



## Town of West Newbury Board of Selectmen

Tuesday, November 13, 2018 @ 6pm  
381 Main Street, Town Office Building  
[www.wnewbury.org](http://www.wnewbury.org)

### AGENDA

#### Executive Session: 6pm in the Town Manager/Selectmen Office

- MGL Chapter 30A §21(a) 3: To discuss strategy with respect to collective bargaining or litigation if an open meeting may have a detrimental effect on the bargaining or litigating position of the public body and the chair so declares.
- MGL Chapter 30A §21(a) 2: To conduct strategy sessions in preparation for negotiations with nonunion personnel or to conduct collective bargaining sessions or contract negotiations with nonunion personnel;
- Executive Session Minutes dated October 15, 2018.

#### Open Session: 7pm in the First Floor Hearing Room

Announcements: This meeting is being broadcast on local cable TV and recorded for rebroadcast on the local cable channels and on the internet.

- Council on Aging and Board of Assessors hosting an information session November 14<sup>th</sup> at 12pm and December 5<sup>th</sup> at 5:30pm
- Rural Policy Advisory Committee Listening Session, Nov. 14<sup>th</sup> from 6-8pm at the Newbury Town Offices, 12 Kent Way, Newbury, MA
- Town Offices will be closed on November 22<sup>nd</sup> and November 23<sup>rd</sup> for the Thanksgiving holiday
- Holiday Tree Lighting, Thursday, November 29<sup>th</sup> starting at 6:30 on the Training Field
- Marine Corp. Toys for Tots: New, unused, unwrapped toys may be dropped off at the Public Safety Complex at 401 Main Street starting November 1st through December 3rd

#### Regular Business

- A. Requests for appointment to Cultural Council: Susan Dougherty, and Dot Cavanaugh
- B. Jon Shikes, Pack 26 Cubmaster Re: Use of town facilities more than six times per year
- C. Public Hearing with Board of Assessors: FY2019 Tax Classification Hearing
- D. Discussion of CPA surcharge and opportunity to discontinue – *request of Tom Atwood*
- E. Historical Commission, request for authorization to submit grant re: Survey & Planning Matching Grants
- F. Discussion of FY'20 budget and capital planning priorities with members of the Finance Committee and Capital Improvements Committee
- G. Discussion of composition and activities of the Personnel Committee
- H. Acceptance of Meeting minutes dated October 15, 2018

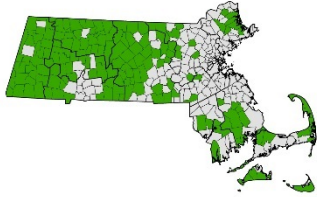
#### Town Manager Updates

- I. Discussion of existing town finance policies, Community Compact recommendations and forecasting tool
- J. Proposed review and evaluation of Town Offices' layout, administrative needs and staffing
- K. Project updates:
  - a. Recent meeting with PSRD Superintendent, Business Mgr. and representatives from Groveland and Merrimac regarding the Pentucket Regional School District Regional Agreement
  - b. Middle Street Bridge, update on design process and anticipated timeline
  - c. Bids received for water building, and next steps
  - d. Page School Generator, project update
  - e. OSHA trainings and work toward compliance by effective date of Feb. 1, 2019
  - f. Update on meetings with Mill Pond Committee and Conservation Commission regarding process for amending Mill Pond Management Plan and Pipestave/Mill Pond Conservation Restriction boundary
  - g. Overall project management framework
- L. Follow up meeting assignments
- M. Placing items for future agendas

Council on Aging and the Board of Assessors  
Hosting two informational sessions for  
Seniors, Veterans and the disabled

In collaboration with the Council on Aging, the Board of Assessors will be hosting two information sessions on tax abatements for seniors, veterans, and the disabled. There will also be a general overview of the tax assessment process giving attendees the ability to ask questions and become more informed about the process. The Council on Aging will also briefly cover the annual Medicare Enrollment process and answer any related questions.

Sessions will be held Wednesday, November 14, at noon and Wednesday, December 5, at 5:30 pm at the Council on Aging. For the November 14 event, lunch will be served. Those looking to attend should RSVP with Theresa at (978) 363-1104 or [coa@wnewbury.org](mailto:coa@wnewbury.org).



170 Rural Towns in Massachusetts

# Rural Policy Advisory Commission



---

## Essex County Listening Session

Wednesday, November 14, 2018 ♦ 6 - 8 pm  
Newbury Town Offices  
12 Kent Way, Newbury

Please RSVP to Nancy Lavallee at [nlavallee@mvpcc.org](mailto:nlavallee@mvpcc.org)

### Goal

*The goal of this series of listening sessions is to gather input from community leaders regarding the suggested focus areas to be included in the development the Massachusetts Rural Policy Plan. Listening sessions will be held in several regions across the Commonwealth.*

A survey is available to provide input at the [RPAC SURVEY](https://www.surveymonkey.com/r/RPAC2018) - <https://www.surveymonkey.com/r/RPAC2018>

Additional Listening Sessions locations & dates can be found at <https://www.mass.gov/service-details/rural-policy-advisory-commission-rpac>

### Draft Agenda

1. Welcome
2. Overview of The Rural Policy Advisory Commission
3. An Overview of Demographic and Socio-Economic Trends in Massachusetts Rural Towns, Including:
  - a. Comparisons of The Aggregate of Rural Towns to The State
  - b. Comparisons of Regional Differences Among Rural Towns
4. Introduction to Massachusetts Rural Policy Plan
5. Discussion of Proposed Plan Focus Areas

<http://www.cmrpc.org/rural-policy-advisory-commission-listening-session>

A

RECEIVED

NOV - 8 2018

BOARD OF SELECTMEN  
TOWN OF WEST NEWBURY



**TOWN OF WEST NEWBURY**  
**APPLICATION FOR APPOINTMENT**

The Town appreciates your interest in serving. Please complete this form and return to: Board of Selectmen, 381 Main Street, West Newbury, MA 01985 or e-mail to: [selectmen@wnewbury.org](mailto:selectmen@wnewbury.org)  
For additional information please call 978-363-1100, ext. 115.

Name: SUSAN DOUGHERTY

Address: [REDACTED]

e-mail: S [REDACTED]

Mobile phone: [REDACTED] Home phone: [REDACTED]

Board(s) or committee(s) you are interested in volunteering on:

CULTURAL COUNCIL

Current or past committees served on: CULTURAL COUNCIL 2006-2009  
2009-2012, 2013-2016-

Relevant skills, expertise and education: FORMER ART TEACHER,  
REALTOR, CHAIRMAN OF CULTURAL COUNCIL

All board or committee vacancies will be filled by citizens deemed most qualified to serve in a particular capacity. I also understand that in the event that I am appointed to a position, my activities will be governed by the Massachusetts Conflict of Interest Law, Open Meeting Law, Public Records Law, the Bylaws of The Town of West Newbury and all other applicable federal, state and local laws or regulations.

Signature: Susan Dougherty Date: 11/8/18



A  
RECEIVED

NOV - 8 2018

BOARD OF SELECTMEN  
TOWN OF WEST NEWBURY



**TOWN OF WEST NEWBURY**  
APPLICATION FOR APPOINTMENT

The Town appreciates your interest in serving. Please complete this form and return to: Board of Selectmen, 381 Main Street, West Newbury, MA 01985 or e-mail to: [selectmen@wnewbury.org](mailto:selectmen@wnewbury.org)  
For additional information please call 978-363-1100, ext. 115.

Name: M. DOROTHY CAVANAUGH

Address: [REDACTED]

e-mail: N/A

Mobile phone: N/A Home phone: [REDACTED]

Board(s) or committee(s) you are interested in volunteering on:

CULTURAL COUNCIL

Current or past committees served on: \_\_\_\_\_

Relevant skills, expertise and education: PRIDE COMMITMENT TO THIS

AND OTHER COMMITTEES

All board or committee vacancies will be filled by citizens deemed most qualified to serve in a particular capacity. I also understand that in the event that I am appointed to a position, my activities will be governed by the Massachusetts Conflict of Interest Law, Open Meeting Law, Public Records Law, the Bylaws of The Town of West Newbury and all other applicable federal, state and local laws or regulations.

Signature: M. Dorothy Cavanaugh Date: 11/8/18

1st term 2011-2014 (June 15<sup>th</sup>)  
2nd term (9-8-15) 2015-2018 (June 15<sup>th</sup>)

**From:** [CubMaster Pack 26 West Newbury, MA](#)  
**To:** [Selectmen](#)  
**Subject:** Cub Scouts - Request to be put on 11/13 Agenda - Request for exception from 6 meetings per calendar year on Town property  
**Date:** Wednesday, November 07, 2018 9:45:48 AM

---

Greetings Board of Selectmen Members,

My name is Jon Shikes and I became the Cubmaster of West Newbury's Pack 26 in June 2018. This email is to respectfully request to be put on the Agenda for the upcoming Selectmen's meeting on Tuesday, November 13.

We are requesting an exception for the Cub Scouts regarding the limit of six (6) meetings per calendar year on Town property.

I am excited to inform you that we have a robust Pack this year, with several new Scouts. We have a total of 40 Cub Scouts (grades 1-5) in our Pack this year, a 25% increase from last year!

Our Pack is made up of seven (7) Dens. Each Den is comprised of Scouts within the same grade (two 4th/5th grade Dens, one 3rd grade Den, two 2nd grade Dens and two 1st grade Dens).

We meet once per month as an entire Pack (larger gatherings with 50+ people), and each Den meets once or twice per month as a Den (smaller gatherings with less than 20 people). Sometimes Dens meet at the Den Leader's house, but as our numbers continue to grow and the size of our Dens grow larger, it makes it more desirable to hold Den meetings in larger venues.

We have already booked our Pack meetings (larger gatherings) through February 2019 in both the Town Annex and the Old Town Hall.

It would be great if Dens (smaller gatherings) had the opportunity to also meet on Town property.

We realize the Town Annex books up quickly. However, Dens can meet in the Old Town Hall, which I understand from the assistant Town Administrator has much more availability.

I look forward to meeting with you on November 13 if placed on the Agenda.

We appreciate your consideration on this matter.

Sincerely,  
Jon Shikes, [REDACTED] West Newbury  
Cubmaster - Pack 26

--



**Town of West Newbury**  
**381 Main Street**  
**West Newbury, Massachusetts 01985**

**Angus Jennings, Town Manager**  
**978-363-1100, Ext. 111 Fax 978-363-1826**  
[townmanager@wnewbury.org](mailto:townmanager@wnewbury.org)

TO: Board of Selectmen  
 FROM: Angus Jennings, Town Manager  
 DATE: November 9, 2018  
 RE: Estimated Tax Rate FY19

---

In anticipation of the Tax Rate Classification Hearing on Tuesday night, please find enclosed the supporting documentation provided by the Chief Assessor to explain the tax rate process and provide historical data. The attached information is subject to change upon submitting the completed forms to the Department of Revenue. However, we believe this to be complete and accurate.

At Tuesday's public hearing, the Board of Selectmen will be asked to:

- 1) Vote to adopt a single tax rate
- 2) Vote not to adopt the Open Space Discount
- 3) Vote not to adopt the Residential Exemption
- 4) Vote not to adopt the Small Commercial Exemption

**Based on the approved budget, certified New Growth, certified FY19 Assessed Valuation, and other factors, and assuming that the Board votes as outlined above, we estimate a FY19 tax rate of \$14.57, a modest increase of 1 cent from the FY18 tax rate.**

From FY18 to FY19, there was an increase of more than \$46M in assessed single-family home values town-wide, and the average single-family home value increased by more than \$30,000 (see slide 19 in the enclosed presentation slides). This increase in Assessed Value results in an increase in the estimated tax bill for the average single-family home from \$7,850 in FY18 to \$8,301 in FY19, an increase of \$450.93. This increase is driven almost entirely by the increase in Assessed Values – not in the projected tax rate. If the Assessed Value of a single-family home valued at \$539,137 – the FY18 average value – remained unchanged from FY18 to FY19, an increase of \$0.01 in the tax rate would translate to an increase of \$5.39 in the annual tax bill.

The Chief Assessor and the Board of Assessors will be in attendance at Tuesday's public hearing.

*cc: Chief Assessor; Board of Assessors; Town Accountant; Treasurer/Collector; Finance Committee*

# **TOWN OF WEST NEWBURY**

## **Fiscal Year 2019**

### **Classification Presentation**



**HAPPY BICENTENNIAL WEST NEWBURY!!**

**Presented by: Meredith Stone, MAA Chief Assessor & Board of Assessors**



# PURPOSE OF THE CLASSIFICATION HEARING

- ⑤ MGL Ch. 40 § 56 - Allows a shift in the tax burden between property classes.
- ⑤ This does not change the total tax levy for the community; it simply determines the share to be borne by each class.

# SHIFTING THE BURDEN

- ④ The share of the levy for the Commercial, Industrial and Personal Property classes (CIP) may be increased by up to 50% as long as the residential and open space classes raise at least 65% of what they would have raised without the shift.
- ④ If the Minimum Residential Factor would be less than 65%, the community cannot make the maximum shift and must use a CIP factor less than 1.50.
- ④ Approximately 30 % of cities & towns have split rates.

# OVERVIEW OF THE REVALUATION & CLASSIFICATION PROCESS

- ⑤ **Every 5 Years** – Assessments must be at 100% Fair Market Value, certified and audited by Mass. Dept. of Revenue
- ⑤ **Every Year** – Assessors must make interim adjustments to be at 100% Fair Market Value, certified by Mass. Dept. of Revenue
- ⑤ **After Valuation** – All properties must be classified according to usage

Once properties have been classified and certified, the Board of Selectmen hold a public hearing.

The Board of Assessors present information to the Board of Selectmen, who then vote whether to establish different rates, or to tax all classes of property at the same rate by adopting a minimum CIP factor of "1".



# What Happens At The Classification Hearing

The Board of Selectmen vote on four different issues

- ④ Selection of a CIP Factor
- ④ Open Space Discount
- ④ Residential Exemption
- ④ Small Commercial Exemption



# ISSUES FOR CONSIDERATION

- ④ % Res. vs. % Comm./Ind./PP
  - ④ 97.2907%= Residential/Open Space 0 %
  - ④ 2.7093% = Commercial/Industrial/Personal Property
  
- ④ Make-up of the Comm./Ind. Classes:
  - ④ 0 % big business
  - ④ 2.71 small business/ (Mom and Pop)/ Industrial/Impact (Manufacturers)& personal property

- ④ *Will an increase in the C & I properties significantly lower the burden on the Res? NO*
- ④ Will an increase in the C & I properties slow the development of big business, or drive smaller businesses out of town? YES
- ④ Historically West Newbury has had a residential factor of one (1). A shift would increase business taxes and provide no relief for residential taxes

# FOUR CLASSES OF PROPERTY

## RESIDENTIAL



## COMMERCIAL



## INDUSTRIAL



## PERSONAL PROPERTY



# YOUR TAX RATE

## Tax Rate is Made up From:

- ⑤ Total taxable real estate and personal property
- ⑤ Town meeting appropriations
- ⑤ State aid
- ⑤ Town Revenues
- ⑤ Expenditures
- ⑤ New Growth
- ⑤ Debt Exclusions and overrides

# LEVY LIMIT

**Levy Limit** – The Maximum amount the Town can levy in a given year. The levy limit can grow each year by 2 ½ percent of the prior year's levy limit plus new growth and any Proposition 2 ½ overrides.

**Maximum Allowable Levy** – This is the Levy Limit plus Debt Exclusions or other adjustments allowable.

**Excess levy capacity** – The difference between the levy limit and the actual levy. When the Board of Selectmen sign the LA5 form after the classification hearing they also acknowledge that they have been advised of any excess levy capacity for that fiscal year.



# OVERRIDES AND DEBT EXCLUSIONS

## **Proposition 2 ½ Override –**

Permanent increase above the 2 ½ % allowed under Proposition 2 ½.

**Debt Exclusion** – Temporary increase above the 2 ½ % allowed under Proposition 2 ½.

# WHAT IS NEW GROWTH?

**New Growth** – New Growth is the increase in property values due to:

- ⑤ New construction
- ⑤ Improvements to properties
- ⑤ Subdivisions
- ⑤ New Condominiums
- ⑤ Return of exempt property to the tax rolls

- ⑤ New Growth is added to the levy limit and increases the Town's taxing capacity.
- ⑤ It is formulated by multiplying the previous years tax rate by the total new growth in value for each class.
- ⑤ Must be submitted to the Bureau of Local Assessment annually and be certified prior to setting the tax rate.

# FISCAL YEAR 2019 LEVY LIMIT CALCULATIONS

**\*\*NEW GROWTH & LEVY ARE ESTIMATED\*\***

Fiscal Year 2018 Levy Limit	\$13,212,301
Amended FY 2018 New Growth	\$0
<b>Subtotal</b>	<b>\$13,212,301</b>
2.5% Allowable Levy Increase	\$330,308
FY 2019 New Growth	<b>\$110,872</b>
FY 2019 Prop 2 ½ Override	\$0
<b>2019 Levy Limit</b>	<b>\$13,653,481</b>
FY 2019 Debt Exclusions	\$ 664,559
<b>FY 2019 Max. Allowable Levy</b>	<b>\$14,318,040</b>

# Board of Selectmen

As to the minimum residential factor, the vote should simply be something like “The BOS adopts a residential factor of XXX for fiscal year 2019,” where XXX is a factor between 1.00 and the minimum residential factor. A vote of 1.00 results in a single rate for all classes, while the minimum residential factor shifts the legal maximum amount of taxes unto the CIP properties.





