

RELEASED

APPROVED

**MINUTES
SELECTMEN'S MEETING
GRIFFIN MEETING ROOM
Monday, January 13, 2020
6:30 P.M.**

SELECTMEN PARTICIPATING: Larry Ballantine, Donald Howell, Michael MacAskill, Edward McManus. Absent: Mr. Stephen Ford.

ALSO PARTICIPATING: Interim Town Administrator Joseph Powers.

CALL TO ORDER

Mr. Ballantine opened the meeting at 6:30 pm, and called to order the Board of Selectmen. He explained he first called the meeting to order at 5:30 pm for an Executive Session. They Convened in Executive Session for the purpose of discussing an exchange lease and the value of real property, as they are going into negotiation of that property. They also discussed a strategy session regarding a matter that is in litigation before the Town, by Robert D. Fratus, on the road through Hawksnest. Then they discussed two strategy session on employees, one HEA and one Police/Fire; and all of those will be continuing discussions.

WEEKLY BRIEFING

**A. Sewerage Work Improvement Phase 2 – Contract #1 – Construction Schedule
– Weekly Update**

The look ahead for Contract 1, for this week, January 13th through January 17th, Mainline Sewer Crew # 1 will have the subcontractors performing various tasks at various locations, including Testing, Inverts, Casting Adjustments, and Mandrel. That work is being done around Route 137 and Route 39. Mainline Sewer Crew # 2 will return to continue installation on Route 137. Mr. Powers added a reminder of the late work that will be happening this evening through Wednesday, for the work happening at Johanna's Path. That is where they are getting to the deepest depth of the project. The two week look ahead for the week of January 20th and January 24th. Mainline Sewer Crew # 1 still working with subcontractors, Route 137 and Route 39. Mainline Sewer Crew # 2 again continuing installation on

Route 137, this work necessitating detours. The three week look ahead for the week of January 27th and January 31st, Mainline Sewer Crew # 1 still working with subcontractors around Route 137 and Route 39. Mainline Sewer Crew # 2 again continuing installation on Route 137, again, with detours in place.

B. Sewerage Work Improvement Phase 2 – Contract #2 – Construction Schedule

Mr. Powers provided an update from RJV Construction, stating that they are looking to initiate their activities beginning the week of January 27th. They are planning on mobilizing, set-up and starting to take deliveries prior to that. They have been reaching out and will begin their three week look-aheads in the next two weeks.

Mr. Ballantine added that he lives in the neighborhood and they have been out surveying and they will start on the last week of the month on Sou'East, followed by Nor'West and they are about a week apart.

C. Vote to confirm the recommendation of Police Chief David Guillemette to appoint Jennifer Harrington as Animal Control Officer for the Town of Harwich effective January 13, 2020 with an hourly rate of \$30.26

This was taken out of order on the agenda. Police Chief David Guillemette introduced Jennifer Harrington as the candidate for Animal Control Officer for the Town of Harwich to replace officer Jack Burns, who retired after 20 years of dedicated service to the community. He explained that Ms. Harrington comes to them with an impressive resume in place. She is already a certified animal control officer, working as an assistant in Dennis, she has been a vet tech since about 2013, she also has experience with Cape Cod disaster animal response team, and a variety of other experience working with animals for the past 25 years. She shined in the selection process, which took some time, but they did it right and she is their recommendation for Animal Control Officer, to be appointed by them this evening.

Mr. Ballantine said in reading her resume, he agreed with her outstanding credentials.

Mr. McManus said that he would take this out of order and move to confirm the recommendation to appoint Jennifer Harrington as Animal Control Officer for the Town of Harwich, effective January 13, 2020 with an hourly rate of

\$30.26. Seconded by Mr. MacAskill. All in favor, motion carried by unanimous vote.

PUBLIC COMMENTS/ANNOUNCEMENTS

A. Mr. Ballantine said that he had just learned this afternoon that Mr. David Bassett passed away this weekend. Mr. Bassett, and his wife Dot, were involved in almost everything in town. Mr. Bassett had been a Trustee of the Brooks Free Library and was involved with the Harwich Historical Society, the Friends of the Harwich Town Band, and Nauset Neighbors. He was a standard at nearly every get-together that they had, with his wife. Mr. Ballantine asked everyone to join him in a moment of silence, and added that there will be a celebration for his life held at 11:00 a.m. Saturday, January 18, at the Morris, O'Connor, and Blute Funeral Home.

