

**MINUTES  
SELECTMEN'S MEETING  
GRIFFIN ROOM, TOWN HALL  
MONDAY, OCTOBER 3, 2016  
6:30 P.M.**

**APPROVED**

**SELECTMEN PRESENT:** Brown, Hughes, Kavanagh, LaMantia, MacAskill

**OTHERS PRESENT:** Town Administrator Christopher Clark, Assistant Town Administrator Charleen Greenhalgh, Chief Guillemette, Andy Gould, Supt. Scott Carpenter, Jeremy Gingras, Rob Mador, Larry Ballantine, Larry Brophy, Leedara Zola, Susan Johnson, Robin Wilkins, Don Howell, Paul Niedzwiecki, Jack Yunits and others.

**MEETING CALLED TO ORDER** at 6:30 p.m. by Chairman MacAskill.

**PUBLIC COMMENT/ANNOUNCEMENTS**

- A. Awarding of plaques for Harwich Chamber of Commerce Hometown Parade winners

Jeremy Gingras presented plaques to the winners of the Chamber's Hometown Parade as follows:

Overall Best Award – Good Times Ice Cream  
Most Town Spirit – Harwich Town Band  
Funniest Entry – Mad Minnow Bar & Restaurant  
Best Youth Participation – Harwich Cranberry Festival

**CONSENT AGENDA**

- A. Approve Minutes - September 19, 2016 — Regular Session
- B. Approve contract with Brown, Lindquist, Fenuccio & Raber Architects for Saquatucket Landside Project
- C. Approve contract with Lynch, Malloy, Marini LLP for auditing services for FY16
- D. Approve contract with East Coast Sealcoating for tennis court resurfacing at Brooks Park
- E. Confirm appointment of Jay Briggs as Building Commissioner as recommended
- F. Approve job description for Records Specialist at Police Department
- G. Approve Town Administrator's recommendation on Perks Entertainment License

Chairman MacAskill noted that he would be tabling Item E. Ms. Kavanagh moved approval of the balance of the Consent Agenda. Mr. LaMantia seconded the motion. Chairman MacAskill asked to add that a presentation should be provided to the contract for Item B. The motion carried by a unanimous vote.

**PUBLIC HEARINGS/PRESENTATIONS** *(Not earlier than 6:30 P.M.)*

- A. Annual Meetings with the Board of Selectmen:
  - 1. Planning Board

Mr. Brophy, Chair, provided the annual report of the Planning Board and took questions and comments from the Board.

## 2. Zoning Board of Appeals

No one appeared before the Board.

### B. Update on Cape Cod Commission — *Paul Niedzwiecki and Jack Yunits*

Cape Cod Commission Executive Director Paul Niedzwiecki and County Administrator Jack Yunits provided an update of what they have been working on over the past year. Mr. Niedzwiecki reported that they just finished the first year of the implementation of the 208 Plan, began review of the Regional Policy Plan last January including emerging issues of coordinating capital planning and housing, and transfer of HOME program to Human Services which he said has worked very well. Mr. Yunits reported that the County has a very strong financial situation but they need to start planning fiscally and be a little bit more prudent in how they run the County. He stated that they are managing very conservatively and making sure they have cost recovery systems in place. He noted that they are hearing a lot about dredge and are discussing how they can improve dredge services across the County. He commented that we should not hesitate to call them for help and if there is a way to partner, they will find it. Mr. Niedzwiecki and Mr. Yunits took questions and comments from the Board.

### C. Joint Meeting with Monomoy Regional School District and Finance Committee to discuss enrollment by class and demographics, including a five year projection of same

Superintendent Carpenter and School Committee Chair Brian Widegren discussed enrollment by class, demographics and the five year projection (see attached). They took questions from Mr. Cakounes.

## **OLD BUSINESS**

### A. CVEC — Solar Distribution

Chairman MacAskill noted that in the Board's packet there are 2 different models with one showing the original proposed split of 57% Town/43% Water Enterprise Fund, and the other option is making the Water Enterprise an additional off-taker where the Town would be paid about 50% percent more of the revenue. He reported that he met with the Water Commission and told them his recommendation which is to make them an off-taker which would get the Town to the \$300,000 mark that we originally anticipated. He said they have already budgeted for FY17 we wouldn't start the new program until FY18. The consensus of the Board was that the Water Department should be treated as an off-taker and also to have the Town Administrator draft a Memorandum of Agreement.

Mr. Hughes moved that as far as the solar system revenue goes that we treat the Water Department as an off-taker at this point in time starting in FY18 and draft the Memorandum of Agreement to that effect and negotiate with the Water Commission. Mr. LaMantia seconded the motion and the motion carried by a unanimous vote.

Chairman MacAskill stated that they didn't have a budget for FY17 showing they would pay half of the expenses and he asked that Mr. Clark discuss with Ms. Cummings.

## **NEW BUSINESS**

A. Request by Richard Houston that the Board pass a resolution opposing Ballot Question 2 regarding charter schools

Mr. Clark pointed out that many of the groups identified as having adopted this resolution are unions and Schools Committees, and there was only one Board of Selectmen that supported it. Mr. Houston noted that the School Committee has already adopted this and he is seeking adoption of the resolution from both Harwich and Chatham so they are acting in alliance with School district. He commented that Question 2 would lead to a significant expansion of the number of charter schools. Mr. Cakounes stated that it would be inappropriate for the Board to take a position for the Town on any ballot question and he is disappointed that the School Committee did so. He commented that we are fortunate that we have excellent schools but there are communities that are not as fortunate. He stressed that the Board does not speak for him on Question 2 or any other question. Ms. Kavanagh suggested they revisit this and determine what is appropriate for them to take a stand on as it does affect our bottom line. Mr. Hughes noted that historically we haven't done this and we haven't heard from the opposition. He stressed that other students deserve the same opportunities as our kids have. Chairman MacAskill recommended bringing this item back. Mr. Hughes moved to deny the request. There was no second to the motion.

B. Request from Habitat for Humanity for \$300,000 from the Affordable Housing Trust Fund for project at 93 and 97 Route 28, West Harwich

Ms. Brown recused herself on this item as she indicated that she has a family member on Habitat's payroll. Leedara Zola of Habitat for Humanity and Susan Johnson of HECH presented the request for \$240,000 for acquisition and noted they are seeking support of the LIP application which is the first step in the 40B process. She noted that the Board had already given Habitat \$35,000 for the feasibility study and she stated that they will not purchase the property until they are fully permitted. Ms. Zola and Ms. Johnson took questions from the Board. Ms. Zola stated that two homes would be market rate homes, owned by HECH, and they would issue an RFP for historic preservation of the Chase home. Ms. Johnson confirmed this and noted that they worked with the neighbors on this. Mr. Hughes asked what HECH is using the \$25,000 for that the Board voted to grant them and Ms. Johnson said they will use it for the consultant to help with the historic RFP. Ms. Zola said the idea was that by the time they were permitted there would be sufficient funds accrued in the fund to cover the purchase but Habitat wanted the funds awarded so they would have assurance that this is a supported project. She confirmed that they aren't going to execute the sale until the funds are available. Mr. LaMantia expressed concern that putting out the RFP doesn't guarantee anything and questioned what they would do if there is no interest. Ms. Johnson said they would put it out a second time if need be but stressed that HECH isn't in the business of historic preservation. She said they will do the best they can to market it to bring somebody in with that intent. The Board took comments from Don Howell and Ms. Zola and Ms. Johnson took questions and comments from Brooke Williams, Ralph Diamond, Duncan Berry, Gayle MacAleer, Joan McCarty, Richard Waystack, Sally Urbano, Leo Cakounes, and Vickie Goldsmith

Mr. Hughes moved that we authorize the expenditure of up to \$240,000 from the Affordable Housing Trust Fund as those funds are actually available to support the purchase of property at 93 and 97 Main Street in West Harwich. Mr. LaMantia seconded the motion and the motion carried by a unanimous vote. At Mr. Cakounes' request, Mr. Hughes amended his motion to include the words "for Habitat" as the motion did not include who the funds were for. The motion carried by a 4-0-0 vote.

