

MIDDLETON SELECT BOARD
MEETING AGENDA
FULLER MEADOW SCHOOL, NATHAN MEDIA CENTER
143 SOUTH MAIN STREET, MIDDLETON, MA 01949
TUESDAY, APRIL 19, 2022
7:00 PM

This meeting is being recorded

This meeting will be a hybrid of in-person and remote via Zoom. To join the meeting remotely, go to:

<https://us02web.zoom.us/j/81838804267?pwd=aThoMXZINW50K2hiN3NMaEh2VldNUT09>

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|---------|--|
| 7:00 pm | 1. Business |
| | a. Warrants: 2222 |
| | b. Minutes: |
| | c. Town Administrator Updates and Reports |
| 7:10 pm | 2. Public Comment |
| 7:15 pm | 3. Tri-Town Council Executive Director Meredith Shaw to discuss the healthy youth development initiative; votes may be taken |
| 7:35 pm | 4. Review and discuss use of American Rescue Plan Act (ARPA) funds; votes may be taken |
| 7:50 pm | 5. Review and discuss requirements for Temporary Outdoor Dining and Alcohol; votes may be taken |
| 8:00 pm | 6. Review and discuss draft Committee Handbook; votes may be taken |
| 8:10 pm | 7. Review and discuss application for a Class II Auto License for Robert's Motor Group; votes may be taken |
| 8:15 pm | 8. Review and discuss a Home Rule Petition: An Act Relative to Certain Voting Precincts in the Town of Middleton; votes may be taken |
| 8:25 pm | 9. Review and discuss Seasonal Licenses for the 19 th Hole and Halfway House Snack Bar at Ferncroft; votes may be taken |
| 8:30 pm | 10. Review and discuss current committee vacancies; votes may be taken |
| 8:40 pm | 11. Announcements |

Upcoming Meetings:	May 3	Regular SB Meetings
	May 5	Pre-Town Meeting: 6PM, Flint Public Library
	May 10	Annual Town Meeting, Howe Manning Gymnasium
	May 16	Regular SB Meeting – note this is a Monday meeting
	May 17	Annual Town Election, Fuller Meadow School
	May 31	Regular SB Meeting
	June 14 & 28	Regular SB Meetings

The Board reserves the right to consider items on the agenda out of order. Not all items listed may in fact be discussed and other items not listed may also be brought up for discussion to the extent permitted by law.

November 19, 2021

Middleton Select Board
48 South Main Street
Middleton, MA 01949

3.

Dear Middleton Select Board,

We are pleased to enclose a summary of programs, services and initiatives undertaken by Tri-Town Council during Fiscal Year 2021. Tri-Town Council is proud to have served the communities of Topsfield, Middleton and Boxford for more than five decades and work with thousands of youth, parents, educators and vested community members providing parent education, youth programs, professional development, prevention services, after-school enrichment and various types of family and community support. TTC, established in 1968 and originally called the *Tri-Town Council on Drugs*, was organized by concerned citizens to address youth drug and alcohol abuse. While our service delivery model has adapted to account for changing times and needs, this focus continues to be foundational in our work.

As a result of *your* support, TTC continues to be a community mainstay actively working with the Masconomet Regional School District, Tri-Town Elementary Schools (TTSU), law enforcement, public health and many community partners. We are laser focused on strengthening youth social and emotional well-being; working with our partners to build the important assets that all youth need to support and empower their healthy choices, self-esteem and resiliency through childhood, adolescence, growing into responsible, caring, and resilient adults.

As the report illustrates, in the midst of the global pandemic, Tri-Town Council reached hundreds of parents and youth with a multitude of programs and workshops. TTC will continue to be a trusted partner and resource during these unprecedented times, supporting our youth and community through innovative and proactive programming in a variety of forms. Because of the cooperation and collaboration with our schools, parents, youth, law enforcement, public health, community organizations, legislators and many local and regional resources, Tri-Town Council is able to support and adapt to the evolving needs, concerns and priorities of the community and its stakeholders.

We deeply appreciate the support from the Town of Middleton whose residents voted to provide Tri-Town Council with \$29,925 in FY21. Municipal Funding contributions from Boxford, Topsfield and Middleton represent a significant portion of Tri-Town Council's annual operating budget. This funding is vital to the financial health and organizational stability of Tri-Town Council. This support buoys us as we press forward in our 54th year of service.

With Gratitude,
Stacie Bloxham
President, Board of Directors

Meredith Shaw
Executive Director

TRI-TOWN COUNCIL ANNUAL REPORT - FY 2021


Celebrating 53 years (and counting) supporting Tri-Town Youth and Families!

Our Vision: A community where all youth have the relationships, supports and skills necessary to grow and develop into resilient, healthy, thriving adults.

Our Mission: To intentionally strengthen the social and emotional well-being of Tri-Town Youth and to reduce and prevent at-risk behavior by growing and fostering healthy youth behaviors.

WHO WE ARE: Serving and supporting youth and families for five decades and counting, Tri-Town Council (TTC) continues our commitment to ***support and empower youth*** to make healthy and safe decisions and to provide parents/guardians, educators and community members the tools and strategies needed to support youth in effective, positive and impactful ways. **We are a 501c3 not-for profit organization proudly serving the communities of Boxford, Middleton and Topsfield, Massachusetts.**

Each year we offer a variety of mission-driven programs grounded in positive youth development and prevention including: youth leadership, parent/caregiver education, professional development, prevention resources, after-school enrichment and various types of family and community support. Established in 1968 and originally named the *Tri-Town Council on Drugs*, TTC was organized by concerned citizens to address underage youth drug and alcohol use. This grassroots effort has evolved over the years to become a vibrant community mainstay centered on ***positive youth development***.



Our work is guided by the **Developmental Assets Framework**, **Developmental Relationships** and **Positive Community Norms (PCN)** using [The Science of the Positive](#) (SOTP). Developmental Assets are 40 research-based, positive experiences, structures, opportunities, values and qualities that influence young people’s healthy development, helping them become caring, responsible, and resilient adults. Grounded in the tenets of positive youth development and rooted in prevention research, the [Developmental Assets Framework](#) is widely used in the United States and, increasingly, around the world in support of the health and well-being of youth. [Developmental Relationships](#) identify 5 elements and 20 specific actions of these healthy, close connections with important people in their lives that help youth discover

who they are, cultivate abilities to shape their own lives, and learn how to engage with and contribute to the world around them. It is within the context of these Developmental Relationships that youth Assets are built, and every healthy caring adult in our community has a role to play in building Assets. In the words of the late Dr. Peter Benson, “All kids are our kids.”

The Positive Community Norms approach to improving community health is founded on the [Science of the Positive](#). Science of the Positive focuses on growing the healthy, positive, protective factors that already exist in our community. It is based on the core assumption that the positive is real, measurable, and is worth growing – in ourselves, our families, our workplaces, and our communities (Linkenbach, 2007).



HOW WE DO OUR WORK: We achieve our annual programming goals as a result of strategic collaborations with a host of community partners including Masconomet Regional School District, Tri-Town Elementary School Union, health departments, police departments, faith-based organizations, local legislators and mental health professionals among others to provide social/emotional wellness, service-learning, leadership, enrichment and recreational programs for youth; parent/guardian education, workshops and family support; and professional development opportunities for our educators and partners. *It is as a result of these partnerships that TTC, whose small staff of employees 3 FTEs, is able to accomplish our ambitious goals each year reaching thousands across the Tri-Town community.*

TTC is powered by financial support from the Towns of Boxford, Middleton and Topsfield along with hundreds of individual donors, community and family foundations, and corporate and institutional grants which together make our work possible.

OUR IMPACT: In FY21, despite the continued challenges of the global pandemic, TTC’s efforts reached **hundreds** of children, youth, parents and community members with a variety of primarily virtual programs and workshops. Much of our focus in FY21 was supporting mental health, self-care, and resilience and innovating new ways to bring youth together to connect, engage and serve. The Lisa G. Teichner speaker series, named after our former Executive Director, hosted teen expert Jon Mattleman for **The Secret Life of Teens** and child psychologist Linda Price for **Parenting with Intention: Building Resilience for K-5 Youth**. In addition, other parent/caregiver and family workshops focused on self-care, mindfulness, substance use prevention, and self-regulation..



The Lisa G. Teichner Speaker Series Presents:

The Secret Life of Tweens and Teens

2 part webinar series

Presented by Jon Mattleman, MS

Part 1: Secrets, Communication, & 6 Things for You to Know
Thursday, October 15th 7 - 8PM [Register here](#)

Part 2: Tween/Tween Braks, Risky Behavior and Tips for Parents and Caregivers
Thursday, October 22nd 7 - 8PM [Register here](#)

Join us for one or both sessions in this 2 part series to explore what teens and tweens want and need from those who care most about them. Adolescence is a time of rapid development. What's going on in their brains? And how can we support mental health and prevent risky behaviors? We'll talk about all that and much more! In addition to sharing his knowledge, experience, and parenting tips, presenter Jon Mattleman will be answering YOUR questions!

Jon Mattleman, MS, brings warmth, understanding, and patience - plus a healthy dose of humor - to his over 15 years of experience as a therapist and presenter. Clients have felt comforted by his ability to acknowledge that the challenges they face are complex - and often downright exhausting! In acknowledgment of this, his work is grounded in building back that can be experienced in real time. Jon served as Director of the Middlesex Youth Center from 1992 to 1993, and as Director of Adolescent Risk Reduction from 1993 to 2017. Since 2017, Jon has developed his full-time work, and has continued to present at other professional, community, and parenting events. He is now the Clinical Director of Mindful You, a local mindfulness office.



This webinar series is generously funded by





COLLABORATIONS: Working with existing and new community partners was a critical aspect of the breadth of programming we were able to offer this year. A Young Adult and Single Parenting Coping Group was offered through MassSupport. A [Family Mindfulness Video series](#) was created for families to access on-demand through our partnership with Sally Palmer of Revive Mindfulness. Zen Center North Shore partnered with us to host virtual Teen Guided Meditation groups from January through May for middle and high school aged

youth where youth could experience guided meditation and learn some techniques to build their own skills and share them with others. When vaccines started to become available, TTC partnered with the Middleton Council on Aging on an Intergenerational Digitizing Photos service opportunity where middle and high school youth volunteered to digitize older adults' precious family memories.

Masconomet's National Honor Society (NHS) was looking for a meaningful service project and worked with us to develop the [Virtual Reader Program](#) - where a NHS student was paired with a child in Kindergarten through 3rd grade to meet virtually with on a weekly basis for 5 weeks. Children and youth engaged in reading quality books through a virtual platform and built a connection.



CORE PROGRAMS



The Coalition - established in 2010, [The Coalition](#) continues to expand its activities and reach. This TTC program is a community-wide partnership which includes our schools, law enforcement, public health, mental health professionals, faith-based, civic organizations, youth and parents. The Coalition is TTC's directed focus on reducing and preventing substance use among Tri-Town youth. *The Coalition* provides local coordination, collaboration, education and advocacy towards the ultimate goal of preventing and reducing youth substance use ensuring and sustaining a healthy Tri-Town community for all. Activities include data collection and dissemination, substance-free youth social activities, information/education campaigns, positive community norms promotion, youth engagement and advocacy.



Coalition initiatives: Building on the work of Masconomet's graphic design students and the non-use norms from the 2018 YRBS data, the Coalition planned and executed over FY21's summer a community wide Positive Community Norms campaign using Boxford student and Class of 2020 Masco grad [Rheanna Murray's graphic design](#). Postcards promoting the healthy norms along with other communication strategies worked to correct misperceptions held by Tri-Town youth and adults regarding youth substance use rates. (Information on why perceptions matter [HERE](#).)

Internally, and building on the framework of the Science of the Positive, Coalition members focused on exploring the Seven Core Principles. These principles provide a concrete process that helps Coalition members frame, execute, and evaluate our work in a way that increases our effectiveness in our organizations and our communities.

With Covid postponing the YRBS administration until November 2021, the Coalition focused on gathering data about how COVID-19 may be impacting the Tri-Town community. The [2021 Tri-Town Community Covid-19 survey](#) was developed and administered in March 2021 to gather data about health indicators, community members' understanding and perceptions of mental health, and to gain an idea of whether they are aware of and able to access the resources that may be available. The goal was to obtain a snapshot of how our community members were coping, one year into the pandemic. The results were used to inform Tri-Town Council, The Coalition and its partners in planning programs and resources.

Horizons After-School & Summer Enrichment - Horizons is available to K-6 elementary school children in Topsfield and Boxford during the academic school year and to all Tri-Town K-6 residents during the summer. Classes taught by experienced adults may include art, science, chess, yoga, cooking, physical activity, Lego Engineering, sewing, drama and nature workshops.

Horizons is offered in multi-week sessions during the fall, winter and spring; weekly during the summer; and includes a 6-week ski program for Boxford youth in grades 3-6 at Bradford Ski. Programs are held at the elementary schools immediately after dismissal during the school year along with before school.



Community service opportunities are available for high school youth to assist in Horizons classes to make programs accessible for students who may need additional support.



While some classes were offered in person, most classes were virtual for the 2020-21 school year and included STEM based skills: like technical drawing, Lego Robotics, video game programming; life skills: babysitting training, home alone safety; and yoga and creative arts. TTC worked with a Masconomet sophomore and geography enthusiast who offered Earth Science - a virtual program that explored different aspects of geography, earth science and habitats.



Youth Action Advisory Board (YAAB) – This dynamic and dedicated group of Tri-Town high school youth serves under the umbrella of **The Coalition** and works with community leaders and peers to address issues that matter most to teens.