B. Ms. Peggy Rose said that the last time she was there was because she was letting them know that she was serving as the Acting Director of the Harwich Historical Society, and she is not anymore. She has brought their new Director tonight to introduce her. Her name is Marie Zahn, and she is under 30 years old. Ms. Rose said that she wanted to let them all know that they are having an open house at the museum on Sunday from 2:00 pm to 4:00 pm, so that people can stop by and get to know Ms. Zahn.

Ms. Rose also wanted to put in a plug for Voter Registration Committee, tomorrow at 2:00 pm at the Library. They will be having a session with Mr. Powers, Mr. Ballantine and Ms. Anita Doucette, Town Clerk, about Municipal Government. It will be taped, but please stop by, if you are available.

C. Ms. Carolyn Carey, Director of the Community Center, wanted to announce the Community Center birthday events coming up. Starting on February 1st, with the Community Center's 20th birthday party. People can pick up packets to find the fairy doors all through town. On Sunday, February 2nd from 12:00 pm to 2:00 pm, they are having their own "Souper Bowl Party". There will be soup, bowling, sundaes, and that is at the Community Center. On Wednesday, February 5th, which is the actual 20th birthday, they will be having a "then and now" celebration, with an amazing video put together by Channel 18. They will be having the cake contest, and they will be putting things in a time capsule to open in 20 years. On Wednesday, February 19th at 9:00 am, they will be having the kids breakfast and the fairy doors are due back in. Then at 6:00 pm, that evening, they have a psychic in the gym, and on Friday,

February 28th from 6:30 pm to 8:30 pm the Sound Dunes will perform. All events are free, but they are asking to bring a canned donation for the Family Pantry. Lastly in February, they would like to offer any Harwich resident, who are 16 years or older, to stop by to see the weight room. All of this information is on the websites and she said that they are thankful for all the people involved.

D. Emily Mitchel, Director, Council on Aging, said that she had a quick announcement as they are approaching tax preparation season. The Council on Aging will be partnering again with AARP, in providing trained tax volunteers to help folks complete their State and Federal income taxes. Harwich residents can sign up through the Harwich Council on Aging. However, appointments will take place at the Chatham Community Center. All volunteers are trained annually by the IRS and go through background checks. It is a totally free service. They are offering it Mondays and Wednesdays with four appointment blocks per day. The Council on Aging will be providing transportation to the Chatham Community Center, for the first two blocks on Wednesday mornings. Ms. Mitchel said to give them a call or to stop in to sign up.

E. Mr. Powers wanted to share an announcement that came to him from the Town Planner. This is about the Municipal Vulnerability Preparedness Plan. He said that staff, and interested parties, will be assembling at the end of the month to develop that plan. However, the Town Planner would like everyone to know that on the Town website there is a public survey for the Town's Municipal Vulnerability Preparedness Plan. They are looking for input from the public, for what they see as critical and/or vulnerable issues facing the town now, and in the future, relative to natural disasters and occurrences, as well as sea level rise. It is important information to help ensure that they build a stronger plan.

CONSENT AGENDA

A. Minutes: 1. July 15, 2019 Regular Session

Mr. Howell requested that this item be held.

B. Vote to approve 190 mile relay road race application from Ragnar Events, LLC for Saturday, May 9, 2020 - Start time 2:30 PM

Mr. MacAskill requested that this item be held to read separately.

Mr. MacAskill moved approve the 190 mile relay road race application from Ragnar Events, LLC for Saturday, May 9, 2020, with a start time of 2:30 PM. Seconded by Mr. McManus.

Mr. MacAskill said that he had several complaints this week, requesting that they ask the event leaders, whether by letter or verbal, to leave Harwich the way that they found it and to clean up after themselves. Last year, Sand Pond was a mess with trash all over the parking lot. If they are going to approve this; they need to let them know they need to clean up after themselves.

Mr. Ballantine confirmed that they will work with Mr. Powers to add that to the requirement.

All in favor, motion carried by unanimous vote.

