

**SELECTMEN'S MEETING AGENDA\***

**Griffin Room, Town Hall**

*Executive Session 6:15 P.M.*

*Regular Meeting 6:30 P.M.*

*Monday, November 16, 2015*

I. **CALL TO ORDER**

- II. **EXECUTIVE SESSION** – Pursuant to M.G.L. c. 30A, § 21(a)(3), to discuss strategy with respect to collective bargaining if an open meeting may have a detrimental effect on the bargaining position of the Board and the Chair declares so – Water Employees Union

III. **PLEDGE OF ALLEGIANCE**

IV. **WEEKLY BRIEFING**

V. **PUBLIC COMMENT/ANNOUNCEMENTS**

VI. **CONSENT AGENDA**

- A. Approve Minutes
  - 1. November 2, 2015 Regular Meeting
  - 2. November 9, 2015 Executive Session
- B. Approve proposed changes to the Finance Director job description
- C. Confirm appointment of Jay Briggs as Assistant Building Inspector
- D. Approve the use of the Cable Fund for the continuation of the fiber optic network from Town Hall to the Community Center by Comm-Tract Corp in the contract amount of \$13,275 with additional items up to \$18,095
- E. Accept monetary gifts to be deposited in the Saquatucket Harbor Demolition/Beautification Gift Account in the amount of \$550
- F. Approve the request to hold 1<sup>st</sup> annual Harwich Christmas Tree Ship event at Saquatucket Harbor on December 3, 2015

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

- A. Annual Meetings
  - 1. Capital Outlay Committee
  - 2. Water Commissioners
  - 3. Agricultural Commission
  - 4. Saquatucket Development
  - 5. Library Trustees
- B. Joint meeting with Finance Committee
  - 1. Wastewater Organizational Structure
  - 2. Free Cash Projection
  - 3. Strategy for FY 17 Budget and Article Review
  - 4. Free Cash Spending – Why spend it all?
  - 5. Joint Budget Review Meetings - Televisе
- C. Planning Board update on East Harwich Vision Statements

VIII. **OLD BUSINESS**

- A. Draft Letter to Cape Light Compact – *discussion and possible vote*

IX. **NEW BUSINESS**

- A. Proposed Golf fees for 2016 season – *discussion and possible vote*
- B. Recommendation for change of Labor Counsel – *discussion and possible vote*

X. **TOWN ADMINISTRATOR'S REPORT**

XI. **SELECTMEN'S REPORT**

XII. **ADJOURNMENT**

*\*Per the Attorney General's Office: The Board of Selectmen may hold an open session for topics not reasonably anticipated by the Chair 48 hours in advance of the meeting following "New Business." If you are deaf or hard of hearing or a person with a disability who requires an accommodation contact the Selectmen's Office at 508-430-7513.*

**Authorized Posting Officer:**

**Posted by:** \_\_\_\_\_  
**Town Clerk**

\_\_\_\_\_  
Sandy Robinson, Admin. Secretary

**Date:** November 12, 2015

**MINUTES  
SELECTMEN'S MEETING  
GRIFFIN ROOM, TOWN HALL  
MONDAY, NOVEMBER 2, 2015  
6:30 P.M.**

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

**OTHERS PRESENT:** Town Administrator Christopher Clark, Assistant Town Administrator Charleen Greenhalgh, David Scannell, Bruce Nightingale, Jay Kavanaugh, Richard Waystack, John Stewart, Bob MacCready, Gary Carreiro, Scott Ridley, Barry Worth, and others.

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

**WEEKLY BRIEFING**

Mr. Remillard reported on the upcoming Veterans Day activities. Mr. Cheverie spoke on the No on Nine Campaign and Chairman Hughes said he would put it on a future agenda. Mr. McManus announced that there will be a concert on November 9<sup>th</sup> at the high school with proceeds going to the Cranberry Harvest Festival scholarship fund.

**CONSENT AGENDA**

- A. Approve Application for Change of Officers/Directors on Liquor License for Allen Harbor Yacht Club, Inc.
- B. Vote not to extend the lease of Philbrick's restaurant at Cranberry Valley Clubhouse and vote to issue a new RFP
- C. Accept the resignation of Mary Jane Watson as a member of the Board of Health
- D. Approve the proposed Selectmen's Holiday meeting schedule
- E. Approve holiday hours as recommended by Town Administrator

Ms. Brown moved approval of the Consent Agenda. Ms. Cebula seconded the motion and the motion carried by a unanimous vote.

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

- A. Public Hearing – Classification Hearing – Board of Assessors

Ms. Brown read the hearing notice into record. Mr. Waystack reported that the Board of Assessors voted to recommend to the Board of Selectmen that they select a factor of "1" taxing all property at the same rate, that they do not grant an open space exemption, that they do not grant a residential exemption, and that they do not grant a small commercial exemption. Mr. Scannell reported that they have finished the revaluation with the State. He noted that the Town-wide increase in value was about \$114,000,000 and of that, about \$52,000,000 was from new growth so the value of property in the Town went up about 2.5% and we expect the tax rate to go up about 2.5% as well. Chairman Hughes closed the public hearing. Ms. Cebula moved that we select a factor of "1" taxing all property at the same rate, that we do not grant an open space exemption,

that we do not grant a residential exemption, and that we do not grant a small commercial exemption. Mr. LaMantia seconded the motion and the motion carried by a unanimous vote.

B. Annual Meetings:

1. Board of Assessors – Richard Waystack, Chair

Mr. Waystack delivered the annual report of the Board of Assessors. He stated that they will be asking the Board to increase the senior tax exemption from \$500 to \$1,000 and also to support them in asking the state to increase this as well. Chairman Hughes asked them to draft the language for the Town Administrator to look at and he will agenda this item. Mr. Scannell provided an update on the Senior Tax Work-Off Program.

2. Harwich Housing Authority – Bob MacCready, Chair

Mr. Stewart delivered the annual report of the Harwich Housing Authority. The Board and Mr. MacCready took questions and comments from Brooke Williams.

3. Community Preservation Committee – Bob MacCready, Chair

Mr. MacCready delivered the annual report of the Harwich Housing Authority. The Board and Mr. MacCready took questions and comments from Brooke Williams.

4. Zoning Board of Appeals – Gary Carreiro, Chair

Mr. Carreiro delivered the annual report of the Zoning Board of Appeals.

**OLD BUSINESS**

A. Cape Light Compact Inter-governmental Agreement – Barry Worth and Scott Ridley  
*discussion and possible vote*

Mr. Clark reviewed the opinion from Attorney Rick Holland opinion (attached). He noted that the opinion suggests deleting the sentence “The Compact Administrator shall also have such other powers and duties as customarily belong to a manager of a municipal light plant or a major regional inter-governmental association, or as may be designated from time to time by the Governing Body” for reasons outlined in the opinion. Mr. Worth responded that he doesn’t see this as a problem and will bring it back to the Governing Board. Ms. Cebula requested that the word “Chairman” be changed to “Chair” in the document. Mr. MacAskill asked who voted the original document and Mr. Worth responded that it was first the Board of Selectmen and then Town Meeting. Mr. MacAskill further asked who voted the 5 amendments prior to this and Mr. Worth responded that as appointee he has the authority to do that and it doesn’t require Town Meeting or Board of Selectmen approval. Mr. MacAskill inquired as to why we would want to drop the line on the bottom of page 1 referring to the Compact negotiating the best rates for supply and distribution of electricity as the Compact was formed to provide better rates. Mr. Ridley responded that this wasn’t the sole purpose for the formation of the Compact and it actually had more to do with energy efficiency. He noted that it was seen as a way to carry out the energy efficiency plan of the County from the 1990’s. He stated that the evolution of the power supply

over time is that it is necessary to get the best terms and not always the best rates. He explained that if the terms of the contract are not the best then there is more risk involved. He stated that part of what you are looking for are certain kinds of guarantees in a contract and those types of guarantees aren't offered in all contracts. He noted that this is a buyer beware market and the Compact has a list of questions for consumers to ask when they are getting offers from suppliers. Mr. MacAskill brought up that the Compact Administrator's job description states that they are a manager of a municipal light plant and there are several things in that job description that give her ultimate power for which she doesn't have to go back to the Governing Board. He commented that this is giving someone an awful lot of power. He stressed that this is a legal document, it was voted on by the Board of Selectmen in 1999 and was voted at Town Meeting. He pointed out that Mr. Worth can bring back whatever the Board of Selectmen wants but if they want to change the document they are going to change it. Mr. Worth stated that there are 23 members, it is a weighted vote, and they just need a majority of the weighted vote. Mr. MacAskill said he would e-mail Mr. Worth his follow up questions. Mr. Clark summarized the legal opinion of 2013 noting that the authority goes to the voting representative and that has occurred over time, that's the way the agreement has evolved and that's the way it works currently. He noted that it is subject to the limitation that if such amendment material affected the liability or financial responsibility of a municipality under the agreement, the amendment should be submitted to the Board of Selectmen for a vote. Chairman Hughes recommended that for future actions we should notify the Compact that we would like the Compact and its members to consider, when significant changes are proposed to this document or a related document, that it be brought back to whoever the appointing authority is to vote on it and authorize the representative to act on their behalf. Ms. Cebula asked that the Interview and Appointments Subcommittee see if this is an issue with other agreements such as with the RTA. Ms. Cebula moved to write a letter to the Compact outlining some of our issues and request for changes and adjustments in the approval process. Mr. MacAskill seconded the motion and the motion carried by a unanimous vote. Mr. MacAskill asked Mr. Worth to bring back the Board's concerns about the Compact Administrator's job description being so broad without the Governing Board weighing in. Mr. Clark noted that the meeting of the Governing Board is scheduled for November 18.

## **TOWN ADMINISTRATOR'S REPORT**

### **A. Department Budget Instructions**

Mr. Clark reported that we have sent out the budget instructions together with the Selectmen's budget message and are in the process of having Munis material updated so we can start to enter in.

### **B. Status of West Harwich/Route 28 Corridor Concepts**

Mr. Clark reported that we have done a walking tour of the area from Division Street to the Herring River in which about 30 people participated. He noted that last Tuesday there was a workshop in which the VHB people brought in aerial photos of the street and went through the different concepts. He said they will bring a report to the Board in January or February.

### **C. Finalization of the reorganization plan for the 2<sup>nd</sup> Floor departments including the move of the Engineering Department to the Albro House**

Mr. Clark reported that the workflow chart for the second floor has been completed with the key component being cross training. He stated that we are coming to the end of the Community Development changes on the second floor. He referenced his memo to the Board from June 2015 in which he indicates that the Town Engineer has expressed an interest in moving into the first floor of the Albro House. He stated with the three tenants on the second floor, this addition will make it a professional building. He noted that Mr. Libby has provided some figures for what this will cost, he will be meeting with him this week and will get final estimates for what it would cost to move the Town Engineer and Surveyor over. He stated that it would free up room on the second floor for possibly a meeting room. Chairman Hughes pointed out that this would have to wait for funding from Town Meeting. Mr. MacAskill stated that at the time this memo was discussed by the Board, the consensus was to try and figure something else out. He stated that he didn't think that the issue of the Town Engineer moving to the Albro House came up until his space was reduced by the reallocation of space. He noted that Chairman Hughes stated at the June 8, 2015 Board of Selectmen meeting that we needed to do a comprehensive plan of what is going to happen at the Albro House. He stated that based on all he has read from when this has been taken up in the past, we really need to look at what we want to do with the building before we start spending \$50,000 and moving department heads into another building even if that means we need to re-look at the move. He pointed out that the Selectmen gave up their office and another department could go in there. Mr. Clark responded that the space was too small for Engineering. Mr. MacAskill commented that we could consider going back to the way we were but reiterated that before we do anything we need to decide the long term use of the Albro House.

Ms. Cebula pointed out that we have the wording for a non-binding ballot question for the Middle School building and questioned why we would spend the money to move two people to the Albro House if the Town would prefer us to move Town Hall to the Middle School, sell these buildings and do something different. She stressed that we could be spending money on a very short term thing.

Mr. MacAskill noted that they haven't considered if they want to sell the Albro House. Ms. Cebula stated that we need an overall plan. Chairman Hughes said that until we figure out what we are going to do with the Middle School we might as well put this on hold. Mr. LaMantia said that Mr. Clark should assess the municipal needs. Ms. Brown noted that Gosnold is already renting a room at the Albro House, there is a great need for sober houses on the Cape, and maybe we want to sell the place to Gosnold.

Mr. MacAskill said he is not a fan of moving a department head into another building and going through the expense and Mr. Clark should look to see if there are alternatives in this building. He said that if the Board is even considering selling the building we should reconsider tearing any parts of it down because we are devaluing the property that we are considering selling. Ms. Cebula said we should tear down the "doghouse" as it would enhance the value. Ms. Cebula asked Mr. Clark if the garage and foundation are taken away can someone rebuild that or would we lose the ability to put a garage back because of setbacks etc. Mr. Clark responded that he needs direction from the Board as Mr. Hooper is ready to go.

Ms. Cebula questioned also if departments could move into Selectmen's room such as Engineering and can we look at that in the next week. Mr. Clark responded that it has already

been done. Chairman Hughes stated that the Engineering Department might think this is a very near term solution and recommended that he still ask them. Mr. MacAskill said he should ask them as a group on the second floor. Mr. LaMantia suggested we look at moving the storage files and hiring someone to make the current files electronic. Mr. Clark responded that he is having a meeting on that subject this week with Ms. Carey. Mr. MacAskill indicated that it was his understanding that prior to the reorganization that everyone was happy and Mr. Clark responded no, it was a dysfunctional second floor.

Mr. MacAskill moved to reconsider our vote to tear down the garage at the Albro House until we figure out the direction we are going with the building. Ms. Brown seconded the motion and the motion failed on a 2-3-0 vote with Chairman Hughes, Ms. Cebula and Mr. LaMantia in opposition.

Mr. Clark reported that we got a legal opinion on appointing an alternate to the Board of Health and it would have to go to Town Meeting as a by-law change. He said he would ask Town Counsel to put together that language.

## **ADJOURNMENT**

Chairman Hughes adjourned the meeting at 8:54 p.m.

Respectfully submitted,

Ann Steidel  
Recording Secretary

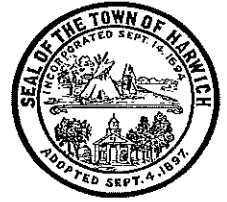
## OFFICE OF THE TOWN ADMINISTRATOR

Phone (508) 430-7513

Fax (508) 432-5039

**Christopher Clark**, *Town Administrator*  
**Charleen L. Greenhalgh**, *Assistant Town Administrator*

732 MAIN STREET, HARWICH, MA 02645



November 3, 2015

To: Christopher Clark, Town Administrator  
Cc: Board of Selectmen  
From: Charleen Greenhalgh, Assistant Town Administrator  
Re: Finance Director Job Description

Attached please find a revised copy of the job description for the Finance Director. It was last updated in 2008. The proposed changes are to remove Item 5 under Distinguishing Characteristics, which currently reads:

5. Responsible for supervision of the Director of Information Technology.

And, further to change the title of "Deputy Assessor" to "Assessing Director", on page 3 of the Finance Director Job Description.

Currently the correct title for the Director of Information Technology is Technology Coordinator or Computer Coordinator. This job description states that this position works under the general direction of the Town Administrator, so no changes to the job description are proposed at this time. From a supervisory and management standpoint it suggested that the Computer Coordinator, a Department Head position, continue to be under the oversight of Town Administrator.

As we discussed, the Board of Selectmen will need to act on this change to the Finance Director Job Description.

**JOB TITLE:** Finance Director/Town Accountant  
**DEPARTMENT:** Finance  
**9, 2015**

**DATE:** ~~January 28, 2008~~ November

**DEFINITION:**

Highly responsible supervisory and administrative work at the professional level in administering the functions of the Department of Finance consisting of division which are responsible for the administrative functions of accounting, assessment, tax and fee collections, receipts and disbursements, purchasing and others of a fiscal nature that shall be carried out with the Division of Finance as stated in the Home rule Charter of the Town of Harwich, Chapter 5-2-1 and MGL Chapter 43C, Section 11 which includes (i) coordination of all financial services and activities, (ii) maintenance of all accounting records and other financial statements, (iii) payment of all obligations, (iv) receipt of all funds due, (v) assistance to all other town departments and offices in any matter related to financial affairs, (vi) monitoring of the expenditures of all funds, including periodic reporting to appropriate agencies on the status of accounts, (vii) supervision of all purchases of goods, materials and supplies and maintenance of inventory controls, (viii) supervision of all data processing facilities and (ix) any other matter relating to municipal finance as may be determined necessary or desirable.

**SUPERVISION:**

Works under the administrative direction of the Town Administrator, working form municipal policies and objectives; individual establishes short-range plans and objectives; assumes direct accountability for department results; Consults with supervisor only where clarification, interpretation, or exceptions to municipal police may be required. The employee exercises control in the development of departmental policies, goals objectives and budgets. The employee is also expected to resolve all conflicts, which arise and coordinate with others as necessary. Supervisory controls are over a major division of the municipality. Further, employees at this level are expected to exercise whatever means are necessary to resolve conflicts that cannot be addressed at the department level.

Has regular access at the departmental level to a wide variety of confidential information, including departmental personnel records, client records, criminal investigations, court records, financial records.

Employee is accountable for the direction and success of programs accomplished through others. The director is responsible for analyzing program objectives, determining the various work operations needed to achieve them, estimating the financial and staff resources required, allocating the available funds and staff, reporting periodically on the achievements and status of the program objective; and recommending new goals. The director typically formulates or recommends program goals and develops plans for achieving sort and long-range objectives; determines organizational structure operating guidelines and work operations; formulates, prepares and defends budget and manpower requests and accounts for effective use of funds and staff provided; coordinates program efforts within the unit and with other departments; delegates authority to subordinate supervisors and holds them responsible for the performance of their unit's work; reviews work in terms of accomplishment of program objectives and progress reports, approves standards establishing quality and quantity of work; and assists or oversees the personnel function, including or effectively recommending hiring, training and disciplining of employees.

**DISTINGUISHING CHARACTERISTICS:**

*The following description is a general summary of responsibilities with some specific duties. It is not a total delineation of all duties not does it limit the responsibilities to those stipulated. Position functions as a part of overall municipal team to ensure effective and efficient municipal operations.*

1. Chief Financial Officer of the Town.



2. Exercises considerable independent judgement in coordinating basic municipal financial programs which are prescribed by Statute, Town Charter, or By-laws.
3. Exercises general supervision over the administrative activities of the three divisions; Accounting, Treasurer and Collector, and Assessment and direct supervision over the employees of each division for which he/she is also the administrative head.
4. Responsible for ensuring town purchasing is in compliance with federal and state laws and Town Charter.
- ~~5. Responsible for supervision of the Director of Information Technology.~~
- ~~6.~~5. Coordinates the financial operations, including cash management and data processing functions.
- ~~7.~~6. Errors of omission or commission could be very costly as errors could lead to incorrect policy decisions.
- ~~8.~~7. Makes frequent contacts with the public, banks and officials at all levels of government.
- ~~9.~~8. Determines work procedures, prepares work schedules, and expedites workflow; studies and standardizes procedures, prepares work schedules, and expedites workflow; studies and standardizes procedures to improve efficiency and effectiveness of operations.
- ~~10.~~9. Maintains harmony among workers and resolves grievances.
- ~~11.~~10. Responsible for annual preparation and coordination of the Towns operating and maintenance budget process.
- ~~12.~~11. Maintains financial records.
- ~~13.~~12. Oversees the administration of payroll including fringe benefits, and related personnel requirements. Oversees payroll and accounts payable processing.
- ~~14.~~13. Oversees utility and other billings.
- ~~15.~~14. Oversees the investment of Town funds. Custodian of all Trust Funds.
- ~~16.~~15. Custodian of tax foreclosed properties.
- ~~17.~~16. Attends Finance Committee meetings for purpose of providing necessary information and/or to act as a liaison for the Town Administrator.

