



SELECT BOARD

AGENDA

Tuesday, December 17, 2019

7:00pm

**Town Hall Meeting Room
13 Ayer Road, Harvard, MA 01451**

Alice von Loesecke (Chair), Stu Sklar, Lucy Wallace, Kara McGuire Minar, Rich Maiore

- 1) *Call Meeting to Order – Alice von Loesecke***
- 2) *Annual license renewals (7:00)***
- 3) *Approve minutes from 11/19 (7:05)***
- 4) *Public Communication (7:10)***
- 5) *Town Administrator report – miscellaneous issues & discussion items (7:15)***
- 6) *Action/Discussion Items: (7:25)***
 - a) *Review Select Board goals***
 - b) *Review and discuss charge for Senior Housing Committee***
 - c) *Approve DPW Director contract***
 - d) *Select Permanent Building Committee liaison***
 - e) *Appoint Select Board Rep. to the MVP subcommittee***
 - f) *Discuss termination of ad-hoc committees: Old Library Accessibility Committee
Transfer Station Committee***
- 7) *Select Board Reports***

NEXT SCHEDULED MEETING

Town Hall Meeting Room

January 7, 2019

7:00pm

ANNUAL LICENSE RENEWAL CHECKLIST

License #	Name	Address	Type of License	Date Received	Fee Paid	Ins Cert	Fire Safety Cert or bond
AA01/20	A & N Corporation Harvard Bowling Lanes	204 Ayer Road Harvard, MA 01451	Auto Amusement Devices				
IH01/20 CV01/19	Mary Vesenka Turner Friendly Crossways	247 Littleton County Road Harvard, MA 01451	Common Victualler Boarding House (Innholder)				
CV02/20	The Fruitlands Restaurant Sorrento's Brick Oven Pizzeria Kimberly Gladwin	285 Ayer Road Harvard, MA 01451	Common Victualler w/ carry in (beer & wine)				
CV03/20 EL01/20	Fruitlands Museum Manger: Timothy Holmes	102 Prospect Hill Road Harvard, MA 01451	Common Victualler Entertainment License w/ carry in **Remember conditions**				
CV04/20	Courtney Donuts, LLC Dunkin Donuts - Frank Catalano	188 Ayer Road Harvard, MA 01451	Common Victualler **Remember conditions**	11/25/2019	X		N/A
CV05/20	Karen Green Westward Orchards	90 Oak Hill Road Harvard, MA 01451	Common Victualler w/ carry in (beer & wine) 178 Mass Ave on license	12/21/2019	X	X	N/A
CV06/20	Shaker Hills Country Club JoAnn Upham, Manager	146 Shaker Road Harvard, MA 01451	Common Victualler **Remember conditions**	11/25/2019	X	X	N/A
CV07/20 EL02/20	General Store Scott Hayward	1 Still River Road Harvard, MA 01451	Common Victualler Entertainment License **Remember conditions**	11/14/2019	X		
EL03/20	Chapman/Ruze	42 Willow Road Harvard, MA 01451	Entertainment License **Remember conditions**	11/21/2019	X	N/A	
EL04/20	Fivesparks Willie Wickman	7 Fairbank Street Harvard, MA 01451	Entertainment License w/carry - in	12/4/2019	X	X	
UC01/20	Harvard Outdoor Power Equip. Stephen Walz	289 Ayer Road Harvard, MA 01451	Class II Used Car Dealer **Remember bond info**	12/5/2019	X	X	Bond info needed
UC02/20	Stephen Dodge Mill Road Tire & Auto, LLC	105 Ayer Road Harvard, MA 01451	Class II Used Car Dealer **Remember bond info**	11/20/2019	X	X	Bond info needed
CV08/20	Siam Pepper Nick Kanti	325 Ayer Road Harvard, MA 01451	Common Victualler **Remember conditions**	11/12/2019	X		N/A
CV09/20	Carlson Orchards Inc. Franklyn Carlson	115 Oak Hill Road Harvard, MA 01451	Common Victualler **Remember conditions**	11/12/2019	X	X	N/A

