth review and need for transparency.

## **Old Business**

- **Report of GPS Units Installed in Municipal Vehicles**

Mr. Beckley presented a list of twelve vehicles to have GPS units installed. Three must be approved at union discussion; the union questions how discipline would be implemented.

Jack Cascio questioned the steps necessary if the union did not want the GPS units installed; Mr. Beckley noted that, in theory, the town could still implement the GPS units, and the union could appeal. The Board requested that Mr. Beckley present an explanation of which units are turned on at the next meeting.

Selectman Opalinski made the motion to Table to March 20, 2018; Selectman Whitney seconded the motion. The motion passed unanimously (5-0).

#### **New Business**

- **Retroactive Approval of Conservation Commission Reappointments**
  - Kristen Rosenbeck, Term to Expire June 30, 2019
  - Dennis Cote, Term to Expire June 30, 2019

Selectman Opalinski made the motion to retroactively approve Kristen Rosenbeck and Dennis Cote to the Conservation Commission, each to a Term to Expire June 30, 2019; Selectman Whitney seconded the motion. The motion passed unanimously (5-0).

- **Approval/Acceptance of Restriction Limiting Discharge of Dredged and Fill Material: Wildflower Drive Lots 5, 6, 7, 11, and 21**

Mr. Beckley noted the letter from Conservation Commission with stated order of conditions.

Selectman Opalinski made the motion to approve/accept Restriction Limiting Discharge of Dredged and Fill Material for Wildflower Drive Lots 5, 6, 7, 11, and 21, as recommended by the Conservation Commission and DEP; Selectman Carroll seconded the motion. The motion passed unanimously (5-0).

- **Approval of Appointment, Building Inspector**

Selectman Whitney made the motion to dismiss to March 20, 2018; Selectman Opalinski seconded the motion. The motion passed unanimously (5-0).

- **Request to Open Warrant for Annual Town Meeting**

Selectman Opalinski made the motion to Open the Warrant for Annual Town Meeting, with deadline for submission of warrant articles to be Tuesday, April 10, 2018 at 4:00 p.m.; Selectman Whitney seconded the motion. The motion passed unanimously (5-0).

- **Request to Open Warrant for Special Town Meeting**

Selectman Opalinski made the motion to Open the Warrant for Special Town Meeting, with deadline for submission of warrant articles to be Tuesday, April 10, 2018 at 4:00 p.m.; Selectman Whitney seconded the motion. The motion passed unanimously (5-0).

- **Request to Set Hearing for Dangerous Dog – March 20, 2018**

Selectman Whitney made the motion to Set Hearing for Dangerous Dog for March 20, 2018 at 7:05 p.m.; Selectman Opalinski seconded the motion. The motion passed unanimously (5-0).

#### **Town Manager Report:**

Upcoming dates:

March 6 – Open Meeting Law Training, Monson

March 10- Rabies Clinic, Warren

March 14<sup>th</sup> – Pathfinder Vocational High School Budget hearing

April 9 – Town Election

April 21 – Clean up Ware

Town Manager: *Stuart Beckley*  
sbeckley@townofware.com

**Budget.** The Draft FY 2019 budget will be distributed to the Finance Committee by Friday. The total budget should be just over \$32 million, which is approximately a 3% increase over last year. Department budgets are still being tweaked, but some notable costs will be health insurance with a very modest increase of 0.9%, Pathfinder which had growth in enrollment, borrowing and retirement costs.

**The Solar project** for the landfill and Banas property has submitted plans to the Conservation Commission and Planning Board for permitting.

The Town hopes to submit a **Green Communities grant** for the replacement of existing streetlights with LED lights. This grant is due March 9. Cost savings is estimated at 30% of current budget.

**Personnel.** Postings for the Deputy DPW Director are up. Interviews for DPW Truck Driver and Building Inspector are being conducted.

Mary Midura has successfully sold the surplus police vehicles on Municibid, and will next sell surplus DPW vehicles.

The Capital Planning process includes taking inventory and long term planning.

Selectman Opalinski noted that the whole town is invited to participate in Clean Up Ware on April 21, 2018.

**Documents presented at meeting:** Arbor Day Proclamation, Application for Cemetery Commissioner: Lucas McDiarmid, Conservation Commission letter regarding Wildflower Drive Grant of Restriction Limiting Discharge of Dredged and Fill Material, Approval and Acceptance of Grant of Restriction Limiting Discharge of Dredged and Fill Material, Request to Speak letter from Keith Krukas, Documents of Fire Department expenses presented by Mr. Krukas to the Board of Selectmen, GPS Report, Notice of Opening of Warrants for Special Town Meeting and Annual Town Meeting on Monday, May 14, 2018.

