

**BOARD OF SELECTMEN
MEETING AGENDA**

**Fuller Meadow School
Nathan Media Room
143 South Main Street, Middleton, MA 01949
Tuesday, January 2, 2018
7:00 PM**

This meeting is being recorded

1. 7:00 PM Warrant
Minutes:
 - December 15, 2017 regular
 - December 19, 2017 regular
 - December 19, 2017 executive sessionTown Administrator updates and reports
2. 7:10 PM Overview of Fiscal Year 2017 Tri-Town Council Annual Report, presented by Lisa Teichner, Tri-Town Council Executive Director
3. 7:30 PM Vote to accept the deed for Norma Way, Kassiotis Lane and the Right of Way, per the authorization granted to the Board of Selectmen under Article 1 of the November 7, 2017 Special Town Meeting
4. 7:35 PM Discussion of Community Compact grant application. Topics being considered include the Middleton Home Rule Charter, personnel policies, and information technology.
5. 7:40 PM Discussion of options to distribute Board of Selectmen meeting packets in digital format
6. 7:45 PM New Business: Reserved for topics that the Chair did not reasonably anticipate would be discussed

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.

**Minutes of the MIDDLETON BOARD OF SELECTMEN
Memorial Hall
48 South Main Street, Middleton, MA 01949
December 15, 2017 11:00AM**

Present: Chair Brian Cresta, Timothy Houten, Todd Moreschi,

Absent: Kosta Prentakis, Rick Kassiotis

Others Present: Town Administrator Andrew Sheehan, Town Accountant/CFO Sarah Wood

11:14 AM Chairman Brian Cresta called the meeting to order.

Tax Rate for Fiscal Year 2018: Mr. Sheehan summarized the need for today's emergency meeting. He explained that after the 12/5/17 meeting of the Board, the Department of Revenue (DOR) approved the tax rate for FY18 based on a total levy of \$27,904,971. The approved rate is \$14.09/\$1,000 of valuation. In the days following the meeting, an error was found in the FY2018 Tax Recapitulation (Recap). The correct levy amount should have been \$27,644,971 resulting in a rate of \$13.96.

After consulting with the Director of Accounts at the DOR, the Town was advised to have the Selectmen meet to vote to lower the tax rate based on the correct levy. In speaking with Assistant Assessor Brad Swanson and Town Accountant/CFO Sarah Wood, Mr. Sheehan was informed that any change would have to take place by the end of the week. Mr. Swanson needs time to perfect the file that is sent to our tax billing partner, PKS, and PKS needs the file by 12/19/17 in order to be able to mail 3rd quarter actual tax bills before the end of the calendar year. With an affirmative vote to reduce the rate according to the correct levy amount a letter will be sent to the Director of Accounts requesting the change.

Mr. Houten moved to set the FY18 tax rate based on a levy amount of \$27,644,971. Mr. Moreschi seconded. Motion passed 3-0.

At 11:18AM, Mr. Cresta adjourned the meeting.

Minutes of the MIDDLETON BOARD OF SELECTMEN
Fuller Meadow School
Nathan Media Room
143 South Main Street, Middleton, MA 01949
December 19, 2017 7:00PM

Present: Chair Brian Cresta, Kosta Prentakis, Timothy Houten, Todd Moreschi, Rick Kassiotis

Absent: None

Others Present: Town Administrator Andrew Sheehan, Assistant Town Administrator Ryan Ferrara, Minutes Secretary Judi Stickney, Carolyn Damato-MacPherson, Chief Financial Officer/Town Accountant Sarah Wood

7:08 PM Chairman Brian Cresta called the meeting to order at 7:08PM

- **Warrant:** After a brief review of the weekly bills (\$1,827,859) and payroll (\$693,845) warrants by Town Administrator Andrew Sheehan, the Board took the following action:
On a **MOTION** made by **Prentakis**, second by **Houten**, the Board of Selectmen **VOTED** unanimously to approve warrant number 1813, dated 12/21/17, as presented.
- **Minutes:** After a brief review of the Minutes of December 5, 2017, the Board took the following action:
On a **MOTION** made by **Prentakis**, second by **Kassiotis**, the Board of Selectmen **VOTED** unanimously to accept the minutes as presented.
- **Town Administrator's Report:** Town Administrator Andrew Sheehan provided the Board with updates and information on the following:
 - **Personnel Policies Review:** Sheehan advised the Board that the personnel working group has had several meetings on the Town's personnel policies and procedures. There may be Town Meeting warrant articles to update some of the Town's personnel policies. Because there are Charter provisions dealing with personnel matters, Sheehan suggested that the Charter be discussed at a meeting in January. He noted that there is funding available through the Community Compact with the Governor's office and funds may be available for a Charter review. The Board agreed to discuss it further.
 - **Memorial Hall Update:** Sheehan advised that the work is on schedule and they will be ready to do the finish work soon, with a completion date of mid-January.
 - **Charter Amendment Special Act:** Sheehan advised that the Charter Amendment Special Act has made it through the House and is in the Senate currently.
 - **Senator Tarr's Toy Drive:** Sheehan provided a brief report on Senator Tarr's recent visit to the library for his annual toy drive.
 - **Tax Rate:** Sheehan advised that the tax rate is set at \$13.96.
 - **Fiscal Year 2019 Budget Guidelines:** Sheehan advised guidelines had been sent out to all Department Heads, adding that the budget will be discussed by the Board in February.
 - **Revenue Hearing Held Last Week:** Sheehan advised the Board that the House Ways and Means Committee held a revenue hearing last week and announced a revenue growth estimate of 3.3-4.1% for this year.

7:22 PM Zoning Board of Appeals Appointment: Chair Brian Cresta advised the Board that Barbara Piselli recently resigned from the Zoning Board of Appeals. Carolyn Damato-MacPherson expressed interest in volunteering to serve on the Zoning Board of Appeals. After Damato-MacPherson introduced herself to the Board, there was a brief discussion. After discussion, the Board took the following action:

On a **MOTION** made by **Kassiotis**, second by **Houten**, the Board of Selectmen **VOTED** unanimously to appoint Carolyn Damato-MacPherson to the Zoning Board of Appeals for a term ending June 30, 2020.

7:26 PM Review of FY18 First Quarter Financial Highlights: Chief Financial Officer/Town Accountant Sarah Wood met with the Board of Selectmen to review the FY18 First Quarter financial highlights. Included in Wood's presentation:

- **FY 2018 Encumbrance Expenditures:** Wood noted that 48.1% has been expended to date. There was a brief discussion on the Water Contractual Services and Wood will get back to the Board on what that is.
- **FY 2018 Revenues:** Wood noted that licenses and permits were generally higher this year, although the increase is usually seen in the 3rd quarter.
- **FY 2017 Audit:** Wood advised that the draft financial statements were ready last week. The auditors will be doing a site visit with the school department next week and she expects to have that report before the first of the year. Finalized statements will be available in January.

7:36 PM Alcoholic Beverage License Renewals: After a brief review of the alcoholic beverage licenses to renew for the calendar year 2018, Chair Cresta noted that the renewal for the Main Street Grill will be contingent upon receipt of a Certificate in Good Standing from the Department of Revenue, and set a date of Thursday, December 28th, at noon, for that document to be provided to the Town Administrator's office. After a brief discussion, the Board took the following action:

On a **MOTION** made by **Prentakis**, second by **Moreschi**, the Board of Selectmen **VOTED** unanimously to renew all liquor licenses without conditions, except for Main Street Grill which will be renewed upon receipt of a Certificate in Good Standing from the DOR provided to the Town Administrator's Office by December 28th, at noon.

