



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

Sue Lisio, *Chairman*

Colin McNabb, *Vice-Chairman*

Carolyn Smart, *Clerk*

Andrew J. Sheehan,
Town Administrator

Office (978) 597-1701
Fax (978) 597-1719

AGENDA
FEBRUARY 10, 2015, 6:00 P.M.
SELECTMEN'S CHAMBERS, TOWN HALL
272 MAIN STREET, TOWNSEND, MA

I PRELIMINARIES

- 1.1 Call the meeting to order and roll call.
- 1.2 Pledge of Allegiance
- 1.3 Announce that the meeting is being tape recorded.
- 1.4 Chairman's Additions or Deletions:
- 1.5 Town Administrator updates and reports. Votes may be taken.
- 1.6 Board of Selectmen announcements, updates, and reports. Votes may be taken.
- 1.7 Approval of meeting minutes: None

II APPOINTMENTS AND HEARINGS

- 2.1 6:05 Joint meeting with the Recreation Commission to fill a vacancy. Votes may be taken.
- 2.2 6:10 Review and approve request of Fire-EMS Mark Boynton to appoint the following to the Townsend Fire-EMS Department. Votes may be taken.
 - Gary Shepherd as Deputy Fire Chief for a term from February 10, 2015 to June 30, 2015;
 - Jeff Cormier as Captain for a term from February 10, 2015 to June 30, 2015;
 - William Elliott as Captain for a term from February 10, 2015 to June 30, 2015;
 - Kris Klein as Lieutenant for a term from February 10, 2015 to June 30, 2015;
 - Brian Mayer as Lieutenant for a term from February 10, 2015 to June 30, 2015;
- 2.3 6:30 Pavement Management Plan: Highway Superintendent Ed Kukkula and representatives from BETA will be present to discuss the pavement management plan. Votes may be taken.
- 2.4 6:50 Executive Session pursuant to GL c. 30A, s. 21(a)(2) to negotiate with Police Lieutenant Mark Giancotti and Police Chief Erving Marshall, Jr. Votes may be taken.
- 2.5 7:00 FY16 operating budget: Town Administrator Andrew Sheehan will present the first draft of the FY16 operating budget. The Finance Committee will be in attendance. Votes may be taken.

III MEETING BUSINESS

- 3.1 North Middlesex Regional High School inspections: discussion of inspection fees for the High School building project. Votes may be taken.
- 3.2 Retiree health insurance: Discussion of employee survey regarding health insurance. Votes may be taken.
- 3.3 Discuss and approve Board of Selectmen Policy in reference to the process for Selectmen to follow in requesting information, adding items to the agenda, and providing updates. Votes may be taken.
- 3.4 Review and comment on Zoning Board of Appeals Mandatory Referral on the application of Riverbank Development LLC for a Special Permit and Variance associated with the construction of a fire station at 13 Elm Street. Votes may be taken.
- 3.5 Northeast Municipal Gas Pipeline Coalition: discussion of Townsend representative. Votes may be taken.
- 3.6 Review and approve one day liquor license for Terri Roy, VFW Post 6538, for a Family Reunion on February 21, 2015 from 12:00PM to 4:00PM. Votes may be taken.

- 3.7 Review and approve one day liquor license for Terri Roy, VFW Post 6538, for a Birthday Party on February 21, 2015 from 7:00PM to 11:00PM. Votes may be taken.
- 3.8 Review and approve one day liquor license for Terri Roy, VFW Post 6538, for a Family Reunion Birthday Party on March 7, 2015 from 6:00PM to 10:00PM. Votes may be taken.
- 3.9 Discuss Tax Collector audit pursuant to GL c. 60, s. 97. Votes may be taken.
- 3.10 Review and approve a contract with HRS, Inc. in the amount of \$4,500 to perform a non-union compensation plan update. Votes may be taken.

IV APPOINTMENTS OF PERSONNEL/OFFICIALS

- 4.1 Review and approve recommendation of Treasurer-Collector Kate Stacy to hire Susan Bresnick as Department Assistant in the Treasurer-Collector's Office. Votes may be taken.

V WORK SESSION

- 5.1 Review and sign payroll and bills payable warrants. Votes may be taken.

- VI EXECUTIVE SESSION:** pursuant to GL c. 30A, s. 21(a)(6) to consider the purchase, exchange, lease, or value of real property. Votes may be taken.

NOTICE OF JOINT MEETING

**BOARD OF SELECTMEN
AND
RECREATION COMMISSION**

February 10, 2015 at 6:05PM
Selectmen's Chambers
272 Main Street, Townsend

The Board of Selectmen and Recreation Commission will convene a joint meeting on Tuesday, February 10, 2015, at 6:05PM in the Selectmen's Chambers, 272 Main Street, Townsend. The purpose of the meeting is to fill a vacancy on the Recreation Commission. The appointment will be made by majority vote of those members of the Board of Selectmen and the Recreation Commission present and voting.

2.1

Procedures for Filling Vacancies on Elected Boards and Commissions

This procedure follows the steps outlined in MGL c. 41, s. 11, Appointment to fill vacancy in town office. C. 41, s. 11 reads:

Section 11. As used in this section, the term "vacancy" includes a failure to elect. If a vacancy occurs in any town office, other than the office of selectman, town clerk, treasurer, collector of taxes or auditor, the selectmen shall in writing appoint a person to fill such vacancy. If there is a vacancy in a board consisting of two or more members, except a board whose members have been elected by proportional representation under chapter fifty-four A, the remaining members shall give written notice thereof, within one month of said vacancy, to the selectmen, who, with the remaining member or members of such board, shall, after one week's notice, fill such vacancy by roll call vote. The selectmen shall fill such vacancy if such board fails to give said notice within the time herein specified. A majority of the votes of the officers entitled to vote shall be necessary to such election. The person so appointed or elected shall be a registered voter of the town and shall perform the duties of the office until the next annual meeting or until another is qualified.