- C. Vote to approve the request to close The Villa Roma Restaurant for a short period the winter of 2020
- D. Vote to accept the resignation of Sarah Capobianco Powell from the Noise Committee effective immediately
- E. Vote to approve the request from the Town Clerk, Anita Doucette to add the names of Sandra Robinson and Carol Thayer to the list of election workers to assist with the 2020 Election – These names have the approval of Ray Gottwald, Chairman, Democratic Town Committee and Peter Hughes, Chairman, Republican Town Committee
- F. Vote – Annual & Seasonal Lodging House or Inn holders License Renewals 2020 – as listed in the packet
- G. Vote – Annual Auto License Renewals 2020 – as listed in the packet
- H. Vote - Common Victuallers License Renewals 2020 – as listed in the packet

Mr. Ford read, starting with C through H, to approve each item. Seconded by Mr. MacAskill.

Mr. Howell commented on item C, that they should have requested the approval to close prior to actually closing. They do require permission. Mr. McManus added, that if they are closing, it is only for specific allowable reasons. Mr. Ford added that the dates have to be defined. Mr. MacAskill added for the public, that the dates on this is from January 5th, 2020 to the first week in March 2020.

All in favor, motion carried by unanimous vote.

PUBLIC HEARINGS/PRESENTATIONS

A. Town Administrator Search Agency Presentations

Mr. Ballantine explained that they are embarking on a search for a new Town Administrator and they have invited several search agencies to present in front of them tonight. This is for information and they are gathering information and not making any decision tonight. That will require a formal request for proposal.

Mr. Powers added that they heard from the third firm on the list and they are unable to participate at this time.

1. Thomas Groux and Richard White, Groux-White Consulting, LLC

Mr. Thomas Groux introduced himself and Mr. Richard White and expressed their surprise to be asked to present in front of the Board for an informal basis. They hope to be included for the formal request for proposal and said that they are both familiar with Harwich. Mr. Groux explained that he is a retired Town Manager from Chatham and Mr. White, from Dennis.

Mr. Groux said that he wanted to let them know that he was engaged by the town once before, when they were recruiting a replacement for Mr. James Merriam. Mr. McManus corrected that he helped the town when they hired Mr. Merriam.

Mr. Groux continued, that a lot has happened in Harwich in the interim, but the process of recruiting is something that they have a lot of experience in. Not just as consultants, but also from being managers, and they have been in a position of recruiting personnel for government. They have a good idea of how to help a community find quality people. If they are the consultant, with their process, when applications are received, they make sure that the Search Committee would receive every resume. They would expect the Search Committee to be very careful with those resumes, because they are confidential until such time that the Board is interviewing finalists. They make an effort to

assist Search Committees on a thorough basis, from the beginning to the end, as well as the Board of Selectmen. He then turned it over to Mr. White.

Mr. White said that they have a formal presentation, but given where the Board is in the process, they would rather have a dialogue. They think their process is unique and comes with an 18-month guarantee for anyone that they recommend. If it does not work out in the first 18 months, they come back and do the search for free. The people that they have recruited and recommended have all stayed far longer than the 18 months, and have had great tenures. Mr. White said that he would like to hear from the Board, and what things they would like to know about doing a search, and what things do they need to hear before doing an RFP? How can they help them?

Mr. Ballantine said that they have selected a Search Committee, though they have not gotten together yet. He asked how they would help to get the Search Committee organized, and asked if they have had some Search Committees that they have had to pay a lot of attention to, or some that just need some guidance.

Mr. White said that they would provide full staff support for the Search Committee, and any time they met, they would be there. They would work closely with the Chair, to help organize the meetings. They would do the agendas, help with posting and prepare materials. Mostly during meetings it is the Search Committee's show, and they are there to support. When a full file of resumes is provided, they also provide the support and staff for the screening process, and also with the Board and public process as well.

Mr. Ballantine asked about getting resumes, and in terms of what qualifications they are looking for, what is there experience of trying to encourage public input into that process? Mr. Ballantine said that it is the Board's intent to have as much community input as possible, and would like to know what their experience is with that?

Mr. Groux said that one of things that they started out doing was sitting down with the Board of Selectmen to get their impression of what they think the community needs, the qualifications that they would be

looking for in an individual, and to know what their goals and expectations are for the Administrator. They can only get that by talking to them, in a pretty straightforward way. They want to be sure they understand where they think the Town is, and where it needs to go and what kind of person they need to get there.