YAAB is about speaking up, speaking out and making a difference in the community. YAAB is coordinated by TTC's Executive Director and Youth Program Coordinator. YAAB met virtually for the 20-21 school year, recruiting several new members to join the group. Activities included: recruiting new members; supporting the development of a Guided Meditation group for middle and high school youth; advocating for youth mental health by participating in a Peer Comeback stories workshop with the [The Nan Project](#); co-hosting with The Coalition a parent/caregiver workshop *Understanding Marijuana Today*; and created, coordinated and promoted an inspirational bookmark contest, inviting youth to color or [create a bookmark with positive messages](#). Over 500 bookmarks were distributed to Tri-Town and Masconomet libraries.



All-Night Graduation Party - Tri-Town Council sponsors and coordinates this annual event with the input and support from parents of Masco Seniors. This event, run since our inception in 1968, takes place the night of graduation with approximately 80% of seniors participating and is chaperoned by parents of underclassmen and TTC staff.

Because of the pandemic the graduation party was cancelled again this year. As in the previous year, TTC sponsored banners to hang in each town congratulating the Class of 2021 as well as promoted and participated in the Class of 2021's rolling rally occurring on June 1st that was coordinated by a small group of senior parents.



Tri-Town Council Scholarship Program- Scholarships are awarded to three graduating Masconomet Seniors, one from each of the Tri-Towns, recognized for their community service and being role models to peers during their high school years. **The 2021 recipients were Katie Bernard, Bianca Paiva, and Nicole Messih.** FY21 marks the 11th year these scholarships have been awarded, and in FY21 TTC awarded \$500 to each recipient. In addition, TTC awarded YAAB member and Masconomet graduate Justin Crosby the inaugural [Youth Asset Builder Award](#) and a \$500 scholarship for his exemplary service to his school and community.

Project Safety Net 24/7 Helpline – TTC continued to provide 24/7, via telephone and text, access to a licensed mental health counselor. **Project Safety Net** is used by both parents/guardians seeking advice or guidance regarding issues with their children, youth in need of someone to talk to, as well as concerned community members looking for information, and/or mental health resources. As the pandemic continued, TTC heavily promoted the Project Safety Net Helpline as a community resource. In addition, TTC provides a list of mental health resources and a list of local and regional mental health practitioners on our [website](#).



Community Assistance Program - TTC and the Masconomet -School Health Advisory Council (SHAC) provide a comprehensive list of local resources, regional and state resources that include mental health, substance use/abuse, food/fuel assistance, safety and more. This resource list ([Community Resource Guide](#)) updated in August of 2019 is accessible on-line and in print. TTC also works with schools and local agencies to facilitate support for Tri-Town families in particular need during the November/December holiday season. This support includes non-perishable food items plus a gift card to a local grocery store provided by Christian Angel Smile Foundation at Thanksgiving and Christmas. TTC hosted a Kindness Friday event the day after Thanksgiving, with a special performance by the Tri Town Rock Band, where community members were invited to donate gift cards to support local families during the holidays and beyond. The event collected over \$2000 in gift cards that were distributed to local families in need.

Knowing that many families continued to need support, in mid-January, TTC, in collaboration with Masconomet partners expanded the Holiday Assistance Program to the Community Assistance Program in order to meet the needs of families facing hardship/isolation due to Covid19. Working with the (3) Boards of Health



in Boxford, Topsfield and Middleton, and the schools, several families were identified as needing support. Using grant funding provided by a local business, TTC provided groceries, fuel assistance, clothing necessities, baby equipment and related items to families in Boxford, Middleton and Topsfield. For families temporarily in quarantine due to Covid, TTC [coordinated over a dozen volunteers](#) to grocery shop and do errands. Additionally, 24 Covid Cheer bags, containing games, activities and well wishes were delivered to families in quarantine.

Youth Risk Behavior Survey (YRBS) – The YRBS is a data collection tool which focuses on measuring risk behaviors that threaten the health and safety of young people as well as the protective factors, resistance strategies, and peer, adult, and community supports youth have in their lives. This tool is used across the state and nationally to assess youth behaviors and perceptions. Administered biennially to Masconomet middle and high school youth since 2010, the anonymous survey includes questions about alcohol, tobacco, vaping, marijuana and other drug use; youth's perceptions of their peers' behaviors; bullying; mental health; sexual behaviors; dietary behaviors, physical activity; screen time; protective factors; and behaviors associated with intentional or unintentional injuries. Data from the survey provides accurate estimates of the prevalence of risk behaviors and perceptions of use among Masconomet middle and high school youth. This information is used to inform health education and risk prevention programs within the schools and community. The survey data is used to inform TTC programming, in particular our Positive Community Norms initiative, and is shared and used by Masconomet, public health, and others. Due to the pandemic, 2020 administration was postponed until November 2021.

Adult Perception Survey (APS) – This survey is conducted biennially since 2011 and implemented by TTC with the support of our Coalition partners. This survey asks Tri-Town adults (parents, teachers, administrators, law enforcement, clergy, business owners as well as any other adult vested in the local community) for feedback on issues youth face or will face in making safe, healthy choices as they grow and mature. Participation is open to all Tri-Town adults who parent, educate and care for and about Tri-Town youth. Due to the pandemic, the APS was not administered this year. In its place The Coalition administered the [Tri-Town Community Covid 19](#) survey in March of 2021.

ENRICHMENT PROGRAMS & WORKSHOPS

Youth Workshops/Activities

This year many of the youth workshops and activities were virtual until the Spring. We were happy to explore new partnerships and innovate programming so we could offer our youth opportunities to engage, connect, serve and find joy.

Girls 4 Girls Mentoring Program – completing its sixth year, the mentoring program is run at Howe-Manning School, Spofford Pond School and Proctor School. This impactful program matches girls in grades 5-6 with Masconomet High School girls grades 10-12 who meet regularly October-June to develop relationships, serve as a mentor, role model and help with the transition to middle school. TTC works collaboratively with Howe-Manning, Proctor and Spofford School staff in program design and delivery. During the 2020-21 school year there were over 50 participants among the three communities. The program was run virtually culminating in spring-time outdoor in person meetings.



Boys Mentoring Program – Building on the success of the Girls 4 Girls Mentoring program, TTC initiated a boys mentoring program matching high school youth with boys in grades 5 & 6. The boys meet typically meet during TTC's Saturday Open Gym nights at Masconomet but this year meetings were virtual culminating in an in-person meet up in May.. The mentors and mentees actively engage with one another in myriad activities that include sports, games, partner activities and science and building challenges. This year 10 youth were served in this program.

Virtual Tutoring Program: With concern mounting about learning gaps due to remote learning, in the summer of 2020, TTC piloted a [virtual tutoring program](#). Matching trained Tri-Town high school aged tutors with youth in grades 5 and up, the program grew to serve 120 youth in 3 sessions - summer, fall and spring.

Guided Meditation: In partnership with Zen Center North Shore (ZCNS), TTC hosted virtual guided meditation for middle and high school youth on Sundays in January through April. Under the tutelage of a ZCNS practitioner, youth were guided through different meditations and learned about different meditation techniques.



Middle School Girls' Virtual Writing Group: This new program was developed under the direction and guidance of TTC's youth coordinator. The group met weekly Sunday evenings for 60 - 90 minutes and used writing as the medium for middle school girls to explore, connect with each other, express themselves, and dig deeper into who they are and who they want to become.

Virtual Parent, Caregiver, Caring Adult and Community Presentations & Workshops

Lisa G. Teichner Speaker Series: In honor of our former Executive Director Lisa Teichner's service to the Tri-Town community, we created the ***Lisa G. Teichner Speaker Series*** in September of 2019. The series will bring experts and programs to the Tri-Town that support community education, awareness, social-emotional health and well-being, and positive youth development in homage to Lisa Teichner's dedication to our youth and the Tri-Town community. During the 2020-21 school year the series hosted virtual presentations of **The Secret Life of Teens** with Jon Mattleman and child psychologist Linda Price for **Parenting with Intention: Building Resilience for K-5 Youth**. Coupled with the live attendance and view counts of the recordings, these 2 programs served over 200 parents, caregivers, and caring adults.

Stress, Resilience and Self-Care: Windi Bowitch, licensed mental health counselor and Director of Clinical Training and Consultation at Northshore Education Consortium presented on how the many factors of the current world can contribute to toxic stress amongst adults and the impact it can have on the brain and functioning. Participants discussed the importance of self care and resilience strategies to navigate through these difficult times, while considering the challenges of raising children in a pandemic and otherwise stressful world.

Understanding Teen Depression: Families for Depression Awareness presented this workshop on understanding teen depression, what to do if you suspect a teen you care about is suffering and the resources available to support teens and their families get the care they need to get well.

Self Regulation Strategies for K-5 Youth and Youth in Grades 6 - 12 TTC experimented with a virtual "Lunch and Learn" series over the lunch hour with these 2 presentations on supporting youth in developing strategies to self-regulate. Presenter Noelle Colbert shared an approach to help youth identify and process feelings to lead to developing strategies to cope with difficult situations.

Understanding Marijuana Today: With marijuana legalization and the industry burgeoning, young people's perceptions of the risk of harm marijuana use can cause a developing brain have plummeted over the past decade. Prevention Specialist Cory Mashburn, M.Ed presented this workshop for parents, caregivers, guardians and caring adults to learn about the impacts of the new marijuana industry on youth and what adults can do to relay a clear, consistent message about this drug to youth. YAAB members kicked off the workshop, sharing information about the prevention work they were doing and introduced the workshop and presenter.

Virtual Yoga Classes for Education Partners: TTC, working with our Horizons Enrichment yoga instructor and with the support of a local bank, offered 4 weeks of virtual yoga classes to Tri-Town School Union and Masconomet educators and staff. Over 50 staff participated in the virtual sessions.

COMMUNITY OUTREACH

TTC is a trusted resource for children and families in the Tri-Town area. TTC works to expand its community engagement by participating whenever possible in community events and occasionally attends meetings of town and school boards to share our work. Due to Covid, outreach at community events was limited during the 2020-21 school year.

- Programming information sent bi-weekly via TTC's digital newsletter to over 2500 email addresses
- Social media presence including TTC Facebook page, Instagram, and Twitter

AFFILIATED ORGANIZATIONS

Tri-Town Council has affiliated organizations (referred to as "sponsored programs") which benefit from our non-profit status, administrative support and fiscal sponsorship affording them the opportunity to serve the Tri-Town community including:

Tri-Town Rock Band - Tri-Town Rock Band is an inclusive performing pop-rock ensemble and is comprised of Tri Town students with disabilities in grades 6–12 who are interested in learning and playing pop & rock music appropriate for advancing musical skills. Participants work with youth mentors who possess strong musical and mentoring skills. Since its inception in 2016, the band has learned 14 songs and publicly performs at least four times a year. This program is under the direction of Andrea Monty, retired director of Spofford Pond Band.



Disability Awareness Starts Here (DASH) Since 1994, D.A.S.H. has provided an innovative, hands-on sensitivity awareness experience for elementary school students in Boxford, Topsfield and Middleton. This parent-led program relying on many volunteers annually is embraced by the elementary school district, emphasizes **abilities** rather than disabilities; encourages empathy and understanding; fosters an atmosphere of mutual respect and friendship; and strives to eliminate fear and misunderstanding. Each year all youth in second through fifth grade participate in this program; first grade youth participate in an



abbreviated program. D.A.S.H. presents four unique curriculums which utilize hands-on activities designed to simulate what it is like to live with a disability. Children are encouraged to explore their feelings, think creatively, and discuss alternatives and solutions to the challenges created by a disability. Each program concludes with a guest speaker where the children are invited to ask questions and share their new perspectives. **The grade level curriculums are Visual Impairments - Grade 2; Hearing Impairments - Grade 3; Invisible Disabilities - Grade 4; Physical Disabilities- Grade 5.** Due to Covid, the DASH program did not run during the 2020-21 school year.

Sponsor-A-Child – a Boxford-based program run at Cole and Spofford Pond Elementary Schools since 1980, provides a tangible and meaningful way for elementary school children to be part of a community service activity along with their classmates and family. This program raises awareness about children, close to home, who are underprivileged and in need, and how others, both individuals and a community, can help. Due to Covid the Sponsor-A-Child program did not run during the 2020-21 school year.

TRI-TOWN COUNCIL LEADERSHIP

Tri-Town Council Board of Directors provides leadership, governance, fiscal oversight and long-term strategic planning in support of the organizational mission. Led by an Executive Board consisting of a President, Treasurer and Secretary, and sub-committees, the Tri-Town Council Board is engaged in the vital and on-going process of identifying and achieving the goals and objectives of the organization. [2021-2024 Strategic Plan](#)

Tri-Town Council employs a full-time Executive Director who is responsible for the development and implementation of programs and services, provides organizational leadership and management; and several part-time professional staff members who assist with program implementation, communications, youth activities and business functions.

TTC's professional work space is located at 7 Grove Street, Topsfield. In addition to the primary space on the second floor, TTC has a dedicated program space in the basement of this building where we host Coalition and YAAB meetings and enrichment classes as well as a variety of other programs.

OUR FUNDING

Municipal funding contributions from Boxford, Middleton and Topsfield represent a significant portion of Tri-Town Council's annual operating budget. The balance of our income comes as a



result of private donations, corporate donations, foundation contributions, grants, fee for service programs and fundraising events. This funding is vital to the financial health and organizational stability of Tri-Town Council.

IN SUMMARY

Through our educational, enrichment, mentoring and leadership programs, sponsored programs and organizational affiliations, Tri-Town Council proactively provides support and addresses current and emerging concerns of the Tri-Town community. We collaborate with schools, parents, youth, law enforcement, community organizations, legislators and area resources to insure the highest impact and most cost effective delivery of our programs and services. We maintain high visibility in the community through our website: www.tritowncouncil.org, weekly E-news to more than 2200 subscribers within our in-house database and through school newsletters and blogs, in local media resources such as the Tri-Town Transcript, the Salem Evening News, PTO communications, and other organizational websites including Masconomet and the Tri-Town School Union.