Within one (1) month of a vacancy the board or commission shall give written notice to the Board of Selectmen;

Selectmen shall post notice of a joint meeting at least one week in advance of the meeting; alternatively the Board of Selectmen and the board or commission shall separately post notices of their meetings at least one week in advance so long as the item is reflected on the agenda of each;

Chair of the Board of Selectmen calls the joint meeting to order or announces the agenda item;

Chair calls for nominations to fill the vacancy;

Chair calls for seconds to nominations;

Chair calls for roll call vote of nominees by the members of the Board of Selectmen and the members of the board or commission;

Chair declares the candidate who receives a majority of votes;

The candidate so chosen shall fill the vacancy until the next annual election.



Office of the Town Clerk
Town of Townsend
272 Main Street
Townsend, MA 01469

Kathleen M. Spofford
Town Clerk
Susan A. Funaiole
Assistant Town Clerk

Office: (978) 597-1704
Fax: (978) 597-8135

Resignation Notice

Date: January 20, 2015

To: Board of Selectmen
Townsend Recreation Commission

From: Kathleen M. Spofford, Town Clerk

Jennifer McLaughlin submitted her resignation on January 12, 2015 from her position as elected member of the Townsend Recreation Commission. Attached is a copy of his resignation letter.

Chapter 41, Section 109 "No resignation of a town official shall be deemed effective unless and until such resignation is filed with the town clerk, or such later time certain as may be specified in such resignation. Upon receipt of the resignation, the town clerk shall notify the remaining members of the board, committee, etc., if any, and notify the executive officers of the town of the effective date of resignation."

Sincerely,

Kathleen M. Spofford
Kathleen M. Spofford,
Town Clerk

*From the Desk of
Jennifer McLaughlin
48 Adams Road
Townsend, MA 01469*

RECEIVED
JAN 20 2015
TOWN OF TOWNSEND
TOWN CLERK

January 12, 2015

To the Board of Directors of Townsend Parks and Recreation:

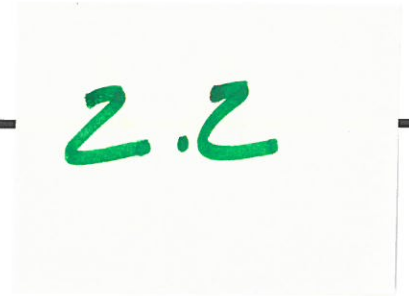
I am sorry to have to resign my position on the Board. I have accepted a new job and the hours and responsibilities are beyond what will allow me to attend and be an active member of the Board.

I will be around if you need any community involvement!

Thanks,

Jennifer McLaughlin

Andy Sheehan



From: Mark Boynton <mboynton@townsendpd.org>
Sent: Friday, January 30, 2015 4:44 PM
To: Fire External Email List
Cc: Andrew Sheehan
Subject: Promotions

After a month of testing and interviews the promotional process to fill vacant positions has been completed. I believe everyone involved in the process would agree we are lucky to have such talented and dedicated personnel to choose from.

Please join me in congratulating the following personnel who will be recommended to for appointment, sworn in and be issued a badge at the February 10th Board of Selectmen's Meeting.

Gary Shepherd - Deputy Fire Chief
Jeff Cormier - Captain
William Elliot - Captain
Kris Klein - Lieutenant
Brian Mayer - Lieutenant.

Congratulation

Chief
Boynton

Sent from my iPad



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

3.2

Sue Lisio, *Chairman*
Andrew J. Sheehan,
Town Administrator

Colin McNabb, *Vice-Chairman*

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Health Insurance Survey February 2015

The Town's health insurance premiums have risen dramatically in recent years. In FY15 we budgeted \$954,289 for health insurance, 5.3% of the general fund budget. In FY15 premiums for individual plans are \$9,138 (HMO) and \$8,993 (PPO). Premiums for family plans are \$23,757 (HMO) and \$23,380 (PPO). The Board of Selectmen and Town Administrator are evaluating various options to stabilize or reduce the cost of employee health insurance.

In addition, over the years employees have requested that the Town provide health insurance for retirees. Several years ago KMS Actuaries completed an actuarial analysis of the costs to offer health insurance to the Town's future retirees. Assuming no other changes in our active employee health plans, the cost to the Town to insure retirees would be significant. However, there may be opportunities to offer retiree coverage if we make changes to our health insurance for active employees.

In order to fully evaluate all options, the Board of Selectmen and Town Administrator have prepared this survey. All employees who are eligible for health insurance, whether or not you actually take it, are asked to complete the survey. We are asking for this information anonymously and we will only use the data in the aggregate.

Please return completed surveys to Andy Sheehan, Town Administrator, by February 27, 2015.

1. How long have you worked for the Town? (Circle one)
 - a. Less than 5 years
 - b. More than 5 years but less than 10 years
 - c. More than 10 years but less than 15 years
 - d. More than 15 years but less than 20 years
 - e. More than 20 years but less than 25 years
 - f. More than 25 years
2. Are you presently enrolled in the Town's health insurance plan? (Circle one)
 - a. Yes
 - b. No
3. If you answered yes to question 2, on which plan are you enrolled? (Circle one)
 - a. PPO individual
 - b. PPO family
 - c. HMO individual
 - d. HMO family

4. If you answered no to question 2, would you be more likely to enroll in the Town's insurance plan if retiree health insurance was offered?
 - a. Yes
 - b. No
5. If you are currently enrolled in an individual plan would you be likely to switch to a family plan if the Town offered retiree health insurance?
 - a. Yes
 - b. No
6. The Town currently pays 85% of the health insurance premium and the employee pays 15%. Would you be willing to pay a larger percentage in return for lower premiums? (Circle one)
 - a. Yes
 - b. No
7. Would you be willing to pay a higher percentage of the health insurance premium if the Town offered retiree health insurance coverage? (Circle one)
 - a. Yes
 - b. No
8. Co-pays and deductibles impact premiums. Higher co-pays and deductibles often result in lower premiums and vice versa. Would you be willing to pay higher co-pays and deductibles in return for lower premiums? (Circle one)
 - a. Yes
 - b. No
9. What is your age? _____ years.
10. At what age do you plan to retire? _____ years of age.