Mr. White said that as a basis, before they do that, they would interview all of their Department Heads. In their proposal, they have some synthesis sheets from department heads, which will give them a sense of the feedback they receive from this deep dive. They also will ask them to give them a list of community leaders, the informal leaders in the community, that may be on other boards, that would affect the success or failure of the next Town Administrator. They would interview them and do the same synthesis as they would with the Department Heads. They believe in doing the deep dive, because it is not necessarily the most qualified candidate that is successful in communities, it is really about the best fit. There are a lot of qualified individuals but a fit for a community is just as important. Mr. White said that the Cape is a very unique governmental culture. It requires the Town Administrator to be accessible, have an open door policy and also part of the community. They believe that the deep dive they do, helps a lot. He added that some Screening Committees have had their own public meetings, and invited the public to come in and comment about what they would like to see in the skills and attributes of the next Town Administrator and what type of issues they want addressed. They usually seed that conversation with a series of questions to try and control the feedback that they get. However, they can cater and craft a process that fits what they want to do.

Mr. McManus said they summed up pretty much what his question was with the Selectmen being interviewed. He said that they have done a good job with picking unique people to be on the Screening Committee and he would like to make sure that they are fully interviewed, because Selectmen do not always get it right.

Mr. White said that they share all of their synthesis with the Screening Committee, and they come up with their own perspective. He said that they are usually the easiest because they can corral them in a public meeting

Mr. Ford said that the whole objective on the Screening Committee is to be a reflection of the Town. He explained that each of them selected someone that they felt very strongly would contribute to what the Town felt is needed. As Mr. McManus said, the background of these individuals are really quite unique. They are people who are thoughtful and will provide a good insight into the types of candidates to bring before them. The same is true for the Selectmen, as well. The question he would have, is if they have had conversations with folks in the industry, to see who is around and what levels of service do they provide with respect to what they do for guidance in their role.

Mr. Roux said that based on all the searches that he has done as Roux Associates and as Roux White Associates, he has found the only way to do a credible job is to provide a full range of services. They have a set price/quote that they make that will provide all of the services. When they have a chance to look at the proposal they go from A to Z. From getting the information on the Town from the employees, the Department Heads, the Selectmen, the Search Committee and the community, they do a lot of outreach to try and attract people. There are a lot of quality people who generally do not apply blindly to a job, and need to be encouraged. In the public sector once you announce you are looking for another job, your career can be over. They provide the staff to the Screening Committee and the Board of Selectmen. They work closely with the candidates as well. He was impressed with the Search Committee members, that represent different experiences in Harwich.

Mr. MacAskill asked if they could give a quick idea of how they recruit people. He has seen that it seems to be the usual cast of characters are always in the finalists for the Towns coming up. Would they expect the same finalists as they found in their last search, and how would they broaden that?

Mr. Groux said that they start all over again. People that may not have gotten into the final cut have probably already have another job and no longer searching. They will let good candidates know about the search. Every search is a brand new process for them. Mr. White added that there are probably two people that are repeat finalists in the searches they have done. They do not have a stable, they have been in the profession, and have a lot of contacts in the profession. Mr. Groux also

explained that he had an internship program and had a number of people that he has trained, and he relies a lot on them for feedback and suggestions. He did a recruitment in Easton, and the town went internally. Occasional it happens that they have a good recruit from one town, that does not get that job, and they can find a fit elsewhere, but they do not automatically include them.

Mr. Groux said that he would like to add one item, regarding the timeline. He said that whichever consultant they select, he would encourage them to come up with a realistic time schedule for the search.

Once a formal contract is signed, they will be going out and making contacts and resumes will start coming in right away. They want the search process to be long enough to allow the Town to be able to evaluate the needs and the people they want to interview, but not so long that they lose candidates. The timeline needs to be realistic. Mr. Groux reviewed how they handled timelines for other locations.

Mr. McManus said that there are two issues. The first is timing, the hiring of a Town Administrator has never allowed for a pause. To allow for personal phone calls, background checks and site visits. He said that he had voted against Mr. Clark, because he felt there was not enough time. Secondly, on Cape Cod, they have a problem with housing costs. Do they have a consideration of applicants that have housing available?

Mr. White said they craft a process for the community. They have had recruitments where the Board of Selectmen wanted to do a site visit and they set it up. When Dennis hired him in 2009, they took a visit to the community he was working in. It was great. Generally, Board of Selectmen like to make a decision that night, there are any number of strategies that they can come up with to cover anything that fits their needs.

