

AGENDA
BOARD OF SELECTMEN
February 23, 2021
7:00 p.m.
Town Building & Zoom

Pursuant to Governor Baker's March 12, 2020 Order Suspending Certain Provisions of the Open Meeting Law, G.L. c. 30A, §18, and the Governor's March 15, 2020 Order imposing strict limitation on the number of people that may gather in one place. This meeting of the Board of Selectmen will take place without any public present, but we will make every effort to ensure the public can adequately access the non-executive session proceedings in real time via Zoom.

Join Zoom Meeting

<https://zoom.us/j/96436642067?pwd=cGo5bGx2ZFFIUGrOmRzOEVYc0Vkdz09>

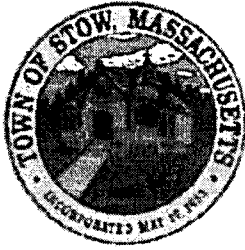
Meeting ID: 964 3664 2067
Passcode: 364237

1. Public input
2. Chairman's comments
3. Discussion and Possible Vote
 - Police Use of Force Updated Policy – Chief Sallese
 - 7:15 p.m. Town Administrator's Joint Boards meeting on the "FY 2022 Financial State of the Town" with the Board of Assessors, Capital Planning Committee, Finance Committee, Selectmen, and the Minuteman and Nashoba Regional School Districts, pursuant to Article 4, section 10 of the General Bylaws
 - Meet with the Community Preservation Committee to discuss the Requested FY22 CPA Projects
4. Town Administrator's Report
5. Liaison reports
6. Meeting minutes
 - February 9, 2021
 - February 16, 2021
7. Correspondence
8. Executive Session
 - Pursuant to MGL c. 30A, sec.21 (a) (2), to conduct a strategy session in preparation for negotiations with Darren Thraen for Lieutenant of the Stow Police Department.
9. Adjournment

Posted Friday, 2/19/2021

**DISCUSSION &
POSSIBLE VOTE**

Police Use of Force updated policy



Town of Stow
POLICE DEPARTMENT

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Michael Sallse
Chief of Police

February 15, 2021

Selectboard
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Stow, MA 01775

RE: Policy 1.01 Use of Force Update

As you are aware, the police reform legislation here in Massachusetts provides for certain statutory mandates regarding the use of force by law enforcement personnel, and therefore, requires that law enforcement agencies update their use of force policies to be consistent with the new law. I am presenting an update to our use of force policy to reflect many of those revisions.

Please understand that this policy may require additional updates after the POST Commission has: (a) been created; and (b) promulgates their regulations. I would not expect to see such regulations, however, until July 2021 at the earliest.

Here is a summary of the changes;

Added Definitions

Chokehold: The use of a lateral vascular neck restraint, carotid restraint or other action that involves the placement of any part of law enforcement officer's body on or around a person's neck in a manner that limits the person's breathing or blood flow with the intent of or with the result of causing bodily injury, unconsciousness or death.

Commission: The Massachusetts Peace Officer Standards and Training Commission.

De-escalation Tactics: Proactive actions and approaches used by an officer to stabilize a law enforcement situation so that more time, options and resources are available to gain a person's voluntary compliance and to reduce or eliminate the need to use force including, but not limited to, verbal persuasion, warnings, slowing down the pace of an incident, waiting out a person, creating distance between the officer and a threat and requesting additional resources to resolve the incident, including, but not limited to, calling in medical or licensed mental health professionals, as defined in subsection (a) of section 51½ of chapter 111, to address a potential medical or mental health crisis.

Officer-Involved Injury or Death: Any event during which an officer:

- 1) discharges a firearm, as defined in section 121 of chapter 140, actually or proximately causing injury or death to another;
- 2) discharges any stun gun as defined in said section 121 of said chapter 140, actually or proximately causing injury or death to another;
- 3) uses a chokehold, actually or proximately causing injury or death of another;
- 4) discharges tear gas or other chemical weapon, actually or proximately causing injury or death of another;
- 5) discharges rubber pellets from a propulsion device, actually or proximately causing injury or death of another;
- 6) deploys a dog, actually or proximately causing injury or death of another;
- 7) uses deadly force, actually or proximately causing injury or death of another;
- 8) fails to intervene, as required by section 15, to prevent the use of excessive or prohibited force by another officer who actually or proximately causes injury or death of another; or
- 9) engages in a physical altercation with a person who sustains serious bodily injury or requests or receives medical care as a result.

Public Safety Statement: A statement to ascertain the threat level at the scene of the incident, to identify witnesses or other injured officers or civilians, and to facilitate the collection of evidence and preservation of the scene. This public safety statement is a brief explanation of what has transpired and what is presently happening. The Public Safety statement may be given by the Chief of Police/ Town Administrator or his/her designee who has gathered this information. The Public Safety Statement should include the following in substance and where applicable:

- 1) The identity of officers and other involved parties to the incident who discharged firearms and their approximate position at the time of the discharge.
- 2) The direction and number of shots fired
- 3) A description of any suspects and direction of flight
- 4) The identity and location of any injured officers or civilians
- 5) The identity of potential witnesses
- 6) The location of any unsecured weapons or contraband at the scene.

ADDED PROCEDURES FOR THE USE OF ALL LESS-LETHAL FORCE

A law enforcement officer shall not use physical force upon another person unless de-escalation tactics have been attempted and failed or are not feasible based on the totality of the circumstances and such force is necessary:

- a. to effect the lawful arrest or detention of a person;
- b. to prevent the escape from custody of a person;
- c. to prevent imminent harm and the amount of force used is proportionate to the threat of imminent harm; or
- d. and proportionate in accordance with the regulations promulgated jointly by the Commission and the Municipal Police Training Committee pursuant to G.L. c. 6E, § 15(d).

ADDED PARAMETERS FO THE USE OF LETHAL FORCE

A sworn member of this Department is authorized to use lethal force only after de-escalation tactics have been attempted and failed or are not feasible based on the totality of the circumstances, and such force is necessary to prevent imminent harm to a person and the amount of force used is proportionate to the threat of imminent harm. This may include situations in which there are no viable alternatives available and lethal force is necessary for the officer to:

A law enforcement officer shall not use a chokehold.

ADDED

- a. Officers shall not discharge a firearm at a moving vehicle unless, based upon the totality of the circumstances, such discharge is necessary to prevent imminent harm to a person and the discharge is proportionate to the threat of imminent harm to a person and all of the following conditions have been met:
 - i. The occupants of the vehicle are employing deadly force, which the officer reasonably perceives as an immediate threat of death or serious bodily injury to themselves or another;
 - ii. There is no substantial risk to the safety of other persons, including risks associated with motor vehicle accidents;
 - iii. Officers have not positioned themselves in such a way as to create a likelihood of being struck by an occupied vehicle (e.g., surrounding a vehicle at close proximity while dismounted);
 - iv. The officer is not firing strictly to disable the vehicle; and
 - v. The circumstances provide a high probability of stopping or striking the intended target.

ADDED DUTY TO INTERVENE

- A. An officer present and observing another officer using physical force, including deadly force, beyond that which is necessary or objectively reasonable based on the

totality of the circumstances, shall intervene to prevent the use of unreasonable force unless intervening would result in imminent harm to the officer or another identifiable individual.

- B. An officer who observes another officer using physical force, including deadly force, beyond that which is necessary or objectively reasonable based on the totality of the circumstances shall report the incident to an appropriate supervisor as soon as reasonably possible but not later than the end of the officer's shift. The officer shall prepare a detailed written statement describing the incident consistent with this Department's policy. The officer's written statement shall be included in the supervisor's report.
- C. Any harassment, intimidation, or retaliation against any officer who either intervened to prevent or stop an excessive force incident, or made a report regarding the witnessed excessive force incident, shall be a violation of this Department policy and shall, upon a sustained internal administrative investigation, be subjected to the imposition of departmental discipline up to and including termination.
- D. This section shall apply to all Officers/Employees/Civilians/Volunteers or any official associated with the police department

ADDED USE OF FORCE CONSIDERATIONS INVOLVING PLANNED MASS DEMONSTRATIONS

- A. When a police department has advance knowledge of a planned mass demonstration, it shall attempt in good faith to communicate with organizers of the event to discuss logistical plans, strategies to avoid conflict and potential communication needs between police and event participants.
- B. The department shall make plans to avoid and de-escalate potential conflicts and designate an officer in charge of de-escalation planning and communication about the plans within the department.
- C. A law enforcement officer shall not discharge or order the discharge of tear gas or any other chemical weapon, discharge or order the discharge of rubber pellets from a propulsion device or release or order the release of a dog to control or influence a person's behavior unless:
 - 1. de-escalation tactics have been attempted and failed or are not feasible based on the totality of the circumstances; and
 - 2. the measures used are necessary to prevent imminent harm and the foreseeable harm inflicted by the tear gas or other chemical weapon, rubber pellets or dog is proportionate to the threat of imminent harm.
- D. If a law enforcement officer utilizes or orders the use of tear gas or any other chemical weapon, rubber pellets or a dog against a crowd, the law enforcement officer's appointing agency shall file a report with the Massachusetts Peace Officer

Standards and Training Commission (POST) detailing all measures that were taken in advance of the event to reduce the probability of disorder and all de-escalation tactics and other measures that were taken at the time of the event to de-escalate tensions and avoid the necessity of using the tear gas or other chemical weapon, rubber pellets or dog.