Please feel free to provide other comments in the space below.

Thank you for taking the time to complete this survey.



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

3.3

Sue Lisio, *Chairman*
Andrew J. Sheehan,
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Colin McNabb, *Vice-Chairman*

Carolyn Smart, *Clerk*
Office (978) 597-1701
Fax (978) 597-1719

**REQUESTS FOR INFORMATION
AND
REQUESTS FOR AGENDA ITEMS
SELECTMEN'S POLICY #2015-01**
Adopted _____, 2015

Policy Goal:

This policy is intended to insure both smooth and efficient day-to-day operation of Town Agencies, to enhance intra-board communication, and to comply with the transparency and intent of the Massachusetts Open Meeting Law, GL c. 30A, ss. 18-25, which requires meeting notices of public bodies to include "a listing of topics that the chair reasonably anticipates will be discussed at the meeting." (GL c. 30A, s. 20).

The Townsend Home Rule Charter establishes the authority of the Board of Selectmen. Section 3-2(b) of the Charter states: "The Board of Selectmen shall be responsible for the formulation and promulgation of policy directives and guidelines to be followed by all town agencies serving under it and, in conjunction with other elected multiple member bodies to develop and promulgate policy guidelines designed to bring the operation of all town agencies into harmony. Nothing in this section shall be construed to authorize any member of the Board of Selectmen, nor a majority of such members, to become involved in the day-to-day administration of any town agency. It is the intention of this provision that the Board of Selectmen shall act only through the adoption of broad policy guidelines that are implemented by officers and employees serving under it."

1. Individual Board Member Requests for Information

In the course of carrying out their responsibilities, a Board of Selectmen member will on occasion have a need for information from Town staff. If the individual request is generated outside of a posted meeting, the process to obtain this information is as follows:

- a. Information, reports, or additional backup information requests from an individual board member are to be submitted in writing in the form of a motion and sent to the Town Administrator or designee prior to the close of the agenda posting deadline (not later than six (6) days before a scheduled meeting).

- b. Written motions should be clearly and concisely written stating the nature of the information request or report sought by the member. Motions should be factual and should not be leading or suggestive of wrongdoing in any way, especially as related to Employee or Town Official performance, subjects that are required to be handled according to lawful notices and due process. Additional backup text may also be provided with the motion.
- c. The information request motion will then be added to the agenda as a “new business” item to be discussed and approved of by a majority of the Board. The discussion will include clarification of purpose, deliverables and expected delivery dates. To enhance board communication, when completed, the requested information will be distributed to all Board of Selectmen members with copies supplied to any Department Head or Official about whose area it pertains.
- d. In order to avoid disruption to Department work and goals, a member of the Board of Selectmen should not request information, research, documents, or other work products directly from a Town employee outside of the process outlined in this policy.

2. Requests for Agenda Items

Any Board of Selectmen member wishing to add an agenda item to a future meeting may submit their request as follows:

- a. A Board member may bring up an agenda topic during the “New Business” section of a posted meeting and it will be added to a future agenda to be discussed at that time.

Note: The Board Member Updates and Reports section of the agenda is not intended to be used to add items to the agenda for discussion during the meeting as the public was not alerted to in advance via a legal posting and attempting to do so could be perceived as an attempt to circumvent the Open Meeting Law.

- b. A Board member may also submit a request for a topic be added to the agenda of a future board meeting by submitting a request in writing in the form of a motion and sending it to the Town Administrator or designee prior to the close of the agenda posting deadline (not later than six (6) days before a scheduled meeting). The Town Administrator and Board Chair will determine the agenda date and if not included on the next posting, will include it as an item under the “New Business” section of the agenda listing the date at which time it will be discussed.

TOWN OF TOWNSEND
ZONING BOARD OF APPEALS
272 MAIN STREET
TOWNSEND, MA 01469

3.4

TO: Planning Board
Board of Health
Conservation Commission
Board of Selectmen
Building Inspector
Police Chief
Fire Chief
Highway
Water Department
Assessors

REFERRAL NOTICE

Please Review the attached application and relay to the Zoning Board of Appeals any questions or concerns you may have. This referral is required under §145-65 of the Townsend Zoning Bylaw. Under MGL Ch. 40A, Sec. 11, comments should be provided within 35 days. Failure to make recommendations shall be deemed lack of opposition. Ch. 40A also requires you to notify the applicant of your comments.

APPLICANT: Riverbank Development LLC
LOCUS ADDRESS: 13 Elm Street
PARCEL ID: Assessor's Map 49, Block 67, Lot 0

Date of Hearing: March 11, 2015 @ 6:00pm
Date of Referral: January 22, 2015

Petition: (from legal notice)

The Townsend Zoning Board of Appeals will hold a public hearing on **Wednesday, March 11, 2015 @ 6:00pm** at Memorial Hall on the application of Riverbank Development LLC for a **Special Permit** under Zoning Bylaw §§145-18, 145-46 and 145-65. The applicant is also seeking a **Variance** from Zoning Bylaw §145-A1 Land Space Requirements Table under the Downtown Commercial District.