Mr. Howell said, as a global thought, some of this will be driven by their home rule charter. That requires certain things for recruitment. It takes a 4/5th vote by the Board of Selectmen, rather than just a simple majority. Anybody that has ever run for office knows this, you are really hiring someone that you are going to be living with. He feels strongly that they want a leader that interacts well, both below and

above. Fitting in with the community as a whole. His concern is that some search firms operate as goal tenders, and you end up with a ton of people that exaggerate their skill set. People who were outstanding candidates you may never get a chance to talk with.

Mr. White said that they view the applicant as their customer as well. When an applicant comes in, they look at it right away to see if it has any possibility. Then they reach out right away, to see what their interest is, their skill set, and discuss their timeframes. They stay in contact as much as they can to keep them interested.

Mr. Howell asked what they consider would constitute a qualified candidate, in their minds?

Mr. Groux said that one of the advantages they bring to the process, is that they have written a number of resumes themselves, and have read many over the years. Some people are quite poor at doing a resume and they take resumes with a grain of salt. The Search Committee will see all the resumes, of all the people, and they will provide a grid about every candidate that submitted a resume with a breakdown of qualifications.

Mr. White said that they also do enough of a background check on a resume to distinguish what is real.

Mr. Ballantine asked if any member of the Search Committee who were present, had any questions.

Ms. Julie Kavanaugh, Search Committee Member, said that when they are reviewing applicants, they need to be comparing apples to apples. When they are looking at the resume and applicants, they are really looking across the board and taking in the whole picture, per person.

Mr. Groux said to add to that, the candidates that go in front of the Board of Selectmen, would be ones that the Screening Committee selected. He also wanted to add one more thing, in the scopes and services, that they are also available to assist the Board in negotiation of the contract, if needed.

Mr. Dan Wolfe, Search Committee Member, said that he would ask this, more to the Board of Selectmen, to get the tools to look back at what someone has accomplished. Whoever is the conduit between the Board of Selectmen and the Search Committee, to be able to really articulate what the future is, so that they can ask candidates, not only about the past, but about the future for Harwich and how they would lead them there. That should be defined by the Board of Selectmen.

2. Bernard Lynch - Community Paradigm Associates

Mr. Ballantine welcomed Community Paradigm Associates and again said that this is for initial information gathering, and as they get going they will follow up with a formal request for proposal. He also told them that they have established a Search Committee.

Mr. Bernard Lynch introduced himself and Ms. Sharon Flaherty. He said this is their sixth year in business. His background is in Municipal Government, for nearly 40 years. He was the first Town Manager of Chelmsford, Massachusetts, and was there for 20 years. He also served as City Manager of Lowell, Massachusetts, for eight years. In 2014, he decided he wanted to do some different things. He had been an adjunct professor at University of Massachusetts Lowell for a number of years and he did some teaching, some consulting, and then started this business. The business has grown and over the six years, they have been the most active recruiting firm in Massachusetts.

Ms. Flaherty said that her background was a little different, she had spent 25 years in journalism, covering municipalities. Therefore, she spent a long time watching various communities, the work that they did and writing about it. She was a reporter, a city editor and an editorial page editor for daily and weekly newspapers. Then she went into communications and marketing. She missed the watching of Municipal Government and was happy when the opportunity came available to join this company and meld her various experiences together.

Mr. Lynch said that Ms. Flaherty and himself, would be the main point of contact if they were chosen. They also have a stable of other retired managers and government officials, and others from the private sector that work with them. He continued to review the market for managers, and said that it has become very competitive. A number of positions

have turned due to people retiring or to make a change and do something different. They have completed four communities on the Cape, in the last year; Bourne, Brewster, Provincetown and they are working with Truro now. Their approach is probably not to vastly different from the other group they just met with, in regards to the process, but he will review how they do it.

Mr. Lynch explained that they come in and work with the Board of Selectmen to identify the type of candidate that they want and what they are looking for. Also, what are the issues facing the Town, what is important and what type of person will be successful. They will also meet with Department Heads and the community to ascertain what the public wants them to know. They try and get buy-in for what type of person will be successful. Mr. Lynch said that he provided them with some samples from work they have done with the Town of Brewster showing the Community and Position Profile that they use. This document is very useful and they use it for marketing purposes. The document resides on their website and the Towns, if they choose to do that. They also distribute it and use it as a tool for the Search Committee and the Board of Selectmen to consider and evaluate candidates.

