

IV. Appendices F - J

1. Economic Development

Appendix F - Regional Economic Trends

There have been two recent economic development profiles prepared for Central Massachusetts. The first was prepared in 2004 by the Center for Economic Development, University of Massachusetts – Amherst, which evaluated the employment characteristics of 2,486 companies in Central Massachusetts. The second was prepared in March 2006 by the Massachusetts Department of Workforce Development, which evaluated 14,930 companies in Central Massachusetts; a much larger sample than the University of Massachusetts study. The key findings of both studies are outlined below.

University of Massachusetts 2004 Study:

Approximately 77% of all companies in the Central Massachusetts region employ less than 50 people. At the opposite end of the spectrum, only 4% of the companies employ more than 500 people.

Just over half (51%) of the companies surveyed reported sales volumes between \$1 million and \$5 million, with another 17% reporting sales volumes between \$5 million and \$10 million. The remaining 32% reported sales volumes either below \$1 million or above \$10 million.

Of the companies surveyed, 46% were service-oriented, 15% were manufacturing operations and 10% were of the finance/insurance/real estate category.

Almost half (47%) of the new companies established during the last five years fall within the service sector.

Department of Workforce Development 2006 Study:

Just under half (46%) of all Central Massachusetts unemployment claimants in 2005 came from the four largest economic sectors in the state: manufacturing (13%), construction (12%) administrative support services (11%) and retail trade (10%).

Slow labor force growth continues to characterize both Massachusetts and the Central Massachusetts region.

During 2005 the State's labor force increased by less than 1% and the Central Massachusetts labor force actually declined by 18 potential workers.

Small employers dominate the Central Massachusetts workforce. Among the 14,930 establishments surveyed, approximately 86% had fewer than 20 employees (remember: this is based on a much larger sample size than the 2004 University of Massachusetts study). These firms, however, accounted for just 23% (55,000) of the total number of jobs (238,648) in Central Massachusetts.

By contrast, there were 407 establishments (or roughly 3% of all establishments) that reported having at least 100 employees. These firms were responsible for almost half (117,953) of all jobs in Central Massachusetts. For 2005, the major industry groups suffering the most serious job losses were manufacturing (-399), information services (-320), educational services (-291), and leisure and hospitality (-239).

The major source of industry growth was in the health care and social services sector, which gained 715 jobs in 2005. More than half of the growth in this sector occurred in hospitals. The retail trade sector also added nearly 500 jobs. The professional and technical service sector also added 200 jobs.

In Central Massachusetts, the three largest employment sectors in 2005 were health and social services (roughly 35,000 jobs), retail establishments (roughly 28,000 jobs) and manufacturing (roughly 27,500 jobs). Between 2003 and 2004 the annual average wage in Central Massachusetts increased by \$1,286 or 3.2%, while the State annual average increased by \$2,601 or 5.6%. The 2004 annual average wage for Central Massachusetts was \$41,548, well below the State's annual average wage of \$48,934.

In Massachusetts, the professions earning the highest annual average statewide wage for 2004 included management (\$96,880), legal services (\$89,280) and computer and mathematics (\$76,550). Conversely, the

professions earning the lowest annual wage in 2004 included food preparation/serving (\$21,420), farming/fishing/forestry (\$24,930), and personal care services (\$26,020).

Greater Worcester Area Comprehensive Economic Development Strategy (CEDS):

The Greater Worcester Area Comprehensive Economic Development Strategy (CEDS) Committee is the regional entity charged with forging an economic strategy for Central Massachusetts. The Committee is staffed by the Central Massachusetts Regional Planning Commission, the Worcester City Manager's Office of Economic Development, and the Greater Worcester Regional Chamber of Commerce. The Committee is comprised of representatives from the 40-community region, including Brookfield. The Committee prepares an annual report that outlines its regional economic development strategy, notes trends in the regional economy and includes a comprehensive, updated list of the region's economic development projects.

The 2008 CEDS identifies the following factors that have had and will continue to have a significant impact on this regional economy. These factors include the supply of affordable housing; the transportation network as it relates to roadways, the regional airport, and public transit; production and/or use of renewable energy; marketing/branding of the region to attract businesses and tourists; and workforce retention/attraction. Based on these factors, the CEDS Vision for Greater Worcester is to build upon the region's economic strengths to sustain the positive economic momentum of today and help the region withstand inevitable economic downturns.

Appendix G - Explanation of the NAICS jobs categories

The following explains the types of jobs included in selected North American Industry Classification System (NAICS) categories:

Construction

The construction sector comprises establishments primarily engaged in the construction of buildings or engineering projects (e.g., highways and utility systems). Establishments primarily engaged in the preparation of sites for new construction and establishments primarily engaged in subdividing land for sale as building sites also are included in this sector.

Manufacturing

The Manufacturing sector comprises establishments engaged in the mechanical, physical, or chemical transformation of materials, substances, or components into new products. Establishments in the Manufacturing sector are often described as plants, factories, or mills and characteristically use power-driven machines and materials-handling equipment. However, establishments that transform materials or substances into new products by hand or in the worker's home and those engaged in selling to the general public products made on the same premises from which they are sold, such as bakeries, candy stores, and custom tailors, may also be included in this sector. Manufacturing establishments may process materials or may contract with other establishments to process their materials for them. Both types of establishments are included in manufacturing.