The applicant is proposing to construct a new fire station on the property located at **13 Elm Street** which requires a special permit for the rebuilding of a preexisting nonconforming structure and for Earth Excavation. The current building is located 5 feet from the side property line and is therefore grandfathered and can be rebuilt on this portion of the lot at 5' from the sideline. However, the building that was previously demolished, and also 5 feet from the property line, has lost its grandfathering because it was demolished and therefore the applicant requires a variance from the side yard setback to build on this portion of the lot.

COMMENTS: _____

NO COMMENT _____

SIGNED: _____ **DATE:** _____



Office of
ZONING BOARD OF APPEALS
272 Main Street
Townsend, Massachusetts 01469
978-597-1700 x1723; 978-597-1722 fax

R E C E I V E D
JAN 22 2015

TOWN OF TOWNSEND
TOWN CLERK

LEGAL NOTICE

In accordance with MGL Chapter 40A and the Townsend Zoning Bylaw, the Townsend Zoning Board of Appeals will hold a public hearing on **Wednesday, March 11, 2015 at 6:00pm** at Memorial Hall, 272 Main St., on the application of **Riverbank Development, LLC** for a **Special Permit** under Zoning Bylaw §§145-18, 145-46 and 145-65 and a **Variance** from Zoning Bylaw §§145-5 and Table 145-A1, pursuant to §145-66. The applicant is requesting a Special Permit to rebuild the pre-existing nonconforming structure, a fire station, with associated earth excavation; and is requesting a variance from the side yard setback. The property is located at **13 Elm Street (Assessor's Map 49, Block 67, Lot 0)** in the Downtown Commercial District.

Parties wishing to speak in support of, or in opposition to, this application may do so in writing prior to the hearing, or at the hearing in person or represented by an agent or attorney. Copies of this application are available for review in the offices of the Town Clerk and Zoning Board during business hours.

William Cadogan
Chairman, Zoning Board of Appeals

Townsend Times: February 13, and February 20, 2015

cc: Applicant
Agriculture Commission
Assessors
Board of Health
Board of Selectmen
Building Inspector
Conservation Commission
Fire Department
Highway Department
Historic District Commission
Housing Authority
Land Use Coordinator
Planning Board
Police Department
Street file
Town Clerk
Water Department



R E C E I V E D
JAN 15 2015
 TOWNSEND ZONING BOARD
 OF APPEALS

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

R E C E I V E D
JAN 15 2015
 TOWN OF TOWNSEND
 TOWN CLERK

Phone: (978)597-1700 x1723 Fax (978)597-1722

APPLICATION FORM

Application form as incorporated in Zoning Board of Appeals Rules and Regulations as adopted on May 26, 2010. Earlier revisions: 10/6/94, 10/5/95, 10/30/95; 4/10/97; 5/12/99, 3/1/01, 12/16/05, 6/13/07.

Name: RIVERBANK DEVELOPMENT LLC

Mailing Address: 30 SCALES LN

Property Address: 13 ELM ST

Applicant's phone: 978 597-1122

Applicant is (circle one): Owner Agent/Attorney Purchaser Tenant

Property owner's name and mailing address (if not applicant): _____

Characteristics of Property:

Number of lots 1 Lot Area 29,305 Frontage 123.75 Zoning District DCD
(If more than one lot, please complete information for each lot individually)

Assessor's Office Map # 49 Block # 67 Lot # 0

Recorded at Middlesex Southern Registry of Deeds: Book: 36717 Page: 587

1. Is the parcel in the Aquifer Protection District? YES
2. Is the parcel within 300 feet of the Squannacook River? NO
3. Is the parcel in an Historic District?* NO
4. Are there any brooks, streams, swamps, bogs, lakes, ponds, or other wetlands on the lot or within 100 feet of the lot? NO
5. Will this request result in additional living space?
 If yes, do you have Board of Health approval for a septic system to serve this space? IN PROCESS
 If you do not, please explain:

cont..

This Application is for:

Variance of the Zoning Bylaws, Code of the Town of Townsend Section 145-66 and Section 145-2 - Fee \$300.00 (see additional information/requirements on the next page)

Special Permit for Earth Removal under Section 145-46, Section 145-65 and Section 145-40 of the Zoning Bylaws, Code of the Town of Townsend.

Under 7000 cubic yards Fee \$300.00,

7001 cubic yards and over Fee \$750.00

Material to be removed: NONE REMOVED FROM SITE

Appeal under Section 145-64 of the Zoning Bylaws, Code of the Town of Townsend.

Fee: \$300.00

Comprehensive permit under M.G.L. Ch. 40B: Base fee: \$7,500 plus the following based on the number of units:

Number of Units	Cost per Unit
1-5	\$135.00
6-15	\$300.00
16-30	\$400.00
31 or more	\$450.00

Special Permit for **multi-family housing** under Section 145-37 of the Zoning Bylaws, Code of the Town of Townsend. Fee * \$5,000.00 plus \$135.00/unit)

Special Permit under Section 145-65 and Section 145-18 of the Zonings Bylaw, Code of the Town of Townsend. Fee \$300.00. (for any special permit section not listed above).

Renewal of Special Permit under Section 145-65 and Section _____ of the Zonings Bylaw, Code of the Town of Townsend. Fee \$135.00

* **For more than one request checked above, pay the highest applicable fee**

Fees listed provide for the administrative costs of the Board, and do not include special costs such as consultants to review engineering plans or other expert opinions the Board may deem necessary. Under M.G.L. c. 40A and c. 44, §53G, the Board may require an applicant to pay the reasonable costs of outside consultants. The Board may also require an applicant to pay any unusual administrative costs, such as copying costs for large submissions of plans or drawings greater than 8.5" by 14". The applicant shall pay the cost of recording any decision at the Registry of Deeds. Application fees are non-refundable.