Mr. Lynch continued that they receive all the candidates, and all the resumes are presented to the Search Committee and reviewed with them. All candidates are basically broken into three tiers: qualified, not qualified, and those interesting candidates that are worth a second look. They will then work with the committee to advise them and help them to evaluate for interviews. They will set up the interview and work with the committee to develop questions.

When the interview process is complete, and they get down to three candidates, they do the background check on those three, including; Cori checks, reference checks, they contact people outside of their references, if appropriate, and then they generate a report which is given to the Board of Selectmen. It is a public document, so they are cautious as to how they generate the information that is in that. This gives them the opportunity to convey the information on the candidate, the perception of the candidate, and stories about the candidate from prior employment that might be applicable. They will then work with developing questions and assessment tools.

Mr. Lynch said that is basically the process they use, but what they bring is their network, their knowledge, the very extensive recent experience. All of their work and contacts are current, their knowledge of the marketplace are all within the last five to six years. They customize their approach to really work with them to ensure they get the Town Administrator that they want.

Mr. Ford thanked them for the phone conversation and he thinks one area that could be of interest is their various levels of service that they provide, and asked if they could explain that a little bit.

Mr. Lynch said that they do customize to what the needs are. He said that they could strip down any steps of the basic scope, but he would not necessarily recommend it because each of the steps they use along the way are valuable. What they are good at is customizing those steps that might go beyond the basic scope. Mr. Lynch reviewed another location that was very interested in having a full emergent day with each candidate. Each candidate spent a full day within the town and met with the Board, various Department Heads, getting a tour, meeting with residents, business people, holding a community forum, and then a full interview before the Board. He also explained that they have asked candidates for examples of their work and had them present in front of the Board of Selectmen. Mr. Lynch also added that Brewster did a full emerging day.

Mr. Ford asked if the Cape is more challenging, because he gets a feeling it might be more challenging to find good candidates for Cape positions, is that true?

Mr. Lynch said he is a glass half full kind of person. He said that Bourne had some very good candidates, and Provincetown has its own culture and experiences that might make that one more difficult, but they had quite a few good applicants. Brewster had a good batch of candidates, but they don't just advertise the position, they post it in multiple places and they also reach out. The one that they chose was one he had had on his radar and brought him in. The Western part of the state is harder. The greater Boston area has gotten harder too, with more turnover.

Mr. McManus said that one of the issues that they have seen in the past with attracting senior administrators, is the housing costs. Also, one of his interests has always been having the time period to look at things and potentially doing a site visit.

Mr. Lynch said that he does not think doing site visits to their location works well. Blind site visits also do not work because you may not know who you are talking to and some employers do not want these to happen. However, they can work on ways to make it work.

Mr. McManus said with schools, they would not hire a principal or superintendence without a visit. Mr. Lynch said that it is part of the culture with schools to do that, but the rest of the world does not.

Mr. Ballantine thanked them and said it was a good presentation. He does like the aspect of needing to define our position description. They will need to formulate it so that it makes sense. His personal interest as well, is to broaden the search beyond Town Managers or Administrators from other towns. They could find a CEO or someone from private industry that would bring all of the qualifications that they are looking for. Mr. Ballantine also mentioned that they are trying to make this as transparent as they can.

Mr. Norm Clarke said that he just wanted to make sure that the Board of Selectmen inform the committee with clear guidelines, and that those are right up front. They have a strong and very dedicated committee and he looks forward to working with the consultants.

Mr. Lynch asked about the timeline and Mr. Ballantine said that they are still working on it and listening to what they have heard tonight and continuing the discussion. They want to do it expeditiously, but they are not in a rush.

3. Mary Flanders Aicardi - Edward J. Collins, Jr. Center for Public Management

Not in attendance.

NEW BUSINESS

A. Discussion and possible vote – Next steps regarding Fire Station at 203 Bank Street

Mr. Powers said that this is in response to a request from Mr. MacAskill. On Friday, he was able to tour the site with Town Engineer, Griffin Ryder and Harbormaster, John Rendon. The Board already knows the condition of the property and the building. He included in the packet the action of Town Meeting from 2017 regarding that property. If the Board is inclined to take next steps, the building has to come down and should come down sooner than later. However, there are a number of items in the building that they could auction off, which would be allowed under procurement laws. Then they could work on the demolition, which he believes could happen internally. He will work with the Boards direction, on pricing that out. Mr. Powers said that he thinks the next step is to honor the vote that occurred at the 2017 Town Meeting. It was very clear and concise, and that would be his recommendation on next steps.