Trade, Transportation & Utilities

Includes retail & wholesale trade* and all types of transportation (includes air travel).

*Retail trade includes establishments organized to sell merchandise in small quantities to the general public. Wholesale trade includes establishments organized in wholesaling merchandise and rendering services incidental to the sale of merchandise.

Professional & Business Services

Includes lawyers, accountants, engineering, bldg inspections, computer programming, graphic design, marketing, computer-related, architectural, advertising, public relations, photography, veterinary, landfills, travel agencies.

Leisure & Hospitality

Includes recreation, theaters, dance companies, zoos, museums, amusement parks, golf courses, ski areas, fitness centers, bowling, hotels/motels, restaurants, bars.

Education and Health Services

The Educational Services sector comprises establishments that provide instruction and training in a wide variety of subjects. This instruction and training is provided by specialized establishments, such as schools, colleges, universities, and training centers. These establishments may be privately owned and operated for profit or not for profit, or they may be publicly owned and operated. They may also offer food and accommodation services to their students. The Health Care and Social Assistance sector comprises establishments providing health care and social assistance for individuals. The industries in this sector are arranged on a continuum starting with those establishments providing medical care exclusively, continuing with those providing health care and social assistance, and finally finishing with those providing only social assistance. The services provided by establishments in this sector are delivered by trained professionals.

The *Other Services* (except Public Administration) sector comprises establishments engaged in providing services not specifically provided for elsewhere in the classification system – such as equipment and machinery repairing, promoting or administering religious activities, grant making, advocacy, and dry cleaning and laundry services, personal care services, death care services, pet care services, photofinishing services, temporary parking services, and dating services.

Appendix H - Resources for Economic Development

Local Resources

- *Tax-Increment Financing (TIF) Program:* In an effort to lure new economic development and retain existing businesses, Brookfield has the option of establishing a local Tax Increment Financing (TIF) program. A local TIF program usually operates in the following manner: a new or existing business wishing to expand would need to demonstrate that it will hire people from Brookfield and the immediate area and that it will utilize local businesses and construction firms for its new/expanded building. In return, the Town would forgive a percentage of the taxes assessed on the new/expanded building over a period of several years. The percentage of forgiven assessed taxes would get smaller over a designated period of time. The establishment of a TIF project would require Town meeting approval.

Local TIF programs have been the subjects of criticism lately due to concerns over lost tax revenue. However, local TIF programs help to keep local jobs within the community, promote the use of local businesses for the building/expansion effort and help to attract new businesses that otherwise may not come to their community. A TIF program in Brookfield would be a valuable tool for this purpose, especially when the Town cannot offer much in the way of infrastructure without a municipal sewer service or publicly controlled industrial land.

- *The Quaboag Valley Community Development Corporation (QV CDC): The Quaboag*

Valley CDC is a private non-profit corporation that promotes economic development and workforce training within its 15-community service area, which includes Belchertown, Brimfield, Brookfield, East Brookfield, Hardwick, Holland, Monson, New Braintree, North Brookfield, Palmer, Spencer, Wales, Warren, and West Brookfield. Managed by a board of directors, the CDC's objectives include:

Redevelopment of blighted commercial areas

Coordination of public and private resources on regional economic development projects, and

Job creation for unemployed/underemployed persons through specialized training programs

The CDC offers training programs for job hunting, computer skills, workforce training, business planning, as well as financial literacy. Many of these programs have been offered at area locations. A subset of the CDC is the Quaboag Valley Business Assistance Corporation (BAC) that serves as the CDC's lending agency. The BAC offers small business loans of up to \$100,000 and micro-enterprise loans of up to \$25,000. The BAC's revolving loan fund has been capitalized by grants from the Department of Housing and Community Development (DHCD) and the U.S. Department of Agriculture (USDA).

Several area banks provide a line of credit to the BAC, including Country Bank for Savings, Fleet Bank, Monson Savings Bank, North Brookfield Savings Bank, Spencer Savings Bank, and Ware Cooperative Bank. Since 1995, the BAC has issued over \$2.5 million in loans and has provided business planning assistance to over 200 companies. The CDC and the BAC are valuable resources that Brookfield businesses and local entrepreneurs have yet to fully utilize.

State Resources

1. *The Massachusetts Economic Development Incentive Program (EDIP)*: Created by the Legislature in 1993, the EDIP is designed to stimulate job creation in distressed areas, attract new businesses, encourage existing businesses to expand and increase overall economic readiness among Massachusetts towns and cities. The Massachusetts Office of Business Development (MOBD) administers the EDIP. The Economic Assistance Coordinating Council (EACC) oversees the EDIP and is charged with three responsibilities:

- Designating Economic Target Areas (ETAs)
- Designating Economic Opportunity Areas (EOAs) within an ETA
- Designating Certified Projects within an EOA

There are two benefits that the State confers on Certified Projects within designated EOAs: a 5% State Investment Tax Credit for qualifying tangible, depreciable investments and a 10% Abandoned Building Tax Deduction for costs associated with renovating an abandoned building. The Town of Brookfield is not currently part of an ETA, but could join one of the adjacent ETAs (Worcester, Spencer, Charlton, or Oxford). It is possible for only one of the census tracts in town to be designated as an ETA. An EOA could be designated within an ETA as a project is identified. For more information on this program, contact the MOBD Worcester Regional Director, Claire O'Neill at 508.792.7506.