Further Variance information:

INSTRUCTIONS FOR FILING APPLICATIONS:


Present the signed application with the items listed above to the Town Clerk, which will then certify the date of filing and give you a copy of the application as certified.

File the certified copy, along with 8 additional copies (for distribution to the ZBA members, Town Counsel, and Mandatory Referrals), and the fee with the Town Clerk. Hand delivery to the Town Clerk is recommended.

ALL APPLICANTS MUST READ, SIGN AND DATE THE FOLLOWING:

I certify that the information provided above is true and correct to the best of my knowledge; that I understand that the Board may require additional information to process or grant this application; that the Board may require me to pay additional consulting or other unusual costs; that errors in this information, or in the information I provide at the public hearing, may result in the denial of this application or the revocation of any favorable decision issued by the Board; that any relief granted by the Board shall be limited to the request made in this application; that I may be represented by counsel at my own expense; that if my application is denied it cannot be resubmitted for two years, following its denial, without prior approval of both the Zoning Board of Appeals and the Planning Board; and that I am responsible for all other applications, permits, approvals etc., that may be required by law.

Signed:

ASREP

Name

1/13/15
Date

January 13, 2015

Townsend Zoning Board of Appeals
272 Main St.
Townsend, MA 01469

RE: 13 Elm St Townsend, MA Central fire station

Dear Members of the Board

On behalf of the applicant we are requesting a special permit to utilize section 145-18 of the Townsend Zoning By law to allow the proposed building to be rebuilt in the current non-conforming location. The site has historically and currently contains buildings in these locations and the proposed building will not be more detrimental to the neighborhood.

The non-conforming location abuts the vacant railroad right of way and will have no impact on any other abutters.

One of the buildings on site was removed longer more than 2 years ago, although the foundation and slab are still in place, this will require a side yard setback variance to allow the new building to be constructed 5' from the property line which is the setback of the former building and existing slab.

The lot slopes from North to South. The proposed location will require less fill and alterations to the site and will provide better access from the right of way. The existing slab creates a level area which can be maintained for the new building.

The proposed fire station is designed to house the apparatus the fire department uses in emergencies. This is all not currently stored in one location. The denial of the variance request would necessitate that to continue. This is expensive and does not allow for the best level of protection to the Town.

The granting of the variance would enhance the public good due to the facts stated above. Public safety and cost to the Town.

The variance will is not a derogation to the bylaw. There was a building in this location and the existing remaining building has a similar non-conforming setback.

Very truly yours,

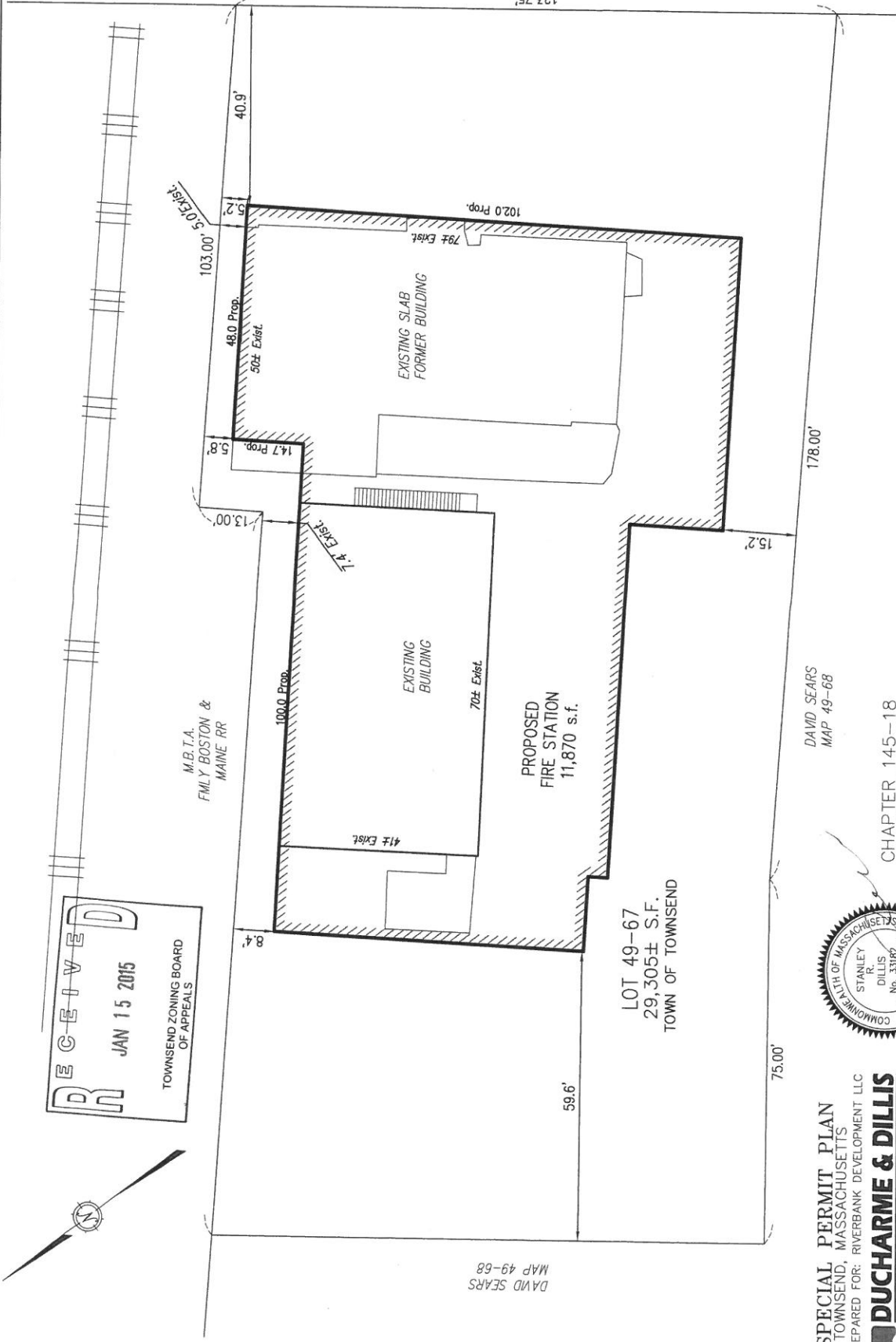
DUCHARME & DILLIS Civil Design Group, Inc.