- E. The Commission shall review the report and may make any additional investigation. After such review and investigation, the commission shall, if applicable, make a finding as to whether the pre-event and contemporaneous de-escalation tactics were adequate and whether the use of or order to use such tear gas or other chemical weapon, rubber pellets or dog was justified.

A. USE OF FORCE INCIDENT REVIEW

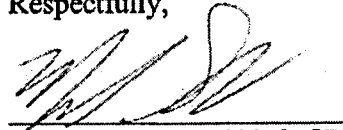
1. The Department will adhere to at least the minimum standards for internal agency review of complaints of officer-involved injuries or deaths as established by the Commission.
2. The Department shall adhere to all reporting requirements established pursuant to G.L. c. 6E, and such further requirements as may be promulgated by the Commission.

TRAINING

A law enforcement officer shall not be trained to use a lateral vascular neck restraint, carotid restraint or other action that involves the placement of any part of law enforcement officer's body on or around a person's neck in a manner that limits the person's breathing or blood flow.

Attached is the complete policy for your review and acceptance. As I have indicated this policy may need to be updated again once POST has been established and more regulations are put in place.

Respectfully,



Michael Sallesse, Chief of Police

USE OF FORCE

(RESPONSE TO RESISTANCE)

BY SWORN PERSONNEL

<p>POLICY & PROCEDURE NO.</p> <p>1.01</p>	<p>ISSUE DATE: _____</p>
<p>MASSACHUSETTS POLICE ACCREDITATION STANDARDS</p> <p>REFERENCED: 1.2.2; 1.3.1; 1.3.2; 1.3.3; 1.3.4; 1.3.5; 1.3.6; 1.3.7; 1.3.8; 1.3.9; 1.3.10; 1.3.11; 1.3.12; 1.3.13; 11.4.1; 16.3.5; 22.2.3; 22.2.4; 22.2.6; 33.1.2; 33.5.1; 33.6.1</p>	<p>EFFECTIVE DATE: _____</p>
	<p>REVISION DATE: _____</p>

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POLICY

It is the policy of the Department that officers use only the force that is permissible under applicable federal and state laws and regulations. [1.3.1]

This Policy requires strict adherence by all sworn personnel.

When exigent and unforeseen circumstances cause officers to deviate from the provisions of this Policy, officers are still expected to act with intelligence, sound judgment and in full conformity with both state and federal laws and constitutional provisions. Any such deviations from the provisions of this Policy shall be examined on a case-by-case basis.

In order to comply with this Policy, the attached Response to Resistance Report shall be utilized.

DEFINITIONS

- A. **Actively Resistant Individual:** An individual who uses physical strength and/or body movement to resist a Department member. Examples of active resistance include pulling, turning, or walking away from an officer.
- B. **Aggravated Assaultive Individual (Serious Bodily Harm/Death):** An individual who engages in conduct that is likely to produce death or serious bodily harm to a member of the Department or another person.
- C. **Assaultive Individual (Bodily Harm):** An individual who attempts to injure a Department member or another person or engages in conduct that has the potential to injure a Department member or another person.
- D. **Chokehold:** The use of a lateral vascular neck restraint, carotid restraint or other action that involves the placement of any part of law enforcement officer's body on or around a person's neck in a manner that limits the person's breathing or blood flow with the intent of or with the result of causing bodily injury, unconsciousness or death.
- E. **Commission:** The Massachusetts Peace Officer Standards and Training Commission.
- F. **Compliant Individual:** An individual who is fully cooperative with a Department member.
- G. **Deadly Force / Lethal Force:** Physical force that can reasonably be expected to cause death or serious bodily injury. Sworn personnel are authorized to use lethal force in accordance with the law and this Policy. [1.3.2]

- H. **De-escalation Tactics:** Proactive actions and approaches used by an officer to stabilize a law enforcement situation so that more time, options and resources are available to gain a person's voluntary compliance and to reduce or eliminate the need to use force including, but not limited to, verbal persuasion, warnings, slowing down the pace of an incident, waiting out a person, creating distance between the officer and a threat and requesting additional resources to resolve the incident, including, but not limited to, calling in medical or licensed mental health professionals, as defined in subsection (a) of section 51½ of chapter 111, to address a potential medical or mental health crisis.
- I. **Drive Stun Deployment:** In Drive Stun mode, the ECW is a pain-compliance facilitator rather than an electro-muscular disruptor. Drive stun occurs when the ECW is held against the subject, whether or not probes are deployed. Drive stun may be utilized in response to active resistance or assaultive behavior.
- J. **Electronic Control Weapon (ECW):** A weapon that uses electricity to override voluntary motor responses or applies pain in order to gain compliance or overcome resistance. ECWs are designed to incapacitate without causing serious bodily injury or death. [1.3.9 (a)]
- K. **ECW Activation:** Any time an ECW is turned on, exclusive of training and routine maintenance/readiness checks.
- L. **ECW Cycle:** Occurs when probe deployment delivers energy to an individual.
- M. **Force:** The amount of effort required by police to compel compliance by an unwilling subject.
- N. **Kinetic Energy Impact Projectiles:** Flexible or non-flexible projectiles, which are intended to incapacitate a subject with a minimal potential for causing death or serious bodily injury, when compared to conventional projectiles.
- O. **Laser Activation:** The ECW is turned on, activating the light and/or laser beam. Laser activation may be utilized as a warning technique if drive stun deployment and/or probe deployment is objectively reasonable.
- P. **Less-Lethal Force:** Use of force that is not intended to cause serious bodily harm/serious physical injuries or death. Sworn personnel are authorized to use less-lethal force in accordance with the law and this Policy.
- Q. **Objectively Reasonable:** This term means that, in determining the necessity for and appropriate level of force, officers shall evaluate each situation in light of the known circumstances, including, but not limited to, the seriousness of the crime, the level of

threat or resistance presented by the subject, and the danger to the officer, subject, and/or community. The reasonableness of a particular use of force must be judged from the perspective of a reasonable officer on scene, rather than with the 20/20 vision of hindsight. Determining reasonableness of force must allow for the fact that police officers are forced to make split second judgments in circumstances that are tense, uncertain and rapidly evolving. The force used must be reasonable under the circumstances known to the officer at the time force is used.

R. **Officer-Involved Injury or Death:** Any event during which an officer:

- 1) discharges a firearm, as defined in section 121 of chapter 140, actually or proximately causing injury or death to another;
- 2) discharges any stun gun as defined in said section 121 of said chapter 140, actually or proximately causing injury or death to another;
- 3) uses a chokehold, actually or proximately causing injury or death of another;
- 4) discharges tear gas or other chemical weapon, actually or proximately causing injury or death of another;
- 5) discharges rubber pellets from a propulsion device, actually or proximately causing injury or death of another;
- 6) deploys a dog, actually or proximately causing injury or death of another;
- 7) uses deadly force, actually or proximately causing injury or death of another;
- 8) fails to intervene, as required by section 15, to prevent the use of excessive or prohibited force by another officer who actually or proximately causes injury or death of another; or
- 9) engages in a physical altercation with a person who sustains serious bodily injury or requests or receives medical care as a result.

S. **Passively Resistant Individual:** An individual who is uncooperative but does not use physical strength or body movement to resist a Department member.

T. **Probe Deployment:** In Probe Deployment mode, the ECW uses electricity to override voluntary motor responses. Probe Deployment occurs when probes deploy from an ECW, whether or not the probes strike their intended target. This includes follow-up drive stuns when a single probe is attached to an individual. Probe deployment may be utilized in response to assaultive behavior.

- U. **Public Safety Statement:** A statement to ascertain the threat level at the scene of the incident, to identify witnesses or other injured officers or civilians, and to facilitate the collection of evidence and preservation of the scene. This public safety statement is a brief explanation of what has transpired and what is presently happening. The Public Safety statement may be given by the Chief of Police/Lieutenant/ Town Administrator or his/her designee who has gathered this information. The Public Safety Statement should include the following in substance and where applicable:
- 1) The identity of officers and other involved parties to the incident who discharged firearms and their approximate position at the time of the discharge.
 - 2) The direction and number of shots fired
 - 3) A description of any suspects and direction of flight
 - 4) The identity and location of any injured officers or civilians
 - 5) The identity of potential witnesses
 - 6) The location of any unsecured weapons or contraband at the scene.
- V. **Reasonable Force:** Reasonable force is determined under the legal standard set forth in Graham v. Connor, 490 U.S. 386, 395 (1989). Reasonable force is defined as force which is objectively reasonable because it is necessary to overcome resistance offered in a lawful police action to compel an unwilling subject's compliance with an officer's lawful exercise of police authority.
- W. **Safety Priorities:** The Police Department safety priorities are established as follows:
- 1) Hostages and Involved non-subject civilians
 - 2) Police officers
 - 3) Subject (the person who is the focus of the police operation)
- X. **Serious Bodily Injury:** Bodily injury that results in: (i) permanent disfigurement; (ii) protracted loss of impairment of a bodily function, limb or organ; or (iii) a substantial risk of death. This may also be referred to as "serious physical injury".
- Y. **Spark Display:** The ECW is activated and the arc switch is depressed, activating the electrical arc. Spark display may be utilized as a warning technique if drive stun deployment and/or probe deployment is objectively reasonable.
- Z. **Stress Disorder:** An anxiety disorder that can result from exposure to short-term severe stress, or the long-term buildup of repetitive and prolonged milder stress. The person must have experienced, witnessed, or was confronted with an event or events that involved actual or threatened death or serious injury, or a threat to the physical integrity of one's self or others. The person's response to the event(s) will have involved intense fear, helplessness, or horror.