- C. Request from Habitat for Humanity to sign letter of support for LIP Application for project at 93 and 97 Route 28, West Harwich

Mr. Hughes moved to sign a letter of support for the LIP Application for the project at 93 and 97 Route 28, West Harwich. Mr. LaMantia seconded the motion and the motion carried by a 4-0-0 vote.

- D. Board of Selectmen FY17 Goals and Objectives

Chairman MacAskill asked the Board to review the document and to set priorities. Mr. Clark noted that he has made his recommendations as to department assignments. Mr. MacAskill said they would bring this item back next week for discussion due to the late hour.

- E. Board of Selectmen FY18 Budget Message

Mr. LaMantia suggested that the budget number set for the Middle School should be included in the budget message and added that arrangements have to be made for the Finance Director to provide a Sources and Use document for the Middle School quarterly and to see individual department costs. Mr. Hughes provided comments including planning for health care costs, not transitioning part-time positions to full-time benefited positions, and a plan for ongoing reserve funds. Ms. Kavanagh commented that she does not see these as substantial changes. Mr. Clark expressed concern that the only way we could create a new position is if it is offset by revenue and only three departments can meet that goal – Water, Golf and Harbor. He recommended that the Board think about that element and stressed that it is important to know the needs of the organization. He said he will present what he believes to be in the best interest of the Town but agreed that that we need to slow down on the number of new hires. Chairman MacAskill said he doesn't read this any differently with Mr. Hughes' edits. Mr. Clark took questions from the Board regarding budgeting health insurance increases. Chairman MacAskill disagreed with Mr. LaMantia's suggestion to single out the Middle School building. Mr. Clark cautioned that the \$125,000 previously discussed was for utility related costs only. Ms. Brown pointed out that the Middle School is not on the agenda tonight. Chairman MacAskill agreed and recommended taking out the section that refers to the Middle School. Mr. Hughes moved to adopt the FY2018 Budget Messages with the exception of we are going to delete the full item called "Departments should plan for inevitable increased benefit cost," and the very last bullet (The budget set for the Middle School should be at the lowest level possible with the goal of providing time to determine the best course of action. Fees will be charged for recreational activities to help keep costs minimal.) and that the Chairman be authorized to add any additional edits between now and tomorrow to the document without dramatically changing it and we move forward. Ms. Kavanagh seconded the motion and the motion carried by a 4-1-0 vote with Mr. LaMantia in opposition.

- F. Action Item Register additional items to be added

Mr. Hughes asked when something is completed when do we take it off the Action Item Register and Mr. Clark responded that we will keep it on the list but mark it as "status completed." Mr. Hughes asked that the completed items be color coded. Ms. Greenhalgh noted that there are no new additional action items. Chairman MacAskill noted that the upcoming FY16 audit presentation should be added.

## **TOWN ADMINISTRATOR'S REPORT**

- A. Action Item Register update

Mr. Clark reviewed the Action Item Register noting that Perks is now “status complete.”

B. Town Administrator's FY17 Goals and Objectives

Mr. Clark stated that he put in the goals what he thinks he is able to do but stressed that it should be in conjunction with what he recommends other departments are able to do.

C. Pinewood Village Condominiums public water installation

Mr. Clark reported that the public water supply was installed at Pinewood Village Condominiums in June 1998.

Mr. Clark reported that the Community Rating System was signed and completed on Friday and we received word today that it has been approved.

**SELECTMEN'S REPORT**

A. Committee Vacancy List

No action was taken on this item.

B. Citizens Committee Vacancy Form

Chairman MacAskill reported that a citizen requested that the Citizens Activity Record Form be changed to Citizens Committee Vacancy Form. Mr. Hughes stated that historically we have asked people to check off what committees they are interested in and it doesn't necessarily mean there's a vacancy there. Chairman MacAskill said he would bring back for discussion next week.

C. Next Selectmen's Meeting — Tuesday, October 11, 2016

Chairman MacAskill announced that the next meeting of the Board is Tuesday, October 11, 2016.