Stanley R. Dillis P.L.S. Principal

ELM STREET - ROUTE 13

SCALE: 1" = 20'
 DATE: JAN. 12, 2015
 REFERENCE: BK. 36717 PG. 587
 FILE No. 4977



RECEIVED
 JAN 15 2015
 TOWNSEND ZONING BOARD
 OF APPEALS

DAVID SEARS
 MAP 49-68

DAVID SEARS
 MAP 49-68

CHAPTER 145-18
 PRE-EXISTING, NONCONFORMING STRUCTURES OR USES MAY BE EXTENDED, ALTERED, CHANGED OR REBUILT ONLY BY SPECIAL PERMIT FROM THE BOARD OF APPEALS AND SUBJECT TO THE PROVISIONS OF § 145-65F. ANY SUCH REBUILDING, CHANGE, EXTENSION OR ALTERATION SHALL NOT BE MORE DETRIMENTAL THAN THE EXISTING NONCONFORMING USE TO THE NEIGHBORHOOD.



SPECIAL PERMIT PLAN
 TOWNSEND, MASSACHUSETTS
 PREPARED FOR: RIVERBANK DEVELOPMENT LLC
DUCHARME & DILLIS
 Civil Design Group, Inc.
 CIVIL ENGINEERS, LAND SURVEYORS, WETLAND CONSULTANTS
 1092 MAIN STREET, P.O. BOX 428, PHONE: (978) 779-0091
 BOLTON, MASSACHUSETTS 01740
 www.ddcsg.com

3.6

**TOWN OF TOWNSEND
272 MAIN STREET, TOWNSEND, MA 01469**

NOTICE OF APPROVAL OF SPECIAL PERMIT

This is to certify that: **TERRI ROY**

V.F.W. Post #6538 491A Main Street West Townsend, MA

**THE ABOVE NAMED NON PROFIT ORGANIZATION IS HEREBY
GRANTED A SPECIAL LICENSE FOR THE SALE OF ALL ALCOHOLIC
BEVERAGES, TO BE DRUNK ON THE PREMISES**
Under Chapter 138, Section 14, of the Liquor Control Act.

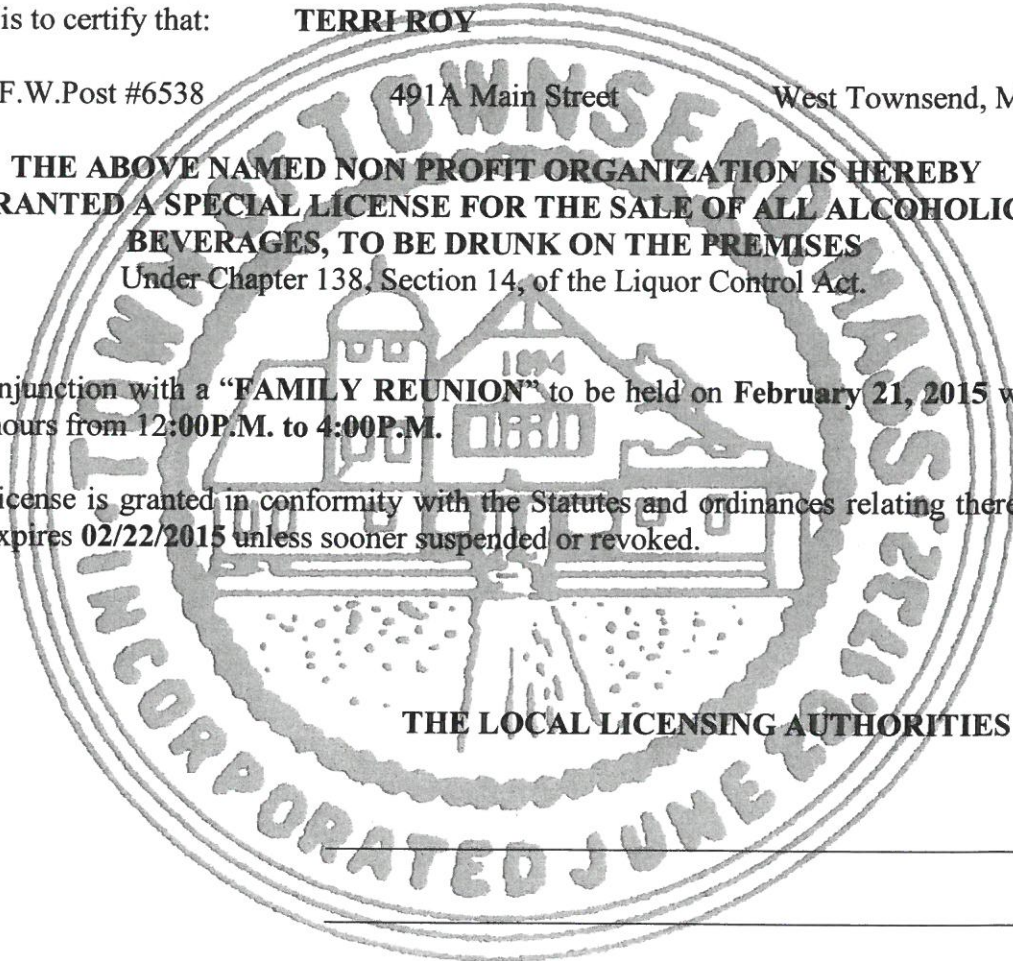
In conjunction with a "FAMILY REUNION" to be held on February 21, 2015 with
sale hours from 12:00P.M. to 4:00P.M.