2. *MassDevelopment*: MassDevelopment acts as the State's industrial financing authority. It works primarily with industries and non-profit organizations; however, it does offer several programs that provide technical assistance to municipalities. MassDevelopment administers the Predevelopment Assistance Program that can help municipalities fund projects that will result in economic benefits to the community and the region. MassDevelopment can help with site-specific projects and can assist with appraisals, financing, site planning and architectural services. Under its Economic Development Lending program, MassDevelopment can also assist with the planning and financing of industrial parks. MassDevelopment offers interest-free financing up to \$100,000 for Brownfields environmental site assessments and low interest two-year loans up to \$500,000 for Brownfields remediations that are part of a redevelopment effort. MassDevelopment has a regional office in Worcester.

3. *EPA Brownfields Grants*: Includes grants for assessments and clean-up of brownfield properties. Redeveloping brownfields uses existing infrastructure, helps to preserve town centers/mill neighborhoods, increases property values, and ultimately increases local tax revenues. The Town of Brookfield can apply for an EPA assessment grant on behalf of a property owner, but must own the property when applying for a clean-up grant. Assessment funding may also be available through CMRPC if the agency is awarded assessment grants that were applied for in November 2008. The award will be announced in Spring 2009.

4. *Massachusetts Office of Business Development (MOBD)*: This agency is under the Executive Office of Housing and Economic Development and it coordinates the Business Resource Team (BRT). The BRT is a one-stop shop which aggregates government and other economic development programs and services, making them easier to access and providing a higher level of service to businesses. Claire O'Neill, the Worcester Regional Director, can be reached at 508.792.7506.

5. *Massachusetts Alliance for Economic Development (MAED)*: This is a non-partisan, professionally staffed organization that serves as the Commonwealth's central source of available property information for expanding and relocating companies. Its overriding objective is to encourage the expansion and retention of business within the State. It provides a Site Finder Service, along with a Research and Information Service, and an Ambassadors program, which includes a network of executives throughout Massachusetts who serve as peer contacts for companies evaluating Massachusetts as an expansion location. This Alliance also includes firms that specialize in law, architecture, construction, and finance.

6. *The Massachusetts Business Development Corporation (MBDC)*: Located in Boston, this private, for-profit entity provides supplemental financing to promising small and medium sized companies throughout Massachusetts. The MBDC also serves as a contractor to the State in the administration of its recycling, Brownfields redevelopment and capital access programs.

7. *The Industrial Services Program (ISP)*: Operating out of Boston, the ISP provides financial and management assistance to companies and re-employment training to workers with the goal of ensuring the competitiveness of Massachusetts manufacturing companies.

8. *The Massachusetts Capital Resource Company (MCRC)*: The MCRC is a limited partnership, privately-owned by seven Massachusetts based life insurance companies. The MCRC is a source of risk capital for Massachusetts businesses.

National Resource

The Service Corps of Retired Executives (SCORE): SCORE is a division of the Small Business Administration and they maintain an office with the Greater Worcester Area Chamber of Commerce. Consisting of retired business executives that volunteer their time, SCORE councilors are available for free consultations directly to businesses.

2. Housing

Appendix I – Existing Affordable Housing Units

At the present time, there are 41 housing units in Brookfield (or 3.3% of the Town's total housing stock) that qualify as affordable housing under Chapter 40B of Massachusetts General Laws. The following is a list of these units, current as of 2010

Get List from CMRPC

6. Government Services and Facilities

Appendix J – Report by Tantasqua Intern

SWOT Analysis & Town Governance Tree

*Written and Researched by:
Alison L. Kane*

*Submitted to the Brookfield Master Plan Committee
May 6, 2000*

Background

“Dynamics of Democracy” is a social studies elective offered to seniors at Tantasqua Regional High School. A major component of the course is Community Service Learning, in which students choose a project to take on for the semester that involves their community. In order to learn more about the planning and decision-making of a town similar to my own, I decided to volunteer to help with the Brookfield Master Plan Committee.

Under the supervision of Bill Simpson and Rudy Heller, I worked from February to April to create a governance tree and perform a SWOT (strength, weaknesses, opportunities, threats) analysis of the town. To achieve this, I setup interviews, made telephone calls, and wrote letters to many of the town employees and volunteers. In these interviews, we discussed each individual’s role within the town (Appendix B), but also their opinions of the town in regards to the SWOT.

After talking with many people of various authority within the town (Appendix C), I compiled all of the information into one document (Appendix A). Based on the conversations I have had over the past few weeks, I have created my own recommendations for the Master Plan Committee to take into consideration.

Strengths

One of the most important strengths in Brookfield is its employees and volunteers. All of the people involved in the various town functions that I interviewed appeared to be extremely dedicated, knowledgeable, and experienced in their roles. Town volunteers work extremely hard despite the fact that they have daytime jobs, as well as personal commitments. It is apparent that everyone is devoted to their jobs on each committee and works to not only better the community by fixing problems, but also by improving upon what is already working.

