



Office of the
BOARD OF SELECTMEN
272 Main Street
Townsend, Massachusetts 01469

Nicholas Thalheimer, *Chairman*

Sue Lisio, *Vice-Chairman*

Robert Plamondon, *Clerk*

Andrew J. Sheehan,
Town Administrator

Office (978) 597-1700
Fax (978) 597-1719

SELECTMEN'S MEETING AGENDA
MARCH 12, 2013 - 7:00 P.M.
SELECTMEN'S MEETING CHAMBERS

I PRELIMINARIES

- 1.1 Call the meeting to order and roll call
- 1.2 Notice that the meeting is being tape recorded
- 1.3 Chairman's Additions or Deletions:
- 1.4 Review/Approve Meeting Minutes: February 26, 2013. Votes may be taken.

II APPOINTMENTS /HEARINGS

- 2.1 7:15 Fire-EMS Headquarters Building Committee. The Committee will provide an update on the design and discuss next steps. Votes may be taken.
- 2.2 7:30 Capital Planning Committee: The Committee will present its FY14 capital recommendation. Votes may be taken.
- 2.3 7:45 Executive Session: under G.L. c. 30A, s. 21(a)(2) to conduct contract negotiations with Lieutenant David Profit and Town Administrator Andrew Sheehan; G. L. c. 30A, s. 21(a)(3) collective bargaining; and G.L. c. 30A, s. 21(a)(1) regarding employee discipline. Votes may be taken.

III MEETING BUSINESS

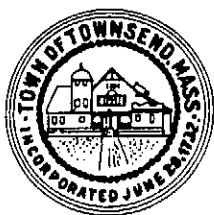
- 3.1 Grant acceptance: Vote to accept Volunteer Fire Assistance Grant in the amount of \$883.79 from the U.S. Department of Agriculture Forest Service and Massachusetts Department of Conservation & Recreation (DCR). Votes may be taken.
- 3.2 Fire Department standard operating guidelines: Review and approve Fire Department standard operating guidelines for computer-internet-data security and social media. Votes may be taken.
- 3.3 Charter Amendments and Financial Management Review: Discussion of Charter amendments including recommendations in the Dept. of Revenue Financial Management Review. Votes may be taken.
- 3.4 Annual Town Meeting: review and discussion of draft warrant and vote to close the warrant. Votes may be taken.
- 3.5 Request for letter of support: Review the request from Environment Massachusetts to sign and send a letter to Governor Deval Patrick urging the expansion of solar energy projects in Massachusetts. Votes may be taken.

IV APPOINTMENTS OF PERSONNEL/OFFICIALS

- 4.1 Fire Chief Donald Klein requests the following appointments. Votes may be taken.
Ben Niemiera, Fulltime Firefighter/EMT, effective April 1, 2013;
Leon Niemiera, Fulltime Firefighter/EMT, effective July 1, 2013;
John Elliott, On-Call Deputy Fire Chief, Effective March 13, 2013

V WORK SESSION

- 5.1 Board of Selectmen Updates/Reports
- 5.2 Town Administrator Updates/Reports
- 5.3 Review/Sign Payroll Warrant
- 5.4 Review/Sign Bills Payable Warrant



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1.4

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Robert Plamondon, *Clerk*
Office (978) 597-1700
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SELECTMEN'S MEETING MINUTES
FEBRUARY 26, 2013 - 7:00 P.M.
SELECTMEN'S MEETING CHAMBERS

I PRELIMINARIES

- 1.1 The Chairman called the meeting to order at 7:00PM and roll call showed Chairman, Nicholas Thalheimer (NT), Vice-Chairman, Sue Lisio (SL), and Clerk, Robert Plamondon (RP) in attendance.
- 1.2 NT gave notice that the meeting is being tape recorded.
- 1.3 Chairman's Additions or Deletions: None
- 1.4 Motion was made by RP to approve meeting minutes of February 12, 2013. SL seconded. Unanimous.

IV APPOINTMENTS OF PERSONNEL/OFFICIALS

- 4.1 Police Chief Erving Marshall requested the Board appoint David Mazza as Telecommunications Supervisor. His start date would be April 1, 2013. RP moved to approve David Mazza's appointment as Telecommunications Supervisor effective April 1, 2013-June 30, 2013. SL seconded. Unanimous.
- 4.2 Police Chief Erving Marshall requests the appointment of Reserve Officers Daniel Schultz and Brent Davis. After discussion on credentials of both appointees, RP moved to approve the appointments of Daniel Schultz and Brent Davis as Reserve Officers of the Townsend Police Department for terms effective March 1, 2013-June 30, 2013. SL seconded. Unanimous.

III MEETING BUSINESS

- 3.1 Vote to accept grants from the Greater Lowell Community Foundation in the amount of \$3,739 and the Community Foundation of North Central Massachusetts in the amount of \$3,710 to fund the Townsend Alliance Against Drugs. Chief Marshall gave some details of the grants and how he proposed to work with the high school. Motion made by RP to accept the grants outlined above. SL seconded. Unanimous.
- 3.3 Review bylaw amendment for street opening permits. Mr. Sheehan presented a draft bylaw to replace the existing one pertaining to the process for permits to cross and alter, also known as street opening permits. The new bylaw would streamline the process by giving the Highway Superintendent authority to issue permits. RP and SL questioned specific protocol for re-inspection and accountability. Mr. Sheehan will revise the draft for the Board.
- 3.4 Approve one day liquor license for Colin McNabb of the Knights of Columbus #14842 for the St. Joseph's Feast to be held on March 23, 2013 from 5-9:30PM. RP moved to approve. SL seconded. Unanimous.

II APPOINTMENTS /HEARINGS

- 2.1 RP moved at 7:20 PM to move into Executive Session under G.L. c. 30A, s. 21(a)(2) to conduct contract negotiations with Lieutenant David Profit and Town Administrator Andrew Sheehan; G. L. c. 30A, s. 21(a)(3) collective bargaining; and G.L. c. 30A, s. 21(a)(1) regarding employee discipline; and to return to the regularly scheduled meeting upon conclusion. SL seconded. SL aye, RP aye, NT aye.

At 8:28 PM RP moved to enter back into the regularly scheduled meeting. SL aye, RP aye, NT aye.

III MEETING BUSINESS (continued)

- 3.2 Discussion of Charter amendments including recommendations in the Dept. of Revenue Financial Management Review. The Department of Revenue report in 2011 reflected the Charter process we have gone through and has submitted a list of recommendations; some of which we have done. The 2011 audit is almost complete and the financial management software has been requested through Capital Planning. RP referred to question #7 regarding water departments billing being moved to the treasurer's office. SL would like to have the Town Administrator make a report and prioritize the recommended steps. She is most concerned with changing some elected positions to appointed positions. This garnered discussion. The Charter committee has offered to help draft the warrant articles.
- 3.5 Discussion of FY14 operating budget. Mr. Sheehan gave an update on the budgets the departments have submitted. Beside the 2 ½ percent salary increases, all departments were level funded. Any departments requesting other increases were required to provide an explanation. He explained that approximately \$14 million will be raised through taxes, approximately \$400,000 more than FY13. This includes the additional 2 ½ percent annual levy (+/- \$340,000) and about \$60,000 in new growth. Local aid is projected at \$1.4 million, about \$20,000 over FY13. There is additional funding for veterans but reduction in ambulance revenue. Of the money set aside for the Spaulding school roof out of capital stabilization, \$203,500 will be used in FY14. The revenues in FY14 are projected to be \$573,000 higher than in FY13. Expenditures are slated at \$451,500. Retirement has seen a \$180.00 increase. This sparked some discussion. The other increases are from health insurance and education. This year, the North Middlesex increase is only.44%. Mr. Sheehan expects next year it will be higher and the budget will be more difficult to balance. The Finance Committee will be getting a draft of this budget next week. Mr. Sheehan introduced Nancy Rapoza as the new Chairman of the Finance Committee. The bottom line budget at this point is \$17,468,486.00. The goal is to have the final budget by April 1, 2013.

V WORK SESSION

- 5.1 Board of Selectmen Updates/Reports – RP announced the last day to register dogs before the \$5 late fee is instated is February 28. SL encourages residents to attend the visioning meetings held by the high school building committee. The next one is tomorrow night, February 27, 2013, at 6:30 PM at the high school.
- 5.2 Town Administrator Updates/Reports – Congratulated the Senior Center for their receipt of a grant from the Greater Lowell Community Foundation and the Community Foundation of North Central Massachusetts in the amount of \$11,600 for their kitchen manager.
- 5.3 Review/Sign Payroll Warrant – RP moved to sign warrants out of session. SL seconded. Unanimous.
- 5.4 Review/Sign Bills Payable Warrant – RP moved to sign warrants out of session. SL seconded. Unanimous.