- 1) **Acute Stress Disorder:** A category of stress disorder lasting for a minimum of two days and a maximum of four weeks occurring within four weeks of the event(s).
 - 2) **Post-Traumatic Stress Disorder:** A category of stress disorder in which the symptoms last more than one month.
- AA. **Susceptible Population Groups:** Susceptible population groups include those who reasonably appear to be, or are known to be, children, elderly, medically infirm, pregnant, or users of a cardiac pacemaker.
- BB. **Sworn Personnel:** An employee of a law enforcement agency who has sworn to carry out law enforcement duties and has full arrest powers. For the purposes of this Policy, the term “sworn personnel” and “officer” are used interchangeably.

PROCEDURES

I. FORCE OPTIONS

- A. The amount and degree of force, which may be employed, will be determined by the totality of circumstances including, but not limited to:
1. The nature and seriousness of the offense;
 2. The behavior of the subject against whom force is to be used;
 3. Actions by third parties who may be present;
 4. Physical odds against the officer;
 5. The feasibility or availability of alternative actions; and
 6. The opportunity to use de-escalation tactics at any time during the encounter.
- B. An officer should only use that amount of force that the officer feels would be reasonable in a particular situation to accomplish his/her lawful objective or to protect the officer or another from serious bodily injury or death. Officers should continuously evaluate the circumstances of the encounter with the goal of exploiting both verbal and tactical opportunities with the intent of de-escalating to a lower force level.

C. Equipment, Weapons and Ammunition Generally

1. Only issued or authorized equipment will be carried on-duty and used when applying any level of less-lethal force. [1.3.4]
2. Only weapons and ammunition authorized by the Police Department will be used by agency personnel in the performance of their responsibilities (listed in "Appendix A" of this Policy) while on duty unless exigent circumstances compel the officer to utilize other options. [1.3.9 (a); 1.3.9 (b)]
3. An officer shall not alter or modify his/her firearm or ammunition in any way without the express permission of the Chief of Police.
4. Sworn personnel of the Department shall take all reasonable precautions to ensure that weapons issued to them by the Department are properly secured, protected from loss, misuse, or theft. Attention is drawn to G.L. c. 140, §§ 131C and 131L. [1.3.9 (f)]
5. Officers are responsible for keeping their issued weapons clean and in good working order. A weapon that malfunctions shall be returned to the Department Armorer forthwith for the necessary repairs, and a replacement weapon shall be issued by the Armorer. The officer shall qualify with the replacement weapon prior to carrying it on duty. [1.3.9 (d)]
6. Prior to the issuance of any weapons to the officer, the Department Armorer shall review, inspect and approve each individual weapon. If any malfunctions or defects are found, or if the weapon is found to be unsafe in any manner, the deficiency shall either be rectified, or the weapon shall be returned to the manufacturer for a replacement weapon. [1.3.9 (c); 1.3.9 (d)]
7. The Department Armorer shall maintain a log for each weapon that is owned or authorized by the Department. This log should list the make, model, and serial number and shall indicate the condition of the weapon. A file shall also be maintained by the Training Coordinator documenting the make, model and serial numbers of the issued and authorized duty weapons to each member of the Department and a log of each officer's qualifications and re-qualifications. [1.3.9 (e)]

II. ENCOUNTERS WITH MINORS, EMOTIONALLY DISTURBED, MENTALLY ILL AND PHYSICALLY DISABLED PERSONS

- A. Encounters may arise between law enforcement and those individuals who are known or suspected of being minors, emotionally disturbed, mentally ill or physically disabled. Such encounters may require special police skills and abilities to effectively and legally respond to the given situation. Officers should never, however, compromise or jeopardize their safety or the safety of others when dealing with individuals displaying symptoms of emotional, mental and/or physical illness.
- B. Should the officer determine that an individual may be a minor, emotionally disturbed, mentally ill and/or physically disabled and a potential threat to himself/herself, the officer, or others; or may otherwise require law enforcement intervention for humanitarian reasons, the following responses should be taken, bearing in mind officer safety is most important:
1. Request a backup officer.
 2. Take steps to utilize de-escalation tactics. Where possible, eliminate emergency lights and sirens, disperse crowds, and assume a quiet non-threatening manner when approaching or conversing with the individual. Where violence or destructive acts are not occurring, avoid physical contact, and take time to assess the situation.
 3. Move slowly and do not excite the person. Provide reassurance that the police are there to help and that he/she will be provided with appropriate care.
 4. Communicate with the individual in an attempt to determine the root of the person's actions. Relate your concern for his/her feelings and allow the person to express their feelings. Where possible, gather information on the subject from acquaintances or family sworn personnel and/or request professional assistance, if available and appropriate to assist in communicating with the person and/or de-escalating the situation.
 5. Do not threaten the individual with arrest or in any other manner as this will create additional fright, stress, and potential aggression.
 6. Avoid topics that may agitate the person and guide the conversation toward topics that may help ease the individual.

7. Always attempt to be truthful. If the subject becomes aware of a deception, he/she may withdraw from the contact in distrust and may become hypersensitive or retaliate in anger.
 8. Consider containing the situation, establishing distance, waiting for additional help, and/or the arrival of trained medical staff.
- C. While the policies and guidelines regarding the use of force do not change due to a subject's mental or physical status, officers should take this status into account (where the status is known) in their approach of the subject in an effort to de-escalate the situation.
- D. Once a person is under control, officers should consider whether common restraint tactics may be more dangerous to the individual due to the subject's age, mental, emotional or physical status, and consider available and appropriate reasonable accommodations.
- E. As with any use of force, officers should always provide an immediate medical response to individuals who are exhibiting signs or complaining of injury or illness following a use of force.

III. LESS-LETHAL FORCE

A. PROCEDURES FOR THE USE OF ALL LESS-LETHAL FORCE

1. A law enforcement officer shall not use physical force upon another person unless de-escalation tactics have been attempted and failed or are not feasible based on the totality of the circumstances and such force is necessary:
 - a. to effect the lawful arrest or detention of a person;
 - b. to prevent the escape from custody of a person;
 - c. to prevent imminent harm and the amount of force used is proportionate to the threat of imminent harm; or
 - d. and proportionate in accordance with the regulations promulgated jointly by the Commission and the Municipal Police Training Committee pursuant to G.L. c. 6E, § 15(d).
2. It is preferred that less-lethal force not be used if resistance is minor and not hazardous, or if a lesser degree of force would reasonably achieve the same

result. Officers should issue a verbal warning and allow a reasonable amount of time for response unless a warning could endanger the officer or others.

3. Each less-lethal force option is not intended to be a substitute for other options in situations in which the use of other force options are more appropriate.
4. Absent exceptional circumstances, officers shall not use less-lethal force on susceptible population groups, or for the sole purpose of protecting property.
5. The use of less-lethal force is not authorized for indiscriminate use, non-violent behavior or when an individual is handcuffed unless a threat to the officer or others exists.
6. A subject who is exposed to less-lethal force shall be actively monitored while in police custody after they have received medical care. If the subject requests further medical attention, they shall be transported immediately by EMS to a medical facility. [1.3.5]

B. LESS-LETHAL FORCE OPTIONS

1. All officers shall be properly trained and certified, when appropriate, in the use of any less-lethal weapons before being authorized to carry such weapons. [1.3.4; 1.3.10]
2. **CHEMICAL SUBSTANCES**
 - a. Chemical substances or sprays (e.g. oleoresin capsicum, commonly known as "OC") may be used when physical force is necessary to:
 - i. Protect an officer or other person from an assault;
 - ii. Subdue a person who actively resists arrest; or
 - iii. Control persons engaged in riotous or violent conduct.
 - b. When a chemical substance is used, it should be aimed at the subject's face and upper torso. Officers are required to utilize only two (2), one second bursts from at least 3 feet away from the subject unless exceptional circumstances require otherwise. Each deployment of OC spray constitutes a separate use of force and must be justifiable.
 - c. First aid shall be administered as soon as practicable under the circumstances. Upon arrival at the police station, the subject shall be given the opportunity to wash his/her face with warm water. Officers shall

transport sprayed subjects to the hospital for treatment when they complain of continued effects after decontamination or they indicate that they have a pre-existing medical condition (e.g., asthma, emphysema, bronchitis, heart ailment, etc.) that may be aggravated by the application of chemical spray. [1.3.5]

- d. Once handcuffed, a contaminated subject should not be placed faced down. Officers shall monitor handcuffed subjects.