# SELECTION OF THE RESIDENTIAL FACTOR

- ④ The minimum residential factor for FY2018 97.2894
- ④ This years MRF using 150% shift to CIP is 98.6076
- ④ For FY 2019 the minimum residential Factor share in current year using 150% shift to CIP 95.9360

# HISTORIC TAX RATES

Fiscal Year	Residential Tax Rate
2019	\$14.57 TBD
2018	\$14.56
2017	\$14.55
2016	\$14.63
2015	\$15.69
2014	\$15.80
2013	\$15.75
2012	\$14.83
2011	\$13.68
2010	\$12.92
2009	\$12.08
2008	\$11.34
2007	\$10.79
2006	\$10.16
2005	\$10.17
2004	\$ 9.68
2003	\$12.22
2002	\$11.61
2001	\$11.72
2000	\$12.74
1999	\$13.47
1998	\$14.09
1997	\$14.95
1996	\$14.77
1995	\$15.29
1994	\$15.73
1993	\$15.01

<b>DOR Code</b>	<b>Year</b>	<b>Single Family Values</b>	<b>Single Family Parcels</b>	<b>Average Single Family Value</b>	<b>Single Family Tax Bill*</b>	<b>Rank**</b>
324	2013	607,427,900	1,337	454,322	7,156	44
324	2014	616,881,300	1,344	458,989	7,252	46
324	2015	644,831,600	1,354	476,242	7,472	47
324	2016	708,878,300	1,357	522,386	7,643	47
324	2017	721,692,600	1,362	529,877	7,710	50
324	2018	738,617,100	1,370	539,137	7,850	51
324	2019	785,068,500	1,378	569,716	8,301	TBA

West Newbury - 324

CLASSIFICATION OPTIONS

CLASS	VALUE	%		RESIDENTIAL EXEMPTION		SMALL COMMERCIAL EXEMPTION	
Residential	920,777,723	97.2907	R & O %	# of Eligible Parcels	0.000000	# of Eligible Parcels	0
Open Space	0	0.0000	97.2907	Res Parcel Count	0	Total Value of Eligible Parcels	0
Commercial	7,776,755	0.8217		Res Exemption %	0.0000	Comm Exemption %	0.0000
Industrial	2,050,200	0.2166	C I P %	Total Res Value Net of Exemption	920,777,723	Total C & I Value Net of Exemption	9,826,955
Personal Property	15,814,620	1.6710	2.7093				
Total	946,419,298	100.0000					

ENTER A LEVY (ESTIMATED IF NEC)

Levy	13,786,216
Single TaxRate	14.57

ENTER CIP SHIFT RANGE

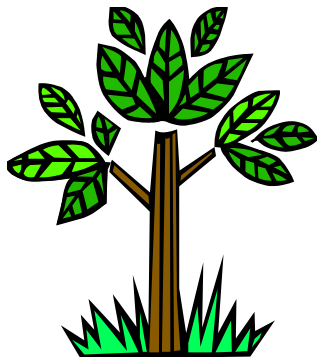
Shift Range	1.00	1.02
Shift Increment %		1.00
Max Shift Allowed		1.50

Note: This table should be used for planning purposes only. Actual calculations may differ slightly due to rounding. For actual calculations, complete Recap.

CIP Shift	Res Factor	Share Percentages							Levy Amounts					Estimated Tax Rates				
		Res SP	OS SP	Comm SP	Ind SP	PP SP	Total SP	Res LA	OS LA	Comm LA	Ind LA	PP LA	Total LA	Res ET	OS ET	Comm ET	Ind ET	PP ET
1.0000	1.0000	97.2907	0.0000	0.8217	0.2166	1.6710	100.0000	13,412,706	113,281	29,861	230,368	13,786,216	14.57	0.00	14.57	14.56	14.57	
1.0100	0.9997	97.2636	0.0000	0.8299	0.2188	1.6877	100.0000	13,408,971	114,414	30,160	232,671	13,786,216	14.56	0.00	14.71	14.71	14.71	
1.0200	0.9994	97.2365	0.0000	0.8381	0.2209	1.7044	100.0000	13,405,236	115,547	30,458	234,975	13,786,216	14.56	0.00	14.86	14.86	14.86	

# VOTE ON THE OPEN SPACE DISCOUNT

Open Space Discount – A shift of up to 25% can be adopted by vote of the Board of Selectmen for all property that is classified as Open Space. This exemption is borne by the residential classes of properties, and will increase the residential tax rate without affecting the Commercial/Industrial/Personal Property classes.



# OPEN SPACE TAXATION IN WEST NEWBURY

- All classified open space is currently in Chapter 61, Chapter 61A or Chapter 61B.
- These Chapter lands are assessed at 25% of their fair market value or lower.
- An additional discount would not benefit West Newbury or the taxpayer.

# OPEN SPACE TAXATION EXAMPLE

- 10 Acres of excess land at full and fair cash value is \$3,500 per acre X 10 Acres = \$35,000 Assessment.
- Same Land in Chapter 61A is valued based on its soil type from the Farmland Valuation Advisory Commission.
- Assessment in Chapter 61A:  
10 Acres x \$160 per acre = \$1,600

# VOTE ON THE RESIDENTIAL DISCOUNT

Grants up to a 20% Discount to Owner Occupied Residential Properties:

Exclusions to this exemption are:

- ④ Vacant Land
- ④ Seasonal Homes
- ④ Residential Properties not occupied as a primary residence by the owner

The impact is to the overall residential class, and shifts the burden from the “less expensive” properties onto the higher priced and non-resident homes. Benefits would be to communities with a high number of vacation homes, or non-owner occupied properties.



# VOTE ON THE RESIDENTIAL DISCOUNT

## Summary:

### ✔ Qualification Process:

- ✔ Shift in Tax Burden results in a lengthy qualification process which may delay tax bills.

### ✔ Financial Considerations:

- ✔ Under estimating qualified residents may result in an overlay deficit
- ✔ Over Estimating qualified residents will result in over taxation or a surplus and risk exceeding the Levy Limit.

# Minimum Residential Tax Rate

- Residential Factor of 1 would yield a single tax rate of \$14.57 per thousand of value.

- Tax Levy:

$$\begin{aligned} & \$13,415,734.87 / \text{Value: } \$920,777,723.00 \\ & = (0.01457) \times 1000 = \text{Single Tax Rate: of} \\ & \$14.57 \end{aligned}$$

# FY 2019

- ▶ Starts:
- ▶ July 1, 2018
- ▶ Ends:
- ▶ June 30, 2019
- ▶ Property Values for FY 2019
- ▶ FY19 Average home price-\$569,716
- ▶ FY19 Property Values are based on Calendar Year 2017 Sales
- ▶ Assessment Dates as of January 1, 2018
- ▶ Condition of Property as of June 30, 2018

# VOTE ON THE SMALL COMMERCIAL EXEMPTION

The other option for the Board of Selectmen is the granting of a commercial exemption of up to 10% to certain small commercial properties.

# SMALL COMMERCIAL EXEMPTION

- ④ Shifts the tax rate between properties occupied by qualifying small businesses onto the other commercial and industrial properties.
- ④ Does not have any effect on the residential and personal property tax rates.

# QUALIFICATIONS FOR THIS EXEMPTION

## A Property:

- ④ Must Be Assessed at less than \$1,000,000 and employ 10 or less employees.
- ④ Does Not have to be owner occupied.
- ④ For Multi-business parcels all businesses must qualify.

# QUALIFICATIONS FOR THIS EXEMPTION (Cont.)

- Must be classified as commercial or mixed use commercial.

*\*Industrial properties do not qualify, but do share the tax burden if the exemption is adopted.*

# DRAWBACKS TO COMMERCIAL EXEMPTION

- Ⓢ Only the commercial properties can qualify, but the industrial class must share the burden.
- Ⓢ The owner of the property, rather than the business occupying the site, receives the tax benefit.
- Ⓢ The qualification process for the Board of Assessors is time consuming and cumbersome.



# BOARD OF ASSESSORS WILL MAKE A RECOMMENDATION

The Board of Assessors recommend that the Select Board:

- 1) Vote to adopt a Single Tax Rate
- 2) Vote not to adopt the Open Space Discount
- 3) Vote not to adopt the Residential Exemption
- 4) Vote not to adopt the Small Commercial Exemption

**From:** [Thomas Atwood](#)  
**To:** [Selectmen](#)  
**Cc:** [Town Manager](#); [Glenn Kemper](#); [Joe Anderson](#); [David Archibald](#)  
**Subject:** Agenda Request: Community Preservation Act (CPA) Tax Discontinuance  
**Date:** Tuesday, October 23, 2018 1:50:47 PM

---

To the Honorable Board of Selectmen,

I am requesting to be added to the Selectmen's agenda for the first Selectmen's meeting in December to discuss with the Selectmen the Town's CPA tax and the opportunity to discontinue it. Please let me know if the agenda request is approved.

I look forward to the opportunity to speak with you then.

Best Regards,

Tom Atwood

**Thomas M. Atwood, CFA**



E

The Historical Commission would like to apply for 50% matching grant from the Massachusetts Historic Commission's "Survey & Planning Matching Grants".

This will be our second application for funding from the MHC. We will be asking for \$25,000.00 of which \$12,500.00 will be coming from CPA funds.

We would like to continue to inventory all homes in West Newbury that are 100 years old or older.

Attached is a copy of the application and the narrative that will be sent to MHC.

Historical Commission



Bob Janes, Chair

RECEIVED

NOV - 7 2018

BOARD OF SELECTMEN  
TOWN OF WEST NEWBURY





The purpose of this project will be to undertake a community wide survey of between 100-115 primary residences and outbuildings within the Town of West Newbury that are over one hundred (100) years of age, following Massachusetts Historical Commission (MHC) survey standards and methodology.

The community survey will identify buildings and structures that are architecturally and historically significant to the history and development of West Newbury. The survey will include both representative and outstanding examples of building forms, types, and styles present within the community.

Our survey will consider the full range of cultural resources in terms of period, theme, property type, architectural form and style, as well as geographic distribution. It will consider all periods of architectural and historic development from the period of first colonial European settlement to around 1920. Significant themes of historical and architectural development will be identified, and resources that are related to these themes will also be identified.

We will identify context for National Register evaluation and to apply the National Register criteria to all resources identified in the survey. Completed forms will be submitted to MHC for inclusion on MACRIS. They will also be placed in binders, one copy will be stored at the Town Office building and the other copy will be kept at the GAR Memorial Library for community wide access. A list of individual properties that are recommended for nomination to the National Register of Historic Places will also be sent to MHC.

The survey will also tell us which buildings and areas in town should be considered for conservation and preservation either by a Demolition Delay By-law, the creation of Historic Districts or, façade preservation easements.

We have just completed a survey of 113 primary buildings and 31 outbuildings. Our original goal was to inventory 300 buildings throughout the town unfortunately, voters at Town Meeting only funded enough money to do the 113.

We wish to complete the overall survey. We have about 200 more homes to complete. We found that after the first round that about 100-115 properties was about all that could be reasonably handled at one time given the time constraints within the grant.



# Town of West Newbury

381 Main Street

West Newbury, Massachusetts 01985

Angus Jennings, Town Manager

978-363-1100, Ext. 111 Fax 978-363-1826

[townmanager@wnewbury.org](mailto:townmanager@wnewbury.org)

TO: Board of Selectmen  
 FROM: Angus Jennings, Town Manager  
 DATE: November 9, 2018  
 RE: Board of Selectmen FY'20 budget and capital planning priorities

At its August 6<sup>th</sup> meeting, the Board of Selectmen endorsed the enclosed FY19 Fall Town Meeting Calendar. It called for a discussion at the first November meeting among the Board, Town Manager, FinComm and Capital Improvements Committee regarding FY20 budget and capital priorities.

## Budget

This will be the Town's first budget cycle since the Town Manager position replaced the former Finance Director position. This can be expected to result in some changes to the process, and to various roles and responsibilities, so it will be essential to set out an agreed process and timeline that can be communicated to Department Heads and Boards/Committees/Commissions to assist in their budget preparations.

The 2017 Town Manager legislation at Sec. 9(c) provides context:

*The town manager shall annually prepare and propose a budget to be included in the annual town meeting warrant. The proposed budget shall be prepared in accordance with the most current budget process established by the board of selectmen. The proposed budget shall detail all estimated revenue from all sources and all proposed expenditures.*

The Departmental Budgets Bylaws provide further context:

*Pursuant to Section 59, Chapter 41 of the General Laws, the Selectmen and all Boards, committees, heads of departments or other officers of the Town authorized by law to expend money shall furnish to the Town Accountant and the Town Manager at a date in January as specified by the Selectmen and Town Manager, detailed estimates of the amounts necessary for the proper maintenance of the departments under their jurisdiction for the ensuing fiscal year, with explanatory statements as to any changes from the amounts appropriated for the same purposes in the preceding fiscal year, an estimate of the amounts necessary for outlays or permanent improvements, and estimates of any income likely to be received by the Town during the ensuing fiscal year in connection with the Town's business or property entrusted to their care. These budget requests and income estimates will be consolidated by the Town Manager and together with recommendations will be submitted to the Finance Committee not later than the third Monday of March each year.*

The Finance Committee Bylaw provides additional context:

*The Finance Committee shall annually elect a chairman and secretary from its membership.*

*The chairman may call meetings whenever he thinks advisable, but shall call meetings at the request of four members of the committee. A quorum for any meeting shall be four members.*

*They shall meet at least ten days prior to the Annual Meeting each year and at least five days prior to any Special Town Meeting to prepare recommendations regarding all articles in the warrant, especially those involving the appropriation of money.*

*The committee shall confer with and advise the Board of Selectmen whenever so requested by the latter.*

*Prior to the Annual Meeting the Selectmen shall submit to this committee the proposed budget for the next ensuing year.*

I see some inconsistency – or, at least, a need for clarification – in the FinComm Bylaw’s indication that the “Selectmen shall submit to this committee the proposed budget for the next ensuing year” and the Town Manager’s responsibilities under the 2017 legislation to “prepare and propose a budget to be included in the annual town meeting warrant.” However, I see that this can be easily resolved through clarification, by the Board of Selectmen, of a budget process for FY20.

To assist the Board in this regard, I will summarize the budget process I followed in Hampden, Maine, pursuant to the process and timelines specified in the Hampden Town Charter. Leaving aside the dates in that process – the dates on the calendar will need to be much earlier here, than in Hampden, when the Charter prescribed Town Budget adoption on the third Monday in June – I see the basic process and sequence as highly compatible with that set out in the Departmental Budgets Bylaw.

In Hampden, all Department Heads provided their proposed budgets to me at a date that I specified. (All budget sections were prepared by Department Heads – there were no Boards/Committees/Commissions that had budgeting authority – so in West Newbury this process would draw from a broader range of sources.)

Over a period of weeks, I would work closely with each Department Head on a one-on-one basis (with some support from the Town Accountant) to refine their budget requests. I supported some requests, did not support others, and in general worked each departmental budget to the point where I was comfortable bringing it forward as my proposed Town Manager budget.

(In addition to working with Department Heads on other Departments’ budgets, I was personally responsible for preparing the Administration, Town Council, Debt Service, Reserves, Tax Increment Financing, Non-Departmental Utilities, The Bus, County Tax, Sewer, and Revenue budgets).

In addition to my own responsibility for certain sections of the budget, I handled all budgeting for personnel, wages, benefits, utilities (we contracted pricing annually for electricity, fuel, heating oil, etc.), and other specific line items on a centralized basis. I directed Department Heads to either

propose level funding for staff, or leave wage lines blank altogether, and I would fill in these lines based on COLA (at a level supported by the Town Council) and any step increases.

Once every line item of the budget was to my satisfaction, I would present the Town Manager budget to the Town Council's Finance Committee, which would kick off an intensive series of meetings over the course of about a month, during which every departmental budget was closely scrutinized within public meetings. During this process, the Finance Committee would make modifications to the Town Manager budget. At the end of the process, the modified Town Manager budget was brought forward as the proposed Town Council budget. The Town Council budget was the subject of the advertised public hearing, at which the budget was approved (with or without further modifications).

I have enclosed a summary from the spring 2018 Hampden budget process, in order to illustrate how this played out.

As noted, the dates here would obviously not work, but if we pull the calendar back several months, this basic sequence – Department Heads to Town Manager, Town Manager to Finance Committee, Finance Committee to approving authority (there, Town Council; here, Town Meeting) could work well here. The piece that I haven't figured out here is how, when, and how often the Board of Selectmen would like to engage in the process. Obviously, the Board will put forward a Budget Message early in the process in order to set its objectives for the Budget; and will have a central role at the end of the process in terms of recommending a proposed Budget – as proposed, or as may be modified – to Town Meeting. (The Board's FY19 Budget Message is attached).

I hope that the discussion on Tuesday evening can help flesh out the Board's and the Committees' expectations for process and timing, at which point I will notify Department Heads (and Boards/Committees/Commissions responsible for preparing certain sections of the budget) and proceed accordingly.

I note that the meeting minutes from the June 11, 2018 Finance Committee meeting state that “[Chairman] Roberts had a conversation with Joe Anderson about the role of FinCom with the addition of a Town Manager. As far as Selectman Anderson understands, the roles of the finance committee will not change.” It will be good to get all parties in one place in order to fully think through the details and sequence, so we can all move forward with common understanding.