2.2

TOWNSEND CAPITAL PLANNING COMMITTEE

PROPOSED FISCAL 2014 PROJECTS AND 5 YEAR
PLAN

MARCH 4, 2013

COMMITTEE MEMBERS

- Lorna Fredd
- Carolyn Smart
- Colin McNabb
- Andrea Wood
- Bill Roberts
- Richard Oakley
- Roger Rapoza

Attached for your review is the 2014 Capital Improvement Program [CIP], which is comprised of two parts—capital budget and capital program. The capital budget is the upcoming year's recommended spending plan for capital items (tangible assets or projects that cost at least \$10,000 and have a useful life of at least five years). The capital program is a plan for future capital needs that extends four years beyond FY 2014.

Notably absent at this writing is the Committee's recommendation regarding the proposed new Central Fire Station, pending finalization of the feasibility study and identification of the building site. The Capital Planning Committee anticipates a revision to the FY14 budget to incorporate this project upon receipt and review of those details.

It would not have been possible for the CPC to develop project priorities or a meaningful capital budget without significant input from each of the department managers who requested funds, and we thank them for their responsiveness to our numerous requests for information and meeting time.

TYIA CAPITAL IMPROVEMENT PLAN - ARTICLE

*CAPITAL
PLANNING
COMMITTEE
Recommended*

DEPARTMENT	DESCRIPTION OF CAPITAL REQUEST	Capital Stabilization	Other	TOTAL
POLICE DEPT				
* Vehicle replacement Generator	To replace two (2) vehicles Replace main generator w/ exterior gas-fueled unit	17,000	60,000	60,000 17,000
BUILDING DEPT				
4-WD vehicle	To replace Explorer w/ 186,000 mi.	25,000		25,000
FIRE-EMS DEPT				
* Ambulance	Lease/purchase 3rd year payment		48,000	48,000
Air Filling Station	Lease/purchase 3rd year (final) payment	17,056		17,056
Fire Alarm System	Console & radio-controlled alarm boxes	115,000		115,000
WATER DEPARTMENT				
* VFD Upgrade	Upgrade VFD & Electrical Service Pumping Station #1		25,000	25,000
* Cross Street Well	Clean & Inspect Cross Street Well		20,000	20,000
* F350 Cab & Chassis	Replacement of a 2005 Service Truck		45,000	45,000
WEST TOWNSEND READING ROOM				
Siding/Window Replacement	Siding to enclose flaking lead paint; new windows	23,430		23,430

TOTAL ALL DEPARTMENTS	197,486	198,000	395,486
* OTHER FUNDING SOURCES	60,000 Tax Levy - appropriated in general fund		
	48,000 Ambulance Receipts		
	90,000 Water Department Enterprise - existing appropriation		

TOWN OF TOWNSEND
 CAPITAL IMPROVEMENT PLAN
 CAPITAL PROJECTS FY 2014-FY 2018

Bd. Of Selectmen	Project Description	FY 2014					FY 2015					FY 2016					FY 2017					FY 2018							
		Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total			
Building	Town hall access control					15,000																					15,000		
	Financial management software					12,000					12,000																	48,000	
	New vehicle - 4 WD (replaces Explorer w/ 185,000 mi.)					25,000																						25,000	
	New 1 ton dump truck with plow					40,000																						40,000	
	Rescue 2 ambulance - lease/purchase installment					48,000																							96,000
	Air filling station - lease/purchase installment					17,056																							17,056
	Narrow banding for secondary repeater site					80,000																							80,000
	Radio controlled fire alarm boxes (22) & 1 console					115,000																							169,000
	Replace & upgrade 25 air packs & bottles					54,000																							163,402
	Replace & upgrade 25 air packs & bottles					163,402																							163,402
	New Central Station					11,313,000																							11,313,000
	Replace cardiac monitors/delibrillators (2)					66,000																							66,000
	Replace Forestry 1					130,000																							130,000
	Rescue 2 tanker/pumper (replaces Engine 2 & Tanker 1)					550,000																							550,000
	Remount or replace Rescue 3					200,000																							200,000
Vehicle exhaust removal system					30,000																							30,000	
Highway	F450 4x4 one-ton dump truck w/plow																											65,000	
	Used 6-wheel dump w plow & sander					50,000																						50,000	
	Used clam shell/bozin cleaner (used = \$30,000)					40,000																						40,000	
	Electronic message boards (2)					150,000																						600,000	
	Road paving/maintenance					125,000																						125,000	
	Backhoe (replaces 1996 JCB)					180,000																						180,000	
	Sweeper (replaces 1999 sweeper)					80,000																						80,000	
	Tractor w/boom lift/mower (used)					250,000																						250,000	
	Solar Panels for Garage					100,000																							100,000
	Sidewalk plow					80,000																							80,000
	6 Wheel Dump Truck w/plow & sander (truck #6)					75,000																							75,000
	4 x 4 F450 one-ton dump truck w/plow					30,000																							30,000
	Replace Carpeting					393,000																							393,000
	Solar Panel Installation					17,000																							17,000
	Generator Replacement					12,000																							24,000
Computer upgrades					60,000																							60,000	
Crusers (2) - from operating budget					62,000																							320,000	

**TOWN OF TOWNSEND
CAPITAL IMPROVEMENT PLAN
CAPITAL PROJECTS FY 2014-FY 2018**

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	TOTAL
Water						
Install Tank Mixing Sys. Fitchburg Rd. Storage Tank		50,000				50,000
Upgrade var. freq. drive (VFD) & elec svc WB Sta #1	25,000					25,000
Clean & inspect Cross St. well	20,000					20,000
Complete water main loop, Emery Rd. to South Harbor Rd			1,500,000			1,500,000
Service truck - replace '05 F350 cab & chassis	45,000					45,000
Replace supervisor's truck - 1/2-ton pickup				50,000		50,000
Replace '02 F450 1-ton dump truck			60,000			60,000
Replace Main St. Well field & Modifications to Main St. Sta.				1,000,000		1,000,000
Clean/inspect/Rehab Fitchburg Rd. Storage Tank		400,000				400,000
Siding (lead paint issue) & window replacement	23,430					23,430
Total All Departments	395,486	13,508,402	2,678,000	1,658,000	305,000	18,544,888
Recap by department	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	TOTAL
Board of Selectmen/Adm'n.	0	27,000	12,000	12,000	12,000	63,000
Building	25,000	0	0	0	0	25,000
Cemetery/Parks	0	40,000	0	0	0	40,000
Fire-EMS	180,056	11,854,402	550,000	200,000	0	12,784,458
Highway	0	840,000	480,000	330,000	225,000	1,675,000
Police	77,000	497,000	78,000	66,000	88,000	784,000
Water	90,000	450,000	1,580,000	1,050,000	0	3,150,000
W. Townsend Reading Room	23,430	0	0	0	0	23,430
Total	395,486	13,508,402	2,678,000	1,658,000	305,000	18,544,888



TOWNSEND FIRE-EMS DEPARTMENT

Proudly serving the citizens of Townsend since 1875

PO Box 530 – 13 Elm St.
Townsend, MA 01469

Donald Klein
Chief of Department

Headquarters: 978-597-8150 Fax: 978-597-2711

3.1

To: Board of Selectmen

From: Michael Grimley, Operations Captain

A handwritten signature in black ink, appearing to read "Michael Grimley".

Date: Tuesday, March 05, 2013

Re: Volunteer Fire Assistance Grant

On behalf of Townsend Fire - EMS I would like to request that you approve our award of \$883.79 from the 2012 Volunteer Fire Assistance Grant Program. This is the 9th year that I've applied for and have been successful with this program.

Funding for the Volunteer Fire Assistance Grant is provided by the United States Department of Agriculture Forest Service and is administered by the Massachusetts Department of Conservation and Recreation. VFA grant funds are available to call or volunteer fire departments that provide service to a community with a population of 10,000 or less.

This year the Fire – EMS Department will use the awarded funds to purchase personal protective equipment for our members along with some line digging tools and collapsible back pack pumps.

Without grant programs like the VFA our Fire-EMS Department wouldn't be able to purchase this equipment for wildland firefighting.

All of the members of Townsend Fire-EMS would like to thank you in advance for your continued support to the Department with your acceptance of this grant.

Attached you will find a copy of our letter from DCR.



February 11, 2013

Chief Donald Klein
13 Elm Street
P.O. Box 530
Townsend, MA 01469

Dear Chief Klein:

I am pleased to announce that your application for funding under the Volunteer Fire Assistance (VFA) Program has been approved for \$883.79. VFA funding is provided by the United States Department of Agriculture Forest Service and administered by the Department of Conservation and Recreation (DCR) on a 50% reimbursement basis.

Your approved project begins on February 5, 2013 and must be completed by May 15, 2013. If you do not believe that you will complete your project by the DCR completion date, a request for an extension must be submitted as soon as possible. Reimbursement instructions are enclosed.

A final report on the expenditure of the project funds must be submitted to DCR's Bureau of Forest Fire Control Program Coordinator within 30 days after the completion of your project.

Enclosed is a copy of page 4 from your application. It reflects selected items from your proposed project that your award will honor. Your matched monies and purchases should reflect these same items. Please bear in mind that the 50% reimbursement (up to \$2,000) for this project is available for cash expenditures or in-kind services (donations, volunteer hours, etc.). Reimbursement may not exceed the approved award amount indicated above.