### **ESSENTIAL FUNCTIONS**

*The essential functions or duties listed below are intended as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position.*

### **EXAMPLES OF WORK:**

1. Coordinates the Town's basic financial functions of collecting taxes and other receivables, treasury administration, approving the accounting for the disbursement of Town funds.
2. Recommends organization and procedural changes which are designed to improve the efficiency of financial administration.
3. Standardizes record keeping among the three divisions with the constraints of statutory requirements.
4. Coordinates the reporting and transfer of information and documents among the divisions.
5. Supervises the introduction and utilization of financial data processing software; is responsible for the care and maintenance of office machinery, equipment and other property assigned to the Department.
6. Consults and cooperates with other Town Departments and agencies to assure compliance with the Town's statutory obligations.
7. Submits periodic reports to the Town Administrator on the activities of the Department and coordinates the annual reports of the three divisions for incorporation in the Town's Annual Report.
8. Reviews and makes recommendations of the Town's annual operating budget. May be required to make presentations before Board of Selectmen, Finance Committee and Town Meeting.

### **DESIRED MINIMUM QUALIFICATIONS:**

**Training and Experience:** Bachelor's degree in accounting, finance, business or public administration, or a closely related field, and five (5) years of progressively responsible municipal finance work. A Master's Degree in Public Administration, Accounting or Finance is preferred.

**Necessary Knowledge, Skills and Abilities:** Thorough knowledge of the Municipal Finance Law of the Commonwealth. Considerable knowledge of the statutory responsibilities of each of the three divisions in the Department of Finance. Considerable knowledge of the organization and operation of town departments. Working knowledge of modern office practices and procedures. General knowledge of the capabilities and limitations of data processing as applied to municipal finance in the Commonwealth. Skill in operating the listed tools and equipment; ability to prepared and analyze complex financial reports; ability to maintain efficient and effective financial systems and procedures; ability to effectively supervise staff; ability to communicate effectively orally and in writing. Ability to coordinate the activities of the Department of Finance without infringing on the legal accountability of the Treasurer Collector or ~~Deputy Assessor~~Assessing Director or the legal authority of appointed or elected officials as stipulated in and with the General Laws of Massachusetts.

**SPECIAL REQUIREMENTS:**

Must possess valid state driver's license issued by the Registry of Motor Vehicles.  
Must be bondable.

**TOOLS AND EQUIPMENT USED:**

Personal computer, including word processing and spreadsheet software; mainframe computer system; 10-key calculator; telephone; copy machine; fax machine.

**PHYSICAL DEMANDS:**

The physical demands described there are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is frequently required to sit and talk or hear, use hands to finger, handle or feel objects, tools, or controls; and reach with hands and arms. The employee is occasionally required to walk.

The employee must occasionally lift and/or move up to 50 pounds. Specific visions abilities required by this job include close vision and ability to adjust focus.

**WORK ENVIRONMENT:**

The work environment characteristics described here are representative of those employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

The noise level in the work environment is usually quiet.

New: January 28, 2008  
Revised: November 9, 2015  
Revised:  
Revised:

**OFFICE OF THE TOWN ADMINISTRATOR**

Phone (508) 430-7513

Fax (508) 432-5039



**Christopher Clark, Town Administrator**

732 MAIN STREET, HARWICH, MA 02645

November 10, 2015

Mr. Jay Briggs  
P.O. Box 163  
20 Dillingham Ave.  
Sandwich, MA 02563

Dear Mr. Briggs:

We would like to offer you the position of Assistant Building Inspector for the Town of Harwich. I look forward to your positive contributions to our community.

This conditional offer letter confirms our understanding of your pre-employment terms with the Town.

- Pursuant to the Town Charter, the Town Administrator makes the appointment for this position subject to confirmation by the Board of Selectmen. Your name has been put forth for confirmation. Successful confirmation will be needed to finalize appointment.
- The Town will arrange for a Pre-Employment Physical and Drug Test that must be successfully completed.
- Your employment is contingent upon a successful C.O.R.I. check.

Please read the letter and confirm your understanding of the terms by signing the bottom of the letter and returning a copy to us for your personnel file.

Your position title will be Assistant Building Inspector and your starting date is November 17, 2015. This position is included in the Harwich Employees Association and your employment is subject to the rights and obligations included in the Contract which is attached. Your starting wage will be Grade 7, Step 3, \$25.25 hourly. You will be eligible for a step increase on November 17, 2016.

Again, we are delighted that you are joining the Town's Building Department. Please feel free to contact me if you have any questions prior to beginning work.

Sincerely,

Christopher Clark  
Town Administrator

NOV. 10, 2015  
Date

cc: Treasurer  
Town Accountant  
Building Commissioner  
Board of Selectmen

## Charleen Greenhalgh

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**From:** Foster Banford  
**Sent:** Tuesday, November 10, 2015 11:46 AM  
**To:** Charleen Greenhalgh; Christopher Clark  
**Cc:** Jamie Goodwin  
**Subject:** RE: Fiber to Community Center

Chris and Charleen,

I believe Town Meeting approved spending from the Cable Fund with Selectmen approval. I recommend we ask for funding **up to \$18,000** based on the following:

Scope of Work from Comm-Tract	\$13,275
Potential Police details	\$1,500
Tracer Wire	\$320
Switches/Racks/Cables/Indoor Conduit/etc.	\$2,000
Buffer	\$1,000
Total	\$18,095

This covers the potential expenses to extend the Town fiber network to the Community Center basement utility room where the building wiring starts.

Originating Channel 18 broadcast from Town Hall will require additional upgrades which will be addressed when we meet with Michael Reidinger on 11/17.

Foster.

Foster Banford  
Town of Harwich, IT Director  
[fbanford@town.harwich.ma.us](mailto:fbanford@town.harwich.ma.us), Phone 508-430-7570  
Town of Harwich Website: [www.harwich-ma.gov](http://www.harwich-ma.gov)

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**From:** Charleen Greenhalgh  
**Sent:** Tuesday, November 10, 2015 10:10 AM  
**To:** Foster Banford <[fbanford@town.harwich.ma.us](mailto:fbanford@town.harwich.ma.us)>; Robert Cafarelli <[rcafarelli@town.harwich.ma.us](mailto:rcafarelli@town.harwich.ma.us)>  
**Subject:** FW: Fiber to Community Center

Hi –

FYI - This will be on the consent agenda for the Selectmen's meeting next week.

Charleen

Charleen L. Greenhalgh  
Assistant Town Administrator  
Town of Harwich  
732 Main Street  
Harwich, MA 02645



# COMM-TRACT CORP

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**Town of Harwich**

**Scope of Work**

**Fiber Optic Municipal Area Network  
Addition of Community Center  
V.02**

**November 5<sup>th</sup> 2015**





Town of Harwich  
Scope of Work – ITC 54  
Fiber Optic Municipal Area Network – Addition of Community Center

Foster Banford  
IT Director  
Town of Harwich  
723 Main Street  
Harwich, MA 02645

To Foster Banford,

This Scope of Work (SOW) has been prepared utilizing information as provided by the Town of Harwich, and has been supplemented by on site surveys by Comm-Tract engineering personnel.

Comm-Tract designed, and engineered, and installed the original fiber optic municipal area network for the Town of Harwich several years ago, and this SOW is for the addition of the Community Center to the existing network.

Comm-Tract has considerable expertise in the design, engineering, installation, and support of fiber optic networks throughout the northeast, and a well deserved reputation for high quality, on time, and on budget projects over the 35 years we have been in business. The Town of Harwich can expect the same high quality standards on this project that you have experienced in our original installation and as our other fiber optic customers have experienced in similar projects for municipal governments, state agencies, and public safety agencies throughout the Commonwealth of Massachusetts.

Comm-Tract is an approved vendor on the ITC 54 Massachusetts State Contract, and the following SOW has utilized the pricing, and is governed by the terms and conditions of ITC 54.

We look forward to your review of our proposed Scope of Work and will follow up to discuss after you have had the opportunity to read this over.

Regards,

Bryan Hopkins  
President  
Comm-Tract Corp  
235 Summer Road  
Boxborough, MA 01719



Town of Harwich  
Scope of Work – ITC 54  
Fiber Optic Municipal Area Network – Addition of Community Center

Prepared by:	Comm-Tract 235 Summer Road Boxborough, MA 01719	Contact:	Bryan Hopkins
		Telephone:	(781) 890-5070 x6952
		Email:	bhopkins@comm-tract.com
Date:	November 5 <sup>th</sup> 2015		

Bid No.	Harwich – Add CC V.02
Customer Number	
ITC 54:	209682

<b>Bill To:</b>		<b>Ship To:</b>	
Company:	Town of Harwich	Company:	Town of Harwich
Address:	723 Main Street Harwich, MA 02645	Address:	Community Center 100 Oak Street Harwich, MA 02645
Contact Name:	Foster Banford	Contact Name:	Foster Banford
Phone:	(508) 430-7570	Phone:	(508) 430-7570
Fax:		Fax:	
Email:	<a href="mailto:fbanford@town.harwich.ma.us">fbanford@town.harwich.ma.us</a>	Email:	<a href="mailto:fbanford@town.harwich.ma.us">fbanford@town.harwich.ma.us</a>

**Description of Work**

Addition of Community Center

This Scope of Work (SOW) has been prepared utilizing information as provided by the Town of Harwich (Customer), and has been supplemented by on site surveys by Comm-Tract engineering personnel.

**A. Municipal Sites – Addition:**

1. Community Center – 100 Oak Street

**B. Overview of the Network Addition:**

1. The fiber network to the new Community Center will be fully complete including all fiber splicing at the pole location for the fiber lateral into the building, the fiber entrance cable, the fiber termination panels, the connectors, and all other materials for a complete and fully functional fiber termination in the communications room of each individual site.
2. The fiber network's passive optical design will accommodate all types of wireless, and/or Ethernet connectivity for future additional requirements on the core network.
3. The existing Town Hall Network Hub Communications Room will utilize the existing (1) high-density Single Mode Fiber (SMF SC/PC rack mount patch panels).



Town of Harwich  
Scope of Work – ITC 54  
Fiber Optic Municipal Area Network – Addition of Community Center

4. The Community Center will have (1) 12- strand SMF SC/PC Single-mode wall or rack mount panel.
5. Both the backbone and lateral fiber cables will be field terminated using SC/PC single-mode connectors.
6. All backbone fibers throughout the network will be fusion spliced.
7. Tracer wire shall be installed at the same time as the fiber through all of the same conduits. Tracer wire to be supplied by Customer.
8. All optical testing will conform to industry standards.
9. The Customer shall receive OTDR traces and Power Meter Test results at both 1310nm and 1550nm.
10. All test data will be compiled in electronic copy.

Notes:

1. The route is primarily in underground conduit as owned by the Town of Harwich, and installed by others. Some of the conduits do not have pull tape, and/or pull rope.
2. Pricing assumes access to the conduit system is not restricted in any way, and Comm-Tract will have free and clear access for installation purposes.





Town of Harwich  
Scope of Work – ITC 54  
Fiber Optic Municipal Area Network – Addition of Community Center

Quantity	Bill of Materials Description
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To be provided with submittals for the project.



Town of Harwich  
Scope of Work – ITC 54  
Fiber Optic Municipal Area Network – Addition of Community Center

**Warranty Information - Technical and Compliance Notes:**

The Comm-Tract provided manufacturer's warranty and technical compliance with design and installation standards information is provided below as associated with this scope of work.

- Comm-Tract is an approved Extended Warranty Provider (EWP) for the Manufacturer.
- The 25 Year EWP Warranty commencing on the date of an accepted installation by the Customer covers all materials products and covers the repair, and/or replacement of all installed components including, but not limited to fiber cable, fiber connectors, fiber patch panels, fiber jumpers and patch cords, and other materials as installed.
- The repair and/or replacement of any component in the certified and approved network solution as provided and installed by Comm-Tract under the EWP Warranty is provided at no cost to the Customer 25 year period of the EWP Warranty.

- Comm-Tract adheres to the following design and installation standards relative to the scope of work as provided.
  - BICSI Design and Installation Applicable Standards
  - Telecommunications Industry Association (TIA) Applicable Standards
  - Electronics Industry Association (EIA) Applicable Standards
  
  - ANSI/TIA/EIA – 568 Standards
  - ANSI/TIA/EIA – 569 Standards
  - ANSI/TIA/EIA – 758
  - TIA/EIA 604 Fiber Optic Standards
  - TIA-492 Fiber Optic Installation Standards
  - TSB-149 Fiber Optic Workmanship Standards
  - NFPA - 70
  - IEEE 802.3 Standards



Town of Harwich  
 Scope of Work – ITC 54  
 Fiber Optic Municipal Area Network – Addition of Community Center

**Special Terms**

Customer agrees to the following payment schedule:	
30% Initial Payment upon Acceptance of Materials:	\$ 3,982.50
65% Payment upon Project Progress:	\$ 8,628.75
5% Payment upon final testing and acceptance by Customer:	\$ 663.75

1. The Project Price shall be subject to adjustment in the event of any mutually agreed upon written changes made to the Scope of Work. Any changes during the project to the Scope of Work will be mutually agreed to in writing with Customer prior to any changes, or additional charges being added or deleted to the project.
2. The Project Price is valid for 30-days.
3. The Project Price does not include any pole or conduit licensing fees as the Customer has existing rights agreements for aerial and conduit locations.
4. The Project Price does not include any costs for Police details.
5. The Project Price does not include any taxes.
6. The Project Price includes all shipping costs.
7. The Project Price assumes access to each location is free and clear for installation purposes.
8. Customer hereby agrees to the terms and conditions set forth in the Scope of Work by signing below or issuing a Purchase order referencing this Scope of Work.
9. This Scope of Work is governed by the terms and conditions of the Comm-Tract Master Customer Agreement or the Commonwealth of Massachusetts ITC 54 blanket contract.

<b>Est. Completion Date:</b>	TBD
<b>Materials:</b>	
<b>Labor:</b>	
<b>Total</b>	\$ 13,275.00

<b>Customer Name:</b>	Town of Harwich
<b>Authorized Signature:</b>	
<b>Name:</b>	
<b>Date:</b>	

PILGRIM LODGE, A.F. & A.M.

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P.O. Box 47 – Main Street – Harwich Center – Massachusetts 02645-0047



July 26, 2015

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

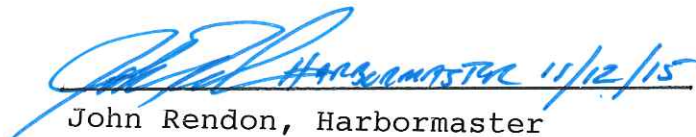
Dear Mr. Clark,

This letter is requesting permission to work with Harbormaster Rendon and coordinate the 1<sup>st</sup> annual Harwich Christmas Tree Ship event on December 3<sup>rd</sup> 2015. This event will begin at 5:00 P.M. at the Harwich Town Dock on Saquatucket Harbor, with the arrival of Santa Claus aboard the **Harwich Christmas Tree Ship**. Christmas trees onboard the **Harwich Christmas Tree Ship** will be unloaded and given to recipients qualified by three community outreach organizations, The Family Pantry of Cape Cod, Lower Cape Outreach Council and Cape Cod Children's Place. Following the arrival of the **Harwich Christmas Tree Ship**, there will be a cookout for all sponsors, dignitaries, volunteers and guests during the event.

Should you require any additional information please contact me.

Regards,

Jim Pickering  
Project Coordinator & Trustee, Masonic Military Assistance Project (MMAP)  
Main: 508-470-3364  
[MMAPforveterans@gmail.com](mailto:MMAPforveterans@gmail.com)

  
John Rendon, Harbormaster



## Harwich Christmas Tree Ship Event Sponsors Fast Facts

### Event Sponsors

20 Local businesses and individuals are welcome to participate and contribute through a minimum donation of \$120 (the price of three donated Christmas trees). All donations will be used to donate Christmas trees to Lower Cape families in need, as well as support the Masonic Military Assistance Project's annual funding initiative to benefit a local Cape and Islands veteran's organizations. Sponsorship includes the following:

- Signage at the event and your choice of a logo on all promotional materials
- Attendance at the annual MMAP Check Giving ceremony and photo opportunity
- Utilize this event in your advertising campaigns to showcase your community involvement and charitable giving
- An invitation to participate and volunteer at the event(s)
- Share in the Christmas spirit by providing assistance to local families in need and Cape and Islands military veterans.

### Welcome Aboard!

All inquiries regarding sponsorship can be made to:  
Scott Whalen @ 508-470-3364 or by Email at [mmapforveterans@gmail.com](mailto:mmapforveterans@gmail.com)

### Event Details: Thursday Evening, December 3<sup>rd</sup>

This event will begin at 5:00 P.M. at the Harwich Town Dock on Saquatucket Harbor, with the arrival of Santa Claus aboard the **Harwich Christmas Tree Ship**. Christmas trees onboard the **Harwich Christmas Tree Ship** will be unloaded and given to recipients qualified by three community outreach organizations, The Family Pantry of Cape Cod, Lower Cape Outreach Council and Cape Cod Children's Place. Following the arrival of the **Harwich Christmas Tree Ship**, there will be a cookout for all sponsors, dignitaries, volunteers and guests during the event.

Additionally, all veterans and veteran's families will have an opportunity, subject to availability, to receive a free tree Sunday afternoon from 3pm until 4pm at Pilgrim Lodge's Christmas Tree Lot on Main Street in Harwich Center.

### About MMAP @ Harwich's Pilgrim Masonic Lodge

Cape Cod Freemasons have been providing free trees for military and disadvantaged families for years. In 2012, the Masonic Military Assistance Program (MMAP), a Masonic Angel Fund (a national nonprofit headquartered on Cape Cod) project, was looking to raise awareness and funding for veterans' projects on Cape Cod and the Islands of Nantucket and Martha's Vineyard through unique fundraising events. Since then, over \$6,000 has been donated to the Cape Cod veteran community. MMAP provides support for specific projects of local 501(c)(3) organizations whose primary mission is providing various services to veterans and their families, all through a timely and transparent approval process. This year, Harwich's Pilgrim Masonic Lodge is creating this annual family event in cooperation with local outreach organizations to assist families during the Christmas season.



Pilgrim Lodge A.F. & A.M. and The MMAP Present

# THE HARWICH CHRISTMAS TREE SHIP EVENT



**Thursday, December 3, 2015 – 5:00pm**

Pilgrim Lodge and the MMAP, in concert with The Family Pantry of Cape Cod, Lower Cape Outreach Council and Cape Cod Children’s Place, will be donating 60 Christmas Trees to local families in need. The trees will arrive at the Harwich Town Dock on Saquatucket Harbor, by ship, accompanied by Santa Claus.

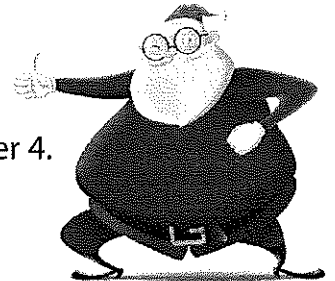
**Friday, December 4 – Sunday, December 6, 2015**

Pilgrim Lodge will be selling Christmas Trees to members, families, friends, and the general public. Proceeds from sales will fund next year’s Christmas Tree Event, with the goal of raising money for the MMAP in future years.