Mr. MacAskill said he thinks they should follow Mr. Powers lead. If there are things to auction off, they should come back with a list, as well as, a timeline and cost to demolish it internally.

Mr. Howell said that he agrees, but asked if anyone has done an assessment of construction materials, in regards to asbestos or lead paint?

Mr. Powers said that that they can vet all of that, though they did not do that on Friday. What he would be looking for, if the Board is agreeable, is to begin the process through the procurement team auctioning off what is in and around the building, as they analyze the costs.

Mr. MacAskill said that he believes there was an assessment done of things that had to be disposed of properly. Mr. Rendon had done a presentation a while back for the stuff they had to do when they took the building down.

B. Discussion - Complete Streets Policy – Griffin Ryder

Mr. Griffin Ryder, Town Engineer, said that he would like to bring them a quick introduction to Complete Streets, and his reasoning for why he is bringing it before them. Then they can figure out next steps, if they would like to move forward.

Mr. Ryder said that he has been involved with Complete Streets for the past five years, four of which he was not with the town of Harwich. When he was on the consulting side, one of the things he was doing was trying to get the towns on the Cape involved with Complete Streets. However, many communities on the Cape were hesitant to do so, because of what the perception of what Complete Streets meant.

He explained that a Complete Street is one that provides safe and accessible options for all travel modes, whether it be walking, biking, driving, or transit. Many streets on Cape Cod are vehicle centric and not a lot of sidewalks or bike lane. When this funding opportunity first came out from DOT, they had \$50 million allotment put out, which is just about used up now. They are starting to dial it back a little bit, with some of the requirements.

Mr. Ryder said that they should take a step back and see where they have issues with sidewalks. They have seen a number of emails and communication about dangerous conditions. There may be ways to make some small improvements and an opportunity to get things done. There is a new \$50 million allotment coming out this year on July 1st, so they can hopefully get on that. It is a three tiered process, first is training and policy development. The policy is basically, the policy that would define our Complete Streets. Mr. Ryder pointed out the map in the packet that showed the towns on the Cape that are getting involved. Tier 2 would be the policy development and there are two ways that it can be done. Each step can be done one at a time, or you can do tier one and tier two at the same time, which might be better for them.

Mr. Ballantine asked if they have to have a policy Town-wide or if they can take one area at a time?

Mr. Ryder said to get funding, they have to go through tier one and tier two, which means that it has to focus on the whole Town. But then you can assign priorities.

Mr. Ballantine said they need to look at their comprehensive plan, and he is not sure if that will be done by September. He asked if they could draft a policy and mesh that into the plan?

Mr. Ryder said that he thinks so, because he had some conversations with the Town Planner and with the DPW and they would have to time everything up

to make sure it would work. The real thing here is for tier 2, you can get up to \$38,000. That is real money that they can get, to help with their prioritization. Then moving toward construction, they can get awarded up to \$400,000 for construction funding. He is trying to find ways to get more money, to get more done in the town, with spending less. He asked if the Board would like him to put a policy together and he would work with the Town Planner and the DPW to put it together and then present it to the Board.

Mr. MacAskill asked who else he would work with him on this? He knows Brewster worked with the Cape Cod Commission?

Mr. Ryder said he would look to engage them and may look at other consultants as well. He met with Green Seal Environmental, who is doing the plan for Halifax. Cape Cod Commission being local, he would want to involve them as well.

Mr. MacAskill asked about the County, and if there is any money there.

Mr. Ryder said he would look into it, but he wanted to bring it in front of them to see if they even would want him to move forward, before he did all the leg work.

Mr. Powers said that he has done great work on this, and that Mr. Ryder had found the free training on his own and should be applauded for his efforts.

Mr. Howell asked if the objective here is to put a side walk on every public way?

Mr. Ryder said no, that they would want to draft the policy in such a way to determine where there is a need. They would focus on the more heavily traveled road ways with walkers.

Mr. Howell said that for the community at large, they should be doing a hearing for this process rather than waiting for irate people.

Mr. Ballantine said that he thinks that the consensus is that they move forward.