As we hope to share this news together, we will be contacting you within the next week or two to organize an award presentation with local officials and the press. Once we have had the opportunity to coordinate we will look to conduct further outreach on the award and the presentation. As such, we ask that you do not contact the press directly so that we might coordinate in a collective fashion.

COMMONWEALTH OF MASSACHUSETTS · EXECUTIVE OFFICE OF ENERGY & ENVIRONMENTAL AFFAIRS

Department of Conservation and Recreation
251 Causeway Street, Suite 600
Boston MA 02114-2119
617-626-1250 617-626-1351 Fax
www.mass.gov/dcr



Deval L. Patrick
Governor

Timothy P. Murray
Lt. Governor

Richard K. Sullivan Jr., Secretary
Executive Office of Energy & Environmental Affairs

Edward M. Lambert Jr., Commissioner
Department of Conservation & Recreation


Congratulations on the approval of your award. DCR is committed to providing assistance to rural fire departments to enhance the ability to protect the Commonwealth's forest resources. Should you have any questions, or wish to significantly change your project, please contact immediately Roxanne B. Savoie, Program Coordinator at 413-538-9092, extension 400.

Sincerely,



Edward M. Lambert, Jr.
Commissioner

cc: DCR Federal Fiscal Officer Norma Forgione
DCR Chief Fire Warden David V. Celino
DCR Fire Program Coordinator Roxanne B. Savoie
Senator Jennifer L. Flanagan; State House - Room 208
Representative Sheila C. Harrington, State House - Room 237

 <p>TOWNSEND FIRE-EMS DEPARTMENT</p> <p>TOWNSEND, MA 01469</p>	<p>STANDARD OPERATING GUIDELINES</p> <p>Title: Computer-internet-data security</p>	<p>SOG NO: GO 12-013</p> <p>EFFECTIVE DATE: 10-1-12</p>
		<p>Supercedes REVISION NO: Draft</p> <p style="font-size: 2em; margin-left: 20px;">3.2</p>

I) PURPOSE

1. The Townsend Fire-EMS Department utilizes computer equipment to aid in accomplishing its primary mission: responding to calls for service, preventing fire, and documenting incidents. Computers and access to databases supplied by this department make our work more efficient and more accurate.
2. With the use of computers as a communications tool, what took days or weeks to do a few years ago can now be done in minutes. E-mail, live scan documents, digitized images, audio and video puts high quality records in the hands of employees who need them, quickly.
3. This technological advantage does not come without its own pitfalls. A misplaced media may result in the loss of a high volume of confidential data. A confidential image, casually forwarded could end up in the mail boxes of thousands of recipients or displayed on internet entertainment web sites. Hackers may access systems and access, change or destroy data. Viruses can enter the system via innocent files such as internet images and games, and then wreak havoc on system operability, steal data or passwords, or allow unauthorized users to access the system.
4. This policy will serve as a guide to help all employees preserve the integrity of our data, manage use of computer systems, decrease liability exposure, and prevent unlawful or wrongful actions involving computers and data.
5. This policy supplements the policies and users agreements of state and federal data providers such as MFIRS/NFRIS/MATRIS and contracted data bases.

II) SCOPE


1. It is the policy of the Townsend Fire-EMS Department to:
2. Utilizes computer resources to enhance our ability to perform our mission and improve member safety through the availability of information while maximizing security protocols and system integrity.

III) APPLICATION

1. This applies to all Townsend Fire-EMS Department members and appropriate support staff.


IV) REFERENCE DOCUMENTS

1. Townsend Police/Communications Department Policies and Procedures 4.21

 <p>TOWNSEND FIRE-EMS DEPARTMENT</p> <p>TOWNSEND, MA 01469</p>	<p>STANDARD OPERATING GUIDELINES</p> <p>Title: Computer-internet-data security</p>	<p>SOG NO: GO 12-013</p> <p>EFFECTIVE DATE: 10-1-12</p>
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V) DEFINITIONS

- A. **Hardware:** The tangible components of a computer such as disk drives, monitors, keyboards, mouse, etc.
- B. **RMS:** Records Management Systems of the Townsend Fire-EMS department (PAMET SOFTWARE), and others.
- C. **Offensive/Disruptive Communications:** Communications which contain sexual content or sexual implications, racial slurs, gender-specific comments, or any other content that offensively addresses a person's race, creed, religion, physical or mental disability, color, sex, national origin, age, occupation, marital status, political opinion, sexual orientation, or any other group status.
- D. **Password:** A word or string of alpha-numeric characters restricting access to an account, network, database, or file to an authorized member.
- E. **Software:** The programs, data, routines, and operating information used within a computer.
- F. **Virus:** A hidden code within a computer program or file intended to corrupt a system or destroy data stored in a computer.
- G. **Malware:** Malicious computer software that interferes with normal computer functions or sends personal data about the user to unauthorized parties over the Internet.
- H. **Data:** Data files are the files that store the database information, whereas other files, such as index files and data dictionaries, store administrative information, known as metadata.

	TOWNSEND FIRE-EMS DEPARTMENT	STANDARD OPERATING GUIDELINES Title: Computer-internet-data security	SOG NO: GO 12-013
	TOWNSEND, MA 01469		EFFECTIVE DATE: 10-1-12
			Supersedes REVISION NO: Draft

VI) ROLES AND RESPONSIBILITIES

2. It shall be the responsibility of all personnel to know and understand this Standard Operating Guideline.

VII) SAFETY

- A) N/A


VIII) ENFORCEMENT

- A) Failure to understand and follow this Standard Operating Guideline may result in disciplinary action.
- B) Any deviation from this Standard Operating Guideline may require a written report to the Chief of Department or his designee.


IX) STANDARD OPERATING GUIDELINE

A) Data Security

1. The job of protecting the hardware, software, and data from abuse is shared by all users of the Townsend Fire-EMS Department's data processing systems. The potential for someone (citizen or employee) suffering a loss or inconvenience due to improper or inappropriate use of the Department's data processing systems is real, whether malicious or accidental.
2. The use of department computer systems and equipment is solely for purposes authorized by the Townsend Fire-EMS Department. Unauthorized use is a violation of these policies and procedures, and violators may be subject to disciplinary action.
3. Software used in the Department's computer systems are property of the Townsend Fire-EMS Department and will not be used, copied or distributed without permission from the Fire Chief or his/her designee.
4. The Townsend Fire-EMS Department will maintain proprietary rights over any work generated by its members in the course of their duties and software or files will not be sold, distributed or maliciously deleted without permission from the Fire Chief or his/her designee. The use and distribution of such files will be at the discretion of the Chief or his/her designee. Employees shall not encrypt data, change permissions, or files without the formal approval of the Fire Chief or his/her designee.
5. Only software that has been approved by the Townsend Fire-EMS Department, in accordance with operational needs, is allowed to be installed on any department computer. Any unauthorized software, such as games and other personal amusement software, will be deleted.

	TOWNSEND FIRE-EMS DEPARTMENT	STANDARD OPERATING GUIDELINES Title: Computer-internet-data security	SOG NO: GO 12-013
	TOWNSEND, MA 01469		EFFECTIVE DATE: 10-1-12
			Supersedes REVISION NO: Draft

6. Members are strictly prohibited from using software, on computers, that has been copied in violation of the law.
7. Instant messaging software, movies, music sharing software or other peer to peer data sharing software are prohibited, unless authorized by the Fire Chief, or his/her designee.
8. Employees may not download personal software and/or data into a department computer without review and authorization of the data and/or software by the Chief or his/her designee.
9. Members may not intentionally develop, introduce, or install viruses on any Townsend Fire-EMS Department equipment or computers. All disks and external storage devices, including disk drives (i.e. thumb drives), will be scanned by the user for viruses when introduced into any Department computer. This can be accomplished by right-clicking on the appropriate drive letter in the My Computer menu and choosing the option "Scan for Viruses" on the drop-down menu.
10. Regular backup of data shall be accomplished at intervals by the Fire Chief or his/her designee with coordination with the Townsend Police/Communication Department's amounting to weekly full backups, and daily incremental backups.
11. Off-site storage of otherwise irreplaceable data and programs will be conducted with coordination with the Townsend Police/Communication's Departments and the Fire Chief or his/her designee, who shall also be assigned to conduct or coordinate an in-house incremental back-up daily, and a weekly full backup that is stored inside locally. Off-site data will be stored in a locked portable safe that will be placed at the Town Hall Clerks office safe, and will be rotated on a monthly basis.
12. Data files (word processing, e-mail, and spread sheets) will be backed up daily and weekly if they are stored on the users or the departments mapped drive and on the Townsend Fire-EMS Department server. Backup of data not stored on the server is the responsibility of each user. The department cannot be held responsible for lost data due to system failure caused by power outages or other problems with the system that may cause unexpected shut down. If data is important to a user, he or she must back it up

 <p>TOWNSEND FIRE-EMS DEPARTMENT</p> <p>TOWNSEND, MA 01469</p>	<p>STANDARD OPERATING GUIDELINES</p> <p>Title: Computer-internet-data security</p>	<p>SOG NO: GO 12-013</p> <p>EFFECTIVE DATE: 10-1-12</p>
		<p>Supersedes REVISION NO: Draft</p>


Data maintained or obtained by the Townsend Fire- EMS Department shall not be distributed in violation of patient/contact/vendor confidentiality on H.I.P.P.A through e-mail, social media sites, uploading to chat (fire engineering) or entertainment sites (i.e. Break.com, Rotten.com, etc.). Data may be distributed for legitimate public safety purposes only.