We also connect with parents/caregivers, youth and community members via [Facebook](#) (almost 900 page likes and page follows) [Instagram](#) and [Twitter](#), providing important programming information as well as resources pertaining to various youth & family issues, social and emotional challenges and guidance in raising children of all ages. Our website, E-news and social media posts contain timely information for parents/guardians, educators and youth on topics such as resilience, Asset building, bullying and cyberbullying, social media and Internet safety, mental health, stress/anxiety management, and alcohol, marijuana, vaping, prescription drug and other forms of youth substance use as well as updates regarding Tri-Town Council events and activities. Our social media and e-news platforms continue to be critical in our efforts to support the community with resources, opportunities, and connections..

Tri-Town Council actively participates in and collaborates with several Tri-Town committees including the Masconomet School Health Advisory Council (SHAC) whose mission is to promote youth health, wellness and safety; the K-12 Umbrella Group which consists of local volunteer leadership and school superintendents meeting monthly to share projects and ideas; the elementary school Parent-Teacher Organizations; public libraries; and faith-based institutions. TTC maintains connections with regional and professional groups including Community Anti-Drug Coalitions of America (CADCA), MassTapp, Bolster Collaborative, Search Institute and the Massachusetts Non-Profit Network. We work with local and regional organizations and agencies sharing ideas, co-sponsoring programs and events to both broaden our impact as well as sharing the costs whenever possible and appropriate.

The Tri-Town Council is grateful for and depends on the continued support we receive from our funders - because of Municipal, Corporate, Foundation, Individual and community support and involvement we are able to continue our mission educating youth, parents and educators and providing proactive solutions which support, engage and empower Tri-Town youth to make informed, healthy, safe and compassionate decisions while strengthening their social and emotional well-being.

TRI-TOWN COUNCIL BOARD OF DIRECTORS

FY21

Stacie Bloxham, President
Susie Read, Treasurer
Beth Beringer, Secretary
Randi Brown
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Preeti Deshpande
Sue Duval
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FY22

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Emily Esolen
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Jessica Schoonmaker

TRI-TOWN COUNCIL STAFF FY22

Nicole Gregoire-Allis, Coalition Coordinator; Bonnie Collins, Accounting Manager; Gretchen Rehak, Communications/Development Manager; Dawn Seymour, Youth Programs; Meredith Shaw, Executive Director; Beth Whalley, Horizons Program Coordinator

Respectfully submitted,

Meredith Shaw

Executive Director

mshaw@tritowncouncil.org (978) 887-6512

Fed EIN #23-7130785



TTC Programs & Partnerships

OUR COMMUNITY. YOUR IMPACT.

OPEN GYM



- Saturday nights during winter for Tri-Town Youth
- Special welcome event for incoming 7th graders

TEEN PROGRAMS



- Youth Action Advisory Board (YAAB)
- Youth nights
- Youth Artisan Fair
- Boys 4 Boys mentoring program
- Girls 4 Girls mentoring program
- Volunteer opportunities
- Photovoice
- And MORE!

MASCO SENIORS



\$17,000
in scholarships over the past 11 years!



PROJECT Safety Net

when times are tough
call or text **978.771.4619**
24/7 for help
It's anonymous

ALL-NIGHT GRADUATION PARTY



An annual tradition providing fun and safe activities for graduates with **85%** class participation!

THE COALITION

Connect. Communicate. Prevent.
A TRI-TOWN COUNCIL PROGRAM

Community Partnership

- Promoting healthy youth behaviors and norms
- Fostering an environment where youth choose to be substance-free

Community Education

- Data Collection
- Positive Community Norms Campaign
- Youth Health and Safety Guide
- Substance Use Prevention Education Advocacy & Resources

Convening

- Tri-Town Community Leaders
- Partners
- Stakeholders



HORIZONS PROGRAMS

Active and creative enrichment classes serving K-6 children
STEM, creative arts, yoga, outdoor exploration and more!



PARENT/CAREGIVER WORKSHOPS



- Resilience, Self-Care & Coping
- Social/Emotional Skill Development
- Youth Mental Health
- Technology Use
- Substance Use Prevention and Education
- Supporting Parents & Caregivers



DEVELOPMENTAL ASSETS



Building blocks for healthy, resilient, empowered youth

COMMUNITY ASSISTANCE PROGRAM (CAP)



Resources and confidential referrals for families in need

SPONSORED PROGRAMS



- Tri-Town Rock Band
- DASH (Disability Awareness Starts Here)
- Holiday Assistance & Partnerships with local agencies
- Sponsor-a-Child (Boxford)

YOUTH RISK BEHAVIOR SURVEY (YRBS)

Biennial surveys with **1,600** Masco youth participating

tritowncouncil.org





@TriTownCouncil




OFFICE OF THE TOWN ADMINISTRATOR

Town of Middleton
Memorial Hall
48 South Main Street
Middleton, MA 01949-2253
978-777-3617
www.middletonma.gov

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MEMORANDUM

TO: Middleton Select Board

FROM: Andrew J. Sheehan, Town Administrator 

SUBJ.: American Rescue Plan Act (ARPA)
Funding Discussion

DATE: April 19, 2022

On March 11, 2021, the United States Congress passed and the President signed the American Rescue Plan Act (ARPA). Under ARPA Middleton will receive **\$3,021,948** in Federal funding. Of this total, \$1,058,199 is direct to non-entitlement communities and \$1,963,749 is redistributed to communities located in non-functional counties. Essex County is a non-functional county. Half the funds were wired to the Town last year: on June 22, 2021, we received \$529,099 and on August 17, 2021, we received \$981,874. The balance of the funds will be wired to the Town approximately 12 months after the first distributions. ARPA funds must be committed by December 31, 2024 and spent by December 31, 2026.

The United States Treasury Department's Interim Final Rule identified the following eligible expense categories:

- Investments in water, sewer, and broadband infrastructure
- Replacement of lost public sector revenue
- Addressing negative economic impacts caused by the pandemic
- Supporting public health expenditures
- Providing premium pay for essential workers, and
- Funding administrative costs related to managing ARPA funds.

Recently, the US Treasury Department issued its Final Rule on use of ARPA funds. The Final Rule modified one of the eligible uses of ARPA funds, lost public sector revenue. Communities now may elect to claim a standard allowance up to \$10M to fund government services. Please see the accompanying Bulletin from the Division of Local Services. This gives us greater flexibility in how we use the funds. It also makes compliance with the reporting requirements significantly less onerous.

We recommend taking advantage of the standard allowance and claiming the entire \$3,021,948 ARPA allotment as lost public sector revenue available to fund government services.

That being said, we believe it is prudent to mirror the spirit of the original ARPA legislation to the extent practicable. We see ARPA as an opportunity to fund necessary investments while at the same time relieving some of the fiscal stress on our capital improvement program.

Since ARPA's passage last year we have been working to identify appropriate projects and uses of the funds. We have also been doing our best to understand the limitations on funding so we do not utilize funds for ineligible projects. The Final Rule's standard allowance eases the latter concern.

In January 2022, the Select Board committed ARPA funds for the following purposes:

ELIGIBLE EXPENSE CATEGORY	FUNDING REQUEST
Water Infrastructure that improves access to clean drinking water	\$250,000
Supporting Public Health	\$135,000
Administrative costs	\$50,000
Total	\$435,000

This left a balance of **\$2,586,948**.

We could identify tens of millions of dollars' worth of projects in Middleton. We want to be as strategic as possible with these funds in order to maximize the benefit to the community.

We request direction from the Select Board as we plan the use of the remaining ARPA funds. We offer the following categories for the Board's consideration. We will then take the Board's direction and use it in developing the next batch of ARPA commitments.

The identified categories are:

EXPENSE CATEGORY
Water Infrastructure
Road Infrastructure, including the Peabody Street Bridge deck
Public Facilities Project
Information Technology Infrastructure
Vehicles: New vehicles only, not replacement vehicles

ARPA provides a unique opportunity for us to make investments and maximize our response to the COVID pandemic. It also allows us to undertake capital improvements sooner than we would by relying only on local funds. The Administration's goal is to maximize the funds for the greatest positive impact.

I look forward to discussing this in greater detail with the Board.

Bulletin

BUL-2022-1

Coronavirus State and Local Fiscal Recovery Funds – Revenue Loss

(Supersedes Bulletin 2021-7)

TO: Local Officials
FROM: Deborah A. Wagner, Director of Accounts
DATE: January 2022

This bulletin supersedes Bulletin 2021-7, providing updated final guidance on the revenue loss component of the American Rescue Plan Act, due to the US Treasury's issuance of the Final Rule on January 6, 2022.

This Bulletin provides final guidance regarding the revenue loss component of the American Rescue Plan Act of 2021 (ARPA), Pub. L. No. 117-2, signed into law on March 11, 2021 by the President of the United States. This law provides resources through the new Coronavirus Local Fiscal Recovery Fund (CLFRF) to local governments to respond to the public health emergency caused by the Coronavirus Disease (COVID-19). This fund is administered by the US Department of the Treasury (hereafter, "US Treasury" or "Treasury").

Note that the information contained in this Bulletin reflects information currently in federal law and relevant guidance from the US Treasury. If this information is modified by future federal actions, the Executive Office for Administration and Finance's (A&F) Federal Funds Office and/or the Director of Accounts (Director) of the Division of Local Services (DLS) may issue further guidance.

In May 2021, Treasury published the Interim final rule (IFR) describing eligible and ineligible uses of funds (as well as other program provisions), sought feedback from the public on these program rules, and began to distribute funds. On January 6, 2022, Treasury adopted a [final rule](#) implementing the Coronavirus State and Local Fiscal Recovery Funds (SLFRF). The final rule responds to comments received on the interim final rule. This Bulletin provides information regarding important changes Treasury made relative to the revenue loss portion of the SLFRF.

Per Treasury's "[Overview of the Final Rule](#)", recipients now have two options for how to determine their amount of revenue loss. Recipients must choose one of the two options and cannot switch between these approaches after an election is made.

1. Recipients may elect a "standard allowance" of \$10 million to spend on government services through the period of performance.

Under this option, which is newly offered in the final rule Treasury presumes that up to \$10 million in revenue has been lost due to the public health emergency and recipients are permitted to use that amount (not to exceed the award amount) to fund "government services." The standard allowance provides an estimate of revenue loss that is based on an extensive analysis of average revenue loss across states and localities, and offers a simple, convenient way to determine revenue loss, particularly for SLFRF's smallest recipients.

All recipients may elect to use this standard allowance instead of calculating lost revenue using the formula below, including those with total allocations of \$10 million or less. Electing the standard allowance does not increase or decrease a recipient's total allocation.

2. Recipients may calculate their actual revenue loss according to the formula articulated in the final rule.

Under this option, recipients calculate revenue loss at four distinct points in time, either at the end of each calendar year (e.g., December 31 for years 2020, 2021, 2022, and 2023) or the end of each fiscal year of the recipient. Under the flexibility provided in the final rule, recipients can choose whether to use calendar or fiscal year dates but must be consistent throughout the period of performance. Treasury has also provided several adjustments to the definition of general revenue in the final rule.

To calculate revenue loss at each of these dates, recipients must follow a four-step process:

- a. Calculate revenues collected in the most recent full fiscal year prior to the public health emergency (i.e., last full fiscal year before January 27, 2020), called the base year revenue.
- b. Estimate counterfactual revenue, which is equal to the following formula, where n is the number of months elapsed since the end of the base year to the calculation date:

$$\text{base year revenue} * [(1 + \text{growth adjustment}) ^ (n/12)]$$

The growth adjustment is the greater of either a standard growth rate -5.2 percent¹ - or the recipient's average annual revenue growth in the last full three fiscal years prior to the COVID-19 public health emergency.

- c. Identify actual revenue, which equals revenues collected over the twelve months immediately preceding the calculation date.

¹ At the time the interim final rule was published, the average annual growth across all state and local government "General Revenue from Own Sources" in the most recent three years of available data (2015-2018) was 4.1%, which was presented as one option for the growth adjustment. Since the interim final rule was published, 2019 data has been made available, which increases this rate to 5.2%.

Under the final rule, recipients must adjust actual revenue totals for the effect of tax cuts and tax increases that are adopted after the date of adoption of the final rule (January 6, 2022). Specifically, the estimated fiscal impact of tax cuts and tax increases adopted after January 6, 2022, must be added or subtracted to the calculation of actual revenue for purposes of calculation dates that occur on or after April 1, 2022.

Recipients may subtract from their calculation of actual revenue the effect of tax increases enacted prior to the adoption of the final rule. Note that recipients that elect to remove the effect of tax increases enacted before the adoption of the final rule must also remove the effect of tax decreases enacted before the adoption of the final rule, such that they are accurately removing the effect of tax policy changes on revenue.

- d. Revenue loss for the calculation date is equal to counterfactual revenue minus actual revenue (adjusted for tax changes) for the twelve-month period. If actual revenue exceeds counterfactual revenue, the loss is set to zero for that twelve-month period. Revenue loss for the period of performance is the sum of the revenue loss for each calculation date.

The supplementary information in the final rule provides an example of this calculation, which recipients may find helpful, in the Revenue Loss section.

Treasury will update reporting guidance to clarify how recipients electing to use a fiscal year basis will adjust prior calculations, and a recipient may adjust its prior calculations to reflect these changes prior to April 1, 2022.

SLFRF funding from the revenue loss category may still be used to pay for “government services”, which “generally include any service traditionally provided by a government, including construction of roads and other infrastructure, provision of public safety and other services, and health and educational services.”