Please fill out the form below to pre-order your Christmas Tree.

Pre-orders will be available for pick up at Pilgrim Lodge beginning December 4.

*All trees are 6’ - 8’ Premium Fraser Fir, grown in Nashua, New Hampshire*



## Christmas Tree Order Form

Name \_\_\_\_\_

Phone \_\_\_\_\_

Number of Trees \_\_\_\_\_ @ \$40.00 per tree. Total: \$ \_\_\_\_\_

***Make checks payable to PILGRIM LODGE***  
P.O. Box 47  
Harwich Center, MA 02645-0047



## Capital Outlay Committee

Members: Rich Larios, Chairman  
Chris Harlow, Vice Chairman  
Bob George  
Joe McParland  
Bruce Nightingale  
Dana Costa  
Pete Wall

Peter Hughes , Selectperson Liaison  
Marie Hickey , Committee Clerk

We want to thank our Town Administrator, Chris Clark, for his continuous support and dedicated efforts to further the Committee's understanding of municipal finance and accounting during these difficult fiscal times.

### Major Changes in the New Plan

1. Departmental implementation of the "Capital Expenditure Request" form that allows for more accurate information for current and future years in the capital budgeting process has begun.
2. The Seven -Year Capital Plan shall start with the next fiscal year as its first year and six years thereafter (2017 – 2023).
3. The result will be our new Capital Plan, covering 2017- 2023, that will be delivered to the Town Administrator by December (by town Charter). It is currently being worked on with input from various departments and committees and will be ready for submission later this year.

### Current and Planned Activities

1. We meet monthly and will do so even after the Capital Plan is submitted.
2. We want to be proactive and stay informed of the financial needs of our Town's departments.
3. We continue our site visits to see and better understand of departmental requests for dollars.
4. We want to better understand future costs.
5. We will attempt to develop a Real Estate Tax Impact model.
6. We want to be aware of big-dollar hits in an effort to keep the plan curve smooth.
7. We want to identify Town assets in terms of possible sale or reuse.
8. We want to develop and champion efforts to better maintain our capital assets (in terms of life extension).



# Town of Harwich Water Department Board of Water Commissioners

196 Chatham Road, Harwich, MA 02645 USA \* [www.harwichwater.com](http://www.harwichwater.com)  
P. 508-432-0304 \* F. 888-774-3557 \* [commissioners@harwichwater.com](mailto:commissioners@harwichwater.com)

## MEMO

To: Board of Selectmen  
From: Board of Water Commissioners  
RE: Annual Meeting with Board of Selectmen  
Date: 10/30/15

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Dear Board of Selectmen:

In advance of our meeting with you on November 16, 2015, please find a summary of our accomplishments and endeavors that we will present to you.

The Water Department had many accomplishments last year to include:

- A new Greensand water treatment facility at the North Westgate location
- Of the 9,884 metered water accounts, 92% are now radio read
- Performed extensive building maintenance including the reconstruction of well house access hatches, replacement of deteriorated soffit and fascia boards, and removing and repainting the well houses on Chatham Rd.
- 900+ samples are taken annually, the majority are for total coliform (bacteria). Others consist of secondary contaminants.
- Pumpage is up by approximately 90 million gallons

Future endeavors over the next few years include the following:

- Replace Lothrop Avenue tank
- Upgrade SCADA (Supervisory Control and Data Acquisition)
- Quarterly billing
- Flushing program overhaul to begin in the Fall of 2016
- Routine meter change out program and hydrant maintenance programs continue
- Continue efforts in creating a Water/Wastewater board and assist in the development of a Wastewater system.

Water rate increases continue to provide for inflation of operational and maintenance expenses as well as fund capital improvements whether paid from reserve or borrowing. It has been our position that smaller regularly occurring rate increases work best.

Allin Thompson  
Chair

Danette Gonsalves  
Vice Chair

Gary Carreiro  
Clerk





# Town of Harwich Water Department Board of Water Commissioners

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196 Chatham Road, Harwich, MA 02645 USA \* [www.harwichwater.com](http://www.harwichwater.com)  
P. 508-432-0304 \* F. 888-774-3557 \* [commissioners@harwichwater.com](mailto:commissioners@harwichwater.com)

Brief messages that would like to send to our resident customers;

- Importance of winterizing seasonal properties
- Irrigation use, monitoring consumption and leak detection
- Service Tight Protection Plan

Allin Thompson  
Chair

Danette Gonsalves  
Vice Chair

Gary Carreiro  
Clerk

**Brooks Free Library Board of Trustees  
Annual Meeting with Board of Selectmen  
Nov. 16, 2015**

The Board of Trustees would like to begin our annual report by saying thank you for your support for the funding to restore Monday hours. On Sept. 14, 2015, after a 10-year absence, the Library re-opened on Mondays and the response from the community has been extremely positive. They are very appreciative. As we had anticipated, re-opening on Mondays has spread out visits to the Library so that it's much easier to find a parking space, and it's also resulted in increased use. Being open on Mondays is especially appreciated by parents of students who are now able to come every day after school and by working people who have limited time to come to the library and appreciate an additional day when they're able to stop by on their way home from work.

In February it will be 18 years since we moved back into the renovated and expanded building. The Library experienced dramatic increases in use in the first decade after the renovation. The rate of increase then stabilized to more manageable levels, but we're happy to report that the volume of activity continues to grow as we successfully adapt to the changing needs and interests of the community. A full page of statistics is included at the end of this report, but we would like to highlight a few. Today there are 13,231 Brooks Free Library cardholders, 9,555 of whom are full-time Harwich residents. Last year 237,876 items were checked out, a 54% increase in the past ten years. We responded to 16,840 reference questions, a 39% increase in the past ten years. Last year we provided 854 programs, which attracted 12,591 attendees.

This year we have expanded outreach efforts related to technology. We are holding monthly technology assistance programs at the Council on Aging and Pine Oaks, recording Tech Talks on Channel 18, and continue to offer Book-A-Librarian appointments for one-on-one technology help, in addition to weekly e-Book Help and Device Advice sessions and monthly technology workshops.

We continue to collaborate with local teachers on projects related to the curriculum and promote recreational reading by hosting field trips to the library and visiting classrooms. In collaboration with the librarian at Harwich Elementary School, we have several new initiatives. The Youth Services Librarian has just begun a new series of book talks in a different Elementary School classrooms every Friday morning, getting students excited about reading, and we've created a story-walk at the Middle School ball fields. The stories are changed frequently and a number of Elementary School teachers are taking advantage of the opportunity to allow the students to stretch their legs and get some fresh air while also focusing on reading.

We are currently hosting a paid intern from the Massachusetts Commission for the Blind. Erin Milde, a Brewster resident with sight loss, is working with Assistive Technology Coordinator Carla Burke in our Vision Impaired Technology Assistance at the Library (VITAL) program. The Executive Director of the Massachusetts Commission for the Blind was so impressed by our instructional program that he recently visited to learn more about how we were able to successfully establish this innovative program. The Commission is investigating potential funding sources they can use to have us assist them establish similar programs in other locations around the state.

This fall we're hosting an intern from Monomoy High School, providing developmental work experience to a high school senior. We participate in the Senior Tax Work-off Program and usually have several volunteers utilizing this program to reduce their property taxes.

This year, thanks to the efforts of the two co-chairs of the Trustees Building and Grounds Committee, Jeannie Wheeler and JoAnne Brown, and Town Facilities Manager, Sean Libby, we accomplished a major project for any library, the installation of new carpet. With the cooperation of all we successfully planned the installation in a way that minimized the impact on the public. We are proud of the teamwork that enabled us to be open through-out most of the three-week project. The final result is beautiful. The old rippled and threadbare carpet is gone; replaced with carpet tiles in a beautiful teal color that matches the shelving and creates a much warmer and more welcoming environment. The carpet tiles should also improve maintenance and our ability to replace stained or worn areas as needed. We'd like to also extend a special thanks to Maintenance Worker Wes Langway, who Sean assigned to be on-site at the Library full-time for the duration of the installation. It wasn't an easy logistical job but Wes did it with a cheerful manner and positive attitude, and that really helped set the tone and eased staff members' concerns as we got into the installation project.

This year we completed historic preservation assessment of exterior, which was funded by the Community Preservation Committee. The consultants identified \$800,000 in needed work on the exterior of the historic Brooks Block and original bank building. We organized a public presentation by the consultant, inviting all interested committees/departments as well as the general public. The Aug, 27<sup>th</sup> presentation ensured boards, committees and officials had opportunity to hear the presentation first hand. A question-and-answer period followed with great discussion on how to proceed. We have submitted the project for placement on the Capital Plan as well as a request for CPC funding. Other Town officials will be reviewing the recommendations to determine if the work can or should be accomplished in phases, and identifying sources of funds for that work.

As you know, we've also been dealing with a number of electrical repairs this year. Most recently, the library staff returned from Columbus Day weekend to find that the emergency light inverter had failed and the emergency lights and other lighting circuits that pass through the inverter were not working. It took two weeks for the manufacturer to repair the inverter. Although the library could not be open to the public for safety reasons during that time, staff worked diligently to provide modified services, opening a "Library in the Lobby" during daylight hours where patrons could pick up items they'd put on hold. They were also able to select from a small collection of books and movies we set up in the lobby and check those items out. We continued to provide reference services by phone and email, assisting patrons with technology questions, walking them through the process of downloading eBooks and placing requests for items. We then arranged to move our programs to other locations so our story-times, book groups, writers groups, Knit-Lit and other activities could continue. We wish to express thanks to the Harwich Junior Theatre for allowing us to use the HJT Arts Center to run our after-school program the 2<sup>nd</sup> week of the closing. Parents were very appreciative of the additional effort we made to ensure their middle-schoolers were safe and well supervised after school. Thanks also to Carolyn Carey at the Community Center for generously providing rooms for various book groups, writers groups, etc., to meet. Thank you also to Ann Steidel and Sandy Robinson in the Town Administrator's office for assisting us using the Library at Town Hall for several meetings and the Griffin Room for a large program on "Aids and Appliances for people with sight loss" with the Mass. Commission Blind on Oct. 22<sup>nd</sup>. Additionally, we thank the Chase and Harwich Port Libraries for giving us space to run our story-times there. We would not have been able to hold the Friday story-time at the Harwich Port Library because of space constraints but the Configuration Dance Studio, which rents the attached hall, generously offered their studio to us, so we'd like to thank them as well. Monomoy School District and Cape Destinations were also fantastic – the schools used Connect-Ed to notify parents of

closings and the change in the location of our after-school program. It was truly great to have such community support to help us continue to provide those services. We are most appreciative.

We would like to again express our appreciation to Facilities Manager Sean Libby. He is extremely professional, aware of priorities and the impact of malfunctions and repairs on operations. He is, however, hampered in his ability to respond by a lack of staffing. We have already seen tremendous improvement in building maintenance since this position has been filled, but in order to fully address the facilities issues, more resources are needed. Additional funding is not the only answer, however. As we've stated previously, often the problem is not funding but trying to find a contractor knowledgeable in complex building systems who is responsive - available in a timely manner and interested in performing the work. Internal assets in the form of Town employees, who are available to respond to priorities and always act in the Town's best interest, are needed. We understand that you recognize this need and would like to lend our support to the effort to fully staff a building maintenance department. The taxpayers will be better served by more responsive action on repairs, to correct problems before they escalate, and by better preventive maintenance to avoid problems in the first place.

We also support consolidation of the building maintenance budgets from the various departments into one consolidated budget under the Facilities Manager beginning in FY17. If this will not be done Town-wide and a phased-in approach is adopted, we ask that consideration be given to consolidating the Library maintenance budget early in the process and that the entire Library maintenance line be consolidated at one time. We are allowed to report a loss in municipal income due to a consolidation of the maintenance function to the Mass. Board of Library Commissioners without ill effects, but phasing it in over several years (i.e., reducing our municipal income by \$10,000 one year, \$15,000 the next year, and so on) may begin to look like attempts to avoid meeting the Municipal Appropriation Requirement. It will be less complicated and easier to track the changes if the Library's funds for maintenance are removed from our budget and consolidated into a central function one time.

Finally we would like to recognize and thank the Friends of the Brooks Free Library who generously give of their time and effort to help us meet the needs of the community. We also benefit from the services of numerous volunteers. Last year 130 individuals volunteered at the Library, performing over 4000 hours of volunteer service. The Chatham-Nauset Lions Club continues to be a great partner, supporting our VITAL program for people with vision loss. We'd also like to thank the Harwich Garden Club for the many hours of hard work maintaining the beautiful garden in the island of our parking lot. Without the help of these organizations and individuals we would be unable to maintain the level of services we provide, so we greatly appreciate their efforts.

Respectfully Submitted,

Brooks Free Library Board of Trustees

Mary Warde, Chairman

Joan McCarty, Vice Chairman

William D. Crowell, Treasurer

Kathleen Remillard, Secretary

JoAnne Brown, Co-Chair, Building and Grounds Committee

Jeannie Wheeler, Co-Chair, Building & Grounds Committee

Ann Emerson

## Brooks Free Library Statistics Since Renovation

	Open Hours	Items Checked Out (Physical items, eBooks & eAudio)	Checkouts per Open Hour	Use of Electronic Resources not counted in checkouts	Inter-library Loans	Items in Collection (Physical collection & eBooks)	Number of Cardholders	Harwich Residents w/ Library Card	Reference Questions
FY1997	2025	92285	45.6		4354	38992	8907		2219
FY1998	1937	103910	53.6		6118	42603	9322	<i>not</i>	2472
FY1999	2013	110487	54.9		8630	45199	10562	<i>counted</i>	4360
FY2000	2060	111872	54.3		9624	51984	12313		3955
FY2001	2108	123401	58.5		12275	54684	13540		4613
FY2002	2076	128462	61.9		14677	58439	10867		6053
FY2003	2078	132869	63.9		24363	56833	12094	7811	8955
FY2004	2066	145212	70.3		29264	55784	11661	7838	11416
FY2005	2038	151871	74.5		33236	59565	12308	7574	12263
FY2006	1848	156630	84.8		37849	63041	13108	8043	12126
FY2007	1796	169529	94.4		44147	66393	13370	8289	13866
FY2008	1980	193024	97.5		52435	68620	14298	8457	13183
FY2009	1970	211719	107.5		61304	70454	11936	8682	15035
FY2010	1978	225385	113.9		65829	72620	12606	9014	15471
FY2011	1993	233533	117.2	<i>New item in</i>	71517	76093	12702	8983	15626
FY2102	2004	235597	117.6	<i>state report</i>	70730	81688	12573	8814	15861
FY2013	1981	235941	119.1	<i>for FY2015</i>	68663	85450	12379	8898	16472
FY2014	1940	237565	122.5		66801	90739	12511	8948	16656
FY2015	1922	237876	123.8	24564	62515	93757	13231	9555	16840

	Library Visits	Adult Programs	Adult Program Attendance	Youth Programs	Youth Program Attendance	Children's Programs	Children's Program Attendance	Total Programs	Total Program Attendance
FY1997	64492	5	110			119	3551	124	3661
FY1998	74263	8	1430			119	3419	127	4849
FY1999	64114	51	1076			161	3446	212	4522
FY2000	69654	10	335			172	4769	182	5104
FY2001	75240	80	520			196	6019	276	6539
FY2002	82569	71	673			234	8255	305	8928
FY2003	83627	235	1916	<i>included in</i>	<i>Adult counts</i>	285	8338	520	10254
FY2004	85677	341	2592	<i>until</i>	<i>FY2010</i>	284	6759	625	9351
FY2005	86990	496	2826			249	5939	745	8765
FY2006	82334	602	2608			254	7317	856	9925
FY2007	113584	396	1065			269	7303	665	8368
FY2008	129326	323	2460			286	8306	609	10766
FY2009	141852	534	3776			304	7701	838	11477
FY2010	151008	575	4047	42	273	317	6541	934	10861
FY2011	156535	602	3638	40	244	336	6775	978	10657
FY2102	157849	534	4340	30	519	330	7131	894	11990
FY2013	158081	701	4121	35	242	283	6357	1019	10720
FY2014	159388	572	4396	29	305	305	8493	906	13086
FY2015	159377	532	5097	65	348	257	7146	854	12591

## Ann Steidel

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**From:** Andrew Gould  
**Sent:** Wednesday, November 04, 2015 2:37 PM  
**To:** Christopher Clark  
**Cc:** Ann Steidel  
**Subject:** Selectboard packet  
**Attachments:** Free Cash Revenues 2015.xlsx; 5 Year Projection.xls

Chris,

Attached is the backup to the free cash number. Also, attached is the revised 5-year forecast. I revised several figures to include recycling fees and to make local receipts more consistent from year to year without any spikes in FY 2017. I also reduced the CVEC amount as a result of the 43% share going to the water enterprise fund.

Please let me know if you want me to make any additional changes

Thanks,  
Andy

**Town of Harwich  
Revenue Analysis  
FY 2015**

<b>Revenues:</b>	<b>Amount</b>
RE Taxes 2015	657,891.00
RE Taxes Prior Years	416,345.00
Tax Title	352,085.00
MVE	234,221.00
Ambulance	489,762.00
Waste Disposal	359,023.00
<b>Total</b>	<b>2,509,327.00</b>

## Sandy Robinson

---

**From:** David Spitz <dspitz@town.harwich.ma.us>  
**Sent:** Monday, November 02, 2015 10:04 AM  
**To:** Christopher Clark; Charleen Greenhalgh  
**Cc:** Ann Steidel; Sandy Robinson; Jim Atkinson; Joan Kozar  
**Subject:** East Harwich Zoning  
**Attachments:** Implementation of EH Vision - Final - 7-25-2013.pdf; East Harwich Draft Zoning Revisions - 9-10-2015.docx; EH Vision - Final - 3-6-2013.pdf

Hi Chris and Charleen,

In 2013, the Board of Selectmen approved a vision statement prepared by its subcommittee (Ed McManus and Larry Ballantine) and returned the East Harwich zoning issue to the Planning Board for further action. The initial vision statement (3-6-2013) and a subsequent implementation document (7-25-2013) are attached.

Since then, a Planning Board Subcommittee has been working diligently on a zoning proposal. A series of public workshops was held in spring 2014. The result of this effort is a draft zoning package dated 9-10-2015 (attached). Last Tuesday, the full Planning Board indicated support for the draft and asked that it be forwarded to the Board of Selectmen for further discussion. Given extensive opposition from some East Harwich residents, the Planning Board feels that the Board of Selectmen must join in a town-wide effort to gather support for the plan.

I understand that there may be room on the November 16<sup>th</sup> agenda for this item. Please let us know if this date will work so that we (Jim Atkinson, Chair of the Planning Board, and Joan Kozar, Chair of the Subcommittee) may prepare a presentation.