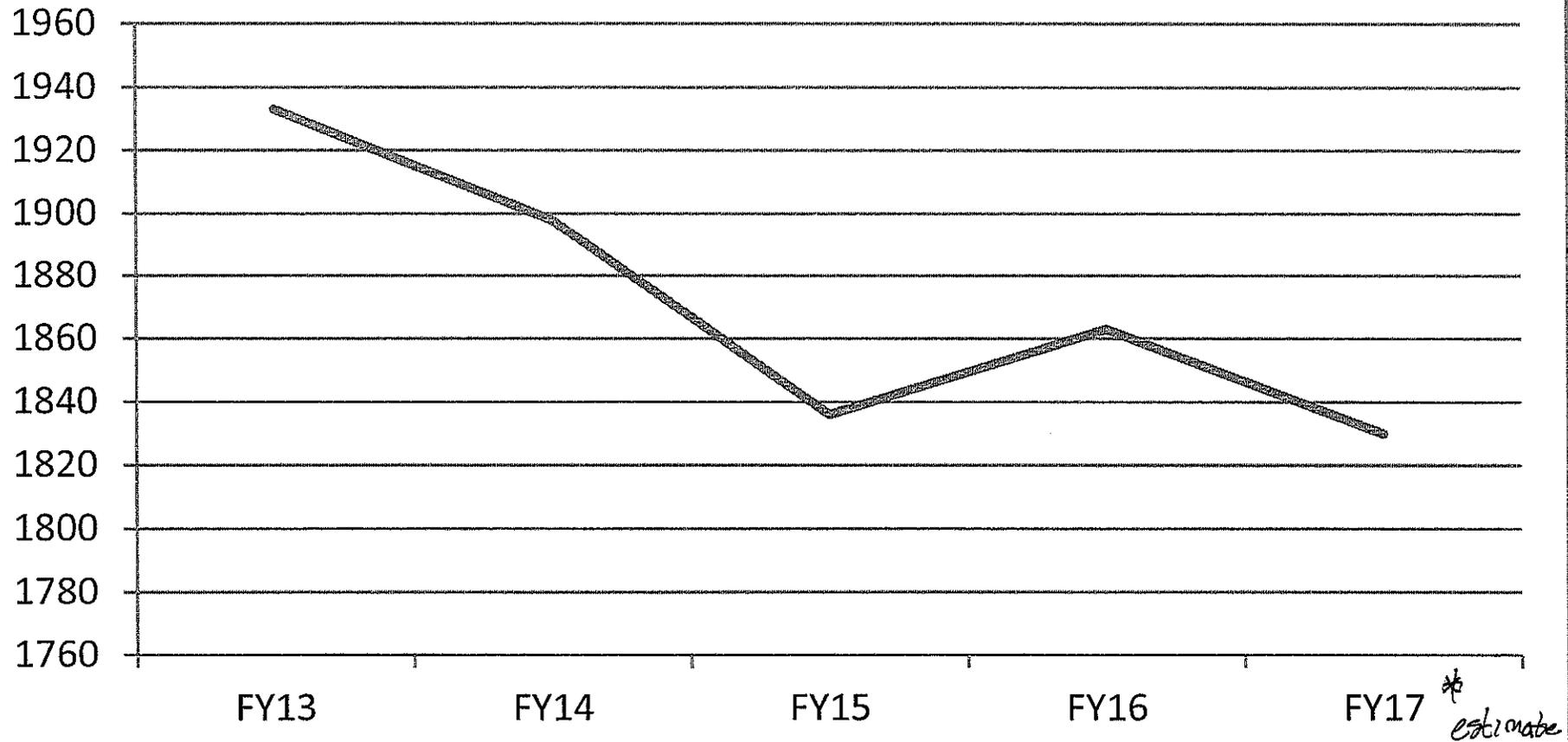
**ADJOURNMENT**

Chairman MacAskill moved to adjourn at 10:00 p.m.

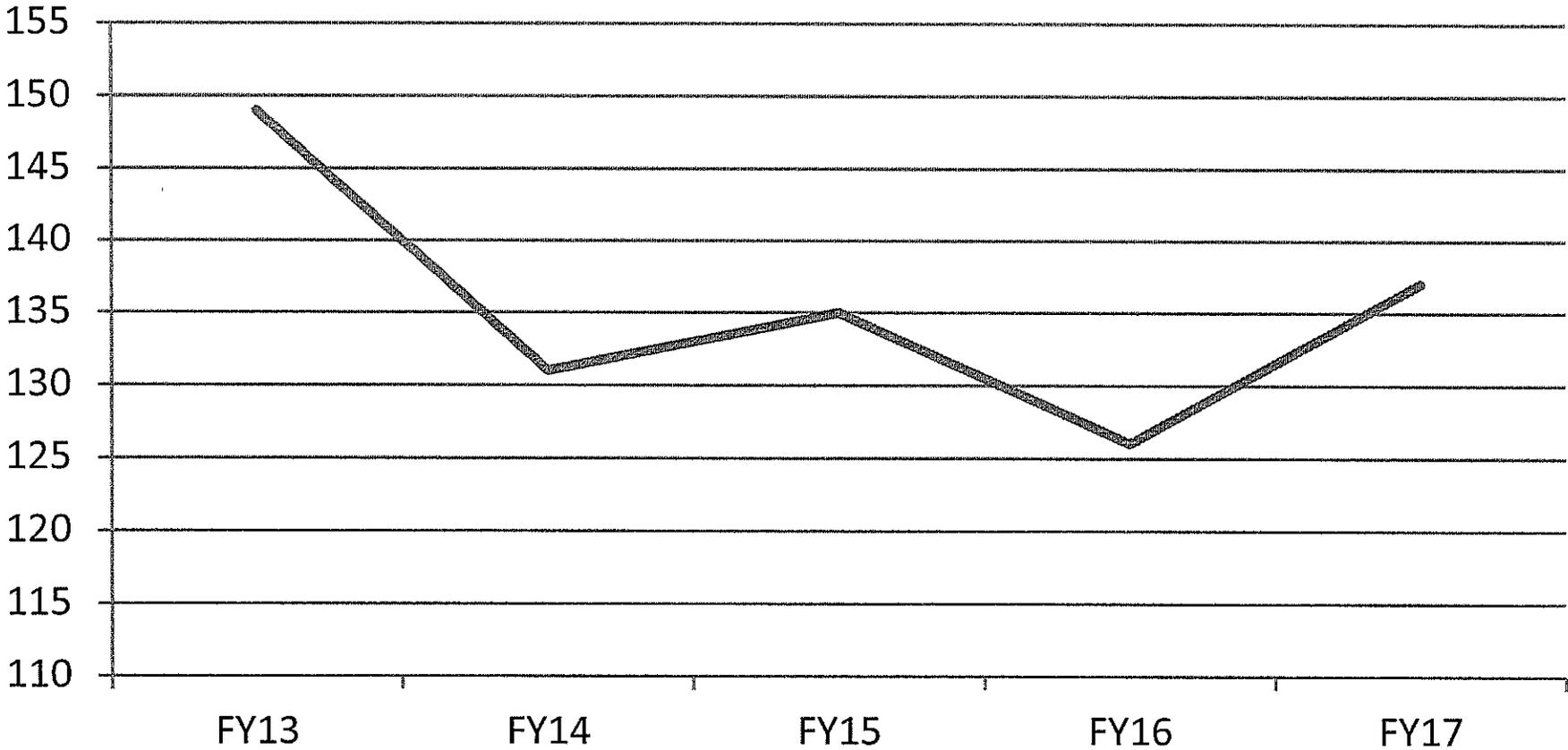
Respectfully submitted,

Ann Steidel  
Recording Secretary

# DESE Foundation Enrollment



# Resident Kindergarten Enrollment



**MONOMOY REGIONAL SCHOOL DISTRICT  
OCTOBER 1, 2016 ENROLLMENT**

9/28/2016

	CHATHAM RESIDENT STUDENTS	HARWICH RESIDENT STUDENTS	SCHOOL CHOICE STUDENTS		TOTAL STUDENTS
<b>CHATHAM ELEMENTARY</b>					
Pre K	21	0	0		21
K	35	8	4		47
Grade 1	29	5	8		42
Grade 2	41	5	11		57
Grade 3	27	13	9		49
Grade 4	41	10	11		62
<b>Total</b>	<b>194</b>	<b>41</b>	<b>43</b>		<b>278</b>
<b>HARWICH ELEMENTARY</b>					
Pre K	0	49	0		49
Kindergarten	1	93	4		98
Grade 1	2	88	5		95
Grade 2	1	92	11		104
Grade 3	3	82	12		97
Grade 4	0	112	13		125
<b>Total</b>	<b>7</b>	<b>516</b>	<b>45</b>		<b>568</b>
<b>MRMS</b>					
Grade 5	29	105	15		149
Grade 6	28	94	20		142
Grade 7	31	83	21		135
<b>Total</b>	<b>88</b>	<b>282</b>	<b>56</b>		<b>426</b>
<b>MRHS</b>					
Grade 8	22	88	20		130
Grade 9	25	74	21		120
Grade 10	26	69	16		111
Grade 11	26	78	8		112
Grade 12	29	74	19		122
Sped Gr 15	6	7	2		15
<b>Total</b>	<b>134</b>	<b>390</b>	<b>86</b>		<b>610</b>
Sped/SES		1			1
Out of District	4	9			13
<b>Total</b>	<b>427</b>	<b>1239</b>	<b>230</b>		<b>1896</b>

**FY17**

**Chatham Harwich Choice TOTAL**

**CHATHAM ELEMENTARY**

Pre K	21	0	0	21
K	35	8	4	47
Grade 1	29	5	8	42
Grade 2	41	5	11	57
Grade 3	27	13	9	49
Grade 4	41	10	11	62
<b>Total</b>	<b>194</b>	<b>41</b>	<b>43</b>	<b>278</b>