For further information regarding the Treasury’s Final Rule, please refer to the links below on the Division of Local Services’ webpage:

US Treasury CLFRF Resources

- [US Department of Treasury Press Release - \(1/6/2022\)](#)
 - [View Text of Final Rule](#)
 - [View User-Friendly Overview of Final Rule](#)



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Town of Middleton
Memorial Hall
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Middleton, MA 01949-2253
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www.middletonma.gov

5.

MEMORANDUM

TO: Middleton Select Board

FROM: Andrew J. Sheehan, Town Administrator

SUBJ.: Temporary Outdoor Dining Areas

DATE: April 19, 2022

During the early months of the COVID-19 pandemic the Massachusetts Legislature passed and the Governor signed legislation allowing temporary outdoor dining. This provision allowed cities and towns to relax the usual zoning and alcohol requirements in order to facilitate outdoor dining. The intent was to extend a lifeline to food establishments that were struggling as result of the pandemic.

On June 10, 2020, the Middleton Board of Selectmen voted to allow Temporary Outdoor Dining Areas. It was originally scheduled to expire on November 1, 2020 or until the executive order was rescinded, whichever came first. The executive order was subsequently extended, allowing Middleton restaurants to continue outdoor dining.

In 2021 the Governor extended this provision for another year. Middleton restaurants thereby continued to take advantage of the relaxed dining and liquor provisions.

Recently, Chapter 42 of the Acts of 2022 extended the pandemic-relief provisions for restaurants. See attached.

In order to ensure all bases are covered, I recommend the Select Board vote to extend the local Temporary Outdoor Dining provisions through April 1, 2023.

State Extends Pandemic-Era Outdoor Table Service and Alcohol To Go Provisions

April 6, 2022

On April 1, 2022, the Governor signed Chapter 42 of the Acts of 2022 (the “Act”) into law. The Act includes extensions of pandemic-relief provisions related to restaurants.

Expanded Outdoor Table Service

Section 27 of the Act extends the ability of cities and towns to approve requests for the expansion of outdoor table service until **April 1, 2023**. This section also extends a local licensing authority’s ability to approve, without further ABCC review or approval, changes in the description of a licensed premises for outdoor alcohol service until **April 1, 2023**. Any expansion or change approved under these provisions will automatically revert to its pre-pandemic status **April 1, 2023**.

Beer, Wine, and Cocktails to Go

Sections 15 and 19 of the Act extends the ability of restaurants to sell beer, wine, and cocktails “to go” until **April 1, 2023**. “To go” alcohol must be priced the same as alcohol sold on site. (For more information, please see our May 25, 2021 eUpdate, found [here](#)).

If you have any specific questions regarding the extension of these provisions, please contact your KP Law attorney at 617.556.0007.

Disclaimer: This information is provided as a service by KP Law, P.C. This information is general in nature and does not, and is not intended to, constitute legal advice. Neither the provision nor receipt of this information creates an attorney-client relationship with KP Law, P.C. Whether to take any action based upon the information contained herein should be determined only after consultation with legal counsel.



Town of Middleton, Massachusetts



Committee Handbook

2022

Middleton Select Board

A NOTE FROM THE MIDDLETON SELECT BOARD

January 2022

This handbook is intended as a guide for all Town Boards, Committees, and Commissions as well as the staff that provide support. It describes, in general terms, important requirements for the conduct of Town business and should prove useful to new and current members alike. It is intended to guide boards and committees whether members are elected or appointed.

Certain sections of the handbook refer to various provisions of the Massachusetts General Laws. Some committees are governed by individual statute, identified in the guide as MGL (Massachusetts General Laws) followed by the appropriate chapter and section. It is recommended that these sources be consulted whenever a specific problem is encountered involving a state statute or local by-law or regulation. Also helpful is the Inspector General's *Guide for Members of Public Boards and Commissions: How to be an Effective Member of a Public Board or Commission*. The *Guide* can be found at:

<https://www.mass.gov/doc/guide-for-members-of-public-boards-and-commissions/download>

This handbook provides a general description of procedures and summaries of important state statutes that govern the conduct of committees and their members, such as the Open Meeting Law and the Conflict-of-Interest Law.

Through voluntary service as an appointed or elected member of a board, committee, commission or council, citizens like you gain the opportunity to directly help the Town meet its current challenges and address its future needs and goals. Volunteers who serve on our committees are an essential part of running an effective and efficient local government. We hope it is also an informative and rewarding experience. The Select Board is deeply grateful to all who are willing to serve as a volunteer member of the government of the Town of Middleton.

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1. Becoming a Committee Member

Elected Office

Board and committee members are either appointed or elected. Members on elected boards are chosen by registered voters at the Annual Town Election or at a Special Election. Elected boards and committees in Middleton include the Select Board, School Committee, members to the regional School Committee, Planning Board, Board of Assessors, Library Trustees, and Electric Light Commissioners. More information on elected boards and committees can be found in the Charter. One must be a registered voter to stand for election. Local boards and committees are non-partisan and candidates run without party affiliation.

Qualifications for Appointment

All Middleton residents may apply for membership on any committee. The Select Board is the appointing authority for the majority of Town boards. The Town Moderator appoints the Finance Committee, Master Plan Committee, and committees created by action of Town Meeting.

With few exceptions, committee members are residents of the Town of Middleton. There may be occasional exceptions when an individual's unique skills or experience support the appointment of a non-resident and would be beneficial to the committee's work. In the event a committee member moves out of Middleton, the member or the committee chair shall promptly notify the appointing authority. This is most easily done by providing written notice to the Town Clerk.

The Town desires diversity in committee membership. Equality under the law shall not be denied or abridged because of sex, race, color, creed, or national origin. In filling committee seats, appointing authorities rely on:

- Talent Bank applications;
- Recommendations from town organizations or individuals;
- Suggestions from the committee with a vacancy;

Application Procedure

Residents who are interested in being considered for appointment should submit a [Talent Bank Application](#). [This is](#) available from either the Select Board's office or from the Town's website under "Select Board – Board and Committee Opportunities." The completed form should be returned to the Select Board or the appointing authority if not the Select Board. Applicants to any committee should inquire as to the time requirements of the specific committee and the frequency with which each committee meets.

The appointing authority shall have sole discretion to make such appointments or other changes as the appointing authority deems to be in best interest of the Town. Notices of vacancies on boards are posted on the Town's website www.Middletonma.gov. Applicants are encouraged to attend one or more meetings of the board on which they are interested to become familiar with the time commitment and other functions on that board.

Each committee or board is expected to:

- Encourage individuals to complete letters of interest to be appointed to a board or committee

- State the qualifications they are looking for in appointments.
- Make suggestions on potential members

Committees should not make any representation to candidates concerning the likelihood of appointment nor provide their suggestions with any rank order, but may invite prospective members to attend meetings to familiarize themselves with the work of the committee.

2. Oath of Office

Written notification of appointment will be issued to newly appointed members and reappointed members. Appointees must report to the Town Clerk's office, within two weeks of being appointed, to be sworn to faithful performance of their duties prior to taking any official action as a member of the board (MGL Ch. 41 section 107). Failure to be sworn in leaves the member unable to participate. If an unsworn member participates, the board's actions are invalid. If litigation results from some action taken by a board, the case may be lost if any or all board members involved in the action have not taken the required oath.

Open Meeting Law

The Town Clerk will give appointees information about the Open Meeting Law, as required by the Law and 940 CMR 29.04. Members are required to sign written acknowledgement of receipt.

Conflict of Interest Law

Additionally, each year, all municipal employees (which include members of boards, committees and commissions) must be given a Summary of the Conflict of Interest law prepared by the State Ethics Commission and every two years, they must complete the online training program.

The online training program is available at: www.muniprog.eth.state.ma.us. Once you have completed the program online, you will be prompted to print a Certificate of Completion, which must be returned to the Town Clerk's office to be retained on file.

It is the responsibility of the committee chair to provide for the orientation of new members. This helps familiarize the individuals with the work of the committee, current projects, and town government operations in general as they may impact the committee's work.

3. Term of Office

Unless prescribed by statute, Charter, Town Meeting vote, or specific committee charge, three years is the standard term of office. All terms of office are staggered so the entire committee does not turn over at once. This helps preserve continuity of knowledge and experience.

The three year term may not apply to ad-hoc committees appointed for a specific responsibility. The charge to the committee will include a specific time frame for submission of the committee's final report and dissolution of the committee.

4. Vacancies & Attendance

Resignation

Any member who, for any reason, chooses to resign before a term is complete shall provide immediate written notice of the resignation to the Committee Chairperson, the Town Clerk, and the Select Board, and cite the effective date of resignation. As a courtesy, notice should also be provided to the committee chair and members. The remaining committee members may recommend individuals who have demonstrated an interest in the work of the committee for consideration as a replacement member. They will be considered along with others who have expressed an interest and have filed a Talent Bank Application.

The Select Board may remove appointed members of boards at its discretion. Removal from office is a rare occurrence. Removal may occur due to incapacity other than temporary illness, inefficiency, insubordination, and conduct unbecoming the office. Removal is discussed in more detail in the Charter. Elected members may be recalled, as described in the Charter.

Attendance

Anyone appointed to a board is expected to attend regularly scheduled meetings. Excused absences reported to the board/committee chairperson prior to a regularly scheduled meeting shall be allowed.

Vacancies

For vacancies on boards appointed by the Select Board, the appointment will be made at a regular Select Board meeting. Interim appointments to elected boards are governed by the provisions of MGL Chapter 41 Sections 10 and 11 unless otherwise provided by statute.

Dissolution of Committee

Upon the dissolution of any committee, either by action of the appointing authority, or pursuant to an expiration date provided in the committee charge, all records, documents, correspondence and files concerning the committee's work should be organized in a reasonable and understandable manner and turned over to the Town Clerk for appropriate filing and archival storage. As appropriate, the Town Clerk may forward such records to another department.

5. Organization of Boards & Duties of Officers

Election of Officers

Boards are normally organized with a chair, vice chair, and clerk. Boards should annually reorganize (elect officers). For elected boards, this is typically done immediately after the Annual Town Election. For appointed boards and committees this is most often done after annual reappointments in June. Following reorganization, please provide notice of the officers to the Town Clerk and Office of the Select Board. The board's webpage should be updated to identify the new officers.

Duties of Officers

Chairperson:

- Presides at all meetings, decides questions of order;

- Calls meeting dates and times;
- Ensures that meeting and agendas are properly posted in accordance with the Open Meeting Law;
- Sets agenda topics;
- Represents the board before the appointing authority, other town bodies and the public, as required;
- Ensures that members are kept informed of meetings and attend regularly;
- Ensures that all members have taken the oath of office and acknowledged receipt of information from the Town Clerk with regard to the Open Meeting Law and Conflict of Interest Law;
- Ensures that a summary of the board's actions of the previous year are submitted to the Town Administrator for inclusion in the Annual Town Report;
- Exercises control over public meetings and hearings, ensures that the proper decorum is maintained and that such meetings and hearings are conducted in an orderly and appropriate manner.
- Although the Chair manages the meeting the Chair possesses no more authority than any other member. The Chair is equal to all other members.

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Vice-Chairperson:

- The Vice-Chairperson acts as Chairperson in the absence of the Chair.

Clerk/Secretary:

- Signs correspondence on behalf of the committee.
- In the absence of paid staff, ensures that minutes of every meeting are taken, prepared, voted and filed with the Town Clerk in a timely manner, in accordance with the Open Meeting Law.
- Ensures that copies of documents and other exhibits used during meetings are provided and referenced in a list to be included in the approved meeting minutes, in accordance with the Open Meeting Law.
- In the absence of paid staff, performs any other clerical or administrative duties as required.

6. Adoption of Rules and Regulations

State law permits some committees, such as the Board of Health, Conservation Commission, Planning Board, and Zoning Board of Appeals, to adopt rules and regulations. The procedures set forth in the relevant state law must be observed when adopting such rules and regulations. Other Committees' Rules and Regulations must be adopted by the Select Board. All fees are adopted by the Select Board. In the interests of transparency, the board or committee should provide advance notice of its intention to consider regulations. In some cases, it is a requirement to advertise and hold a public hearing relative to the proposed rules and regulations prior to adoption. Please check with the relevant section of the General Laws and the Town Clerk's Office for further details and clarification.

7. Meetings

Open Meeting Law

All boards and committees, whether appointed or elected, are required to follow the Open Meeting Law, MGL c 30A, § 18-25. All board members are required to take the time to familiarize themselves with the provisions of the Open Meeting Law (MGL c 30A, § 18-25) and its accompanying regulations (940 CMR 29.00). The Open Meeting Law sets forth specific requirements for posting, scheduling, conducting, and recording meetings. The purpose of the law is to promote the democratic process in assuring that deliberations and decisions made by our public officials are conducted openly, and not hidden from the public. Failure to follow the Open Meeting Law may result in the invalidation of actions taken at a meeting and could result in the imposition of a penalty upon the public body.

Meetings are open to the public and the chair may allow members of the public to speak, share opinions, or ask questions. Any person may record a meeting with a tape recorder or other means of audio reproduction and/or videotape equipment, provided they announce their intention to do so and there is no active interference with the conduct of the meeting.