Selectman Whitney made the motion to Adjourn Regular Session at 8:38 p.m.; Selectman Opalinski seconded the motion. The motion passed unanimously (5-0).

Attest: *Mary L. Midura*  
Mary L. Midura, Executive Assistant

Emergency Meeting  
Town of Ware  
Board of Selectmen

Monday – March 26, 2018  
6 PM

Present – Nancy J. Talbot, Alan Whitney, and Tracy Opalinski arrived at 6:03 PM

Not present – John Carroll, Michael Fountain

Also present – Stuart Beckley – Town Manager, Melina Boudreau – WRN Reporter

At 6:03 PM with the arrival of a third board member, the Chairman opened the emergency meeting and requested that the Town Manager provide information due to the resignation letter of Richard Kilhart – DPW Director. (Emailed to BOS members on Friday March 23, 2018 by Town Manager).

Mr. Beckley provided information about process and advertising of position, answered several questions by board members.

When questioned as to whether there were any issues regarding licenses held by employees for the Water Treatment and Wastewater Treatment Facility he indicated that we do not have any issues at present but was waiting to hear from a representative at DEP to insure this.

One of the questions asked by a member was “Will there be an exit interview?” and the he responded yes. Another question was “Do you think that the salary is too low?” and he responded that it has been an issue.

One of the members provided information to the Town Manager which might be helpful in the advertisement for the position of DPW Director. While it will be advertised on the MA Municipal Website, there are other publications which list positions such as this one, including the MA Highway Association. This could be used for the Deputy Director position too.

With no other questions or comments by those present, the Chairman asked that an update be made at the April 3<sup>rd</sup> Board of Selectmen meeting.

Motion to adjourn at 6:19 PM by Tracy Opaliski and seconded by Alan Whitney. All in favor (Talbot – yes, Whitney – yes, Opalinski – yes)

Respectfully submitted,

  
Nancy J. Talbot  
Chairman



## Midura, Mary

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**From:** Beckley, Stuart  
**Sent:** Friday, March 23, 2018 8:27 AM  
**To:** John Carroll\_Selectman; Talbot, Nancy; Tracy Opalinski\_Selectman; Alan Whitney\_Selectman; Michael Fountain\_Selectman  
**Cc:** Midura, Mary  
**Subject:** Dick Kilhart  
**Attachments:** Scanned from a Xerox Multifunction Printer.pdf

Hello,

Dick Kilhart has submitted notice of his resignation effective April 22. A copy is attached. I will post the vacancy today.

Stuart

March 22, 2018

Town Manager  
Town of Ware  
126 Main Street  
Ware, MA 01082

Mr. Stuart Beckley,

I wish to inform you that I would like to tender my resignation as DPW Director for the Town of Ware effective April 22, 2018. It has been a great pleasure working with you and the Town of Ware. I wish for continued success and progress as the community moves forward.

There have been several improvement projects leading to improved quality of life in Ware as a result of the DPW and its staff. I am proud of our accomplishments.

If there is anything I can do during the transition of responsibilities, please let me know.

Respectfully Submitted,

A handwritten signature in dark ink, appearing to read "Richard Kilhart", written in a cursive style.

Richard Kilhart  
DPW Director

3/25/18

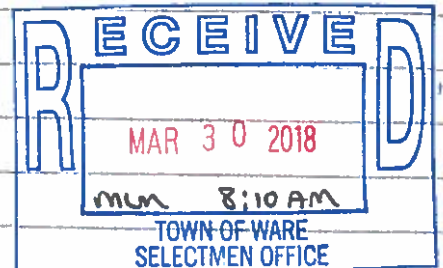
This is a formal Request  
From Keith Kruckas to  
speak at April 3, 2018 Selectman  
meeting Regarding Dpw  
~~request~~

Keith Kruckas

*[Signature]*

3/25/18

call all phone





## TOWN OF WARE

**Town Manager**

126 Main Street

Ware, MA 01082

413-967-9648 x100

March 28, 2018

To : Board of Selectmen

From : Stuart Beckley, Town Manager

Subject: Review of benefits for Mrs. McAvoy

The Town has reviewed its records regarding the disability retirement of Mrs. McAvoy and discussed the details with Hampshire County retirement.