The license is granted in conformity with the Statutes and ordinances relating thereto,
and expires 02/22/2015 unless sooner suspended or revoked.

Date:

THE LOCAL LICENSING AUTHORITIES

SEE ATTACHED CONDITIONS OF LICENSE



3.7

**TOWN OF TOWNSEND
272 MAIN STREET, TOWNSEND, MA 01469**

NOTICE OF APPROVAL OF SPECIAL PERMIT

This is to certify that: **TERRI ROY**

V.F.W. Post #6538 491A Main Street West Townsend, MA

**THE ABOVE NAMED NON PROFIT ORGANIZATION IS HEREBY
GRANTED A SPECIAL LICENSE FOR THE SALE OF ALL ALCOHOLIC
BEVERAGES, TO BE DRUNK ON THE PREMISES**
Under Chapter 138, Section 14, of the Liquor Control Act.

In conjunction with a "BIRTHDAY PARTY" to be held on February 21, 2015 with
sale hours from 7:00P.M. to 11:00P.M.

The license is granted in conformity with the Statutes and ordinances relating thereto,
and expires 02/22/2015 unless sooner suspended or revoked.

Date:

THE LOCAL LICENSING AUTHORITIES

SEE ATTACHED CONDITIONS OF LICENSE

3.8

**TOWN OF TOWNSEND
272 MAIN STREET, TOWNSEND, MA 01469**

NOTICE OF APPROVAL OF SPECIAL PERMIT

This is to certify that: **TERRI ROY**

V.F.W. Post #6538 491A Main Street West Townsend, MA

**THE ABOVE NAMED NON PROFIT ORGANIZATION IS HEREBY
GRANTED A SPECIAL LICENSE FOR THE SALE OF ALL ALCOHOLIC
BEVERAGES, TO BE DRUNK ON THE PREMISES**
Under Chapter 138, Section 14, of the Liquor Control Act.

In conjunction with a **BIRTHDAY PARTY** "FAMILY REUNION" to be held on **MARCH 7, 2015** with
sale hours from **6:00P.M. to 10:00P.M.**

The license is granted in conformity with the Statutes and ordinances relating thereto,
and expires **03/08/2015** unless sooner suspended or revoked.

Date:

THE LOCAL LICENSING AUTHORITIES

SEE ATTACHED CONDITIONS OF LICENSE



3.10

Technical Proposal and Price Quote Compensation Plan Update

Municipal Positions

For the Town of Townsend, MA

Submitted by: Human Resources Services, Inc.

9 Bartlet Street, Suite 186

Andover, MA 01810

Voice: 978-474-0200

Cell: 978-430-2061

Fax: 978-475-7925

Email: hrcsconsulting@comcast.net

www.hrsconsultinginc.com

SDO CERTIFIED

November 24, 2014

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Human Resources Services, Inc.

9 Bartlet Street, Suite 186

Andover, MA 01810

Phone: 978-474-0200

November 24, 2014

Mr. Andy Sheehan
Town Administrator
Town of Townsend
Town Hall
272 Main Street
Townsend, MA 01469

Dear Andy,

Human Resources Services, Inc. (HRS) is pleased to submit this proposal and price quotation to the Town of Townsend, MA to provide compensation plan update and maintenance services. Our proposal provides for a continued service and validation to Townsend's compensation and classification plans.

Our scope of services, timetable, and fee are outlined in this proposal. If we can answer any questions, please do not hesitate to contact us at 978-474-0200 or via e-mail at hrsconsulting@comcast.net. Thank you for your consideration.

Sincerely,

Sandy

Aleksandra E. Stapczynski

President

1 General Scope of Services

Human Resources Services, Inc. (HRS) will update and provide guidance for the implementation and maintenance of the Town of Townsend's compensation plan. The focus of this work is to continue the HRS system, providing an update to the pay structure, equitable competitive pay levels for individual positions or groups of positions.

More specifically, HRS will provide the following updates to the Town:

1. Conduct a thorough review of the Town's existing compensation program for all municipal positions on the compensation and classification plan.
2. Complete a custom labor market survey and review by analyzing salary/wage and organizational data from other comparable municipalities and other organizations.
3. Provide salary trends in compensation programs.
4. Develop an updated compensation plan (salary schedule) that reflects the current labor market and organizations with similar positions with an emphasis on comparative communities.
5. Ensure that the compensation program is competitive and recommend necessary changes/enhancements to program.
6. Provide recommendations and/or advice regarding other areas of compensation, as may be needed.
9. Provide general guidelines for internal maintenance of the plan.
10. Prepare mini-letter report with recommendations.

2 Methodology and Work Plan

The following are Human Resources Services, Inc.'s specific action steps for this assignment.

2.1 Orientation meeting with Key Management Personnel.

This initial session would take place before beginning work on the entire project, so that management may become familiar with the specific steps to be taken and potential policy questions that may be raised. Another purpose for this meeting will be to discuss various pay-setting systems and methods. A variety of options will be discussed.

2.2 Conduct a Comprehensive Salary/Wage Survey.

The Consultant analyzes comparative salary/wage and compensation programs from other comparable municipalities/organizations. The survey data provides the Consultant with the basic parameters to construct a salary structure and to guide the organization in its compensation administration program. When analyzing the labor market data, the Consultant will consider job titles, organizational structures, work schedules, job duties and responsibilities. HRS will survey other comparable communities. The Consultant will seek approval from the Town of Townsend on the list of proposed comparables to use; up to fifteen (15) municipal organizations can be surveyed. Typically, our market analysis includes components such as, but not limited to:

- Salary range for each position surveyed.
- Provide other types of compensation information such as longevity pay.