More information of the Open Meeting Law is available on the Attorney General's website:

<http://mass.gov/ago/government-resources/open-meeting-law/>

For purposes of the Open Meeting Law, a "meeting" is defined as a deliberation by a public body with respect to any matter within the body's jurisdiction. A "meeting" shall not include:

- An on-site inspection of a project or program, so long as the members do not deliberate;
- Attendance by a quorum of a public body at a public or private gathering, including a conference or training program or media, social or other event, so long as the members do not deliberate.
- Attendance by a quorum of a public body at a meeting of another public body that has complied with the requirements of the open meeting law, so long as the visiting members communicate only by open participation in the meeting on those matters under discussion by the host body and do not deliberate.
- A meeting of a quasi-judicial board or commission held for the sole purpose of making a decision required in an adjudicatory proceeding brought before it; or
- A session of a town meeting convened under MGL c39, §10 which would include the attendance by a quorum of a public body at any such session.

It is a violation of the Open Meeting Law to conduct serial meetings, telephone meetings, e-mail meetings, or to hold other such discussions outside of a duly posted meeting at which the public is deprived of the opportunity to attend and monitor the decision-making process. This includes "revolving door meetings," which are individual conversations that occur in serial fashion in which a quorum of members participates and/or deliberates. "Deliberation" is defined as "an oral or written communication through any medium, including electronic mail, along with social media deliberations between or among a public body or any public business within its jurisdiction; provided, however, that "deliberation" shall not include the distribution of a meeting agenda, scheduling information or the distribution of reports or documents that may be discussed at a meeting, provided that no opinion of a member is expressed."

Often there is a need for the chair or staff to communicate with committee members via email. A good email practice is to utilize the BCC function. That eliminates an inadvertent serial deliberation that can occur when a member replies all to an email. This advice goes for board members and staff.

Quorum

In order for a board to call to order or take an official vote, a quorum must be present. A quorum is a simple majority of a governmental body, unless otherwise defined by law. A simple majority is based on the total number of full positions on a board, whether or not all available positions have been filled or are present. Once a quorum is present, a board may act by a majority of the quorum, unless otherwise provided by law.

State law requires a "super majority" vote in certain cases such as special permits and variances under MGL Chapter 40A. A super majority vote is a vote of at least four members of a five member board.

Conducting a Meeting

Although most board discussions may seem too casual to be called debate, it is advisable for the board to observe a minimum of generally accepted procedures. Attentive guidance by the Chair and adherence to adopted procedures can increase efficiency as well as maintain objectivity.

The Chair should limit all participants to concise, non-repetitive statements. In some cases, establishing time limits may be advisable. All those members who wish to speak should be allowed to do so before anyone is invited to speak a second time. It is the chair's choice whether to allow members of the public to address the public body at regular meetings; however, at a public hearing members of the public are allowed to speak. Although desirable, it is not necessary for the board to continue discussion until consensus is achieved. Other actions, such as calling for a vote, postponing until more information is available, or referring to a subcommittee may be required. It is recommended that committees seeking public input, incorporate an item related to "public input" or "public comment," for example on their agenda. If this tool is used frequently, a chair may impose a time limit. Residents participating in a committee's public hearing or public input should be prepared to share their name and street address prior to making public comment.

All votes must be taken publicly. The use of secret ballots is prohibited.

Executive Session

The Open Meeting Law requires that all meetings of a governmental body be open to the public, except for a few limited purposes for which a board may enter into executive session.

All appointed boards are urged to consult with legal counsel (with prior authorization from the Town Administrator) if they have any questions as to the process and/or permissibility of entering into executive session.

Executive session is closed to the public, but the board must first convene in a duly posted open session. A majority of the members must vote by roll-call in favor of a motion to enter into executive session. The motion, as well as the posted agenda, must state the reason for the executive session and must state whether or not the board will return to open session. All votes taken in executive session must be recorded roll-call votes. Minutes must be taken during executive session; however, they will not be released until the matter discussed has been resolved. Once the matter has concluded and the minutes

have been approved, a copy should be provided to the Town Clerk. The Board shall regularly review executive session minutes for public release.

Executive session¹ may be held only for the following purposes:

- a. To discuss the reputation, character, physical condition or mental health, rather than professional competence, of an individual, or to discuss the discipline or dismissal of, or complaints or charges brought against, a public officer, employee, staff member or individual.²
- b. To conduct strategy sessions in preparation for negotiations with nonunion personnel or to conduct collective bargaining sessions or contract negotiations with nonunion personnel.
- c. To discuss strategy with respect to collective bargaining or litigation if any open meeting may have a detrimental effect on the bargaining or litigating position of the public body and the chair so declares.
- d. To discuss the deployment of security personnel or devices, or strategies with respect thereto.
- e. To investigate charges of criminal misconduct or to consider the filing of criminal complaints.
- f. To consider the purchase, exchange, lease or value of real property if the chair declares that an open meeting may have a detrimental effect on the negotiating position of the public body.
- g. To comply with, or act under the authority of, any general or special law or general grant-in-aid requirements.
- h. To consider or interview applicants for employment or appointment by a preliminary screening committee if the chair declares that an open meeting will have a detrimental effect in obtaining qualified applicants; provided, however, that this clause shall not apply to any meeting, including meetings of a preliminary screening committee, to consider and interview applicants who have passed a prior preliminary screening.
- i. To meet or confer with a mediator, as defined in section 23C of chapter 233, with respect to any litigation or decision on any public business within its jurisdiction involving another party, group or entity (see MGL Ch.30A sec. 21 for further provisions).
- j. To discuss trade secrets or confidential, competitively sensitive or other proprietary information provided in the course of activities conducted by a governmental body as an energy supplier under a license granted by the department of public utilities pursuant to section 1F of chapter 164, in the course of activities conducted as a municipal aggregator under section 134 of said chapter 164 or in the course of activities conducted by a cooperative consisting of governmental entities organized pursuant to section 136 of said chapter 164, when such government body, municipal aggregator of cooperative determines that such disclosure will adversely affect its ability to conduct business in relation to other entities making, selling or selling or distributing electric power and energy.

Remote Participation³

In August of 2014, the Middleton Select Board voted to authorize remote participation during public meetings pursuant to 940 CMR 29.10 and M.G.L. c4 sec. 7.

¹ See Attorney General's website: <http://www.mass.gov/aqo/government-resources/open-meeting-law> for further explanation of each example

² See MGL Ch. 30A sec. 21 for individual rights

³ COVID-19 State of Emergency: On March 12, 2020, Governor Baker issued an "Emergency Order Suspending Certain Provisions of the Open Meeting Law, G.L. c. 30A, § 20 ("OML Order") which was to remain in effect until rescinded or until the State of Emergency was terminated, whichever happens first."

A quorum must be physically present at the meeting. The Chairperson, or a person authorized to chair the meeting in the Chairperson's absence must be physically present. All members, including the members participating remotely, must be clearly audible to each other. A member can participate remotely under the following reasons that make the member's presence unreasonably difficult:

- Personal illness
- Personal disability
- Emergency
- Military Service
- Geographic Distance

A member can participate remotely using the following types of media:

- Telephone, internet, or satellite enabled audio or video conferencing
- Any other technology that enables the remote participant and all persons present at the meeting location to be clearly audible to one another.

A member wishing to participate remotely must notify the Chairperson as soon as possible before the meeting with the facts supporting the request. At the start of the meeting, the chair shall announce the name of any member who will be participating remotely and the reasoning. This information must be included in the meeting minutes. All votes taken must be taken by roll call vote and recorded as such in the minutes, including in open session. Members participating remotely may participate in executive session but shall, at the start of that session, state that no other person is present and/or able to hear the discussion at the remote location.

Posting Meeting Agendas

The Open Meeting Law Regulation (940 CMR 29.03) provide, in part, that "public bodies shall file meeting notices⁴ sufficiently in advance of a public meeting to permit posting of the notice at least 48 hours in advance of the public meetings, excluding Saturdays, Sundays and legal holidays. The date and time that the notice is posted shall be conspicuously recorded thereon or therewith."

Meeting Notices and agendas must be posted in compliance with the specific instructions of the Town Clerk. Postings must be emailed to notices@middletonma.gov and received in the Clerk's office 48 hours prior to the next meeting, not including weekends and holidays. Meeting notices must include the name

This OML Order temporarily suspended two major requirements of G.L. c. 30A, § 20:

- *G.L. c. 30A, § 20 requirement that a public body meet in a public place that is physically open to the public. This resulted in public bodies being able to meet without the public physically present.*
- *G.L. c. 30A, § 20(d) and 940 CMR 29.10(4)(b) requirements that members of a public body be physically present to participate. This enabled members to satisfy quorum requirements and participate in meetings remotely by video call, or other means.*

The COVID State of Emergency was lifted by the Governor on June 15, 2021. However, on June 16, 2021, Governor Baker signed another bill that allows for an extension of remote meetings and hearings by public bodies through April 1, 2022. This is the current status as of July 6, 2021.

⁴ See Attachment A: Sample Meeting Notice/Agenda

of the board, and the date, time, and location of the meeting⁵. Notices must also include a listing of the topics the chair reasonably anticipates will be discussed at the meeting. The chair must exercise good judgment when faced with issues not included on the agenda. Routine issues may be raised. New and/or potentially contentious issues may be noted but not acted upon. They should be placed on a future meeting agenda to allow for proper posting and public discussion.

Posting Emergency Meetings

The filing and posting requirements for meeting notices do not apply to emergency meetings. Emergency is defined in 30A § 18i as a "sudden, generally unexpected occurrence or set of circumstances demanding immediate action". For example, a meeting of the Board of Health to take action with respect to a matter endangering the public health due to a sudden flooding of an area would be considered an emergency meeting. A meeting simply called in a hurry to take action prior to the expiration of a deadline would not qualify as an emergency meeting.

Meeting Cancellations

In order to support a uniform procedure upon cancellation of Committee or Board meetings due to inclement weather or any other unforeseen event, outlined below is a procedure for notifying the public. The decision to cancel a meeting is up to the individual Committee or Board. Should it be necessary to cancel a meeting due to inclement weather or any other unforeseen event, the Committee Chair or the assigned staff person should notify the Town Clerk's Office of the cancellation. The Chairperson or staff person should arrange for the posting of a cancellation notice, as well as posting a note on the entrance to the building where the meeting is to take place; both should include the date, time, and location of the rescheduled meeting.

Meeting Minutes

Section 22 of the Open Meeting Law requires every governmental body to "...create and maintain accurate minutes of all meetings, including executive session, setting forth the date, time and place, the members present or absent, a summary of the discussions on each subject, a list of documents and other exhibits used at the meeting, the decisions made and the actions taken at each meeting, including the record of all votes." ⁶ Minutes should not be verbatim of all discussion during a meeting. Copies of documents and/or exhibits, such as pictures or maps, used by the body at a meeting shall, along with the minutes, be part of the official record of the session.

Minutes must include each of the following:

- The date, time and place of the meeting;
- A list of members present or absent;
- A summary of the discussions on each subject;
- A list of documents and/or exhibits used at the meeting;

⁵ For meetings that include an option to participate remotely through a virtual meeting service, a meeting hyperlink, password (if required), and a telephone number for call-in participants should be included along with the date, time, and location of meeting.

⁶ See Attachment B: A Public Body Checklist for creating and approving meeting minutes

- The decisions made and the actions taken at each meeting, including a record of all votes (who moved and seconded motions).
- Names of additional participants (not including press or observers);
- Name of person taking minutes;
- Time the meeting convened and the time it was adjourned.

Meetings may not proceed without a designated secretary responsible for providing a written record of the meeting as prescribed by the Open Meeting Law. Audio or video recordings may not be used as permanent records of a meeting. The approval of the prior meeting's minutes should always appear as an agenda item to encourage timely completion and filing of the minutes.

Draft minutes may be sent to members for review prior to the meeting at which they are to be voted upon. Deliberation regarding the contents of the draft minutes of an open meeting must occur at an open meeting, not by e-mail or telephone (other than to point out scrivener's errors such as wrong date, time or place, wrong person named as present or absent, spelling errors.) Boards should strive for transparency, posting minutes on the town's website as soon as they have been approved.

It should be noted that the minutes of an open meeting, in whatever form (notes, draft, tape recording, etc.) are considered public records and must be made available to the public upon request, under the public records as defined under the provisions of Chapter 66 §§ 10 (a-c). If a meeting is tape recorded the recording should be retained until the minutes are adopted or any appeal periods or litigation have passed.

The Town employs a number of meeting secretaries who attend meetings and prepare meeting minutes. The secretaries are paid a flat rate per meeting. Staff can assist in finding a meeting secretary or the Chair can reach out to the Town Administrator's Office.

Public Hearings

Some boards, including but not limited to the Select Board, Planning Board, Zoning Board of Appeals, Conservation Commission, Historical Commission, and the Board of Health, are occasionally required to hold a public hearing in accordance with Massachusetts General Laws. Hearings are held for the purpose of gathering information from which your board or committee can draw a conclusion. Written notices, the initiation of the hearing, and the written conclusions of a hearing may have strict legal time limitations that vary with the nature of the hearing and the Board. Several procedures are common to all hearings.

Hearings generally require that a legal notice be published in a newspaper of general circulation in the community. Until recently, legal notices were published in the *Tri-Town Transcript* because it was the least expensive option. However, the *Tri-Town Transcript* merged with another weekly and is now a digital-only publication. Currently, there is no weekly newspaper. It is recommended that legal notices be published in the *Salem News*. Legal ads can be mailed to SNLegals@salemnews.com.

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The Chairperson or other designated person should run the hearing and state the guidelines and time allowances before any testimony is given. All questions should be directed to the chair who in turn may ask for a response from the floor. It is suggested that each board/committee develop written guidelines that include:

- Ground rules, time limits, directing all questions to chair, etc. are set;

- During deliberations, findings of fact are noted;
- Decision is written using notes of discussion, fact and findings;
- Decision is filed in appropriate places.

An important aspect of the hearing process is that a decision must be based on the testimony and evidence submitted at the hearing or if written, entered into the record at the hearing. The decision must be based on facts and cannot be arbitrary. Hearsay and emotions are not evidentiary and should not impact the final decision.