Thanks,  
David

~~~~~  
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## IMPLEMENTATION OF EAST HARWICH VISION STATEMENTS

Board of Selectmen  
East Harwich Subcommittee  
July 25, 2013

In March 2013, the East Harwich Subcommittee submitted a document containing eight vision statements for review by the full Board of Selectmen. The current document combines those vision statements into three groups (2,3,4,8 followed by 5,6 and then 7). Each group is accompanied by specific implementation measures intended to provide guidance for the next round of East Harwich zoning proposals.

### VISION STATEMENTS

2. Appropriate commercial development is a priority and should take place in a pedestrian-friendly and interconnected pattern.
3. A strong residential component should be included.
4. The town should provide active direction in pursuit of its vision.
8. The East Harwich vision should be integrated with Harwich wastewater planning.

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### IMPLEMENTATION

The goal for future development of East Harwich is one of mixed commercial and residential use. Build-out studies<sup>1</sup> suggest potential for 250 residential units within the boundaries of the existing CH-2 District. The same build-out studies suggest potential for 500,000 square feet of additional commercial development, a significant increase above the 300,000 square feet that currently exists in East Harwich. Even though additional commercial development is a priority, there is considerable room for residential growth within the existing CH-2 boundaries and no immediate need to expand boundaries for additional moderate or high-density residential growth.

The Town should use all available municipal tools – zoning, infrastructure, funding for land acquisition, etc. – to accomplish its vision for East Harwich. One of the most important tools is wastewater infrastructure. The planned construction of sewers in East Harwich in an early phase of the CWMP will do much to mitigate water quality

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<sup>1</sup> See Powerpoint entitled "Buildout Presentation – 2-2012" prepared by the Harwich Town Planner.

issues in the Pleasant Bay watershed. However, construction of sewers also has the potential to facilitate growth.

70% lot coverage is listed for the underlying CH-2 District, but two zoning overlays significantly reduce permitted lot coverage. The drinking water protection overlay limits lot coverage to 40% in three of the four quadrants of the CH-2 District. The fourth quadrant (Northwest) is limited to 15% and 30% by the Six Ponds Overlay District.

With the expectation that municipal sewer will be available soon, it is reasonable to adjust or remove overlay restrictions on lot coverage. However, a return to pre-overlay 70% lot coverage should not be automatic. Higher lot coverage should be permitted only in conjunction with development that is compatible with the vision for East Harwich.

With the zoning tool of lot coverage serving as a primary incentive, proposed development should be required to accomplish the following goals to be granted higher lot coverage:

- Accomplish more cohesive development by consolidation of parcels into larger planning units.
- Build one or more village streets with a connection to Route 137 or 39 and with extensions to abutting properties. Orient all development to village streets.
- Include substantial residential development including affordable housing. Further analysis is needed to determine how much residential development is needed on any individual or combined parcels and whether greater residential percentages will be recommended in certain East Harwich quadrants or portions of quadrants.
- Provide pocket parks and greenery.

Existing lot coverage (15 to 40%) will not change unless proposed development achieves one or more of the above goals. If all goals are achieved, lot coverage of 80% may be permitted. Partial increases in lot coverage should be allowed for partial achievement of goals.

An additional requirement is that all development in the district must connect to municipal sewer when available.

The above comments provide a zoning framework to encourage pedestrian-friendly mixed residential and commercial development and to enable reasonable lot coverage in the existing CH-2 district. East Harwich zoning should now return to the Planning Board for further detail within this overall framework.

A further comment under vision statement #2 is, "Not all commercial uses are appropriate for East Harwich. Notably, establishment of big box auto dependent retail

should be strongly discouraged as out of scale and character for this location.” To achieve this goal, the Planning Board should consider the following standards:

- Maximum size of individual stores
- Street-scale façades that provide multiple building entries and encourage continuity of pedestrian activity
- Block design that provides pedestrian access through the interior of blocks - from streets to rear parking lots and to other streets - without having to travel long distances around blocks
- Parking lot design with landscaping features minimizing overall size of any individual parking area.

## VISION STATEMENTS

5. Growth levels should be reasonable, and growth patterns should be managed.
6. The town's vision should include an element of "offset" zoning for outlying districts in the East Harwich area.

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## IMPLEMENTATION

Initial build-out studies<sup>2</sup> suggest approximately 10,000 existing dwelling units in Harwich with build-out potential for 2,000 additional dwelling units town-wide, of which approximately 500 dwelling units are located in the Pleasant Bay watershed. The addition of 250 to 300 dwelling units in the existing CH-2 zoning district should be considered in this context.

Offset zoning should consider a variety of topics:

- Environmental impacts
- Desired development patterns
- Fiscal impacts to the Town of Harwich, and
- Fairness to individual property owners.

Offset zoning is one of several tools that may be used in controlling the extent of growth in outlying districts:

- NRP-style zoning
- Greater emphasis on clustering
- Continued public acquisition of open space land, and
- Removal of development potential via use of private Conservation Restrictions and similar techniques.

The Board of Selectmen recommends that the initial focus should be on a zoning proposal for reasonable levels of pedestrian-friendly mixed-use development in the existing CH-2 zoning district. Once that zoning has been prepared, it will be easier to understand the amount of potential development and any appropriate offsets. It is premature to judge the extent and form of offsets at this time. However, it will be important to discuss whether offsets are needed, both in East Harwich and town-wide, before bringing a zoning proposal for East Harwich to Town Meeting. The Board of Selectmen later may offer more specific guidance on goals and tools to be used for addressing offsets.

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<sup>2</sup> Prepared by the Harwich Town Planner in May 2013 based on review of the Town Assessor's database, MEP buildout studies, and the Draft Comprehensive Wastewater Management Plan for Harwich dated February 2013.

## VISION STATEMENT

7. East Harwich zoning should be considered in the context of other principal villages in Harwich.

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## IMPLEMENTATION

Many zoning and open space concepts being developed for East Harwich may also relate to other areas in Harwich. Once new plans and by-laws have been prepared for East Harwich, the town should consider similar measures for Harwich Port, Harwich Center and other Harwich villages. Concepts should also be explored for watersheds, e.g., Herring River, to utilize land management options to minimize sewerage needs and protect open space while ensuring fairness to property owners.

Offset discussions (see previous page) also should take place within the context of zoning and open space discussions for villages and watersheds throughout Harwich.

# ZONING BYLAW (Amendments)

## Article XX: East Harwich Special Zoning District Provisions

### § 325-115 Purpose and Intent

A. The purpose of this Article XX is to create a pedestrian-oriented mixed-use village center with a traditional main street, adjoining residential neighborhoods, and viable commercial corridors in the vicinity of Route 137 and Route 39 abutting the lower-density Six Ponds District, an area devoted to natural resource and open space preservation. This bylaw seeks to encourage village development and redevelopment that:

1. Fulfills the goals of the Harwich Local Comprehensive Plan and the East Harwich Village Center (EHVC) Concept Plan.
2. Serves the needs of local residents as well as visitors and residents throughout the region.
3. Provides opportunities for living, working, shopping, and leisure activities in a compact mixed-use neighborhood with a walkable main street.
4. Provides pedestrian connections between properties and encourages walking and bicycling.
5. Maintains a greenway connection through the district.
6. Uses the Low Impact Development (LID) approach to stormwater management.
7. Is part of a town-wide planning effort to allow development that will enhance vitality of the village cores and to protect the resources and character of adjacent rural areas.

### §325-116 Applicability of this Bylaw

#### A. Zoning Map.

This article establishes three East Harwich Zoning Districts: the East Harwich Village (EH-V) District; the East Harwich Neighborhood (EH-N), and the East Harwich Commercial (EH-C) District as shown on the Town of Harwich Zoning Map as amended, dated xx, 20 xx.

#### B. Relationship to other regulations.

This article applies to all development within the three East Harwich Zoning Districts. Other sections of the Town of Harwich Zoning Bylaw also apply within these special districts, except that where this article conflicts with or differs from other sections of the Harwich Zoning Bylaw, this article shall control.

### §325-117 Relationship to EHVC Concept Plan

The East Harwich Village Center Concept Plan (Appendix 1) presents a graphic representation of the Town's vision and intent for the EHVC. The Concept Plan is an advisory document intended to convey the general intent of the regulatory provisions and to guide discretionary decisions such as special permits. Design standards for streets,

driveways, pedestrian connections, buildings, signage, landscaping, public spaces and lighting are provided in Section 325-123 to achieve this intent. These standards are supplemented by architectural guidelines provided in Appendix 2.

## § 325-118 Purpose of Districts

### A. East Harwich Village (EH-V) District

The purpose of the EH-V district is to create a mixed residential and commercial use neighborhood that is characterized by on-street parking, buildings oriented to the roadways, and a pedestrian scale and level of interest. Pedestrian connections between properties and public green space are important features of the EH-V district.

### B. East Harwich Neighborhood (EH-N) District

The purpose of the EH-N District is to encourage a mix of residential and neighborhood-scale commercial uses. The EH-N district is intended to provide a transitional zone from the more densely developed EH-V district to the more rural residential neighborhoods adjacent to the EHVC. Retail and personal services are restricted to those defined as “neighborhood retail or service”. Other commercial uses are permitted along with residential dwelling units generally provided within mixed-use buildings or within stand-alone multi-family buildings. Pedestrian connections between properties and public green space are important features of the EH-N district.

### C. East Harwich Commercial (EH-C) District

The purpose of the East Harwich Commercial district is to recognize existing commercial development patterns. While such development will be allowed to continue, most new development will be encouraged in the EH-V and EH-N Districts.

## § 325-119 Use Regulations for the EH-V, EH-N, and EH-C Districts

### A. Permitted Uses.

In the following Table of Use Regulations for the East Harwich Zoning Districts, uses that are permitted by right in the district are designated by the letter (P). Uses that may be permitted by special permit in the district, in accordance with §325-119, are designated by the letter (S). Uses designated (-) are not permitted in the district. Use definitions that apply to this Table are found in § 325-2 and §325-127.

Any use listed as a use permitted by right in the Table of Use Regulations for the East Harwich Zoning Districts shall require Site Plan Approval if it meets the applicability requirements of §325-123. Any use listed as a use permitted by right in the Table of Use Regulations shall be designated as a Special Permit use if the use proposes a structure or structures having a net floor area of more than 10,000 square feet, except that single-family, religious and educational uses shall be exempt from this provision.

| Table of Use Regulations for the East Harwich Zoning Districts |      |      |      |                                                                                                                                                                                                |
|----------------------------------------------------------------|------|------|------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| District                                                       | EH-V | EH-N | EH-C | Functional Standards                                                                                                                                                                           |
| Use                                                            |      |      |      |                                                                                                                                                                                                |
| <b>RESIDENTIAL USES</b>                                        |      |      |      | Residential uses allowed on upper floors only in the EH-V and EH-C districts. Street level access to dwelling units allowed provided that it occupies no more than 20% of the street frontage. |
| Accessory Apartment Unit                                       | P    | P    | P    |                                                                                                                                                                                                |
| Mixed-Use Development                                          | P    | P    | P    |                                                                                                                                                                                                |
| Home occupation                                                | -    | -    | -    |                                                                                                                                                                                                |
| Dwelling, multi family                                         | -    | P    | -    |                                                                                                                                                                                                |
| Dwelling, Two-Family                                           | -    | P    | -    |                                                                                                                                                                                                |
| Dwelling, Single Family                                        | -    | -    | -    |                                                                                                                                                                                                |
| Single family dwelling with accessory apartment                | -    | P    | -    |                                                                                                                                                                                                |
| Shared Elderly Housing                                         | S    | P    | -    |                                                                                                                                                                                                |
| <b>LODGING</b>                                                 |      |      |      |                                                                                                                                                                                                |
| Inn                                                            | P    | -    | P    |                                                                                                                                                                                                |
| Hotel                                                          | S    | -    | -    |                                                                                                                                                                                                |
| Motel                                                          | -    | -    | -    |                                                                                                                                                                                                |
| <b>PUBLIC AND QUASI PUBLIC USES</b>                            |      |      |      |                                                                                                                                                                                                |
| Church or other religious purposes                             | P    | P    | P    |                                                                                                                                                                                                |
| Educational Use, non-profit                                    | P    | P    | P    |                                                                                                                                                                                                |
| Essential Services facility                                    | S    | S    | S    |                                                                                                                                                                                                |
| Municipal Use                                                  | P    | P    | P    |                                                                                                                                                                                                |
| Public library or museum                                       | P    | S    | P    |                                                                                                                                                                                                |
| Nursing Home                                                   | -    | S    | S    |                                                                                                                                                                                                |
| Assisted Living Facility                                       | -    | S    | S    |                                                                                                                                                                                                |
| <b>RETAIL BUSINESS AND CONSUMER SERVICE USES</b>               |      |      |      |                                                                                                                                                                                                |
| Art Gallery                                                    | P    | P    | P    |                                                                                                                                                                                                |



|                                                                                                                                                 | EH-V | EH-N | EH-C | Functional Standards                                                                                                                        |
|-------------------------------------------------------------------------------------------------------------------------------------------------|------|------|------|---------------------------------------------------------------------------------------------------------------------------------------------|
| Artisan Studio                                                                                                                                  | P    | P    | P    |                                                                                                                                             |
| Auto Sales                                                                                                                                      | -    | -    | -    |                                                                                                                                             |
| Educational Use, for profit                                                                                                                     | S    | S    | P    |                                                                                                                                             |
| Medical clinic, medical office                                                                                                                  | P    | P    | P    | Office use is not permitted on street level in EH-V unless it occupies less than 20% of the street frontage.                                |
| Theater, indoor                                                                                                                                 | P    | -    | P    |                                                                                                                                             |
| Offices, professional, business, or consumer service                                                                                            | P    | P    | P    | Office use is not permitted on street level in EH-V unless it occupies less than 20% of the street frontage.                                |
| Outside display for retail uses                                                                                                                 | P    | S    | S    |                                                                                                                                             |
| Personal service establishment                                                                                                                  | P    | -    | P    | See Neighborhood Retail or Service for the EH-N District.                                                                                   |
| Indoor recreation and amusement services                                                                                                        | P    | S    | P    | Indoor recreation and amusement services are not permitted on street level in EH-V unless they occupy less than 20% of the street frontage. |
| Neighborhood Retail or Service                                                                                                                  | P    | P    | P    |                                                                                                                                             |
| Repair service, miscellaneous                                                                                                                   | -    | -    | -    | Auto repair service prohibited. See §325-119 B.                                                                                             |
| Retail sales                                                                                                                                    | P    | -    | P    | See Neighborhood Retail or Service for the EH-N District.                                                                                   |
| <b>FOOD SERVICES</b>                                                                                                                            |      |      |      |                                                                                                                                             |
| Eating and drinking establishment                                                                                                               | P    | S    | P    |                                                                                                                                             |
| Restaurant with fast-food or takeout                                                                                                            | S    | -    | S    | Drive-up facilities prohibited. See §325-119 B.                                                                                             |
| Food Sales such as bakery, grocery, deli, fish market, farmers market or similar establishment for production and/or sale of food and beverages | P    | S    | P    |                                                                                                                                             |

## B. Prohibited Uses

The following uses are prohibited in the East Harwich Zoning Districts:

1. Automotive service station, auto sales, repair garage, auto body shop, paint shop, or car washing establishment
2. Contractor Garage
3. Filling Station
4. Self storage facility
5. Adult Entertainment
6. Drive-up windows and/or drive-through facilities, except for banks.

C. Restricted Uses in the EH-N District

1. The aggregate floor area of all retail sales or personal service establishments may not exceed 5,000 square feet in a single building in the EH-N District.

D. Transitional Exemption