The details are:

1. Mrs. McAvoy was a part time firefighter.
2. In December 1994, she was injured on duty and ceased working.
3. In 1994 she earned \$1,000.
4. In accordance with State Law 111F regarding injured on duty, the Town paid Mrs. McAvoy full-time pay for 1995, 1996, 1997, and 1998, approximately \$20,000 per year as required.
5. In 1999, she was granted accidental disability retirement with Hampshire County Retirement in accordance with MGL Ch32 Sec 85H. The 2017 payment of the retirement benefit would be approximately \$22,000 per year (see #8 below)
6. Because Mrs. McAvoy was not eligible for insurance (as a part time call firefighter), she was therefore not on town insurance at the time of her departure from town service. In accordance with Town Policy, she is therefore not eligible for Town Insurance.
7. In accordance with the definitions of MGL Chapter 32B, Call Firefighters are not considered employees for the purpose of insurance eligibility.
8. Mrs. McAvoy is currently not receiving a retirement benefit from Hampshire County. The receipt of a monthly retirement benefit is another requirement for insurance participation under the Town's policy.

I believe these details re-affirm that Mrs. McAvoy is not eligible to participate in the Town's insurance benefit for retirees.



## TOWN OF WARE

**Town Manager**

126 Main Street

Ware, MA 01082

413-967-9648 x100

March 28, 2018

To : Board of Selectmen

From : Stuart Beckley, Town Manager

Subject: Approval of appointment of Building Inspector

Please approve the appointment of Anna Szmyd Marques as the Building Inspector for the Town of Ware. As you may see from the attached resume, Ms. Marques is qualified based on her education, experience and ongoing training. She was approved by the Commonwealth to participate in the training and tests to become a local inspector and Building Commissioner. Ms. Marques has been an exemplary employee for the department, particularly in the area of customer service. I believe she will be a strong department head with great initiative.

Because of the Town's investment in the training and certification process, part of the agreement with Ms. Marques will be for a term of commitment. During the period of training, Mr. Rice will continue as official Building Commissioner to complete tasks and inspections that Ms. Marques will not be able to do.

I look forward to having a very successful, long-term department head for the Town of Ware.

Thank you for your consideration.

Anna Szmyd Marques  
33 West Street, Belchertown, MA 01007  
annamarques@charter.net • 413-563-7725

February 11, 2018

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


Dear Mr. Beckley

The Town of Ware has provided me with a beneficial insight to a challenge I have become most interested in. With the upcoming vacancy of the Building Commissioner, I have reflected on the feasibility and prospects of applying for this position.

I have begun to take steps towards achieving the required certification. The Local Inspector Certification Review Course began on January 30, 2018 and I have been fulfilling the requirements of the course. I also have submitted my application for Examination Approval by the Building Official Certification Committee. If approved, I may begin taking exams required for qualification as Inspector of Buildings/Building Commissioner. The requirement, if appointed as a Building Code Enforcement Official, is to submit the application for Examination Approval within 6 months and to pass exams for Inspector of Buildings/Building Commissioner within one year following the 6 months. My drive to pass the exams stems from a genuine feeling of pursuing my goals and a continuing loyalty to the Building Department of Ware. In addition to gaining knowledge on interpreting the building codes, learning zoning and related laws will also be essential. I will dedicate the time and efforts to every opportunity to continue to do so. My past work experience of conducting code reviews on proposed projects and site inspections for compliance with approved plans along with my studies on materials and building methods provided me with the foundation for this opportunity.

The benefit of working for the Town of Ware, in the Building Department, has given me an insightful grasp on the dedication this role requires. Though my current position does not allow me to act on or make decisions pertaining to public safety and zoning enforcement, I have been exposed to the paths taken to determinations and have seen the results and resulting actions. I am prepared to continue with proactive efforts to work together with other departments on promoting building and public safety.

Sincerely,



Anna Szmyd Marques

enclosure: resume

**Anna Szmyd Marques**  
33 West Street  
Belchertown, MA 01007  
413.563.7725 annamarques@charter.net

## **CAREER OBJECTIVE**

To attain the position of Building Commissioner, upholding code compliance to insure minimum Building standards and acquiring knowledge for interpretation and enforcement of Zoning bylaws.

## **EDUCATION AND TRAINING**

Local Inspector Certification Review Course, currently enrolled in 12-week course for preparation towards Residential Building Inspector, Commercial Building Inspector and Fire Plans Examiner Exams based on the ICC (2015 IRC, 2015 IBC, 2015 IFC, NFPA 13 and NFPA 72)

The Office of Public Safety and Inspections Milford District Office, Milford, MA

Bachelor of Science in Architectural Engineering Technology, Sept 1996

Wentworth Institute of Technology Boston, MA

MBREA Uniform Standards of Professional Appraisal Practice Version 2012-2013, MBREA Basic Appraisal Procedures, MBREA Basic Appraisal Principles

75 credit hours and 3 Exams passed, 2012

## **WORK EXPERIENCE**

Sept. 2016-present Building Department Assistant, Town of Ware, MA

Provides office support to Building Commissioner/Zoning Enforcement Officer using customer service skills processing permits and answering questions, coordinating information with various departments and assessing required actions in regards to inspections, zoning and complaints. Currently working on project to implement online permitting and tracking service obtained through a technology grant. Serves as clerk for the Town of Ware Conservation Commission.