B. Network Security


1. Network security is the responsibility of all users. Employees may use the Townsend Fire-EMS Department network only for legitimate purposes.
2. Servers and routers shall be located in a secure area to avoid physical illegal, unauthorized access to this hardware.
3. The Department shall provide various layers of technical protection to safeguard data and software from unauthorized access in the form of hardware and software. These security measures include:
 - a. Detection of illegal penetration and prevention of unauthorized access to the data processing systems.
 - b. Prevention of unauthorized access to stored data.
 - c. Unauthorized use of internet and intranet network capabilities of the data processing systems.
4. Supervised access to the network by vendors, maintenance technicians, and contractors may be allowed on an as needed basis and only with permission of the Chief or his/her designee.
5. Access to the Department's network will be limited to those with a legitimate need to use the system to access or input data. Each authorized user of the systems will be issued a login name and password. Users are responsible for maintaining the security of their passwords, and should never share them with anyone, including other employees. Passwords will be changed whenever a security infraction has been discovered, and periodically to ensure security. The appearance of passwords on terminal screens and printouts are suppressed. A password audit shall be conducted annually.

C. Employee Activity

1. **E-MAIL**
 - a. All Fire-EMS Department employees shall be trained in the use of the e-mail system. This training shall include how to access e-mail, create e-mail messages, open an attachment, attach a document, send and receive e-mail and manage an e-mail account.

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- b. All e-mail accounts are password protected. Each member is responsible for his/her password.
- c. It shall be the responsibility of each employee to check the Department's e-mail at least once per working shift or once a week and to read all e-mail messages, and their attachments, received from Department personnel and command staff. Once opened, it shall be understood that the directive has been formally issued to the member. It is the responsibility of each employee to review the information.
- d. **RECEIPT/REVIEW.** The e-mail receipt indicating that the employee received and opened the e-mail shall serve as a record that the employee received and reviewed the written directives.
- e. Any e-mail that is time stamped delivered but has no date/time as to when it was opened shall be considered unread. If the message has no opened date/time and it does not exist in the recipient's mailbox then it is considered to have been deleted, without being read, by the recipient. No member shall delete any Department related e-mail without first opening it and reading the e-mail and/or its attachments.
- f. The e-mails of department employees are considered public record unless the content falls under a statutory exemption.¹ It is unlikely that e-mails containing jokes, obscene images, or personal comments to others will fall under one of the statutory exemptions.
- g. The following types of e-mail activities are expressly prohibited:
 - i. Transmission of global or mass mailings unless related to Department business or unless prior authorization has been received from the Chief or his/her designee.
 - ii. Transmission of chain letters or virus alerts.
 - iii. Transmission of any e-mail containing abusive, harassing, discriminatory, or sexually explicit language or content.
 - iv. Transmission of deceptively labeled e-mails, to include any e-mail that carries a misleading subject line, is anonymous, is attributed to another person, or which identifies its true sender incorrectly.

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- v. Inclusion of H.I.P.P.A information within any e-mail, except where the recipient's e-mail address has been previously confirmed to be a legitimate and secure reception point.
- vi. Any other transmissions or inclusions that violate federal, state, or local law.


2. Internet Access

Professionalism, ethics, and integrity are paramount importance in the public safety community. To achieve and maintain the public's highest level of respect, we must place reasonable restrictions on our conduct and appearance, and hold to these standards of conduct whether on or off duty. An employee's actions on the internet must never bring the department into disrepute, nor should conduct be detrimental to its efficient operation.

- a. Internet access is available to employees for legitimate business purposes only.
- b. Users shall not use the Department System to access, download, upload, store, print, post, or distribute pornographic, obscene, or sexually explicit materials.
- c. If an employee accidentally accesses an unacceptable site, the employee must immediately disclose the incident to a supervisor/OIC. Such disclosure may serve as a defense against an accusation of an intentional violation of this policy.


3. Social Networks:

Employees of the Townsend Fire-EMS Department have a right to have personal web pages or social networking sites. Use of Townsend Fire-EMS Department computers or equipment for the purpose of social networking is prohibited, along with accessing social networking sites from any other peripheral device while on duty, or working. Exceptions to this rule may be discussed with a supervisor/OIC. Employees of the Townsend Fire-EMS Department are also prohibited from posting, transmitting and/or disseminating any photographs, video or audio recordings, likenesses or images of departmental logos, emblems, uniforms, badges, patches, marked or unmarked vehicles or apparatus, equipment or other material that specifically identifies the Townsend Fire-EMS Department, on any personal or social networking website or web page, without the express written permission of the Fire Chief, or his/her designee.

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No employee shall represent themselves, directly or indirectly, in any public forum as a member of the Townsend Fire-EMS Department either by text, photograph, or image depicting the uniform, badge, patches, marked or unmarked vehicles, equipment, protective gear, or other material that specifically identifies the Townsend Fire-EMS Department with other information, opinion, or posture that would bring unfavorable criticism or embarrassment upon the department. All employees shall make note of the following procedures as it relates to social networking:

- a. Employees having personal web pages or other types of internet postings which can be accessed by the public, shall not place or allow photographs or depictions of themselves dressed in uniform, protective gear and/or displaying official identification, patches or badges, or in any other way, either directly or indirectly, identify themselves as an employee of the Townsend Fire-EMS Department for any reason, without approval as indicated in this policy.
- b. Photographs or other depictions of department uniforms, badges, patches, marked or unmarked vehicles or apparatus shall not be posted on personal internet sites without the expressed written approval of the Fire Chief or his/her designee.
- c. Photographs of the inside of the department buildings as well any fire, ambulance or accident scene shall not be posted without the consent of the Fire Chief, or his/her designee.
- d. Employees are prohibited from posting, transmitting, and or disseminating any pictures or videos of official department training, activities, or work-related assignments without the express written consent of the Fire Chief, or his/her designee.
- e. Employees wishing to use photographs, depictions, or references to the Townsend Fire-EMS Department must receive written approval from the Fire Chief, or his/her designee.
- f. Employees who post photos, comments, etc. of other department employees must inform and seek approval from the employee(s) before posting same.
- g. Any employee becoming aware of having knowledge of a posting of any website or web page in violation of the provisions of this policy shall notify his/her supervisor/OIC immediately.

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- h. Sites deemed inappropriate, whether an employment association or not, bringing discredit to the Townsend Fire-EMS Department or any other town departments/town employee, or promoting misconduct, whether on or off duty, may be investigated through internal administrative procedure and/or referred to the appropriate law enforcement agency for criminal process.
- i. All employees shall treat as confidential the official business of the Townsend Fire-EMS Department.
- j. No employee shall release, either directly or indirectly, information concerning investigations, accidents, or violations of ordinances or statutes to persons outside the Townsend Fire-EMS Departments without seeking approval from a Supervisor/OIC.
- k. No Employee shall reveal any unauthorized information to any person not a member of the Townsend Fire-EMS Department unless otherwise authorized to receive such information, such as a law enforcement agency or appropriate public safety agency.
- l. No employee shall gossip about the affairs of the Townsend Fire-EMS departments with persons outside the department.
- m. If an employee indicates in any public forum any opinion on a public safety related issue, then that employee shall state that the views and opinions expressed are the employee's personal ones, and not those of the Townsend Fire-EMS Department.


Note: Any employee seeking approval to use reference to the Townsend Fire-EMS Department on any personal website, web page, or other public forum shall submit a request for approval to the Fire Chief or his/her designee via the chain of command. Employees are reminded to exercise good judgment and demonstrate personal accountability when choosing to participate on social networking sites.

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X) RECORDS, REPORTS, CHARTS

<p><u>AUTHENTICATION</u></p> <p>SOG NO: GO 12-013</p> <p>Number of Pages: 10</p> <p>Approved By:</p> <p>Revision: <u>Draft</u></p>

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 <p>TOWNSEND FIRE-EMS DEPARTMENT</p> <p>TOWNSEND, MA 01469</p>	<p>STANDARD OPERATING GUIDELINES</p> <p>Title: Social Media Policy</p>	<p>SOG NO: GO 12-014</p> <p>EFFECTIVE DATE: 4-8-13</p>
		<p>Supersedes: N/A REVISION NO: 01</p>

I) PURPOSE

- 1) This policy addresses the issues related to communication and participation in social media channels, and it is intended to protect the integrity, reputation, status and good name of the Townsend Fire-EMS Department, their members and officers.