This bylaw shall not apply to any development application that has received site plan approval or a special permit prior to [date of adoption].

### § 325-120 Special Permit Authorization

A. The Planning Board is the Special Permit Granting Authority (SPGA) for the East Harwich Zoning Districts.

B. Review criteria for uses requiring special permits.

For uses requiring special permit authorization in accordance with §325-119A, the Planning Board shall follow §325-51A when considering a special permit application. In addition, the Planning Board also shall find that any proposed development in the East Harwich Zoning Districts meets the following criteria:

1. The proposed development is consistent with the purpose and intent of the East Harwich Zoning Districts (§325-115).
2. The proposed development is consistent with the intent of the EHVC Concept Plan (§325-117).

### § 325-121 Non-Conforming Structures and Uses

Any lawfully established structure or existing use at the time of the adoption of this section that does not conform to the provisions of the East Harwich Zoning Districts shall be allowed to continue subject to the requirements of Section 325-54.

### §325-122 Dimensional Regulations

A. The following tables establish the dimensional requirements for development in the East Harwich Zoning Districts.

| <b>Density</b>                            | <b>East Harwich Village</b>          | <b>East Harwich Neighborhood</b>      | <b>East Harwich Commercial</b>        |
|-------------------------------------------|--------------------------------------|---------------------------------------|---------------------------------------|
| Residential density (dwelling units/acre) | 10                                   | 10                                    | 4                                     |
| <b>Building Setbacks<sup>1</sup></b>      |                                      |                                       |                                       |
| Front, side or rear on a Village Street   | 0 ft. min.; 10 ft. max. <sup>2</sup> | 10 ft. min.; 30 ft. max. <sup>2</sup> | 10 ft. min.; 40 ft. max. <sup>2</sup> |

|                                                                                                                                                                                                                                                                                                                      |                                                                           |                                                                           |                                                                           |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------|---------------------------------------------------------------------------|---------------------------------------------------------------------------|
| Front or side on Route 39                                                                                                                                                                                                                                                                                            | 10 ft. min.; 20 ft. max. <sup>2</sup>                                     | 10 ft. min.; 30 ft. max. <sup>2</sup>                                     | 10 ft. min.; 40 ft. max. <sup>2</sup>                                     |
| Front or side on Route 137                                                                                                                                                                                                                                                                                           | 10 ft. min.; 20 ft. max. <sup>2</sup>                                     | 20 ft. <sup>2</sup>                                                       | 50 ft.                                                                    |
| Interior side                                                                                                                                                                                                                                                                                                        | no requirement                                                            | no requirement                                                            | 10 ft.                                                                    |
| Rear                                                                                                                                                                                                                                                                                                                 | no requirement                                                            | 20 ft. Principal Building;<br>no requirement for<br>Accessory Building    | 25 ft.                                                                    |
| <sup>1</sup> The Planning Board may modify setback requirements during site plan review if it determines that such modification is consistent with the purpose of Article ** and the district in which it is located.<br><sup>2</sup> Setback maximum 50 ft. if public open space/park between sidewalk and building |                                                                           |                                                                           |                                                                           |
| <b>Building Massing</b>                                                                                                                                                                                                                                                                                              |                                                                           |                                                                           |                                                                           |
| Height (stories)                                                                                                                                                                                                                                                                                                     | 1.5 story min.; 3 story max. <sup>3</sup>                                 | 1 story min.; 2 story max.                                                | 1 story min.; 2 story max.                                                |
| Height (max. feet)                                                                                                                                                                                                                                                                                                   | 42 feet                                                                   | 30 feet                                                                   | 30 feet                                                                   |
| Accessory buildings                                                                                                                                                                                                                                                                                                  | 2 stories                                                                 | 2 stories                                                                 | 2 stories                                                                 |
| <sup>3</sup> 3 <sup>rd</sup> story may be residential use only                                                                                                                                                                                                                                                       |                                                                           |                                                                           |                                                                           |
| <b>Lot Coverage</b>                                                                                                                                                                                                                                                                                                  |                                                                           |                                                                           |                                                                           |
| Lot coverage                                                                                                                                                                                                                                                                                                         | 70%                                                                       | 50%                                                                       | 40%                                                                       |
| <b>Street Enclosure/<br/>Transparency</b>                                                                                                                                                                                                                                                                            |                                                                           |                                                                           |                                                                           |
| Building frontage on Principal Village Street                                                                                                                                                                                                                                                                        | 70% min. at setback                                                       | n/a                                                                       | n/a                                                                       |
| Street facing facades                                                                                                                                                                                                                                                                                                | 40% of ground floor transparent                                           | n/a                                                                       | n/a                                                                       |
| <b>Parking Setbacks <sup>4</sup></b>                                                                                                                                                                                                                                                                                 |                                                                           |                                                                           |                                                                           |
| Front, side or rear on a Village Street                                                                                                                                                                                                                                                                              | At least 10 ft. behind building facade, not between building and sidewalk | At least 10 ft. behind building facade, not between building and sidewalk | At least 10 ft. behind building facade, not between building and sidewalk |
| Front or side on Route 39                                                                                                                                                                                                                                                                                            | 20 ft. min.                                                               | 20 ft. min.                                                               | 20 ft. min.                                                               |
| Front or side on Route 137                                                                                                                                                                                                                                                                                           | 50 ft. min.                                                               | 50 ft. min.                                                               | 50 ft. min.                                                               |
| <sup>4</sup> See Section 325-124 for additional requirements                                                                                                                                                                                                                                                         |                                                                           |                                                                           |                                                                           |

## B. Lot Coverage Calculations

### 1. Road Rights-of-Way

To encourage connections of incomplete roadways to abutting property, land within the rights-of-way of principal village streets, whether public or private, that connect to or are reserved to connect to abutting property and are consistent with street standards in Section **XX** of the Planning Board Rules and Regulations is not counted towards total lot coverage amount.

## §325-123 Design Standards for the EH-V, EH-N, and EH-C Districts

### A. Requirements for site plan approval

The requirements of this section shall be applied in conjunction with Site Plan review under § 325-55 of the Zoning Bylaw and §400-16 of the Planning Board Rules and Regulations.

### B. Site access

Development of a site shall be designed to facilitate both vehicular and pedestrian access. Site design shall consider the property's relationship to adjacent parcels; and interconnected streets, driveways and sidewalks shall be provided wherever possible.

#### 1. Village streets

The use of village streets is required in the EH-V District and encouraged in the EH-N and EH-C Districts to provide a cohesive, pedestrian-scale form of development. Village streets shall contain vehicle travel lanes, on-street parking, curbs, sidewalks and street trees as depicted in Figure 1.

Village streets shall be arranged to provide for continuation between adjacent properties where such continuation is necessary for convenient movement of traffic, effective fire protection, efficient provision of utilities and particularly where such continuation is in accordance with the EHVC Concept Plan. If the adjacent property is undeveloped and the street must be a dead-end street temporarily, the right-of way of fifty (50) feet in radius shall be provided on all temporary dead-end streets, with the notation on the plat that land outside the street right-of-way shall revert to abutting owners when the street is continued. The Planning Board may require that such areas be shown and marked on the plan "Reserved for Street Alignment (or Widening) purposes."

Village streets may be private with easements for interconnected travel or may be public.

#### 2. Private driveways

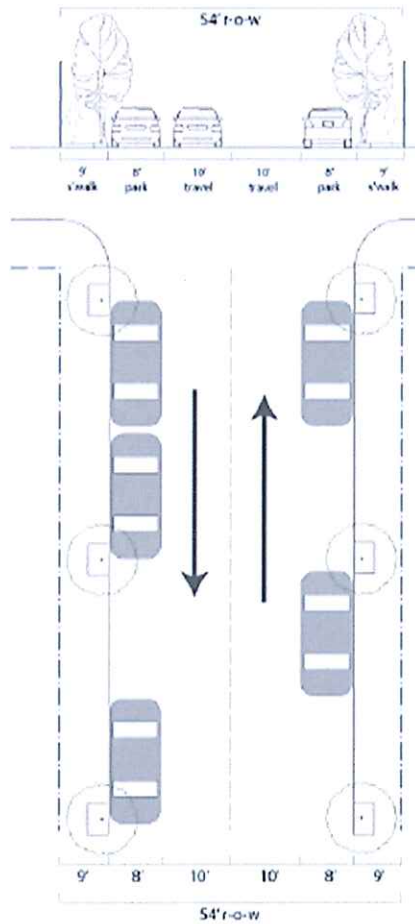
Private driveways shall provide convenient access to serve on-site buildings, parking lots and service areas. Additionally, driveways shall be located to facilitate connections to adjacent parcels.

Entries and exits shall be sufficient to allow on-site access but shall be limited in number to minimize conflicts with pedestrians travel. Generally, access points shall not be located within 200 feet of each other or within 200 feet of a street intersection. No development shall have more than one driveway access onto Route 137 or Route 39.

#### 3. Pedestrian connections

Sidewalks shall be provided along village streets and on-site between streets, driveways, parking lots and buildings. Additionally, pedestrian connections shall be provided to adjacent parcels.

Figure 1: Steet Typology and Design



| Street Type          | Village Streets          |
|----------------------|--------------------------|
| Right of way width   | 54 feet                  |
| Travel lane width    | 10 feet                  |
| Lanes of travel      | one lane, each direction |
| On-street parking    | both sides               |
| Parking lane width   | 8 feet                   |
| Curbing              | vertical curbing         |
| Planting strip width | n/a                      |
| Trees                | 3 inch caliper           |
| Tree spacing         | 40 feet on center        |
| Sidewalk width       | 9 foot minimum           |

4. Off-site traffic impacts

Any development in the East Harwich Zoning Districts shall demonstrate that it will not create undue congestion or unsafe conditions. The Planning Board may require submission of a traffic study, as described in Section 400-16.B(2) of the Planning Board Rules and Regulations, to determine whether any off-site traffic impacts will be created.

## C. Buildings

### 1. Buildings fronting on village streets

Principal building facades shall be oriented and aligned along the street with minimal setbacks to create a sense of street enclosure. Buildings shall have frequent entries that open onto the sidewalk along the street to encourage pedestrian flow between buildings. To avoid disruptions of pedestrian flow, buildings shall not have long blank walls, single-use residential or office buildings with widely spaced building entries, or parking areas between a building and the street.

### 2. Buildings served by private driveways

Buildings shall be located to facilitate safe pedestrian movement from parking lots to buildings and between adjacent parcels. In many cases, private driveways may serve the same function as village streets with buildings having minimal setbacks and frequent entries to encourage pedestrian flow.

### 3. Building height

One-story buildings shall have a front elevation of at least 15 feet and incorporate vertically proportioned features to create the appearance of a taller building. One and one-half story and taller buildings are preferred because they provide greater street enclosure and follow traditional village forms.

### 4. Massing of large building forms

Building footprints over 7,500 square feet shall break down the mass into smaller components and/or integrate smaller tenant spaces into the front of the building so that the front facade resembles connected village street buildings. For multiple building masses, the narrow façade of building shall generally be oriented to face the street to create variety in building uses and visual interest along the sidewalk.

### 5. Roof-mounted equipment

Equipment mounted on roofs shall be screened from public view by the use of architecturally compatible materials or grouped at the rear of the structure where visibility is limited.

### 6. Garages

Garages, both attached and detached, shall be subordinate in size, height, and location to the principal building and shall be located behind the front façade of the principal building. In the EH-N District, access to garages by rear alleys is encouraged.

## D. Signage

For all buildings fronting on a village street, building signs shall be either flush or perpendicular to the building wall, and placed within a sign band just above the first floor windows or above the doorway. Flat wall signs shall have horizontal proportions and shall not protrude above the sill line of the second floor. Projecting signs shall be placed above the doorway.



## E. Public Space

New development in the EH-V and EH-N Districts shall include public space for active and passive use. Public space shall be of a size sufficient for use by a number of people and shall be located for convenient access by users of the development. Public space shall be designed to connect to publicly-owned open space and/or to abutting public space in adjacent developments. Guidelines for the design of pocket parks, plazas, greens and greenways may be found in Appendix 2B.

A minimum of 10% of parcel area shall be provided as public space. This area may be provided on a single parcel or may be part of a plan for multiple parcels as long as 10% of total parcel area in the plan is provided as public space.

A public space shall consist of no more than 50% of impervious material.

## F. Landscaping

### 1. Street trees.

New development shall provide a minimum of one 3" caliper tree at 40-foot intervals on both sides of new village streets. Where necessary, spacing exceptions may be made to accommodate curb cuts, fire hydrants, and other infrastructure elements, but exceptions shall not deviate from the street standard any more than is necessary.

Tree wells in planting boxes shall be located within the 9' wide sidewalk area along village streets.

Trees shall be chosen for visual interest, hardiness and site suitability. They shall be uniform on each block of a village street.

### 2. Trees on private driveways

The Planning Board may apply the street tree requirements of Section 325-123.F.1



to private driveways that perform a similar function to village streets.

3. Landscaping in front setback

A minimum of 15% of a building's front setback area shall be landscaped with low-growing shrubs and plantings

4. Parking and loading areas

Landscaping and screening for parking and loading areas shall be provided in accordance with § 325-145 of this by-law.

G. Lighting

In addition to the requirements of Article XXI of this by-law, all outdoor lighting in the East Harwich Districts shall comply with the following: (a) light poles shall not exceed 15 feet in height and (b) light posts and fixtures shall be decorative in nature and shall not use standard industrial-finish poles or shades.



H. Modification of standards

The Planning Board may modify any standard associated with site plan approval in the East Harwich Districts if it determines that such modification is appropriate for an individual site and is consistent with the purposes of Article XXII and the district in which it is located.

I. Approval

Site Plan approval shall be granted upon determination by the Planning Board that the requirements listed in this section and in § 325-55 have been satisfied. The Planning Board may impose reasonable conditions to ensure compliance with these requirements.



## §325-124 Parking Requirements for the EH-V, EH-N and EH-C Districts

### A. Purpose

The Parking Requirements for the East Harwich Zoning Districts are intended to balance the need for adequate parking for uses within the district with the need to minimize harm resulting from the provision of parking, and to avoid the negative impacts of excessive parking lot construction.

### B. Applicability

No building permit or certificate of occupancy shall be issued for the construction of a new building in the East Harwich, the increase in net floor area of an existing building, or the change from one land use to another, unless parking spaces are provided in accordance with the parking requirements of this bylaw. Non-conforming parking lots shall be brought into conformity with the requirements of this Section 325-124 whenever a Site Plan or Special Permit application is filed for an expansion or change of use.

### C. Review Procedure

The Planning Board, through Site Plan Approval or Special Permit review, shall determine compliance with the requirements of this section. The Building Commissioner shall determine compliance with the requirements of this section for development that is not subject to Site Plan Approval or Special Permit review.

Except as noted herein, the parking standards of this section shall apply in the East Harwich Zoning Districts in place of the standards of Article IX of the Harwich Zoning Bylaw.

### D. Minimum Parking for Residential Uses

|                                                                                                                                                                                                                                                       |                     |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| Single Family and Two-Family Dwellings                                                                                                                                                                                                                | 2.0 spaces per unit |
| Multi-Family Dwellings                                                                                                                                                                                                                                | 1.5 spaces per unit |
| These requirements may be reduced for dwelling units with less than 1,000 s.f. net floor area, senior citizen housing, mixed use development, or other appropriate circumstances if the Planning Board determines that such reductions are warranted. |                     |

### E. Parking Requirements for Non-residential Uses

1. The number and layout of parking spaces shall be based on the need to protect public safety and convenience while minimizing harm to the character of the community and to environmental resources. The parking standards in §325-124 E(2) below shall be applied except that the Planning Board, under Site Plan review, may vary the required number of spaces if the nature and scale of a proposed use warrant such a change. All required parking spaces shall be provided off-street unless the Planning Board determines that on-street parking will be available for the proposed use.

## 2. Parking Standards

| Land Use                                                                                                                    | Number of Spaces                                                                                  |
|-----------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|
| Retail or service business uses                                                                                             | 3 per 1,000 s.f. enclosed floor space, excluding space for storage                                |