2015-2016 Design Studio Specialist, Pottery Barn, Holyoke, MA

Utilized design expertise and product knowledge to provide one-on-one consultations for in-store and in-home clients. Provided accurate measuring and assessment of spaces for creation of design plans. Main contact for To-the-Trade Program; clienteling builders, designers and stagers, offering design support across the seven brands of Williams Sonoma, Inc. Catch-the Spirit Award obtained within first three months of employment.

2002-2006 Architectural Engineer, Associated Builders, Inc. South Hadley, MA

Worked on projects from conceptual designs for proposals and bidding to construction documents for permits and design-build. Analyzed building codes and worked on presentations for town approvals. Prepared estimates for clients' budget proposals. Work included mostly business and industrial uses for clients that were owners or developers. Carried out site visits for existing conditions and work progress assessments. Assisted Civil Engineers with site designs, drawings and calculations required for permits and approvals under strict deadlines.

1998-2002 Intern Architect / Job Captain, Tecton Architects Hartford, CT

Worked independently as sole designer with client to produce CAD drawings for design of voice-data-cabling rooms in field offices throughout the country. Researched and analyzed products and

codes for projects ranging from healthcare and office planning to major renovations and ADA compliance. Executed field visits to sites for drawing existing conditions for renovation work. Supported project architects in producing AutoCAD drawings from design development phase through construction document phase.

1995-1997                      HVAC Applications Designer, MacRitchie Engineering, Inc. Braintree, MA  
Acquired knowledge of building systems through field work and design. Coordinated with electrical and plumbing trades to submit full sets of engineering plans to the architect for various retail chains throughout the country in short time-frames. Produced HVAC plans and details in CAD. Estimated heating and cooling loads through data collection and calculations. Trained high school student in AutoCAD drawing.

1994-1995                      Assistant to the Engineer  
                                        Spring Semester - VA Medical Center, Jamaica Plain, MA  
                                        Summer Semester - Massachusetts General Hospital, Boston, MA  
Various tasks from measuring, CAD drafting, organizing record drawings and office support for engineers were acquired skills in these co-op semesters.

## VOLUNTEER EXPERIENCE

Jan. 2015–present          Historic District By-Law Commission for the Town of Belchertown  
Analytical participation in researching and establishing guidelines in the regulation over architectural features of buildings and structures in the Historic District.

2010–2015                      Swift River Elementary School Council, Parent Representative  
Monthly meetings with School Principal and Teacher Representatives to express parents' concerns to the council. Bring parents' opinions to the council regarding classroom size, school safety, curriculum and current concerns.

2011–2015                      Girl Scout Troop Leader  
Led a group of 15 girls through meetings and activities twice per month during the Daisy and Brownie years. Held annual trainings for troop's girls and parents on customer service in annual Fall Product Sales and Cookie Sales. Delegated tasks to volunteers for community events.

2011-2014                      Belchertown Community Preschool Executive Board Member  
Decision making role in a non-profit community preschool with regards to annual decisions on number of classrooms, teachers' contracts negotiations and rent negotiations.

2009-2011                      CSSR PTO Staff and Teacher Appreciation Co-Chairperson  
Implemented acts of kindness throughout the year for staff and teachers. Organized annual luncheon for all school staff members during Teacher Appreciation Week for two schools.

2007-2010                      Belchertown Community Preschool, Parent Volunteer  
Served as Registrar on the Parent Board for the Preschool, member of the Graduation Committee and acted as Publicity Chairperson for a non-profit preschool.

## PERSONAL ATTRIBUTES

I am reliable and committed, eager to take-on new challenges and enjoy explaining obtained knowledge. Volunteering and work experiences indicate commitment to civic duties and a dedication to a role that promotes public safety.