II) SCOPE

- 1) This policy establishes the Townsend Fire-EMS Department social media and instant technology use procedures and protocols which are intended to mitigate associated risks from the use of this technology where possible.
- 2) Social media can take many different forms, including internet forums, blogs, online profiles, wikis, podcasts, pictures and videos, emails, and instant messaging, to name just a few. Social networking sites like Face book, Twitter and LinkedIn, news sharing and bookmarking sites, like Delicious and Digg, as well as photo and video-sharing sited like Flickr and YouTube can be exciting venues for communication in our professional and personal lives. However, please keep in mind that online conversations and posting are not private. Anything you post online can be searched, used and shared by others.

III) APPLICATION

- 1) This General Order shall apply to all members of the Townsend Fire-EMS Department.

IV) REFERENCE DOCUMENTS


- 1) National Labor Relations Board – Office of the General Counsel, Report of the General Counsel on Social Media.
- 2) Town of Townsend – Electronic Communication and Computer Usage Policy
- 3) Townsend Police Department – Social Media Policy

V) DEFINITIONS

- 1) For the purposes of this policy, the term instant technology is defined as resources including, but not limited to, instant messaging, texting, paging and social networking sites such as Face book, Myspace, LinkedIn, Twitter, YouTube and any other information sharing services, websites and/or blogs.

VI) ROLES AND RESPONSIBILITIES

- 1) It shall be the responsibility of all members to adhere to this General Order.

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VII) SAFETY

- 1) It is not our intention to restrict your ability to have an online presence and a mandate what you can and cannot say. We believe social networking is a very valuable tool and continue to advocate the responsible involvement of those associated with the Fire-EMS Department in these forums. While we encourage this online collaboration, we are providing you with Department policy and a set of guideline for appropriate online conduct to avoid the misuse of the communication medium.

The Townsend Fire-EMS Department understands the value of such technology, but also understands the concerns and issues raised when information is released that violates privacy concerns or portrays this organization to the public in an illegal or negative manner (intentional or unintentional). Therefore, no information, videos or pictures gathered while on Townsend Fire-EMS Department business (this includes emergency calls, meetings, drills, details, trainings or anything obtained on organization property or at organization functions) may be shared or posted in any format without the approval and written consent of the Townsend Fire-EMS Public Information Officer.


Under this restriction, members and employees are prohibited from disseminating or transmitting in any fashion photographs or images of individuals receiving emergency medical assistance. Any such transmission may violate Massachusetts State Laws and/or the HIPPA privacy rights of such individuals and may result in a criminal and/or civil proceeding being commenced against members and employees violating this provision of the policy.

VIII) ENFORCEMENT

- 1) Failure to understand and follow this General Order may result in disciplinary action.
- 2) Inappropriate use of the Internet and instant technology while on Townsend Fire-EMS Department business may result in disciplinary actions, up to and including termination as an employee of the Townsend Fire-EMS Department.

IX) STANDARD OPERATING GUIDELINE

- 1) Under this restriction, members and employees are prohibited from disseminating or transmitting in any fashion photographs or images of individuals receiving emergency medical assistance. Any such transmission may violate Massachusetts State Laws and/or the HIPPA privacy rights of such individuals and may result in a criminal and/or civil proceeding being commenced against members and employees violating this provision of the policy.

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- 2) This policy is not intended to limit your right to freedom of speech or expression; but as we are a public entity, it has been put in place to protect the rights of this organization, its members and the public we are sworn to protect. Members and employees are advised that their speech directly or by means of instant technology either on or off duty and in the course of their official duties that has a connection to their professional duties and responsibilities may not be protected speech under the First Amendment. Speech that impairs or impedes the performance of the Townsend Fire-EMS Department, undermines discipline and harmony among co-workers or negatively affects the public perception of the department may not be sanctioned.

As a basic concept constitutional concept of law, a public employee may comment on a matter of public concern. However, airing personal workplace grievances does not raise a matter of public concern.

In that regard, members and employees must follow the following guidelines when discussing the Townsend Fire-EMS Department on Social media Websites:

- Do not make any disparaging or false statements or use profane language.
- Do not make any statements or other forms of speech that ridicule, malign, disparage or otherwise express bias against any race, religion or protected class of individual.
- Make clear that you are expressing your personal opinion and not that of the Fire-EMS Department.
- Do not share confidential or proprietary information.
- Do not violate Fire-EMS Department policies including the Code of Ethics.
- Do not display Department logos, uniforms or similar identifying items without prior written permission.
- Do not post personal photographs or provide similar means of personal recognition that may cause you to be identified as a firefighter, officer or employee of the Department without prior written permission.
- Do not publish any materials that could reasonably be considered to represent the views or positions of the Department without authorization.

The Townsend Fire-EMS Department owns the right to all data and files in any owned computer, network, cell phone or other information system. The Townsend Fire-EMS Department also reserves the right to monitor electronic mail messages (including personal/private/instant messaging systems) and their content, as well as any and all use of the Internet and of computer equipment used to create, view, or access e-mail and Internet content. Members and employees must be aware that the electronic messages sent and received using Townsend Fire-EMS Department equipment are not private and are subject to

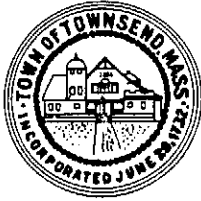
 <p>TOWNSEND FIRE-EMS DEPARTMENT</p> <p>TOWNSEND, MA 01469</p>	<p>STANDARD OPERATING GUIDELINES</p> <p>Title: Social Media Policy</p>	<p>SOG NO: GO 12-014</p> <p>EFFECTIVE DATE: 4-8-13</p>
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viewing, downloading, inspection, release, and archiving by Department Officers at all times. The Townsend Fire-EMS Department has the right to inspect any and all files stored in private areas of the network or on individual computers or storage media in order to assure compliance with policy and state and federal laws.

X) RECORDS, REPORTS, CHARTS

N/A

<p><u>AUTHENTICATION</u></p> <p>SOG NO: GO 12-014</p> <p>Number of Pages: 4</p> <p>Approved By: <i>Chief Klein</i></p> <p>Revision: <u>01</u></p>
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Office of the
BOARD OF SELECTMEN
272 Main Street
Townsend, Massachusetts 01469

3.3


Nicholas Thalheimer, *Chairman*
Andrew J. Sheehan,
Town Administrator

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MEMORANDUM

TO: Board of Selectmen

FROM: Andrew J. Sheehan, Town Administrator 

DATE: March 8, 2013

RE: Department of Revenue Financial Management Review
Status Report

The Board of Selectmen requested a status report on the implementation of the Financial Management Review (FMR) prepared by the Massachusetts Department of Revenue (DOR) in 2011. As background, the Town requested the DOR perform a financial management review. DOR completed the FMR and issued its final report in May 2011. DOR found no glaring problems, but made nineteen (19) recommendations that it determined would improve our operations, realize efficiencies, and modernize our processes. The recommendations are summarized and a current status is provided:

Recommendation 1: Complete the Required Charter Review.

Complete; additional work required. The Charter Review Committee completed its review several months ago and presented a series of recommendations to the Board. The Committee identified a number of items for further study. I recommend that the Board of Selectmen establish a Charter Committee to consider the issues identified by the Charter Review Committee, the recommendations made by the DOR, and general governance issues. As Town Counsel Lauren Goldberg recently explained, the Board of Selectmen can create an appointed Charter Committee and charge it with the task of undertaking a charter review. A Special Act of the Legislature is the simplest method to amend the Charter. Under this process, proposed charter amendments would need to be approved by a simple majority vote of Town Meeting and submission to and approval by the Legislature.

Recommendation 2: Give the Town Administrator Appointing Authority.

No progress has been made. This recommendation could be addressed by a Charter Committee.

Recommendation 3: Appoint the Collector and Formally Combine with Treasurer.

No progress. DOR makes a reasoned and compelling reason for converting the Collector from elected to appointed and combining it with the Treasurer. As DOR notes, it may be quite difficult to find a qualified individual living in Townsend who would be willing to serve in this position and willing to run for election. Making the position appointed allows the Town to broaden its search beyond the boundaries of the Town in order to find an individual who possesses the necessary qualifications.

DOR recommends converting other offices from elected to appointed. This makes sense for the same reasons noted above. The Board should consider the conversion of some positions in the near term and leave other positions to be addressed by a Charter Committee.

Recommendation 4: Improve Coordination of Financial Functions.

Partially complete. During my three years I have had a finance team consisting of the Town Accountant, Principal Assessor, Collector/Treasurer, and me. We meet as needed.

Recommendation 5: Provide for Succession Planning.

Partially complete. No formal succession planning has been undertaken. However, as noted in the discussion of Recommendation 3, the method by which certain positions are filled (elected or appointed) plays into the succession discussion. In the case of elected positions there is little ability to plan for a successor. In its discussion of succession planning DOR recommended undertaking salary surveys of positions. This was undertaken for all non-union positions last year and gives us a firm understanding of the salary market. Discussions with a nearby community regarding a shared services agreement are ongoing. If an agreement can be reached it will provide additional security for the individual and help us retain that individual.