LIQUOR LICENSES (Remember to mail conditions with license)			Date Received	Fee Paid	Ins Cert	Fire Safety Cert
ON-PREMISE	Fruitlands Museum	102 Prospect Hill Road	All - alcohol	11/29/2012		
	Siam Pepper	325 Ayer Road	Wine & Malt	11/18/2019	X	
	The Harvard General Store	1 Still River Road	Wine & Malt	11/14/2019	X	
	Shaker Hills Country Club	146 Shaker Road	All - alcohol	11/25/2015	X	X
OFF-PREMISE	The Grapevine	285 Ayer Road	Wine & Malt	11/25/2019	X	X
	The Harvard General Store	1 Still River Road	All - alcohol	11/4/2019	X	



***Tuesday, November 19, 2019 at 7:00pm
Town Hall Meeting Room, Harvard, MA***

The meeting was called to order at 7:00pm by Vice Chair Rich Maiore in the Town Hall Meeting Room. Select Board members Lucy Wallace and Stu Sklar were in attendance as well as Assistant Town Administrator Marie Sobalvarro and Executive Assistant Julie Doucet. Board members Alice von Loesecke, Kara Minar and Town Administrator Tim Bragan were absent.

Harvard Conservation Trust (HCT) Restriction

Attorney Ray Lyons attended the meeting on behalf of the trust. He presented the restriction being donated by Mark & Hillary Finnegan for land located on Oak Hill Road. Lyons reported the Conservation Commission has approved the restriction. On a Sklar/Wallace motion, the board voted unanimously to approve the foregoing conservation restriction from Mark & Hillary Finnegan to the HCT in the public interest pursuant to Section 32 of Chapter 184 of the General Laws of Massachusetts.

Commission on Disabilities

Assistant Town Administrator Marie Sobalvarro provided a draft mission for consideration. On a Wallace/Sklar motion, the board voted unanimously to approve mission, tasks, membership and applicable laws for the Commission on Disabilities in accordance with MGL Chapter 40, Section 8J. Openings will be advertised.

Housing @ Hildreth House

Committee Chair Rick Maiore came to answer any questions or hear any comments from their final report. He explained the report included a history of the project, their findings and a recommendation to create a Senior Housing Committee to be charged with exploring sites within the Town Center that could be served by the existing infrastructure and developed with clusters of moderately priced duplexes suitable for seniors wishing to downsize. Given the complexity and cost of developing the Hildreth site, the Committee was recommending against housing on this site at this time. Wallace, the Select Board member on the committee, said the committee members were reluctant to see the Town abandon efforts to provide senior housing, especially in the Town Center.. Maiore admitted senior housing can include a multitude of desires therefore satisfying the needs for all is difficult. However, it is important for the town to provide housing options for seniors wishing to downsize. Wallace offered to draft a charge for a senior housing committee for the Select Board to consider at the second meeting in December.

Athletic Field Subcommittee Interim Report (Park & Recreation subcommittee)

Committee members Dan Daley, Joe Reynolds and Sharlene Cronin (School Dept. Rep.) came to go over their interim report. The report included a brief history along with a summary of key findings, recommendations and actions. They researched field inventory and began analysis of field conditions. They learned the majority of the scheduling requests are for daytime hours after school during the school year. Cronin explained most fields exceed the 20 hours/week usage guideline for natural turf. They worked to gather data for weekly hours of sport usage. In addition, they are totaling hours of use for special events such as camps and clinics. It is obvious the fields are overused resulting in most being in fair to poor condition. They outlined their next steps in preparation of a final report to the Select Board. They look forward to feedback from the Select Board and continued support, collaboration and leadership.

Public Communication

Resident Bob O'Shea, Old Littleton Rd., currently serves as Harbormaster and was a member on the Park & Recreation Commission. O'Shea said he reluctantly joined the commission and has sat through many meetings.

He feels the Commission is treated with disrespect by the town administration and Select Board. He said residents have told him directly they are very hesitant to join the commission. O'Shea made reference to situations that have arisen over the years such as negotiation of the contract with the Bare Hill Rowing Group and fees charged during the Little Women filming. O'Shea said jurisdiction over town owned parcels of land is a point of confusion and needs to be cleared up. He was surprised to learn the property in between the General Store and the Congo Church actually falls under the control of the Select Board and not the Commission as previously thought. O'Shea has volunteered his time to set up of civic rec (online payment system), worked on a kiosk for the beach and has worked on the center patio project. He gave the information he has compiled for the project to the board members. He also does not agree with access to Town Counsel having to be approved by town administration. He suggested a mockup of the proposed sidewalk plan and the idea of closing off the exit onto Mass Ave all together by continuing the sidewalk.