3. **BATONS: EXPANDABLE BATON (ASP), PR-24, STRAIGHT BATON**

- a. The Expandable Baton, PR-24 or the straight baton may be used:
 - i. As a restraining or come-along tool in instances where verbalization and physical strength have failed or would obviously be futile;
 - ii. As a defensive weapon to ward off blows;
 - iii. As a defensive weapon to deliver disabling blows to non-vital areas of the body as a means to halt or deter a subject. An officer is justified in using this type of force under the following circumstances:
 - a) To overcome the violent resistance of an arrestee;
 - b) To overcome an assault on an officer or a third party;
 - c) To deter persons engaged in riotous or violent conduct.
- b. For guidance on the use of the baton, please refer to the MPTC/Monadnock chart for appropriate striking areas and descriptions of "Green," "Yellow," and "Red" target areas, a copy of which appears in the Appendix of this Policy.

4. **ELECTRONIC CONTROL WEAPONS (ECWS)**

- a. Only those officers who have successfully completed the requisite ECW training are authorized to carry and use an ECW.
- b. Officers issued and authorized to use an ECW shall:
 - i. Ensure the ECW is carried in an approved holster on the side of the body opposite the service handgun;

Note: members not assigned to uniformed duty may use other Department-approved holsters and carry the weapon consistent with Department training.

- ii. Ensure the ECW is fully armed with the safety on in preparation for immediate use;
 - iii. Ensure one spare cartridge is available as backup in case of cartridge failure or the need for reactivation;
 - iv. Ensure the spare cartridge is stored, carried, and used in a manner consistent with training;
 - v. Ensure cartridges are replaced following the manufacturer’s expiration requirements;
 - vi. Ensure only manufacturer-approved battery power sources are used for the ECW;
 - vii. Prior to each regular tour of duty shift, confirm that the ECW is functioning properly by performing all tests as defined in training; and
 - viii. Not make any modifications or repairs on the ECW unless authorized in writing by the Armorer.
- c. In accordance with the law, and this Policy, and when it is objectively reasonable to do so, Department members are authorized to utilize an ECW to arrest and/or detain an individual that has and/or continues to exhibit behavior that leads the officer to believe the individual is actively resisting or assaultive and will resist being arrested or detained.
- d. ECW Use of Force Response Table

If the subject is:	Then the response may include:
Actively Resistant	Laser Activation Spark Display Drive Stun
Assaultive – Bodily Harm	Laser Activation Spark Display Drive Stun Probe Deployment
Aggravated Assaultive –	Laser Activation

Serious Bodily Harm/Death

Spark Display
Drive Stun
Probe Deployment

NOTE: Department members are not required to use a weapon of less-lethal force if use of lethal force is objectively reasonable.

- e. Situations in which the ECW may be activated in accordance with the above table include but are not limited to:
- i. When an individual uses force or violence against the member or another person(s);
 - ii. When an individual exhibits violent, threatening, or potentially violent behavior;
 - iii. When an individual actively resists an arrest or detention;
 - iv. When an individual flees in order to avoid arrest or detention in circumstances where the member would pursue on foot and physically effect the arrest or detention;
 - v. When an individual expresses intent and has the means to commit suicide or inflict serious bodily harm to themselves or others and ECW activation does not create additional risk;
 - vi. To protect officers or others against an aggressive animal; and
 - vii. In the course of Department-authorized training exercises or demonstrations.
- f. Officers shall:
- i. Give the individual a warning prior to activating the ECW, unless doing so would place any member or person(s) at risk;
 - ii. Adhere to the Department's training regarding warnings, which may include verbal warnings, display of the ECW, laser painting, arcing, spark display, or a combination thereof;
 - iii. When feasible, make an announcement to other officers or personnel on the scene that an ECW is going to be activated;

- iv. Not intentionally activate more than one ECW at a time against an individual;

Note: Be aware that an individual subjected to an ECW Cycle may not be able to respond to commands during or immediately following an ECW Cycle exposure;

- v. Limit the number of ECW cycles to the least number of exposures and should last no longer than necessary to bring an individual under control. Each 5-second cycle is considered an independent use of force and must be objectively reasonable and be documented in writing.

- vi. Avoid continued ECW use as an attempt to facilitate compliance if circumstances indicate that drive stun deployment is ineffective as a pain-compliance technique.

Note: Officers should be aware that pain compliance may not be effective against an individual in a mental health crisis state, under the influence of a mind-altering substance, or when extremely focused.

- vii. Consider potential risk(s) to third parties or bystanders when activating ECWs.
- viii. Be aware that a subject's heavy clothing may impede the effectiveness of ECWs.
- ix. Aim, to the degree possible, for the following target areas: (a) lower center mass below the chest; (b) back; or (c) legs.

Note: To the extent possible, Department members should avoid sensitive areas such as the eyes, face, head, throat, neck, breasts, groin and genitals.

- g. Officers shall not use the ECW:

- i. On a passively resistant individual;
- ii. On a handcuffed or secured prisoner; except where the individual exhibits overtly assaultive, self-destructive, or violently resistive behavior that cannot reasonably be controlled by other readily available means.

- iii. In any environment where the member reasonably believes that a flammable, volatile, or explosive material is present, including but not limited to OC spray with volatile propellant, gasoline, natural gas, propane;
- iv. When the individual is located in water;
- v. In any situation where the member has a reasonable belief that the subject might fall resulting in death or serious bodily injury, and the circumstances presented do not justify that risk; or
- vi. On individuals in physical control of a vehicle in motion (e.g., automobiles, trucks, motorcycles, ATVs, bicycles, scooters) unless exigent circumstances exist.

h. ECW Post-Activation

- i. After a probe deployment, officers shall seek medical attention for the individual and ensure that ECW probes are removed by qualified medical personnel or by a Department Member trained to do so.
- ii. In any case of Drive Stun deployment or Probe deployment from an ECW on an individual, officers shall:
 - Transport the individual to an emergency care facility for evaluation and/or treatment if any of the following apply:
 - The individual requests medical attention or there is an obvious need for medical attention;
 - The ECW was deployed in a sensitive area (e.g., eye, face, head, throat, neck, breasts, groin, genitals);
 - The individual is part of a susceptible population group;
 - More than three ECW cycles were deployed on the individual or the ECW was deployed for continuous cycles amounting to 15 seconds or more; or
 - More than one ECW device has been deployed on an individual.

- Use restraint techniques that minimize risk of impairing a subject's respiration.

5. KINETIC ENERGY IMPACT PROJECTILES

a. Evaluation of Projectiles

Kinetic energy impact projectiles will be evaluated on the following criteria:

- i. *Accuracy*: This is the primary consideration, since proper shot placement greatly assists in controlling the other two evaluation criteria. This will be evaluated based on the anticipated ranges of deployment. A minimal standard of accuracy for such rounds is a 12-inch group at 15 yards in a secure rest.
- ii. *Effectiveness*: This is the potential of the round to cause incapacitation and reduce the subject's ability to continue their inappropriate behavior. The level of energy to cause incapacitation creates the potential for injury, but when properly deployed, with low probability for causing serious bodily injury or death.
- iii. *Potential for Causing Death or Serious Bodily Injury*: The potential for causing death or serious bodily injury with such projectiles is a reality. This potential is greatly reduced when impacts to the head and neck are avoided, and when appropriate medical examination is provided in cases where the subject is struck in an area that might conceal a closed injury, including such areas as the chest, back and abdominal cavities and the groin.
- iv. *Deployment Areas*: The less-lethal projectiles will be delivered to suspect target areas based on the circumstances, the established safety priorities, and the level of force authorized.

b. Deployment

- i. Kinetic energy impact projectiles may be used by an officer to defend himself/herself or others from the threat of serious bodily injury.
- ii. The issued kinetic energy impact weapon to be determined will be dedicated to kinetic energy impact projectiles, and marked with ORANGE tape on the butt and barrel of the weapon. At NO TIME will lethal ammunition be stored with these weapons. Officers assigned

will visually/physically inspect the chamber and magazine, each time the weapon comes under their control (i.e., beginning of the shift, and/or any time the weapon was out of their direct control), to ensure the total absence of lethal ammunition.

- iii. The use of the kinetic energy impact projectile weapon SHALL only be used when authorized by an individual of the rank of Patrol Officer or above.
- iv. The kinetic energy impact projectile weapon shall be secured in hard rifle or gun cases which are then secured in the assigned officer's cruiser.
- v. When engaging a target, the officer should evaluate the effectiveness of each round during the volley. Compliance and/or incapacitation are the desired goal, and alternative target areas/response should be considered when rounds are not effective. Alternative target and/or response considerations will be based on the circumstances the officer is encountering and the established department safety priorities.