| Art Gallery                                                                                                                 | 2 per 1,000 net floor area                                                                        |
| General Office                                                                                                              | 3 per 1,000 s.f. net floor area                                                                   |
| Medical Office                                                                                                              | 4 per 1000 sf. net floor area                                                                     |
| Lodging Facility                                                                                                            | 1.2 spaces per bedroom plus 1 space for every 200 s.f. of floor space for meetings and functions. |
| Nursing Home                                                                                                                | 1 per 3 beds/units                                                                                |
| Restaurants, theaters, and other places of public assembly                                                                  | 1 for every 3 seats                                                                               |
| Food stores and supermarkets                                                                                                | 3 per 1,000 s.f. enclosed floor space, excluding space for storage                                |
| Personal Services                                                                                                           | 3 per 1,000 s.f.                                                                                  |
| Day Care Centers                                                                                                            | 1 per 4 children @ max capacity                                                                   |
| Museums and Libraries                                                                                                       | 2 per 1,000 s.f.                                                                                  |
| Public and Private Educational Institutions                                                                                 | 1 per 3 seats in classrooms plus areas of public assembly                                         |
| For uses not listed in this table the parking standards shall be based on similar uses and as appropriate to circumstances. |                                                                                                   |

### 3. Set-Aside for Future Parking

The Planning Board may, as a condition of reducing the minimum parking standards, require an applicant to set aside land to meet potential future parking needs. Such land may remain in its natural state or be landscaped, but may not be used in a manner that would prevent it from being developed for parking in the future.

### F. Parking Lot Stormwater Management

1. LID techniques including vegetated swales, rain gardens or bioretention facilities, permeable pavers, infiltration facilities and Best Management Practices shall be incorporated into parking lot design to enhance stormwater management and reduce impacts.
2. The Planning Board shall require that all applicable LID Parking Area Design criteria listed in Subsection 3(a) are followed unless it finds, upon petition from the applicant, that the successful implementation of a LID parking area design is infeasible. Where the

Planning Board makes such a finding, the requirements of Section §325-42.J shall apply.

3. LID Parking Area Design Criteria

(a) Applicants shall provide the following information for LID parking lot design. This information shall be prepared by a Massachusetts registered Professional Engineer and shall comply with the design and implementation guidelines provided in the latest version of the Massachusetts DEP Stormwater Management Manual. Where portions of the parking lot are not using LID techniques, the standards for Conventional Parking Lot Design in Section 325-124 F(4) shall apply.

- 1) Delineation of all drainage areas inclusive of areas outside of the parking envelope that will contribute stormwater runoff to the parking area;
- 2) Proposed topography at two-foot contour intervals;
- 3) Site Plan showing drainage pathways and locations of proposed Best Managements Practices (BMP);
- 4) Typical profiles of BMPs;
- 5) Sizing calculations for BMPs that demonstrate adequate conveyance and/or water quality treatment of the first half inch of stormwater runoff from impervious surfaces;
- 6) Sizing calculations for BMPs that illustrate proposed management of runoff resulting from 2-year, 10-year, and 100-year event;
- 7) List of plantings associated with vegetated BMPs;
- 8) Location of areas reserved for snow storage;
- 9) Location of any screening between residential and non-residential properties. Buffer zones shall be a minimum of [six (6) feet] in width and shall substantively screen the site from view through the use of evergreen vegetation at least six feet in height. Fences may be used as part of screening but shall not include chain link fences. These requirements shall not apply to non-residential or mixed use development that are designed to integrate existing or future neighboring residences into the site through the use of walkways, bicycle paths or other pedestrian amenities.
- 10) Location of test pits, depth to seasonal high ground water and soil percolation rates for those areas designated for recharge;
- 11) An Operation and Maintenance (O&M) Plan shall be submitted by the applicant to the Building Commissioner or Planning Board that conforms to the standards for O&M Plans detailed in the Massachusetts DEP Stormwater Management Manual.

4. Landscaping

All parking areas shall be designed to avoid long, uninterrupted rows of vehicles by breaking them into separate parking lots divided by tree lines, alleys, pedestrian areas, or buildings. Parking lots containing more than 40 spaces shall be divided into smaller areas by landscaped islands at least 15 feet wide located no more than 120 feet apart. All islands shall be planted with 3-inch minimum caliper shade trees at a density of at least one tree for every 20 linear feet of island. Parking lots containing less than 40 spaces shall provide at least one 3-inch minimum caliper shade tree per 8 spaces. For

lots with 10 spaces or more, at least 10% of the parking lot shall be landscaped open space.

5. Lighting

Lighting for parking lots shall comply with Section 325-123 (G).

6. Pedestrian Access Design Standards

Provision for safe and convenient pedestrian access shall be incorporated into landscaping plans for any parking area with 20 spaces or more. Any parking lot designed, constructed, and maintained, as part of a development must be designed such that the flow of pedestrians can be directed through a system of safe and convenient routes that bring them to central walkways leading to main entrances.

### §325-126 Inclusionary/Affordable Housing Requirement.

Any development that results in the creation of 10 or more dwelling units or lots shall provide 1 dwelling unit or lot as deed restricted Affordable for every 10 dwelling units or lots created, in accordance with the provisions of this section.

1. Provision of Units. Affordable dwelling units or lots may be provided on the site of the development or may be located off-site as long as they are within the EH-V or EH-N Districts.
2. Preservation of Affordability. Deed restrictions shall be provided in accordance with the requirements for Massachusetts Comprehensive Permit (Section 40B) Projects and/or guidelines provided by the Harwich Housing Authority.

### §325-127 Definitions

The following terms shall apply to the East Harwich Zoning Districts:

Accessory Apartment Unit – A secondary dwelling unit established in conjunction with and subordinate to a single family dwelling or business located on the same lot, whether contained within or detached.

Alley – A public or private way 20 feet or less in width that is designed primarily to provide secondary access to abutting property.

Art Gallery – An establishment used for the display or sale of works of art or craftsmanship, with no goods produced on the premises.

Artisan Studio – a building or portion thereof used for the creation of original handmade works of art or craft items by individual artists on a single-piece basis.

Bicycle Parking Space – the location within a bicycle parking area that allows for the temporary placement of a single bicycle.

**Bicycle Rack** – a device or apparatus that permits a bicycle to be supported in an upright position, prevents a bicycle from being tipped over, and permits the bicycle to be temporarily secured or locked to the rack.

**Building, Principal** – A building in which the primary use of the lot on which the building is located is conducted.

**Building, Accessory** – A detached building the use of which is customarily incidental and subordinate to that of the principal building and which is located on the same lot as the principal building.

**Driveway** – Any private roadway providing an entrance, exit, or approach from any or to any parcel of land.

**Driveway, Shared** – A driveway providing access from a street to two or more properties.

**Eating and Drinking Establishment** – An establishment where food and beverages are prepared and sold and consumed on site primarily.

**Front Setback Area** – Land lying between the front façade of a building and a street right-of-way line. A corner lot may have two front setback areas.

**Greens** – Centrally located public open space consisting of paths, landscaping, and trees. Building frontages and streets spatially define a green.

**Greenway** – Areas that act primarily as corridors for pedestrians and bicyclists and enable linkages between developments.

**Indoor Recreation and Amusement** – Participatory-oriented recreational activities such as dance, martial arts, arts and crafts, exercise, bowling, and other pastimes conducted within an enclosed building.

**Lot Coverage** – The percentage of a lot covered by development that prevents or impedes the passage or absorption of stormwater. This includes but is not limited to principal and accessory structures, paved parking areas, sidewalks, streets and driveways, and permeable pavement and graveled areas.

**Lot Frontage** – The length of a lot line that separates a lot from the street right of way.

**Low Impact Development (LID)** – An approach to environmentally friendly land use planning. It includes a suite of landscaping and design techniques that attempt to maintain the natural, pre-developed ability of a site to manage rainfall. LID techniques capture water on site and let it soak into the ground where it can recharge the local water table rather than being lost as surface runoff.

**Mixed Use** – A development that provides a combination of residential and commercial uses in close proximity to one another or in the same building.

Off-Street Parking – Parking spaces provided outside of the right-of-way of a street or highway.

On-Street Parking – Parking spaces provided within the right-of-way of a street or highway.

Neighborhood Retail Sales or Service – An establishment having not more than 5,000 square feet of gross floor area, primarily engaged in the provisions of frequently or recurrently needed goods for household consumption, such as prepackaged food and beverages, periodicals, limited household supplies, hardware drug store, or laundry services, but not including gasoline sales.

Parking Area: That portion of a lot set aside, marked, posted, or intended for parking. This includes circulation areas, loading and unloading areas, parking spaces and aisles, landscaped areas, bikeways, and walkways.

Planting Strip – The area between the street and sidewalk that accommodates street trees. Planting strips may be continuous or individual.

Pocket Park/Plaza – Small areas of open space that are accessible to the general public for passive recreation. Pocket parks incorporate landscaping with turf, whereas plazas consist primarily of hardscape.

Public Space – Outdoor areas for public use providing spaces for leisure or passive recreational opportunities. Greenways, pocket parks, public sidewalks, alternate transportation routes, and similar spaces are public spaces.

Setback – The horizontal distance between a lot line and a building.

Street, Corridor – Route 137 and Route 39

Street, Village – A street connecting to Route 137 or Route 39 or to other Village Streets and serving as primary access to an EHVC building.

Street Enclosure – The percentage of the lot frontage occupied by a building façade.

Theater, Indoor – A building or part of a building devoted to showing motion pictures, or for dramatic, dance, musical, or other live performances.

Transparency – The feature of a building façade that is constructed of glass other transparent material that allows a person on the outside to see into the building.

## APPENDIX 1: EAST HARWICH VILLAGE CENTER CONCEPT PLAN

The East Harwich Village Center Concept Plan envisions a pattern of new commercial and residential development connected by a series of village streets. The primary street locations are in the northeast and northwest quadrants. Additional extensions are available to the west, south and east.

Throughout the district, development will be balanced by provision of public spaces consisting of pocket parks, plazas and greens. Additionally, greenways will provide corridors for pedestrian and bicycle travel within the district and connecting to larger open spaces beyond it.

In the northeast quadrant, the existing Auston Road is suitably located to serve as a connector street. This street currently provides access to a single undeveloped parcel to the north. South of Auston Road, coordinated development could be accomplished via consolidation of several individual parcels and provision of an access easement to Auston Road.

In the northwest quadrant, the ideal location for a connector street extends directly west from Auston Road. Coordination would be required between two property owners, and redevelopment opportunities exist both north and south of this street location.

After construction of an initial east-west connector street, an intersecting north-south connector may be located along the boundary between the East Harwich Village (EH-V) and East Harwich Neighborhood (EH-N) Districts. With the cooperation of several property owners, this street may extend to the Halls Path Connector to the north and Route 39 to the south. This street will provide additional access to the rear of several long parcels fronting on Route 137 and will provide primary access for several parcels in the EH-N District.

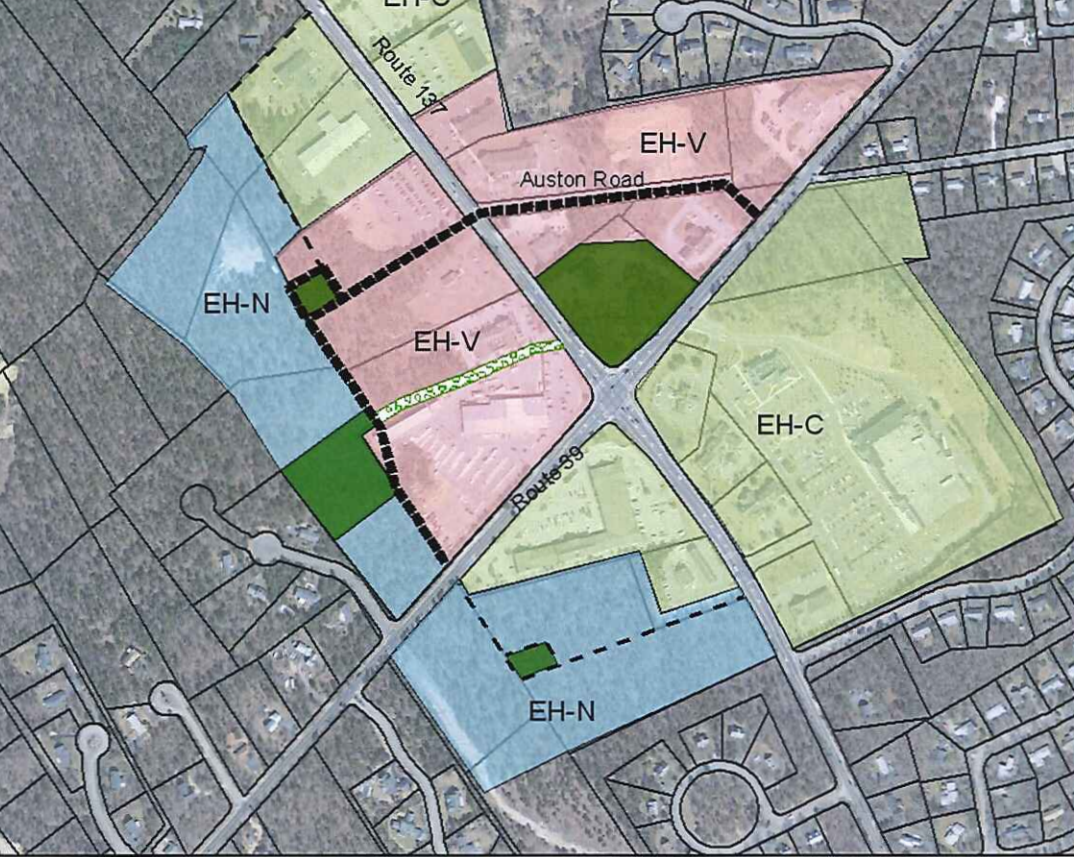
Cooperation with property owners is critical to the success of the connector street system. The proposed connector in the northwest quadrant across from Auston Road straddles separate parcels to the north and south. The extension of the north-south connector to Route 39 crosses separate parcels under common ownership. In both cases, the landowner must be involved in determining whether the street may be built as shown on this plan or whether suitable alternatives should be considered.

In addition to providing interconnected access throughout the district, these streets are well located to support the village street pattern. Design characteristics of village streets are described in § 325-123.B.1 of the Harwich Zoning By-law. Several possible future extensions of the collector street system also are depicted on the concept plan.

The concept plan depicts greens on two parcels currently owned by the Town of Harwich – one at the northeast corner of Routes 137 and 39 and another at the westerly edge of the district. A potential greenway is provided between these two parcels. Two other possible locations for greens are shown at key street intersections in the northeast and southeast quadrants. Whether at these sites or other central locations, all development is expected to contribute to a system of greens, pocket parks and greenways as described in Appendix 2B.

# Village Center

## Concept Plan



### Legend

Greens

Greenways

### Village Streets - Sept 2015

#### Type

Village Street

Village Street Extension

### Zoning Districts - Sept 2015

#### District

East Harwich Commercial (EH-C)

East Harwich Village (EH-V)

East Harwich Neighborhood (EH-N)



## APPENDIX 2: DESIGN GUIDELINES

### 2A: BUILDING DESIGN GUIDELINES

#### 1. Roof forms

Buildings with pitched roofs shall have a primary roof form with a slope of at least 7:12. Buildings or portions of buildings with a flat roof shall have an articulated cornice or other architectural treatment that appears as an integral part of the building from all visible sides of the building. Pitched roofs, including gable, shed and hip roof forms, are preferred because they are more traditional village forms. The principle roof slope shall be a minimum of 9:12, following traditional regional building forms.

#### 2. Varied roof lines

Long unbroken expanses of roof shall be avoided by varying the height of the roof line at both the roof peak and at the eaves. To break up the roofline on a large building, different roof forms on different parts of the building shall be used. Non-functioning dormer windows, cupolas, towers, and similar details are strongly discouraged as a means of breaking up the roofline. Functioning dormers or skylights that allow natural light into the building are encouraged.



#### 3. Façade variation

Blank building walls longer than 30 feet without an opening that are adjacent to streets, residential neighborhoods, and to open spaces are discouraged. Long façade lengths shall be broken up by varying the wall plane and by articulating the base, middle, and top of the façade or different segments of the building façade with architectural trim and changes in the surface materials. For large buildings where multiple window and door openings are impractical, liner buildings that have articulated building facades shall be used to screen blank walls from the street and public spaces. All facades visible from public streets, parking areas or green spaces shall have characteristics similar to the front façade of the building.



#### 4. Door and window openings

Door and window openings shall be vertically proportioned, except for storefront windows, consistent with traditional building design, drawing their proportions from

the façade length and height. All windows, except storefront windows, shall be operable.

5. Arcades and canopies

Arcades and canopies are encouraged and shall be used to connect buildings to one another so that a person can walk from place to place with some shelter. Each canopy shall be distinct from its neighbors, and continuous awnings with no change in height, color, or material over several stores are discouraged. Arcades and canopies may be located within the front yard setback area as long as they do not interfere with pedestrian walkways and mobility.

6. Building elements in the front setback area

Awnings, balconies and architectural features may project into the front setback in all districts. In the EH-N District, porches, stoops, fencing and similar structures may be located within the front setback area.

7. Residential entries

Residential entries shall be identifiable and prominent. Entries shall be marked by raised stoops, porches, overhangs or other architectural features. Primary entries for multi-family buildings with shared corridors shall be ADA accessible as required by code. Mixed-use buildings with secondary entries to access residential units shall identify the residential entry with one of the features noted above.



8. Commercial entries

Main entrances shall be located along front facades and shall incorporate architectural features that draw attention to the entrance. These features may include covered porches, porticos, recessed doorways and awnings. Commercial entries shall be flush with the exterior grade.



9. Exterior materials

Industrial materials such as unfinished concrete, sheet metal, vinyl and plastic synthetic siding are discouraged along streets and public areas.

Materials and building treatments shall be consistent and compatible with traditional New England design, with a preference for natural materials such as brick, stone, wood/ concrete clapboards and shingles. Where more than one material is used, naturally heavier materials such as stone or brick shall

be located below naturally lighter materials such as wood. Changes in materials shall be made along a horizontal line, such as at the ‘water table’ line above the foundation, or at a floor level. High-quality materials shall be used on all building facades where pedestrian activity is high, and along all principal village street facades.



## 2B: GUIDELINES FOR DESIGN OF PUBLIC SPACES

The goal of the EHVC Public Space designation is to act as a green “spine” for development, facilitating pedestrian travel as an alternative to vehicular travel, and providing rest areas while providing aesthetic, ecological and mobility benefits to the district. These spaces are critical components to the overall pedestrian experience and should maintain a scale appropriate for the user.

The following table establishes the dimensions and layout of public spaces which are required in §325-121 A. The EHVC public spaces encompass all outdoor areas for public use, including the distinct elements of greenways, conservation lands, pocket parks, plazas, and greens. Public Spaces also include pedestrian and bicycle travel ways along streets. The purpose of Public Space is to encourage the integration of open spaces with non-motorized travel ways within the built environment of the EHVC. All new development or redevelopment projects are encouraged to arrange their site plan to facilitate travel along areas of public open space, particularly those designated in the concept plan for East Harwich Village Center.

| General Definition                                                                                                                                                                                             | Dimensions                          | Access                                                      | Landscaping Requirement                                                            | Uses                         |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|-------------------------------------------------------------|------------------------------------------------------------------------------------|------------------------------|
| GREENWAYS: Areas that act primarily as corridors for pedestrians and bicyclists to enable linkages to open space areas between developments.                                                                   | 20 ft. min. width/50 ft. max. width | Street facing frontage access @ intervals of 1 per 100 feet | 3” caliper trees at intervals of 40 ft. on center; 20% LID landscaping requirement | Recreational Corridor        |
| CONSERVATION LAND: Areas that provide important ecological functions designated as conservation land. Passive recreational activity is allowable in street fronting setback areas only, and may include paths, | N/A                                 | Limited to unimproved trailheads                            | Native only in groupings according to plant community                              | Limited to unimproved trails |

|                                                                                                                                                                                                                       |                                                                                                         |                                                            |                                                                                  |                                        |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|------------------------------------------------------------|----------------------------------------------------------------------------------|----------------------------------------|
| landscaping, interpretive signage, pedestrian amenities, and trailheads.                                                                                                                                              |                                                                                                         |                                                            |                                                                                  |                                        |
| POCKET PARK/PLAZA: Public open spaces, with public access defined spatially by building frontages or village street frontage. Pocket parks incorporate landscaping, with turf, Plazas consist primarily of hardscape. | May occupy up to 15% of road frontage of single property or block segment; Min. 3,000 SF; Max. 5,000 SF | Street facing frontage access @ intervals of 1 per 75 feet | 3" caliper trees at spacing of 40 ft. on center; 20% LID landscaping requirement | Public civic space, passive recreation |
| GREEN: Centrally located public open space consisting of paths, landscaping and trees. Building frontages and streets spatially define a green.                                                                       | Min. 5,000 SF; Max. 150, 000 SF                                                                         | Street facing frontage access @ intervals of 1 per 75 feet | 3" caliper trees at spacing of 40 ft. on center; 20% LID landscaping requirement | Public civic space, active recreation  |

Throughout the Public Space, development can enhance the pedestrian scale by incorporating the following elements into its design:

1. Street lighting
2. Benches, postal boxes, newspaper stands and trash/recycling receptacles
3. Transit stop locations that are not isolated from land uses
4. Increased visibility through building design (windows and doorways that face public areas)
5. Comfort and safety
6. Connection and accessibility
7. Low Impact Development (LID) Techniques