7:40 PM Other Annual License Renewals: The Board reviewed the licenses up for renewal for calendar year 2018, including: Common Victualler, Class II, Class III, Gasoline, Golf Course, Auctioneer, Precious Metals, and Livery licenses. Chair Cresta noted that two of the livery licenses have requested not to renew, and Main Street Grill's license will be issued contingent upon the receipt of a Certificate in Good Standing from the Department of Revenue, which must be received by December 28th at noon. After a brief discussion, the Board took the following action:

On a **MOTION** made by **Prentakis**, second by **Houten**, the Board of Selectmen **VOTED** unanimously to renew the licenses, as presented, and as clarified by the Town Administrator, and with the exception of Main Street Grill's license, which will be issued contingent upon receipt of a Certificate in Good Standing from the Department of Revenue, by December 28th, at noon.

7:44 PM Open Meeting Law Complaint: Town Administrator Andrew Sheehan provided the Board with information on the recent Open Meeting Law complaints regarding the Board's 12/5/17 and 12/15/17 meetings, noting that the two complaints were from the same individual. After he reviewed the complaints, he does not believe they have merit, but the Board must respond to the complaints

within 14 days. Sheehan provided the Board with draft responses to review and summarized the content for the Board. After a lengthy discussion, the Board took the following action:

On a **MOTION** made by **Houten**, second by **Moreschi**, the Board of Selectmen **VOTED** unanimously to delegate responsibility for a response to the Town Administrator.

7:47 PM New Business:

- **State Auditor's Report on Regional Schools:** Selectman Prentakis advised the Board that the Triton Regional School District is hosting State Auditor Suzanne Bump with her report on regional schools, to be held on January 25th at 6:30 PM.
- **Security of Package Deliveries and Fraudulent Telephone Calls:** Selectman Kassiotis advised viewers to be aware of when packages are expected, and fraudulent telephone calls regarding unpaid electric bills. Town Administrator Andrew Sheehan added that he recently received a threatening call purportedly from the IRS and warned about scam calls.
- **Holiday Greetings:** Selectman Chair Cresta wished everyone a happy and healthy holiday season.

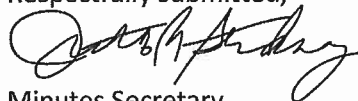
7:53 PM Executive Session

On a **MOTION** made by **Prentakis**, second by **Houten**, the Board of Selectmen **VOTED** unanimously by roll call vote to go into Executive Session under Massachusetts General Laws Chapter 30A, Sections 21(a) 2, to conduct strategy sessions in preparation for negotiations with nonunion personnel, or to conduct collective bargaining sessions or contract negotiations with nonunion, and upon completion of the Executive Session to return to open session and immediately adjourn without conducting any further business.

8:36 PM ADJOURN

With no further business, on a **MOTION** made by **Houten**, the Board of Selectmen **VOTED** unanimously to return to open session and adjourn at 8:36 PM.

Respectfully submitted,



Minutes Secretary

Documents either distributed to the Board of Selectmen before the meeting in a packet or at the meeting:

1. Agenda: December 19, 2017
2. Town of Middleton Summary of Weekly Bills Payable and Payroll Warrants, 12/21/17, #1813
3. Minutes: 12/5/17
4. Letter from Carolyn Damato-MacPherson to Town Administrator, Re: Open Position on Middleton's Zoning Board of Appeals, 12/6/17
5. Town of Middleton Talent Bank Application: Carolyn E. Damato-MacPherson: Board of Appeals
6. Memo from Chief Financial Officer/Town Accountant to Board of Selectmen/Finance Committee, Re: FY2018 1st Quarter Highlights, 12/13/17
7. Town of Middleton, MA Fiscal Year 2018 Expenditures (unaudited)
8. Town of Middleton, MA Fiscal Year 2018 Warrant Articles Expenditures (unaudited)
9. Town of Middleton, MA Fiscal Year 2018 Encumbrance Expenditures (unaudited)

10. Town of Middleton, MA Fiscal Year 2018 Revenues (unaudited)
11. Town of Middleton, MA Revolving Funds (unaudited)
12. Town of Middleton, MA Appropriation Funds (unaudited)
13. List of Pending License Renewals (Auctioneer, Alcohol, Class II, Class III, Common Victualler Non-Alcohol, Gasoline Pumps Only, Golf, Automatic Amusement Only, Precious Metals, Taxi License
14. E-Mail from Teresa Buono to Town Administrator, Re: Tax Classification Hearing and Open Meeting Complaint, 12/13/17
15. Open Meeting Law Complaint Form: Middleton Board of Selectmen, 12/5/17
16. Open Meeting Law Complaint Form: Board of Assessors, 11/30/17
17. Relevant Open Meeting Law References

November 30, 2017

Board of Selectmen
48 South Main Street
Middleton, MA 01949

Dear Middleton Selectmen,

We are pleased to enclose a summary of programs, services and initiatives undertaken by Tri-Town Council during Fiscal Year 2017.

Tri-Town Council is proud to have served the communities of Middleton, Topsfield and Boxford for nearly five decades. We 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 for changing times and needs, this focus continues to be foundational in our work.

As a result of your support, TTC has become a community mainstay working with the Masconomet Regional School District, Tri-Town Elementary Schools, 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.

Tri-Town Council continues to support and adapt to the evolving needs, concerns and priorities of the community and its stakeholders through cooperation and collaboration with our schools, parents, youth, law enforcement, public health, community organizations, legislators and many local and regional resources.

We deeply appreciate the support from the Town of Middleton whose residents voted to provide Tri-Town Council with \$28,500 in FY17. Municipal Funding contributions from Middleton, Topsfield and Boxford 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.

As we approach 50 years of service, we thank you for your continued support of Tri-Town Council and for partnering with us in this important work for our youth and our community.

With gratitude,



Zillie Bhaju
President, Board of Directors



Lisa G. Teichner
Executive Director



Board of Directors: Board of Directors: Zillie Bhaju, President; Susan Fowler, Treasurer; Alison Giacchino, Secretary; Emily Collins; Marise Stewart; Jane Pappas; Laura O'Connor; Stacie Bloxham; Johanna Bernard; Susie Read

Advisory Board: Mary Dodge, Middleton; Christine Rothman, Boxford; Sally Dahlgren, Boxford; Sue Block, Boxford; Jeanne Richards, Boxford; Rhonda Fogel, Middleton; Rodney Pendleton, Middleton; Donna Davis, Middleton; Dana Webster, Topsfield; Leslie Levenson, Boxford; Mark Landgren, Topsfield; Jan Pazar, Boxford; Diane Frampton, Topsfield; Robin Wildman, Joan Murphy, and Adam Thurlow Masconomet Regional School District



Our Community. Your Impact.

OPEN GYM



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



PROJECT Safety Net

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

THE COALITION

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

Community Partnership

Promoting healthy behaviors and fostering an environment where youth choose to be substance free.