IV. DEADLY FORCE / LETHAL FORCE

A. PARAMETERS FOR THE USE OF LETHAL FORCE

1. **A sworn member of this Department is authorized to use lethal force only after de-escalation tactics have been attempted and failed or are not feasible based on the totality of the circumstances, and such force is necessary to prevent imminent harm to a person and the amount of force used is proportionate to the threat of imminent harm. This may include situations in which there are no viable alternatives available and lethal force is necessary for the officer to:**
 - a. Defend himself/herself or another from unlawful attack which he/she reasonably perceives as an imminent threat of death or serious bodily injury;

OR

 - b. Effect an arrest, **only** when:
 - i. The arrest is for a felony; and
 - ii. The officer reasonably believes that:

- a) The force employed creates no substantial risk of injury to innocent persons; and
 - b) The crime for which the arrest is made involved the use or attempted use, or threatened use of lethal force; and
 - c) There is substantial risk that the person to be arrested will cause death or serious bodily injury if his/her apprehension is delayed.
2. Where practical, and if time and circumstances permit, officers shall verbally identify themselves as police officers and give some warning before using deadly force.
 3. A law enforcement officer shall not use a chokehold. [1.3.4]

B. FIREARMS

1. In addition to those circumstances provided for in the PARAMETERS FOR THE USE OF LETHAL FORCE, a police officer may discharge a Department-issued and/or authorized firearm in the following instances:
 - a. At a firearms range for authorized training, target practice or competition; or
 - b. To destroy a dangerous animal or an animal so badly injured that it should be destroyed to prevent further suffering. All other options shall be exhausted, however, before shooting the animal, and the officer shall adhere to the following guidelines:
 - i. Officers shall exercise due care for the safety of persons and property in the area and shall fire only when reasonably certain that there is no substantial risk to bystanders.
 - ii. Where feasible, ensure children are not present.
2. **Warning shots and signaling shots are strictly prohibited.** [1.3.3]

3. MOVING VEHICLES

- a. Officers shall not discharge a firearm **from inside any moving vehicle.**
- b. Officers shall not discharge a firearm **at a moving vehicle** unless, based upon the totality of the circumstances, such discharge is necessary to prevent imminent harm to a person and the discharge is proportionate to the threat

of imminent harm to a person and all of the following conditions have been met:

- i. The occupants of the vehicle are employing deadly force, which the officer reasonably perceives as an immediate threat of death or serious bodily injury to themselves or another;
 - ii. There is no substantial risk to the safety of other persons, including risks associated with motor vehicle accidents;
 - iii. Officers have not positioned themselves in such a way as to create a likelihood of being struck by an occupied vehicle (e.g., surrounding a vehicle at close proximity while dismounted);
 - iv. The officer is not firing strictly to disable the vehicle; and
 - v. The circumstances provide a high probability of stopping or striking the intended target.
4. **DRAWING & POINTING OF FIREARMS:** An officer shall not draw a firearm except when there is justification for its use to accomplish a proper police purpose. However, in responding to any potentially dangerous situation (e.g., searching a building pursuant to a burglar alarm or approaching a business establishment on a report of a robbery in progress etc.) the officer should carry their firearm in a position that will facilitate its speedy, effective, and safe use. Officers shall not point firearms at persons in circumstances, which are clearly unjustifiable. **In the event it is necessary to point a firearm at a subject, officers shall note justification for the use of force within a Use of Force report.**
5. **OFF-DUTY FIREARMS**
- a. Any weapon that an officer carries while off-duty for protection or to enable them to take official action as a police officer, excluding the officer's issued service weapon, will be considered an off-duty weapon.
 - b. Any officer who desires to carry an off-duty weapon and be indemnified with that weapon must first obtain written permission from the Chief of Police by submitting a written request providing a complete description of the firearm, and must qualify with the weapon at the range, at least semiannually. [1.3.9 (e); 1.3.10]
 - c. All ammunition carried in an approved off-duty weapon must be of a type approved by the Chief of Police. [1.3.9 (b)]

V. SPECIAL WEAPONS

- A. When not carried in the locked rack in the patrol vehicle, special weapons will only be issued, with the knowledge and permission of the Officer-in-Charge to officers who have qualified with them.
- B. Special weapons may be selectively issued by the Officer-in-Charge if, in his/her opinion, they are necessary to ensure the safety and effectiveness of police operations. Officers armed with special weapons shall use those weapons in accordance with the provisions of this Policy as well as any applicable policies and guidelines issued at the time.
- C. Prior to issuing any special weapon, the Officer-in-Charge of the police station shall inquire of any officer to whom he/she intends to issue the weapon whether or not that officer is currently qualified in its use. It is the responsibility of a police officer not to accept a special weapon unless he/she is qualified in its use.

VI. DUTY TO INTERVENE

- A. An officer present and observing another officer using physical force, including deadly force, beyond that which is necessary or objectively reasonable based on the totality of the circumstances, shall intervene to prevent the use of unreasonable force unless intervening would result in imminent harm to the officer or another identifiable individual.
- B. An officer who observes another officer using physical force, including deadly force, beyond that which is necessary or objectively reasonable based on the totality of the circumstances shall report the incident to an appropriate supervisor as soon as reasonably possible but not later than the end of the officer's shift. The officer shall prepare a detailed written statement describing the incident consistent with this Department's policy. The officer's written statement shall be included in the supervisor's report.
- C. Any harassment, intimidation, or retaliation against any officer who either intervened to prevent or stop an excessive force incident, or made a report regarding the witnessed excessive force incident, shall be a violation of this Department policy and shall, upon a sustained internal administrative investigation, be subjected to the imposition of departmental discipline up to and including termination.
- D. This section shall apply to all Officers/Employees/Civilians/Volunteers or any official associated with the police department

VII. USE OF FORCE CONSIDERATIONS INVOLVING PLANNED MASS DEMONSTRATIONS

- A. When a police department has advance knowledge of a planned mass demonstration, it shall attempt in good faith to communicate with organizers of the event to discuss logistical plans, strategies to avoid conflict and potential communication needs between police and event participants.
- B. The department shall make plans to avoid and de-escalate potential conflicts and designate an officer in charge of de-escalation planning and communication about the plans within the department.
- C. A law enforcement officer shall not discharge or order the discharge of tear gas or any other chemical weapon, discharge or order the discharge of rubber pellets from a propulsion device or release or order the release of a dog to control or influence a person's behavior unless:
 - 1. de-escalation tactics have been attempted and failed or are not feasible based on the totality of the circumstances; and
 - 2. the measures used are necessary to prevent imminent harm and the foreseeable harm inflicted by the tear gas or other chemical weapon, rubber pellets or dog is proportionate to the threat of imminent harm.
- D. If a law enforcement officer utilizes or orders the use of tear gas or any other chemical weapon, rubber pellets or a dog against a crowd, the law enforcement officer's appointing agency shall file a report with the Massachusetts Peace Officer Standards and Training Commission (POST) detailing all measures that were taken in advance of the event to reduce the probability of disorder and all de-escalation tactics and other measures that were taken at the time of the event to de-escalate tensions and avoid the necessity of using the tear gas or other chemical weapon, rubber pellets or dog.
- E. The Commission shall review the report and may make any additional investigation. After such review and investigation, the commission shall, if applicable, make a finding as to whether the pre-event and contemporaneous de-escalation tactics were adequate and whether the use of or order to use such tear gas or other chemical weapon, rubber pellets or dog was justified.

VIII. ADMINISTRATIVE RELIEF FROM DUTY AFTER FORCE RESULTING IN DEATH OR SERIOUS BODILY INJURY

- A. In every instance in which any officer acting in an official capacity uses force which results in death or serious bodily injury to another person, the following steps shall be taken: [1.3.8]
1. Any employee whose action(s) or use of force in an official capacity results in death or serious bodily injury will be removed from line-duty assignment, pending an administrative review of the incident by a supervisor not directly involved in the incident or such other period of time as the Chief of Police deems necessary. [1.3.8]
 2. The officer will be given the opportunity to call his/her family as soon as possible.
 3. The officer shall not be allowed to talk to the press. All information regarding the incident will be disseminated through the Office of the Chief of Police or the Public Information Officer.
- B. Assignment to Administrative Leave status shall be with no loss of pay or benefits.
- C. Relief from operational assignment with full pay and benefits is intended to: (i) address the personal and emotional needs of an officer and his/her involved in the use of force which results in serious bodily injury or death; and (ii) assure the community that verification of all the facts surrounding such incidents are fully and professionally explored.
- D. Officers on administrative leave shall remain available to the Department and/or State Police Investigators to assist in the investigation of the incident.
- E. Whenever an officer is involved in a use of force incident that results in death or serious injury the Chief of Police or his/her designee will make arrangements for stress counseling. (Massachusetts State Police Employee Assistance Unit @ 781-821-5496 or MSP Headquarters @ 508-820-2121 or Boston Police Peer Support Unit 617-343-5175 Monday Friday 8:00AM – 5:00PM (all other times 617-594-9091 ask to speak to the “on call peer counselor) or any appropriate psychological assistance provider for the officer and members of his or her immediate family, authorized by the Chief of Police.