Complaints are usually dealt with efficiently and quickly. The town is aimed at working for the residents, with their offices easily accessible to anyone with any concerns or questions.

All departments work well together and there is strong communication between the people who work at the Town Hall. Information is passed quickly because there is not an overwhelming number of people to go through to get just one message passed. Improvement is easy to see in the small Brookfield community (ex: Town Common project).

Weaknesses

Two of the most resounding concerns were the accessibility of the Selectmen and the functionality of the Town Hall building. Many Town Hall workers felt that because the Selectmen are not always in their office, the fact that there is no onsite, full-time supervisor threatens the workplace dynamics. Disciplinary issues cannot be directly addressed because the Selectmen are so removed from the Town Hall setting itself. Other members of the community felt similarly because there is no clear line of communication.

Amongst the town workers, there was a feeling that improvement is needed on the morale. One contributing factor to this, in addition to there being no “boss,” was that there is no regular job review or critique. Some employees begin to lose their enthusiasm and energy for their jobs, becoming disinterested or cut off from their coworkers. While communication was noted as a strength, there is still need for improvement. Departments felt that they didn’t fully understand what other departments were doing or what issues they were facing.

Among the Town Hall employees, there was also much call for an improved workplace. While the historic building has withstood the test of time, it is not used efficiently. The upper floors are used seldom, there is not adequate workspace, and departments are cut off from each other, leaving for very little interaction. Community members also felt that upon entering the Town Hall, they were confused as to where to go or where to direct their concern. In addition, the building lacks signage, handicapped access, and shows signs of neglect.

Because of the small community, many people overlap on the committees on which they volunteer. Because the same people make many decisions, the policies that get passed tend to reflect that small number of citizens. The consensus was that more people need to be involved in the town to add variety and contribute new ideas to the town, as well as take the burden off of those people who are so involved.

Opportunities

Grants seem to be the biggest opportunities that the town should take advantage of to receive additional funding for improvements. While there has been some grants applied for, there is need for more. It was suggested that someone be given the responsibility of researching and writing grants, so that the process goes smoothly and there is one person in charge of all the work involved.

Many people agreed the small community atmosphere was an important part of Brookfield’s character, but it should try to attract more small businesses. Businesses contribute significantly to the tax base of the town. Also, businesses will move the town out of its somewhat stagnant state.

Brookfield needs a long range plan, so that employees and committees have a clear common goal to work towards. The Master Plan will hopefully provide this for the town.

Threats

Because there is a lot of open space in the town, uncontrolled residential development is a great threat that would result in major crises for the town. With large numbers of houses being added to the town, that influx of people would over populate the schools, become a financial burden, as well as change the small, tight-knit personality of the town.

Though 27% of residents turned out for the May 4th local elections, a number much higher than the turnout for neighboring town, there was still concern about the complacency of many of the residents of Brookfield. With too few people caring about what goes on in the town, the goals become futile. The apathy of the community threatens the entire personality of the town. Those feelings have and will continue to trickle into the Town Hall, which will become unproductive if such notions continue to spread. There seems to be a fear to engage in debate, to challenge the policies that are already part of the town. If something isn’t working or is outdated, people stray away from doing something about it. Change is seldom and never drastic, even if there is need for it. This fear threatens the towns relevancy as the years pass and the world modernizes.

Personal Recommendations

Town Administrator/Manager

With the Selectmen having their own full-time jobs and town employees without a leadership figure, a “boss” is needed. I feel that the addition of a Town Administrator or Manager would be incredibly productive for the entire town. A full-time Town Administrator would always be present at the Town Hall. Issues could be dealt with quickly and efficiently rather than waiting for the Selectmen to meet and deliberate. A Town Administrator would be employed full-time, so they would have adequate time to fully dedicate themselves to handling day to day issues and provide guidance on major issues.

Within the Town Hall, many employees felt that there needed to be a boss figure to deal with the workplace dynamics. With this sort of authority figure, accountability increases.

Other town workers agree that a Town Administrator would make the line of communication clearer. As of now, a lot of the information gets submitted to the omnipresent Selectmen, but it is questionable how much time the Selectmen have to look over everything in depth. With a Town Administrator, the work is sent straight to someone who has the time to consider and research all the things that pass over his desk.

I would recommend that a focus group be created to further investigate this possibility. The group should go to other towns, similar in size and/or character to Brookfield to see what setup works in other communities. Perhaps further evaluation of the current system would be needed as well to see how the addition of the Town Administrator may alter the duties of other positions. As of now, many people are balancing several duties and perhaps their loads would be lightened or shifted as some of those duties get redistributed.

Town Hall

There was an overwhelming consensus that the Town Hall must be made more accessible and efficient. In almost every interview, the issue of the Town Hall was brought up in one way or another.

First, the people who work in the Town Hall need more appropriate space to work. Right now, workers agree that the current office arrangement does not allow the work to flow easily. As of now, many departments are cut off from the main section of the Town Hall, such as the Assessors, Water Department, and Accountant. Their offices are not visibly marked and they are secluded from everybody else. On the other hand, the Town Clerk, Assistant Town Clerk, Administrative Clerk for the Treasurer, and Tax Collector share one large room, separated by only one divider, providing little privacy. Concerns arise when townspeople have business with any of these people as the room can become loud and disruptive to important conversation.