Scott Hayward, Harvard General Store owner, distributed a photo from another community showing what the proposed corner sidewalk on the common across from the General Store may look like. He agreed with O'Shea that a mockup of the design on Still River Rd. in front of the store and church is a good way to provide a clear idea of the effectiveness of this approach. He is in agreement tactics of the town administration are not in keeping with the democratic nature of town and seeks to disenfranchise positive feedback. Hayward expects the Select Board members to be sensitive to the concerns of residents by offering a significant modification to the plan.

Carlene Phillips, Oak Hill Road, reiterated the same sentiments as O'Shea and Hayward. She is unhappy to suddenly have a full blown plan with little opportunity for community discussion. Phillips feels the process is backwards, decisions are being made for the town in isolation and with little to no communication between boards. She said this is too important to be decided lightly and will affect the historic character of our town Phillips thinks limiting access to parking at the General Store will only create a bottleneck and will negatively impact business. She is hopeful the board will hear their concerns and research ideas.

Assistant Town Administrator Report

Sobalvarro gave an update on the following items:

Open Space Committee: Executive Assistant Julie Doucet has been in contact with all boards/organizations which will have a member or designee serving on the Committee, requesting that they designate their participant for appointment by the Select Board. A gentle reminder also that the Select Board is requested to identify their member or designee.

Tax Classification Hearing: Will occur at the next Select Board meeting.

Auditor's report, Management Letter: As mentioned earlier, the audit for FY19 is complete. The Management Letter cites two areas, network security and maximizing investment returns. The Town is undergoing a cybersecurity assessment (slated to be completed by 12/20/19) which has highlighted gaps in our current vendor agreements and our policies; staff will be updated on the results, as well as attend the training this Thursday, and complete 2 online trainings through our insurer, MIIA. Maximizing investment returns has already occurred via the efforts of our Treasurer and Finance Director.

ZEO/Facility Manager Update: Tim Kilhart, Tim Bragan, and Sobalvarro will be interviewing a very experienced candidate on Friday. The position has been posted online via the Lowell Sun (and other job boards) for a few weeks; responses have not been numerous.

Scenic Road By-Law Violation Investigation: Tim Bragan has met with Tom Cotton to discuss the preliminary results of Tim B's investigation, and will present a full report to the Select Board at their next meeting.

Carlson Orchards: We received notice that Carlson Orchards has withdrawn their application from the ABCC for the Farmer Series Pouring Permit. This does not affect Carlson's ability to refile a future application.

UU Upcoming Events: Sobalvarro read aloud December events.

Old Library Front Entrance: The certificate of final completion is attached, as well as the final requisition (#9) for \$27,142; this was finalized yesterday by Abacus. She encouraged the Board to approve, as we can then file for the release of the retainage from MassDevelopment (the MCC grant administrator). Outstanding bills are Abacus' final construction administration payment, Ramos Electrical, and Jasonics installation.

Old Library Roof: Gale Associates' report indicates that the primary cause of the leaking in the Old Library is due to degraded gutters, which caused water infiltration into the second (interior) with of the brick supporting the gutters. Replacement of the gutters and downspouts will require removal of a few (~4) courses of slate. Preliminary costs for gutter and downspout replacement plus brick/mortar repair is \$569k; gutter/downspout/mortar/full slate roof replacement is \$1M. Summary sheet enclosed; full assessment is available. This will be discussed at the PBC tomorrow morning. As the ballot vote authorized \$480k, she has filed a notice of interest with the Mass Cultural Council Capital Fund requesting \$600k. (Complete grant package due January 10, 2020; applicants will be notified June 2020 regarding whether their project is funded.)

Town Hall Landscaping: Work started today on the Town Hall landscaping plan, which encompasses some hardscaping to delineate/reinforce the traffic pattern, removal of invasive trees on the Town Hall campus, and of course, the amazing planting plan. The inclusion of more greenery, and the four-season plantings will be a very welcome change.

Complete Streets Update: Last night the Planning Board approved the site plan application; summary by Chris Ryan is attached.

Cultural Council Resignations

On a Wallace/Sklar motion, the board voted to recognize Cultural Council resignations from Anne Butterfield and Rich Marcello. Thank you letters for their service will be sent. Liaison to the council Rich Maiore was troubled to hear of two co-chairs resigning at the same time. He was reluctant to accept the resignations and decided to investigate the matter further. He will report back to the board at their December 3rd meeting.