IX. POST USE OF FORCE INCIDENT PROCEDURES

A. INVOLVED OFFICER RESPONSIBILITY

In all incidents involving: (1) weaponless physical force where either the officer or the suspect is noticeably injured or claims to be injured at the time force is used; (2) the deployment of less-lethal force; or (3) the deployment of lethal force, the involved officer(s) shall: [[1.3.6 \(c\)](#); [1.3.6 \(d\)](#)]

1. Notify the Patrol Supervisor;
2. Request that sufficient officers be dispatched to the scene;
3. Activate EMS, render medical assistance to the subject and arrange for transportation to a medical facility for evaluation and/or treatment;
4. Identify involved officers and witnesses;
5. Preserve any evidence;
6. Secure the scene until the Patrol Supervisor has arrived;
7. File the appropriate incident or arrest report and Use of Force Report pursuant to this Policy.

B. PATROL SUPERVISOR / OFFICER-IN-CHARGE RESPONSIBILITY

1. LESS-LETHAL FORCE

In any incident involving an officer's use of less lethal force including: weaponless physical force where either the officer or the suspect(s) are injured or claim to be injured; or a chemical substance; or less-lethal impact weapons, or an electronic control weapon (ECW), the Patrol Supervisor / Officer-in-Charge shall: [[1.3.5](#); [1.3.6 \(b\)](#); [1.3.6 \(c\)](#); [1.3.6 \(d\)](#); [1.3.7](#); [1.3.13](#)]

- i. Immediately respond to the scene.
- ii. Ensure that the officer(s) receives any necessary assistance, including medical treatment, and that any injuries to the officer(s) are properly documented. [[1.3.5](#)]
- iii. Ensure that the subject(s) receives the necessary medical treatment and that any injuries to the subject(s) are properly documented. [[1.3.5](#)]
- iv. Conduct an initial review of the circumstances for the use of force.
- v. Identify and interview officers and witnesses.

- vi. Photograph the scene. Officers should make reasonable efforts to protect the subject's privacy.
- vii. Gather and collect evidence. For ECW deployments, take custody of the ECW and discarded cartridge that was deployed and submit the device to the Department Armorer for data downloading. The Department Armorer or his designee will print the data and attach it to the Supervisor's After Action Report, as soon as practical thereafter.
- viii. Determine if a detective should respond to the scene and the level of investigative services to be utilized (including photographs, measurements and diagrams). If an injury or complaint of pain exists, supervisors are encouraged to obtain photographs.

NOTE: A photograph showing no injury may be as important as one, which shows injury.
- ix. File a report prior to the conclusion of their tour of duty.
- x. If the subject is admitted to a medical facility for treatment, respond to the facility and document the condition or injuries. [1.3.5]
- xi. Ensure Incident or Arrest and Use of Force Reports are completed by the deploying officer prior to the conclusion of his/her tour of duty or immediately after their detail assignment.
- xii. Complete the Supervisor After Action Report and submit the report with any evidence to the Chief or Police or Lieutenant.

2. LETHAL FORCE AND FIREARMS

In any incident involving the use of lethal force; or discharge of firearms, including a kinetic energy impact projectile, the Patrol Supervisor / Officer-in-Charge shall: [1.3.5; 1.3.6 (b); 1.3.6 (c); 1.3.6 (d); 1.3.7; 1.3.13]

- i. Immediately respond to the scene.
- ii. Ensure that the officer(s) receives any necessary assistance, including medical treatment, and that any injuries to the officer(s) are properly documented. [1.3.5]
- iii. Ensure that the subject(s) receives the necessary medical treatment and that any injuries to the subject(s) are properly documented. [1.3.5]

- iv. Conduct an initial review of the circumstances for the deployment of force.
- v. Identify involved officers and witnesses.
- vi. **FOR INCIDENTS RESULTING IN DEATH OR EXPECTED DEATH:** In any incident involving the death or expected death of an officer or subject, the Patrol Supervisor shall also notify the Massachusetts State Police CPAC Unit and the District Attorney as soon as possible, and secure the scene until such time that the CPAC Units arrives. In any incident involving the death or expected death of an officer or subject, the Chief of Police or Lieutenant shall respond, assume control of the scene and conduct an investigation.
- vii. **FOR INCIDENTS NOT RESULTING IN DEATH OR EXPECTED DEATH:** In any incident not involving the death or expected death of an officer or subject, the Chief of Police or Lieutenant shall respond, assume control of the scene and conduct an investigation.
- viii. **FOR OFFICER-INVOLVED SHOOTING INCIDENTS:** In any officer-involved shooting incident, obtain a Public Safety Statement from any officer who has discharged a firearm or witnessed an officer-involved shooting incident, unless that officer is medically incapacitated, invokes his/her constitutionally-protected right to remain silent, or requests to consult with legal counsel.

C. SHIFT COMMANDER OR SENIOR OFFICER RESPONSIBILITIES

1. The Shift Commander may respond to the scene of any incident involving weaponless physical force or instances of less-lethal force.
2. The Shift Commander shall respond to all incidents involving the use of lethal force, whether such force results in death or serious bodily injury.
3. The Shift Commander shall make all resources, facilities, and personnel of the Department available to assigned investigators;
4. The Shift Commander shall ensure that the involved officer(s) is provided with appropriate Federal/State civil rights protection.

5. The Shift Commander shall politely refer all media requests for information to the Public Information Officer (PIO).
6. If the circumstances are such that the continued presence of the officer at the scene might cause a more hazardous situation to develop, (unruly/violent bystanders/crowd), that officer should be transported to another, more appropriate location.
7. The Shift Commander or authorized investigator shall determine whether the circumstances of the incident require that the officer's duty weapon be taken for laboratory analysis. Where the duty weapon is taken, the OIC shall:
 - a. Take custody of the weapon(s) in a discrete manner; and
 - b. Replace it with another weapon, or advise the officer that it will be returned or replaced at a later time, as appropriate.
8. The Shift Commander shall immediately institute an investigation into any incident involving the use of lethal force whether such force results in death, serious bodily injury or no injury at all, and shall notify the Chief of Police and the Lieutenant of the situation.

D. DEPARTMENT RESPONSE TO INCIDENTS RESULTING IN DEATH OR SERIOUS BODILY INJURY

In any event resulting in the death or serious bodily injury of an officer or subject, the following protocols shall be adhered to:

1. Involved officers shall refrain from speaking or discussing the incident with anyone except with those directly involved, medical or mental health professionals, legal counsel, or union representatives.
2. Involved officers shall remain available, at reasonable times, for interviews and statements regarding the incident.
3. During any period where the involved officers are required to remain on the scene, but have no immediate duties to fulfill, the officer(s) should be taken to a quiet area away from the scene of the incident. A peer counselor or other supportive officer should remain with the involved officer, but should be advised not to discuss details of the incident.
4. If involved officers are not required at the scene, a supervisor should arrange for the officers directly involved in the incident to leave the scene as soon as possible, and be taken to a quiet, secure setting, such as police headquarters. The supervisor shall:

- a. Require that involved officers abstain from ingesting caffeine or other stimulants or depressants unless administered by medical personnel.
 - b. Conduct a brief interview of the involved officer consisting of only minimal, preliminary questions. The officer should be advised that a more detailed debriefing will be conducted later (but as soon as possible).
 - c. Advise all officers not to discuss the incident with anyone except a personal attorney, an attorney appointed by the Department, a union representative, a departmental or authorized investigator until the conclusion of the preliminary investigation.
 - d. Instruct involved officers to notify their families about the incident as soon as possible and assist them with the notification. Where an officer or officer is unable to do so, an agency official shall personally notify the officer(s) family, and arrange for their transportation to the hospital.
 - e. At all times, when at the scene of the incident, handle the officer and all involved personnel in a manner that acknowledges the stress caused by the incident.
5. Debriefings shall be held as soon as possible after the incident. The Department shall ensure that there are officers on-call or on-duty at all times so that someone is available shortly after an incident.
 6. Any Department or authorized outside agency investigation of the incident shall be conducted as soon and as quickly as practical.
 7. The Department should privately brief other department Sworn personnel concerning the incident so that rumors are kept to a minimum. Department Sworn personnel are encouraged to show the involved officers their concern.
 8. All personnel involved in a shooting incident should be advised that they are not permitted to speak with the media about the incident.
 9. In order to protect against harassing or abusive calls, personnel should be advised to have phone calls answered by another person for several days if their names are released to the public.
 10. Personnel directly involved in a shooting incident shall be required to re-qualify with firearms as soon as practical.