Recommendation 6: Request a Management Letter with Independent Audits.

Complete. The Town has requested a management letter with its next audit outstanding (FY11). Furthermore, consistent with DOR's recommendations, we changed auditors last year in order to bring a fresh set of eyes. This has proven to be a very beneficial change. We currently use Melanson Heath & Co.

Recommendation 7: Move Water Department Billing to Collector's Office.

No progress has been made. DOR identifies the current water billing system as lacking an important check and balance, as the same department both commits the charges and is responsible for collections. Shifting the collection of water bills to the Collector/Treasurer would restore the system of checks and balances. It should be noted that there may be a need for additional staff in the Collector/Treasurer's Office. However, it may allow for reduced staffing in the Water Department Office. Despite the additional costs, as noted above it restores an important check and balance that is currently missing from the Water Department's billing system.

Recommendation 8: Clarify the Reporting Responsibilities of the Administrative Assistant.

Complete. This item was addressed by the adoption of a new job description in 2012.

Recommendation 9: Conduct Employee Performance Reviews.

Complete, but ongoing. The Town has required performance evaluations inconsistently in recent years, typically only when cost of living adjustments or step increases were planned. Supervisors performed evaluations last year and will do so again this year prior to the close of the fiscal year.

Recommendation 10: Investigate the Costs and Benefits of a Lockbox Service.

Not implemented. The Collector/Treasurer evaluated the benefits of a lockbox and determined that it was not beneficial, primarily because we do not mail tax bills with return envelopes quarterly. The Finance Team will look at this again to make sure this is not a missed opportunity. This may make sense if we moved Water Department billings to the Collector's Office.

Recommendation 11: Record Deputy Collector Payment on Vendor Warrant.

Not implemented. The deputy collector retains its fee from the collections. The Finance Team will revisit this issue.

Recommendation 12: Apply Partial Payments to Interest First.

Not implemented.

Recommendation: 13: Establish a Drop Box at Town Hall

Not implemented. This may make sense if we moved Water Department billings to the Collector's Office. The Finance Team will revisit this issue.

Recommendation 14: Require All Grants and Contracts

Complete. Typically the Accountant receives copies of grants and contracts. However, I will remind department heads at the next department head meeting.

Recommendation 15: Require Evidence of Department Reconciliations.

Complete. The Town Accountant now provides a simple check off for departments to acknowledge that they have reviewed and agree with monthly expenditure reports.

Recommendation 16: Issue Sales Questionnaires.

Not implemented. Historically we have received poor responses to the sales questionnaires, as we do with the income surveys sent to commercial property owners.

Recommendation 17: Explore Financial Software Options.

In progress. The Town's finance software packages are woefully out of date, incompatible with each other, and require duplicate entry of data. The Finance Team evaluated several software packages that integrate the various finance functions. The team submitted a \$60,000 funding request to the Capital Planning Committee for new finance software. However, the Committee did not include this request in its FY14 funding recommendation. If this is a priority of the Board it may wish to modify the capital plan.

Recommendation 18: Promote On-Line Property Tax Data.

Complete.

Recommendation 19: Expand Use of GIS.

Partially complete. The Town continues to build its GIS database.

I look forward to discussing this in more detail and moving forward with several of the recommendations that have yet to be acted upon.

Report Recommendations

We encourage the selectmen and others, when formulating overall strategies for improving the town's financial management, to consider the observations, analyses and recommendations contained in this report. These following items are recommendations only and can be implemented, at the town's option, provided there is sufficient cooperation among the various boards, committees and officials.

Improve Budgeting, Financial Coordination and Government Structure

1. Complete the Required Charter Review
2. Give the Town Administrator Appointing Authority
3. Appoint the Collector and Formally Combine with Treasurer
4. Improve Coordination of Financial Functions
5. Provide for Succession Planning
6. Request a Management Letter with an Independent Audits
7. Move Water Department Billing to Collector's Office
8. Clarify the Reporting Responsibility of the Administrative Assistant

Implement New Policies and Procedures

9. Conduct Employee Performance Reviews
10. Investigate Costs and Benefits of a Lockbox Service
11. Record Deputy Collector Payment on Vendor Warrant
12. Apply Partial Payments to Interest First
13. Establish a Drop-Box at Town Hall
14. Require All Grants and Contracts
15. Require Evidence of Departmental Reconciliations
16. Issue Sales Questionnaires

Make Better Use of Technology in Government

17. Explore Financial Software Options
18. Promote On-line Property Tax Data
19. Expand the Use of GIS

Improve Budgeting, Financial Coordination and Government Structure

Recommendation 1: Complete the Required Charter Review

We recommend the town move expeditiously to conduct the 10-year review of its charter, as required. The Townsend charter, first adopted in May 1999, clearly defines the government structure under which the town operates and includes a provision calling for a comprehensive review of the charter at least every 10 years. It is complemented by a series of bylaws that fill in the details and are more easily revised as circumstances warrant. We understand that the nine-member charter review committee is awaiting the appointment of the last several members and intends to make a report for consideration at the May 2012 town meeting. We saw much to admire in the Townsend charter, particularly the enumeration of the powers and duties of the town administrator and the clear outline of the annual budget process. However, we did note some areas where the charter could be improved and offer several recommendations for the charter review commission to consider, namely Recommendations 2, 3 and 4.

A charter has become the preferred means, over bylaws and policies, to achieve long-term continuity and stability as officials, board members and personnel change. As such, one outcome is that charters can strengthen public confidence in government if its provisions are adhered to. We encourage Townsend officials to follow through on the charter review. When they do, we hope they will consider the following three recommendations, whose adoption require charter changes.

Recommendation 2: Give the Town Administrator Appointing Authority

We recommend that the town empower the town administrator's position with appointing authority. It is the clear intention of the charter that the town administrator is to be the chief executive officer of the town and that the Board of Selectmen shall act only through the adoption of broad policy guidelines that are to be implemented by the town administrator and the other officers and employees serving under it. It is explicitly stated that in no case are the selectmen to be involved in the day-to-day administration of any town agency. At the same time, we observe the need for a stronger management presence.

The town administrator's authority could be greatly enhanced if the Board of Selectmen were to delegate some of their appointing authority so that department managers are appointed by and report to the town administrator.⁴ The charter could also direct the town administrator to

⁴ In Townsend the Board of Selectmen appoint the Town Administrator, Town Accountant and an assistant, Constables, Town Counsel, Building Commissioner, Zoning Board of Appeals, Conservation Commission, Historic Districts Commission, Personnel Board, Board of Registrars and other Election Officers, Police Chief and Police Department, Keeper of the Lockup, Crossing Guards, Fire Chief and Fire Department, Hazardous Waste Coordinator, Parking Clerk, Tree Warden, Ambulance Department, Communication Department, Highway Superintendent and Highway Department, Nashoba Valley Technical High School Committee, Animal Inspector, Cultural Council, American Flag Committee, Abram S. French Fund, Band Concert Committee, Computer Committee, Council on Aging, Animal Control Officer, Assistant Animal Control Officer(s), Gas Inspector and Alternate, Town Forest Committee, Industrial Development Committee,

complete regular performance evaluations of all department heads and require all department heads to routinely evaluate their staff (see *Recommendation 8*).

Recommendation 3: Appoint the Collector and Formally Combine with Treasurer

We recommend the town consider changing the collector from an elected to an appointed position in the long term and formally converting the position to one of collector/treasurer. This recommendation reflects our longstanding conviction that these two positions require specific skill sets and are therefore better appointed rather than elected. It speaks to a prevailing theory of government practice that policy makers should be elected, but operational positions, where a certain skill set is required, such as the treasurer, collector, accountant, assistant assessor, etc., should be appointed. In addition the parallel and overlapping responsibilities of the two offices support combining them into a single position.

Looking ahead to when the present collector/treasurer leaves town service, a small community like Townsend may find it difficult to find a townsperson who is both qualified to serve and willing to run for elective office. Advertising to fill an appointed position would extend beyond town boundaries. By requiring potential candidates to go through a background check and an extensive interview process, the town improves its chances of attracting a person with the strongest credentials and/or most relevant professional experience. In addition, an appointed collector/treasurer would be placed on equal footing with other finance officers and department managers who have similar level responsibilities. As such, the collector/treasurer should be accountable to and report to the town administrator, and be subject to annual performance reviews.

In any event, the town may want to consider officially combining these two offices. In the case of Townsend where the bylaws allow the selectmen to appoint the elected collector to simultaneously serve as town treasurer, the change would be little more than cosmetic as the two positions are already held by the same individual.