Complete Streets proposal and next steps

Sobalvarro distributed a larger copy of the proposed plan. She also provided a copy of the septic system easement that was granted to the General Store for the parcel of land in between the General Store and Congregational Church. The Select Board discussed making the exit onto Mass Ave a mandatory right turn only and allowing left turns off of Park Street (formally the no name street) and changing the sidewalk width from 5' to 4'. They agreed to discuss the plan in more detail at their December 3rd meeting and take a final vote at that time. Maiore asked for clarity on what type of modifications to the plan are allowable. Von Loesecke said the traffic plan itself cannot be changed however there can be tweaks to the design and aesthetics such as tint of the concrete. Wallace liked the mock up idea suggested during public comment. Sklar said as volunteers themselves the Select Board members understand some may not like the proposed plan however to insinuate this was done behind closed doors is incorrect. He pointed out many committees have discussed such improvements in the town center and the Master Plan clearly states the need and desire as well. Community and Economic Development Director Chris Ryan was not present but did provide a Complete Streets Project chronology that dates back to 2005. The board members are mindful of comments made by those for and against the proposed plan.

Hildreth House Phase II

Committee Chair Guy Olivia and COA Co-Chair Beth Williams came to give an update. Olivia reported the Council on Aging board voted unanimously to support the plan as submitted to capital. He indicated If the Select Board decides to seek estimates on the cost of having a fully enclosed connection between the new building and Hildreth House and, therefore, the cost of bringing the Hildreth House into full compliance such information may be helpful at the Annual Town Meeting. However they do not want it included in the warrant article for the phase II project they are proposing. Olivia suggested the town meeting warrant have two separate articles; one for the project they are proposing and one for upgrades to the Hildreth House.

They are confident if the two are tied together the article will not pass due to the increase in cost. On a Wallace/Sklar motion, the board authorized the withdrawal of up to \$10,000 from the Rantoul Municipal Trust to obtain an assessment of the work to be done on the Hildreth House and estimated cost.

Select board reports

Wallace reported the Council on Aging served 89 thanksgiving meals at St. Theresa's. She mentioned it took the staff two days to pack everything they needed to take there. She cited this as another example of how much the additional space is needed for the senior center.

Wallace reported the Harvard Devens Jurisdiction Committee is meeting next week and the framework group has also met. She admitted they are moving slowly on how best to proceed.

Maiore announced the Agricultural Advisory Commission is hosting an agricultural gathering at Fivesparks on November 20th from 7pm to 8:30pm.

The meeting was adjourned at 8:50pm.

Documents referenced:

Conservation Restriction – dated 11.13.2019

Draft Commission on Disabilities – dated 11.19.2019

Housing @ Hildreth House final report – dated 10.24.2019

Athletic Field Sub Committee: interim report – dated 9.17.2019, updated & usage/conditions dated 11.19.2019

Resignations: Butterfield & Marcello – dated 11.8.2019

Complete Streets Chronology – dated 11.6.2019

Hildreth House Phase II cost estimates – dated 11.7.2019

FY20 Select Board Goals

Policies/Procedures

- The board will set fewer goals than in years past and assess progress at their December 3rd meeting.
- All fees set by the Select Board will be reviewed this year.
- All documents included in the Select Board packets will be posted on the website with the agenda. Dropbox will be used to share agenda and packet information with the Select Board. This will start in September.

Master Plan

- Assess where the Select Board is on set goals; discuss at upcoming meeting (KM & RM)
- Monitor other boards/committees on progress toward their Master Plan goals in cooperation with the Planning Board. (KM & RM)

Building Commissioner/Facilities Manager

- Position has been advertised with initial review of applications beginning on June 19th. (TB & MS)

Volunteers

- Outreach Plan (LW)

Capital projects

- Adjustments to the plan will be necessary to appropriately accommodate projects such as the Fire Station and DPW Facility. (AvL)
- Funding of playing fields potentially. (SS)
- Fire Station study necessary now to determine clear path forward in the future.
- Hildreth House Phase II (LW)

Fiscal needs of Taxpayers

- Ongoing; focus on long term investments & liabilities (KM)
- Consideration of Recreation Director position
- Upcoming union contracts (School – AvL DPW/Police – SS)
- Include advertising to offset cost of printing and mailing of the Finance Committee booklet

Hildreth Elementary School project (AvL)

- Financing less expensive than forecast; communication will continue throughout.