**HARWICH ELEMENTARY**

Pre K	0	49	0	49
Kindergarten	1	93	4	98
Grade 1	2	88	5	95
Grade 2	1	92	11	104
Grade 3	3	82	12	97
Grade 4	0	112	13	125
<b>Total</b>	<b>7</b>	<b>516</b>	<b>45</b>	<b>568</b>

**MRMS**

Grade 5	29	105	15	149
Grade 6	28	94	20	142
Grade 7	31	83	21	135
<b>Total</b>	<b>88</b>	<b>282</b>	<b>56</b>	<b>426</b>

**MRHS**

Grade 8	22	88	20	130
Grade 9	25	74	21	120
Grade 10	26	69	16	111
Grade 11	26	78	8	112
Grade 12	29	74	19	122
Sped Gr 15	6	7	2	15
<b>Total</b>	<b>134</b>	<b>390</b>	<b>86</b>	<b>610</b>

Sped/SES	0	1	0	1
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Out of District	4	9 n/a		13
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<b>Total</b>	<b>427</b>	<b>1239</b>	<b>230</b>	<b>1896</b>
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<b>Percentages</b>	<b>25.6%</b>	<b>74.4%</b>		
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*Estimates*

**Chatham Harwich Choice TOTAL**

Choice Out	61	107 n/a		168
Lighthouse	15	33 n/a		48
Sturgis	5	13 n/a		18
<b>Total</b>	<b>81</b>	<b>153 n/a</b>		<b>234</b>

<b>Harwich &amp; Chatham Enrollment</b>	<b>508</b>	<b>1392</b>		<b>1900</b>
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<b>Percentages</b>	<b>26.7%</b>	<b>73.3%</b>		
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**FY17 RETENTION**

**CHATHAM HARWICH SCHOOL CHOICE (TOTAL**

**CHATHAM ELEMENTARY**

Pre K				-2
K				2
Grade 1	-1	0	-2	-3
Grade 2	2	-1	2	3
Grade 3	-3	1	-1	-3
Grade 4	3	1	-2	2
Total				

**HARWICH ELEMENTARY**

Pre K				-7
Kindergarten				2
Grade 1	0	-1	0	-1
Grade 2	0	5	-2	3
Grade 3	0	-2	-2	-4
Grade 4	0	-6	-1	-7
Total				

**MRMS**

Grade 5	-1	2	-9	-8
Grade 6	-5	-15	-13	-33
Grade 7	-3	-4	4	-3
Total				

**MRHS**

Grade 8	-1	-2	0	-3
Grade 9	-6	-15	-4	-25
Grade 10	-1	-7	-3	-11
Grade 11	-1	-2	-4	-7
Grade 12	0	5	2	7
Sped Gr 15				0
Total				

Sped/SES				0
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Out of District				1
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Total	-17	-41	-35	-70
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**FY16**

**Chatham Harwich Choice TOTAL**

**CHATHAM ELEMENTARY**

Pre K	23	0	0	23
K	30	5	10	45
Grade 1	39	6	9	54
Grade 2	30	12	10	52
Grade 3	38	9	13	60
Grade 4	28	11	10	49
<b>Total</b>	<b>188</b>	<b>43</b>	<b>52</b>	<b>283</b>

**HARWICH ELEMENTARY**

Pre K	1	55	0	56
Kindergarten	2	89	5	96
Grade 1	1	87	13	101
Grade 2	3	84	14	101
Grade 3	0	118	14	132
Grade 4	2	92	14	108
<b>Total</b>	<b>9</b>	<b>525</b>	<b>60</b>	<b>594</b>

**MRMS**

Grade 5	33	109	33	175
Grade 6	34	87	17	138
Grade 7	23	90	20	133
<b>Total</b>	<b>90</b>	<b>286</b>	<b>70</b>	<b>446</b>

**MRHS**

Grade 8	31	89	25	145
Grade 9	27	76	19	122
Grade 10	27	80	12	119
Grade 11	29	69	17	115
Grade 12	24	76	14	114
Sped Gr 15	6	7	2	15
<b>Total</b>	<b>144</b>	<b>397</b>	<b>89</b>	<b>630</b>

**Sped/SES**

	0	1	0	1
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**Out of District**

	3	9 n/a		12
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**Percentages**

25.6% 74.4%

**2015 Chatham Harwich Choice TOTAL**

Choice Out	61	107 n/a	168
Lighthouse	13	30 n/a	43
Sturgis	8	18 n/a	26
<b>Total</b>	<b>82</b>	<b>155 n/a</b>	<b>237</b>

**Harwich & Chatham Enrollment**

516 1416 1932

**Percentages**

26.7% 73.3%

**FY16 RETENTION**

**CHATHAM HARWICH SCHOOL CHOICE TOTAL**

**CHATHAM ELEMENTARY**

Pre K				1
K				-6
Grade 1	1	3	-1	3
Grade 2	1	1	0	2
Grade 3	2	4	2	8
Grade 4	0	1	4	5

**Total**

**HARWICH ELEMENTARY**

Pre K				8
Kindergarten				-6
Grade 1	1	-7	5	-1
Grade 2	1	0	-1	0
Grade 3	0	5	1	6
Grade 4	2	0	-4	-2

**Total**

**MRMS**

Grade 5	-5	-1	10	4
Grade 6	-7	-8	-2	-17
Grade 7	0	-6	3	-3

**Total**

**MRHS**

Grade 8	4	-3	1	2
Grade 9	0	-29	-7	-36
Grade 10	0	-13	-4	-17
Grade 11	1	-3	-1	-3
Grade 12	-1	3	1	3

**Sped Gr 15**

6

**Total**

Sped/SES -1

Out of District 1

**Total** 0 -53 7 16

FY15

**Chatham Harwich Choice TOTAL**

**CHATHAM ELEMENTARY**

Pre K	22	0	0	22
K	38	3	10	51
Grade 1	29	11	10	50
Grade 2	36	5	11	52
Grade 3	28	10	6	44
Grade 4	35	13	10	58
Total	188	42	47	277

**HARWICH ELEMENTARY**

Pre K	4	44	0	48
Kindergarten	0	94	8	102
Grade 1	2	84	15	101
Grade 2	0	113	13	126
Grade 3	0	92	18	110
Grade 4	3	97	13	113
Total	9	524	67	600

**MRMS**

Grade 5	41	95	19	155
Grade 6	23	96	17	136
Grade 7	27	92	24	143
Total	91	283	60	434

**MRHS**

Grade 8	27	105	26	158
Grade 9	27	93	16	136
Grade 10	28	72	18	118
Grade 11	25	73	13	111
Grade 12	22	59	13	94
Sped Gr 15	2	4	3	9
Total	131	406	89	626

Sped/SES	0	2	0	2
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Out of District	2	9 n/a		11
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Total	421	1266	263	1950
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Percentages	25.0%	75.0%		
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**2014 Chatham Harwich Choice TOTAL**

Choice Out	69	105 n/a		174
Lighthouse	13	32 n/a		45
Sturgis	9	19 n/a		28
Total	91	156 n/a		247