We recommend the town consider converting other offices from elected to appointed. A clear trend has emerged among Massachusetts communities in favor of appointed positions for a number of compelling reasons. Most relate to ensuring that office holders possess the experience and qualifications for the position and to expanding the pool of potential candidates for the job. Another problem arises when qualified candidates fail to materialize. In Townsend, with 14

Cable Television Committee, Veterans Agent, West Townsend Reading Room Committee, Wire Inspector and alternate, Plumbing Inspector and alternate, Land Use Coordinator, Janitor, Chief Procurement Officer and Town Properties Committee.

elected positions and boards, the charter review commission might consider converting some of these from elected to appointed positions.⁵

Recommendation 4: Improve Coordination of Financial Functions

We recommend that Townsend establish a financial management team. Financial team meetings are a useful forum for reviewing responsibilities and deadlines related to town meetings, the annual budget, the Schedule A, the Tax Recapitulation Sheet, and Free Cash certification. They are an occasion to analyze financial problems, spur creative thinking as well as develop and incubate new ideas. Meetings present opportunities to identify critical junctures for the town and to formulate strategies to avert potential fiscal problems. The group can be a sounding board for proposed procedures or policies.

In addition, meetings enhance lines of communication to ensure that all involved receive the same message or new information at the same time. They provide a forum to raise and resolve interdepartmental issues. The financial management team is not intended, however, to function as a policy making body, nor as one that would encroach on the duties or decision-making responsibilities of the board of selectmen, finance committee or a town administrator.

In Townsend, we would expect a financial management team to comprise the town administrator, an assessor, the accountant, the collector/treasurer and the MIS Director. The town administrator would chair the group which might meet quarterly and more frequently if circumstances so warranted.

Recommendation 5: Provide for Succession Planning

We recommend the town develop a plan to fill anticipated vacancies. Although Townsend has longevity in town hall, at least one departure may be imminent. A plan for filling vacancies can provide for smooth and thoughtful transitions. A plan also presents an opportunity to rethink individual roles and office functions with an eye toward creating greater efficiencies and possible cost savings. It should be simple and easy to implement.

As an initial step, when town officials become aware of an impending vacancy, they should establish a target date when the position will be filled. They should allow time to gather information about core functions and legal responsibilities of the office and/or the position. Included would be any job description, position classification and grade, hours assigned and

⁵ The offices to be filled by ballot are the Board of Selectmen, Town Moderator, Town Clerk, Tax Collector, Board of Assessors, Board of Health, Planning Board, Board of Water Commissioners, Board of Library Trustees, North Middlesex Regional School Committee Representatives, Cemetery and Parks Commissioners, Recreation Commissioners, Trustees of Soldiers' Memorials, Amanda Dwight Entertainment Fund and Townsend Housing Authority.

benefits package, if any. Applicable provisions of the personnel policies or bylaws should be identified.

Before advertising the position, a salary survey of neighboring towns should be completed to determine whether the town is sufficiently competitive to attract qualified job candidates. Through interviews with the departing employee, remaining staff and others, discussion of whether changes in the job duties or office functions are warranted should take place. The skill sets, experience and qualifications necessary to fulfill the resulting job responsibilities should be defined and incorporated into an updated job description.

A vacancy also presents an opportunity to explore whether options exist to merge positions internally or to share costs with other towns. Contracting out for a particular service might also be an efficient alternative.

Recommendation 6: Request a Management Letter with Independent Audits

We recommend the town request a management letter whenever it contracts for an independent audit of its financial statements. The management letter is the independent auditor's written communication to town officials, separate from the audit report. It identifies areas of deficiency, if any, and presents recommendations for improvements in accounting procedures, internal controls and other matters. To be most effective, the town should require the audit firm's managers to appear before the board of selectmen to answer questions regarding their findings. This approach presents an opportune forum to assess the town's financial position and hold financial team members accountable for their performance.

As a routine practice, we also comment on the number of years that a municipality might contract with or rely on the same auditor. The Government Finance Officers Association (GFOA) recommends that communities enter into multi-year agreements with auditors, or a series of one-year contracts, for a term of at least five years. A multi-year agreement allows for greater continuity and enables a new auditor to spread initial start-up costs over multiple years, potentially reducing costs in the initial years. However, after this term, GFOA recommends a full competitive selection process and a rotation of auditors after each multi-year agreement. Contracting with a new audit firm can not only bring a fresh perspective, but reflects good practice. In general, communities are encouraged to re-advertise for auditing services every five to eight years. GFOA also acknowledges circumstances or locations where there is a lack of competition among fully qualified auditors. In such cases, the continued participation of the then current auditor is acceptable, assuming their past performance has been satisfactory and has conformed to industry standards.

Recommendation 7: Move Water Department Billing to Collector's Office

We recommend the town shift the responsibility for collecting water fees to the collector's office. Currently the office clerks in the Water Department are responsible for assigning charges to 1,940 water users. They print, mail and collect water bills. Then they receive and post payments to the computer system, and turn over collections to the treasurer. As a result, an important check and balance is missing when the same department both commits charges and collects payments.

Instead, the water bills should be committed by the water department to the collector who would receive and post payments. Bills can still be issued by the water department, including printing, stuffing and mailing. Shifting the collection functions into the collector/treasurer's office will restore an important check and balance.

Adoption of this recommendation will increase the workload of the collector's office and decrease the workload of the water department so some reallocation of staff may be required especially in July 2011 when the town intends to move from semi-annual to quarterly billing of water accounts. One way to address this issue is to consider the use of a lockbox.

Recommendation 8: Clarify the Reporting Responsibility of the Administrative Assistant

We recommend that the administrative assistant report solely to the town administrator. The administrative assistant in Townsend currently reports to the board of selectmen and the town administrator. Her primary responsibilities include clerical and administrative support for the board as well as responsibility for personnel administration and procurement. Moving forward, we recommend that the administrative assistant work at the direction of the town administrator. Under this arrangement, she would still be expected to complete board related responsibilities, such as the agenda, minutes and correspondence, but would ultimately report to the town administrator who is in a better position to direct her day-to-day activities. The administrative assistant would also benefit by having a single set of priorities. As is common in most towns, the board of selectmen's primary access to municipal government would be through the town administrator. In this way, a management hierarchy is clear. The town administrator will be aware of selectmen's concerns and questions and can determine how to be most responsive.

Implement New Policies and Procedures

Recommendation 9: Conduct Employee Performance Reviews

We recommend that annual performance reviews be conducted for all employees.

Increasingly, government is placing greater attention on written job descriptions with goals, performance expectations, and provisions for annual employee evaluations. Based on each employee's duties and responsibilities and the evaluation standards established by the personnel committee, a department head or supervisor would develop benchmarks by which each employee's job performance may be measured. Annual evaluations are typically used to reward employees with a step increase for a job well done and/or given suggestions if performance improvement is warranted. In Townsend, annual performance reviews were routine until FY2009 when there was no appropriation to provide for salary adjustments; today only a handful of employees are evaluated.

We believe an evaluation program works best when it is recognized as a two-way process. Employee performance is an obvious focus, but employee opinion and comment during the process can provide valuable insight to management. Ultimately, the evaluation process can evolve into a collaborative effort leading to improvements in job performance, the operation of government and in work place conditions. For these reasons, performance evaluations should be revived even if no salary adjustments are forthcoming.

Recommendation 10: Investigate Costs and Benefits of a Lockbox Service

We recommend that the collector/treasurer's office identify the costs and benefits associated with a lockbox. A lockbox, managed by an outside financial institution, receives tax and/or other payments, deposits checks and returns daily receipt reports to the town during a given billing period. To post payments, collector/treasurer staff can usually upload data gathered by the financial institution directly to its accounts receivable software. This will not be the case in Townsend, which uses an older version of Point software. Instead the town may be forced to pay the Point developer to convert the lockbox file to the necessary format or upgrade its version of the software (see *Recommendation 16*). Even so, when aggressively promoted, a lockbox reduces over-the-counter and mail transactions and accelerates deposits. The additional interest earned and efficiencies gained can help offset the service costs. With a greater percentage of bills collected via the lockbox, the collector/treasurer's staff should save time, allowing them to pursue other activities. This option becomes especially attractive if the collector begins to receive water payments.

Recommendation 11: Record Deputy Collector Payment on Vendor Warrant

We recommend that the collector pay the deputy collector through the standard vendor warrant process. Like most collectors, Townsend uses the services of a deputy collector to generate motor vehicle excise tax bills and to collect delinquent motor vehicle excise and personal property tax bills. The deputy collector, Kelly & Ryan, makes a periodic turnover of delinquent payments to the collector, but net of his fees. Financial controls are stronger when the deputy collector turns over all the fees paid, submits a detailed bill of his fees to the collector, which is paid through the standard vendor warrant process with the appropriate checks by the town accountant.

Recommendation 12: Apply Partial Payments to Interest First

We recommend that the water department apply partial payments from delinquent ratepayers to interest and collection costs before the underlying water obligation. As a result of G.L. c. 60 §3E, which was added in 2003, the taxpayer can no longer direct that any payment tendered for a particular obligation be applied to principal first; the payment will be applied to accrued interest, collection costs, and then the obligation. During the course of our interviews we discovered that the water department clerks were routinely applying partial payments to the principal amount first.

As a general rule, most automated collection systems are set up so that partial payments tendered for an annual tax bill would be applied in the following order: interest, collection costs, liens/charges/betterments (in order of smallest or oldest) and real estate tax. The application of partial payments for water bills should follow the same order. The water department should contact its water utility software provider, EasyBill Software, to determine if the software can be modified in this manner. If it cannot, the clerks will have to assign payments manually to comply with state law.