Bromfield House (AvL & SS)

- With offices being moved to the new school a decision will be necessary for the future of the Bromfield House structure/property

Ayer Road (RM & KM)

- Develop overall goal for the area
- Solve infrastructure issues water/sewer

Open Space & Recreation (LW)

- Based on the request from the Conservation Commission with support from other entities the Select Board will draft a charge and specific membership for review of open space with a broader view, Specific timeframe to complete initial assessment (2 yrs). (SS)

Hildreth House/Housing

- Discussed separation of Hildreth House phase II project from any potential senior housing at that site. (LW)
- Possible recommendation from Housing @ Hildreth House in July. (LW)
- Discussed need for cluster multi-unit housing for younger families and downsizers; zoning changes. (AvL & RM)

Playing Fields

- Playing fields may need to be added; need assessment and plan for moving forward (SS)
- Private fundraising
- 2 year field committee, Select Board to define membership & charge

Operating Issues

Transfer Station

- Consider extending hours of operation; open until 4pm on Saturdays and possible open at 6:30am Wednesdays; consult with DPW Director. *Agenda item*
- Install no loitering/drop off only signs for metals area. *Agenda item*

Technology Expansion (TB & MS)

- Viewpoint permitting program will be expanded to include the Land Use Offices and either the DPW or Fire Departments.
- Electronic timecards
- Seamless documents; fillable forms may be expanded depending on department needs and implementation process.

Communication Plan (RM)

- Implement a use policy for Next Door Harvard
- Improve communication between boards/committees and town operations/staff
- Increase use of news/announcements

Harvard Senior Housing Committee

Draft 12/9/19

The Need

Harvard suffers from a lack of housing suitable for seniors looking to downsize and continue to live in Harvard. In November 2016 the Select Board created the Housing @ Hildreth House Committee (H@HH) to investigate and develop a proposal for moderate-priced senior housing on the Hildreth House property under the Hildreth House Overlay District zoning. After nearly three years' work, including engineering studies, development of a proposed subdivision plan, and meeting with developers regarding most cost effective use of the land, the H@HH concluded the site had limited capacity, at this time, for development of moderate-priced senior housing. In its final report to the Select Board the H@HH recommended formation of a committee to continue to investigate opportunities for senior housing within the Town Center.

The addition of senior housing within the Town Center will enable seniors to have access to important services and activities, including the COA at the Hildreth House, the General Store, Town Hall, the public library, churches, and Five Sparks cultural activities at the Old Library. As seniors seek to age in place, it is important to maintain opportunities for a variety of social interactions. The walkability of the Town Center enhances access to these services and activities.

Membership

The Harvard Senior Housing Committee (HSHC) shall be appointed by and report to the Select Board. It shall consist of seven members, including two representatives of the Council on Aging, a member or designee of the Select Board, a member or designee of the Planning Board, and three members of the public at large. Suggested experience includes: understanding of senior housing needs; experience with financial/legal housing-related issues; developer; and realtor with understanding of market for property and housing. The Director of Community and Economic Development will provide staff support to the HSHC.

Charge

The Harvard Senior Housing Committee (HSHC) will identify sites within the Town Center, optimally able to be served by the Town wastewater treatment facility and town water system, which would be suitable for senior housing. Recognizing that existing zoning for the Town Center does not allow duplexes or multifamily units, the HSHC will work with the Planning Board and Director of Community and Economic Development on needed zoning amendments, including, but not limited to extension of the existing Hildreth Housing Overlay District to include the Town Center.

Reporting

The HSHC will provide, at least quarterly, periodic reports as required to keep the Select Board advised of their progress.

**TOWN OF HARVARD
COMMUNITY RESILIENCE WORKING GROUP CHARGE**

Mission: To help raise awareness, educate, advise, and motivate Town of Harvard residents and businesses to collaboratively build a resilient community through participation in the Municipal Vulnerability Preparedness (MVP) program and other programs and projects that establish practices and pursue projects and programs that position Harvard to adapt to climate change impacts and facilitate community resilience and sustainability. In this charge, the Community Resilience Working Group will work closely with other Town boards and commissions, officials, the public, local businesses, and other local community organizations to accomplish the stated goals.