8. Greenways: To provide adequate buffer and aesthetic value in greenway areas, feature verdantly planted landscapes with varied topography and minimal visual clutter. Pedestrian rest areas, including at a minimum benches and trash/recycling receptacles and at a maximum plazas or pocket parks, are recommended at intervals of 300'. Wayfinding at an appropriate scale is encouraged along greenways and trails. Pathways should be sized and graded for universal accessibility/ADA standards.
9. Pocket Park/Plazas: Plazas are not recommended in the VR district. Pocket Parks may be provided in the front setback area of a development site for high visibility, easy access, and opportunities for public gathering. Pocket parks should be defined on at least one side by buildings, and may extend back 50 feet from the street frontage. Building walls adjacent to pocket parks should have an appropriate percentage of fenestration to maintain line of site. This serves to deter inappropriate activity as well as provide restful viewing to those inside buildings. Pocket parks should be accessible from sidewalks and provide restful seating areas and shade opportunities.

10. Greens: Recommended features include paths, hardscape, seatwalls, landscaping, with large areas of turf for passive recreation and shade/specimen trees. Greens can be utilized anywhere that is central and desirable as a focal point.

## 2C: GREEN DESIGN GUIDELINES

Green design uses less energy, requires less water and natural resources; generates less waste; and minimizes impacts on the land compared to traditional design, construction and maintenance techniques. Green buildings and sustainable site design can even reduce environmental impacts by cleaning the air and water, mitigating climate change, restoring habitat and biodiversity – all while providing significant social and economic benefits to the immediate site and surrounding region.

### A. LID Stormwater retention guidelines – Best Management Practices

The goal of LID (Low Impact Development) is to restore a site's ecological function to pre-development conditions. For infill development, best management practices increase the water treatment capacity of the site in order to reduce receiving water impacts (e.g., stormwater discharges, which can contain trash, nutrients, and heavy metals). This is done by minimizing impervious cover, and maximizing cover of pervious or semi-pervious surfaces that allow water to infiltrate into soil.

Stormwater design for the first inch of stormwater flow should use biofiltration practices including, but not limited to, vegetated swales and filter strips, tree box filters, and rain gardens for treatment of stormwater runoff. Bioretention areas shall be constructed in accordance with the Massachusetts Storm Water Management Volume One: Stormwater Policy Handbook, March 1997. Stormwater water quality treatment shall be provided for the first inch of rainfall (25-year 24-hour storm) consistent with 310 CMR and the Massachusetts Stormwater management Handbook to attain 80-percent total suspended solids removal and to reduce nutrients. All designs should provide for at least 44-percent total suspended solids removal prior to discharge into structured infiltration systems.

1. LID On village streets: In both new street construction and when retrofitting a street, eliminate unnecessary impervious area where possible. Inclusion of plants and trees (most likely requiring amended soils) serves to clean runoff and manage stormwater at the site. On village streets, biofiltration BMP's which utilize less surface area such as tree filter boxes, curbed biofiltration planters, and permeable paving (either in the form of modular pavers or as pervious asphalt or concrete) should be considered. For corridor roads, swales and rain gardens can be integrated as a component of landscaping into street fronting greenways to accept sheet flow runoff and convey it in broad shallow flow.
2. LID In Public Space areas: Rather than designating large areas of stormwater treatment in the form of detention basins or swales, stormwater can be managed effectively on-site through smaller sized LID practices integrated into a site's

landscape design. BMP's in the form of rain gardens, permeable pavers or aggregate, runnels to convey stormwater and drought tolerant plantings are some of the techniques which can be both aesthetic and functional.

3. **Green Roofs and Living Walls.** Green roofs and living walls are recommended and have been shown to assist in storm-water management by removing up to 50% stormwater volume, regulating building temperatures, reducing heat-island effects, and increasing urban wildlife habitat. They can also be used in conjunction with cisterns to capture roof runoff for use in irrigation.

## B. Energy Efficient Building Design and Siting

1. **Solar Orientation:** Buildings should be designed and oriented to take advantage of passive solar heating and shading for cooling. Windows should be oriented to take the greatest advantage of passive solar heat. Orientation of roof planes should consider the benefits of southward orientation to allow for installation of solar panels. Whenever possible, building design should minimize the blocking of sunlight onto public spaces such as sidewalks.
2. **Use of Natural Daylight:** Buildings should be designed and oriented to maximize the use of daylight in interior lighting, with a goal of providing ambient daylight at a level of 250 Lux in 75% of the internal space. Designers should consider a combination of display windows, transom windows, dormer windows, roof windows and skylights to provide interior lighting.
3. **Green Roofs:** Green or "living" roofs, which are partially or completely covered with vegetation and a growing medium placed over a waterproof membrane, are strongly encouraged. Green roofs absorb rainwater, provide insulation, improve water quality, and help combat heat islands. A green roof with 50% coverage of the roof surface, or the use of light colored roofing materials with 75% coverage of the roof surface is recommended. (Light colored materials should have a Surface Reflectivity Index greater than 78 and emissivity greater than 0.9 according to ASTM Standard 408.)
4. **Landscaping for Shade:** Trees and other vegetative cover should shade at least 30% of hardscape areas on the lot, including surface parking areas, walkways and other hard surfaces. Alternatively, a combination of shading and light colored materials with a reflectance of 0.3 for at least 50% of hardscape, including surface parking areas, walkways and other hard surfaces may be used. Vegetation should be used to minimize building heating and cooling requirements. Place vegetation and or vegetated structures in strategic locations around buildings to reduce energy consumption and costs. Deciduous species are especially beneficial by increasing cooling shade in the summer while allowing for sunlight in winter.
5. **Use of recycled, regional materials and certified wood hardscaping and landscape structures is recommended.**

# PLANNING BOARD RULES & REGULATIONS (Amendments)

## ARTICLE III: Special Permits, Including Site Plans

### 400-16.B(2) Traffic study.

- (a) The Board may also require the applicant to submit professionally prepared documentation of the environmental, traffic, or other impacts of a particular project (use) or project element in order to determine compliance with the general conditions for granting a special permit.
- (b) A traffic study shall be required for any use/project that will generate twenty-five (25) or more new peak hour trips onto any numbered State highway in Harwich. Such highways shall include all of Routes 6, 28, 39 and 137 including those highway segments that pass through villages and may be known by local street names.
- (c) The traffic study shall include, at a minimum, the following items:
  - i. Project description including location map and site access.
  - ii. Boundary of traffic study area including all State highways and intersections of State highways with local streets where the use/project will generate twenty-five (25) or more new peak hour trips.
  - iii. Existing Conditions consisting of a Capacity and Level of Service (LOS) Analysis for the Base Year. The Base Year analysis shall include average weekday traffic volumes and AM and PM peak hour trips. Saturday peak conditions should also be included for retail projects or other high weekend traffic generators. All traffic studies in Harwich shall be done for peak summer conditions.
  - iv. Sight distance and safety analysis at the site access. Additional crash history and analysis for other roads and intersections where the use/project will generate twenty-five (25) or more new peak hour trips.
  - v. Trip generation estimates for the proposed use/project including any reductions for pass-by trips or location in a mixed-use zone.
  - vi. Trip distribution for all trips to be generated by the use/project onto the area roadway network.
  - vii. Future Conditions consisting of a Capacity and Level of Service (LOS) Analysis for a time period at least five years after opening of the use/project. The Future Conditions analysis shall include the same time periods and locations as the Base Year analysis. The Future Conditions analysis shall include traffic to be generated by the proposed use/project, background traffic growth based on historical growth rates, and additional traffic to be generated by other approved major projects within the study area.
  - viii. Mitigation actions that will bring safety and level of service measures to the same condition as "no-build" levels of performance.
- (d) The applicant shall meet with the Town Planner prior to preparation of a traffic study to discuss all assumptions to be used in the study. The Cape Cod Commission Guidelines for Transportation Impact Assessment Technical Bulletin 96-003, revised January 9, 2003, or its successor is recommended as a guide in preparation of the traffic study.
- (e) The Planning Board, at its discretion, may require the applicant to provide mitigation actions as a condition of Special Permit Site Plan approval or may accept a payment of funds to be used for future transportation improvements related to impacts from the use/project. The Fair Share Overview and Methodology in Part 2 of the Cape Cod Commission Guidelines for Transportation Impact Assessment may be used as a guide for calculation of such payments.

## EAST HARWICH VISION STATEMENTS

Board of Selectmen  
East Harwich Subcommittee  
March 6, 2013

1. Current zoning and the development that it leads to should be changed.
2. Appropriate commercial development is a priority and should take place in a pedestrian-friendly and interconnected pattern.
3. A strong residential component should be included.
4. The town should provide active direction in pursuit of its vision.
5. Growth levels should be reasonable, and growth patterns should be managed.
6. The town's vision should include an element of "offset" zoning for outlying districts in the East Harwich area.
7. East Harwich zoning should be considered in the context of other principal villages in Harwich.
8. The East Harwich vision should be integrated with Harwich wastewater planning.

Each of the above statements is described further on the following pages.



1. Current zoning and the development that it leads to should be changed.

Development based on current zoning consists of buildings and parking lots on individual parcels with little connection to each other. If commercial patrons wish to visit more than one location, they must park in one parking lot and then drive to another. There is little encouragement of pedestrian travel between uses and little desire to spend more time than needed to complete one's business. The existing pattern, while commercially viable, could be greatly improved to create an enjoyable place to do business.

It is insufficient to "do nothing" with existing zoning in East Harwich.

2. Appropriate commercial development is a priority and should take place in a pedestrian-friendly and interconnected pattern.

East Harwich is the largest consolidated commercial district in Harwich. It serves users from East Harwich, the balance of Harwich, and the neighboring towns of Chatham, Brewster and Orleans. It is one of the most appropriate locations in Harwich for additional commercial development.

Commercial development should take place in a pedestrian-friendly and interconnected pattern. A strong retail component is an essential feature, but uses also should include professional and medical offices, restaurants, and other commercial, educational and cultural establishments. The mix of uses should complement each other and provide a "sense of place".

Not all commercial uses are appropriate for East Harwich. Notably, establishment of big box auto dependent retail should be strongly discouraged as out of scale and character for this location.

The village street pattern is the strongest expression of interconnected pedestrian-friendly development and should be provided in a central location. Other forms of interconnected development may be suitable in other portions of the district.

3. A strong residential component should be included.

Mixed-use development, including a residential component, helps create more of a "sense of place" than a stand-alone commercial district. Residential users create an immediate market for restaurants, personal services and retail goods. Their presence adds to the day and evening vitality of the district.

A key element is location of residences within easy walking distance of the district. Residential options include second and/or third story residences above commercial, residential-only buildings within the mixed-use district, and residential neighborhoods immediately adjacent to the mixed-use district.

4. The town should provide active direction in pursuit of its vision.

The town's role is to create a blueprint for new development. Actual development is the responsibility of landowners and developers. The town's blueprint must acknowledge market forces and must provide fair development opportunities. However, such factors should be considered within the framework of the town's vision. Once a vision is determined, the town should devote all of its tools – infrastructure funding (sewers, road improvements, etc.), zoning regulations, and land acquisition and management – towards accomplishing that vision.

Zoning regulations may include dimensional limits (lot coverage, building height, etc.), design standards (building appearance, siting of buildings and parking lots, etc.) and location of uses. Zoning regulations may also provide guidance for new streets and other critical organizing elements for development of the district. Zoning regulations should provide bonuses for achieving the town's vision while maintaining a reasonable level of growth.

While zoning plays a key role in achieving the vision, it should not be overly rigid. Some variation will occur in use characteristics and site location within the overall district. Zoning should allow some level of flexibility while continuing to support the vision.

5. Growth levels should be reasonable and growth patterns should be managed.

The Town's goal should not be to stop growth. Instead it should determine reasonable growth targets. Additionally, growth patterns should be shaped to accomplish concentrated growth in specified districts and to limit growth in environmentally-sensitive locations.

6. The town's vision should include an element of "offset" zoning for outlying districts in the East Harwich area.

Harwich zoning currently sets forth commercial and industrial districts, high-density residential districts, and a large rural residential zoning district. While development is encouraged in some existing locations, it is limited in others. It is reasonable to consider further limits in outlying districts as an offset to greater development opportunities in the current East Harwich commercial district.

The offset area should be specific to East Harwich. A logical boundary is the Pleasant Bay watershed for two reasons. First, the current East Harwich commercial district is centrally located within the watershed. Second, this watershed is treated as a unified component of the town's wastewater planning.

The portion of the Six Ponds DCPC outside the Pleasant Bay watershed should be removed from the boundaries of the offset area. This does not reduce the importance of planning for rural development and protection of environmental resources in this area. However, such planning should be done in a town-wide context.

Within the offset area, attention must first be given to environmental impacts. Clear information should be made available on the health of ponds, bays and aquifers in the East

Harwich area and any anticipated changes from construction of a municipal wastewater treatment system. Other environmental considerations are protection of:

- potential well areas
- open space
- natural resources. e.g., rare plant and wildlife habitat
- wetlands
- character of area and cultural landscape

The form of offset, whether accomplished by zoning or other means, needs more work.

Alternatives to be considered include:

- A variation of the proposed Natural Resource Protection (NRP) District with reconsideration of base zoning density and type of density bonuses, or
- Stronger clustering provisions including a natural resource analysis similar to the NRP proposal (without the reduced density and bonus components of NRP), or
- Emphasis on additional public acquisition of land in the offset area rather than reliance on zoning, and
- Use of Transfer of Development Rights (TDR) as a supplemental approach (but not sole reliance on TDR due to its modest success elsewhere).

7. East Harwich zoning should be considered in the context of other principal villages in Harwich.

The Local Comprehensive Plan discusses growth opportunities for each of the three principal villages – East Harwich, Harwich Center and Harwich Port. This plan should serve as a template for discussion of growth in commercial and mixed-use development in the entire town.

8. The East Harwich vision should be integrated with Harwich wastewater planning.

The East Harwich vision should be integrated with the Comprehensive Wastewater Management Plan to support desired growth in specified areas while ensuring environmental protections throughout the Pleasant Bay watershed. This integration is an iterative process beginning with the vision and then costing it against required wastewater infrastructure requirements. If deemed too expensive, less expensive options should be identified and again compared to the vision.

 **DRAFT**

November 16, 2015

Ms. Maggie Downey  
Compact Administrator  
Cape Light Compact  
P.O. Box 427  
Barnstable, MA 02630

Dear Ms. Downey:

At a meeting of the Harwich Board of Selectmen held on Monday, November 2, 2015, the Board discussed the matter of amendments to the Cape Light Compact Inter-Governmental Agreement (IGA). Part of this discussion focused on the current ability of the Compact to effect changes to the IGA without first seeking approval from member Boards of Selectmen and Town Councilors.

While we have been advised by our Town Counsel that our appointed representative to the Compact currently has the authority to vote on amendments without needing our Board's approval, we **recommend that such authority needs to be limited.**

We strongly urge the Compact to amend the IGA to require prior approval from the member towns before significant changes can be made to the IGA. We recognize that the term "significant" can be open to interpretation; therefore we urge you, as part of this suggested amendment, to clearly define the terms "significant change" and "administrative/housekeeping change". For example, we consider the addition of the job description of the Administrator to be a significant change, particularly in light of its broadly defined authority.

Our Charter has the Board of Selectmen as Chief Executive Authority, guiding the community by establishing policy. Our Town Administrator, not unlike the Compact Administrator, manages the organization on a day-to-day basis consistent with those policies.

We await your response and look forward to continued discussion **related to this important matter.**

Sincerely,

\_\_\_\_\_  
Peter S. Hughes, Chair

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

\_\_\_\_\_  
Linda A. Cebula, Vice Chair

\_\_\_\_\_  
Michael D. MacAskill

\_\_\_\_\_  
Jannell M. Brown, Clerk

HARWICH BOARD OF SELECTMEN

cc: Barry Worth, as representative to Cape Light Compact for Harwich  
Cape Light Compact member towns

## Sandy Robinson

---

**From:** Roman Greer  
**Sent:** Wednesday, November 11, 2015 10:07 AM  
**To:** Sandy Robinson  
**Cc:** Christopher Clark  
**Subject:** Rate Recommendations  
**Attachments:** Recommendations for 2016.docx; Cranberry Valley rate changes.docx

Hi Sandy & Chris,

Attached are the rate recommendations that I presented to the Golf Committee that were unanimously approved. The only addition to these recommendations is that the Golf Committee voted to recommend raising the Chatham Annual Pass by \$100. The Golf Committee would like to present these rates to the Selectman on Monday for approval.

Thank you,

Roman

Roman Greer, PGA  
Director of Golf  
Cranberry Valley Golf Course

## Recommendations for 2016

Market research and good general reception from the public to our fees shows that we are well positioned in the local golf market. I have identified a few areas to where opportunities exist.

Green fee and cart increases to be captured in a "Infrastructure Revitalization Fund" specifically for cart barn and other projects not addressed by the golf improvement fund.

- Raise green fees by \$2 surcharge across the board and capture the \$2 surcharge in anticipation of paying a note on the future cart barn project.
- **Anticipated Revenue = \$30,000 (Infrastructure Revitalization Fund)**
  
- Raise cart fees by \$1 surcharge across the board for the same as above.
- **Anticipated Revenue = \$17,000 (Infrastructure Revitalization Fund)**
  
- Offer a 9 hole rate on Thursday and Sunday afternoons. These are the slowest times on the golf course and may allow us to fill in some gaps on the tee sheet. This should also appeal to the senior, beginner and family golfers who are looking for 9 hole options.
  
- Offer First Hour Back 9 to public (currently members or accompanied guests only) in all months except July and August.
  
- 10% Active Military Discount
  
- Move Twilight from 3:30 to 4pm in June, July and August. Results of which will extend Mid-Day Rate from 1-4pm.
- **Anticipated Revenue = \$6,500**
  
- Encourage more members to become range members by lowering the rate from \$300 to \$250. Raise the price of member buckets (small bucket from \$2.50 to \$3 and large from \$4 to \$5).
- **Membership fees lost = \$1400**
- **Range Fees gained = \$4998**

Total = Infrastructure Revitalization Fund \$47,000

Revenue = \$10,098

# Cranberry Valley

## Proposed Rate Changes for 2016

### Annual Pass (no change recommended)

|                                                                 |        |
|-----------------------------------------------------------------|--------|
| Adult Harwich or Chatham Resident                               | \$770  |
| Adult Eastham or Orleans Resident                               | \$870  |
| Adult Other Non-Resident                                        | \$1070 |
| Junior Harwich and Chatham Resident 1 (7-17 yrs as of May 1st)  | \$125  |
| Junior Harwich and Chatham Resident 2 (18-21 yrs as of May 1st) | \$150  |
| Junior Non Resident                                             | \$350  |

Memberships include  $\frac{1}{2}$  price for range balls \*discounted range balls  
 Golf Improvement Fund Fee of \$75 is included in adult resident and non-resident membership fees.  
 Golf Improvement Fund Fee of \$125 is included in the adult Eastham and Orleans fee.

### GREENS FEES:

| Monday - Thursday                                   | 2015 | 2016  |
|-----------------------------------------------------|------|-------|
| March 16th - June 2nd                               | \$40 | *\$42 |
| June 6th - Sept 2nd                                 | \$67 | *\$69 |
| Sept 6th - Dec 10th                                 | \$40 | *\$42 |
| <br><b>Friday, Saturday, Sunday, &amp; Holidays</b> |      |       |
| March 12th - April 24th                             | \$56 | *\$58 |
| April 29th - Oct 10th                               | \$70 | *\$72 |
| October 14th - October 23rd                         | \$56 | *\$58 |
| October 28th - December 11th                        | \$40 | *\$42 |

**MISCELLANEOUS FEES:****2015      2016**

|                                                 |        |                             |
|-------------------------------------------------|--------|-----------------------------|
| MID-DAY RATE (Mon-Thu, 1:00PM - 3:00PM)         | \$50   | *\$52                       |
| MID-DAY RATE (Fri-Sun, 1:00PM - 3:00PM)         | \$60   | *\$62                       |
| TWILIGHT RATE (AFTER 3:30PM)                    | \$30   | *\$32                       |
|                                                 |        | *4pm in June, July & August |
| BACK NINE WITH MEMBER (First hour of play only) | \$34   | *\$36                       |
| TEMPORARY GREENS FEE                            | \$22   |                             |
| MEMBER GOLF CART 18 HOLE                        | \$18   | *\$19                       |
| MEMBER GOLF CART 9 HOLE                         | \$9    | *\$10                       |
| GOLF CART 18 HOLE (PER PERSON)                  | \$20   | *\$21                       |
| GOLF CART 9 HOLE (PER PERSON)                   | \$10   | *\$11                       |
| WALKING CART 18 HOLES                           | \$8    |                             |
| WALKING CART 9 HOLES                            | \$4    |                             |
| RANGE BALLS LARGE BUCKET                        | \$8    |                             |
| RANGE BALLS SMALL BUCKET                        | \$5    |                             |
| RANGE PASS                                      | \$300  | *\$250                      |
| Member Small Range Bucket                       | \$2.50 | *\$3                        |
| Member Large Range Bucket                       | \$4    | *\$5                        |

**9 Hole Rate – Sunday & Thursday after 1pm****\*based on availability      \$36**



**OFFICE OF THE TOWN ADMINISTRATOR**

Phone (508) 430-7513

Fax (508) 432-5039

**Christopher Clark**, *Town Administrator*

**Charleen L. Greenhalgh**, *Assistant Town Administrator*

732 MAIN STREET, HARWICH, MA 02645



November 9, 2015

To: Board of Selectmen  
From: Christopher Clark, Town Administrator *cc*  
Charleen Greenhalgh, Assistant Town Administrator *cd*  