# Town of Ware

## Summary of Projected Revenues and Expenditures

Revenues	FY2016 Actual	FY2017 Actual	FY2018 Projected	FY2019 Projected	FY2020 Projected	FY2021 Projected	FY2022 Projected
Property Tax Levy	13,886,205	14,308,258	14,750,724	15,153,089	15,466,284	15,931,681	16,409,226
State Aid Cherry Sheet	10,988,918	11,719,955	11,751,402	11,983,261	12,220,046	12,481,858	12,708,787
MSBA Reimbursement	776,456	776,456	776,456	776,456	-	-	-
Estimated Local Receipts	2,278,837	2,327,611	2,341,167	2,386,167	2,386,167	2,386,167	2,386,167
Free Cash	853,787	611,843	800,752	673,360	273,360	273,360	273,360
Available Funds/Other Financing	196,000	179,500	310,500	-	-	-	-
<b>Total Revenues</b>	<b>28,980,203</b>	<b>29,923,623</b>	<b>30,731,001</b>	<b>30,972,332</b>	<b>30,345,857</b>	<b>31,053,063</b>	<b>31,777,539</b>

## Expenditures

General Government	1,187,168	1,166,829	1,194,739	1,266,955	1,283,997	1,301,297	1,318,858
Public Safety	3,006,018	3,143,143	3,104,509	3,189,491	3,224,843	3,260,618	3,296,822
Education	13,696,900	14,293,616	14,634,574	15,067,981	15,521,811	15,997,531	16,496,738
Public Works/Cemetery	809,084	800,406	893,205	949,472	963,275	977,302	991,568
Health and Human Services	591,766	440,937	448,495	457,037	484,715	472,532	480,490
Culture & Recreation	348,779	372,219	389,017	372,707	376,434	380,199	384,001
Debt Service/Capital Plan	1,660,158	1,700,534	1,735,000	2,380,281	1,341,844	1,293,395	1,274,115
Slate Assessments	1,176,550	1,095,425	1,087,152	1,127,765	1,169,963	1,213,811	1,269,373
Fixed Costs/Benefits	5,069,335	5,185,385	5,871,411	6,157,420	6,458,635	6,775,930	7,110,236
Risk Management	326,755	300,072	345,000	363,975	383,994	405,113	427,395
Other Amounts Raised	730,406	712,355	750,408	586,864	589,844	582,885	595,987
Misc/Other Uses	575,891	511,343	680,790	273,360	273,360	273,360	273,360
Transfers (Enterprise Indirect Costs)	(295,955)	(318,599)	(384,300)	(709,892)	(703,360)	(715,298)	(728,771)
<b>Total Expenditures</b>	<b>28,882,856</b>	<b>29,405,673</b>	<b>30,731,001</b>	<b>31,483,415</b>	<b>31,349,356</b>	<b>32,228,675</b>	<b>33,180,161</b>
<b>General Fund Surplus/(Shortfall)</b>	<b>77,347</b>	<b>517,950</b>	<b>(0)</b>	<b>(511,083)</b>	<b>(1,003,499)</b>	<b>(1,175,611)</b>	<b>(1,402,622)</b>

## Enterprise Funds

Enterprise Funds: Revenues	1,886,200	1,916,459	1,898,564	2,178,600	2,329,225	2,329,225	2,329,225
Enterprise Funds: Expenditures	1,299,208	1,389,982	1,514,264	1,488,708	1,625,865	1,613,926	1,600,454
Transfers (Enterprise Indirect Costs)	295,955	316,599	384,300	709,892	703,360	715,298	728,771
<b>Enterprise Surplus/(Shortfall)</b>	<b>291,038</b>	<b>229,878</b>	<b>0</b>	<b>(0)</b>	<b>1</b>	<b>0</b>	<b>(0)</b>
<b>Grand Total Revenues</b>	<b>30,846,403</b>	<b>31,840,082</b>	<b>32,629,565</b>	<b>33,150,932</b>	<b>32,675,082</b>	<b>33,382,288</b>	<b>34,106,764</b>
<b>Grand Total Expenditures</b>	<b>30,478,018</b>	<b>31,092,254</b>	<b>32,629,565</b>	<b>33,862,016</b>	<b>33,678,581</b>	<b>34,557,899</b>	<b>35,509,386</b>
<b>Total Surplus/(Shortfall)</b>	<b>368,385</b>	<b>747,828</b>	<b>(0)</b>	<b>(511,083)</b>	<b>(1,003,499)</b>	<b>(1,175,611)</b>	<b>(1,402,622)</b>
<b>Financial Impact of COLA Increase</b>	<b>0</b>	<b>0</b>	<b>16,761</b>	<b>34,418</b>	<b>81,877</b>	<b>130,283</b>	<b>179,648</b>
<b>Total Surplus/(Shortfall) after COLA</b>	<b>0</b>	<b>747,828</b>	<b>(16,761)</b>	<b>(545,501)</b>	<b>(1,085,376)</b>	<b>(1,305,894)</b>	<b>(1,582,270)</b>