Community Education

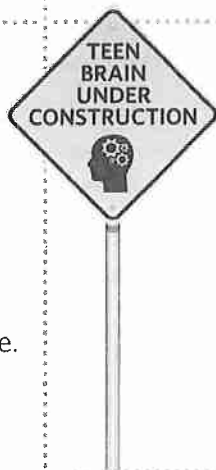
- Town-wide mailings
- News articles
- Quarterly newsletters
- Opioid Education Forum & Advocacy
- Resources & referrals
- Community conversations

Convening

35 Members **12** Sectors

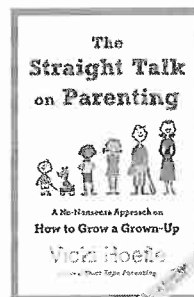
TEEN PROGRAMS

- MASCO Youth Leadership Councils
- Internet Safety/Bullying Prevention
- Teen Leadership Retreats
- MA Conference for Women
- Youth Artisan Fair
- Stand Tall! Tween & Teen Girls
- Girl 4 Girl mentoring program
- In-school speaker programs on relevant issues



PARENT/EDUCATOR WORKSHOPS

- Stress & Anxiety
- Teen Issues
- Mindfulness
- "Screenagers" Screening & Discussion
- Addiction & the Developing Brain
- Internet Safety
- Boy Sense (Emotional Intel for Boys)
- Social Skills
- Essex County DA Safety Conference & more



YOUTH RISK BEHAVIOR SURVEY

2,000 youth at
MASCO & **Community Adult**
Perception Survey



PHOTOVOICE

Youth create powerful messages through photography and written word.

HORIZONS over **80** classes K-6 serving 600+ children



YEAR-ROUND HORIZONS PROGRAMS

including Camp Invention and Ski Bradford



RESOURCE FOR FAMILIES IN NEED

SPONSORED PROGRAMS

- Sponsor-a-Child
- Dash (Disability Awareness Starts Here)

www.tritowncouncil.org



@TritownCouncil



TRI-TOWN COUNCIL ANNUAL REPORT - FY 2017

Supporting Tri-Town Youth and Families since 1968!

WHO WE ARE: Serving and supporting youth and families for nearly five decades, Tri-Town Council (TTC) is laser focused on providing programs and services which **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, Topsfield and Middleton, Massachusetts.

Each year we offer a variety of mission-driven programs and services including youth leadership, parent education, professional development, prevention services, 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** and **Positive Community Norms (PCN)** using The Science of the Positive (SOTP). **Developmental Assets** are 40 research-based, positive experiences and qualities that influence young people's healthy development, helping them become caring, responsible, and successful 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.



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 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,



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faith-based organizations, 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. *It is as a result of these partnerships that TTC, whose small staff of employees (2.75 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, Topsfield and Middleton along with hundreds of individual donors; community and family foundations; and corporate and institutional grants, which together make our work possible.

OUR IMPACT: In the 2016-2017 program year, TTC's efforts reached **thousands** of youth, parents and educators with **more than 100** educational, enriching and empowering programs and workshops including alcohol & drug prevention education for youth and adults; community conversations focused on the Youth Risk Behavior and Adult Perception Surveys looking at the data and the positive norms which prevail; Developmental Assets workshops for youth and adults; programs which focus on adolescent anxiety and depression, conflict resolution and raising resilient teens; youth leadership workshops; a peer mentoring; after-school enrichment; and substance-free events among others.

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, youth and parents. This program 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 reducing youth substance use ensuring and sustaining a healthy tri-town community for all. Activities include data collection/dissemination, substance-free activities, information/education campaigns, youth engagement and advocacy.



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,



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cooking, physical activity, Lego Engineering, sewing, drama and nature workshops. And, new this year, we offered several classes initiated and taught by Masconomet High School youth with adult supervision including ultimate frisbee, dance and art. Horizons is offered in 4, 6 and 8 week sessions during the fall, winter and spring; weekly during the summer; and includes a 6 week ski program for Boxford students at Bradford Ski. Community service opportunities are available for high school youth. Programs are held at the elementary schools right after dismissal during the school year and at various locations during the summer. During FY17 more than 500 Tri-Town elementary youth participated in after-school Horizons and 10 high school youth served as volunteer counselors during summer Camp Invention.



TTC High School Youth Council – Led by high school youth and facilitated by our Youth Program Coordinator, the TTC HS Youth Council engages in fun social activities, leadership opportunities, participates in community service programs and supports special projects such as 6th Grade Fun Night.

TTC Middle School Youth Council – Led by our Youth Program Coordinator, this group is open to Tri-Town youth in grades 7 and 8. This youth group engages in fun social activities, community service opportunities, leadership development, special programs and projects. In FY17 we established a formal relationship with the Masco MS Student Council Advisors, tapping into the resources and energy of this group to help with TTC programs and initiatives including Tuesday Tag It's and the 6th Grade Welcome to Masco Night.

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, takes place the night of graduation with approximately 80% of seniors participating and is chaperoned by parents of juniors and TTC staff. The graduates enjoy a full night (9PM-7AM) of fun activities and food with buses transporting them to each location (kept secret from the seniors) keeping them safe on a high risk night. Over 275 graduated seniors and 40 chaperones participated in the 2017 event.



Tri-Town Council Scholarship Program- Scholarships are awarded to three graduating Masconomet Seniors, one from each of the tri-towns, recognized for their academic



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performance, community service and being exemplary role models to peers during their high school years. The 2017 recipients were Dan Frasca, Ben Walls and Julianne Doherty. FY17 marks the 7th year these scholarships have been awarded. In FY17 TTC awarded \$500 to each recipient.

Project Safety Net 24/7 Helpline – Counseling provided 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, and youth in need of someone to talk to as well as concerned community members for information, referral/crisis counseling.



Tri-Town Community Resources for Families in Need - TTC and the Masconomet School Health Council (SHAC) provide a comprehensive list of local resources, regional and state resources to include mental health, substance abuse, food/fuel assistance, safety and more. This resource list ([Community Resource Guide](#)) 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.

Youth Risk Behavior Survey (YRBS) – The YRBS is a data collection tool which focuses on the major risk behaviors that threaten the health and safety of young people. This tool is used across the state and nationally to assess youth behavior and perception. Administered biennially to Masconomet middle and high school youth, the anonymous survey includes questions about alcohol, tobacco, marijuana and other drug use; bullying; depression; stress; sexual behaviors; dietary behaviors, physical activity; 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 YRBS was administered in November 2016 to almost 2000 middle and high school youth. The Executive Summary was released in the spring of 2017. Survey findings were presented to the Masconomet School Committee in the spring of 2017; presentations to stakeholders will continue in all three towns in FY18. The survey data is used to inform our programming, in particular our Positive Community Norms initiative, and is shared and used by Masconomet, public health and others. Executive summaries of all YRBS administered are available at <http://www.tritowncouncil.org/coalition-3/news-and-articles/>.

Adult Perception Survey (APS) – 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



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care for and about tri-town youth. 500 adults participated in the 2017 survey, offering us an insight into areas of concern as well as perceived alcohol and drug abuse among tri-town youth. This information will be presented to the community in conjunction with the YRBS survey data in November 2017. Executive summaries of Adult Perception Surveys are available on our [website](#).

ENRICHMENT PROGRAMS & WORKSHOPS (Youth, Parent, Community)

Youth Workshops/Activities

TAG-IT Tuesdays – Opportunities in the Middle School for youth to ‘shout out’ on a particular topic; Tag-It’s spark discussion on various topics and give youth a chance to be heard on specific issues in an engaging and unique way. *What will you do to create a safe school, community and online environment? What do you wish adults knew about youth in the tri-town?*



Massachusetts Conference for Women (Young Women’s Program) Tri-Town Council, for the sixth year, secured sponsorship for 12 Masco Junior and Senior girls and 2 adult chaperones to attend this annual event in December which focuses on leadership, self-esteem and empowerment. In 2016 our attendees were sponsored by State Street Bank.