### Capital Planning

In August, I began working with key Department Heads to get their capital priority worksheets updated this fall, and met with CIC Chairman Dick Preble on October 17<sup>th</sup> to review progress, discuss how we might modify prior years' capital planning processes based on changes that would be expected to result from the creation of the Town Manager position, and share one another's experiences regarding how capital planning process can be optimized in future budget cycles.

One of my priorities for this year's capital planning process is that Department Heads be given clear direction regarding how the process will move forward and, ideally, avoid a situation where Department Heads work with me over a period of time to refine capital proposals, then duplicate the same effort before the CIC. My preference would be to prepare a capital plan – based on the work and input of Department Heads – then bring my proposed capital plan to the CIC for review and



modification. Although Dick and I did not iron out all of the details, I think we reached a common understanding of how a modified process could achieve each of our objectives.

In support of next Tuesday's discussion, I have enclosed the FY19 Stabilization Table that came out of last year's process, which Chairman Preble sent me on 10/21 with updates on 10/25. I committed to him that I would use this work as a starting point for my work to integrate the updated information I have received from Department Heads. [Note: I received updated materials from DPW, Fire, and PSRD regarding the Page School; I have been working closely with Mike Gootée on the ongoing Water Department capital projects, and will meet with the Water Commission on Tuesday morning to discuss with them their overall capital planning.]

There has not yet been time available to fully integrate the Departments' updated work into the CIC format, including taking into account the MVPC Guardrail Study, anticipated ADA/AAB improvements that are likely to result from an ongoing assessment of Town Recreational properties that Glenn Clohesy is completing for the pending updates to the Open Space & Recreation Plan, nor to fully reflect my own observations during my tours of Town facilities with different personnel during my first few months. With that said, progress has been made, and is ongoing. At Tuesday's meeting, in the context of the overall discussion of FY20 budget process, I suggest we further flesh out a process and timeline that will incorporate my role as Town Manager into the previous CIC process set forth in the Capital Improvements Committee Bylaw.

*cc: Finance Committee; Dick Preble, Chair, Capital Improvements Committee*

## Town of West Newbury FY '19 Fall Town Meeting Calendar

	August				September				October					November			
	6	13	20	27	3	10	17	24	1	8	16	22	29	5	12	19	26
FinCom Article Review																	
Warrant Closes-Articles Due to Town Manager			Tues, Sept 4														
Joint Meeting-BOS, Moderator, TM, TC & FinCom																	
Post Warrant								Fri, Oct 5									
Vote Town Meeting Draft Motions																	
Town Meeting																	
FY '20 Budget/Capital Priorities - Selectmen, Town Manager, FinCom & CIC																	
Selectmen's FY '20 Budget Message & Calendar																	

*Approved at Board of Selectmen meeting on August 6, 2018*

**Town of Hampden**  
**2018/19 Budget Meeting Schedule • [www.hampdenmaine.gov/budget](http://www.hampdenmaine.gov/budget)**

*Unless otherwise noted below, all meetings will be in the Town Council Chambers*

<b>May 1, Tuesday:</b>	Town Manager Budget Submitted to Town Council	
<b>May 7, Monday:</b> 7 p.m. Council Meeting	<b>Town Manager Presentation of Proposed FY19 Budget</b>	
<b>May 9, Wednesday:</b> 6 p.m. Location: Public Safety Training Room	Public Safety Police Fire	The Bus County Tax Outside Agencies
<b>May 14, Monday:</b> 6 p.m.	Administration Tax Collector General Assistance Elections	Town Council Education (RSU 22) Revenues
<b>May 16, Wednesday:</b> 6 p.m.	Public Works Municipal Garage Building & Grounds Solid Waste	Stormwater Management Non-departmental utilities Marina
<b>May 16, Wednesday:</b> 7 p.m. Hampden Academy Library	RSU-22 Board of Directors meeting to refer proposed FY19 School Budget	
<b>May 21, Monday:</b> 7 p.m. Council Meeting	Town Council Meeting	
<b>May 23, Wednesday:</b> 6 p.m.	Capital Program Municipal Building Reserves	Sewer Budget (expense, revenue) Debt Service Tax Increment Financing (TIF)
<b>May 29, Tuesday:</b> 6 p.m.	Library Recreation Lura Hoit Pool	Assessor/Planning Economic Development GIS/IT
<b>May 30, Wednesday</b>	(Open – potential for additional meeting if needed)	
<b>June 4, Monday</b> 7 p.m. Council Meeting	<b>Town Council Referral to Public Hearing</b>	
<b>June 7, Thursday</b> 7 p.m. Hampden Academy Gymnasium	RSU 22 District Budget Meeting	
<b>June 12, Tuesday</b> Polls open 8 a.m. to 8 p.m.	RSU 22 Budget Validation Referendum State of Maine Special Referendum Special Election for Town Council/Sewer Bond Referendum	
<b>June 18, Monday</b> 7 p.m. Council Meeting	<b>Town Council Public Hearing</b> on proposed FY19 Budget	



# Town of West Newbury

## Board of Selectmen FY '19 Budget Message

*Approved November 27, 2017*

---

To insure the growing and continued financial health of the Town of West Newbury, provide the public with confidence that Town officials respect their responsibility for fiscal stewardship and demonstrate to bond rating agencies that the Town has thoughtfully prepared for its future, the Board of Selectmen present to our employees, boards and committees the following guidance in preparing the FY '19 budget.

### **Revenue and Expenditure Forecast**

The Government Financial Officers Association (GFOA) notes a true structurally balanced budget is one that supports financial sustainability for multiple years into the future. A critical step in maintaining a sound financial plan is the preparation of a multi-year revenue/expenditure forecast.

The Town Manager (Treasurer/Collector), in consultation with the Finance Committee, shall prepare and maintain a three-year financial forecast of revenues, general and enterprise fund operations based on current service levels and current funding sources, also including the five-year Capital Improvement Plan. Employ a budget process where significant budget requests are justified.

### **Cash Flow Policy**

Free Cash is the remaining, unrestricted funds from operations of the previous fiscal year including unexpected free cash from the prior year, actual receipts in excess of revenue estimates shown on the tax recapitulation sheet, and unspent amounts in budget line-items. The calculation of Free Cash is based on the balance sheet as of June 30.

To minimize the amount of Free Cash held, the Spring Annual and Special Town Meetings should close with an approximate 3% balance in Free Cash, as a percent of the annual operating budget. Projected excesses of more than 5% at the close of the Fall Town Meeting will be included in a fall Town Meeting article, to reduce the tax rate.

Capital items currently paid for with Free Cash must be part of a funded capital plan. Tax rate reductions will only occur when the general stabilization capital plan is fully funded through raise and appropriate.

The Board of Selectmen, Town Manager (Treasurer/Collector) and the Finance committee will establish a fully developed policy on the above concept.

### **General Stabilization Fund**

The General Stabilization Fund allows for the Town to plan for capital items, which cost over \$20,000 and have a useful life of at least five years. This allows the Town to maintain a consistent and predictable tax rate.

Each year the Town Manager shall submit a five-year capital improvement plan to the Selectmen, by the end of October. The plan will include both cost estimates and funding source(s). The current capital plan needs to be updated with accurate project costs and timing, prior to the FY '19 budget season. More recently capital items have been funded from Free Cash. Our objective is to migrate this over a period of years, to be fully funded by raise and appropriate.

### **School Building Stabilization Fund**

The Town has established the practice to raise and appropriate expired debt and maintain those funds in the School Capital Stabilization Fund. This will allow the town to significantly mitigate actual property tax increases, in face of a major school building project. The Selectmen will finalize how to fully fund this debt when the full project cost is known, presumably in the summer of 2018. This could be through the use of a Proposition 2½ Override, use of the Town's reserves or a combination of both. Taxpayers will approve final funding, presumably in the fall of 2018.

In the event the Pentucket HS/MS project does not pass with the voters, the amount already appropriated will be used to pay the balance of the Page School capital expense, effectively reducing the tax rate by the amount of the annual Page School capital appropriation. Any further balance will be transferred to the General & Pension Stabilization Funds.

### **Reconciling Cash and Receivables**

Two of the largest assets for a community are cash and receivables. Information pertaining to these is kept by the Treasurer/Collector and the Town Accountant. A Treasurer is the custodian of revenues, tax titles, and tax possessions, while a Collector keeps listings of outstanding receivables due to the Town, and the Accountant is responsible for maintaining the accounting records. Prompt and frequent reconciliations between them are essential in order to maintain control and insure checks and balances are in place.

Within thirty days after the end of each month, the Treasurer/Collector shall internally reconcile the cashbook to all bank statements, and the Treasurer/Collector shall internally reconcile all receivable balances with the receivable control. The results of these activities shall be forwarded to the Accountants office and compared to the general ledger records. If differences are determined, the Treasurer/Collector and Accountant shall reconcile the variances (e.g. missing information, errors and timing differences), with a copy of this final reconciliation forwarded to the Town Manager.

FY2019 Stabilization Table  
 WORKING COPY -- 3/13/2018

Page 1 of 4

	ok												
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<b>Department of Public Works</b>													
Annex			60,000						150,000				
Town Office Building(1910 Building)		300,000											
Public Safety Complex			50,000		50,000					150,000			
GAR Memorial Library													
Old Town Hall		75,000			40,000								
Garden Street Fire Station		20,000		10,000	25,000								
Old Highway Garage			20,000	25,000	40,000								
Childrens Castle				125,000				30,000					
Apartment Building													
Action Cove Playground				200,000									
Bandstand													
Carr Post (200K)													
DPW Building													
Highway Department Salt/Sand Shed													
Mill Pond Recreation Building													
Park and Recreation Building (200K)													
2016 D250 Pickup						42,000							
2008 Ford Ranger			30,000										
1982 Bombadier Sidewalk Plow													
2000 Bandit Brush Chipper			40,000										
2008 International Dump/Sander				185,000									
2010 John Deere Backhoe					130,000								
2013 Caterpillar Loader								175,000					
2008 Ford F350 Dump			60,000										
2013 John Deere Roadside Mower									75,000				
2002 John Deere Tractor Mower													
2002 Kubota Mower			18,000										
2014 Kubota Mower					19,000								
2003 International Dump													
2016 Ford F350 Dump						70,000							
2005 John Deere Tractor w/Loader							55,000						
2011 International Dump & Sander						170,000							
2008 Sidewalk Plow-Holder				150,000									
2008 Ford Pickup F250			40,000										
2015 Peterbilt F250									190,000				
2016 John Deere Tractor Mwr									95,000				
<b>Total DPW</b>	0	395000	318000	695000	304000	282000	55000	205000	510000	150000	0	0	0

Page School

Page 2 of 4

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Play Ground--repair & drainage		25,000											
Exterior			260,000										
Repoint Chimney					15,000								
Interior					150,000								
Exterior Lighting					100,000								
PA/Security								100,000					
Generator--old, needs replace					150,000								
Fire Pump and Controls--very old					125,000								
Elevator--ok for now, replace 5-10 yrs								155,000					
Road							50,000						
Perimeter Fire Lane							50,000						
Stand Pipe--fire dept repair sprinklers			25,000										
Plumbing Fixtures					50,000								
Master clock--waiting for request													
<b>Total Page School</b>	0	25,000	285000	0	590000	0	100000	255000	0	0	0	0	0

Fire Department

2010 KME Tower/Ladder Truck												1,000,000	
1985 Ford Tanker-Pumper		325,000											
1989 Ford L8000 Chassis Fire Engine													
1994 Ford Rescue			200,000										
2003 KME Pumper (Eng 23)						500,000							
2008 KME Pumper (Eng 24)										500,000			
2001 Ford F250 (Forestry Truck 2)													
2006 Ford F250 (Forestry Truck 1)													
1997 Rescue Boat Zodiac Mark II w/Trlr													
Jaws of Life			25,000										
FF Gear		150,000										150,000	
Air Equipment, SCBA-SYSTEM													
Air Packs										250,000			
Communications-Repeater													
Communications-Antenna		30,000											
<b>Total Fire Department</b>	0	505,000	225000	0	0	500000	0	0	0	250000	500000	1,150,000	0

**Public Safety Dispatch**

Computers/Monitors/Software													
Cameras, Monitors & Mounts													
<b>Total Public Safety Dispatch</b>													

**Board of Health**

--	--	--	--	--	--	--	--	--	--	--	--	--	--

**Council on Aging**

2015 Eord Eldorado Hndcp Acc Van								60,000					
----------------------------------	--	--	--	--	--	--	--	--------	--	--	--	--	--

**TOTAL ASSET REPLACEMENTS**

(Transfer from Free Cash)

**ANNUAL APPROPRIATION**

**STABILATION FUND TOTAL**

		925,000	828,000	695,000	894,000	782,000	55,000	520,000	155,000	400,000	500,000	1,150,000	0
1,543,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	
1,543,000	1,118,000	790,000	595,000	201,000	-81,000	364,000	344,000	539,000	639,000	639,000	-11,000		
<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	2028	2029	2030	

**Water Department**

**FUNDS FROM BORROWING OVER A PERIOD OF TIME**

New Elevated Brake Hill Tank													
	1,700,000												
Build new Water Treatment Facility on new Dole Place Well site if Town buys land													
	5,000,000												
Purchase land at Dole Place													
	2,000,000												
Water Main Loop to Hilltop Circle													
	200,000												
	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>			

**FUNDS FROM FREE CASH OR STABILIZATION FUND**

New Generator at Wellfield													
Maintenance on Wellfield #1 (scrape/paint)													
New truck to replace 2007 Pick-up				50,000									
Hire Company to Drain Pipestave Tank for Maintenance and install Temporary Tank while Natgun Tank Company repairs seams				50,000									
Paint Pipestave Water Tank				132,000									
Groveland Station Upgrade if we purchase water from Groveland					70,000								



**POLICE DEPT (FROM POLICE DEPARTMENT OPERATING BUDGET)**

2008 Ford Crown Victoria-Car 300-Admin						45,000						
2014 Ford Taurus- Car 301	45,000	45,000		45,000			45,000			45,000		
2013 Ford Interceptor Car 302						45,000			45,000			
2011 Ford Crown Victoria Car 303			45,000			45,000						
2007 Ford Explorer 4 x 4 Car 304			45,000		45,000			45,000				
Firearms	20,000	45,000										
<b>Total Police Department</b>	<b>65000</b>	<b>90000</b>	<b>90000</b>	<b>45000</b>	<b>45000</b>	<b>90000</b>	<b>90000</b>	<b>45000</b>	<b>45000</b>	<b>45000</b>		

Page School

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Floors--fix as needed		20,000								
Elevator--ok for now, replace 5-10 yrs							200,000			
Play Ground--repair & drainage	25,000									
Stand Pipe--fire dept repair sprinklers			25,000							
Plumbing Fixtures					50,000					
Master clock--waiting for request						125,000				
Generator--old, needs replace			150,000							
Fire Pump and Controls--very old			100,000							
Alarm System--upgrade for new equip		70,000								
<b>Sub-Total Page School</b>	25000	90000	275000	0	50000	125000	200000	0		
<b>Castle Rent income</b>	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
<b>Total Page School</b>	50,000	35,000	-165,000	-90,000	-65,000	-115,000	-240,000	-165,000	-90,000	-15,000

<u>Department of Public Works</u>	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	
Action Cove Playground				j 200000							
Annex			f 60000						p 150000		
Apartment House	a 50000										
Bandstand											
Carr Post (200K)											
Childrens Castle				k 125000				o 30000			
DPW Building											
Garden Street Fire Station		d 20000	g 10000		k 15000						
GAR Memorial Library											
Highway Department Salt/Sand Shed											
Mill Pond Recreation Building											
Old Highway Garage			h 20000	j 25000	l 40000						
Park and Recreation Building (200K)											
Public Safety Complex			i 100000		m 50000					q 150000	
Town Hall	b 75000				n 40000						
Town Office Building(1910 Building	c 150000	e 150000									
<b>TOTALS</b>	<b>275,000</b>	<b>170,000</b>	<b>190,000</b>	<b>350,000</b>	<b>145,000</b>	<b>0</b>	<b>0</b>	<b>30,000</b>	<b>150,000</b>	<b>150,000</b>	<b>1,460,000</b>
a---roof (20K), paint/siding (30K)			f--roof (60K)		j--new (200K)			o--paint(30K)			
b--trim inside & out (75K)			g--garage doors(10K)		k--HVAC (15K)			p--septic sys(150K)			
c---paint inside & out (150K)			h--paint(20K)		l--roof (40K)			q--roof(150K)			
d--paint (20K)			i--paint inside (50K)		m--HVAC(50K)						
e--heat & AC (150K)			&trim outside(50K)		n--septic sys(40K)						