## APPLICATION FOR THE CONDUCT OF A "TOLL ROAD"

Date Organization Established

MAIN STREET

3/10/18  
Date

cc: Toll Road Approved Applications File  
Police Department  
Fire Department

name	age	address
Don Harris	43	31 church St (ware)
Aslinn landstrom	42	31 church St (ware)
Brenda klusman	24	13 Silva St (monson)
Anne pelski	56	28 BerkShire circle (ware)
nate Berthiaume	41	1331 north St (ware)
Dewe young	42	
matthew Francoe	26	16 East St (ware)
Kon lord	26	206 Osborne Rd (ware)
Denise Blodgett	59	12 Storrs St (ware)
Betty Jurczyk	63	31 BerkShire cir (ware)
Theresa Messier	58	206 Osborne Rd (ware)



## TOWN OF WARE

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

March 28, 2018

To : Board of Selectmen

From : Stuart Beckley, Town Manager

Subject: Evaluation, Goals

Dear Honorable Board,

Attached are a copy of a draft set of Goals for the Town Manager for 2018 and a copy of my self-evaluation using the survey format presented by the Board.

I look forward to a completed evaluation and discussion of Goals with the Board, and then hopefully to discuss a contract.

Thank you.



## **TOWN OF WARE**

### **Office of the Town Manager**

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

To : Board of Selectmen  
From : Stuart Beckley  
Subject: DRAFT Proposed Goals -2018

Below is a list of Goals for the Town Manager for calendar year 2018. I would be pleased to discuss any or all of these with you or the Board, and to modify or expand the list as guided.

#### **Fiscal Management**

1. Prepare a balanced budget. With financial team, update the five year budget and capital expenditure model. Create plan for reducing budget to match anticipated gap.
2. Work with Insurance Advisory Committee to reduce premium increases.
3. Energy conservation and savings. Convert streetlights to LED with Green Communities Grant Program
4. To identify efficiencies within Town Departments including practices and cost savings. To increase departmental teamwork.
5. Review and identify revenue streams and cost savings including fees, taxes, and enterprises. Establish with the Board which are worthy of pursuit.

#### **Relationship with the Select Board**

1. With Board of Selectmen, establish basis for union negotiations. Initiate and complete negotiation process with four bargaining units.

#### **Long Range Planning**

1. Continue upgrades to Town Hall – Review electrical system, create plan for replacement. Increase information available on website.
2. Capital Planning. Complete capital plan and establish long-term funding strategy. Track large items which will need funding beyond the 5-year scope of the plan.
3. With departments, create a plan for infrastructure and redevelopment in the Mill Yard.

**Staff and Personnel Relations**

1. Create process and implement evaluations of Department Heads
2. Finalization of a Personnel Manual. Establish consistent policies and practices for employees. Offer training to all employees.

**Community and Intergovernmental Relations**

1. Recycling. Establish a recycling program for residents, including drop off center
2. Create and implement a sustainability plan for Quaboag Connector.
3. Prioritize, fund and implement construction from Pavement Management System
4. Create process and funding for clean-up/removal of problem properties.
5. Oversee Dog Park construction
6. Increase use of social media such as Facebook to quickly answer community questions. Delegate employee to oversee.

## Town of Ware Town Manager's Performance Self Evaluation FY18

Name of Person completing survey  
 Stuart Beckley, Town Manager  
 (Self)

Hired February 6, 2012

Strongly Disagree 1	Disagree 2	Slightly Disagree 3	No Opinion 4	Slightly Agree 5	Agree 6	Strongly Agree 7
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I. PERSONAL CHARACTERISTICS							
Exhibits honest & ethical behavior							✓
Displays non-partisanship						✓	
Acts in a fair & equitable manner							✓
Effectively identifies, evaluates & responds to unforeseen problems						✓	
Generates ideas & information bridging differences in conflict situations					✓		
Has ability to adapt & innovate when confronted with special demands						✓	
Sets specific objectives & mobilizes resources to meet those objectives.					✓		
Successfully meets deadlines					✓		
Follows through in the implementation of decisions						✓	
Follows through in implementation of Town of Ware Annual Meeting Appropriations							✓
Implements Town of Ware Bylaws						✓	
Implements Town of Ware Charter						✓	

Establishes & implements short & long term plans to meet present & future needs of Town of Ware					v		
Foresees changes & trends relevant to area(s) of accountability							

*Comments on Personal Characteristics:* I work very hard to be open, honest, fair, consistent and caring as Town Manager. This applies to officials, department staff and leaders, volunteers and the general public. This office faces new twists almost daily, so these traits are extremely important. Having an open door policy has worked well for responding to public concerns. With assistance from departments, we do monitor trends in budget, spending, and capital needs. I am aware of the departments' and committees' projects. I work to be thoughtful in my decision making processes. While this is not the fastest approach, I think it allows for review and foresight, and the ability to adapt to a variety of issues.