PhotoVoice – This program, run since 2012, encompasses both a photographic and written component on a chosen topic. Volunteer assistance is provided by community members. The 2017 topic was “**Youth Exploring Optimism Through the Lens of the Life is Good Superpowers**”. Projects were unveiled at TTC’s Annual Meeting and at a reception at Masconomet. They are displayed at town libraries at various times during the school year as well as in the lobby of the Masconomet Middle School.



Open Gym Nights for Middle & High School Youth – run by Tri-Town Council for Middle and High School youth on select Saturday evenings during the winter months from November-March and hosted by Masconomet in the Field House, Open Gym is a free, supervised drop-in program for Masco teens. Activities include basketball, floor hockey, volleyball, Frisbee, hula hoops, and more. This year we expanded to include board games and some craft activities.



6th Grade Fun Night now in its fourth year. TTC provides 1-way bus transportation from the upper elementary schools to Masconomet.





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This two hour event provides another opportunity for tri-town 6th graders to meet one another in a casual environment for an evening of games and activities. We rely on many middle and high school youth who help plan and facilitate during the evening. More than 275 6th graders attended this now annual event in May 2017.

High School Youth Leadership Retreat – 5th annual ½ day workshop held on an early release day in March, this year at Danvers Indoor Sports. Over 40 Masconomet high school youth (grades 9-12) participated in this free program focused on leadership, communication and self-advocacy. TTC provides 1-way transportation from Masco to Danvers Indoor Sports.



Middle School Youth Leadership Retreat – now in its second year, the afternoon focused on team building and making new connections with peers. Over 20 middle school youth attended the program which was held at Danvers YWCA Stiles Pond campus in Boxford.



Media Girls - a mother (or special adult) and daughter program facilitated by Michelle Cove where we explored how to help girls better navigate the social, emotional and school pressures they face each day. This program was offered in partnership with Middleton Health & Wellness Committee and represents our first formal collaboration.



Empowerment Project screening - Spotighting 8 positive and powerful women leaders across a variety of lifestyles and industries, the Empowerment Project inspires women and girls to push their boundaries and not be afraid to fail. Screening of The Empowerment Project was followed by facilitated discussion with Dierdre Baker, Technology Integration Specialist at Howe Manning School and TTC staff. This film was offered in collaboration with Middleton Health & Wellness.

Taylor's Message Presentation to the Junior Class – Kathi Meyer Sullivan presented the heartbreaking account of her daughter's death as a result of a night of binge drinking and poor choices by Taylor and her friends. Kathi shares Taylor's story with students in hopes that her message will enlighten others on the dangers of underage drinking and poor choices. This presentation was on the same day as the Junior Prom.



Meditation and Stress Reduction Presented to the Junior Class - TTC sponsored a series of classroom visits from Joan Amaral, Zen Center North Shore Guiding Teacher in collaboration with Masconomet educator Ryan Quinn providing guided instruction and physical and emotional benefits of meditation to students and classroom teachers.



Mark Wahlberg Youth Foundation MA Summit on Opioid Awareness – TTC attended with several high school youth this half-day event intended to educate youth about the dangers and realities of opioid addiction. Agenda included a screening of James Wahlberg's film If Only.

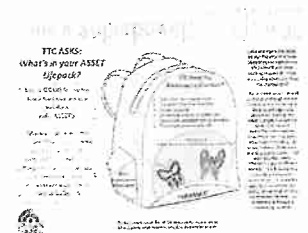
Girls 4 Girls Mentoring Program – completing its second year, this program matches Proctor girls in grades 4-6 with Masconomet High School girls grades 10-12 and meeting regularly over the course of the school year to develop relationships, serve as a mentor, role model and to help with the transition to middle school. TTC works collaboratively with Proctor School staff member Kim Boucher in program design and delivery. In 2017 we had 16 Mentor/Mentee matches.



Stand Tall! A four session program, run annually and open to tri-town middle school aged girls (grades 6-8), addresses self-esteem, social pressures as well as promoting leadership skills and healthy dialogue. Stand Tall! is facilitated by Spofford School guidance counselor Julie Benson and psychologist Courtney Eckhoff. Funded in part by The Women's Fund of Essex County.



Weekly Asset Tips and School Assemblies (K-6) - Developmental Assets are 40 research-based, positive experiences and qualities that influence young people's development, helping them become caring, responsible, and productive adults. Using the metaphor of a 'lifepack', TTC intentionally engages with youth, educators and our community partners focusing on what kids need to be productive, thriving, resilient contributors to society.



6th Grade Student Transition – Facilitated by Masconomet Middle School Guidance staff, select Masco Middle School students are transported for visits to 6th grade students at the elementary schools answering questions and concerns regarding their upcoming transition to Masconomet. TTC funds transportation costs for this annual visit.



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Youth Artisan Fair @ Strawberry Festival - held in conjunction with the Topsfield Strawberry Festival in June. This program affords tri-town youth aged 9-18 the opportunity to sell their handmade, quality items as well as polish their business and public speaking skills at a fun, community event.



Parent/Community Presentations & Workshops

Boy Sense: Decoding the Developmental Needs & Nurturing the Resilience of Boys at Home & School presented by Stephanie Meegan - providing practical insights and powerful recommendations that adults can implement at home and in the classroom supporting the unique needs of all young boys.

Growing Up Mindful: Essential practices to help children, teens and families find balance, calm and resilience presented by Christopher Willard. In this presentation, Dr. Willard shared how adults can embody and model the skills of mindfulness to empower children and teens with resilience throughout their lives.

Screenagers Documentary Film explores struggles over social media, video games, academics and internet addiction revealing how tech time impacts kids' development and offering solutions on how adults can empower kids to best navigate the digital world and find balance. Film was followed by a panel discussion featuring staff from Masco and TTSU.



Balancing Technology Use in Family Life: How to Avoid Screen-Distracted Parenting through Mindful Media Management - conversation facilitated by Stephanie Meegan for pre-school parents/educators.

Under Construction! What Every Parent Must Know about Your TWEEN/TEEN'S Brain Development by Dr. Ruth Potee - a discussion about teen brain development, its impact on risk-taking behavior, including the use of drugs and alcohol, and what this means for parents of teens.



Hidden in Plain Sight - an adults-only (over 21) exhibit offering an opportunity for participants to explore all of the ways drugs, alcohol and other risky behaviors (self-harm, eating disorders) can be hidden in plain sight via a mock teen bedroom. Opportunity to identify red flags, talk to local experts and gather resources. This 3 day event held at the Topsfield Fairgrounds, Coolidge Hall, was in partnership with Topsfield, Boxford and Middleton Police Departments.





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Growing A Grown Up presented by Vicki Hoefle - this presentation offered an overview on Vicki's books: *The Straight Talk on Parenting: A No-Nonsense Approach on How to Grow a Grown-Up* *Duct Tape Parenting: A Less is More Approach to Raising Responsible, Respectful & Resilient Kids*.

Professional Development for Educators, Administrators & Community Partners

- ❖ Provided multiple copies of **Change your Brain, Change your Life** by Dr. Daniel Amen to Masconomet Middle School for a faculty read.
- ❖ Sponsored **after-school meditation** for Masconomet staff with Zen Center North Shore
- ❖ **The Adolescent Brain & The Physiology of Addiction: A Concern for Us All**
Presented by Dr. Ruth Potee: Board Certified Family & Addiction Medicine Physician to tri-town educators and administrators
- ❖ Sponsored local participation (16 community partners – including school and law enforcement representatives) at the **Essex County District Attorney Annual Safety Conference** in March.