10 Year Capital Plan For Town Buildings

	<u>Roofs</u>	<u>Windows &amp; Doors</u>	<u>HVAC</u>	<u>Paint</u>	<u>Septic</u>	<u>Misc</u>
<u>Annex</u>	new Roof needed 2020 60,000	all good & new none needed	new 2016 none needed	inside done 5yrs age none needed	needed 10yrs share with H.A. \$150,000	
<u>1910 Building</u>	roof new 7yrs old	windows good, some doors new	new heat-6rs old needs new A.C. unit & ctrls 2020 150,000 may be eligible energy grant	needs inside paint 25,000 outside painted 2018	needed 10 yrs share with H.A. 2026	
<u>Public Safety Complex</u>	ok for 10 yrs 150,000 2027 needs some repairs 2019	good	some could need replacing in 5yrs/ 2022 50,000	inside paint 50,000 outside trim replace 50,000 2020	good for 40 yrs	problem with HVAC unit in eaves; new unit s/b put on roof
<u>Library</u>	new 4 yrs old 2014	new 2016+2017	new 2015	new 2016+2017	good for 20 yrs	
<u>Old Town Hall</u>	good 10 yrs old	good in town hall rear daycare new windows & doors 2015	new 2012	needs inside & out trim work 75,000 2018 sill & siding work	need new 5yrs 40,000	
<u>Garden Street Fire Station</u>	new 2016	garqage doors 10,000 2020	2022 system old but working good 15,000	needs paint 2019 10,000	50 yrs	
<u>Old Highway Garage</u>	need new roof 2022 40,000	10,000	need new heaters 2021 25,000	20,000 2020	tied into school 20 yrs	
<u>Mill Pond Recreation Building</u>	roof is 2 yrs old	ok	none	ok	good for 50 yrs	
<u>Old Rec Building</u>	closed down winterized	- needs total rehab	waiting on town	decision 200,000		
<u>Carr Post</u>	town just took over	needs total restoration	rehab 200,000-600,000			
<u>Childrens Castle</u>	roof new yrs 10 old	new windows 2021 125,000	new	ok- 2025 - 30,000	tied into school 20 yrs	possible revolving fund may not need capital plan
<u>Action Cove</u>						new playground 2021 200,000
<u>Apartment House</u>	Roof new 3yrs old	needs new \$20,000	10 years old	outside needs paint & new siding \$30,000	good 30 yrs	
<u>Highway Garage &amp; Salt Shed</u>	Good	2023 doors \$40,000	good	good	good 30 yrs	

# West Newbury Town Buildings

## 10 Year Building Asset Repair Schedule

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Annex		60,000						150,000		
Town Office Building (1910)	150,000		25,000							
Public Safety Complex		50,000		50,000					150,000	
GAR Memorial Library										
Old Town Hall	75,000			40,000						
Garden Street Fire Station	10,000	10,000		15,000						
Old Highway Garage		10,000	25,000	40,000						
Mill Pond Recreation Building										
Old Recreation Building										
Carr Post										
Childrens Castle			125,000				30,000			
Page School	<i>see Page School 10 Year Repair Plan</i>									
Action Cove			200,000							
Bandstand										
Apartment Building	50,000				40,000					
New Highway Garage/Salt Shed										
<b>TOTALS</b>	\$ 285,000	\$ 130,000	\$ 375,000	\$ 145,000.00	\$ 40,000.00	\$ 0.00	\$ 30,000.00	\$ 150,000.00	\$ 150,000.00	\$ 0.00

# West Newbury Town Buildings

## Future Building expenses

Action Cove Playground  
Annex  
Apartment House  
Bandstand  
Concession Stand  
DPW Building  
Garden Street Fire Station  
GAR Memorial Library  
Highway Dept. Salt/Sand Shed  
DPW Garage  
Mill Pond Recreation Building  
Park and Rec Building  
Public Safety Complex  
Town Hall  
Town Office Building (1910)  
Page School

	Roofs	Siding	Paint	Heating	Cooling	Interior
2018 \$120k			2018 \$20k			
2013 new		2016 \$40k		5 yr old	none	paint 2018 \$5k
2015 \$5k			2015 \$3k			
Park & Rec Jurisdiction						
2018 \$50k		2018 \$15k	2014 \$10k	2020 \$30k	none	paint 2018 \$15k
2013 new			2013 new	2020 \$10k		2018 \$12k
2013 new		brick	2014 \$10k	2013 new	2013 new	2020 paint,carpet \$30k
2013 new		2013 new				
5 yrs old		5 yrs old	5 yrs old	5 yrs old	5 yrs old	5 yrs old
2014			2014			
5 yrs		2015 \$10k	2015 \$20k	2018 \$25k	none	everything \$30k
8 yrs old		8 yrs old	2015 \$25k	5 yrs old	5 yrs old	2018 paint,carpet,tile \$40k
3 yrs old		ok	2018 \$20k	new	none	2015 paint \$10k
5 yrs		6 yrs old	2015 \$20k	new	2018 \$75k	2014 paint floors \$40k
see District Capital Plan						

# West Newbury Town DPW Vehicles

## 10 Year Vehicle & Equipment Replacement Schedule

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
2016 F250 Pickup						42,000				
2008 Ford Ranger			30,000							
1982 Bombadier sidewalk plow	do not replace with new									
2000 Bandit Brush Chipper		70,000								
2008 International Dump				190,000						
2010 John Deere Backhoe					130,000					
2013 Caterpillar Loader								175,000		
2008 F350 Dump			60,000							
2013 John Deere Roaside Mwr									75,000	
2002 John Deere Tractor Mwr				75,000						
2002 Kubota Mower			18,000							
2014 Kubota Mower					19,000					
2003 International Dump	Replace with one of trucks being replaced 2011 Int'l									
2016 Ford F350 Dump						70,000				
2005 John Deere Tractor w/Ldr							55,000			
2011 Intern'l Dump & Sander						200,000				
2008 Sidewalk Plower-Holder				150,000						
2008 F250 Pick up Truck			40,000							
2015 PeterBilt dump & sander								205,000		
2016 John Deere Tractor/Mower									80,000	

**TOTALS** \$ - \$ 70,000 \$ 148,000 \$ 415,000 \$ 149,000 \$ 312,000 \$ 55,000 \$ 380,000 \$ 155,000 \$ -

WNFD Capital Asset Replacement Notes for Town Manager

<b>Equipment</b>	<b>Year</b>	<b>Est. Replacement</b>	<b>Notes:</b>
Engine 23	2003	2028	\$500,000. A new tanker/engine could replace this in the future.
Engine 24	2007	2032	\$500,000
Tanker 25	1984	2019	Vehicle was previously refurbished \$350,000, Grant possibilities
Tower 28	2009	2034	
Rescue	1993	2019	\$200,000
Forestry 26	2006		Using surplus DPW vehicles \$0
Forestry 27	2001		Using surplus DPW vehicles \$0
Air fill station	2017	2042 (25yr)	\$75,000
Air Packs	2017	2023 (15yr)	\$300,000
FF Gear	2018	2028 (10yr)	
Gear washer	2008		\$3,000
Gear dryer			\$12,000
Rescue Boat			State surplus equipment
Motor	2005	2030 (20yr)	30 HP, 4-stroke \$6,000.
Jaws of Life	1996	2019	\$25,000
Hose	1980	2020	\$30,000
Communications repeater	2017	2042 (25yr)	\$25,000, Page School
HQ			\$12,000 communications equipment
Garden Station			\$6,000 communications equipment



WNFD Capital Asset Replacement Notes for Town Manager

Exhaust removal system HQ	2003	2028 (25yr)	\$40,000 System was installed during construction of safety building. 7 units plus roof mounted exhaust system.
TIC (2)	2017	2027	\$20,000 vehicle mounted portable thermal imaging units.
Gas meters (2)	2017	2027	\$8,000 handheld monitoring units.
Municipal alarm	1960		\$15,000 to improve monitoring at town owned locations.

FY19-FY21  
Capital Plan

The intent of the items listed is to highlight the need of renovation or replacement. The values are estimated only, they do not represent prevailing wage, profit overhead.

PAGE							*WN 10 Yr Plan	
Category	FY20		FY21		FY22		Future	
Building/Roof	Page exterior concrete Lentil moulding repair full building perimeter. Survey data available	\$260,000.00						
HVAC	Replace Samsung admin office heat pump	\$30,000.00						
Boilers/Heating Plant							Repoint Chimney	\$15,000.00
Painting							Repair interior finishes, Ceiling tiles plaster, doorways & millwork	\$150,000.00
Flooring/Carpet			Floors, Repair structural deficiencies in Hallways (repair as needed by WN DPW & TMgr	\$20,000.00	Floors, Repair structural deficiencies in Hallways (repair as needed by WN DPW)	\$20,000.00		
Electrical/Lighting	Exterior Camera surveillance System integrated to Public	\$30,000.00					Entrance & Parking Lot Lighting Upgrades Replace PA System/Clocks/Ph one/Security w/ Integrated System	\$100,000.00 \$100,000.00
Building Equipment	Fire Alarm System upgrade to original building areas, install addressable components and CO detection. Requested by WNF Chief.	\$35,000.00	Replace all potable water plumbing tap fixtures and branch plumbing distribution with certified lead free materials	\$250,000.00				
							Replace Fire Pump, Controls, Fuel Supply, Stand Pipe	\$125,000.00
							Elevator Upgrade modernization & repair	\$155,000.00
Grounds/Fields	Repair Playground & drainage	\$25,000.00						
							Repair Roadways & Asphalt Striping	\$50,000.00
							Build perimter fire lane	50,000.00
	Total	<del>\$25,000.00</del>	Total	<del>\$370,000.00</del>	Total	\$20,000.00	Total	745,000.00

Source: Greg Hadden, PSRD \$380,000

\$270,000

## Town of West Newbury FY '19 Fall Town Meeting Calendar

	August				September				October					November			
	6	13	20	27	3	10	17	24	1	8	16	22	29	5	12	19	26
FinCom Article Review																	
Warrant Closes-Articles Due to Town Manager			30-Aug														
Joint Meeting-BOS, Moderator, TM, TC & FC																	
Post Warrant								5-Oct									
Vote Town Meeting Draft Motions																	
Town Meeting																	
FY '20 Budget/Capital Priorities - Selectmen, Town Manager, FinCom & CIC																	
Selectmen's FY '20 Budget Message & Calendar																	

*Draft for review at Board of Selectmen meeting on August 6, 2018*





**Town of West Newbury**  
381 Main Street  
West Newbury, Massachusetts 01985

Angus Jennings, Town Manager  
978-363-1100, Ext. 111 Fax 978-363-1826  
[townmanager@wnewbury.org](mailto:townmanager@wnewbury.org)

TO: Board of Selectmen  
FROM: Angus Jennings, Town Manager  
DATE: November 9, 2018  
RE: Composition and activities of the Personnel Committee

---

The Personnel Committee was established by the Personnel Bylaw, a copy of which is enclosed, and is referenced in the Personnel Policies and in other locations within the Town Bylaws as having a key role in the Town's personnel policy.

One of my responsibilities under the 2017 Town Manager legislation is to "oversee the town's personnel system and staff in accordance with town by-laws and shall oversee personnel evaluation policies and practices, employee benefit programs, enforcement of labor contracts, labor relations, collective bargaining, state and federal equal opportunities law compliance in the town and such other human resource obligations as designated by the board of selectmen."

As you know, early in my tenure I made the Board aware of inconsistencies and irregularities in various aspects of the Town's personnel policies and administration. While I and key staff have been chipping away at making progress, an overall review is called for. Further, some key questions, such as management authority to revise job descriptions, establish office hours, etc., remain either ambiguous. In fact, if the Personnel Committee were to carry forward the work set out in Sec. 4 of the Personnel Bylaw, it would complement my efforts and would be of great assistance.

I have no record of when the Personnel Committee last met, and no meeting minutes are on file with the Town Clerk. Longer-tenured staff estimate that it has been a few years since a meeting was held.

I recommend that the Board of Selectmen reinvigorate the Personnel Committee, and charge its membership with carrying forward these responsibilities with appropriate urgency. Further, I respectfully request that the Board reconstitute the Committee such that the current spot held by a member of the Board be taken instead by a non-Board member (ideally with experience in human resources and/or organizational management). I believe that it is both philosophically and practically important that a Personnel Committee conduct its work independent of non-personnel considerations, and given the Board's role in budgeting and overall Town operations I don't believe this is realistic to expect of a Board member. I believe that this independence is especially important in light of the role that the 2017 Town Manager legislation defines for the Board in potentially adjudicating any appeals of future personnel actions.

Thank you for your consideration.

## **PERSONNEL BYLAW**

*[Adopted at the third session of the 1999 Annual Town Meeting]*

### **PERSONNEL BYLAW**

#### *Section 1 Purpose and Intent*

The purpose of the personnel bylaw is to establish fair and equitable personnel policies and to establish a system of personnel administration based on merit principles that ensure uniform, efficient application of personnel policies.

#### *Section 2 Application*

All town departments and positions shall be subject to the provisions of this bylaw and policies adopted pursuant to this bylaw, except elected Town officers and employees covered by a collective bargaining agreement (unless such agreement expressly incorporates this Bylaw by reference).

#### *Section 3 Responsibility of the Board of Selectmen*

The Board of Selectmen shall be responsible for the development of a human resources system which meets the needs of the Town. The Board of Selectmen shall appoint a Personnel Advisory Committee to assist in carrying out its responsibility. The Personnel Advisory Committee shall conduct such research and carry out such instructions as the Board of Selectmen shall direct including, but not limited to, review of compensation for employees, benefits, methods of selection of personnel, performance appraisal, and personnel procedures. The Personnel Advisory Committee shall be composed of such a number of members for such periods of time as the Board of Selectmen shall so determine. Members of the Personnel Advisory Committee may be removed upon a majority vote of the Board of Selectmen after notice to the Committee member and a public hearing if so requested.

#### *Section 4 Personnel Policies*

The personnel policies shall establish a personnel system which shall include, but need not be limited to, the following elements:

- (a) Method of administration. A system which assigns responsibility for the personnel system, including maintaining personnel records, implementing effective recruitment and selection processes, creating and maintaining a

compensation plan, monitoring the application of policies and periodic reviews and evaluation of the personnel system.

- (b) Classification and compensation plan(s), as deemed appropriate.
- (c) Recruitment and selection policies.
- (d) Record keeping system.
- (e) Rights and obligation of employees.
- (f) Other elements of a personnel system as deemed appropriate or necessary.

*Section 5 Adoption of Policies*

The Board of Selectmen is empowered and authorized by this bylaw to adopt personnel policies defining the rights, benefits and obligations of employees subject to this bylaw. Such policies shall become effective in accordance with the following procedure:

- (a) The Board of Selectmen may propose new, amended or revised policies; any such proposed policy may be proposed at any meeting of the Board of Selectmen.
- (b) Any proposed new, amended or revised policies shall be posted for a period of at least ten days after being proposed by the Board of Selectmen, during which time comments, information and questions regarding any proposed policy may be provided to the Board of Selectmen. A public hearing shall be held following the ten day posting period.
- (c) Any new, amended or revised policies shall become effective upon approval by a unanimous vote of the Board of Selectmen, unless a specific effective date is provided by the Board.
- (d) Copies of new or amended policies shall be posted in prominent locations within the Town Office Building.

*Section 6 Severability*

The provisions of this bylaw and the policies adopted pursuant to this bylaw are severable. If any bylaw provision or policy is held invalid, the remaining provisions of the bylaw or policy shall not be affected thereby.

*Section 7 Effective Date*

This bylaw shall take effect on the date of passage of the Personnel Policy. *[The Personnel Policy was adopted on August 23, 1999]*



## Town of West Newbury Board of Selectmen

H

Monday, October 15, 2018 @ 6pm  
381 Main Street, Town Office Building  
[www.wnewbury.org](http://www.wnewbury.org)

### Open Session Minutes

Chairman Kemper called the meeting to order at 6pm. Selectmen in attendance were Glenn A. Kemper, Chairman, David W. Archibald and Joseph H. Anderson, Jr.

Others in attendance Town Manager Angus Jennings, Town Counsel Michael McCarron and Executive Administrator Mary Winglass.

**Chairman Kemper moved to go into Executive Session per MGL Chapter 30A §21(a) 2: To conduct strategy sessions in preparation for negotiations with nonunion personnel or to conduct collective bargaining sessions or contract negotiations with nonunion personnel; MGL Chapter 30A §21(a) 3: To discuss strategy with respect to collective bargaining or litigation if an open meeting may have a detrimental effect on the bargaining or litigating position of the public body and the chair so declares; Executive Session Minutes dated June 11, 2018; June 25, 2018; July 16, 2018; July 30, 2018; August 6, 2018; and September 4, 2018. Second by Selectman Anderson with a unanimous roll call vote: Kemper – aye, Anderson – aye, Archibald – aye.**

Chairman Kemper called the meeting back to order at 7:03pm and made the following announcements: This meeting is being broadcast on local cable TV and recorded for rebroadcast on the local cable channels and on the internet.

- Fall Special Town Meeting, October 22<sup>nd</sup> 7pm at Town Annex, 379 Main Street
- Early Voting during regular business hours commencing on October 22<sup>nd</sup> and ending November 2<sup>nd</sup>. Saturday, October 27<sup>th</sup> hours will be from 9am to 1pm.
- Fall National Drug Take Back Day, October 27<sup>th</sup> 10am to 2pm at the West Newbury Police Station
- Trick or Treat, October 31<sup>st</sup> from 5:30pm to 7:30pm
- Board of Assessors & Council on Aging information sessions on tax abatements for senior citizens, veterans and the disabled – Wednesday, Nov. 14 at noon (lunch will be served) and Wednesday, Dec. 5 at 5:30 PM, both at the Council on Aging. RSVP to Theresa at (978) 363-1104 or [coa@wnewbury.org](mailto:coa@wnewbury.org)

### Regular Business

- A. Vote proclamation for National Friends of Libraries week, October 21-28, 2018

**Selectman Archibald motioned to adopt the National Friends of Libraries week and Now, therefore, be it resolved that the Trustees of the West Newbury Library and the Board of Selectmen proclaims October 21-28, 2018 as Friends of Libraries week in West Newbury and urges everyone to join the Friends of the Library and thank them for all they do to make our library and community so much better. Second by Chairman Kemper with a unanimous vote.**

*Documentation: Proclamation*

- B. Sign warrant for November 6<sup>th</sup> election



**Selectman Anderson moved to approve and sign the warrant for the November 6, 2018 election. Second by Chairman Kemper with a unanimous vote.**

*Documentation: Commonwealth of MA Warrant for the November 6<sup>th</sup> election*

C. Resident request for fee waiver for use of town property six times or more per year

Linda Schaeffer, Director of the Thom-Pentucket Early Intervention to request the use of town space six or more times for the year and as a non-profit organization to waive the fee. Ms. Schaeffer explained that the use is for employee training and due to proximity, it is the best location.