E. OFFICER WELLNESS CONSIDERATIONS

1. Law enforcement duties can often expose officers and support personnel to mentally painful and highly stressful situations that cannot be resolved through normal stress coping mechanisms. Unless adequately treated, these situations can cause disabling emotional and physical problems. It has been found that any

action in an official capacity resulting in death or serious bodily injury to a citizen or a fellow officer may precipitate such stress disorders. However, such disorders can also be created by accumulated stressors from seemingly minor incidents as well. Consequently, it is the responsibility of this Department to provide all personnel with information on stress disorders and to guide and assist in their deterrence.

2. This section is meant to provide guidelines that shall be uniformly applied following any officer-involved incident that has resulted in death or serious bodily injury, in order to minimize the chances that involved personnel will develop or suffer from post-traumatic stress disorder. Moreover, officers are expected to monitor their peers with the goal of interdicting potentially debilitating and harmful stress disorders that can severely impact the fellow officer's career, family, and health.
3. Since some post-traumatic stress disorders may not arise immediately, or the officer/officer may attempt to hide the problem, each supervisor is responsible for monitoring the behavior of unit personnel for symptoms of the disorder.
4. Some symptoms of post-traumatic stress disorder include:
 - a. A feeling of being numb;
 - b. Feeling out of touch with what is going on around them;
 - c. A feeling that this is happening to someone else;
 - d. Withdrawing and avoiding anything to do with the traumatic situation or police work;
 - e. Avoiding other people, including one's family;
 - f. Intrusive and recurring thoughts of the event and feeling that it may be happening again;
 - g. Irritability;
 - h. Sleep problems;
 - i. Difficulty in concentrating; and
 - j. Hyper-vigilance.
5. The Chief of Police may order an officer to seek assistance or counseling from a mental health specialist upon a reasonable belief that stress may be disrupting the officer or officer's job performance. [22.2.3; 22.2.6]
6. Any officer whose action(s) or use of force in an official capacity results in death or serious bodily injury will be removed from line-duty assignment, pending an administrative review of the incident, or such other period of time as the Chief of Police deems necessary, after the officer or officer has completed his/her report of the incident. [1.3.8]

7. All officers directly involved in a shooting incident should contact a department designated specialist for counseling and evaluation as soon as practical after the incident, even if they believe the incident did not impact them negatively. Involved support personnel should also be encouraged to contact such specialists after a shooting incident. [22.2.3; 22.2.6]
8. The Department strongly encourages the families of sworn personnel and civilians to take advantage of available counseling services, as well. [22.2.4]

X. USE OF FORCE REPORTING

A. FORM OF USE OF FORCE REPORT

All Use of Force Reports filed in compliance with this Policy shall be on the Form attached to this Policy and accompany any incident or arrest reports filed by the officers involved.

B. USE OF WEAPONLESS PHYSICAL FORCE

The handcuffing of a compliant detainee will not be construed to be a use of physical force. All officers shall complete a Use of Force Report if they are involved in any instance where physical force greater than handcuffing of a compliant detainee, such as “soft hand physical compliance techniques” or “come-alongs” are utilized, or where the application of weaponless physical force results in an injury (either noticeable or complained of) to the officer or detainee. [1.3.4]

C. USE OF LESS-LETHAL FORCE

1. In all incidents involving the use of less-lethal force, all involved officers shall prepare and submit a Use of Force Report. This includes spark displays of an ECW, except when a spark display check is conducted to test the device at the beginning of an officer’s shift. [1.3.4; 1.3.6 (a); 1.3.6 (b); 1.3.6 (c); 1.3.6 (d)]
2. Always remember that each application of the ECW is a separate application of a use of force and a separate Use of Force Report must be filed for each application.
3. **If an ECW is deployed, including a spark display of an ECW**, the supervisor(s) of the officers involved must file an After Action Report (AAR). [1.3.6 (a); 1.3.6 (b); 1.3.6 (c); 1.3.6 (d)]

4. All Officers-in-Charge, subordinate supervisors and the Internal Affairs Supervisor will conduct a written review of all reports concerning each incident where less-lethal force has been utilized. [1.3.7]
5. The Department shall ensure that the Executive Officer of Public Safety and Security (EOPSS) *ECW Use Reporting Form* is completed and submitted as required by EOPSS in accordance with G.L. c. 140, section 131J and St. 2004, c. 170, section 2.

D. USE OF LETHAL FORCE

1. All officers involved in the use of lethal force shall file a separate Use of Force Report. [1.3.6 (a); 1.3.6 (b); 1.3.6 (c); 1.3.6 (d)]
2. All supervisors shall file a report on the incident and his/her observations with the Officer-in-Charge (OIC) at Police Headquarters. [1.3.6 (a)]
3. It is not necessary to complete a Use of Force Report when a badly injured animal is destroyed. However, the officer shall submit an Incident Report according to current departmental procedures. [1.3.6 (b)]
4. All officers involved in any instance where a firearm was pointed at a subject shall file a separate Use of Force Report. [1.3.6 (a); 1.3.6 (b); 1.3.6 (c); 1.3.6 (d)]

F. USE OF FORCE INCIDENT REVIEW

1. All reports concerning any use of force incidents shall be forwarded to the Internal Affairs function, who, after reviewing these reports, along with any accompanying comments or recommendations, shall take appropriate action. [1.3.6]
2. With respect to all instances of use of force, the Chief of Police or Lieutenant shall be responsible for the following: [1.3.7]
 - a. Ensuring that a thorough investigation was conducted and that all reports were prepared and submitted; and
 - b. Reviewing all reports submitted to determine whether the use of force was in compliance with department policy and procedures.

3. The Department will adhere to at least the minimum standards for internal agency review of complaints of officer-involved injuries or deaths as established by the Commission.
4. The Department shall adhere to all reporting requirements established pursuant to G.L. c. 6E, and such further requirements as may be promulgated by the Commission.

G. ANNUAL ANALYSIS

The Chief of Police or Lieutenant will conduct an annual analysis of all Use of Force Reports, activities, policies and practices. A review of incidents of force may reveal patterns or trends that could indicate training needs, equipment upgrades, and/or policy modifications. The review should identify: [1.3.7; 1.3.11 (a); 1.3.11 (b); 1.3.11 (c); 1.3.13; 11.4.1 (b); 11.4.1 (c); 11.4.1 (d)]

- Date and time of incidents;
- Types of encounters resulting in use of force;
- Trends or patterns related to race, age and gender of subjects involved;
- Trends or patterns resulting in injury to any person including employees; and
- Impact of findings on policies, practices, equipment, and training.

Such analysis and conclusions shall be documented annually to the Chief of Police and appropriate action taken. [1.3.13; 11.4.1 (e)]

XI. TRAINING

A. GENERALLY

1. No officer of this Department will be authorized to carry any lethal or less-lethal weapon until he/she has: [1.3.12; 16.3.6]
 - a. Been issued a copy of this Use of Force Policy, received instruction and successfully passed a written examination on same; and
 - b. Completed the necessary training and qualifications promulgated by the Municipal Police Training Committee (MPTC); and
 - c. Signed a receipt indicating that he/she has received a copy of this Use of Force Policy and has been afforded the opportunity to discuss it and ask

questions regarding the policy, which shall be maintained by the instructor and Training Coordinator. [1.3.12]

2. All weapons qualification records and officer scores shall be documented and maintained by the Training Coordinator. [1.3.11 (b)]
3. All training in use of force shall be conducted by MPTC-approved instructors and shall comply with MPTC standards. [1.3.11]
4. At least annually, all officers authorized to carry weapons are required to receive in-service training on the Department's Use of Force Policy and demonstrate proficiency with all approved lethal weapons and ECWs that the officer is authorized to use. In-service training for other less lethal weapons and weaponless control techniques shall occur at least biennially. [1.3.11]
5. A law enforcement officer shall not be trained to use a lateral vascular neck restraint, carotid restraint or other action that involves the placement of any part of law enforcement officer's body on or around a person's neck in a manner that limits the person's breathing or blood flow.

B. DEFENSIVE TACTICS AND DE-ESCALATION

1. All recruit officers shall receive training on defensive tactics and de-escalation mandated by the Municipal Police Training Committee during the recruit officer training academy.
2. Annually, all officers shall continue to receive the in-service training on defensive tactics and de-escalation mandated by the Municipal Police Training Committee.

C. ECW TRAINING

1. **Basic User Training:** Six (6) hour certification course is mandatory training for all officers. [16.3.5; 33.1.2]
2. **In-Service Training:** All officers who are certified to carry and deploy the ECW shall complete annually a minimum of one (1) hour in-service documented proficiency and legal update training, conducted by certified weapons instructor with remedial training available, if needed. [1.3.11 (a); 1.3.11 (b); 1.3.11 (c); 33.1.2; 33.5.1; 33.6.1 (a); 33.6.1 (b)]
3. **Instructor Training:** All department instructors are required to complete a sixteen (16) hour ECW manufacturer certification course, and an additional instructor training course from the Municipal Police Training Committee (MPTC).