A board member serving on a hearing panel must be neutral without having formed an opinion in advance. The purpose of the hearing is to determine all facts. Once fact finding is complete, the board can begin to develop a basis for an opinion based on those facts that have been identified and outlined. Any board member who is pre-disposed to a decision must consider recusing himself or herself from the hearing.

It is not required that a decision be arrived at on the date of the hearing. Boards and committees should take such time as they need and are legally entitled to in order to arrive at a decision.

Meeting Conduct

Meetings need not be excessively formal and strict adherence to Robert's Rules of Order is not expected. It is more important to be respectful to fellow board members, the public, representatives, and staff. That being said, all actions need to be moved, seconded, and voted upon. A common form of a motion starts with "I move that the Board of _____" followed by a description of the action (e.g. adopt a particular policy, grant a permit, etc.). The motion then needs to be seconded. Following the motion and second the Chair calls for a vote: all in favor, all opposed, any abstentions. If a motion does not receive a second the motion fails. If there is a tie vote the motion fails.

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8. Use of Town Buildings

Every committee should establish a regular meeting schedule to suit the needs and convenience of the members. All meetings must be scheduled in a public location accessible to the disabled. The majority of boards and committees meet at either the Fuller Meadow School or the Flint Public Library. Scheduling of meetings must be done through the relevant facility contact. Meetings at the Fuller Meadow School can be booked by filling out the Facility Use Request Form at <https://www.tritownschoolunion.com/central-office/facilities>. Space at the Flint Public Library can be booked by emailing meetings@flintpublib.org. Contacts for each facility are available from the Town Administrator's Office.

9. Conflict of Interest

Members of a board are considered municipal employees, regardless of their compensation, and as such, are subject to the Conflict of Interest Law. A copy of the law may be viewed online at www.state.ma.us/ethics. The purpose of the law is to ensure that the private financial interests and

personal relationships of public employees do not conflict with their public obligations. A copy of this law and responsibilities is provided to each board member by the Town Clerk's office.

Bi-annual Required Ethics Training

Each year, all municipal employees (which includes members of Boards, Committees and Commissions) must be given a Summary of the Conflict of Interest Law prepared by the Ethics Commission and, every two years, they must complete an online training program prepared by the Commission.

The online training program is available at www.muniprog.eth.state.ma.us. Once you have completed the program online, you will be prompted to print a Certificate of Completion, which must be provided to the Town Clerk's Office.

If you have a Conflict of Interest

If a board member has a conflict of interest, that member must recuse themselves and leave the room. A recused member is not counted toward the quorum. However, members that wish to speak as an abutter or as someone with a particular interest to an item before their own board may do so. In such case they shall step down from their duties on the board and sit with other members of the public to speak about the project.

The law provides for the legal determination of Conflict of Interest status for any employee submitting a request to the appointing authority or State Ethics Commission. If board members have any questions about whether or not their activities could be a conflict of interest, they should seek guidance from the Town Administrator.

A board member may also request a confidential opinion directly from the State Ethics Commission by contacting the Commission's Legal Division at 617-371-9500.

10. Standards of Conduct for Appointed Town Officials

Professional Conduct Expectations

Members of all boards, committees and commissions are expected to:

- Realize that their basic function is to make policy, not execute it, unless otherwise empowered by state and/or local laws.
- Be well informed concerning the state and local duties of the board on which the members serve.
- Always keep in mind that they represent the Town of Middleton and its residents.
- Accept their position as a means of unselfish public service, not to benefit personally, professionally, or financially from their position.
- Treat all members of the board, all applicants who come before the board, all staff members and the public with respect, despite differences of opinions.
- Treat all staff as professionals in a manner that respects the abilities, education, experience, and dignity of each individual.
- Give weight to the input and advice of professional staff, department heads, and other boards and committees.
- Share information obtained on pending issues with other board members.

- Conduct themselves in a manner that maintains public confidence in local government.
- Conduct official business in such a manner as to give the clear impression that they are not improperly influenced in the performance on their official duties.
- Abide by the ethics guidelines established under MGL Chapter 268A, making every effort to avoid any appearance of conflict, and properly disclosing any apparent conflict.
- Unless specifically exempt under MGL Chapter 30A, section 18-25 (Open Meeting Law), conduct the business of the public in a manner that promotes open and transparent government.
- Honor confidential matters not legally subject to disclosure that come before the board in executive session.

Corrective Action

Anyone who feels that an appointed board member is acting inconsistently with these standards of conduct may take one or more of the following actions, as deemed necessary, in the order listed below:

- Speak privately with board member about their behavior in an effort to correct said behavior.
- Ask the Chairperson of the board to speak with the individual in an effort to correct said behavior.
- Bring the matter to the attention of the appointing authority.

Speaking for a Board or Committee

An individual board member has a right to speak publicly as a private citizen but should not purport to represent the board or exercise the authority of the board except when specifically authorized by that body to do so. If members identify themselves as members when speaking as private citizens, it may be perceived that they speak for the board. Such a perception should be avoided.

11. Administration

Public Records

With few exceptions, every hard copy or electronic document and record (other than most audio or video recordings) made or received by a board or other public entity is presumed to be a public record under the Massachusetts Public Records Law (MGL Chapter 66). As such, the public has a right of access to these records.

Town boards and departments are also obligated to properly secure and maintain public records. Public records should never be kept in a home or on private property of a board member. A guide to the Massachusetts Public Record law: <http://www.sec.state.ma.us/pre/prepdf/guide.pdf>

Use of Town Counsel

Request for opinions or assistance from Town Counsel must be directed through the office of the Town Administrator.

Appointing Authorities

The Select Board may require that the board chair report regularly to the appointing authority about the board's actions and plans. The Town Administrator helps in maintaining communication between the committee, staff, and appointing authority. If needed, the Chair may request a meeting with the appointing authority to resolve problems and report progress.

12. Annual Report & Town Meeting

All committees must file an annual report of committee activities for the Annual Town Report. The chair or other designated member should detail committee membership including changes, and a concise explanation of accomplishments and future plans to be submitted to the Select Board on or before the Annual Town meeting. Boards and committees should be represented at all Town Meetings.

13. Electronic Communication and Social Media

Using Email

A member of a public body may email other public body members so long as the email does not reach a quorum of the public body. Communications between and among a quorum of a public body on matters within the jurisdiction of the public body must occur only during a noticed meeting. G.L. c. 30A, §§ 18, 20. A public body member may lawfully email a quorum of the public body only to discuss scheduling a meeting, distribute a meeting agenda, or to distribute reports or documents that will be discussed at a meeting, provided that no opinion of a member of the public body is expressed. See G.L. c. 30A, § 18.

Many boards and committees have been found to violate the Open Meeting Law by using the reply all feature of email. This often happens quite innocently. A common occurrence is when staff sends out a meeting packet or staff report to all committee members. One member then replies all with their thoughts. That step constitutes a serial deliberation, which is a violation of the Open Meeting Law. A good practice is to send staff reports and meeting packets using the blind copy feature (BCC); that prevents an innocent or unintentional serial deliberation among a quorum.

Social Media Platforms

Public bodies may communicate with members of the public through social media platform such as Facebook, Twitter, and webpages. However, individual members must be careful not to engage in deliberation with the other members of the public body through such communications or appear to speak for the committee. If a member of a public body communicates directly with a quorum of the public body over social media platforms that communication may violate the Open Meeting Law. Public body members should proceed with caution when communicating via these platforms.

Electronic Messaging During a Meeting

The Open Meeting Law does not address the issue of texting or other forms of electronic messaging. The Open Meeting Law encourages government transparency. The best practice is for public body members to avoid the use of electronic devices during meetings. The deliberative process must take place in view of the public during a posted meeting. Members of the public should be aware that emails, text

messages, and phone logs are considered public records. As such they are discoverable and may be ordered to be released.

HELPFUL LINKS

Middleton Talent Bank Application:

<https://www.middletonma.gov/DocumentCenter/View/567/Talent-Bank-Application-PDF?bidId=>

Middleton Remote Participation Policy:

<https://www.middletonma.gov/DocumentCenter/View/1234/Remote-Participation-Policy?bidId=>

Middleton Policy on Fraud Prevention and Detection:

<https://www.middletonma.gov/DocumentCenter/View/1243/Fraudulent-Financial-Activities-Policy?bidId=>

Middleton Sexual Harassment Policy:

<https://www.middletonma.gov/DocumentCenter/View/1312/EEO-Discrimination-and-Sexual-Harassment-Policy?bidId=>

State Guide: How to be an Effective Board and Commission Member:

<https://www.mass.gov/info-details/guide-for-members-of-public-boards-and-commissions-introduction>

State Website offering guidance for board & committee members:

<https://www.mass.gov/info-details/guide-for-members-of-public-boards-and-commissions-introduction>

Open Meeting Law Training videos:

<https://mass.gov/service-details/open-meeting-law-training-videos>

Open Meeting Law Guide:

https://www.mass.gov/files/documents/2018/01/30/2017%20Guide%20with%20ed%20materials_revised%201-30-18.pdf

Conflict of Interest Law Training and Guide:

<https://www.mass.gov/complete-conflict-of-interest-law-training-and-summaries>

Massachusetts Public Record law:

<http://www.sec.state.ma.us/pre/prepdf/guide.pdf>

ATTACHMENT A: Model Agenda & Checklist

[LETTERHEAD OF BOARD/COMMITTEE]

NAME OF BOARD > Middleton Town Board
DATE > June 30, 2021
TIME > 7:00 PM
LOCATION > Fuller Meadow Media Room, 143 South Main Street, Middleton
REMOTE INFO > Zoom Link (if provided applicable): zoom/link
RECORDING NOTE > [Add note here if the meeting is being recorded]
TITLE > Meeting Agenda
MINUTES > 1. Approval of Minutes
a. May 4, 2021 Minutes; votes may be taken
HEARINGS, IF ANY > 2. Continued Public Hearings
a. 195 North Main Street – Main Street LLC – Special Permit to Allow a Restaurant Use; votes may be taken
3. New Public Hearings
a. 48 South Main Street – Town Common LLC – Variance to Allow a Residential use in a Business Zone; votes may be taken
4. Old or New Business
a. License Agreement for United Oak Construction to remove dam on Babble Brook; votes may be taken
b. Approval of Tripartite Agreement for the Waverly Peak Subdivision; votes may be taken
c. Review Draft Warrant; votes may be taken
c.d. Review and discuss winter parking policy; votes may be taken
5. Staff Update (if any)
6. Announcements/Correspondence
7. Adjournment

Next Upcoming Meetings: July 27, August 31, September 28

Public Body Checklist for Posting a Meeting Notice

Issued by the Attorney General's Division of Open Government – September 25, 2017

Notice Contents

- ☐ The notice contains the date, time, and location of the meeting. G.L. c. 30A, § 20(b).
- ☐ If the meeting is a joint meeting of several public bodies, the names of all bodies meeting are listed at the top of the notice.
- ☐ The notice contains all of the topics that the chair reasonably anticipates will be discussed at the meeting. The topics are sufficiently specific to reasonably advise the public of the issues to be discussed at the meeting, including executive session topics. G.L. c. 30A § 20(b); 940 CMR 29.03(1)(b).
- ☐ The notice is printed in a legible, easily understandable format. G.L. c. 30A, § 20(b).
- ☐ The date and time that the notice is posted is conspicuously recorded on or with the notice. 940 CMR 29.03(1)(d). If the notice is amended within 48 hours of a meeting, not including Saturdays, Sundays, and legal holidays, then the date and time that the meeting notice is amended must also be conspicuously recorded on or with the notice. 940 CMR 29.03(1)(d).

Notice Publication

- ☐ The notice is published at least 48 hours before the meeting, not including Saturdays, Sundays and legal holidays. G.L. c. 30A, § 20(b).
- ☐ The notice is posted with the proper authority:
 - o Local public bodies – Filed with the municipal clerk, who must post it in a location conspicuously visible to the public at all hours in or on the municipal building where the clerk's office is located, or to the municipal website if adopted by the municipality as the official method of posting notices. G.L. c. 30A, § 20(c); 940 CMR 29.03.
 - o State public bodies – Posted to a website, and a copy sent to the Secretary of State's Regulations Division. G.L. c. 30A, § 20(c).
 - o Regional public bodies – Posted in every municipality within the region, unless the public body has adopted an alternative notice posting method. G.L. c. 30A, § 20(c); 940 CMR 29.03.
 - o County public bodies – Filed with the office of the county commissioners and a copy of the notice is publicly posted in a manner conspicuously visible to the public at all hours in such place or places as the county commissioners shall designate for the purpose, unless the county has adopted its website as the official method for posting notices. G.L. c. 30A, § 20(c); 940 CMR 29.03.

Note that this checklist is intended as an educational guide, and does not constitute proof of compliance with the Open Meeting Law. These checklists are updated periodically, so please check that you are using the most current version. For questions, please contact the Attorney General's Division of Open Government at 617-963-2540 or via email at openmeeting@state.ma.us. For more information on the Open Meeting Law, please visit www.mass.gov/ago/openmeeting.