**Selectman Anderson moved to approve the Thom-Pentucket Early Intervention the use of town facilities seven times in calendar year 2019, to waive the fee and direct parking to the rear parking lot. Second by Chairman Kemper with a unanimous vote.**

*Documentation: Letter from Linda Schaeffer, Director dated October 9, 2018 and (2) requests for use of facilities applications.*

D. Appointment of DPW Director: Interview candidate recommended by Town Manager

The Board met with Wayne Amaral as the candidate recommended by Town Manager Angus Jennings for the position of DPW Director. Mr. Amaral spoke on his experience and accomplishments and answered questions from the Board.

**Selectman Anderson moved to appoint Wayne Amaral as the DPW Director, contingent upon successful salary negotiations with the Town Manager, for a term ending 6-30-19. Second by Selectman Archibald with a unanimous vote.** The Board thanked Town Manager Jennings for a great job.

*Documentation: Cover letter and resume from Wayne Amaral*

E. Proposed amendment to town facilities rental policy to allow for rental by Town staff

**Selectman Anderson moved to amend the town facilities rental policy as proposed and for employees to be charged the same rate as residents. Second by Chairman Kemper with a unanimous vote.**

*Documentation: Proposed amendments to the town facilities rental policy*

F. Request for waiver of insurance requirements in Policy on Rental of Town Facilities for town

**Selectman Anderson moved to waive the insurance requirement to Angus Jennings for the use of the Town Hall on November 3, 2018 from 1pm to 5pm. Second by Chairman Kemper with a unanimous vote.**

*Documentation: Request for use of facilities from Angus Jennings*

G. Establish date and time of Holiday Tree Lighting

The Board confirmed the date of Thursday, November 29<sup>th</sup> for the Holiday Tree Lighting.

*Documentation: Notice of event*

## Town Manager Updates

### H. Update on work with Town Auditor toward completion of FY18 Audit

Town Manager Jennings informed the Board the audit is proceeding well with an estimated completion date of later this month or in November.

### I. Discussion of signage regarding off-leash dogs at Artichoke Reservoir

Chairman Kemper explained that he received some complaints and pictures sent to him with some aggressive dogs at the reservoir off Moulton Street and recommended that signs are placed regarding the leash law. Selectman Archibald added that he runs along that area and has encountered dogs off their leash. Town Counsel McCarron explained the town's leash law states they must have immediately control and we may need to take another look at for this is town property and the Board has the authority to regulate.

**Selectman Anderson moved to place signs at the Artichoke Reservoir. Second by Chairman Kemper with a unanimous vote.**

### J. Review of staff pay during closures on non-holidays including weather-related closures

Town Manager Jennings discussed the personnel policy defines the holidays and asked for direction on closing for non-holidays to include closing early on the day before Christmas, the day after Thanksgiving and weather-related closures. The Board responded that the employees are paid only if they are scheduled to work during the closure.

### K. Review of stormwater management MS4 Notice of Intent (NOI) filed with EPA on 9/30/2018; discussion of required work, deadlines, and impact on staff time

Town Manager Jennings reviewed the timeline for what needs to be done this fiscal year which include a substantial work load to include training of staff, updated plan, construction site and post construction bylaw. Some of these items will require town meeting vote. The plan is to have a good sense of the work scope by the end of the calendar year.

### L. Follow up meeting assignments

Correct poster for the Fall National Drug Take Back Day  
Post notices on the website: Library Proclamation and Tree Lighting after Halloween  
Work on signs at the reservoir  
Negotiating with the DPW Director

### M. Placing items for future agendas

Maple Street – Chairman Kemper stated that there is a 4x4 sign by a Boy Scout and heard that the town charged a \$50 permit fee

Chairman Kemper asked the town to look into National Grid contractors out cutting trees and residents are asking when the town will remove the trees cut and left in their yard. This is not done by the town and Town Manager will obtain information.

Selectman Anderson discussed the DLS policies to schedule a meeting in November with the Finance Committee in preparation of the Spring Annual Town Meeting.

Preliminary strategy discussion for school funding to give the taxpayers some idea

Post a meeting for 6:30pm prior to Town Meeting

**Chairman Kemper motioned to adjourn at 8:19pm. Second by Selectman Archibald with a unanimous vote.**

Respectfully Submitted,

Mary Winglass, Executive Administrator



# Town of West Newbury

381 Main Street

West Newbury, Massachusetts 01985

Angus Jennings, Town Manager

978-363-1100, Ext. 111 Fax 978-363-1826

[townmanager@wnewbury.org](mailto:townmanager@wnewbury.org)

TO: Board of Selectmen  
FROM: Angus Jennings, Town Manager  
DATE: November 9, 2018  
RE: Town finance policies, Community Compact recommendations and forecasting tool

---

At the 9/4 Selectmens' meeting, Chairman Kemper requested that a joint meeting with the FinComm be scheduled by the end of November in order to revisit and advance the previous joint discussion of the Community Compact policies as well as the Forecasting Tool.

It had been my understanding that, in order to allow in-depth discussion, a dedicated meeting would be justified. It had been agreed between me and FinComm Chair Gary Roberts that the Board of Selectmen would be invited to attend the FinComm's then-regularly scheduled Nov. 19 meeting.

Unfortunately, this did not align with the Board's objective that the FinComm attend the upcoming 11/13 meeting in order to discuss FY20 budget and capital process and priorities. After Selectman Anderson reached out to Chairman Roberts, the FinComm decided that a quorum of members would attend the 11/13 meeting in favor of holding a separate meeting on 11/19.

Given the scope and complexity of the Community Compact policies, the listed 11/13 agenda item regarding FY20 budget and capital, and the number of other items on the Board's 11/13 agenda, I do not anticipate that this will prove a productive venue for serious consideration of the Community Compact policies.

However, this memo is intended to offer my recommendations, informed by my experience and in consultation with other Finance personnel, regarding how best to proceed with this effort.

## Policy Context

Based on my estimation to date, Town financial policy is presently put forward in the following documents:

- (Some) Town Bylaws
- (Some) Board of Selectmen Policies (some of which were amended in August 2018, with other Policies referred that night for further review, which is ongoing).
- West Newbury Financial Policies (prepared and, with the support of the Board of Selectmen, most recently amended and promulgated in 2011).

The following two pages outline in more detail the content and organization of these existing Bylaws and Policies, in effect today.

## Town Bylaws

<u>Town Bylaws (related to Finance &amp; Administration)</u>	<u>Adopted</u>	<u>Last Amended</u>
Advertising for Bids Bylaw	not available	Repealed 4/30/01
Capital Improvements Committee Bylaw	Adopted 10/14/87	Amended 4/30/2018
Finance Director Bylaw	Adopted ATM 1990	Repealed 4/30/18
Collector Bylaw	Adopted 2/27/37	
Departmental Budgets Bylaw	Adopted ATM 1971	Amended 4/30/2018
Fees Bylaw	Adopted 4/29/91	
Finance Committee Bylaw	Adopted 3/4/39	
Local License or Permit Affected by Non-Payment of Local Taxes	Adopted 11/12/86	
Salary Compensation Bylaw	Adopted ATM 1983	

Town Bylaws online at: [www.wnewbury.org/board-selectmen/pages/bylaws-policy-and-procedures](http://www.wnewbury.org/board-selectmen/pages/bylaws-policy-and-procedures)

## West Newbury Board of Selectmen Policies

<u>Board of Selectmen Policies</u>	<u>Adopted</u>	<u>Last Amended</u>
<b>Policies Related to Finance and Administration</b>		
Request for Review of an Issue by Town Counsel	11/6/2009	8/6/2018
Review of New Insurance Companies	11/6/2009	8/6/2018
Review by the Board of Selectmen of All Accident Report Forms Filed	9/18/2006	8/6/2018
Vacation Notice and Notice of Other Time Away	4/11/1994	Repealed 8/6/18
Warrant Articles	9/12/1994	
Grant Applications	10/17/1994	8/12/1997, 8/6/18
Office Space in the 1910 Office Building	2/27/1995	8/6/2018
Agenda Items	n/a	
Fair Labor Standards Act	9/21/1998	
Fall Special Town Meeting Schedule	10/14/1998	8/6/2018
Ballot/Warrant Proof-Reading	7/31/2006	8/6/2018
New Hires	8/11/1998	
Purchasing Products Made of Recyclable Materials	9/28/1998	
Explanations of Overtime Pay	8/25/2014	8/6/2018
Certificate of Insurance and Signed Contracts for Snow Removal Drivers	12/15/2014	
Permit Fees	n/a	

*Note: Following Board amendments of several policies on August 6, 2018, and in anticipation of further staff review of about a half dozen policies tabled that night, my office is presently working to bring all Board policies under a single cover, with Table of Contents, to make the policies more broadly accessible and understood. Getting them updated was the first step.*

## **West Newbury Financial Policies**

<u>West Newbury Financial Policies</u>	<u>Last Amended</u>
Overview	January 2011
General Administration	January 2011
Accounting, Auditing and Financial Planning	January 2011
General Budgeting Principles	January 2011
General Obligation Debt	January 2011
Revolving and Enterprise Funds	January 2011
Gifts and Grants	January 2011
Trust Fund Management	January 2011
<b>Internal Control Policies</b>	
<u>Payroll</u>	
General Payroll Process	January 2011
Procedure for Completing Payroll Time Sheets	
<u>Purchase/ Disbursements</u>	
General Purchasing Process	
Procedure for Paying Invoices	
Employee Expense Reimbursement Procedure	
Definition of Encumbrance	
Definition of Accounts Payable	
Adjustments to Expense Accounts	
Manual Checks	
<u>Accounts Receivable</u>	
Receivable Reconciliation Process	
<u>Cash</u>	
General Receipts Process	
Cash Reconciliation Process	
Receivables Reconciliation Process	

Due to the significant and repeated turnover in the Finance Director, Town Accountant and Treasurer/Collector positions in the 4-5 years prior to my tenure, when I arrived I found that not all Board of Selectmen and Financial policies were centrally available, and many were little-known if at all to staff, especially newer staff. However, longer-tenured staff were well familiar with the Financial Policies, and I verified with the former Finance Director that for many years these served as the baseline policies detailing standard procedure in a wide range of basic operational functions.

As Finance staff and I have been reviewing this document in recent months, we find that – although there are some outdated references (i.e. bid thresholds not reflecting changes in State purchasing law), and the document formatting leaves something to be desired – these are sound policies that are substantially consistent with who basic financial operations take place today. Our goal, therefore, is to bring these up-to-date, and expand staff understanding of and compliance with these policies. (Not just staff, actually, since several non-staff members undertake purchasing activities).

## Community Compact Recommended Policies

The June 2018 Community Compact Financial Policy Manual recommends the following policies:

### **Community Compact**

#### Recommended in Financial Policy Manual

- Antifraud
- Capital Planning
- Debt Management
- Disbursements
- Employee Reimbursement
- Financial Reserves
- Forecasting
- Grant Management
- Indirect Cost Allocation
- Investments
- OPEB Liability
- Overlay
- Procurement Conflict of Interest
- Reconciliations
- Revenue Turnover
- Tailings
- Tax Enforcement
- Tax Recapitulation
- Year-end Closing

As is evident in reviewing the subject matter of the policies (and is borne out by a review of the specific language in the various Bylaws, Policies, and Recommended Policies), there is a great deal of overlap and duplication.

Right now, our Finance staff is making progress on untangling and clarifying the policy framework that guides our operations – but this is a work in progress and, until this work is complete, it cannot be effectively promulgated out among the various staff and Boards/Commissions/Committees with a role in budgeting, purchasing, grants management, etc.

This work, underway, is in direct response to a recommendation in the FY17 Audit Management Letter to “upgrade the Town’s policies and procedures to match the Standard and Poor criteria.”<sup>1</sup>

It is my recommendation that the existing Financial Policies, as amended, serve as the foundation of subsequent work toward incorporating recommended policies from the Community Compact Financial Policy Manual. This approach would result in a consolidated set of improved financial policies that ranges from baseline day-to-day functions up to and including budgeting and longer-term financial management. Any other approach, I’m afraid, could undermine progress that’s been made, and potentially further muddy staff understanding of governing financial policy.

---

<sup>1</sup> Town of West Newbury FY17 Audit Management Letter, pg. 5. Roselli, Clark & Associates.

### Competing Finance Department Priorities

With all of that said, I'd also like to draw your attention to another recommendation in the FY17 Audit Management Letter:

#### *Chart of Accounts (repeated from prior year)*

The Town should commit resources to redesigning the Town's chart of accounts in its general ledger.

The Town's current chart has no logical sequence for assets, liabilities and fund balances and thus it makes understanding and analyzing the records extremely cumbersome and inefficient, which leads to the inability to reconcile activity in an efficient manner.

We understand that the Town's software vendor has been bought out twice in the last 3 years and the future of the software is uncertain. The Town has made the decision to hold off on dedicating resources to the chart conversion until the future of the software is more certain.<sup>2</sup>

The Auditor puts it succinctly, and no doubt chose the words "extremely cumbersome and inefficient" with intent, but I would like to briefly elaborate on this recommendation. The Chart of Accounts is 40 pages long. There is no rhyme or reason to its structure, nor to the account numbers themselves. Expense and revenue accounts do not follow a uniform format. Some account numbers are four digits; others are twenty-three digits; and some fall somewhere in between. Further, the software requires – among many other inefficiencies – the manual keypunch of vendor numbers for every expense on every A/P warrant – there is no internal vendor list that provides an "autocomplete" option to reduce this data entry time burden (and opportunity for keypunch errors).

In my former position, where I served as Treasurer and Manager, I could quickly run summary or detailed reports on expense, revenue and general ledger accounts that were accurate to the penny. In contrast, the system we have in West Newbury is horrible. It causes daily inefficiency that affects staff ability to keep up with our daily baseline responsibilities. We make heroic efforts (in my opinion), but we are swimming upstream with one arm tied behind our backs.

**In short, establishing a new Chart of Accounts; and converting to a new Finance Software, is the single highest priority at a staff level in the Finance Department. This is also my highest priority for the Department in my role as Chief Financial Officer.**

We see this as a two-step process, with a new Chart of Accounts hoped to be created in FY19, put into use in FY20, and during FY20 transferring over all of our accounts and records into a new software. To get new software without rectifying the Chart of Accounts would simply bring our current problems into a new system, and would substantially compromise the levels of efficiency we could expect to realize. It should be noted that our ability to actually advance the Chart of Account work in FY19 will depend greatly on whether we can limit work elsewhere to allow the dedicated, focused time that will be necessary to make this happen.

This memo should not be seen as any indication that the policy objectives of the Board are not attainable. They are attainable, but responsible management will dictate that the work proceed stepwise, in the proper sequence, and – in the case of adopting new policies – building on the existing policy framework as a foundation for this work. Finance staff will be in attendance at the 11/13 meeting and will be prepared to discuss these recommendations in detail.

---

<sup>2</sup> Town of West Newbury FY17 Audit Management Letter, pg. 6. Roselli, Clark & Associates.





## Town of West Newbury

381 Main Street

West Newbury, Massachusetts 01985

Angus Jennings, Town Manager

978-363-1100, Ext. 111 Fax 978-363-1826

[townmanager@wnewbury.org](mailto:townmanager@wnewbury.org)

TO: Board of Selectmen  
FROM: Angus Jennings, Town Manager  
DATE: November 9, 2018  
RE: Proposed review & evaluation of Town Offices' layout, administrative needs and staffing

---

Following on discussions with the Board on prior occasions, and consistent with (at least) two of the initial Board priorities assigned to me in June,<sup>1</sup> I am focused – in the near term – on evaluating potential mismatches between various departments' administrative capacities v. needs.

I have conducted background research but, in order to truly drill down on these issues, I will need to meet directly with administrative personnel and their day-to-day supervisors in order to review job descriptions, work they may be doing that goes beyond job descriptions, potential aspects of job descriptions that are outdated, areas where there are currently unmet administrative needs, work schedules, and office layout / configuration. This work will help me diagnose the issues in detail, and both carry forward proposed changes that are within my authority, and advise the Board or other appointing authorities as appropriate.

One area of focus will be to document current staff support provided to various Boards/Committees/Commissions (B/C/Cs) on either a dedicated or ad hoc basis. I expect this will inform recommendations to better define these relationships, such that B/C/Cs will be able to rely on some level of dedicated staff resource, and Town staff will have a clear understanding of the expectations for their position. It is my recommendation that, consistent with the Town's personnel bylaw and policies, any such changes would be preceded by revisions to job descriptions.

In order for this work to take place timely to inform the FY20 budget process, I respectfully request that at your meeting on Tuesday you provide your endorsement of this work item.

---

<sup>1</sup> "Review employee job descriptions. Ask what works and what doesn't work and what can be improved." and "How do we maximize time and productivity? Identify where resources are underutilized and over-utilized."

K.a.