People unfamiliar with the Town Hall enter into a large, dark, empty lobby with no signs or person to direct them. Either signs of a listing of personnel and their office numbers would be of help to visitors. Also, there needs to be a better office layout so townspeople can get business done and employees can do their work with adequate space and privacy.

There is also concern that the Town Hall is not handicapped accessible. There is already a committee serving to address this issue, but it is a concern because many events are held in the Town Hall that wheelchairs cannot access.

The Town Hall building as a whole is not used in totality. The upper floors go unused, though are heated throughout the winter. This is not only a waste of fuel and money, but a waste of space (see next item).

Much needs to be done to make the Town Hall a more useful building. It is a beautiful building, but its age hinders the actual functions of it. Something needs to be done to make the building more user and worker friendly. It is a central building that holds all of the people who make the town function. With a more functional workplace, the employees will be able to get their jobs done more efficiently. Also, townspeople will be able to have a more pleasant experience when doing business within its doors.

Police Station

Many people are concerned with the current police force. Presently, the force is only made up of a handful of officers, not nearly enough to serve the community as it should. There is also concern about the

station itself. It is not realistic for the police to be stationed in a leased house and needs a more permanent and prominent establishment.

In one interview, it was suggested the police move into the Town Hall. First, this brings the force closer to the center of town where the fire/emergency department is housed. This also gives a use to all of the unused space in the Town Hall. I believe this possibility should be seriously considered.

It is important that there be enough police officers to respond to any situations that arise within the town. It is also important that the station itself be visible and accessible to the townspeople. Currently, the station's location is not suitable. The building does not look like a police station and it is tucked away from the main road. People trying to find the police station could easily overlook it. The police station should be easy to find and there should be more full-time personnel to address all of the responsibilities of the police force.

Attracting New Businesses

Another common theme in my interviews was the need for more businesses in town. Most people agreed that the town needed to work on being more attractive to businesses.

First, businesses provide tax money that would lessen the burden on the residents. However, it also increases the revenue of the town so that budget can be expanded.

Also, businesses add to the character of the town. With more businesses, more townspeople will be out in their own community to do their shopping and personal business. This adds to the sense of community of the town. This idea would address a feeling that many people expressed in their interviews. There was a strong urging to get more people involved in the town. New businesses will bring new energy to the town and bring the community as a whole forward.

In general, people agreed that Brookfield should aim to attract small businesses so as not to change the town's personality too drastically. Small businesses keep with the small town feeling of Brookfield. However, right now this small town feeling has made the town stagnant and expansion is avoided in fear that the town will change too much.

Keeping all these things in mind, I see small businesses as a much needed entity to the town. Not only will it help the town economically, but I feel that it will also push the town forward without changing its entire character.

Conclusion

After talking with so many people within the functions of Brookfield, I have gotten a much better picture of what the town is about. At first glance, the town has very little going on. There are not a lot of businesses in the town and the town buildings are not in prominent locations. I think this is something that has gotten to the heart of many of the townspeople, causing the town to lose the sense of community and become stagnant.