Harwich & Chatham Enrollment	512	1422		1934
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Percentages	26.5%	73.5%		
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**FY15 RETENTION****CHATHAM HARWICH SCHOOL CHOICE: TOTAL****CHATHAM ELEMENTARY**

Pre K				0
K				3
Grade 1	0	2	0	2
Grade 2	3	2	0	5
Grade 3	5	2	2	9
Grade 4	-1	1	4	4
Total				

**HARWICH ELEMENTARY**

Pre K				-4
Kindergarten				-3
Grade 1	1	-8	3	-4
Grade 2	0	3	1	4
Grade 3	0	-4	5	1
Grade 4	2	3	-1	4
Total				

**MRMS**

Grade 5	-2	5	-4	-1
Grade 6	-5	-9	-2	-16
Grade 7	3	4	2	9
Total				

**MRHS**

Grade 8	3	5	6	14
Grade 9	-1	-15	0	-16
Grade 10	2	3	1	6
Grade 11	3	-7	-1	-5
Grade 12	2	-3	0	-1
Sped Gr 15				-1
Total				

Sped/SES -1

Out of District -7

Total 15 -16 16 48

FY14

	Chatham	Harwich	Choice	TOTAL
<b>CHATHAM ELEMENTARY</b>				
Pre K	22			22
K	29	9	10	48
Grade 1	33	3	11	47
Grade 2	23	8	4	35
Grade 3	36	12	6	54
Grade 4	43	7	4	54
Total	186	39	35	260
<b>HARWICH ELEMENTARY</b>				
Pre K	3	49		52
Kindergarten	1	92	12	105
Grade 1		110	12	122
Grade 2		96	13	109
Grade 3	1	94	14	109
Grade 4		83	19	102
Total	5	524	70	599
<b>Middle Schools Combined -- Pre-merger</b>				
Grade 5	28	105	19	152
Grade 6	24	88	22	134
Grade 7	24	100	20	144
Total	76	293	61	430
<b>High Schools Combined -- Pre-merger</b>				
Grade 8	28	108	16	152
Grade 9	26	69	17	112
Grade 10	22	80	14	116
Grade 11	20	62	13	95
Grade 12	25	71	11	107
Sped Gr 15	0	6	4	10
Total	121	396	75	592
Sped/SES	1	2	0	3
Out of District	6	12	n/a	18
Total	395	1266	241	1902
Percentages	23.8%	76.2%		

	2013 Chatham	Harwich	Choice	TOTAL
Choice Out	75	109	n/a	184
Lighthouse	15	29	n/a	44
Sturgis	10	16	n/a	26
Total	100	154	n/a	254
Harwich & Chatham Enrollment	495	1420		1915
Percentages	25.8%	74.2%		

**FY14 RETENTION**

**CHATHAM HARWICH SCHOOL CHOICE ! TOTAL**

**CHATHAM ELEMENTARY**

Pre K				1
K				-1
Grade 1	-1	0	-1	-2
Grade 2	0	-3	0	-3
Grade 3	-3	1	0	-2
Grade 4	1	0	0	1

**Total**

**HARWICH ELEMENTARY**

Pre K				-13
Kindergarten				-17
Grade 1	0	-2	2	0
Grade 2	0	11	2	13
Grade 3	0	-7	0	-7
Grade 4	0	6	7	13

**Total**

**MRMS**

Grade 5	-4	4	-4	-4
Grade 6	-13	-5	-4	-22
Grade 7	-4	0	4	0

**Total**

**MRHS**

Grade 8	1	4	1	6
Grade 9	-14	-14	0	-28
Grade 10	0	-2	-5	-7
Grade 11	3	-3	-1	-1
Grade 12	-1	6	1	6

**Sped Gr 15**

6

**Total**

Sped/SES 1

Out of District 5

**Total -35 -4 2 -28**

FY13

	Chatham	Harwich	Choice	TOTAL
<b>CHATHAM ELEMENTARY</b>				
Pre K	21	0	0	21
K	34	3	12	49
Grade 1	23	11	4	38
Grade 2	39	11	6	56
Grade 3	42	7	4	53
Grade 4	32	12	9	53
Total	191	44	35	270
<b>HARWICH ELEMENTARY</b>				
Pre K	3	62	0	65
Kindergarten	0	112	10	122
Grade 1	0	85	11	96
Grade 2	1	101	14	116
Grade 3	0	77	12	89
Grade 4	0	89	14	103
Total	4	526	61	591
<b>Middle Schools Grades 4-7 Combined -- Pre-merger</b>				
Grade 5	37	93	26	156
Grade 6	28	100	16	144
Grade 7	27	104	15	146
Total	92	297	57	446
<b>High School Grades 8-12 Combined -- Pre-merger</b>				
Grade 8	40	83	17	140
Grade 9	22	82	19	123
Grade 10	17	65	14	96
Grade 11	26	65	10	101
Grade 12	33	81	30	144
Sped Gr 15	0	3	1	4
Total	138	379	91	608
Sped/SES	0	2	0	2
Out of District	1	12 n/a		13
Total	426	1260	244	1930
Percentages	25.3%	74.7%		

	2012 Chatham	Harwich	Choice	TOTAL
Choice Out	76	186	n/a	262
Lighthouse	10	37	n/a	47
Sturgis	6	24	n/a	30
Total	92	247	n/a	339
Harwich & Chatham Enrollment	518	1507		2025
Percentages	25.6%	74.4%		

September 25, 2016

Christopher Clark  
Harwich Town Administrator  
732 Main Street  
Harwich, MA 02645

Subject: FY 2018 Budget Message

The Harwich Board of Selectmen , in preparing for the development of the Town of Harwich FY18 operating budget , would like to take this opportunity to first and foremost thank administration, finance director, their staff and department heads for their efforts in providing timely and accurate financial services to the residents of Harwich.

It is with your skills in creating and working within budgets that the Town of Harwich finds itself in a solid financial position.

The following are recommendations and directions for the town administrator and staff for development of the FY18 Town of Harwich Budget.

- Consistent with the most recent Town Administrator goals & objectives, the FY18 budget needs to stay within the limits of Proposition 2 ½. The use of capital / debt exclusions to satisfy items typically supported via the budget shall be minimized. Any and all items proposed outside of 2 ½ shall be rank ordered with priority justification.

- No new hires. Any proposed new position will have to show a revenue increase directly related to the new position and adequately raise enough additional revenue to cover not only the proposed salary but related costs, i.e; benefits, future COLA, OPEB. Any request for additional staff must be accompanied by an explanation and justification statement .
- No increase of hours for part time employees. Any proposed increase of hours for a part time employee shall be supported by a direct increase in department revenue to cover all related salary cost. In no case shall a part time position transition to a full time, benefit eligible position.
- To help effectively manage our department budgets we suggest the allocation of indirect costs to each department. It is necessary to review total department costs including those that are carried out by another department. The intent is to provide a better understanding of the total costs to operate each of our departments.
- X • Continue to be proactive in managing the cost of benefits, primarily healthcare , so as to minimize cost escalation.
- Evaluate and make a recommendation regarding the creation of a reserve fund and funding source for wastewater infrastructure. This is extremely import as we move forward with our multi year Comprehensive Wastewater Management Plan.
- Allocate a combination of recurring and one-time funding sources to Other Post-Employment Benefits (OPEB). Need a plan to match current and future obligations with an ongoing reserve fund set aside.
- The Board of Selectmen continues to have an active interest in providing for the proper maintenance of our existing facilities. This segment of the budget needs to be adequately funded so as to preserve our municipal assets and improve their operational efficiency wherever feasi-

ble. Create a reserve fund for larger municipal maintenance and repair projects.