Strategic Plan: The overarching goal of the Working Group is to serve as the thought leaders and coordinators of community resiliency in the face of challenges the community is expected to face from threats such as climate change; environmental, economic, and equity challenges (3 e's); fiscal fitness; and other resiliency issues. The Working Group will take the lead on programs such as Municipal Vulnerability Preparedness (MVP) and other programs that will serve as resources to meet the stated goals and take actions to achieve them.

Justification: A local committee or working group is needed to address issues related to community and municipal sustainability, climate change impacts and other climate-related issues, and to coordinate such issues within municipal government and beyond through partnerships and collaboration.

Membership: Eleven (11) persons to be nominated by their respective boards, committees, etc. (as applicable) and appointed by the Planning Board. The working group shall be comprised of:

1. Planning Board representative
2. Select Board representative
3. Energy Advisory Committee representative
4. Board of Health representative
5. Public safety representative
6. DPW representative
7. Agricultural Committee representative
8. Bromfield Green Team representative
9. Citizen At-Large 1
10. Citizen At-Large 2
11. Citizen-At-Large 3

Goals and Performance Measures: The Working Group will be charged with the following goals and responsibilities:

Goal 1: Serve as an information and data resource for town residents and business owners on the concept of resiliency and sustainability, particularly related to climate change. Increase constituents' awareness of the actions that facilitate long-term sustainability and resilience in response to environmental, resource, and energy challenges.

Performance Measures: Throughout the course of the Climate Action Plan phase, members shall work with the consultant to establish key measurable sustainability and resiliency metrics specific to the Town of Harvard and establish a dashboard to track these metrics. Awareness can

be measured by focus groups and surveys designed to measure how well outreach tools are working.

Goal 2: Take direction from the MVP plans and other related plans and priorities to carry out actions such as making and administering grant applications, develop and implementing a Climate Action Plan, and carrying out other actions directed by plans.

Performance Measures: Grants applied for and received, actions emanating from plans carried out measured through an implementation matrix.

Goal 3: Serve as a bridge and liaison to all Town departments, boards, and committees related to community resiliency and sustainability, including capital projects and plans and policies.

Performance Measures: The role of the Working Group will become an important part of municipal policy review.

Reporting: The Working Group will report at least annually on its activities to both the Planning Board and Select Board. Ongoing reporting will be provided on Working Group website, social media, and the proposed dashboard.

TOWN OF HARVARD

Permanent Building Committee

Policies & Procedures

Assigning Projects:

The Town Administrator will be responsible for identifying all projects that are required to come before the Permanent Building Committee (PBC) for review and for determining the level of oversight to be performed by the PBC, in accordance with the Select Board charge and these policies and procedures. The Town Administrator will inform the Select Board that a project must be assigned to the PBC and will arrange for the project sponsor to meet with the PBC for presentation of the project.

For projects not required for review, but assigned by the Select Board and the School Committee, the Town Administrator will schedule the project for review by the PBC and will coordinate with the project sponsor.

The Town Administrator will inform sponsors of all Town construction projects of the option and process of having non-required projects reviewed by the PBC and will arrange for the project sponsor to meet with the PBC for presentation of their projects, if requested.

Project Review:

The following projects are required to come before the PBC for review prior to any contracts being advertised or any related procurement of goods or services by the Town. Working with the Town Administrator, a determination will be made as to the level of oversight the PBC will perform on each project. The project sponsor and the Select Board or the School Committee will be notified in writing as to the level of oversight. Required projects include:

- (1) All vertical construction projects requiring an Owner's Project Manager by the Massachusetts Division of Capital Asset Management and Maintenance (DCAMM) (currently all projects with an estimated cost of \$1.5M or more)

- (2) Any project that the Select Board or the Town Administrator assigns to the PBC. The Select Board will assign the project to the PBC in writing and describe their reasons for the assignment. School projects funded by or requested funding from the Massachusetts School Building Authority (MSBA) shall not be required to come before the PBC.