**Town of West Newbury**  
381 Main Street  
West Newbury, Massachusetts 01985

Angus Jennings, Town Manager  
978-363-1100, Ext. 111 Fax 978-363-1826  
[townmanager@wnewbury.org](mailto:townmanager@wnewbury.org)

TO: Board of Selectmen  
FROM: Angus Jennings, Town Manager  
DATE: November 9, 2018  
RE: Pentucket Regional School District Regional Agreement

---

As you know, on October 31<sup>st</sup> the Mass. School Building Authority voted to approve the PRSD School project to proceed to schematic design for a new 7-12 middle/high school. This was a major milestone, and work continues apace. The School Building Committee next meets on Tuesday, November 13<sup>th</sup> at 6:30pm, and Chairman Kemper and I remain closely engaged with this process.

(It may also interest you to know that, on or around November 6<sup>th</sup>, PSRD closed its purchase of the property at 30 Main Street).

Another effort directed by the School Committee is proceeding on a parallel track, led by Superintendent Bartholomew and involving participation from my office, the Finance Directors in Merrimac and Groveland, the PSRD Business Manager, PSRD facilities staff and others. A productive meeting was held earlier this week to review this in detail.

This effort is focused on the PSRD Regional Agreement most recently amended in 2014, a copy of which is enclosed. While other potential revisions may result from PSRD and the three towns' consideration in the coming months, the focus of the present effort is contingency/backup planning in the event that one of the Schools in the District were to become unavailable or unusable due to a failure in a structure, major mechanical system, etc. This scenario would become more probable in the event that the present School Building effort does not move forward, or is substantially delayed.

In this eventuality, we and the communities' students will all be much better served upon advance planning and agreement to specific contingency plans based on a range of potential outcomes.

Another area of focus is expected to be the composition and responsibilities of the Regional Finance Advisory Committee defined in Section XII of the Agreement.

This will be a continuing effort, and in addition to the School Committee the Boards of Selectmen in all three towns will be key contributors to the deliberations. Any changes to the Regional Agreement will require majority votes from all three Town Meetings. Superintendent Bartholomew set out an objective that amendments be considered to allow for consideration at the April 2019 Annual Town Meeting, subject to reaching consensus among the various parties in the meantime.

*cc: Superintendent Bartholomew, Greg Labrecque, Town of Merrimac, Town of Groveland*



# Massachusetts School Building Authority

**Deborah B. Goldberg**  
*Chairman, State Treasurer*

**James A. MacDonald**  
*Chief Executive Officer*

**John K. McCarthy**  
*Executive Director / Deputy CEO*

October 31, 2018

Dr. Justin Bartholomew, Superintendent  
Pentucket Regional School District  
22 Main Street  
West Newbury, MA 01985

**RECEIVED**  
**NOV 06 2018**  
TOWN MANAGER  
TOWN OF WEST NEWBURY

Re: Pentucket Regional School District, Pentucket Regional High School

Dear Dr. Bartholomew:

I am pleased to report that the Board of the Massachusetts School Building Authority (the "MSBA") has voted to approve the Pentucket Regional School District (the "District"), as part of its invitation for Feasibility Study, to proceed into schematic design to replace the existing Pentucket Regional High School and the existing Pentucket Regional Middle School with a new District-wide grades 7-12 middle/high school on the existing site (the "proposed project").

It is my understanding that the District anticipates seeking community approval for this proposed project in April 2019. Therefore, it is critical that the District, in conjunction with its Owner's Project Manager and Designer, submit a schedule to the MSBA as soon as possible, which should include: the work plan to complete all of the required documentation for presentation to the MSBA's Board of Directors at a future Board meeting; the date of the Town Meetings at which the proposed project will be considered; and the anticipated design and construction schedule.

We will be contacting you soon to discuss these next steps in more detail, but in the meantime, I wanted to share with you the Board's vote to approve the Pentucket Regional School District to proceed into schematic design to replace the existing Pentucket Regional High School and the existing Pentucket Regional Middle School with a new District-wide grades 7-12 middle/high school on the existing site.

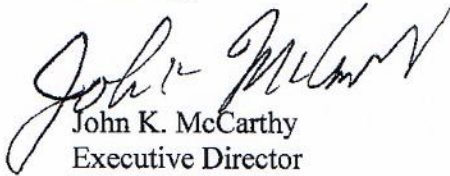
I look forward to continuing to work with you as the MSBA's grant program progresses. As always, feel free to contact me or my staff at (617) 720-4466 should you have any questions.

Page 2

October 31, 2018

Pentucket Regional School District Preferred Schematic Board Action Letter

Sincerely,



John K. McCarthy  
Executive Director

Cc: Legislative Delegation  
Wayne Adams, Chair, Pentucket Regional School Committee  
Greg Labrecque, Business Manager, Pentucket Regional School District  
Greg Hadden, Facilities Manager, Pentucket Regional School District  
Jon Lemieux, Owner's Project Manager, Vertex Companies, Inc.  
Stephen Theran, Owner's Project Manager, Vertex Companies, Inc.  
Brad Dore, Designer, Dore & Whittier Architects, Inc.  
Jason Boone, Designer, Dore & Whittier Architects, Inc.  
File: 10.2 Letters (Region 3)

PENTUCKET REGIONAL SCHOOL DISTRICT  
REGIONAL AGREEMENT

PreK-12 REGIONAL AGREEMENT OF APRIL 30, 1993  
AS AMENDED JULY 1, 1997, JULY 1, 1998, JULY 1, 1999, JULY 1, 2005,  
JULY 1, 2006, JULY 1, 2012, AND JULY 1, 2014

For a Regional School District for the Towns of Groveland, Merrimac, and West Newbury, towns in the Commonwealth of Massachusetts hereinafter referred to as member towns.

Section I. MEMBERSHIP OF THE REGIONAL DISTRICT SCHOOL COMMITTEE

A. The Regional District School Committee shall consist of nine members, three from each member town, who shall be elected by the voters of that town. Each member so elected shall serve a three year term. In the event that a town or towns separate from the Regional School District at the elementary level as stated in Section X, the three (3) elected members from said town or towns shall constitute the elementary school committee as well as represent their town at the regional level.

B. Any vacancy occurring on the Regional District School Committee for any cause shall be filled by the local Board of Selectmen and the remaining School Committee members from the town where the vacancy occurs. Such replacement shall serve until the next annual town election.

C. At the first scheduled meeting of the Regional District School Committee after the annual election of all member towns, the Regional District School Committee shall organize in accordance with Massachusetts General Laws, Chapter 71, Section 16A, known as "Regional School Committee, Organization". In addition the Regional District School Committee shall fix the time and place for its regular meetings for the new term, provide for the calling of special meetings upon notice to all its members, and appoint appropriate sub-committees and other officers.

D. The Chairmanship, Vice Chairmanship and Secretary positions shall be revolving with one position being from each town. No Town shall hold more than one office.

Section II. QUORUMS, VOTES AND GOVERNANCE

A. A quorum to conduct business at regular meetings shall consist of a simple majority of its members and special meetings shall require not less than two members from each of the towns.

B. On all issues requiring a vote of the Regional District School Committee, each member's vote will be weighted according to the respective town's population based on the most recent decennial Federal census data, calculated out to two decimal places, and remain as such until the next official Federal census.



C. Any action voted by the Regional District School Committee which directly and specifically affects the elementary school(s) in only one town shall require that two of the three members of the Regional District School Committee from the town in which the affected elementary school is located vote in support of that action. In order, however, for a school to be closed in any member town where there is more than one elementary school, all three committee members from the affected town are required to vote in favor of the proposed closure after a public hearing is held in the affected town.

### Section III. TYPE OF SCHOOL

A. The Regional School District shall include all grades from PK – 12.

B. The secondary schools shall serve students in grades 6 or 7 – 12.

C. The elementary schools shall serve students in grades PK – 5 or 6.

D. In the agreement where “preschool” is mentioned it is done so for future purposes to permit the Regional District School Committee with the approval of all member towns at their respective Town Meetings, at some future date, to include preschool classes. Until such time all preschool expenses shall be on a self supporting basis, except those excluded by law.

### Section IV. LOCATION OF SCHOOLS

A. The Regional District secondary school buildings shall be located on sites owned by the District.

B. There shall be not less than one elementary school in each member town. Students in grades PK – 5 or 6 shall attend schools in their towns of residence, except in cases of emergency as defined by the Regional District School Committee, children attending special education low incidence classes, regional “magnet” classes, or intradistrict school choice

C. Each member town shall retain ownership of all elementary school buildings and related grounds, including any new elementary school buildings constructed in the future. Each member town shall lease each elementary school building and related grounds to the Pentucket Regional School District for the sum of one dollar. Each lease shall be for a term not greater than the term permitted by either general or special State law. The initial term of each lease shall commence on the date that the Regional District School Committee assumes jurisdiction over the pupils in grades PK-12 or as otherwise provided in such lease. Each lease may contain provisions for an extension of the lease term at the option of the Regional District School Committee. Responsibilities for maintenance of elementary school buildings shall be uniform across all District elementary school leases. A lease shall not prevent the use of the elementary school buildings or premises by the respective owner towns with the approval of the School Committee, which shall not withhold such approval unless educationally necessary. If permitted by either general or special State law, a lease may provide that it shall terminate and the leased property shall revert to the member town if the town should no longer be a member of the Pentucket

Regional School District or if the Regional District School Committee should determine that the land, with the building and other improvements thereon, is no longer needed for the educational program of the District. Each lease may include such other terms as may be agreed upon by the Board of Selectmen of a member town and the Regional District School Committee. A lease shall be executed by the Board of Selectmen on behalf of the member town and the Regional District School Committee on behalf of the District.

D. Said requirements to lease land and buildings shall not include portions of land and buildings already under separate lease at the time of the effective date of this agreement until such time as the existing lease terms expire.

E. Payments from present leases and future leases shall be paid to the Regional School District in accordance with the lease agreement by and between the District and the Town.

#### Section V. TRANSPORTATION

Transportation shall be provided by the Regional School District. The Regional District School Committee shall set District transportation policy.

#### Section VI. DEFINITIONS

The budget for construction and operation of the District's Schools including payments of principal and interest on bonds and other evidence of indebtedness issued by the District shall be apportioned to the member towns subject to the following definitions:

##### A. Budget

As defined by this document, the budget is the amount of dollars voted by the Regional District School Committee to finance the District schools to be paid from the general revenues of the Regional School District.

The budget shall be comprised of two parts: operating costs and debt service, each as herein defined.

1. **DEBT SERVICE** and **CAPITAL COSTS** include all costs that are used for payment of principal and interest on bonds or other obligations issued by the District. Capital projects shall be defined as costing not less than \$10,000 and having a depreciable life of not less than 5 years.

2. **OPERATING COSTS** include all costs not included in Debt Service and Capital Costs as defined in 1, but includes interest and principal on revenue anticipation notes.

Section VII. METHOD OF ASSESSING COSTS OF THE REGIONAL SCHOOL DISTRICT

A. All operating costs shall be assessed to the three towns on the basis of M.G.L. Chapter 71, Section 16B.

1. The district assessment will be calculated and reported to the member towns by using the two – step method. The District shall list all general fund revenues, including but not limited to Chapter 70 and Transportation Aid, and reduce the member assessment as it relates to the approved operating budget by said amount. The remaining member assessments shall be calculated by charging each member Town its net minimum spending amount as approved by the Department of Elementary and Secondary Education for the Fiscal Year being assessed. Should the requested member assessments exceed the net minimum spending required then the remaining amount shall be charged to each member Town based upon its percentage of the entire District enrollment calculated to 4 decimal places as of October 1 of the prior Fiscal Year for grades K to 12, including out of District placements, as reported to the Massachusetts Department of Elementary and Secondary Education on the statewide pupil census. All Debt Service and Capital Costs not associated directly to one member community’s Elementary School(s) shall be allocated and assessed annually using the calculation stated above for any amount over the net minimum spending requirement.

2. Should all member Towns agree on an alternative method of assessment the District shall be notified in writing by each member community’s Board of Selectmen Chair on the agreed procedure on or before March 1 of the year prior to the Fiscal year budget start date. If the per pupil method of assessment is chosen then the calculation shall be the same as the amount over net minimum spending stated in Part 1 of this section.

B. Debt Service, incurred by the District for an elementary school building of a member town, less applicable Chapter 70B MSBA aid, shall be assessed to the member town in which the elementary school is located.

C. The payment of the assessed share of operating costs and debt service by each member town, as computed by the Regional District School Committee according to the methods specified in Sections VI, and VII, shall be made by each member town’s Treasurer by check payable to the Regional School District in twelve equal installments by the fifteenth of each month.



## Section VIII. RESPONSIBILITY FOR ADDITIONS, MAJOR REPLACEMENTS AND MAINTENANCE OF SECONDARY AND ELEMENTARY SCHOOLS

A. The District shall develop a 5 year capital plan for each building that will be provided to each member town by January 15<sup>th</sup>. This plan shall include; item descriptions, estimated costs, and the projected depreciable life. Capital projects shall be defined as costing not less than \$10,000 and having a depreciable life of not less than 5 years. Capital projects shall be scheduled and approved by the member Town. Emergency repair procedures shall be defined by the member Town lease agreement.

In addition, the District shall provide the member towns with a maintenance plan for each of its buildings. The District shall include a line item in its budget to fully fund this plan. A year end maintenance report shall be provided to the member towns identifying the cost of all maintenance performed.

B. Each member town shall be responsible for payment of costs associated with the construction of new buildings, renovations, or making extraordinary repairs to the elementary school building/s located in that member town so long as they meet the requirements of a capital project as described in VIII A.

C. The costs of on-going maintenance for those items not included in paragraph VIII B. for the elementary schools and all costs for the secondary schools shall be borne by the Regional School District.

## Section IX. ADMISSION OF ADDITIONAL TOWNS

By an amendment of this agreement adopted by each member town in accordance with Section XIV and complying with the provision therein contained, any other town or towns may be admitted to the Regional School District upon adoption as herein provided of such amendment and upon acceptance of the agreement as so amended, and also upon compliance with the provision of law as may be applicable and such terms as may be set forth in such amendment.

A new member may be admitted to the Regional School District as of July 1 of any fiscal year, provided that all requisite approvals for such admission, including the Commissioner's approval, shall be obtained no later than the preceding December 31. The authorizing votes may provide for the deferral of said admission until July 1 of a subsequent fiscal year.

## Section X. WITHDRAWAL OF MEMBER TOWNS FROM THE REGIONAL SCHOOL DISTRICT

A. Any town withdrawing from the District must first pay all its share of total debt and current operating expenses. All withdrawals are subject to the approval of the Commissioner of Elementary and Secondary Education and must be approved by two thirds of the member Towns.

Any member town may withdraw from the regional school district in total or at the elementary level if accepted by a majority vote of the voters present and voting on the question at its Annual Town meeting called for the purpose, such withdrawal to become effective on June 30<sup>th</sup> of the year named in the question, provided: (1) that in pursuance of such vote, the withdrawing town gives the regional school district at least one years written notice of its intention to withdraw, (2) that the said town has paid over to the District any costs which have been certified by the District Treasurer to the Treasurer of the withdrawing town.

## Section XI. ANNUAL REPORT

A. The Regional District School Committee shall submit to each member town an annual report containing a detailed financial statement and a statement showing methods by which the annual charges assessed against each town were computed, together with such additional information relating to the operation and maintenance of the secondary schools and each elementary school as may be deemed necessary by the Regional District Committee or by the Selectmen and/or the Finance Committee of any member town. This report shall contain a detailed listing of salaries by individual employee.

## Section XII. BUDGET

A. There shall be a Regional Finance Advisory Committee, comprised of the following: one Selectmen from each member town annually appointed by each member town Board of Selectmen; the Finance Director, or person holding such position by whichever title it may be known, from each member town; the Regional District School Committee Chair, or his/her designee; and the District Superintendent and/or Business Manager. The Regional Advisory Committee will meet, from time to time, with the Regional District School Committee Chair, the Superintendent and/or Business Manager to discuss matters that may impact the District and/or the towns, including budget calendars and timelines, content and detail of budgets, revenue estimates and other revenue matters, capital budget items and use of Excess and Deficiency funds. The chairmanship of the Advisory Committee shall rotate annually among the members from each of the towns. The Committee shall prepare reports to be read into the School Committee minutes.

B. The Regional District School Committee shall prepare a budget on a fiscal year basis for the District in the following manner:

1. The budget process shall be initiated annually in December and shall provide an opportunity for the Selectmen and Finance Committee of each member town to have input into its preparation. The Regional District School Committee shall complete its proposed budget for the ensuing year, and said proposed budget shall be posted in the Town Hall of each member town, shall be provided to each member town's public library, and shall be submitted to the Selectmen, Finance Directors and Finance Committee members of each member town.

2. The proposed budget shall contain a notice stating when and where a public hearing will be held. The public hearing shall be held in any District school building. The notice of the public hearing shall be posted in all three towns. Said hearing shall be held at least ten (10) days prior to final adoption of the proposed budget. Upon request of the Finance Committee and/or the Board of Selectmen of any member town, the Regional District School Committee shall arrange to meet with such Finance Committee and/or Board of Selectmen for the purpose of discussing the proposed budget. Said proposed budget shall be submitted in the template approved by the School Committee, itemized at least as follows: central administration; expenses of instruction; transportation; operation of school plant;

maintenance of school plant; outlay, debt and interest charges; the last named to specify all items costing \$1,000.00 or more. All non-recurring expenditures shall be itemized. Enrollment, staffing, total expenditures and assessments for the past five years shall be included. The Chair of any member Board of Selectmen or Finance Committee may request further information.