## II. PERSONAL & PROFESSIONAL GROWTH

Seeks to enhance skills & abilities through continuing education						v	
Implements new ideas gleaned from continuing education					v		
Implements MMA Massachusetts Municipal Association best practices for Town of Ware						v	

*Comments on Personal and Professional Growth:* There are many resources in Massachusetts to assist managers with actions and growth. Many are Mass Municipal Association based, including the MM Personnel Association, the MM Managers Association, and the Small Town Administrators Association. Each provides an extremely valuable and responsive listserve. Additionally, there are opportunities focused on insurance and procurement. I participate in all of these. I also participate in trainings that I believe will support the Town and other departments. Examples are planning sessions, grant opportunities, Complete Streets, Drug Free Communities, and Green Communities. I remain linked to the professional planning associations in order to help with land use activities.

## III. COMMUNICATIONS

Projects positive image of self and Town of Ware							v
Responds to citizen complaints/requests in a timely & clear manner						v	



Presents info & ideas effectively in a clear & organized manner verbally					✓		
Expresses info & ideas effectively in a clear & organized manner in writing							✓
Involves dept. heads &/or consultant's critical to Ware's planning processes						✓	
Assigns projects/work that utilize employee's and/or volunteer's skills, coordinates their efforts & monitors progress					✓		
Encourages departmental team work					✓		
Encourages interdepartmental team work						✓	
Articulates the Town's challenges, priorities, goals & objectives to the public, BOS, employees, public school & other organizations						✓	
Is well respected amongst the different sectors of the Ware community							
Is accessible to employees, volunteers & the public							✓
Accurately communicates to community using a variety of media channels & auto call					✓		

*Comments on Communications:* I always speak of Ware and its many attributes in a positive way. I have always had an open door policy. I believe this is useful and contributes to responsiveness to staff and citizens. We (town departments and town manager's office) try to respond to complaints as quickly as possible. Often however, resources, funds or other agencies are needed in order to respond. Departments need to get through their planned work, so responding to complaints needs to be prioritized in order not to interfere with other work. I think I have established a good working relationship with departments to balance priorities. I think I could do better learning and using social media as a method for information and community promotion.

#### IV. COMMUNITY RELATIONS

Successfully manages coordination of town programs & services						✓	
Promotes automation & innovation in customer service delivery				✓			
Keeps community informed of current issues in the Town & Town government					✓		
Town Hall maintains a business friendly environment to aid economic growth in Ware						✓	
Supports volunteer citizen groups							✓
Encourages citizen participation in town government						✓	

*Comments on Community Relations:* Automation for complaint reporting (See Click Fix program) did not work. Residents seem to prefer direct calls. I think the Town is strong in its relationships with volunteers, developers and other organizations. I think we communicate our support for all. The "Ware Cares" message is very important to me. Coordination is a team effort at which I think we generally succeed. Communications in the Town Manager's report and on the town's website are regularly provided, but can improve by creating a system of information sharing to the Board, committees, and community.

#### V. BOARD OF SELECTMEN RELATIONS

Works to address issues before they reach the BOS							✓
Provides quality analysis of policy issues & proposals					✓		
Works with BOS Chairman to establish an agenda that addresses issues in a timely manner						✓	
Implements policy matters & other directives adopted by BOS						✓	
Keeps BOS informed of issues & activities in federal, state & town government					✓		
Provides regular communications & information to BOS in matters relevant to their responsibilities i.e. changes to Town programs					✓		

Town Manager has implemented risk management practices in areas of accountability						✓	
Recognizes issues w/significant impact on the community that falls w/in BOS authority to provide feedback and communicates to BOS within a reasonable time period					✓		
Updates BOS regarding litigation strategies, proposed progress & settlements				✓			
Negotiates contracts including collective bargaining following BOS guidelines						✓	
Provides orientation & support to new BOS				✓			

*Comments on BOS relations:* Because I feel that I work to address issues before they become issues in front of the Board, I believe the area of board communication and feedback could be expanded. The Board and I should set a standard for communication of issues. The community and Board are made aware of larger issues

#### VI. STAFF LEADERSHIP & SUPERVISION

Executes performance management resulting in cooperative working atmosphere				✓			
Reviews Town Department Heads performance annually	✓						
Follows through in the implementation of management decisions						✓	
Hires adept employees						✓	
Holds employees accountable for completing quality work on time			✓				
Executes disciplinary measures when necessary					✓		
Collaborates with then clearly directs Dept. Heads in decision making				✓			