- All Capital Budget request with funding source shall be listed on the departments request form, and compiled on a separate sheet with all projected bonding expenditures.

\_\_\_\_\_  
Michael MacAskill, Chairman

\_\_\_\_\_  
Peter S. Hughes, Vice Chairman

\_\_\_\_\_  
Julie Kavanaugh, Clerk

\_\_\_\_\_  
Angelo S. LaMantia

\_\_\_\_\_  
Jannell Brown

OFFICE OF THE TOWN ADMINISTRATOR

Phone (508) 430-7513

Fax (508) 432-5039

Christopher Clark, *Town Administrator*

732 MAIN STREET, HARWICH, MA 02645



MEMO

To: Board of Selectmen

From: Christopher Clark, Town Administrator

Re: FY 17 Goals and Objectives

Date: September 30, 2016

I have carefully reviewed the Harwich Board of Selectmen 2017 goals that were voted by a 3 to 2 vote this past fall. I am concerned by the split vote as well as the extensive nature of the plan that includes 6 goals, 16 objectives and 45 action items. Pursuant to my contract, the goals to be determined between the Board of Selectmen and Town Administrator shall be reached by mutual consent. The goals and objectives are those goals and objectives primarily of the Board of Selectmen. I have selected 12 items that I believe can realistically be accomplished within the FY 17 year despite the fact that we are a quarter of the way through the year already. The Board has not provided prioritization of goals and objectives so I have selected ones that I believe will require considerable active participated or direct work by myself to complete. I will group the goals/action items in the same manner in which they are listed by the majority of the Board. As time permits, I will make effort to complete other items on the list as I am able. The work I have identified will be difficult to accomplish. I have also gone over the action items and deliverables and have made suggestions as to the applicable departments to answer provide that information that is sought. Some of these items such as a town-wide review of all traffic safety items is well beyond the scope of the organization to complete. The coordination of an activity of this nature may be able to be coordinated with the Cape Cod commission as one example.

**Goal/Objective/Action Items: Fiscal Leadership and Stability: (1, Objective A - Items 1, 3 and 4; Objective C - Item 2)**

*Develop the Fiscal Year 2018 Budget within the Limits of Proposition 2 1/2:*

1. I believe that 3 action items are related to the development of the budget and therefore are grouped together as one. This task will take well over 250 hours to complete including document preparation, attendance at Department level budget meetings, Capital Outlay meetings, Selectmen and Finance Committee meetings, development and production of the Seven-Year Capital Plan 2018 to 2024, the FY 2018 Town Administrator budget message and provide additional updates throughout the process and it should be acknowledged that administration oversees the coordination with the Finance Director the budget throughout and Administration is responsible for the oversight and preparation of the various Town Meeting warrant articles to make the budget operable.

*Develop Specific Financial Strategies to Increase Standard & Poor's Bond Rating:*

2. Identify specific sustainable revenue sources to fund in contributions to Other Postemployment Benefits (OPEB)

Administration since I started has included a permanent funding source although fairly modest at this stage to begin to address the issue of OPEB.

**Goal/Objective/Action Items: Governance: (2, Objective A - Items 1 and 5; Objective B - Item 2)**

Conduct Town Government Business in an Efficient and Effective Manner:

3. Implement Accela. Will be rolled out in stages as permits and licenses are available to roll out. The Town of Yarmouth took this same approach and was the lead community on the Cape for Accela. I hope to roll out up to 10 permits/lookups/licenses.
4. Assess document storage needs. I have been coordinating this effort. The plan and the capital submission will be done by staff. The concept is to build public records storage in the basement of the Community Center. The coordination of records storage in the relocation of records to the Community Center should have a significant positive impact on freeing up space in Town Hall. This year will be the development of the plan and submission of the Capital Budget.

Conduct Town Government in a Transparent Manner:

5. Public Awareness & Outreach: improve awareness and understanding of the BOS, other Town-sanctioned groups, and Town departments. Currently, Administration has achieved a high level of public awareness through existing efforts of continuing contacts with the local newspaper, monthly administrator's corner, participation in Voter Information Committee videos (previously only one was done to discuss the warrant and fiscal situation and this past year it was expanded and numerous departments were invited to participate) I do not believe adequate credit has been given to Administration for its existing efforts. I have been approached by the Voter Information Committee about doing some additional outreach which I will explore.

**Goal/Objective/Action Items: Natural Resources: (4, Objective A - Items 1, 2 and 3)**

Wastewater Planning and Implementation:

6. Attempt to finalize IMA negotiations with Chatham BOS. My role has been to formalize the materials for the IMA by coordinating with our engineering consultant and the town attorney. Successful negotiations will depend upon a meeting of the mind of the two Board of Selectmen's participating in this activity.
7. Convene preliminary discussions with Dennis & Yarmouth. I have been actively coordinating with David Young, of CDM and my counterparts in Dennis and Yarmouth. Administratively we will work on concepts to bring back to the respective boards as a roadmap going forward. A deliverable for this year would be to present a concept plan back to each Board of Selectmen.
8. Document results of Muddy Creek projects & support Cold Brook mitigation planning and implementation. Muddy Creek data is still being collected and we anticipate a report due by December 2016. The Cold Brook study is nearing completion but an action plan to address nitrogen attenuation will be contingent upon coordination with research efforts of HCT. The final report should be completed by December 2016.

**Goal/Objective/Action Items: Planning and Economic Development: (5, Objective A - Items 1, 2 and Objective B - Item 5)**

Investigate Improved Utilization, Sale or Lease of Several Properties in Town:

9. Develop plans on how to use, sell or lease the Albro House, Bank Street Fire Station, West Harwich Schoolhouse and Harwich Middle School. A CPC application has been prepared for Albro House to assess building needs has been submitted in September. Former Bank Street fire station. The Board of Selectmen have previously voted to delay action on demolition until renovations at Saquatucket are completed. An appraisal of the property and a contingency sale could be worked on for this fiscal year. The West Harwich School House proposal for a boat building museum was turned down by Town Meeting. Administration will place a capital budget request for potential demolition of the building if so voted by the Board of Selectmen. Harwich Middle School, Administration has already prepared an interim use plan that has been voted by the Board of Selectmen along with the rate schedule in August and September 2016. Implementation of the plan will occur during this fiscal year. Administration is very concerned that the interim plan does run contrary to the voters' election results for affordable housing but will work with the majority of the Board on the reuse of the building.
10. Support community involvement, State compliance, planning and public information activities in the Route 28 reconstruction project from Herring River to the Dennis line. Coordination with the town of Dennis and the MassDOT are ongoing for the submission of a letter of intent to renovate Route 28. Our consultant will complete the application and submit. Work is already been completed during this fiscal year on this topic.

Create and Maintain a Strong Business and Job Growth Environment:

11. Investigate novel ideas to promote Harwich and attract tourists, such as painting/decorating fire hydrants. Administration did very actively participate in the Chamber of Commerce's efforts for rebranding and participated in several rebranding meetings. The successful outcome was the warm side of the Cape campaign completed last year. Administration will continue to work with the Chamber to see what other concepts could be developed. We will attempt to introduce one or two ideas in a collaborative fashion.