-
- Information on the number of work hours per week and the number of work weeks per year for each position surveyed.
 - Information on bonus and/or lump-sum payment, if applicable.
 - Pertinent information that may impact the salary ranges of positions surveyed.
 - Information on specifics where the responsibilities assigned to a department or positions are not typical in most organizations surveyed.
 - Provide trends in compensation programs.

2.3 Update the Compensation Plan Structure.

The Consultant constructs an updated compensation plan - salary schedule(s) within the parameters of the comparative data and the Town of Townsend's compensation policies. The compensation plan is linked directly to the Town's classification plan. The Consultant then develops the final compensation plan, including guidelines for initial implementation and continuing maintenance. The resulting compensation plan will reflect the Town's pay policies, the market place, internal job values, and the financial ability of the Town to pay at a given level.

2.4 Reports to Management and Townsend Officials.

Throughout the duration of the consulting engagement, the Consultant will discuss issues with management and HR staff and gather information from the Town; review market data and information; and, discuss the analysis progress and preliminary findings. The Consultant will review all draft reports with the Town Administrator and Town officials prior to their final presentation in the final report.

Final Letter Report

Human Resources Services, Inc. will submit copies of the final letter report to the Town of Townsend, which will include all comparative market data, updated compensation plan(s) and a narrative letter report to accompany recommendations. Reports will be provided to the Town in hard copy and electronic copy.

3 Timetable

Human Resources Services, Inc. is available to enter into contract with the Town of Townsend on January 1, 2015. The study can commence upon execution of a contract with the Town of Townsend, MA. Human Resources Services, Inc. will immediately meet with the Town Administrator and his key staff and set-up a detailed schedule of activities. Human Resources Services, Inc. will work closely with the Town throughout the duration of the study and make every effort to meet all of the required work product deadlines. Summary reports and data will be provided throughout the duration of the study, as well as a secure online client website for tracking study documents during the duration of the study.

4 About Human Resources Services, Inc.

Human Resources Services (HRS) is an established and recognized Massachusetts personnel consulting firm specializing in technical assistance to local governments in areas of personnel management. Human Resources Services (HRS) was established in 1989 and was incorporated in Massachusetts as Human Resources Services, Inc. in 1998. HRS is a small woman-owned business dedicated to serving local governments.

HRS assists local governments in strengthening their management capacity by providing a full range of personnel services which include: classification and compensation studies; salary and benefits surveys; performance-evaluation and merit systems; personnel ordinances/bylaws reviews; personnel policies, rules and regulations; management and organizational studies; personnel system audits; and staffing and utilization studies. Human Resources Services, Inc. has expert knowledge of procedural and practical approaches to municipal personnel systems and municipal government.

4.1 Project Consultant

Sandy Stapczynski will serve as Project Manager and Principal Consultant for the Northbridge, MA project. She will participate in all phases of the study. Aleksandra (Sandy) Stapczynski is nationally recognized in the field of public personnel administration as a contributor to ICMA's leading publication in this field, *Human Resource Management in Local Government: An Essential Guide* (1st, 2nd, and 3rd Editions). She has authored an ICMA IQ Management Report on *Staffing and Utilization Studies*, where she detailed the methods, processes, and procedures for conducting comprehensive staffing, utilization and organizational/management studies. In addition to pay and classification, she has worked in other areas of personnel management including management analysis, salary/benefits surveys, personnel bylaws/regulations,

performance appraisal and merit systems, job descriptions, recruitment and selection, personnel system audits, staffing, and general personnel management assistance.

Prior to establishing her own firm, Ms. Stapczynski was a Financial Supervisor with the Massachusetts Department of Revenue, working for Commissioner Ira Jackson's administration. Her previous employment also includes the Massachusetts Municipal Association, a non-profit organization supporting local government. While at the MMA, she specialized in personnel management consulting to cities and towns.

Ms. Stapczynski has been asked to speak on panels at the Massachusetts Municipal Association Annual Meeting and at meetings of the Massachusetts Municipal Personnel Association. She recently participated in a workshop at the New Hampshire Local Government Center annual meeting, where she discussed compensation, classification, and benefits analysis processes. She has memberships with the Massachusetts Municipal Association and the Massachusetts Municipal Personnel Association. Ms. Stapczynski holds a Masters Degree in Public Administration from Suffolk University, Boston (*Awarded: Public Service Fellowship for Underrepresented Women in the Public Sector, from the Federal Government*), and a Bachelor's Degree in Government from Suffolk University, Boston. She is a Visiting Executive at the Sawyer Business School at Suffolk University.

References may be provided upon requests. Thank you.

5 Fee for Services

The all-inclusive, fixed fee for services as outlined in Human Resources Services, Inc.'s proposal to conduct *Compensation Plan Update* for the Town of Townsend, Massachusetts is **\$4,500.00**. This fee represents *all* costs associated with completing the specified services, including all consulting fees, clerical support, travel to Townsend, administrative, printing, and other incidental costs associated with the project completion.

We are available as the Town may wish Human Resources Services, Inc. to provide additional professional services from time to time through December 31, 2016 at the rate of \$100.00 per hour, plus expenses at cost.

Human Resources Services, Inc. maintains all appropriate business insurances: errors and omissions, business liability, automobile, workers compensation. A certificate of insurance can be provided upon request.

We are a certified SDO Woman-Owned Business Enterprise (WBE) with the Commonwealth of Massachusetts.