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 regularly attends meetings of town and school boards to share our work. Examples of this outreach include:

- o Steward School Wellness Fair
- o Middleton Gets Moving Night
- o Topsfield Holiday Walk
- o Topsfield Strawberry Festival
- o Masconomet MS and HS Open Houses
- o Presentations to Boards of Selectmen
- o Presentations to Boards of Health
- o Presentations to School Committees (K-12)
- o Programming information sent regularly via TTC e-mail
- o Social media presence including TTC Facebook page and Twitter



AFFILIATED ORGANIZATIONS

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

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 and Topsfield and in Middleton. This parent led program relying on more than 250 volunteers 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 almost all youth in second through fifth grade participate in this 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.

Sponsor-A-Child – run in the Boxford 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. Sponsor-a Child working with Santa's Helper of Salisbury, facilitated the donation of hundreds of wish list gifts (clothing and essentials) with the help of dozens of classroom volunteers to more than 35 needy children in 2016.

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; sub-committees and an Advisory Board, Tri-Town Council Board is engaged in the vital and on-going process of identifying and achieving the goals and objectives of the organization.

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 Council



management; and several part-time professional staff members who assist with program implementation, communications, youth activities and business functions.

OUR FUNDING

Municipal funding contributions from Boxford, Topsfield and Middleton 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 the Tri-Town Council.

IN SUMMARY

Through our educational, enrichment and leadership programs, sponsored programs and organizational affiliations, Tri-Town Council proactively strives to meet the needs and address the concerns of the Tri-Town community. We collaborate with schools, parents, youth, law enforcement, community organizations 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, E-news via our in-house database and through school newsletters and blogs, in local media resources such as the Tri-Town Transcript local phone books and other organizational websites including Masconomet and the Tri-Town School Union.

We also connect with parents via [Facebook](#) and [Twitter](#), providing important programming information and resources pertaining to various family issues, challenges and 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, stress/anxiety management, and alcohol and drug abuse as well as updates regarding Tri-Town Council events and activities.

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; faith-based institutions and TTC maintains connections with professional groups including of CADCA, Community Anti-Drug Coalitions of America, MassTapp, Bolster Collaborative and the Massachusetts Non-Profit Network. We work with local organizations and agencies sharing ideas, co-sponsoring programs



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Network. We work with local 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 - it is as a result of Municipal, Corporate, Foundation, Individual and community support and involvement that we are able to pursue our mission educating youth, parents and educators providing pro-active 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

FY 17

Zillie Bhuj, President
Susan Fowler, Treasurer
Alison Giacchino, Secretary
Emily Collins
Marise Stewart
Jane Pappas
Stacie Bloxham
Laura O'Connor
Johanna Bernard
Susie Read
Mary Dodge, Past President

FY18

Zillie Bhuj, President
Susan Fowler, Treasurer
Alison Giacchino, Secretary
Emily Collins
Marise Stewart
Jane Pappas
Stacie Bloxham
Laura O'Connor
Johanna Bernard
Susie Read

TRI-TOWN COUNCIL ADVISORY BOARD FY17

Mary Dodge; Jeanne Richards; Chris Rothman; Sally Dahlgren; Susan Block; Robin Wildman;
Rhonda Fogel; Donna Davis; Dana Webster; Rodney Pendleton; Leslie Levenson; Mark Landgren;
Diane Frampton; Jan Pazar; Joan Murphy; Adam Thurlow

Respectfully submitted,

Lisa G. Teichner
Executive Director

lteichner@tritowncouncil.org

(978) 887-6512

Fed EIN #23-7130785

This space reserved for the Registry of Deeds

QUITCLAIM DEED
And
GRANT OF EASEMENTS

Olde Boxford Estates, LLC (the "Grantor"), a Massachusetts limited liability company, having an address of Olde Boxford Estates, LLC, of 9 Broadway, Wakefield, MA 01880 for consideration of One Dollar (\$1.00) paid, hereby conveys and grants to the Inhabitants of the Town of Middleton (the "Town"), a Massachusetts municipal corporation acting by and through its Board of Selectmen, having an address of 48 South Main Street, Middleton Massachusetts, with Quitclaim Covenants,

All right, title, and interest in and for all purposes for which public ways are used in the Town of Middleton, in, on, and under two parcels of land shown as "NORMA WAY" and "KASSIOTIS LANE" and "RIGHT OF WAY" on the plan entitled "Roadway Acceptance Plan of Land Norma Way/Kassiotis Lane, Middleton, Mass. 01949, Prepared for Olde Boxford Estates, LLC, by Otte & Dwyer, Inc. Land Surveyors", dated February 2, 2017, consisting of two sheets, recorded herewith (the "Plan"), including with respect to such rights of way, all improvements thereon and appurtenances thereto, including without implied limitation, all utilities that are located under, on, or above such Ways.

The aforementioned conveyance is made together with the benefit of, and subject to, any and all easements, agreements, restrictions, and rights of record, including the following perpetual rights and easements to the Town of Middleton:

1. A perpetual easement to construct, inspect, repair, remove, replace, operate and forever maintain and abandon in place (a) a sanitary sewer or sewers with any manholes, pipes, conduits and other appurtenances, (b) pipes, conduits and their appurtenances for the conveyance of water, and (c) a covered surface and ground water drain or drains with any manholes, pipes, conduits and their appurtenances, and to do all other acts incidental to the foregoing, in, over, under, through, across, upon and along said NORMA WAY, KASSIOTIS LANE and RIGHT OF WAY, including the right to pass along and over the Premises conveyed hereunder for the aforesaid purposes.
2. A perpetual easement to construct, inspect, repair, remove, replace, operate and forever maintain and abandon in place a drain or drains with any manholes, pipes,

conduits, basins, detention ponds, retention pond, and other drainage facilities, and to do all other acts incidental to the foregoing, in, on, and under the parcels of land shown on the Plan as "Drain Easement A" and "Drain Easement B" on Lot 1, and "Drain Easement C" on Lots 7, 8, 9, and 10, (collectively "the Drainage Easements").

3. A perpetual easement to construct, inspect, repair, remove, replace, operate and forever maintain the sight line and to do all other acts incidental to the foregoing, in, on, and under the parcels of land shown on the Plan as "Site Line Easement A", Site Line Easement B" and "Site Line Easement C" (collectively the "Site Line Easements").

The Grantor also hereby conveys to the Town the sewer, water and drainage facilities within the Roadway Easement Premises, except that the Grantor does not convey and the Town does not accept the sewer laterals, that is, the particular sewers from the sewer main to the individual lots in the subdivision.

The Town shall have the right of entry upon and passage over said Roadways "NORMA WAY", "KASSIOTIS LANE" and "RIGHT OF WAY", the Drain Easements and the Site Line Easements (collectively, the "Easement Premises"), together with all reasonable rights of ingress and egress across the Easement Premises for all purposes stated herein and uses incidental thereto, by, without limitation, foot, motor vehicle, and heavy equipment.

The Grantor may grant any easements, leases or licenses to the Easement Premises to others provided that as the use of the Easement Premises by others will not interfere with the Town's rights and easements on the Easement Premises or result in the Town incurring any additional cost or expense. Any easements, leases or licenses granted in violation of this provision shall be null and void.

The Grantor agrees that the Town may assign the rights granted pursuant to this Quitclaim Deed and Grant of Easements.