**Goal/Objective/Action Items: Quality of Life and Public Safety: (6, Objective B - Item 1)**

Support the Fire Station 2 Renovation Project:

12. Fire Station 2: Apply Town resources (Planning, Engineering, etc.) to support conduct and documentation of needs assessment, preliminary design and alternatives development, cost estimation and preparation of periodic presentations and open meetings and final recommendations to the Selectmen and Town voters.

Administration has already created a working group to study the needs at Fire Station 2 that transitioned into a Board of Selectmen approved committee for the renovation at the site. The intent for this year would be to speak funding for a feasibility study/design for the building and to include said funding in the annual Town Meeting warrant.

**Harwich Board of Selectmen  
FY17 Goals and Objectives  
Adopted by the BOS on July 25, 2016**

(For complete description of Action Items/Deliverable please refer to the detailed list)

<b>GOAL 1. FINANCIAL LEADERSHIP AND STABILITY</b>					
Provide financial leadership and stability to all Town departments and Town sanctioned boards and committees. (Primary responsibility is with TA although the Finance Team, Capital Outlay Committee and the Finance Committee provide significant input)					
<b>Objective</b>		<b>Action Items/Deliverables</b>	<b>Time Frame</b>	<b>Responsible BOS Member</b>	<b>TA Recommended Dept Assignment</b>
Objective A: Develop FY2018 budget within the limits of Proposition 2 1/2 that minimizes the use of capital exclusions.	1 1 1	<ul style="list-style-type: none"> <li>• Provide Seven Year Capital Plan, 2018-2024</li> <li>• Report: Estimated Free Cash</li> <li>• Report: FY2018 TA Budget Message</li> <li>• Provide Initial Budget &amp; additional updates as needed</li> </ul>	<ul style="list-style-type: none"> <li>• January 2017</li> <li>• Nov. 2016</li> <li>• TBD</li> <li>• TBD</li> </ul>	TA/Finance with BoS Support	<ul style="list-style-type: none"> <li>• TA</li> <li>• Accounting</li> <li>• Town Admin</li> <li>• TA</li> </ul>
Objective B: Provide transparency in town finances.		<ul style="list-style-type: none"> <li>• Provide quarterly expense &amp; revenue reports for each Town department.</li> <li>• Provide revenue sources &amp; expenses for each department.</li> <li>• Further implement the visual software package to better inform the taxpayers where their tax dollar is being spent.</li> <li>• Examine 1-3 years of auditors' reports &amp; document how Finance Dept. has resolved auditor's suggestions/recommendations.</li> <li>• Evaluate the need to form an insurance advisory committee to work with the TA to identify, develop options &amp; implement town insurance matters</li> </ul>	<ul style="list-style-type: none"> <li>•</li> <li>• TBD</li> <li>• TBD</li> <li>• TBD</li> <li>• TBD</li> </ul>	LaMantia Finance TA	<ul style="list-style-type: none"> <li>• Accounting</li> <li>• Accounting</li> <li>• Accounting</li> <li>• Town Admin</li> </ul>
Objective C: Develop specific financial strategies to increase S&P Bond rating.	2	<ul style="list-style-type: none"> <li>• Provide memo identifying potential savings that could result over the next 5-10 years of planned borrowing if Harwich rating was increased.</li> <li>• Identify specific, sustainable revenue sources to fund annual contributions to Other Post Employment Benefits (OPEB).</li> </ul>	<ul style="list-style-type: none"> <li>• TBD</li> <li>• TBD</li> </ul>	MacAskill TA Finance	<ul style="list-style-type: none"> <li>• Treasurer/ Accounting</li> <li>• Town Admin</li> </ul>

<b>GOAL 2. GOVERNANCE</b>				
Communicate and conduct Town government business in an efficient, effective, transparent and responsive manner.				
<b>Objective</b>	<b>Action Items/Deliverables</b>	<b>Time Frame</b>	<b>Responsible BOS Member</b>	<b>TA Recommended Dept Assignment</b>
Objective A: Conduct Town government business in an efficient and effective manner	<p><b>3</b></p> <ul style="list-style-type: none"> <li>• <b>Implement Accela.</b></li> <li>• Request Charter Review Committee to assess Charter to identify needed changes/improvement.</li> <li>• Direct Town boards &amp; committees to review Charges for appropriateness or modifications.</li> <li>• Ensure Town boards &amp; committees conduct meetings/public hearings in accordance with Charter, Regulations &amp; MGL.</li> </ul> <p><b>4</b></p> <ul style="list-style-type: none"> <li>• <b>Assess document storage needs.</b></li> <li>• Review &amp; reevaluate BOS policies.</li> </ul>	<ul style="list-style-type: none"> <li>• Negotiable</li> <li>• TBD</li> <li>• TBD</li> <li>• TBD</li> <li>• TBD</li> <li>•</li> </ul>	LaMantia MacAskill	<ul style="list-style-type: none"> <li>• Town Admin</li> <li>• BOS</li> <li>• BOS</li> <li>• BOS</li> <li>• Town Admin</li> <li>• BOS</li> </ul>
Objective B: Conduct Town government business in a transparent manner	<p><b>5</b></p> <ul style="list-style-type: none"> <li>• Develop &amp; implement informational meetings (“pre-annual town meetings) to improve understanding &amp; assess potential impacts of the Harwich budget &amp; selected warrant articles.</li> <li>• <b>Public Awareness &amp; Outreach: improve awareness &amp; understanding of the BOS, other Town-sanctioned groups, &amp; Town departments.</b> <ul style="list-style-type: none"> <li>○ Two memos, co-authored by Administration &amp; Dept. Head selected to participate in outreach activity describing activities planned, resources &amp; schedules required to achieve this objective.</li> <li>○ Periodic status reports on media projects, site visits, &amp; initial feedback from residents/visitors.</li> <li>○ End-of-year report on lessons learned.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• TBD</li> <li>• TBD</li> </ul>	LaMantia MacAskill TA Finance	<ul style="list-style-type: none"> <li>• BOS</li> <li>• Town Admin w/ Voter Info Committee</li> </ul>
Objective C: Conduct Town government business in a responsive manner	<ul style="list-style-type: none"> <li>• Establish Harwich-specific email addresses (4 memos).</li> <li>• Reevaluate Town Hall hours: 8 PM on Monday &amp; noon on Friday.</li> <li>• Evaluate improvements to Griffin Room audio reception, recording &amp; broadcasting.</li> <li>• Develop agreement for classroom use at MRHS &amp; Harwich Elementary (fee/no fee) for Town-sanctioned groups meetings.</li> </ul>	<ul style="list-style-type: none"> <li>• TBD</li> <li>• TBD</li> <li>• TBD</li> <li>• TBD</li> </ul>	Brown IT TA	<ul style="list-style-type: none"> <li>• IT</li> <li>• BOS</li> <li>• Cable</li> <li>• Bos</li> </ul>