Re: Labor and Employment Counsel

We interviewed four (4) potential firms for Labor and Employment Counsel. Below please find a summary in order of preference.

| Firm Name                     | Per Hour           | Number of Attorneys Assigned | Other Comments                                                                                                                             |
|-------------------------------|--------------------|------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|
| Feely & Brown, P.C.           | \$170 <sup>1</sup> | 3                            | Provides two (2) Trainings per year on any topic the town chooses.                                                                         |
| Clifford & Kenny, LLP         | \$175 <sup>2</sup> | 2 <sup>3</sup>               | Flat fee arrangement for unlimited telephone and email access. \$525 per month                                                             |
| Lighthouse Legal Counsel, LLC | \$165 <sup>4</sup> | 1                            | Also provides HR Counsel on Demand, including trainings.<br>\$12,000 annual if also Labor Counsel.<br>\$15,000 annual if only HR services. |
| Kopelman & Paige, P.C.        | \$175 <sup>5</sup> | 2 <sup>2</sup>               | Provides two (2) Trainings per year on any topic the town chooses and they will perform a complete review of Policies                      |

<sup>1</sup> Does not bill for any other costs like copies or postage.

<sup>2</sup> Additional Attorneys are available if necessary.

<sup>3</sup> Portal to portal on travel. Hours billed on a quarter hour basis.

<sup>4</sup> Hours billed on a 1/10 of an hour (six minutes) increments.

<sup>5</sup> And under the same terms and conditions as Town Counsel Services provided.

All the firms were extremely strong candidates. Our recommendation is based on who we believe will perform the best in Harwich.

Pursuant to 3-6-1 of the Town Charter, the Board of Selectmen has the power of appointment of the Town Counsel. Would the Board prefer to interview our top two (2) selections or all four (4)?

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# FEELEY & BROWN, P.C.

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*Attorneys at Law*

Feeley & Brown, P.C., provides a broad range of municipal/town counsel and employment-related legal services on behalf of both public and private employers throughout the Commonwealth. Our practice includes labor relations, fair employment practices and individual employee relations matters. We focus on problem-solving and counseling our clients in an effort to avoid protracted and expensive legal disputes. In the event that litigation and grievances cannot be avoided, we have decades of experience representing clients before judges, arbitrators and administrative agencies.

Our firm consists of three experienced attorneys devoted to the practice of labor and employment law. Our philosophy is straightforward and simple: to provide a limited clientele with superior service at an affordable price. We provide sound, cutting-edge legal advice. We endeavor to offer practical solutions to complex problems to help our clients achieve their goals.

***Kevin P. Feeley, Jr.***

Kevin has twenty-five years of experience representing municipal employers in all aspects of labor and employment law, as well as general municipal law. He has negotiated many collective bargaining agreements and handled cases before arbitrators, the Department of Labor Relations, the Civil Service Commission, and state and federal courts. Kevin has a specialized expertise in public-sector health insurance issues. In that area, he has worked extensively with municipalities and school committees to plan and implement cost-saving changes to employee health insurance coverage. He is a frequent speaker before the Massachusetts Municipal Association, the Massachusetts Collectors and Treasurers Association, and other groups. While Kevin's practice focuses on labor and employment law, he also serves as special counsel to municipalities on a variety of issues and is Town Counsel for the Towns of East Bridgewater and Tewksbury.

Kevin earned his BA degree from Boston College and his law degree from Suffolk University Law School.

***Daniel C. Brown***

Dan has fifteen years of experience representing municipal employers and school committees in all aspects of labor, employment, and education law. He has negotiated numerous collective bargaining agreements on behalf of public-sector management. He has successfully represented public employers before arbitrators, the Civil Service Commission, the Department of Labor Relations, and state and federal courts. Dan authored the management commentary for the Landlaw Civil Service Reporter for almost ten years. Dan has spoken to large groups of public managers and officials on various topics, including discipline of school personnel, Civil Service, FMLA, HIPAA, and military leave for public employees.

Dan earned his BA degree from Worcester State College, summa cum laude, and his law degree from Suffolk University Law School.

*Laurie W. Engdahl*, Of Counsel

Laurie has twenty-five years of experience representing municipal employers and school committees in all aspects of labor, employment, and education law. She has represented clients before the Department of Labor Relations, the Civil Service Commission, and state and federal courts. Laurie has developed and led training programs on various topics for employers and municipal associations, including harassment and discrimination prevention, and FMLA guidance. She has a specialized expertise in conducting workplace investigations into alleged harassment and other misconduct by employees.

Laurie earned her BA degree from the University of Connecticut, magna cum laude, and her law degree from the University of Michigan Law School.

October 28, 2015

Mr. Christopher Clark  
Town Administrator  
Town of Harwich  
732 Main Street  
Harwich, MA 02645

Mr. Clark,

Thank you of for the opportunity to meet with you today to discuss retaining our firm as labor counsel. Included in this letter is a summary of our experience and a fee proposal.

Our firm now serves as Town Counsel in Rockland and East Bridgewater as well as Labor Counsel for the towns of Deerfield, Easthampton, Fall River, Rockland, Marshfield, Kingston, East Bridgewater, Ashland, Chatham and Scituate. We are also general counsel for the East Bridgewater and Rockland Public Schools and special labor counsel for the New Bedford Housing Authority.

Below is a brief summary of our relevant experience:

**John J. Clifford, Esq.**

Prior to opening a law practice in 2007, John worked as a Town Administrator, most recently from 1999 – 2007 for the Town of Marshfield. We also serve as special counsel for the City of Chelsea where we represent the City on police and fire issues, including proceedings before the Joint Labor- Management Committee for Police and Fire (“JLMC”). Prior to going into private practice, John was a member of the JLMC for ten years.

John has represented clients before the Massachusetts Commission Against Discrimination, the Department of Labor Relations, the Department of Unemployment Assistance and the Civil Service Commission. In addition to significant experience in the area of collective bargaining and litigation, he is well-versed in the area of municipal health insurance including Chapter 69 of the Acts of 2011, the Municipal Health Insurance Reform Act. He advised the towns of Rockland, Marshfield, Kingston, Norwell, Scituate, Pembroke, Hull and Hingham on implementation of health insurance reform under that Act.

John has lectured before the Massachusetts Municipal Association, the Massachusetts Municipal Managers Association, the Massachusetts Association of School Committees, the Fire Chiefs Association of Massachusetts and the Southeastern Massachusetts Chiefs of Police. These lectures have covered a wide variety of topics, including general human resource principals, collective bargaining, employee discipline, police and fire injured-on-duty claims, the Family and Medical Leave Act and other areas. John also provides consulting and teaching services for the Edward J. Collins, Jr. Center for Public Management at the University of Massachusetts, Boston.

**Jaime L. Kenny, Esq.**

Attorney Kenny has extensive experience in litigation of employment related matters, having served as counsel for the American Federation of State, County and Municipal Employees Council 93 (AFSCME) from 2005

through 2012. In that capacity, she served as Chief Negotiator in bargaining with both municipal and private sector employers. Through this role, Ms. Kenny managed negotiation teams through difficult and multi-layered negotiations including bargaining and litigation over furloughs and changes in health insurance.

Her administrative law experience includes representation before the Massachusetts Commission Against Discrimination, the Department of Labor Relations, the Department of Unemployment Assistance and the Civil Service Commission. She also has represented clients in more than five hundred grievance arbitrations. This included several high profile termination cases which necessitated interactions with media outlets including press conferences, media interviews and print media releases.

Attorney Kenny's litigation experience includes practice before the Massachusetts Superior Court, the Massachusetts Court of Appeals and Federal Court. Her experience includes a one-year appointment as a law clerk in the Massachusetts Superior Court. In this capacity, she served the Superior Court Justices by preparing draft decisions, memoranda, and jury instructions as well as advising the Justices on trials, hearings and motions sessions.

In addition to her extensive litigation experience, Attorney Kenny has demonstrated the ability to provide clients with practical guidance to resolve difficult employment matters. AFSCME Council 93 represents thousands of public sector employees in Massachusetts and Attorney Kenny has an excellent understanding of municipal government operations.

You can find more information about our firm at [www.CliffordKennyLaw.com](http://www.CliffordKennyLaw.com)

### **Fee Proposal**

Our proposal is to bill at the rate of \$175 per hour, portal to portal on travel. Hours will be billed on a quarter hour basis. We also offer clients a flat fee arrangement for unlimited telephone and email access. For \$525 per month, we will provide unlimited email and phone access to you and your department managers. If an inquiry results in significant legal research or drafting, the hourly rate would apply. The majority of our clients utilize this arrangement and find it beneficial.

We would be happy to answer any questions you may have regarding this proposal. Thank you for your consideration.

Yours truly,

/s/John J. Clifford

John J. Clifford, Esq.  
Partner  
BBO# 630769

/s/Jaime L. Kenny

Jaime L. Kenny, Esq.  
Partner  
BBO#661515



# Lighthouse Legal Counsel, LLC

755 East Falmouth Highway  
East Falmouth, MA 02536

John F. Dolan, Esq.  
jack@llcounsel.com  
508.332.1492

## PROPOSAL FOR THE PROVISION OF LABOR COUNSEL AND/OR HR COUNSEL ON DEMAND SERVICES TO THE TOWN OF HARWICH

### *Introduction*

Like many of my colleagues in other firms, I have extensive experience as a municipal and labor attorney. One thing that sets me apart from my colleagues, though, is that I have served as well as a town administrator in three communities. As such, I have been both a consumer and provider of labor counsel services. I know first-hand the challenges of dealing with labor and employment matters in a *pragmatic and cost-effective way*. Based on my extensive management and legal background, I left Kopelman and Paige, PC to found Lighthouse Legal Counsel, LLC with the goal of providing municipal leaders and managers a better way to meet these challenges.

I am a graduate of Harvard College (B.A. *cum laude*, 1976) and the Boston University School of Law (*Juris Doctor*, 1980). My bar admissions include the Commonwealth of Massachusetts, the US District Court for the District of Massachusetts, and the Supreme Court of the United States of America.

It is my privilege to serve the Towns of Dedham and Truro as their Labor Counsel. These communities have also chosen to renew their participation in my HR Counsel on Demand program. Through this program, I also represent the Towns of Foxborough and Littleton.

### *Labor Counsel Services*

I would be honored to serve as your labor counsel. My experience in this area includes the full range of services communities typically require of their labor counsel, such as:

- Collective Bargaining
- Grievance Proceedings
- Disciplinary Matters and Terminations
- Mediation
- Arbitration
- Litigation
- DLR Proceedings
- MCAD Proceedings
- Unemployment Hearings
- JLMC Proceedings
- Civil Service Commission hearings

Whether as part of my services as labor counsel or (as I would recommend) through the HR Counsel on Demand program, I routinely provide proactive and practical counsel to my clients in HR and employment law matters. I have exceptional knowledge in the area of municipal health insurance, having served as well as Vice-President and in house counsel to an insurance advisory and brokerage business serving primarily municipal clients in Massachusetts.

### *HR Counsel on Demand Services*

Employment-related claims are growing at a staggering rate. The keys to minimizing this risk are education, especially of department heads and managers, and getting sound advice at the outset of an issue. Concern about the hourly rate meter running shouldn't deter managers from reaching out to employment counsel as early and as often as necessary to prevent issues from mushrooming into litigation. With these principles in mind, I established the HR Counsel on Demand program. Services under this program are provided on a *fixed-fee* or retainer basis. My HR clients are encouraged to call or email me as often as they like about the alphabet soup of federal and state employment-related laws (ACA, ADA, ADEA, COBRA, FCRA, FLSA, FMLA, GINA, HIPAA, MPLA, PDA, USERRA) and other employment law and HR matters, whenever a question arises. Training designed to meet the specific needs of the Town is also a crucial component of the HR Counsel on Demand program. My training sessions are well received and provide a means for developing a rapport with your management staff.

As would be spelled out in a services and fee agreement, the scope of services for the HR Counsel on Demand program would essentially be all HR and employment law issues other than those identified in the bulleted list above. When in doubt as to whether an issue belongs under the labor counsel heading or within the HR Counsel on Demand program, my clients would attest that I generally err on the side of including it under the HR fixed fee.

### *Proposed Fees*

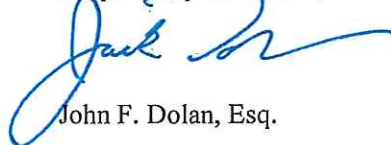
For **labor counsel services**, meaning any services that are outside of the scope of services for the HR Counsel on Demand program, I propose to charge the Town of Harwich One Hundred and Sixty-five Dollars (\$165.00) per hour, exclusive of expenses. I routinely provide an itemized statement for services rendered for any services performed on this basis. Time is accounted for and billed in 1/10 of an hour (six minute) increments.

If the Town elects to engage me as its labor counsel, I further propose to provide the **HR Counsel on Demand** program to the Town for the annual fixed-fee of Twelve Thousand Dollars (\$12,000.00), payable in four equal quarterly installments. If the Town should elect to engage another firm for labor counsel services, but wish to engage me to provide the HR Counsel on Demand services to the Town, I propose to do so for the annual fixed-fee of Fifteen Thousand Dollars (\$15,000.00), payable in four equal quarterly installments. These fees are also exclusive of expenses, as outlined in the services and fee agreement.

### *Closing Comments*

Many labor attorneys are steeped in an adversarial approach to labor and employment matters. Unavoidably, collective bargaining and certain other labor matters can be adversarial. This is not the best model, though, for handling most employment matters any more than the hourly rate is the best model for promoting proactive access to counsel and prompt resolution of disputes. I would welcome the opportunity to serve the Town as Labor and HR Counsel under the hybrid model I propose here. At a minimum, I respectfully urge you to consider the advantages of the HR Counsel on Demand program, whether or not I am engaged as labor counsel. Thank you for your time and thoughtful consideration of my proposal.

Respectfully submitted,



John F. Dolan, Esq.



**KOPELMAN AND PAIGE, P.C.**  
*The Leader in Public Sector Law*

101 Arch Street  
Boston, MA 02110  
T: 617.556.0007  
F: 617.654.1735  
www.k-plaw.com

September 11, 2015

**Lauren F. Goldberg**  
lgoldberg@k-plaw.com

BY ELECTRONIC MAIL ([cclark@town.harwich.ma.us](mailto:cclark@town.harwich.ma.us))  
AND FIRST CLASS MAIL

Mr. Christopher Clark  
Town Administrator  
Harwich Town Hall  
732 Main Street  
Harwich, MA 02645

Re: Labor and Employment Counsel Proposal

Dear Mr. Clark:

I am writing as president of Kopelman and Paige, P.C. to provide you with a proposal for services as the Town's Labor and Employment Counsel. Having served as Town Counsel in Harwich for many years, we know you and the Board of Selectmen are familiar with the high quality, responsive legal assistance the firm provides. Similar to the approach we take to Town Counsel services, we propose that Attorney David C. Jenkins would serve as the Town's lead labor and employment counsel, with Attorney Timothy J. Zessin as the Town's back-up counsel in this area. Resumes of Attorneys Jenkins and Zessin are attached. We would provide labor and employment legal services at the same rate, \$175.00 per hour, and under the same terms and conditions as our Town Counsel services are provided.

Kopelman and Paige is the most experienced provider of public sector labor and employment services in the Commonwealth, providing a full range of services in the areas of collective bargaining, labor relations, employment, discrimination claims, and related litigation. Our attorneys regularly represent clients before the Department of Labor Relations, the Civil Service Commission, the Massachusetts Commission Against Discrimination, and arbitrations held under the rules of the American Arbitration Association. The labor and employment attorneys have negotiated hundreds of collective bargaining agreements with public safety, public works, clerical, custodial, and public education bargaining units. We also routinely represent public sector clients in arbitrations and contract disputes, including collective bargaining-related grievances. Additionally, we regularly negotiate non-union employment contracts and provide advice about implementation of the agreements. Our familiarity with the Open Meeting, Conflict of Interest, Public Records, municipal finance and procurement laws help to facilitate the orderly undertaking of these negotiations in ways that cannot be overstated.

Whether through hard-fought trials or negotiated settlements, we are committed to achieving the best outcome for the Town, and we do so with sensitivity to the heightened public scrutiny and financial burdens that can result from protracted litigation. We have a strong record of litigation success, and would be pleased to submit examples of the same.



**KOPELMAN AND PAIGE, P.C.**

Mr. Christopher Clark  
Town Administrator  
September 11, 2015  
Page 2

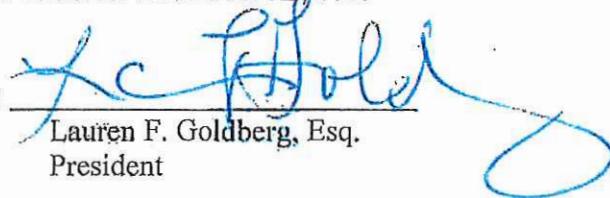
We also monitor and keep clients advised as to developing law in areas such as health care reform and health insurance, COBRA, HIPAA, and more. Our Labor and Employment Practice Group attorneys provide general counseling and guidance on day-to-day employment matters, including provision of health insurance under G.L. c. 32B, CORI, personnel issues, management of internal investigations, and retirement matters.

Attorney Jenkins, a Member of the firm's Management Committee, has over 30 years of experience in labor and employment law and is uniquely situated to serve as the Town's primary contact for labor and employment matters. Since joining the firm in 2000, Attorney Jenkins has provided municipalities and public sector entities with counseling and assistance in all facets of employment and labor law, collective bargaining, and general public sector law. He has personally tried dozens of jury trials, and in the last five years alone has negotiated from start to finish over 50 collective bargaining agreements. Attorney Jenkins is familiar with matters affecting the Cape and Islands area, serving as lead labor and employment attorney for the towns of Carver, Mattapoisett, Plymouth, and Nantucket. Attorney Zessin has been with the firm since 2012, and is an integral part of the Labor and Employment Practice Group. Attorney Zessin's practice focuses on all aspects of public sector labor and employment law, and he and Attorney Jenkins work well together as a team. Prior to joining the firm, Attorney Zessin represented public and private sector bargaining units throughout New England before various administrative agencies and state and federal forums.

Thank you for the opportunity to submit a proposal to serve as the Town's Labor and Employment Counsel. I would be pleased to provide any additional information that would be useful to you or the Board as part of your consideration of this proposal, including references, or to meet personally to discuss our proposal. Please feel free to contact me with any questions on my direct line at 617.654.1759 or by cell phone at 617.548.7622.

Respectfully submitted,

KOPELMAN AND PAIGE, P.C.

By:   
Lauren F. Goldberg, Esq.  
President

LFG/cm1  
Enc.  
530789.2

**TOWN OF HARWICH**

**COLLINS, LOUGHRAN & PELOQUIN LABOR COUNSEL SERVICES FOR FY 2014**

| MATTER                                               | TOTAL<br>HOURS | TOTAL<br>AMOUNT    |
|------------------------------------------------------|----------------|--------------------|
| Fire - Contract Negotiations 2014                    | 1.75           | \$350.00           |
| Fire - Firefighter Fitness Issues                    | 5.50           | \$1,100.00         |
| HEA - 2011 Contract Negotiations                     | 7.50           | \$1,500.00         |
| IAMAW - Contract Negotiations 2011 (FY12)            | 33.75          | \$6,750.00         |
| Miscellaneous 2014                                   | .50            | \$100.00           |
| NEPBA - Dispatchers Contract                         | 6.00           | \$1,200.00         |
| Police Patrol - 2012 Successor Contract Negotiations | .25            | \$50.00            |
| Police Patrol - Contract Negotiations 2011 (FY12)    | 26.75          | \$5,350.00         |
| Police Superiors - Contract Negotiations 2011 (FY12) | 9.75           | \$1,950.00         |
| SEIU (Mgmt) - Contract Negotiations 2011 (FY12)      | 11.50          | \$2,300.00         |
| SEIU- Security Cameras Failure to Bargain            | 3.75           | \$750.00           |
| Voluntary Training Comp – FLSA                       | 14.75          | \$2,950.00         |
| Water Department Issue                               | 58.75          | \$11,750.00        |
| <b>TOTAL:</b>                                        | <b>180.50</b>  | <b>\$36,100.00</b> |

**TOWN OF HARWICH**

**COLLINS, LOUGHRAN & PELOQUIN LABOR COUNSEL SERVICES FOR FY 2015**

| MATTER                                               | TOTAL<br>HOURS | TOTAL<br>AMOUNT    |
|------------------------------------------------------|----------------|--------------------|
| Administration Issues                                | 68.75          | \$14,093.75        |
| Filling Water Superintendent                         | .50            | \$102.50           |
| Fire – Contract Negotiations 2015                    | .50            | \$102.50           |
| Golf Department Issue                                | 28.75          | \$5,893.75         |
| Golf Department Reorganization                       | 5.00           | \$1,025.00         |
| HEA Position Reorganization                          | 4.50           | \$922.50           |
| HEA Reclassification Longevity Pay                   | 6.25           | \$1,281.25         |
| HEA-PD Custodian OUI (Driving Next Day w/o License)  | 4.25           | \$871.25           |
| Health Insurance Changes                             | .25            | \$51.25            |
| IAMAW - Contract Negotiations 2011 (FY12)            | .50            | \$102.50           |
| Miscellaneous 2015                                   | .50            | \$102.50           |
| NEPBA - Dispatchers Contract                         | 7.25           | \$1486.25          |
| Newspaper Request for Water Dept. Investigation      | 8.50           | \$1,742.50         |
| Part-Time Dispatcher Dismissal                       | 2.00           | \$410.00           |
| Police – Questions re: Officer Fitness Issues        | 1.50           | \$307.50           |
| Police Superiors - Contract Negotiations 2011 (FY12) | 6.50           | \$1,332.50         |
| Police Superiors Contract Negotiations 2014-2015     | 2.50           | \$512.50           |
| Public Records Request Cape Cod Times                | 5.50           | \$1,127.50         |
| SEIU 2014 Contract Negotiations                      | 15.75          | \$3,228.75         |
| Voluntary Training Comp – FLSA                       | 20.75          | \$4,253.75         |
| Water Department Issue                               | 78.25          | \$16,041.25        |
| <b>TOTAL:</b>                                        | <b>268.25</b>  | <b>\$54,991.25</b> |

**TOWN OF HARWICH**

**COLLINS, LOUGHRAN & PELOQUIN LABOR COUNSEL SERVICES FOR FY 2016  
(THROUGH AUGUST 30)**

| <b>MATTER</b>                      | <b>TOTAL<br/>HOURS</b> | <b>TOTAL<br/>AMOUNT</b> |
|------------------------------------|------------------------|-------------------------|
| Fire - Contract Negotiations 2015  | .25                    | \$52.50                 |
| HEA Assistant Water Superintendent | .25                    | \$52.50                 |
| HEA Library Employee Performance   | 9.25                   | \$1,942.50              |
| HEA Position Reorganization        | 3.50                   | \$735.00                |
| <b>TOTAL:</b>                      | <b>13.25</b>           | <b>\$2,782.50</b>       |

**FY14, FY15 AND FY16 (THROUGH AUGUST 30) TOTAL:**

**\$93,873.75**