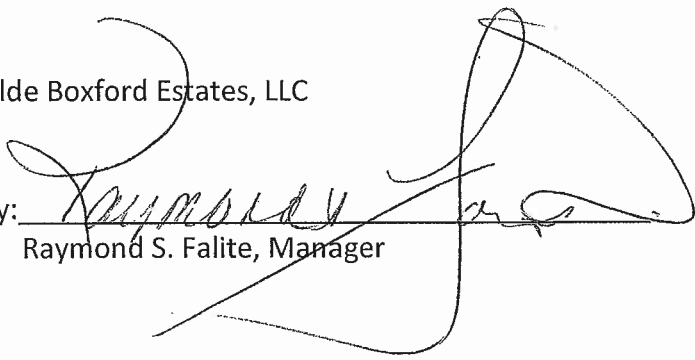
For the Grantor's title, see deed recorded with the Southern Essex Registry of Deeds in Book 31331, Page 67.

The Grantor entity is not classified as a corporation for federal tax purposes for the current fiscal year. This conveyance does not constitute a sale of all or substantially all of Grantor's assets in Massachusetts.

The Town's Acceptance of this Quitclaim Deed and Grant of Easement is attached hereto and recorded herewith.

Executed as a sealed instrument as of this 5th day of December, 2017.

Olde Boxford Estates, LLC

By: 
Raymond S. Falite, Manager

COMMONWEALTH OF MASSACHUSETTS

Essex, ss.

On this 5th day of December, 2017, before me, the undersigned notary public personally appeared Raymond S. Falite, Manager of Olde Boxford Estates, LLC (name of doc. Signer) proved to me through satisfactory evidence of identification, which was driver's license (source of identification) to be the person whose name is signed on the preceding or attached document, and acknowledged to me that he/she signed it voluntarily for its stated purpose.


Notary Public
My commission expires:



ACCEPTANCE BY SELECTMEN

We, the undersigned Board of Selectmen hereby certify that we accept the foregoing deed as authorized and directed pursuant to Article 29 of the 2017 Special Town Meeting, a certified copy of which is attached hereto.

Middleton Board of Selectmen

By: _____
Rick Kassiotis

By: _____
Kosta E. Prentakis

By: _____
Brian M. Cresta

By: _____
Timothy P. Houten

By: _____
Todd Moreschi

COMMONWEALTH OF MASSACHUSETTS

Essex, ss.

On this _____ day of _____, 2017, before me, the undersigned notary public, personally appeared the above members of the Board of Selectmen for the Town of Middleton, who personally known to me to be the individuals whose name is signed above, acknowledged to me that each signed it voluntarily for its stated purpose.

Notary Public

My commission expires:



Best Practice Areas

Descriptions of the best practice areas for the Community Compact Best Practice Program.

Education Best Practices

Best Practice: Map community's priorities, funding and assessments for children from birth to age eight in order to better align resources and achieve greater impact.

Best Practice: Focus on college and career planning beginning in middle school and continuing through high school in order to ensure that all students have access to the opportunities that provide both experience and help to foster informed decisions about college and career pathways.

Best Practice: Maximize opportunities for students to access specialized vocational education through collaborations between regional vocational technical schools, comprehensive high schools and community colleges.

Best Practice: Understand projected changes in student enrollment and demographics and the impact of those changes on the school district's budget and operations in order to provide a district with the needed information to develop a strategic plan for its future.

Best Practice: Coordinate and communicate key student- and school-level data in real-time in order to inform decision-making and reporting.

Energy and Environment Best Practices

Energy Efficiency and Renewable Energy

Best Practice: Become a Green Community pursuant to M.G.L. c. 25A §10 to realize the energy & environmental benefits

Best Practice: Adopt Zoning for Renewable Energy to reduce GHG emissions and fuel costs

Best Practice: Expedite Permitting for Renewable Energy in order to provide clear and predicate approvals

Best Practice: Complete an Energy Use Baseline so that the community can set goals and track performance

Best Practice: Produce an Energy Use Reduction Plan that lists intended activities and the parties responsible

Best Practice: Purchase Fuel-Efficient or Electric Vehicles to increase vehicle efficiency and reduce GHG emissions and fuel costs

Best Practice: Encourage or Require Energy Efficient & Sustainable Construction to reduce energy & resource use in homes & businesses

Best Practice: Realize or Exceed a Green Community Obligation in order to further reduce emissions & costs

Best Practice: Obtain Green Community 2.0 Status in order to establish a municipal GHG reduction target

Best Practice: Construct Zero Energy Buildings to eliminate GHG emissions, reduce cost, & enhance resiliency

Best Practice: Provide Electric Vehicle Infrastructure to facilitate the purchase & use of electric vehicles

Best Practice: Complete a Community Energy Audit & Manage Energy Consumption to use energy effectively and save money

Best Practice: Undertake a Behavioral Effort to Reduce Energy Use to educate and inspire people to cut their energy use

Climate Change Mitigation

Best Practice: Plan Ahead to mitigate climate change by establishing goals, creating an action plan, assigning responsibility, and tracking progress

Best Practice: Use Renewable Energy instead of fossil fuels by generating or purchasing clean

power and by zoning for renewable power generation

Best Practice: Increase Energy Efficiency in order to reduce power consumption, fuel costs, and GHG emissions

Best Practice: Promote Fuel Efficient Transportation to reduce municipal transportation emissions & those from people living/working in the community

Best Practice: Encourage Sustainable Development to reduce, through higher density & mixed-use, the number distance of car trips & resulting GHG emissions

Best Practice: Protect and Manage Natural Resources to reduce carbon emissions from loss of natural land cover and to encourage carbon sequestration

Best Practice: Reduce Municipal Solid Waste and Increase Recycling in order to reduce GHG emissions associated with solid waste disposal

Best Practice: Conserve Water & Increase the Efficiency of Municipal Water/Wastewater Systems as they consume a lot of energy

Climate Change Adaptation & Resilience

Best Practice: Protect Vulnerable Populations to decrease risk to people who are more susceptible to climate change effects & less able to adapt

Best Practice: Inventory Existing Resources & Assess Vulnerabilities to enable the community to prioritize climate change adaptation strategies

Best Practice: Plan for Climate Change Adaptation to assess cost, risk, and potential solutions and produce a plan of action to enhance municipal resiliency

Best Practice: Implement Structural Improvements & Nature Based Approaches to protect buildings and infrastructure

Best Practice: Encourage Sound Land Use that minimizes risk and costs associated with climate change for new development and redevelopment projects

Best Practice: Prepare for Emergencies by completing an Emergency Management Plan or otherwise readying the community for storm events

Sustainable Development and Land Protection

Best Practice: Complete a Master or Open Space & Recreation Plan to guide land conservation & development decisions including zoning & land acquisition

Best Practice: Zone for Natural Resource Protection, Transfer of Development Rights, Traditional Neighborhood, or Transit Oriented Development

Best Practice: Adopt a Tree Retention Bylaw to preserve tree cover when a parcel is subdivided or redeveloped

Best Practice: Invest in Land Conservation or Park Creation/Restoration to protect key parcels of land from development & provide recreational opportunities

Best Practice: Enhance Consistency with a Land Use Priority Plan to achieve shared local, regional, and state land conservation & development goals

Water Resource Management

Best Practice: Require Localized Flood Protection Best Practices to manage water movement & protect lives, public safety, infrastructure, & critical assets

Best Practice: Implement Stormwater Management Measures so that land use regulations help promote infiltration, control flooding, and reduce pollution

Best Practice: Manage Water System Assets so that the condition of infrastructure is known & a plan for regular maintenance & rehabilitation is implemented

Best Practice: Complete Water Audits & Mitigate Leaks to reduce distribution system water losses and associated budgetary & environmental impacts