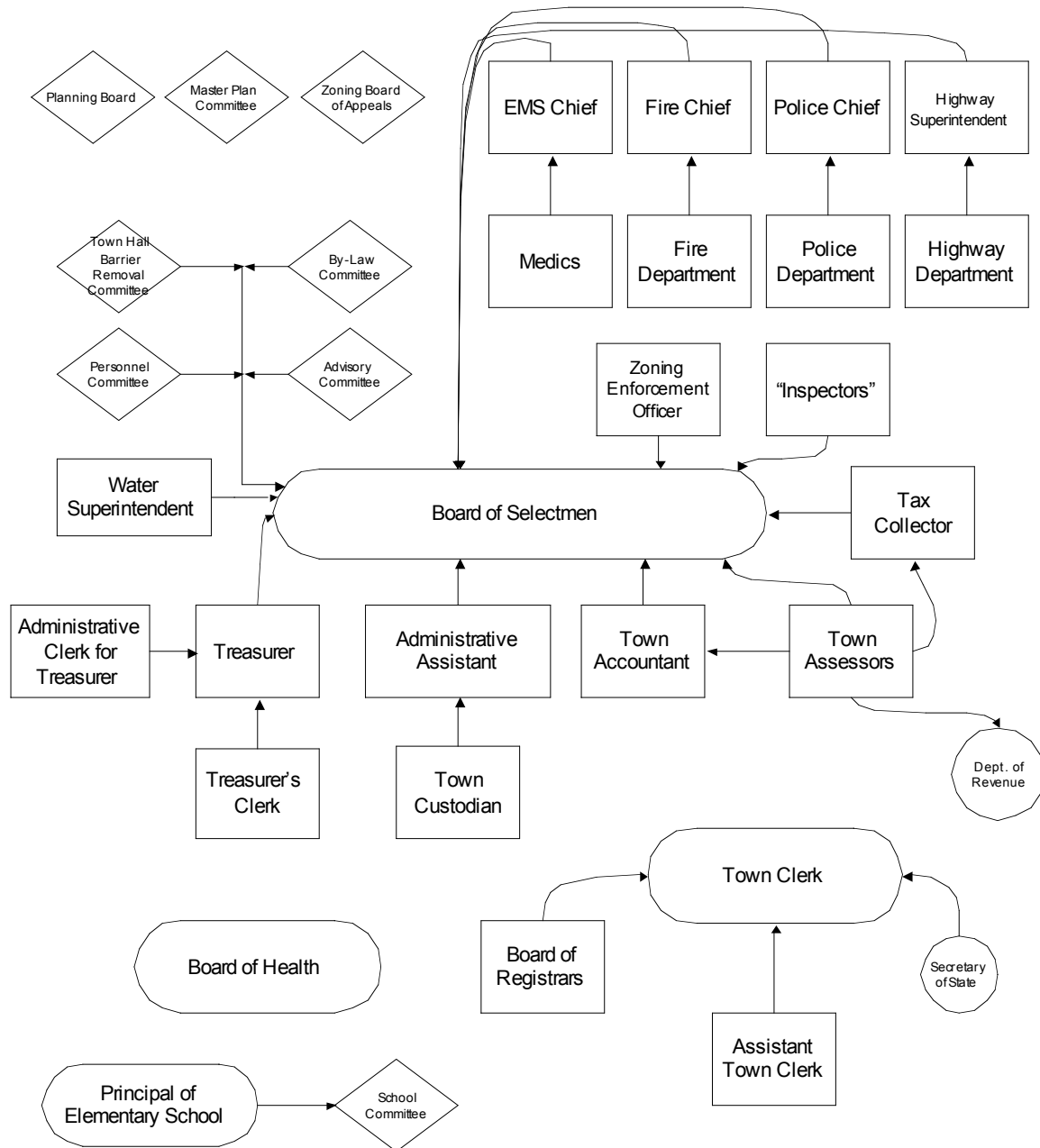
With a closer look, I have discovered that there are many people devoted to changing this attitude. The people behind the scenes at the Town Hall are friendly, committed, and interested in what they do. Volunteers on committees put in an overwhelming number of hours and effort into the town. They are dedicated to improving Brookfield and modernizing it. I feel that more townspeople need to become aware of this fact and become involved.

Many communities are facing the fact that people have begun not to care about their towns. Not enough people volunteer or vote or attend town meetings. Some of this is due to busy schedules and disinterest, but in Brookfield I think it has more to do with taking the small town personality too far. Townspeople don't get involved because they feel that the town is resistant to change. However, the true reason there is little change is because there are too few people involved in the first place.

Brookfield has the potential to become a town with great energy. I believe the Master Plan will give the town the direction it needs to head into the future and become more relevant to its residents.

Town Governance Tree

May 2009



Cumulative SWOT Replies

Strengths:

- *aimed at helping residents*
- *complaints acted on immediately*
- *building is accessible*
- *help townspeople find loans/grants for personal use*
- *active in applying for grants (ex: Community Development Block Grants - \$800,000 to fix sidewalks, drainage, water tower, etc)*
- *volunteerism and “unsung heroes”*
- *people and their experience working in the town*
- *improved communication*
- *Town Hall works together well*
- *people have a good knowledge on the town, which impacts their jobs*
- *sound financial team*
- *always improving*
- *teamwork among committees, thinking together to “get it right”*
- *people are dedicated to their work*
- *small community*
- *quick communication because the town is so small*
- *easy to see progress in a small community*
- *small town makes all employees involved, even those who don’t “have to”*

Weaknesses:

- *no one person in charge to “be the boss”*
- *questions and problems within the (Town Hall) workplace are hard for Selectmen to discipline*
- *hierarchy of communication*
- *people work independently of each other*
- *low morale*
- *no regular job review*
- *room for improvement in working together*
- *need more volunteers to be involved in the town so a variety of personalities are working together*
- *limited resources, funding*
- *part-time workers and the lapse in their work*
- *no one person to report to results in slacking off*
- *bedroom community needs more businesses to pay taxes*
- *some positions of authority are manipulated by other people*
- *weak tax base*
- *employees who have lost the initiative to be involved in town activities*
- *avoid fixing broken policies*
- *subjective management by selectmen*
- *people with “blinders on”*
- *poorly attended department head meetings*

Opportunities:

- *need to take advantage of more grant opportunities*
- *have someone devoted to researching grants*
- *financial research and opportunities*
- *role of extensive archives*
- *regional approach -> better process on salt/sand, combine positions, health care, etc*
- *Community Preservation Act*
- *utilize the aging Town Hall*
- *industry*
- *small shopping area to take a burden off the taxpayers*
- *maintain a small community*
- *small business growth*
- *networking and using other towns as example of how to fix our problems*
- *longer range vision of town*
- *grant money for infrastructure and open space*
- *long range plans for municipal buildings*

Threats:

- *Chapter 40B Growth (developers)*
- *lots of available land for developers to take advantage of*
- *developments would change personality of town, be a financial burden on the town, overpopulate the schools, etc*
- *low morale and the image of the town*
- *positions not adequately employed (police and fire)*
- *not enough town support*
- *decreasing state aid*
- *economic conditions (local revenue, trouble paying off loans, layoffs within the town employees, etc)*
- *security (ex: break-in several years ago)*
- *complacency, “not doing anything any more”*
- *the “sign guy” on Main Street, everyone can see it everyday and it lowers people’s expectations of the town*
- *too much growth threatens the character of the town*
- *increased tax rates beyond what people can afford*
- *personalities*
- *fear to engage in debate*
- *lack of fiscal plan*
- *apathy towards being involved*

Priorities:

- *Master Plan*
- *Town Hall to be wheelchair accessible*
- *Police Station*
- *more affordable housing*
- *stronger support system for employees*
- *youth facilities*
- *focus on education despite the decreased budget*
- *manage growth of the town (preventing developments)*
- *keep businesses in town and attract new businesses*
- *maintaining infrastructure*
- *maintaining a steady tax rate*
- *keep school budget under control*
- *getting more people involved*
- *Town Hall renovations for more privacy and adequate space for workers*
- *town sewer*
- *GIS (like GoogleEarth)*
- *better communication among departments*
- *more professionalism*
- *consider hiring a Town Manager/Administrator*
- *technology within schools and town-wide*
- *more communication between governing bodies on town*
- *restore sense of “by the people, of the people, for the people” so citizens feel welcome to discuss change in their town government*
- *land use plan*
- *financial planning*
- *more involvement of citizens*

Job Descriptions of Interviewees

(alphabetically by title)

Administrative Assistant to Selectmen (appointed)

Roles/Responsibilities:

- *buffer between townspeople and selectmen*
- *create agenda for Selectmen's meetings*
- *take totes and minutes*
- *thank-you notes, phone calls, anything the selectmen ask*
- *select part-time workers*
- *take care of people's concerns when selectmen aren't in the building*
- *keep track of what needs to be done*
- *be aware of deadlines*
- *pay bills (heat and telephone) for Town Hall, Highway Department, Fire Department and Library*
- *in charge of any construction or maintenance projects at the Town Hall, Highway Department, Fire Department, and Library*
- *pay insurance*

Reports to: Selectman

Reported to: Town Custodian

Administrative Clerk for Treasurer

Roles/Responsibilities:

- *reconciliation (monthly)*
- *check bank statements*
- *write letters*
- *money for life insurance and disability coverage*

Reports to: Treasurer

Assistant Town Clerk (appointed)

Roles/Responsibilities:

- *dog licensing and software*
- *census information (printing report, input information, correspondents, genealogy)*
- *swear people into positions*
- *filing*
- *birth, death, marriage certificates, state correspondents*
- *veteran affairs*
- *voter registration*
- *election set-up*
- *research past town approvals, events, etc*
- *stay up to date on laws, ethics, etc.*
- *fishing and hunting licensing*
- *business certificates*
- *collect parking tickets*
- *miscellaneous permits*

Reports to: Town Clerk

Board of Health

Roles/Responsibilities:

- *oversee budget*
- *issue permits for food license*

- *inspect restaurants*
- *compliance with Title 5 regulations*
- *oversee transfer stations*

Cable Access Chairman (appointed)

Roles/Responsibilities:

- *billing*
- *acquiring equipment*
- *oversee work of volunteers who tape Town Meeting and other functions*

Elementary School Principal (hired)

Roles/Responsibilities:

- *fiscal responsibility (planning and decision-making for budget)*
- *staff management (evaluations, staff meetings, manage staff concerns and conflicts)*
- *verify curriculum against state frameworks*
- *disciplinary issues and protocol for disciplinary action*
- *family interactions between students, parents, and teachers*
- *write School Improvement Plan with School Advisory Council*
- *reports to School Committee with progress of school*
- *participate in community activities*
- *building maintenance*
- *compile information for state documents (ex: MCAS results)*

Reports to: Annual Town Meeting, School Committee

Financial Clerk

Roles/Responsibilities:

- *take money*
- *write letters to those who have not paid*

Reports to: Tax Collector

Fire Chief (appointed)

Roles/Responsibilities:

- *management and operation of fire department*
- *respond to fire calls*
- *clean and maintain equipment and vehicles*
- *paperwork, payables, payroll*

Reports to: Selectmen

Reported to: fire department

Planning Board (elected)

Roles/Responsibilities:

- *land use*
- *division of land into lots*
- *approve divisions of land*
- *new roads*
- *special permits for apartments, businesses, etc*
- *review zoning bylaws*
- *create zoning districts (residential vs. businesses)*

Reports to: Selectmen and voters

Registrars

Roles/Responsibilities:

- *supply and receive nomination papers for town candidates*
- *take Town Meeting attendance*
- *oversee elections*
- *count votes*

School Committee (elected)

Roles/Responsibilities:

- *policies for school*
- *review practices*
- *approve needs and expenses*
- *follow new trends in education*
- *teacher contract negotiating*

Reports to: Selectmen

Tax Collector (appointed)

Roles/Responsibilities:

- *print and mail out tax bills*
- *check that commitments from assessors agree*
- *process payments*
- *process abatements*
- *process refunds*
- *send out demands*
- *property tax titles*