The following projects are not required to come before the PBC for review, but project sponsors may request PBC review and involvement with permission of the Select Board. Working with the Facilities Manager or the Town Administrator, a determination will be made as to the level of oversight the PBC will perform on each project. The project sponsor and the Select Board or the School Committee will be notified in writing as to the level of oversight. It is recommended that

sponsors request review and involvement by the PBC prior to any contracts being advertised or procured by the Town, but this is not required. Voluntary involvement projects include:

- Horizontal construction projects (such as athletic fields, roadway or infrastructure projects, solar projects, etc.)
- Vertical construction projects not subject to the mandatory criteria or assigned to the PBC by the Select Board or School Committee

Process for Development of Project Objectives & Program:

The project sponsor shall develop and provide to the PBC a statement of the project objectives that has been approved by the Select Board or the School Committee. Such project objectives may be revised by the project sponsor from time to time as the project progresses, which revisions shall also be approved by the Select Board or the School Committee. The project sponsor shall then be responsible for conducting programming (also known as pre-design) for the project to finalize the project objectives, determine the building and user requirements and establish the scope of work. Once completed, the program must also be approved by the Select Board or the School Committee.

The PBC is available to advise and make recommendations to the project sponsor regarding the project objectives and program, but the project sponsor shall be responsible for their development and obtaining Select Board or School Committee approval of them.

The PBC will not authorize the project architect to commence work on schematic plans until the project objectives and program review have been completed and approved by the Select Board or School Committee.

PBC Product:

The PBC will advise and make recommendations to the Select Board or the School Committee, and to the project sponsor and the Facilities Manager (or the Town Administrator) regarding the following phases and/or elements of a project, based on the approved project objectives and program:

- Feasibility Studies
- Condition of existing building(s) related to the proposed project
- Plan for maintaining Town services during construction
- Award and execution of Contracts (to the Select Board or School Committee)
- Approval of payment of consultant and contractor invoices (to the Select Board or School Committee)

The PBC will have decision-making authority over the following phases and/or elements of projects under its oversight, but may delegate some of this authority to project sponsors or the Facilities Manager (or the Town Administrator) on a project-by-project basis:

- Bidding and procurement process
- Selection of all project consultants and contractors, e.g. programmer, architect, OPM, CMs, GC, etc.

- Oversight and direction of all project consultants and contractors, e.g. programmers, architects, OPMs, CMs, GCs, etc., unless the Facilities Manager serves as the projects OPM
- Management of the approved project budget
- Management of the project schedule
- Design of the project consistent with the approved program and budget
- Design Review and value engineering
- Approval of expenditures and invoices consistent with the approved project budget
- Provide input to changes in scope and budget consistent with the approved project program and budget
- Exercise such other powers as are necessary with respect to the project to ensure the project meets the approved program, budget and schedule requirements
- With the Town Facilities Manager or the Town Administrator, may establish general criteria for projects and may establish general design review criteria for projects

Project Reporting:

The PBC will communicate and interact with the project sponsors (board, committee and/or department) through the liaison member assigned to the PBC for that project. Further, this project specific liaison member, along with the Facilities Manager, will have the responsibility to provide project reporting to the Select Board and/or School Committee, to the project sponsor's department, board or committee, and, if needed, to Town Meeting and other public forums. The permanent members of the PBC will provide technical support for project reporting.

The project specific liaison member, along with the Facilities Manager, will have the responsibility of representing the project to approving town boards with the technical support of the permanent members of the PBC.

The PBC will report quarterly to the Select Board while a project is underway.

Staff Support:

The Town Facilities Manager and/or staff of the Land Use Boards will provide all needed administrative support, including, but not limited to scheduling meetings and preparing agendas and meeting minutes.

Project Advocacy:

The PBC does not advise on the need for a Town construction project nor the amount of funding the Town should allocate to a project other than to provide technical information needed to make those decisions. The PBC will not advocate for or against a project, and will not be involved in the public approval process for project funding, other than to provide technical information, related to project scope, budget, schedule, and/or the condition of current buildings and other relevant technical questions. Any member of the PBC who is also a member of a committee or group advocating a project will not serve as a spokesperson for the project within the PBC, will not serve as an advocate for that project to any other Board or Town Meeting, and will not take

responsibility for relaying information from the PBC to the sponsoring committee or from the sponsoring committee to the PBC.

Also, the PBC will not advise or make recommendations regarding the following phases and/or elements of a project or the Town's capital maintenance plan:

- Need for the project by the Town
- Impact of the project on the Town
- Level of funding allocated or approved by the Town, unless the funding is substantially underfunded or overfunded based upon the project's design, or unless the funding results from a PBC recommended change order
- Operating analysis or changes to operating budgets or Town staffing
- Financial analysis of project on the Town's finances
- Procurement of funding