Ensures staff clearly responds in a timely manner to needs of committees/boards & commissions for plans/projects						✓	
Works to ensure a diverse workforce					✓		
Acknowledges employee accomplishments across all areas of Town government				✓			
Ensures employee(s) receive training to meet required federal & state standards					✓		
Works to ensure employee retention					✓		
Ensures Town of Ware code(s) enforcement execution by responsible depts.				✓			
Town Manager delegates responsibilities				✓			

*Comments on Staff Leadership and Supervision:* We have developed a strong, productive staff. I trust that they will use their skills to complete daily and long-term tasks. Discipline and personal accountability, therefore are not highlighted. Personnel issues/human resources greatly affect the position's time. We could use a stronger employee recognition program. The ability to delegate (and then hold accountable) is a weaker area. Within the Town's financial limits, we work hard to retain employees. We currently have a fully staffed water and sewer team with people who like to work here. Evaluations of department heads will be completed by summer 2018. These will be used to establish goals for the next fiscal year.

#### VII. FINANCIAL MANAGEMENT

Works to implement Government Finance Officers Association best practices for public budgeting						✓	
Identify budget variances & responds effectively to remedy					✓		
Identify & clearly communicate methods to slow & prevent projected budget shortfalls						✓	
Communicates regularly with Finance Committee						✓	
Communicates regularly with Capital Planning						✓	

Communicates regularly with Ware Public Schools regarding Finances					✓		
Creates guiding policies for Town's financial goals							✓
Measures efficiency & effectiveness of municipal operations & services					✓		
Coordinates annual budget process for Town departments in accordance w/needs, goals & priorities as set by the BOS							✓
Presents budget information in a manner that provides transparency by use of clear language and supporting documentation						✓	
Manages Town's debt program to balance the needs of town & rating agencies					✓		
Oversees both management of & maintenance of Town of Ware's assets						✓	
Develops & maintains a short & long term financial plan(s) based on best practices					✓		
Develops strategy for lowering costs related to post-employment benefits program (OPEB) obligations				✓			
Promotes efficiencies within Town Departments						✓	

*Comments on financial management:* The Town is in a financially stable position. The Town's bond rating improved at its last borrowing review. The Town has very little debt, and tries to maintain the level of borrowing at a consistent level to assist with budgeting. We adhere to financial policies which direct spending and reserves. Good communications occur with the mentioned committees. I work well with the School Superintendent and staff. I am aware of the school's goals and needs. The School Department is aware of the limits of Ware's budget. The budget presentation is not extravagant but highlights changes, needs and direction. The budget gap is addressed with conservative increases in expenses and conservative local receipt estimates while allowing for new growth.

#### VIII. GOAL SETTING & ACHIEVEMENT

Creates & facilitates an environment for strategic planning						✓	
Develops proposals for cost effective reorganization of Town's operations					✓		
Manages her/his time effectively					✓		
Monitors her/his goal progression within areas of accountability						✓	
Attains goals & objectives						✓	

**Comments on Goals:** I have accomplished most goals presented to the Board over the past several years. These are goals that include budgeting, negotiating, and physical/capital improvements. The time for long-term strategic planning about the Town's goals is a need. Our departments do really well working together. Open door policy impacts the daily progress toward larger goals, but I believe it to be important. Please see below for a list of some Town achievements in which the Town Manager has participated.

#### IX.

#### BOARDS/COMMITTEES/COMMISSIONS RELATIONS

Maintains professional working relationship with Town of Ware's Boards/Committees/Commissions to promote climate of mutual respect & trust							✓
Offers professional advice to Boards/Committees/Commissions i.e. alternatives & recommendations based upon thorough study & analysis							✓
Keeps Town of Ware's Boards/Committees/Commissions informed on major issues, events & concerns that may affect their area of accountability						✓	

**Comments on Committee Relations:** I believe I have a strong working relationship with the Town's committees and volunteer officials. I work to be helpful on all of their goals and projects. During the past year, I have worked with almost all committees on projects, planning or financing.

**Participating Achievements:**

- Open Space and Recreation Plan
- Funding for Capital Planning improvements )
- Annually balanced budgets
- Growth in School Department budget from 93% of Massachusetts Minimum Net School Spending level in 2011 to 110% anticipated in 2018.
- Implementation of Ware River Valley Rail Trail, phase 1
- Grant funding – Grenville Park Band Shell, Grenville Park roads, MVP Climate grant, Mass DOT grants (2) for Quaboag Connector, Drug Free Communities, Green Communities, United Way community dinners
- Department Head and staff hirings
- Care and maintenance of Town facilities. Sale of Town surplus buildings.
- Participation in local activities and with local and regional organizations and agencies
- Cooperative work with the Insurance Advisory Committee to change plans. Move retired teachers from GIC to Town insurance.