3. 45 days prior to the date of the earliest member Annual Town Meeting the Regional District School Committee shall adopt by a two-thirds vote of all its members a budget with such changes as may have resulted from conferences and an open hearing. This budget shall be presented in two parts as outlined in the attached template (Exhibit A). No later than 30 days from the date of the approval vote, but within 10 days if possible, the Treasurer of the District shall certify to the Treasurer of each member town its assessed share of such budget.

4. The budget and assessment shall be so constructed as to show debt service, capital and operating costs. It shall also list all general fund revenue used to reduce member assessments as described in VII. A. This budget should also identify the costs of any programs not uniformly offered at all District elementary schools.

5. Budget approval will be in accordance with M.G.L. Chapter 71, Section 16B.

6. If, in the opinion of the Board of Selectmen and/or Finance Committee of any of the towns, the Regional School District budget will not fit the budgetary capabilities of their town, they can request of the Regional District School Committee a special meeting to discuss the budget.

This meeting shall be called within seven (7) days of the presentation of the budget to the member towns.

The meeting shall be attended by six members of the Regional District School Committee (two members from each member town), as well as two representatives of the Board of Selectmen and two representatives of the Finance Committee from each member town.

The purpose of this meeting will be to discuss the ability of the town or towns to meet the financial obligation brought forth by their assessment of the submitted Regional School District budget.

The charge of this group will be to recommend to the Regional District School Committee a reduced budget that least affects the educational integrity of the District and meets the financial capabilities of the town(s).

7. If a member town fails to hold a meeting within forty-five (45) days from the date on which an amended assessment was adopted by the Regional District School Committee, the member town shall be deemed to have voted affirmatively regardless of whether the town had previously approved an amount equal to or greater than the revised assessment. No action by the town constitutes approval.

### Section XIII. INCURRING OF DEBT

A. The Regional District School Committee shall have authority to develop plans for District schools. According to Chapter 71, S.16d. the Regional District School Committee shall not incur any debt for the school until the expiration of sixty (60) days from the date said debt is authorized by the Regional District School Committee. Prior to the expiration of said period each member town will be notified of the intent to incur debt. Each member town which would bear a financial responsibility for the debt through the assessment of all or a portion of the principal and interest on such debt shall hold a Town Meeting for the purpose of expressing approval or disapproval of the amount of debt authorized by the Regional District School Committee by a majority of voters present and voting on the question. If the debt is disapproved by any member town, the debt shall not be incurred, and the Regional District School Committee shall then prepare an alternative proposal and a new or revised authorization to incur debt. The only exception to the restrictions in this paragraph shall be the incurring of debt in anticipation of revenues.

B. In the event that a member town should determine, prior to the issuance by the District of long term indebtedness to finance a Capital Cost, to make an upfront cash contribution to pay all of its allocable share of such Capital Cost, then the total borrowing authorized to pay costs of such Capital Cost shall be reduced by the amount of such upfront cash contribution. A member town's share of Capital Costs for purposes of this section shall be determined in the same manner as used in determining the allocation of Capital Costs for the fiscal year in which the District's borrowing for a particular Capital Cost is authorized.

When a member town has paid its entire share of such Capital Cost, then such member town shall not be assessed for any portion of Debt Service incurred by the District to finance the balance of such Capital Cost. Then, notwithstanding the provisions of Section VII(A) to the contrary, Debt Service on the amount to be borrowed shall be assessed upon the member town or towns that did not determine to make an upfront cash contribution on account of such Capital Cost, as if the District's total enrollment consisted solely of the students from the noncontributing town or towns.

Any upfront cash contribution on account of a Capital Cost shall be paid to the District prior to the issuance of long term bonds by the District to finance such capital cost.

#### Section XIV. AMENDMENTS

A. Amendments to the agreement must receive a majority vote of approval by each member town at a Town Meeting. Amendments may be initiated by the Regional District School Committee or by the Board of Selectmen of any one of the member towns.

B. No such amendment shall be made which shall substantially impair the rights of the holders of any of the District's bonds or notes of the District then outstanding or the rights of the District to procure the means for payment thereof.

C. This agreement will be reviewed every three years, by the members of the Regional Finance Advisory Board, as described in Section XII. A who will make recommendations for changes to the member Town's Boards of Selectmen. At any time the Towns may also appoint a task force to review the Regional Agreement. This task force will be made up of a member from each Town's Board of Selectmen, the member town's Finance Directors, the Chairman of the School Committee, the Superintendent and a citizen from each member town.

D. All amendments are subject to the approval of the Commissioner of Elementary and Secondary Education.

#### Section XV. SEVERABILITY OF SECTIONS

According to Chapter 71.S.16I., in the event that any provision of this Regional School District Agreement shall be held invalid in any circumstance, such invalidity shall not affect any other provisions or circumstances.



**Town of West Newbury**  
381 Main Street  
West Newbury, Massachusetts 01985

K.b.

Angus Jennings, Town Manager  
978-363-1100, Ext. 111 Fax 978-363-1826  
[townmanager@wnewbury.org](mailto:townmanager@wnewbury.org)

TO: Board of Selectmen  
FROM: Angus Jennings, Town Manager  
DATE: November 9, 2018  
RE: Middle Street Bridge, update on design process and anticipated timeline

---

As previously reported, now that the City of Newburyport has finalized a scope of work and contract with BSC consulting group, bi-weekly conference calls began in October to ensure coordinated communication as the design process moves forward.

Please find attached the meeting minutes from the most recent conference call on October 31<sup>st</sup>.

I am working with Town staff to prepare mailing labels to facilitate mailed communications to area residents and other interested persons. We expect that conceptual design plans will be delivered in early January and, while we will not yet have good cost estimates due to work that will not proceed until later in the project (including, notably, geotechnical borings, the results of which can be expected to have a major impact on project costs), I suggest that we will likely have enough information to hold an initial local public meeting dedicated to this project.

Based on the anticipated design timeline, and taking into account required MassDOT approvals, it is anticipated that a proposal for construction funding could be brought to an October 2019 Special Town Meeting. Obviously, there will be extensive dialogue between our Town and the City of Newburyport regarding potential cost share; I expect this dialogue to continue at the staff level as we receive additional information such as municipal boundary survey, and will involve the elected leadership of both municipalities as overall project cost estimates become more solid.

When the time comes, there may be an opportunity to secure a MassWorks grant to support West Newbury's share of project costs. If we do pursue this opportunity, my experience suggests that we will be more competitive if we are taking active steps toward implementing our approved Housing Production Plan.

*cc: Gary Bill, Wayne Amaral*

**To:** Jon-Eric White, Angus Jennings, **Date:** October 31, 2018  
**From:** Micah Morrison, Peter Reed **Proj. No.** 28395.00  
**Re:** Progress Meeting 10/31/2018  
**Date of Meeting:** October 31, 2018 **Time:** 8:00 am  
**Place of Meeting:** Conference Call  
**Purpose:** Progress of Plummer Spring Bridge project  
**List of Attendees:** Jon-Eric White, Angus Jennings, Micah Morrison, Peter Reed, Mark Magowan

Item	Discussion	Action
Conceptual Design Options	BSC will produce conceptual design options for the City and Town to review internally. A lot of effort goes into these so we're planning to deliver these options in early January. The options will take into account the conditions that exist based on their recent field reconnaissance, most notably the 12-foot deep channel under the bridge. BSC noted that it is unlikely that MassDOT will get involved in the decision making of the various concepts proposed. Traditionally they leave the bridge type up to the municipality and won't get involved until the design phase.	BSC working on conceptual design options
Survey Data	BSC to send Newburyport and West Newbury relevant documents obtained through town line research	BSC to send documents
Town Line Survey	City and Town will provide BSC with whatever documents they have relative to the town boundary location. Jon-Eric noted that his experience is that town lines that follow rivers that were created hundreds of years ago typically do not have metes and bounds, so they are approximate, and simply follow the center of the stream. Jon-Eric clarified that this project is likely similar and that BSC is doing a property line survey based on available info obtained and BSC will provide a location based on their expertise as land surveyors, which in this case could be plus or minus a few feet. This project is not scoped to perform a title-research-level property line survey that is typically performed by real estate attorneys that could cost add'l thousands of dollars.	Newburyport and West Newbury to send BSC available documents
Survey	Forward survey once it is finalized	BSC to send drawings
Public Hearing	Public Hearing to present options will be needed. Public informational meetings/engagements by Newburyport and West Newbury will occur throughout the process. BSC will investigate multiple bridge types and span lengths. The results of the geotechnical borings will significantly impact the construction cost and recommended bridge structure. In accordance with MassDOT requirements the borings will need to occur in very close proximity to the proposed/actual foundation location. A	Borings to occur after a preliminary span length is agreed upon

ACCURACY NOTICE  
 We have sought to record accurately the minutes of this meeting. If any of the above items do not agree with your understanding, please contact us within seven (7) days from the date of this document.

<b>Item</b>	<b>Discussion</b>	<b>Action</b>
	preliminary bridge span will need to be agreed upon to correctly locate the borings.	
West Newbury public meeting for construction funding	It was discussed that an October 2019 meeting would be better because construction is not anticipated until 2020. BSC offered to assist West Newbury in applying for a MassWorks grant which are awarded in October 2019, with the goal of going to Town Meeting knowing how much additional funds will be needed.	West Newbury likely to hold meeting in October 2019
Resiliency – Dam modifications	Jon-Eric brought up that Newburyport is looking into raising the downstream dam to provide greater climate resiliency. Depending on how much the elevation of the dam is raised could have a significant impact on the bridge project. BSC is happy to assist in resiliency effort but would likely need to adjust our fee. In order to determine the magnitude of the impact to the design effort and construction costs BSC would need to know how much the dam is proposed to be raised.	Newburyport to provide BSC with proposed elevation increase to dam

**cc:**

/





**Town of West Newbury**  
381 Main Street  
West Newbury, Massachusetts 01985

K.c.

Angus Jennings, Town Manager  
978-363-1100, Ext. 111 Fax 978-363-1826  
[townmanager@wnewbury.org](mailto:townmanager@wnewbury.org)

TO: Board of Selectmen  
FROM: Angus Jennings, Town Manager  
DATE: November 9, 2018  
RE: Bids received for water building, and next steps

---

The Water Department's efforts to expand the wellfield and build a Meter and Chemical Injection Building continue. The required review process with MassDEP was lengthy, but upon completion the building project was put out to bid.

Mike Gootée, Mike McCarron and I attended the bid opening on November 1<sup>st</sup>, along with a representative from Tata and Howard. Unfortunately, all three bids received came in substantially higher – roughly double, or more – the estimated construction cost. Tata and Howard provided the following observations and recommendations regarding the higher-than-expected bids:

“As requested, we have examined the bids received for the subject project to identify areas that deviated from our original estimate of probable construction cost. Tata & Howard keeps a data base of past and current project costs for use in estimating probable construction costs. We have noted substantial cost increases over the last year. We have offices throughout New England and the costs have been consistently higher with different regions showing greater cost escalations. Some of the reasons for the escalation in cost according to contractors and suppliers are tariffs on steel and other construction materials, lack of available subcontractors due to heavy workload, abundance of general contractor work at this time and scaling of project size (projects under \$1,000,000). The budget for the project dates back to January 2017. We have identified four major areas where the bid cost have exceeded our estimates by a large margin. The areas and dollar amount in exceedance are: SCADA \$50,000, foundation \$58,000, electrical sub-bid \$55,000 and piping \$60,000. Additionally, the cost associated with the building exclusive of electric and HVAC costs is \$409 per square foot which is extremely high. The building is only 416 square feet (26' x 16').

At this time I think we should just fit a project that will stay within the existing appropriation. It wouldn't hurt to put a place holder in for now for town meeting to give us time to rethink the project. We should be able to get the source online within the existing funds. It will not solve all the deficiencies at the site but will allow use of the new source.”

I will attend the November 13<sup>th</sup> (11am) meeting of the Water Commission, at which the project will be discussed. In the meantime, after recent MassDEP approval, the Water Department will place an ad next week inviting bids for the Brake's Hill Tank. The bid opening will be on December 6<sup>th</sup> at 2pm. I will continue to stay in close coordination on these projects, related to ongoing capital planning efforts and anticipated responsibilities associated with financing major construction projects.

cc: *Mike Gootée, Water Superintendent; Gary Bill; Wayne Amaral*

AFFIDAVIT PURSUANT TO MASSACHUSETTS GENERAL LAWS CHAPTER 30B  
SECTION 5 (d)

We, the undersigned witnesses, declare that we were this day present and observed the Chief Procurement Officer of the Town of West Newbury open bids for the construction of the Meter and Chemical Injection Building and declare that the following is a complete and accurate list of the names of all bidders and the amounts of their bids opened in our presence:

BIDDER

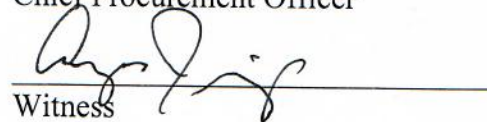
CONTRACT PRICE BID

Methuen Construction	\$ 791,596.00 \$ -90,000
Prankis Corp.	\$ 830,800.00 \$ 60,600
Scherbon Consolidated	\$ 750,800.00 \$ 44,000.00

Signed under the pains and penalties of perjury this 1<sup>st</sup> day of November, 2018.



Michael P. McCarron  
Chief Procurement Officer

  
Witness

\_\_\_\_\_  
Witness

K.d.



## Town of West Newbury

381 Main Street

West Newbury, Massachusetts 01985

Angus Jennings, Town Manager

978-363-1100, Ext. 111 Fax 978-363-1826

[townmanager@wnewbury.org](mailto:townmanager@wnewbury.org)

TO: Board of Selectmen  
FROM: Angus Jennings, Town Manager  
DATE: November 9, 2018  
RE: Page School Generator, project update

---

The old generator has been removed, the asbestos remediation is complete with satisfactory post-remediation testing, the new unit has been delivered, and we have been provided specifications and user's manual for the new 40 KW 3-phase Hercules diesel generator. All that remains to be complete to close out the project is the duct work, which is pending, at which point the new generator will be brought on line.

cc: Gary Bill; Wayne Amaral; Jean Nelson, CPC Coordinator

K.e.



## Town of West Newbury

381 Main Street

West Newbury, Massachusetts 01985

Angus Jennings, Town Manager

978-363-1100, Ext. 111 Fax 978-363-1826

[townmanager@wnewbury.org](mailto:townmanager@wnewbury.org)

TO: Board of Selectmen  
FROM: Angus Jennings, Town Manager  
DATE: November 9, 2018  
RE: OSHA trainings and work toward compliance by effective date of Feb. 1, 2019

---

Our efforts continue in order to ensure that the Town achieves compliance with OSHA standards on or before the statutory deadline of February 1, 2019.

On November 7<sup>th</sup>, the Water Department hosted a half-day OSHA workplace safety training sponsored by the Mass. Rural Water Association. Mike Gootée and Mark Marlowe from the Water Department attended, as did all three Highway Department personnel, and I also was there. We each received Certificates of Completion documenting our attendance. It was very worthwhile.

On November 20<sup>th</sup>, Mary Winglass will attend an all-day OSHA course in Byfield. I have met with Mary regarding my objective that her job description be amended to designate her as the Town Office's OSHA coordinator, including responsibility for tracking and documenting required trainings of Town (non-DPW, public safety or Library) personnel. I would like this responsibility to include serving as the Responsible Person to create and implement a written Hazard Communication Program pursuant to 29 CFR 1910.1200. This change in responsibilities is not final nor formalized, but is under consideration.

I have also obtained safety program requirements as relate to Town Offices, DPW garage, Library, Kitchens (i.e. Senior Center) etc., and will be providing these to Department Heads in the coming days to assist them in getting their departments' work places in compliance.<sup>2</sup>

As has been previously discussed, this will require a sustained effort across many areas of the organization in order to achieve – and document – compliance with these newly applicable requirements.

---

<sup>2</sup> See: <https://www.mass.gov/service-details/safety-programs-for-public-sector>



**Town of West Newbury**  
381 Main Street  
West Newbury, Massachusetts 01985

K.f.

Angus Jennings, Town Manager  
978-363-1100, Ext. 111 Fax 978-363-1826  
[townmanager@wnewbury.org](mailto:townmanager@wnewbury.org)

TO: Board of Selectmen  
FROM: Angus Jennings, Town Manager  
DATE: November 9, 2018  
RE: Update on meetings with Mill Pond Committee and Conservation Commission regarding process for amending Mill Pond Management Plan and Pipestave/Mill Pond Conservation Restriction boundary

---

This is to follow up on the discussion at the 10/29 meeting. Following on that meeting, and the correspondence leading up to it, I attended the 10/30 Mill Pond Committee meeting and the 11/6 Conservation Commission meeting in order to ensure that all parties are aware of the process to amend the Pipestave/Mill Pond Management Plan. I also discussed this with the Chairman of the Parks & Rec Commission, and understand that their next meeting will include this on the agenda.

My goal is to get suggestions from each of the Boards/Committees/Commissions by the end of the calendar year, then re-circulate a draft that reflects all parties' suggested revisions, at which point the process to actually bring forward amendments for votes would begin. I will continue to keep Greenbelt apprised as the process moves forward.

As you know, at the direction of Chairman Kemper earlier this fall, my October 25<sup>th</sup> memo invited the Mill Pond Committee, Conservation Commission, and Parks and Recreation Commission to let me know their availability to attend a future Board of Selectmen meeting to discuss these matters. The following dates were suggested:

Monday, November 26th at 7 pm  
Monday, December 3rd at 7 pm  
Wednesday, December 26th at 7 pm

The Conservation Commission suggested that a joint meeting may be more productive once each entity has provided its initial comments, such that a markup reflecting all parties' input could be the subject of discussion. I'll look to the Board, once again, for guidance as to whether you'd like such a combined meeting to await all parties' comments, or to proceed in the nearer-term.