Best Practice: Protect Public Water Sources in order to reduce potential threats to water quality and the public health of system customers

Best Practice: Implement Water Conservation Measures to ensure long-term water resource sustainability, enable growth, & avoid new source development

Best Practice: Address Infiltration and Inflow to reduce unintended storm and waste water in the system and the cost of treating it

Best Practice: Implement Energy Efficiency Measures and Generate Clean Energy to reduce energy bills and GHG emissions

Best Practice: Utilize Advanced Financing Tools such as an enterprise fund, stormwater utility, or water bank to finance water/waste/storm water systems

Best Practice: Establish Full Cost Pricing so that users pay the true cost for all aspects of water, sewer, or storm water management & service delivery

Best Practice: Institute an Inter-Municipal Agreement in order to realize the economic and technical efficiencies of a regional approach to water infrastructure

Waste Management

Best Practice: Enhance Waste Ban Compliance so that recyclable and hazardous materials are diverted from the waste stream and reused or recycled

Best Practice: Develop Waste Contracts that are fiscally, environmentally, and otherwise beneficial to the community

Best Practice: Reduce Municipal Solid Waste and Increase Recycling by following smart waste practices

Site Cleanup

Best Practice: Complete a Brownfields Inventory so that the community is aware of all abandoned & underutilized properties & can develop plan of action

Best Practice: Conduct Site Assessments to determine the nature and extent of contamination and develop a plan of action

Best Practice: Clean Sites to prevent further releases or the spreading of contaminants and to bring sites back into productive use

Best Practice: Offer Tax Incentives to help property owners finance sometimes expensive site assessment and remediation

Best Practice: Update Regulations to remove barriers to redevelopment and encourage productive reuse of brownfield sites

Best Practice: Track Cleaned Sites with Activity and Use Limitations in order to ensure that future property uses don't endanger public health

Best Practice: Engage & Educate Property Owners and the Public to enhance citizen safety and understanding of brownfield issues, resources, and reuse plans

Local Agriculture and Silviculture

Best Practice: Adopt a Right to Farm By-law/Ordinance to clearly indicate that agriculture is a local priority and to minimize abutter conflicts

Best Practice: Establish an Agricultural Commission to advocate for local farms, administer a right to farm bylaw, & otherwise represent agricultural interests

Best Practice: Establish a Farmers Market to provide a venue for local farmers to sell and for residents to purchase locally grown farm products

Best Practice: Support Sustainable Forestry to help the forest economy in rural areas, improve forest habitats, and assist in the conservation of forest land

Best Practice: Increase Agricultural Marketing to enhance awareness and patronage of local agricultural businesses

Best Practice: Support Aquaculture to help local businesses that cultivate aquatic plants or animals

Best Practice: Promote Urban Agriculture in order to increase access to fresh produce and encourage community revitalization

Best Practice: Protect Farm and Commercial Forest Land permanently through zoning and land acquisition

Best Practice: Source Locally Grown or Produced Foods for Local Schools to provide healthier and better tasting meals and to benefit local farmers

Best Practice: Support Local Horticulture and Floriculture to benefit local businesses & enhance the largest agricultural industry in Massachusetts

Best Practice: Plant Trees in order to reduce energy use, fuel costs, GHG emissions & stormwater runoff & increase property values

Financial Management Best Practices

Best Practice: Establish a Budget document that details all revenues and expenditures, provides a narrative describing priorities and challenges, and offers clear and transparent communication of financial policies to residents and businesses.

Best Practice: Develop, document and implement Financial Policies and Practices including reserve levels, capital financing, and use of Free Cash. Such policies should identify the responsible parties and procedural steps necessary to carrying out the directed strategy or action.

Best Practice: Develop and utilize a Long-range Planning/Forecasting Model that assesses both short-term and long-term financial implications of current and proposed policies, programs and assumptions over a multi-year period.

Best Practice: Prepare a Capital Improvement Plan that reflects a community's needs, is reviewed and updated annually, and fits within a financing plan that reflects the community's

ability to pay.

Best Practice: Review and evaluate Financial Management Structure to ensure that the structure and reporting relationships of the community's finance offices support accountability and a cohesive financial team process.

Best Practice: Utilize Financial Trend Monitoring, modeled after the ICMA's Financial Trend Monitoring System (FTMS).

Housing and Economic Development Best Practices

Preparing for Success

Best Practice: Create an Economic Development Plan that engages diverse stakeholders, leverages local and regional economic strengths and assets, encourages innovation and entrepreneurship, and/or promotes workforce development planning and implementation.

Best Practice: Align Land Use Regulations, especially zoning, capital investments, and other municipal actions with Housing Development, Economic Development, Master, Land Use Priority or other plans for future growth. Promote development and reuse of previously developed sites.

Best Practice: Create and Distribute an Economic Development Guide/Manual to not only promote development goals and priorities, but also specifically and clearly outlines the community's policies and procedures related to zoning and permitting.

Best Practice: Create Opportunities for Engaging Diverse Stakeholders in economic development efforts, such as to assist with identification of priority development projects, improve local permitting processes, and proactively address obstacles to housing/job creation.

Best Practice: Create Cross-Sector Partnerships to help carry out community-driven responses to community-defined issues and opportunities for economic development.

Best Practice: Create a District Management Entity that engages public/private stakeholders to develop and support downtown revitalization efforts.

Best Practice: Adopt as-of-Right Zoning and/or Streamlined Permitting to promote development in priority districts.

Best Practice: Adopt Zoning for Mixed-Use Development, including Transit Oriented Development, where appropriate.

Best Practice: Adopt Chapter 40R Smart Growth zoning to facilitate the creation of dense residential or mixed-use smart growth zoning districts, including a high percentage of affordable housing units, to be located near transit stations, in areas of concentrated development such as existing city and town centers, and in other highly suitable locations.

Competitiveness

Best Practice: Engage in an Economic Development Self-Assessment exercise to identify strengths, weaknesses, and areas of opportunity.

Best Practice: Establish and Utilize Performance Data to evaluate the competitiveness of the community, conduct year to year comparisons, and measure performance against comparable communities.

Best Practice: Create a Public Dashboard to benchmark, monitor, and communicate to the public regarding various housing and economic development performance measures.

Housing

Best Practice: Create a Housing Production Plan (HPP) that accounts for changing demographics, including young families, changing workforce, and an aging population.

Best Practice: Amend Zoning By-Laws to allow for increased density and housing opportunities in a manner that is consistent with neighborhood character.

Best Practice: Develop Sector Strategies and Plans in collaboration with various providers and stakeholders to address homelessness for specific high need population groups, such as homeless youth, veterans, and/or families.

Best Practice: Complete an Assessment of Fair Housing Report, including strategic goals in alignment with HUD's new rules to affirmatively further fair housing. Using HUD data, local data and knowledge, a significant community participation process, and the assessment tool provided by HUD, the community will prepare, complete, and submit its AFH to HUD.

Urban Renewal Planning

Best Practice: Determine need and appropriateness of establishing an Urban Renewal Entity in accordance with MGL chapter 121B. If prepared to proceed, develop action plan and timeline for the creation of the urban renewal entity.

Best Practice: Prepare an Urban Renewal Plan Application in accordance with MGL chapter 121B in partnership with the urban renewal entity.

Human Resources Best Practices

Best Practice: Cost-Out Collective Bargaining proposals so that the impact of the total package is known. This provides the municipality with a clear understanding of both short-term and long-term budgetary impacts.