OLD BUSINESS

A. Discussion, clarification and possible vote – David Harris, Planning Committee - remote participation

Mr. Powers said that he had a conversation with Ms. Charleen Greenhalgh, Town Planner, about the remote participation for their board member David Harris. She provided a document which is in the packet. From his conversation with her, she asked if the Board would consider the request for the timeframe in question, not the number of meetings; which he believed was January through May. He would ask for this approval because they do need the votes.

Mr. MacAskill asked again why they would not use the alternate, and make them a full time member. He had questioned that this person would make up the same vote, and why would they not use that person?

Mr. Howell said he had looked at this when it came up before and not all members are equal and Mr. Harris To be really specific was involved in trying to help draft the original DCPC verbiage for west Harwich .. he would never be in favor of trying to force someone out of a position in favor of another .. but especially this year, he would like to keep him in this position at least for this year. The planning board is functioning really well right now.

Mr. Ballantine said he is inclined to take Ms. Greenhalgh's word for this.

Mr. Howell said that he would like to make a motion to empower Mr. Harris to be involved in remote participation for the time period that was specified in the original request. Seconded by Mr. McManus.

Mr. McManus said that when you appoint people for the committees and you know that they will be away for a period of time, they should not just replace them when you know they would be away.

Mr. MacAskill said that he would like to respond to Mr. McManus' comments. He said that Mr. Harris was not put on the Planning Board knowing that he was going to be away, nor had he been in the past. They have a Selectmen's policy that they should re-write, if other members of the Board agree with Mr. McManus. They have a policy voted by the Board that gives you 4 missed meetings, before you go back in front of the interview committee. He does not want to re-write it, because he feels the public deserves to have someone in front of them when pitching the case on their project and not on video. If

the Board does agree it should be brought back to have a discussion on changing the policy that is in place.

Mr. Ballantine said that his suggestion was a policy that they only do one at a time. He has thought about it and he thinks he would rather not make changes, but just as a Board they need to pay attention to it. The next one that comes up they may decline because it is too many.

Mr. Howell said this is an exception in his mind, and he does not think they want to toy with the broader policy in general.

All in favor, motion carried by unanimous vote.

TOWN ADMINISTRATOR'S REPORTS

A. Town Administrator's Report

Mr. Powers said he had two quick things. First he informed the Board, and to give thanks through the Board, to the efforts of Mr. Lee Culver and Mr. Tom Gagnon. A few months ago, they had received the reimbursement for Hurricane Sandy, which was through the efforts of Mr. Culver and Mr. Gagnon. Mr. Powers is please to let the Board know that there was a FY 2019 Emergency Management Performance Grant, which they applied for. The Town has received this in the amount of \$3,500. So he would like to say thank you so them.

The next item is the snow plow contract. The Finance Director and him have reviewed a number of contracts for snow plows, and at present the funding is there, they are working on insurance. He had initially signed number of contracts that were expected to be under \$25,000, however there are at least two that will be over, so he will be bringing those in front of the Board.

Mr. Ballantine asked if he could include the contracts in their packets, so that they are up to date on them. Mr. Powers said that he would.

SELECTMEN'S REPORT

Mr. Howell provided a quick update on his appointment to serve on the Clean Waters Management Board, for the portion of the room taxes going that are going into remediating the areas across Cape Cod. Mr. Howell mentioned the Vice Chair of what is now the Regulations Committee, as well as the bylaws committee, and said that he did not expect it to take so long to percolate, but there is now substantial tension between some bigger and smaller towns. The tensions is regarding whether or not to use an innovative approach, as opposed to SRF (Sewage Revolving Fund) qualification and whether you could get money. His view is still the same to equitably distribute money to everybody in the long term, it can't be done in one year. They are getting legal opinions. If people start leaving the board it will not function well.

Mr. Ballantine said that he fully agrees and asked if anyone has reported the revenue they have received from Airbnb?

Mr. Howell said that the DOR is going to make a presentation at the next larger whole board meeting at the end of January.

Mr. MacAskill said he just wanted to follow up on a conversation he had with Mr. Powers about the Garden Club. The Garden Club has asked for us to host a spot for their fertilizer for a week for pickups. He said that he knows that Mr. Powers was working on it, and asked if it could come back next week.

Mr. Powers said absolutely and he would follow up with the Garden Club to explain all of that.

ADJOURNMENT

Mr. MacAskill moved that they adjourn at 8:28 pm. Seconded by Mr. Howell All in favor, motion carried by unanimous vote.

Respectfully submitted,

Lisa Schwab
Board Secretary