Recommendation 13: Establish a Drop-Box at Town Hall

We recommend that the collector place a secure drop-box at town hall. The drop-box outside town hall can be used to receive on time, as well as delinquent, payments for real estate and motor vehicle excise taxes. As a taxpayer convenience, many towns have installed a secure mail box so that payments can be delivered to town hall even when it is closed to the public.

Recommendation 14: Require All Grants and Contracts

We recommend that the accountant receive copies of all grants and contracts. We recommend that all departments, boards and commissions submit copies of all grants and

contracts to the accountant's office in compliance with MGL Chapter 41 §57. The accountant must be able to substantiate all revenue sources against which vendor payments are charged, and verify that the terms of the contract are met when reviewing payment requests. Therefore, whether a department reports to the selectmen or to an independently elected or appointed board such as the board of water commissioners, it must submit contracts and grants to the accountant's office. If a bill is submitted for payment and the contract that contains information to payment terms is not on file, the accountant should not process the payment until said contract is presented. We understand that most departments are in compliance with this provision with the exception of the water department. We would remind the water department that the fact that it operates as an enterprise fund does not exempt it from this requirement.

Recommendation 15: Require Evidence of Departmental Reconciliations

We recommend the town accountant require signed acknowledgement from department heads that they agree with the balances of monthly revenue and expenditure reports she distributes. The town accountant distributes monthly revenue and expenditure reports to every town board and department as required by law. As an additional step, we suggest that town boards and department heads email the town accountant to communicate their agreement or disagreement with her figures each month. Early identification of differences or errors will allow for earlier resolution, provide a more accurate picture of the town's financial condition and simplify year-end procedures.

Recommendation 16: Issue Sales Questionnaires

We recommend that the assessors regularly send out sale verification questionnaires. Assessors must gather and analyze sales data in order to conduct a mass appraisal program that fairly values the community's property at full and fair market value. Sale details of comparable properties are the primary indicators of property values in a community. The validity of the sales analysis depends in large part on the selection of arms-length sales. While the office does conduct inspections of sale properties, sale questionnaires are another method to determine whether a sale is arms-length or whether there are special circumstances. With 114 sales in FY2010, sale questionnaires would have contributed another information source to ensure that property records are accurate and up-to-date.

Make Better Use of Technology in Government

Recommendation 17: Explore Financial Software Options

We recommend the town explore upgrades to its financial management software. The financial offices use stand alone software packages that are not integrated or compatible with each other or other technology in use. With a single software package or compatible applications, departments can more easily share data, reduce data entry errors and eliminate duplicative data entry. The accountant's LBA Fund Accounting software does not interface with the collector/treasurer's software so both must hand key all town receipts each month. The Townsend assessor and collector continue to use the same version of Point Software that was originally installed in the town in 1996; it requires the collector's staff to hand key each of the approximate 11,000 motor vehicle excise tax payments. The software upgrades may necessitate an increased cost but this should be evaluated against the value of time savings of the accountant and assistant collector/treasurer.

A software evaluation committee chaired by the town administrator, and consisting of the accountant, principal assessor, assistant collector/treasurer and MIS Director should be formed to explore options. The Water Department should be included if the town intends to adopt **Recommendation 6** to shift water department collections to the Collector. At the very minimum, Townsend should purchase an upgrade to its Point software for both the assessor and the collector.

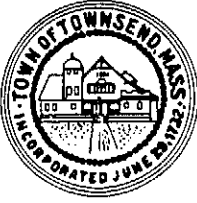
Recommendation 18: Promote On-Line Property Tax Data

We recommend that the town promote the use of on-line property records. In order to reduce foot traffic and free up staff time, a growing number of assessing offices make property records available to the public on-line. In this way, residents, appraisers and others can independently and conveniently search property records and print field card type information without creating office disruptions. In addition to minimizing office traffic, it offers convenience and flexibility to taxpayers. It also sends a message to taxpayers about progressive customer service and the use of technology. The Townsend property records were put on-line in January 2011 but the assessor's staff has not yet noticed any decline in office activity. The town may consider putting an insert into the next tax bill mailing notifying taxpayers of the service.

Recommendation 19: Expand the Use of GIS

We recommend that the town expand the use of its Geographical Information System (GIS). Currently, the town's GIS system data base only includes resident property information originating from the assessors' office. However, at full utilization, a GIS system typically incorporates overlay information of value to the water operation, the highway department, the

conservation commission and any other town office that works with real property, infrastructure or natural characteristics of the town. Therefore, we recommend the town explore expanding its utilization of GIS. One course of action is to meet with counterparts in other communities to learn of potential benefits and costs.



Office of the
BOARD OF SELECTMEN
272 Main Street
Townsend, Massachusetts 01469

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Nicholas Thalheimer, *Chairman*

Sue Lisio, *Vice-Chairman*

Robert Plamondon, *Clerk*

Andrew J. Sheehan,
Town Administrator

Office (978) 597-1701
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March 12, 2013

Honorable Deval Patrick, Governor
State House, Room 360
Boston, MA 02133

Dear Governor Patrick:

We, the undersigned Board of Selectmen of the Town of Townsend, leaders of a designated Green Community, write to thank you for making Massachusetts a leader in solar energy policies and generation. The expansion of solar and other renewable energy sources has made an enormous difference for clean energy in Massachusetts. We also write to ask that you move quickly to push solar to the next level by committing to getting solar on 50,000 roofs by 2020 and 150,000 roofs by 2030.

Massachusetts still relies too heavily on dirty energy; 90 percent of our energy still comes from dirty sources that put our health and our environment at risk. Although we have made great progress to date there is still more we must do.

Solar is on the upswing. In 2012 alone 110.68 megawatts (mW) were installed, bringing us to a total of 194 mW of installed solar in the Commonwealth. This progress means we are rapidly nearing your goal of getting 250 mW of solar installed by 2017. If solar continues to grow at the current rate, we may even realize your goal before 2014. This is certainly great news for the Commonwealth and provides you with the opportunity to push the state even farther. However, we believe Massachusetts needs 1 gigawatt (1,000 megawatts) of installed solar by 2017.

This new goal will strengthen Massachusetts' position as a leader in solar energy. As you well know, solar energy is wildly popular both with the public and with the industry. In addition it will drastically reduce our global warming emissions- in their entire life cycle (including production), solar installations produce less than one-eighth of the greenhouse gas emissions that coal produces.

Thank you for the work you have already done to bring clean energy to Massachusetts. Please continue to lead the way by resetting Massachusetts' goal to 1 GW of installed solar by 2017, enabling us to get solar on 50,000 roofs by 2020 and 150,000 roofs by 2030. We look forward to working with you on this matter.

Very truly yours,

BOARD OF SELECTMEN

Nicholas Thalheimer,
Chairman

Sue Lisio,
Vice Chair

Robert Plamondon,
Clerk

Andy Sheehan

From: Danielle Falzon <danielle@environmentmassachusetts.org>
Sent: Tuesday, February 26, 2013 3:40 PM
To: asheehan@townsend.ma.us
Subject: Solar sign-on letter
Attachments: Green Communities Solar sign-on letter.docx

Andy,

Thank you for passing along the letter to the Board and putting it on the March 12th meeting agenda for consideration.

To provide context, my name is Danielle Falzon and I am the Energy Associate with Environment Massachusetts. Right now we are working on a campaign to expand solar across the state.

Massachusetts is currently on track to achieve Governor Patrick's goal of installing 250 megawatts of solar across the Commonwealth by 2017 within the coming year. We're urging the Governor to quadruple his current goal to get 1 GW of solar installed in the state by 2017, and putting us on track to get solar on 50,000 roofs by 2020.

Right now we're working to get signers to a letter to Governor Patrick (attached) asking him to increase his goals, and are reaching out specifically to Green Communities leaders to sign on. We would really like for Townsend to sign on to the letter. The deadline for the letter is March 15th, so please let me know by then.

If you have any questions please give me a call at 617-747-4368. I look forward to hearing from you.

Best,
Danielle

--
Danielle Falzon
Energy Associate
617-747-4368
danielle@environmentmassachusetts.org
www.environmentmassachusetts.org



TOWNSEND FIRE-EMS DEPARTMENT

Proudly serving the citizens of Townsend since 1875

PO Box 530 – 13 Elm St.
Townsend, MA 01469

Headquarters: 978-597-8150

Fax: 978-597-2711

Donald Klein
Chief of Department

4.1

March 4, 2013

To: Andrew Sheehan, Town Administrator

Andy,

I would like to submit the following names to the Board of Selectmen for appointment to the following positions and effective dates.

Name:	Position:	Effective Date:
Ben Niemiera	Fulltime Firefighter/EMT	April 1, 2013
Leon Niemiera	Fulltime Firefighter/EMT	July 1, 2013
John Elliott	On-call Deputy Chief	March 13, 2013

Regards,

Donald Klein, Chief
Townsend Fire-EMS Department