This memo also provides a response to the question raised at the October 29<sup>th</sup> Board of Selectmen meeting, which was regarding what process would be required to propose a change to the boundary of the Conservation Restriction (CR) Municipal Use Area such that the dirt "road" would be entirely within the MUA. Dave Rimmer at Greenbelt advised that such a change would require an amendment to the CR itself, which is fairly onerous and requires a "net conservation gain." He advised that, if such a change is to be formally proposed, we should contact Greenbelt's land conservation team.

*cc: Mill Pond Committee; Conservation Commission; Parks and Recreation Commission; Open Space Committee; Greenbelt*

## Town Manager

---

**From:** Dave Rimmer <dwr@ecga.org>  
**Sent:** Tuesday, November 6, 2018 2:44 PM  
**To:** Town Manager  
**Cc:** Abigail Hardy-Moss  
**Subject:** Re: Correspondence re Mill Pond / Pipestave  
**Attachments:** PastedGraphic-1.tiff

Angus,

In my opinion (Abby please weigh-in if you would like to add anything), the inconsistencies were between the written description of the boundary line in Exhibit B, and the boundary line as shown in Exhibits C and D. We were unable to match the written description with the mapped boundary line....GPS points were not accurate in Exhibit B and some of the language was wrong (stated "east" when should have been west" type thing). Essentially we could not recreate the boundary line in the field based on the description in Exhibit B.

It would take an amendment of the CR to move the Municipal Use Area boundary, which is very different than what we did recently regarding the boundary line, which was to mutually agree on its location as proposed in the CR and clarify it through an agreement. As you know, the amendment process is onerous in MA, with a bottomline requirement of a "net conservation gain". There may be ways to achieve that standard and move forward with an amendment, but that is really a conversation you would have to have with Chris Lapointe from our land conservation team.

Hope this helps.

Dave

Dave Rimmer  
Director of Land Stewardship  
Greenbelt | Essex County's Land Trust  
82 Eastern Avenue  
Essex, MA 01929  
[dwr@ecga.org](mailto:dwr@ecga.org)  
(978) 768-7241 x14



On Nov 6, 2018, at 9:01 am, Town Manager <[townmanager@wnewbury.org](mailto:townmanager@wnewbury.org)> wrote:

Dave,

I met w the Mill Pond Committee last week and the Conservation Commission last night. The ConsComm raised a question about the language in the draft Boundary Line Agreement, in the 2<sup>nd</sup> whereas clause, referring to inconsistencies between Exhibit B and Exhibits C and D. Can you clarify what inconsistencies are observed, or referred to here?

At last week's Board of Selectmen meeting, they asked what would be involved with proposing a shift to the Municipal Use Area boundary such that the "road" would be entirely within the MUA. I told them

I thought this would be viewed as a material change, but I'd like your thoughts on what process would be involved, if this were to be proposed.

Thanks,  
Angus

*Angus Jennings, Town Manager*  
Town of West Newbury  
Town Office Building  
381 Main Street  
West Newbury, MA 01985  
(978) 363-1100 x111  
[townmanager@wnewbury.org](mailto:townmanager@wnewbury.org)

---

**From:** Dave Rimmer <[dwr@ecga.org](mailto:dwr@ecga.org)>  
**Sent:** Monday, October 29, 2018 12:31 PM  
**To:** Town Manager <[townmanager@wnewbury.org](mailto:townmanager@wnewbury.org)>  
**Subject:** Re: Correspondence re Mill Pond / Pipestave

Draft agreement attached.

Dave Rimmer  
Director of Land Stewardship  
Greenbelt | Essex County's Land Trust  
82 Eastern Avenue  
Essex, MA 01929  
[dwr@ecga.org](mailto:dwr@ecga.org)  
(978) 768-7241 x14

On Oct 29, 2018, at 10:00 am, Town Manager <[townmanager@wnewbury.org](mailto:townmanager@wnewbury.org)> wrote:

Sounds good. If you could, please do prepare a draft. In the meantime I'll let people know. Thanks

*Angus Jennings, Town Manager*  
Town of West Newbury  
Town Office Building  
[381 Main Street](mailto:townmanager@wnewbury.org)  
[West Newbury, MA 01985](mailto:townmanager@wnewbury.org)  
[\(978\) 363-1100 x111](mailto:townmanager@wnewbury.org)  
[townmanager@wnewbury.org](mailto:townmanager@wnewbury.org)

Sent from my mobile device

On Oct 29, 2018, at 9:59 AM, Dave Rimmer <[dwr@ecga.org](mailto:dwr@ecga.org)> wrote:

Angus,



We also need to discuss a "CR Boundary Line Clarification Agreement" that both town and Greenbelt would sign and would be recorded. It would have attachments that would basically replace Exhibits B, C and D in CR. Various groups on your end should at a minimum be aware of it, but I could also produce a draft if that would be helpful to accompany maps.

Dave

Dave Rimmer  
Director of Land Stewardship  
Greenbelt | Essex County's Land Trust  
82 Eastern Avenue  
Essex, MA 01929  
[dwr@ecga.org](mailto:dwr@ecga.org)  
(978) 768-7241 x14

<PastedGraphic-1.tiff>

On Oct 26, 2018, at 4:06 pm, Town Manager  
<[townmanager@wnewbury.org](mailto:townmanager@wnewbury.org)> wrote:

Thanks! This looks good to me; it will take some weeks for this to work through the various Boards/Committees/Commissions for review and comment. Will let you know as that plays out; once it appears there's consensus on the delineation, we can get MVPC to build it into our Town GIS, and talk about the best approach to field bounds.

Have a great wknd,  
Angus

*Angus Jennings, Town Manager*  
Town of West Newbury  
Town Office Building  
381 Main Street  
West Newbury, MA 01985  
(978) 363-1100 x111  
[townmanager@wnewbury.org](mailto:townmanager@wnewbury.org)

**From:** Abby Hardy-Moss <[abby@ecga.org](mailto:abby@ecga.org)>  
**Sent:** Friday, October 26, 2018 4:02 PM  
**To:** Town Manager <[townmanager@wnewbury.org](mailto:townmanager@wnewbury.org)>  
**Cc:** Dave Rimmer <[dwr@ecga.org](mailto:dwr@ecga.org)>; Gary Bill <[gbill@wnewbury.org](mailto:gbill@wnewbury.org)>  
**Subject:** Re: Correspondence re Mill Pond / Pipestave

Hi Angus,

Attached is a zoomed in map of the Municipal Use Area that reflects the boundary as defined by the stakes we placed in the field earlier this week. Also attached is the



revised shapefile. Please let me know if you have any questions. I hope you have a great weekend!

All the best,  
Abby

On Fri, Oct 26, 2018 at 1:28 PM Town Manager  
<[townmanager@wnewbury.org](mailto:townmanager@wnewbury.org)> wrote:

Hi,

Understood and agreed; did not see the need to make the point as I think it's implicit and broadly understood. Will continue to keep you in the loop as the process moves forward, which will help ensure that whatever changes are proposed don't get ahead of where Greenbelt would be comfortable! Most if not all of what's been suggested to me so far falls into the "housekeeping" category.

Thanks,  
Angus

*Angus Jennings, Town Manager*  
Town of West Newbury  
Town Office Building  
381 Main Street  
West Newbury, MA 01985  
(978) 363-1100 x111  
[townmanager@wnewbury.org](mailto:townmanager@wnewbury.org)

---

**From:** Dave Rimmer <[dwr@ecga.org](mailto:dwr@ecga.org)>  
**Sent:** Friday, October 26, 2018 12:53 PM  
**To:** Town Manager <[townmanager@wnewbury.org](mailto:townmanager@wnewbury.org)>  
**Cc:** Abigail Hardy-Moss <[abby@ecga.org](mailto:abby@ecga.org)>; Gary Bill <[gbill@wnewbury.org](mailto:gbill@wnewbury.org)>  
**Subject:** Re: Correspondence re Mill Pond / Pipestave

Angus,

These memos look good. Regarding the Management Plan, the only thing I did not see in the memo was reference to paragraph 1.6 of the CR, which refers to a Management Plan "approved by the Grantor and Grantee for purposes permitted by the CR". It may not need to be stated in the memo, and it may be understood by both sides, but it is an important, albeit obvious, point that the plan needs to be in compliance with CR.

We should have shape files for you to review shortly.

Dave

Dave Rimmer  
Director of Land Stewardship  
Greenbelt | Essex County's Land Trust  
82 Eastern Avenue  
Essex, MA 01929  
[dwr@ecga.org](mailto:dwr@ecga.org)  
(978) 768-7241 x14

On Oct 25, 2018, at 8:28 pm, Town  
Manager  
<[townmanager@wnewbury.org](mailto:townmanager@wnewbury.org)>  
wrote:

Hi Dave,

Thanks again to you and Abby for  
meeting us on site on Tuesday. Please  
find attached two memos that set out  
the two primary issues we have been  
discussing. I hope that these will help  
frame the discussion, and the work  
ahead. Please let me know if you have  
any questions.

Thanks,  
Angus

*Angus Jennings, Town Manager*  
Town of West Newbury  
Town Office Building  
381 Main Street  
West Newbury, MA 01985  
(978) 363-1100 x111  
[townmanager@wnewbury.org](mailto:townmanager@wnewbury.org)

<Memo re process to amend Pipestave  
Mill Pond Mgmt Plan - 10-25-  
18.pdf><Memo re Pipestave-Mill Pond  
Conservation Restriction GIS shapefile  
- 10-25-18.pdf>

--



**Town of West Newbury**  
381 Main Street  
West Newbury, Massachusetts 01985

K.g.

Angus Jennings, Town Manager  
978-363-1100, Ext. 111 Fax 978-363-1826  
[townmanager@wnewbury.org](mailto:townmanager@wnewbury.org)

TO: Board of Selectmen  
FROM: Angus Jennings, Town Manager  
DATE: September 27, 2018  
RE: Status update, 90-days in office: Goals, “baseline” responsibilities and policy priorities

---

Prior to my tenure, we met to discuss 90-day and 6-month goals and priorities. At our meeting in June, the Board provided its goals and priorities, I provided mine, and we talked them over.

In early July, Department Heads were invited to submit their departments’ FY19 goals and, later in the summer, Board of Selectmen members were invited to each provide me a list of their priorities. I have also been meeting with staff, Boards, Committees and Commissions to get a better understanding of their baseline responsibilities, ongoing initiatives, and policy goals and priorities.

And, since beginning my work here, I have re-assessed and updated my own punchlist of goals and priorities, based on my own prior experience applied to my observations here in West Newbury.

In light of all of the above, when the Board discussed the potential establishment of goals and priorities at its August 6<sup>th</sup> meeting, I respectfully requested that this item be tabled until the October 1 meeting, to allow me time to process what I’m learning and report back to the Board. It was already quite obvious to me that the cumulative weight of all of the goals and priorities already articulated would far outstrip staff capacity to deliver on these commitments – all at the same time, anyway. After all, the distance between making a commitment to progress – and actually making that progress – can often be measured in the dozens or hundreds of personnel-hours.

On Monday evening, I’ll present a status update on progress toward the Board’s 90-day goals (enclosed), all of which are complete or have been substantially advanced. I will also provide updates on the 6-month goals that the Board provided me in June – all of which are also underway.

I had hoped to have a written presentation for inclusion in this packet, but the demands of each day have not left time available to prepare a comprehensive presentation; this will therefore remain in draft form, for completion and presentation at another time.

However, in preparation for Monday night, I would like to share the following observations, and outline of my management philosophy as applied to the setting of goals and priorities.

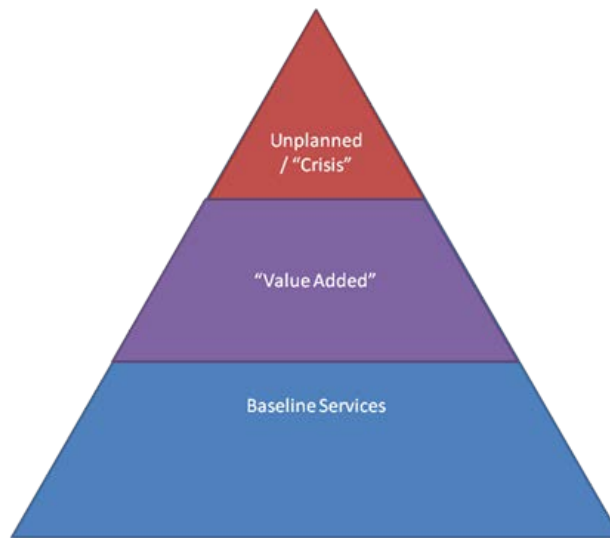
Three Categories of Municipal Work

Over the course of my municipal career I’ve come to think of the services towns provide in three categories, illustrated as follows:

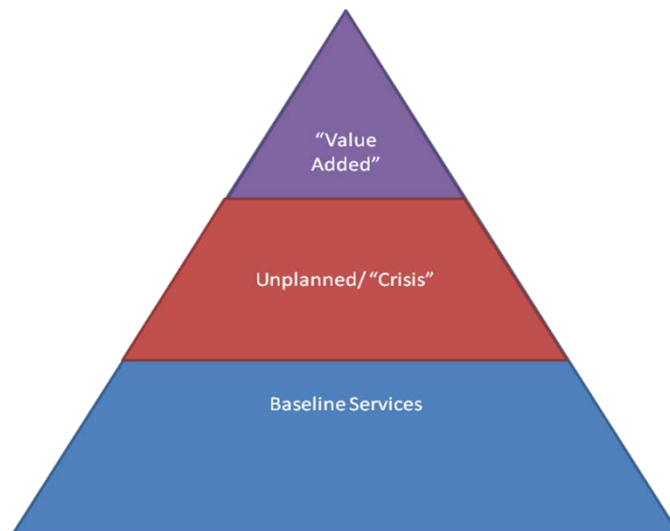
Note: This will be available for presentation at Tuesday's meeting, if time allows.

- ◇ Baseline services include functions that are mandated by local, State or Federal statute, regulation or administrative agency.
- ◇ “Value added” services include, for example, proactive planning and zoning efforts, grant applications, and non-mandated services that are nonetheless provided on a regular basis.
- ◇ Unplanned services represent issues that are not part of a specific work plan but, when they arise, must be addressed. In some departments more than others, this category can represent “crises” in a true sense of the word. “Crises” can also result from a lack of advance planning.

The pyramid below is intended to illustrate relative time impact (in personnel hours) of the various types of services (i.e. on a week to week basis, Baseline Services occupy the greatest share of staff time, etc.):



As a practical matter, when Unplanned/Crisis situations arise, these have the effect – for whatever the duration of the event – of displacing time toward Value Added services, while in every circumstance the Baseline Services must continue to be provided. So, during periods where Unplanned/Crisis work arises, the pyramid looks more like this:



For this reason, it is important to re-evaluate work plan and priorities on a regular basis in order to make adjustments to the timing of Value Added services if and as needed to accommodate Unplanned/Crisis work while also maintaining Baseline Services.

As we discussed during the Town Manager interview process last winter, it is my opinion that true prioritization requires a statement of both what is to be done, and of what will not be done (either at all, or on a particular timeframe, i.e. extending the time horizon for certain Value Added services that may be important, but that – in light of overall work planning – are not near-term priorities).

As we also discussed during the interview process, it is my opinion that government is notoriously bad at leveling with the public (and, sometimes, itself) regarding what will not be achieved within a defined period of time. In my experience this has two inevitable and unfortunate consequences: the first is that the public can become frustrated by statements of what will be achieved, but a failure to achieve the goals on the established timeline; and, because the system of government is trying to achieve more than it has the capacity to achieve, the quality of work suffers because tasks are done with an emphasis on speed rather than diligent attention, and balls can be dropped because the system is over capacity. Personnel fatigue and burnout can result.

As I have advanced in my municipal career, I have made a commitment to myself that I would not proceed in this manner, but rather would work with elected leadership based on clear information regarding priorities, capacity/bandwidth, and the time it takes to accomplish particular tasks, in order to establish meaningful priorities that can actually inform the work planning for municipal personnel and private sector and institutional partners (i.e. vendors, Pentucket, MVPC, etc.).

While it is not easy to state on the public record that certain public goals – which are understood to be important – will not get done (on a certain timeframe), it is imperative to do so. If the municipal government is unable (or unwilling) to establish and maintain priorities, every new commitment of resources (whether mandated, “value added” or “crisis”) simply competes against those commitments already underway, and can threaten the system’s ability to meet the commitments it has already made. Over time, in addition to doing actual harm (i.e. balls dropped), this can affect municipal government’s credibility, and can undermine public confidence.

Although it can be difficult to find time to “step back” from the day-to-day to do so, this exercise of prioritization is essential in order to advance from “priorities” to meaningful priorities. In so doing, we will need to identify important work items that can be deferred. However, we will also agree to work items that are of greater importance in FY19 and, in so doing, we can actually deliver on the commitments we make (and that have already been made). This exercise will also be critical to my ability to effectively manage personnel resources so that each of our municipal departments can actually “plan their work and work their plan.”

It should be obvious that I do not expect to complete, nor even substantially advance, this process on Monday night; to do so will require a much more thorough accounting of commitments already made – including our expanding “baseline” responsibilities, notably new stormwater management and OSHA compliance requirements that will take significant staff time this fiscal year.

However, I do hope that Monday will help to set a baseline for a continuing process ahead.