ATTACHMENT B: Public Body Checklist for Creating and Approving Meeting Minutes

**Public Body Checklist for
Creating and Approving Meeting Minutes**

Issued by the Attorney General's Division of Open Government – September 25, 2017

- ☐ Minutes must accurately set forth the date, time, place of the meeting, and a list of the members present or absent. G.L. c. 30A, § 22(a).
- ☐ Minutes must include an accurate summary of the discussion of each subject. See G.L. c. 30A, § 22(a). The summary does not need to be a transcript, but should provide enough detail so that a member of the public who did not attend the meeting could read the minutes and understand what occurred and how the public body arrived at its decisions.
- ☐ The minutes must include a record of all the decisions made and the actions taken at each meeting, including a record of all votes. G.L. c. 30A, § 22(a).
- ☐ The minutes must include a list of all of the documents and other exhibits used by the public body during the meeting. G.L. c. 30A, § 22(a). Documents and exhibits used at the meeting are part of the official record of the session, but do not need to be physically attached to the minutes. See G.L. c. 30A, §§ 22(d), (e).
- ☐ If one or more public body members participated remotely in the meeting, the minutes must include the name(s) of the individual(s) participating remotely. 940 CMR 29.10(7)(b).
- ☐ If one or more public body members participated remotely in the meeting, the minutes must record all votes as roll call votes. 940 CMR 29.10(7)(c).
- ☐ Executive session minutes must record all votes as roll call votes. G.L. c. 30A, § 22(b).
- ☐ The minutes must be approved in a timely manner. G.L. c. 30A, § 22(c). A "timely manner" will generally be considered to be within the next **three** public body meetings or within **30 days**, whichever is later, unless the public body can show good cause for further delay. 940 CMR 29.11(2).

Note that this checklist is intended as an educational guide, and does not constitute proof of compliance with the Open Meeting Law. Checklists are updated periodically, so please confirm that you are using the most current version. For questions, please contact the Attorney General's Division of Open Government at 617-963-2540 or via email at openmeeting@state.ma.us. For more information on the Open Meeting Law, please visit www.mass.gov/ago/openmeeting.

ATTACHMENT C: Public Hearing General Steps

1. Open Public Hearing
2. The Chairperson or designee will read the legal notice, announcing the nature and purpose of the hearing and identify the particular matter.
3. Order of Presentation
 - a. Presentation by Proponent
 - b. Receipt of recommendations from any Town agency, advisor, or officer
 - c. Questions from Board Members
 - d. Statements by members of the public
 - e. Rebuttal by Proponent
4. Close Public Hearing
5. Deliberate on Findings and Merit
6. Entertain Motions to render a decision or take the matter under advisement, announcing the intended date of decision.



Town of Middleton
Memorial Hall
48 South Main Street
Middleton, Massachusetts
01949-2253
978-774-3589
www.townofmiddleton.org



Application for Class II Used Car Dealer's License

SECTION 1:

Name to Appear on the License: Robert's Motor Group

Business Name (d/b/a, if different): _____

Manager of Record: Robert O. Materba Jr.

Address of Premises: 5 FORMS WAY UNIT #2

Phone Number of Premises: 1 (978) 641-6000

SECTION 2: Person (attorney if applicable) who can be contacted concerning this application):

Name: None

Address: _____

Phone Number: _____

SECTION 3: Give a full description of the premises to be licensed, including location of all entrances and exits: (Please attach a copy of the Site Plan Approval and written decision of the Board of Appeals)

JUST 1 chair in office upstairs of brother
Dominic Materba's Shop. Barley there. Website
is done at my home. 195 Lowell St. Lynnfield
MA 01940 JUST go there when needed.

SECTION 4: Lot Capacity and Vehicle Display

Total Lot Capacity 0 (in vehicles)

How many vehicles do you wish to display for sale? 0

SECTION 5:

Applicant is an:

☐ Association

☐ Corporation

☒ Individual

☐ Partnership

☐ Non-Profit Corporation

☐ LLC



Town of Middleton
Memorial Hall
48 South Main Street
Middleton, Massachusetts
01949-2253
978-774-3589
www.townofmiddleton.org

SECTION 6:

If applicant is an individual or partnership – List for individual, each partner or LLC:

Full Name: _____ Home Address: _____ DOB: _____ SSN/FID: _____
NO

Is individual or all partners United States citizens? ☒ Yes ☐ No

If no, specify citizenship: _____

Is individual or all partners involved at least twenty-one years old? ☐ Yes ☐ No

SECTION 7:

If applicant is a corporation, complete the following:

State of Incorporation: _____ Date of Incorporation _____

Fiscal Year Ends: _____ Date Qualified to do business in MA: HAVE HAD license
for over 8 year's I believe,

SECTION 8:

Will there be any construction, remodeling, redecorating, or building on the premises for this license?
☐ Yes ☒ No If yes, complete the following:

Give an exact description of the construction, remodeling, redecorating or building on the premises:



Town of Middleton
Memorial Hall
48 South Main Street
Middleton, Massachusetts
01949-2253
978-774-3589
www.townofmiddleton.org

What are the estimated costs: none

What is the construction schedule: none

State all sources of construction financing: none

SECTION 9:

Do you own the premises? () Yes (☒) No If yes, please respond to the question below.

() As an individual () Jointly () Other

Name of Realty Trust: _____

Name of Corporation: _____

Other: _____

(If you do not own the premises to be licensed, provide the following information about the owner).

Name: _____

Address: _____ Telephone: _____

SECTION 10:

If a lease or rental, you must provide the following information:

1. Copy of Lease Brother Dominic Lease. He's be there
2. Beginning date of Lease: many years. Approx 10 years. End date of Lease: _____
3. Rent per month/year: _____

*JUST USED office to apply the sale
of vehicles online. NO STORAGE of any
cars in Middleton period. NOT at 5
Farm's WAY or IN TOWN ANYWHERE.*



Town of Middleton
Memorial Hall
48 South Main Street
Middleton, Massachusetts
01949-2253
978-774-3589
www.townofmiddleton.org

SECTION 11: OWNERSHIP INTERESTS

State the following information for all persons or entities who will have any direct or indirect beneficial or financial interest in this license:

Full Name Home Address DOB SSN/FID Phone Number

Robert D. Mather Jr. 195 Lowell St, Lynnfield MA, 01940
05/29/1965 Soc#
04-348-1956 - Fed#

Describe all types of beneficial or financial interest each person or entity identified above will have in this license.

Person or Entity License Name and Address Description of Interest

None - Other than myself at the present moment.

Has any person or entity named above held a license or a beneficial interest in a license issued under Chapter 149 which is not presently held? () Yes (✓) No

(If yes, provide the following for each person or entity)

Full Name License Name And Address Type of of License Date Ownership Surrendered



Town of Middleton
Memorial Hall
48 South Main Street
Middleton, Massachusetts
01949-2253
978-774-3589
www.townofmiddleton.org

Has any person or entity named above ever had a license suspended, revoked or cancelled?

() Yes (✓) No

(If yes, provide the following information)

Date	License	License #	Reason why the license was suspended, revoked or celled
Feb 3rd 2022		MVII-10	NEVER

Has any person or entity named above ever been convicted of violating any state, federal or military law?

() Yes (✓) No

SECTION 12:

- A. Each individual applicant must sign.
- B. Applications by a partnership must be signed by a majority of the partners.
- C. Applications by a corporation must be signed by an officer authorized by a vote of the corporation Board of Directors.
- D. Applications by an association must be signed by a majority of the members of the governing body. All signatures must have answered Section 6.
- E. False information or failure to disclose are reasons to revoke a license or deny Class II Used Car Dealer License.

Signed and subscribed to under the penalty of perjury, the Feb day of 3rd 2022

By: Signature of Full Name

Title:

Robert D. Maierba Jr. owner

Print Name: Robert D. MAIERBA JR.

Print Title: owner-pres

**Town of Middleton
Board of Selectmen Office
48 South Main Street
Middleton, MA 01949**

Please use this form to obtain your license renewal. Please remit a properly signed State Tax Form (attached) and a check made payable to the Town of Middleton to this office no later than **Monday, November 29, 2021** License fees shall be paid by either **cashier's check or bank check**. All license fees must be received in this office no later than Monday, November 29, 2021 in order to have your license renewed for January 1, 2022.

MISCELLANEOUS LICENSE RENEWAL FORM FOR 2022

TYPE OF LICENSE		LICENSE FEE	AMOUNT DUE
Amusement (Golf Courses)	_____	\$100.00	_____
Auctioneer	_____	\$45.00	_____
Amusement Machines	_____	\$100.00	_____
Class I License	_____	\$200.00	_____
Class II License	_____	\$200.00	_____
Class III License	_____ ✓	\$200.00	\$200.00
Gas License (per nozzle)	_____	\$45.00	_____
Precious Metals	_____	\$50.00	_____
Livery License	_____	\$100.00	_____
		\$50.00 1 st	_____
		Vehicle, \$25.00	_____
# of Vehicles	_____	each additional vehicle	_____
Total Amount Due			_____

By November 29, 2021

Business Name: Robert's Motor Group
Business Manager Name: Robert D. Materba Jr.
Phone Number: 1 (978) 641-6000
E-mail Address: TR-trucking@icloud.com

Town of Middleton, Massachusetts
Revenue Enforcement and Protection Certification (REAP)

Pursuant to Massachusetts General Laws/Chapter 62C, Section 49A, I certify under penalties of perjury that I have filed all State Tax Returns and paid all State Taxes required under Law.

Roberts Motor Group
Name of Company

Title of Person Signing owner-pres.
R. D. McJr.
Signature

Date Feb 3rd 2022

Social Security Number or Federal Identification Number__ .

**Town of Middleton, Massachusetts
Certificate of Non-Collusion**

This Must Be Signed and Included
With the Price Quotation, Bid or Proposal

The undersigned certifies under the penalties of perjury that this bid/ quotation/proposal is in all respects bona fide, fair and made without collusion or fraud with any other person. As used in this paragraph, the word "person" shall mean any natural person, joint venture, partnership, corporation, union, committee, club, other organization, entity, or group of individuals, other businesses or legal entity.

Robert's Motor Group
Name of Company

Title of Person Signing owner - pres
Robert D. Majors
Signature

Date 8 Feb 3rd 2022

Social Security Number or Federal Identification Number _____ Soc#
04-348-1956 Fed#

In the future I would like to
place ~~put~~ license in the designated Area allowed
from and approved ~~only~~ ^{site} the Town of
Middleton, you tell me where & when.
Then at correct time I ^{will} move forward.
THANK you very much.
Then upgrade the license.



An Act relative to certain voting precincts in the town of Middleton

Be it enacted by the Senate and House of Representatives in General Court assembled, and by the authority of the same as follows:

SECTION 1. Notwithstanding any general or special law to the contrary, census block 250092121013010, as designated by the United States Census Bureau for the 2020 federal census under P.L. 94-171, shall merge with and become part of precinct 3 of the town of Middleton.

SECTION 2. This act shall take effect upon passage.



Jean M. Lorizio, Esq.
Commission Chairman

**Commonwealth Of Massachusetts
Alcoholic Beverages Control Commission**



**2022
Retail License Renewal**

License Number: 00034-RS-0704

Municipality: MIDDLETON

License Name : Sd Management Group LLC

License Class: Seasonal

DBA : Ferncroft Country Club

License Type: Restaurant

Premise Address: 42592 Village Road Middleton, MA 01949

License Category: All Alcoholic Beverages

Manager: Ronald E. Rice

I hereby certify and swear under penalties of perjury that:

1. I am authorized to sign this renewal pursuant to M.G.L. Chapter 138;
2. The renewed license is of the same class, type, category as listed above;
3. The licensee has complied with all laws of the Commonwealth relating to taxes; and
4. The premises are now open for business (if not, explain below).

Signature

Date

Printed Name

Title

Please sign this form only in the month of March and return to your Local Licensing Authority.

Additional Information:





OFFICE OF THE TOWN ADMINISTRATOR

Town of Middleton
Memorial Hall
48 South Main Street
Middleton, MA 01949-2253
978-777-3617
www.middletonma.gov

10.

MEMORANDUM

TO: Select Board; Andrew J. Sheehan, Town Administrator
FROM: Jackie Bresnahan, Assistant Town Administrator/HR Director
DATE: April 14, 2022
RE: Vacancies as of June 30, 2022

Below you will find a full listing of the board and committee seats that will have vacancies as of June 30th, 2022. As of Thursday, April 14th, all incumbents have been contacted with information regarding re-appointment submittals. This information is also available on www.middletonma.gov under the Board and Committee Opportunities page.

Select Board Appointees

- Board of Appeals – 5 year term – 1 seat (June 30, 2027)
- Board of Appeals – 1 year term – 1 seat (June 30, 2023)
- Board of Appeals – Alternate – 1 year term – 2 seats (June 30, 2023)
- Board of Health – 3 year term – 1 seat (June 30, 2025)
- Board of Registrars – 3 year term – 1 seat (June 30, 2025)
- Bylaw Review Committee – 3 year term – 4 open seats – terms to be staggered
- Conservation Commission – 3 year term – 1 seat (June 30, 2025)
- Council on Aging – 3 year term – 3 seats (June 30, 2025)
- Cultural Council – 3 year term – 3 seats (June 30, 2025)
- Historical Commission – 2 year term – 2 seats (June 30, 2025)
- Industrial and Commercial Design Review Committee – 3 year term – 3 open seats – terms to be staggered
- Memorial Day Committee – 3 year term – 4 open seats – terms to be staggered
- Municipal Property Tax Relief – 3 year term – 1 seat (June 30, 2025)
- Planning Board – Alternate – 1 year term – 2 seats (June 30, 2023) (Joint Appointment with Planning Board and Select Board)
- Rails to Trails Committee – 3 year term – 2 seats (June 30, 2025)
- Recreation Commission – 3 year term – 3 seats – terms to be staggered
- Scholarship Committee – 3 year term – 3 seats – terms to be staggered

Moderator Appointees also be advertised:

- Finance Committee – 3 year term – 2 seats
- Zoning Bylaw Review Committee – 7 seats (all current members expire in May 2022)

Correspondence and informational materials



April 11, 2022

Board of Selectmen
Town of Middleton
48 South Main Street
Middleton, MA 01949

Re: Comcast Government Affairs – Contact Change

Dear Chairman and Members of the Board:

I am writing to share with you we have welcomed Kerry Morris to Comcast as the Senior Manager of Government Affairs with responsibility for your community.