Reports to: Selectmen

Reported to: Financial Clerk

Town Accountant (appointed)

Roles/Responsibilities:

- *maintain financial records of the town*
- *all expenditures, revenue*
- *process warrants*
- *keep track of receivables*
- *accuracy of town meeting -> correct reports*
- *assist departments in general funds and capital projects to see that they are spending properly*

Reports to: Selectman, Advisory Board, Department of Revenue

Reported to: oversee all departments, tax collection reports

Town Assessors (elected)

Roles/Responsibilities:

- *evaluation of property (house and land)*
- *value of town*
- *applying to new budget*

Reports to: Townspeople, Selectmen, Accountant, Advisory Committee, Department of Revenue

Town Clerk (elected)

Roles/Responsibilities:

- *Chief Election Official*
 - ☐ *oversees elections*
 - ☐ *directs preparation of ballots, polling place, voting equipment, voting lists*

- ☐ *administers campaign rules*
- ☐ *certifies nomination papers*
- ☐ *supervises voter registration*
- ☐ *reports results to Secretary of State*
- **Recording Officer**
 - ☐ *records and certifies all official actions of town (Town Meeting legislation, Planning and Zoning Board decisions)*
 - ☐ *keeps town seal*
- **Vital Statistics & Public Records**
 - ☐ *registers all vital events within community*
 - ☐ *records and preserves birth, marriage, and death certificates*
 - ☐ *administers Oath of Office to elected and appointed members*
 - ☐ *provides access to public records for genealogical research*
 - ☐ *maintains records of municipal codes, bylaws, resignations and appointments, petitions, budgets, meeting minutes, and financial statements*
 - ☐ *submit bylaws to Attorney General for approval*
- **Licensing Officer**
 - ☐ *marriage, hunting, fishing and trapping licenses*
 - ☐ *raffle and bazaar permits*
 - ☐ *burial, building, business certificates*
 - ☐ *animal licenses*

Reports to: Secretary of State, Department of Revenue

Reported to: Assistant Town Clerk, Board of Registrars

Town Hall Barrier Removal Committee (volunteers)

Roles/Responsibilities:

- *evaluate whether the building serves the needs of the community and individuals*
- *preserve historical building*
- *handicapped access*

Reports to: Selectmen

Town Treasurer (hired)

Roles/Responsibilities:

- **Payroll**
 - ☐ *biweekly*
 - ☐ *departments submit time sheets*
 - ☐ *check math*
 - ☐ *vouchers*
 - ☐ *enter into system*
 - ☐ *accountant double checks work*
 - ☐ *submit to payroll service that prints checks*
 - ☐ *health & life insurance, disability coverage*
 - ☐ *municipal equivalent of 401k*
 - ☐ *proper tax amounts withheld*
- **Cash Management**
 - ☐ *meet payroll*
 - ☐ *funds for bills*
 - ☐ *equipment for fire and police*
 - ☐ *maintain bank accounts*
 - ☐ *money from state tax payers, excise taxes, dog license, building permits, etc*
- **Tax Title Property**
 - ☐ *property that has not received tax is responsibility of town*

- ☐ *begin foreclosure process*
- ☐ *unemployment claims*
- ☐ *borrow money as needed*

Reports to: Selectman

Reported to: Financial Clerk

Treasurer's Clerk (hired)

Roles/Responsibilities:

- *assist in payroll*
- *accept vouchers*
- *clerk timesheets*
- *work with financial clerk -> accept turnovers*
- *1099 vendors*
- *vendor warrants*
- *clerical work as needed (bonds, loans)*
- *research*
- *annual report*

Reports to: Treasurer

Water Superintendent (hired)

Roles/Responsibilities:

- *evaluate scope, estimate project costs, determine materials to be used, planning and schedules of projects*
- *public inquiries of laws, regulations, and policies*
- *monitors progress of work*
- *maintains records and files*
- *department budget*
- *checks wells for pollution and reports to DEP*
- *cooperates with neighboring towns in emergency situations*
- *continues education*
- *on-call 24/7*

Reports to: Department of Environmental Protect, Water Commissioner

Zoning Board of Appeals (appointed)

Roles/Responsibilities:

- *grant special permits for people seeking relief from zoning bylaws*

Persons Interviewed

Bruce Clarke – Water Superintendent

Donna Neylon - Administrative Assistant to Selectmen

Donna Wentzell – Town Assessor

Jim Dunbar – Town Treasurer

Kathleen Hosterman – Elementary School Principal

Linda Lincoln – Town Clerk

Lois Moores – Tax Collector

Louise “Betty” Benoit – Town Accountant

Mike Seery - Zoning Board of Appeals, Board of Health, Cable Access Chairman

Nancy “Lee” Finney - Administrative Clerk for Treasurer, Financial Clerk

Peter Martell – Fire Chief

Phil Peirce – Town Assessor

*Shelia Frangiamore – Treasurer’s Clerk, School Committee Representative, Assistant Town Clerk, Town
Hall Barrier Removal Representative*

Trudy O’Connell – Planning Board

Additional Appendices to come:

Results of the Master Plan Survey

Reports from the Master Plan Public Hearings

Copies of the Maps from Economic Development Chapter and OSRP