Best Practice: Develop a Workplace Safety program so that the risk of on-the-job injuries is minimized.

Best Practice: Develop a formal Wage and Classification Plan that details, at a minimum, job descriptions, employee grades, and salary ranges, thereby providing the municipality with a tool to make pay decisions that are reasonable in comparison to similar work being carried out in all areas of city/town government.

Best Practice: Develop Employee Policies and Procedures for things such as discrimination, sexual harassment, information technology use, drug and alcohol, use of social media, and town-owned vehicles.

Best Practice: Manage employee benefit costs such as health insurance, dental insurance, unemployment insurance, and worker's compensation/111F; includes eligibility review and evaluation of insurance choices.

Best Practice: Prepare a Succession Plan to help address the pending wave of retirements that will challenge a municipality's ability to maintain service levels.

Best Practice: Explore Centralized Human Resources/Personnel Operations to improve service delivery and build efficiencies.

Information Technology Best Practices

Strategic Planning

Best Practice: Develop a Long-Term IT Financial Strategy to include capital and operating

expenses.

Best Practice: Develop a Municipal IT Consolidation Strategy that maximizes technology investments across schools, public safety and municipal buildings.

Best Practice: Develop a Regional Shared IT Services Program that leads to productive partnerships across multiple communities and/or school districts to maximize regional technology investments.

Best Practice: Develop a Comprehensive IT Strategy focused on better aligning technology investment with short and long-term organizational priorities.

Best Practice: Implement a Cyber Security Training Program that ensures staff is aware of, know how to prevent and know how to respond to cyber security threats.

Transparency & Data Standards

Best Practice: Develop an Open Data Policy or Ordinance that increases transparency and makes electronic data available in a machine-readable format.

Best Practice: Deploy an Open Checkbook and/or Open Budget Solution that is easily consumed by the public and promotes transparency.

Best Practice: Implement Address and Parcel Data Standards that lead to better quality mapping, facilitate the deployment of NextGen911, create a foundation for system integration and open opportunities for collaboration with peer communities and state government.

Best Practice: Deploy Municipal Data Standards that lead to municipal system integration leading to performance management capabilities.

Best Practice: Deploy a Regional Data Sharing Program that promotes better communication, collaboration or benchmarking with other communities.

Best Practice: Deploy a Public Information Request Solution that improves the public request intake and tracking process.

Business Continuity

Best Practice: Perform an IT Assessment that results in a written evaluation and recommendations, including a review of organizational structure and staffing.

Best Practice: Implement an Offsite Backup Solution that results in municipal data being stored safely offsite, and includes relevant policies and procedures to ensure effective ongoing backup.

Best Practice: Implement a Solution to Digitize Paper Records that results in operational efficiencies and improved responsiveness to the public.

Best Practice: Develop Resiliency, Recovery and Contingency Plans that are aligned with community realities and position the community to effectively manage unforeseen events.

Best Practice: Perform a Cyber Security Assessment to analyze whether there is risk of unauthorized access, implement or improve policies and procedures appropriate for the technology environment and identify steps to remediate any problems identified.

Citizen Engagement

Best Practice: Implement a Citizen Engagement Communication Plan that leverages technology to engage the public through basic electronic communication channels and ensures that internal staff is positioned to support these initiatives.

Best Practice: Implement a Citizen Engagement Transactional Plan focused on on-demand services and interaction with the public.

Best Practice: Implement a Citizen Engagement Co-Creation Plan focused on enhancing residents' ability to participate in and influence decisions made by their local government.

Public Accessibility Best Practice

Best Practice: Undertake an Americans with Disabilities Act (ADA) Self-Evaluation and Develop a Transition Plan to comply with Federal civil rights laws that require public buildings to be accessible to persons with disabilities.

Public Safety Best Practices

Best Practice: Conduct Active Shooter Preparedness and Response Training in collaboration with the Massachusetts State Police Tactical Operations (STOP) Team, onsite with local law enforcement.

Best Practice: Establish an Emergency Preparedness Plan in partnership with the Massachusetts Emergency Management Agency (MEMA) to develop and enhance a community's disaster and emergency response capabilities.

Best Practice: Establish Hazardous Material Response Protocols in conjunction with Regional Hazardous Materials Response Teams under the Department of Fire Services, to enable cities and towns to protect their citizens, the environment, and property during incidents involving a release or potential release of hazardous materials.

Best Practice: Hold In-service Training Programs for Municipal Police to better prepare local police officers and first responders for incidents involving domestic violence, mental health disorders, and substance abuse.

Best Practice: Convene an opioid task force, consisting of key stakeholders, to identify, implement, coordinate and improve strategies around the prevention, intervention, treatment and recovery of substance use disorders.

Best Practice: Adopt Standardized Tools for Domestic Violence Cases by partnering law enforcement with local domestic violence organizations to adopt a best practice policy on training and implementation of standardized, evidence informed danger and strangulation tools. Municipalities are encouraged to apply individually or as a collective.

Best Practice: Participate in the State Law Enforcement Bureau (SLEB) initiative, which connects local police with the Department of Transitional Assistance (DTA) to investigate local retailers that are illegally trafficking SNAP benefits. DTA will provide data analysis, investigative supports, and other tools to help law enforcement shut down these criminals in communities across the Commonwealth.

Regionalization/Shared Services

Best Practice: Regionalize services and share resources among municipalities for efficient and effective service delivery to residents and taxpayers in this era of shrinking budgets, loss of seasoned employees to retirement, and increased need for service improvements.

Transportation / Public Works Best Practices

Citizen Safety

Best Practice: Develop a Safe and Mobile Older Drivers plan for the aging of the population by proactively addressing older driver issues, including education for older road users, infrastructure improvements, and transportation options.

Best Practice: Enhance citizen safety by establishing community-based programs to increase pedestrian, automobile and motorcycle safety. The community will demonstrate participation in the Commonwealth's Office of Public Safety and Security's trainings and conferences as well as the dissemination of public safety information to citizens.

Best Practice: Ensure Safe Infrastructure so as to provide a safer environment for all users and modes by implementing traffic engineering enhancements. The municipality will demonstrate regular and routine improvements on locally-funded roads, such as cutting back vegetation at intersections where it is known to interfere with sight distance, clearing brush that obscures traffic signage, renewing or installing pavement markings, conducting nighttime surveys to check visibility and retro reflectivity, implementing traffic calming measures at known high crash locations.

Active Transportation

Best Practice: Implement the Complete Streets Program by becoming certified through MassDOT and demonstrate the regular and routine inclusion of complete streets design elements and infrastructure on locally-funded roads.

Best Practice: Utilize Transit-Oriented Development (TOD) fundamentals to create zoning around transit centers that maximizes bike, pedestrian, and transit use and which allows for lower levels of required parking and mixed use to put needed amenities near population centers.

Best Practice: Develop a Safe Routes to School program that also includes student education on pedestrian safety.

Training

Best Practice: Participate in the Bay State Roads, which provides on-going training and helps municipalities share ideas and information with other communities about state of the art planning, design, and operational information for city and town public works managers.

Asset and Infrastructure Management

Best Practice: Inventory and Geo-Code all public works assets so that a database of every public works asset is created, geocoded and condition rated, which is used to inform capital planning, as well as emergency repair.

Best Practice: Develop a Pavement Condition Index that rates street condition for the municipality.

Best Practice: Develop a Multi-Year Vehicle Maintenance and Replacement Plan for their municipal vehicle fleet.

Best Practice: Develop a Bridge / Culvert Preventative Maintenance plan to help prolong the life of these critical transportation assets.