<b>GOAL 3: INFRASTRUCTURE</b>				
Work with and support the design, construction and renovation activities of the Harbormaster, Department of Public Works, Board of Water Commissioners, Library and other departments conducting major projects.				
<b>Objective</b>	<b>Action Items/Deliverables</b>	<b>Time Frame</b>	<b>Responsible BOS Member</b>	<b>TA Recommended Dept Assignment</b>
Objective A: Support and report periodically on the water side rebuilding project at Saquatucket Harbor.	•	•	MacAskill TA	• Harbormaster
Objective B: Support and report on the land side design project	•	•		• Harbormaster Conservation
Objective C: Investigate renovation project proposed for Lower County Road.	•	•	Hughes TA DPW	• Highway Engineering
Objective D: Determine appropriate distribution of CVEC energy savings.	•	•	MacAskill TA	• BOS

<b>GOAL 4: NATURAL RESOURCES</b>				
Continue to implement the Comprehensive Wastewater Management Plan				
<b>Objective</b>	<b>Action Items/Deliverables</b>	<b>Time Frame</b>	<b>Responsible BOS Member</b>	<b>TA Recommended Dept Assignment</b>
Objective A: Wastewater planning and implementation	<p>6 • Attempt to finalize IMA negotiations with Chatham BOS.</p> <p>7 • Convene preliminary discussions with Dennis &amp; Yarmouth.</p> <p>8 • Document results of Muddy Creek projects &amp; support Cold Brook mitigation planning &amp; implementation.</p> <p>• Continue ongoing pollution mitigation efforts &amp; implementation of new technologies.</p>	<p>• For 2017 ATM</p> <p>•</p> <p>•</p> <p>•</p>	Hughes LaMantia TA	<p>• Town Admin</p> <p>• Town Admin</p> <p>• Town Admin</p> <p>•</p>
Objective B: Wastewater Education and Outreach	<p>• Using available information develop guidelines for environmentally-appropriate fertilization of lawns &amp; gardens.</p> <p>• Plan &amp; implement wastewater education program for residents &amp; nonresidents to explain the need for the project, the process &amp; next activities planned.</p>	<p>•</p> <p>•</p>	BoS TA WIC IT Nat'l Resources	<p>• Health Conservation</p> <p>• CDM/Admin WIC</p>

**GOAL 5: PLANNING AND ECONOMIC DEVELOPMENT**

Actively participate in development of housing, business, transportation and historic and cultural enhancements. Establish working relationships with officials of nearby towns, Barnstable County, State and Federal agencies, as appropriate.

Objective	Action Items/Deliverables	Time Frame	Responsible BOS Member	TA Recommended Dept Assignment
<p>Objective A: Investigate improved utilization, sale or lease of several properties in Town.</p>	<ul style="list-style-type: none"> <li>9 • Develop plans on how to use, sell or lease the Albro House, Bank Street Fire Station, Old Recreation Building, West Harwich Schoolhouse &amp; Harwich Middle School.</li> <li>10 • Support community involvement, State compliance, planning, &amp; public information activities in the Rt. 28 reconstruction project from Herring River to the Dennis line.</li> <li>• Support community involvement in the HECH/Chase House historic preservation &amp; Chapter 40B development at 93 &amp; 97 Rt. 28.</li> </ul>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>	<p>TA</p>	<ul style="list-style-type: none"> <li>• Town Admin</li> <li>• Town Admin</li> <li>• BOS</li> </ul>
<p>Objective B: Create and maintain a strong business and job growth environment</p>	<ul style="list-style-type: none"> <li>• Explore creation of an economic development committee.</li> <li>• Create &amp; maintain positive Town &amp; business relationships.</li> <li>• Assist Town departments &amp; Town sanctioned groups with grants &amp; pursue funding opportunities in support of town priorities &amp; policy goals.</li> <li>• Develop educational program agreements with MRSD &amp; CCTech whereby special projects can be conducted coincident with major capital projects in Town.</li> <li>11 • Investigate novel ideas to promote Harwich &amp; attract tourists, such as painting/decorating fire hydrants.</li> <li>• Explore affordable &amp; senior housing options where the Town may retain the property.                             <ul style="list-style-type: none"> <li>o Memorandum #1: TA shall outline a plan to identify proven &amp; novel approaches to develop Affordable housing in Harwich.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>	<p>Brown MacAskill</p>	<ul style="list-style-type: none"> <li>• BOS</li> <li>• BOS</li> <li>• BOS</li> <li>• BOS</li> <li>• Town Admin Chamber</li> <li>•</li> </ul>

<b>GOAL 6: QUALITY OF LIFE AND PUBLIC SAFETY</b>				
Develop and support programs that improve quality of life for Harwich residents and visitors. (Public Safety Departments have the primary responsibility for progress and accomplishments. TA has coordination, support and reporting responsibility)				
<b>Objective</b>	<b>Action Items/Deliverables</b>	<b>Time Frame</b>	<b>Responsible BOS Member</b>	<b>TA Recommended Dept Assignment</b>
Objective A: Provide high quality, cost-effective public safety services to residents and visitors.	<ul style="list-style-type: none"> <li>• Assess public safety signage throughout the Town for adequacy &amp; consistency.</li> <li>• Investigate options, including increased police surveillance, low cost, automatic speed detection systems, raised crosswalks or speed bumps to lower vehicle speed on town streets.               <ul style="list-style-type: none"> <li>○ Memorandum #1: Define near-term options that could be implemented in 30 days or less.</li> <li>○ Memorandum #2: Identify steps &amp; resources needed to develop a comprehensive safety improvement plan for Harwich</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> </ul>	Kavanagh TA	<ul style="list-style-type: none"> <li>• Highway</li> <li>• Highway/CCC</li> </ul>
Objective B: Support the Fire Station #2 Renovation Project. <b>12</b>	<ul style="list-style-type: none"> <li>• Apply Town resources (Planning, Engineering, etc.) to support conduct &amp; documentation of needs assessment, preliminary design &amp; alternatives development, cost estimation &amp; preparation of periodic presentations &amp; open meetings &amp; final recommendations to the Selectmen &amp; Town voters. Deliverables:               <ul style="list-style-type: none"> <li>○ Station Needs Assessment - provide operational requirements that drive the need and design of enhancements and expansions;</li> <li>○ Alternatives analysis and preliminary design;</li> <li>○ Cost estimates;</li> <li>○ Final recommendations.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	Brown TA	<ul style="list-style-type: none"> <li>• Town Admin Station II Committee</li> </ul>

## Related Documents - 10/3/16 BOS Meeting

- 01 Agenda.pdf
- 02 Minutes - Sept. 19, 2016.pdf
- 03 Saquatucket Landside Contract.pdf
- 04 Auditor Letter.pdf
- 05 Tennis Court Resurfacing Contract.pdf
- 06 Building Commissioner Appointment.pdf
- 07 Records Specialist Job Description.pdf
- 08 Perks License Recommendation.pdf
- 09 Planning Board Report.pdf
- 10 Cape Cod Commission.pdf
- 11 CVEC Solar Distribution.pdf
- 12 Ballot Question 2.pdf
- 13 Habitat Request for Funding.pdf
- 14 LIP Application.pdf
- 15 BOS Goals & Objectives.pdf
- 16 BOS Budget Message.pdf
- 17 Action Item Register.pdf
- 18 Pinewood Village Condos.pdf
- 19 Committee Vacancy List.pdf
- 20 Committee Vacancy Form.pdf