By way of background, Kerry is a graduate of Suffolk University's Sawyer School of Business (BS; MPA) and has many years of legislative and regulatory experience in state government. In the past, Kerry has served as the Damage Prevention Program Manager at the Department of Public Utilities and has also worked in legislative, transportation safety and project management roles at the Department of Transportation; in addition, Kerry served as a Legislative Director at the Massachusetts State House where she worked with municipal, state, and federal government officials. Since 2020, Kerry has also taught courses on public administration, intergovernmental and global affairs, and public relations at Clark University, Suffolk University, and Northeastern University.

Within the coming weeks Kerry will be reaching out to you personally as our goal is to make this transition as seamless as possible for you. However, should you have any issues or concerns before then please do not hesitate to contact Kerry at:

Kerry Morris, Sr. Manager
Government Affairs
Email: Kerry_morris@comcast.com
Mobile: +1 (339) 206-5698

Very truly yours,

Gerald Buckley, Director
Government Affairs



North Shore
Information
Technology
Collaborative

ANNUAL REPORT

PREPARED BY

Colby Cousens, Danvers

Brian Luther, MAPC

Jackie Bresnahan, Middleton

Kerri McInnis, Danvers

JULY 1, 2021 - APRIL 7, 2022



THE NORTH SHORE INFORMATION TECHNOLOGY COLLABORATIVE

In order to address an array of common information technology challenges among local governments on the North Shore, seven communities joined together and took action. Danvers, Middleton, Topsfield, Wenham, Hamilton, Essex, and Manchester-by-the-Sea started by scoping a feasibility study on information technology regionalization, and filing a grant application to fund it, through the State of Massachusetts Community Compact Program. The funding was approved and the study completed in December of 2019, finding numerous opportunities to improve services by combining resources, and share or reduce costs through bulk purchase agreements.

Subsequently, a partnership was formed with the Metropolitan Area Planning Council (MAPC) through the District Local Technical Assistance (DLTA) program. Through MAPC guidance, and in accordance with the recommendations of the feasibility study, an information technology collaborative was formalized in July of 2021 with the adoption of a memorandum of understanding (MOU). The MOU establishes governance of the collaborative and describes the roles and responsibilities of each community. A goal of the group is to replace the MOU with an Intermunicipal Agreement (IMA) in FY23.

The collaborative defines annual goals and works as a group towards their achievement each year. Member communities retain local control and voting rights in collaborative decision making. The group identifies shared information technology needs and designs a regional approach to address them, leveraging distributed expertise and economies of scale. Respective Town leadership meets monthly to discuss ongoing projects and define the strategic direction of the collaborative.

The annual budget process works in parallel to the local budget process, aligning initiatives and funding resources. The collaborative acquires funding through grant proposals and local assessments for bulk purchase agreements. We work together on information technology procurement, vetting of vendors, and opportunities to combine resources and achieve savings or service improvements.

Benefits have been realized in the form of grant receipts, and bulk purchase cost savings. The group has raised over \$380K in grant funding to date and has developed into a target for regional and technical grant programs. Cost savings have been achieved through the bulk purchase of cybersecurity and IT support services. Development of relationships with trusted strategic partners in the areas of information technology and information security has resulted through the purchasing and reference power of our organized group of communities. Additional opportunities that result from approaching information technology together systematically in the region are yet to be realized.

THE TOWN OF DANVERS IT DEPARTMENT

The Town of Danvers information technology profile describes a campus network of around 30 main locations interconnected with switching and fiber optic cable. Services like the internet, telephone, and datacenter are centralized and their access is distributed internally throughout the campus network. The staff consists of six professionals – IT Director, Assistant Director, Network Engineer, Project Manager, Technical Support Specialist, and IT Office Coordinator. Together they manage over 30,000 connected devices, 150 servers, and 1000 users.

The Town IT budget is about \$2M in combined operational and capital funding annually, with year-to-year growth recognized especially as the COVID-19 pandemic has driven significant demand for various technology solutions. The increased demand for laptops over desktop computers has doubled device refresh costs. Increased cybersecurity vulnerabilities are a driver as well and that cost and support center has expanded. Information security has been identified as a risk management priority for the organization, as well as technological solutions for electronic permitting, investment in a more robust website, and financial system improvements. An additional \$1.4M in ARPA funding is committed to implementing information technology initiatives over the next two years. Operating budgets will increase up to 20% in each FY23, FY24 and FY25 to backfill renewal costs on ARPA implementations. The organization is making a sustainable investment in technology, backed by lessons learned from the pandemic, to improve access to services and drive operational efficiency internally.

Over the past several years Town and School IT leadership have been working to centralize, consolidate, and realize economies of scale on purchase, implementation, and maintenance costs. This has led to an approach focusing on scalability and multi-tenancy in our information technology environment.

An approach that lends itself well to the concept of combining resources to realize cost savings and service improvements with additional, regional partners.

Scaling started with an agreement to offer disaster recovery services to the Town of Essex in July of 2018. Danvers keeps datacenter capacity in reserve for Essex and replicates their servers regularly in case they experience a local interruption in service. With the addition of a grant funded, fiber optic link to Essex through Wenham and Hamilton, Danvers will begin hosting live instances of Essex servers in FY23, allowing Essex to remove onsite datacenter equipment completely in exchange for an ongoing operational cost.

GOALS OF THE COLLABORATIVE

The collaborative began with a first-year goal of establishing a cybersecurity posture for the region. We reviewed the MassCyberCenter minimum baseline of security for municipalities and began to focus on cybersecurity awareness training and incident response planning. Members have all signed up for a State grant providing awareness training and have distributed and reviewed an incident response plan template. We are in the process of forming our incident response teams and defining roles.

One of the most noteworthy achievements is our approach to cybersecurity technical controls. A bulk procurement of a multi-tenant suite of hardware and software was designed for implementation as a regional cybersecurity fabric. This solution leverages artificial intelligence to analyze and respond to threats in real time. Included is email protection, firewalls, Multi-Factor-Authentication, Endpoint Detection and Response, and Security Operations Center as a Service. This implementation represents a significant cybersecurity enhancement and risk reduction for all communities in the collaborative. Several of these technical controls will aid member communities' ability to qualify for new cybersecurity insurance requirements going into effect for FY23. We are implementing technical controls recently mandated for all Federal agencies in expectation that State and Local requirements will follow based on the Federal framework.

Fiber optic cabling is also a short-term priority. We have a goal for all communities to implement a municipally owned fiber optic network and to connect that infrastructure back to Danvers for high speed, low latency access to a regional datacenter. Three of the six partner communities are connected to Danvers already and the collaborative is currently holding \$100K in grant funding towards expanding this effort.

A regional datacenter will allow us to centralize and realize economies of scale on datacenter hardware, support costs, heating and cooling, electricity, and more. Backups and disaster recovery can be centralized and a unit cost reduction realized. Equipment and data are housed in a professional datacenter with battery and generator backup and redundant, industrial HVAC. Staff exist onsite to manage the datacenter and respond to any anomalies; regular equipment refresh occurs on schedule in a five-year refresh cycle. Infrastructure vulnerabilities are managed and patched regularly and virtualization is kept up to date with recent security and feature updates.

Implementation of strategic vision is a duty of the collaborative and our methodology is:

- Planning and Discovery
- Foundational Implementation
- Optimization
- Maintenance

We are currently in the Planning and Discovery phase of our approach but have begun some of the foundational implementation. The implementation of our cybersecurity fabric and regional support vendor are foundational and we will continue to optimize and maintain those solutions moving forward. One of the goals for the collaborative is to establish a five-year refresh cycle on all IT equipment, or 20% of technology annually. A proper equipment refresh cycle keeps costs predictable and support efforts manageable and sustainable, unlocking the promise of operational efficiency technology can deliver.

STATE OF OUR SERVICE

Planned connections to Manchester-by-the-Sea, Middleton, and Topsfield will be implemented as supply chain delays are resolved and the build-out begins. We are pursuing future loop closures for redundancy and survivability in the network. The newly released fiber optic Community Compact grant presents an opportunity to fully fund connectivity and make progress towards redundancy.

Although use of our regional datacenter infrastructure depends on direct fiber optic connectivity to Danvers, our cybersecurity infrastructure relies only on internet connectivity. This allows us to move forward with the cybersecurity project prior to completion of the regional fiber optic network.

Our final fiber map is planned as follows:



BUDGET

Our budget has grown this year as the cybersecurity investment was a new cost center for all communities involved. Below is a breakdown of costs associated with our regional collaborative for FY22.

The cybersecurity investment enjoyed a 68.5% discount due to receipt of a Community Compact Grant for \$100K. Costs will increase slightly in FY23 and stabilize somewhat. An ongoing budget analysis of the collaborative will help us establish a baseline for IT spending as a percentage of the annual budget and we will work to set a reasonable expectation of IT investment across the partner communities. Level of service, best value, and bulk purchase opportunities will be key considerations as we develop this expectation.

As a collaborative, we have the expertise, experience, and skill sourced from all communities to effectively address procurement, strategic investment, and implementation. As part of our budget process, we will establish goals that align with the organizational objectives of member communities and bring us to a desired state of operational efficiency through strategic management of information technology resources.

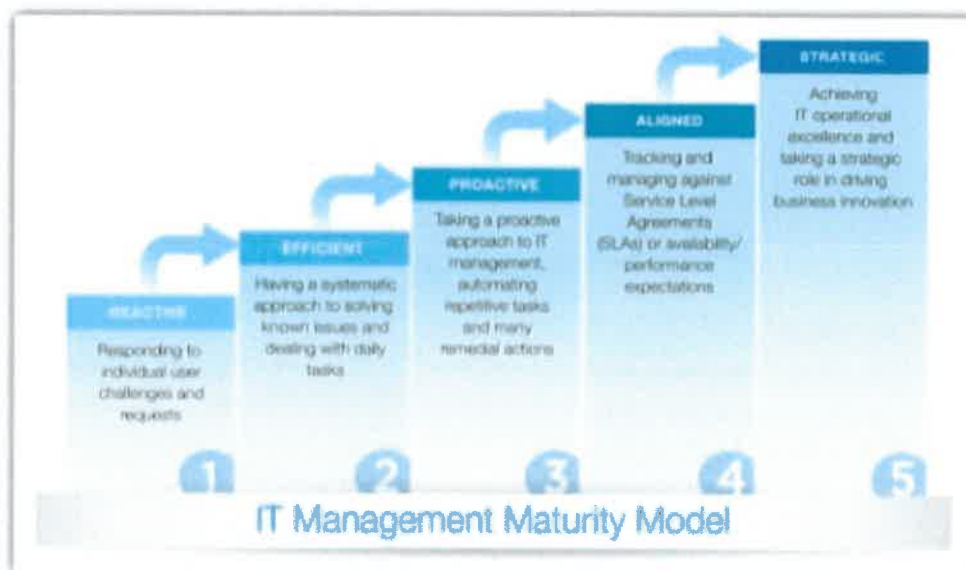
Community	Base Assessment	Cybersecurity	Total
Danvers	-	\$53,808.88	\$53,808.88
Middleton	\$4,018.04	\$9,846.43	\$13,864.47
Topsfield	\$4,018.04	\$2,804.37	\$6,822.41
Hamilton	\$4,018.04	\$10,975.86	\$14,993.90
Wenham	\$4,018.04	\$8,248.98	\$12,267.02
Essex	\$4,018.04	\$6,197.65	\$10,215.69
Manchester-by-the-Sea	\$4,018.04	\$7,926.71	\$11,944.75
Region Total			\$123,917.12

UPCOMING PROJECTS

We continue to run fiber optic cable between the partner communities in order to facilitate access to the planned regional datacenter. Danvers has committed to a \$500K installation of an enterprise datacenter environment with excess capacity to host virtual servers for regional partners. Leveraging economies of scale on datacenter will provide a higher class of service and reliability while driving down unit costs on hardware, electricity, heating, cooling, support, and maintenance.

Full implementation of a regional managed service provider is in progress and we will task them with a complete inventory of all software and hardware assets. Accurate asset inventory is the key first step in risk management and an important component of our security posture. Information security has become a priority for all organizations and our risk management process will uncover opportunities to accept, mitigate, transfer, or avoid risks and the information technology best practices and standards associated with addressing them.

In addition to risk management, accurate inventory will allow us to begin the process of establishing a five-year refresh cycle for all technology equipment in the collaborative. We are following the IT management maturity model below in pursuit of eventual strategic management.



Effective asset refresh begins to establish a proactive approach to IT maturity, and through our regional managed service provider and cybersecurity solution we can track metrics and define SLAs in the interest of advancing to an aligned approach to IT management. Strategic management is achieved when you are leveraging technology to automate and improve business processes and generate operational efficiency for the organization.

FINAL NOTE

We are in the early stages of a regional collaboration that displays significant promise. Ideas are still forming in some cases but opportunities are already being realized. We are leveraging economies of scale on information technology and security to reduce cost and risk while improving services.

Standardization across the region represents bulk purchase opportunities on equipment, support services, and maintenance. Expertise can be developed internally with standardized products and services; policy development can be shared and distributed throughout the region. Drawing on our collective experience and understanding of local government operationally, we can design a strategic approach to municipal IT investment that aligns with and drives the business objectives of the organization.

There is plenty of work to do, but we are excited for what the future holds. We hope for continued success with grant funding as we think we are an attractive target for investment.

Thank you to all of the local leaders who helped make this organization a reality. The effort, coordination, and commitment required is recognized and we think the result is something even greater than the sum of its parts.