Instructors are required to be trained and re-certified biannually. [33.1.2; 33.6.1 (a); 33.6.1 (b)]

4. **Supervisor Training:** Annually, superior officers of all ranks shall receive specialized ECW awareness and After Action Report (AAR) in-service training by qualified instructors so they can intelligently investigate, properly document and report ECW deployment incidents. This training shall be in addition to the annual ECW in-service training requirement and **shall be not less than two (2) hours in length.** [33.1.2; 33.6.1 (a); 33.6.1 (b)]

D. FIREARMS TRAINING

1. All recruit officers shall receive training on firearms mandated by the Municipal Police Training Committee during the recruit officer training academy.
2. All personnel authorized to carry a Department-issued weapon shall qualify with their issued weapon and any other weapon they are authorized to carry while on duty at least annually. [1.3.10; 1.3.11 (a); 16.3.6]
3. All approved lethal weapons shall be under the direction of the department's Training Coordinator and approved Municipal Police Training Committee (MPTC) weapons and tactics instructors. [1.3.11 (a); 16.3.6]
4. Following a period of training and practice, all officers will be expected to qualify in accordance with the standards established by the MPTC.
5. Only officers demonstrating proficiency in the use of Department-issued or authorized weapons will be authorized to carry or use those weapons. [1.3.10; 1.3.11 (a)]
6. Qualification and proficiency shall include an inspection of any firearm used by the officer to ensure that it is in good working condition.
7. If the Chief of Police approves an off-duty weapon, the officer must qualify with the weapon at the range, at least semiannually. [1.3.10]
8. All officers authorized to use any of the Department's special weapons, such as shotguns, will qualify with the weapon(s) they are authorized to use, in accordance with the standards established by the Municipal Police Training Committee (MPTC), the manufacturer, or the Department's Weapons and Tactics Instructor, at least annually. [1.3.9 (a)]
9. A listing of all officers who have qualified with each special weapon will be maintained with the weapons and with the Training Coordinator.

10. Training in the use of extended range kinetic energy impact projectiles will consist of an annual recertification by department firearms instructors.

E. POST TRAUMATIC STRESS DISORDER TRAINING

The Police Department shall provide officers with training pertaining to post-traumatic stress disorders and the uniform practices contained in this Policy on a regular basis.

F. ADDITIONAL TRAINING

Any officer who requires additional training instruction will be given an additional amount of time to demonstrate proficiency and if necessary, remedial training, while removed from line duty assignment. If it becomes necessary, the officer will be sent to additional remedial firearms training until such time as he/she successfully passes the MPTC qualification course. [1.3.11 (c)]

G. SPECIAL WEAPONS

Any officer authorized to carry or use any special weapon shall be complete training on such special weapon at least annually. [1.3.11]

APPENDIX A

Authorized Weapons and Ammunition

<u>Sidearm</u>			
MANUFACTURER	MODEL	CALIBER	CAPACITY
Glock	22	40 S&W	15+1
Glock	23	40 S&W	13+1
Glock	27	40 S&W	9+1

<u>Sidearm Ammunition</u>			
MAKE	CALIBER	TYPE	DUTY/TRAINING
Winchester Ranger	40 S&W	JHP	Duty/Training
Winchester	40 S&W	FMJ	Training

<u>Patrol Shotgun</u>			
MAKE	MODEL	CALIBER	CAPACITY
Mossberg	590A1	12 GAUGE	5

<u>Shotgun Ammunition</u>			
MAKE	CALIBER	TYPE	DUTY/TRAINING
Winchester	12 gauge	Slug	Duty/Training
Federal	12 gauge	Buckshot	Duty/Training

<u>Patrol Rifle</u>			
MAKE	MODEL	CALIBER	CAPACITY
Colt	M4 Commando	5.56 mm	20/30

<u>Patrol Rifle Ammunition</u>			
MAKE	CALIBER	TYPE	DUTY/TRAINING
Winchester	5.56 mm	FMJ	Duty/Training

<u>Taser and Cartridge – Less Lethal</u>				
MANUFACTURER	MODEL	CARTRIDGE	LENGTH	DUTY
Taser	X26P	XP 21 Foot	21 Feet	Duty

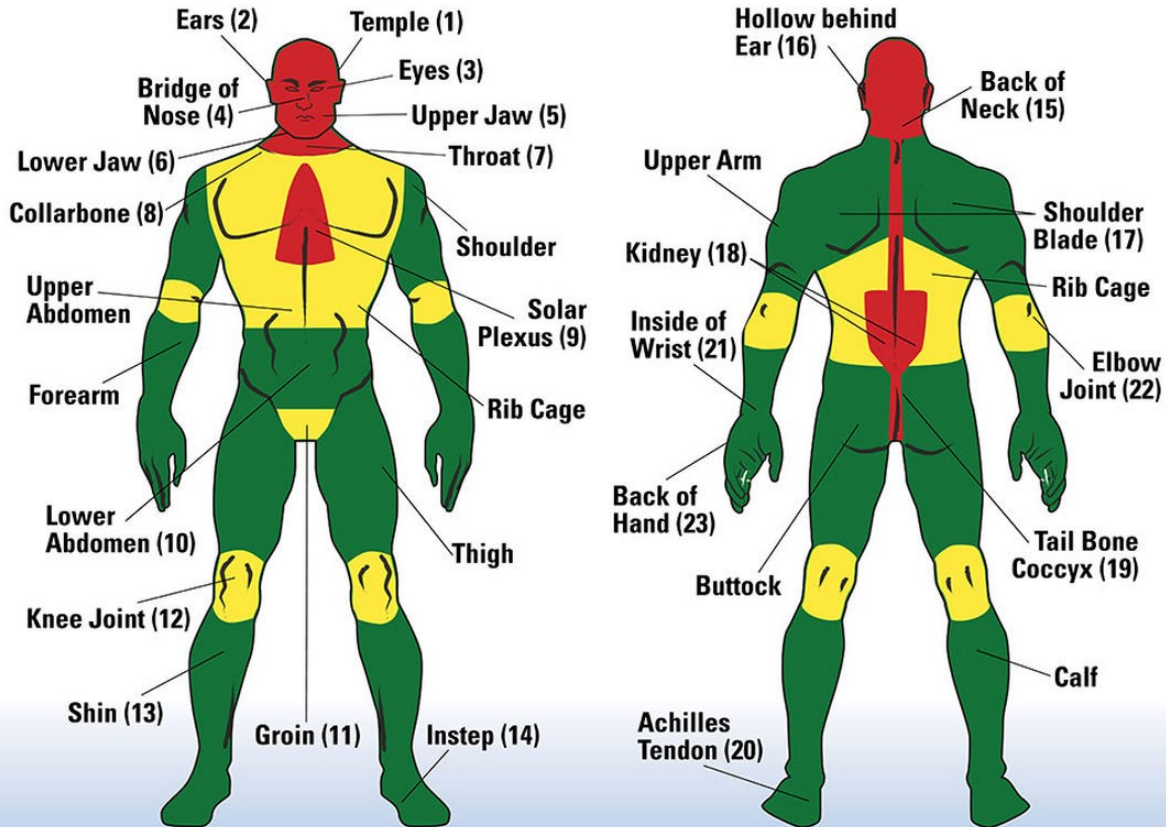
<u>BATONS - LESS-LETHAL</u>				
MAKE	MODEL	STYLE	LENGTH	DUTY
ASP	Friction-lock	Collapsible	16	Duty
ASP	Friction-lock	Collapsible	21	Duty
Monadnock	Auto-lock	Collapsible	21	Duty
Monadnock	Auto-lock	Collapsible	24	Duty

<u>AUTHORIZED CHEMICAL SPRAY - LESS-LETHAL</u>				
MAKE	MODEL	SIZE	STYLE	DUTY
Sabre	Crossfire	MK3	Stream	Duty

APPENDIX B

BATON CHART

Escalation of Trauma By Vital And Vulnerable Striking Areas



STRIKING AREAS

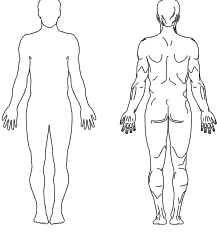
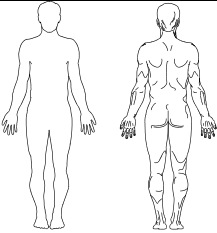
GREEN	YELLOW	RED
<p>REASONING</p> <p>Minimal level of resultant trauma. Injury tends to be temporary rather than long-lasting, however exceptions can occur.</p> <p>Except for the HEAD, NECK, SPINE, the whole body is a Green Target Area for the application of baton blocking and restraint skills.</p>	<p>REASONING</p> <p>Moderate to serious level of resultant trauma. Injury tends to be more long-lasting, but may also be temporary.</p>	<p>REASONING</p> <p>Highest level of resultant trauma. Injury tends to range from serious to long-lasting rather than temporary and may include unconsciousness, serious bodily injury, shock or death.</p>

When performing Static /Dynamic training techniques utilizing this baton chart as a reference, it is suggested to use training batons while performing any technique. If utilizing a training suit it is also recommended to utilize training batons while performing striking, jabbing techniques.

APPENDIX C SUPERVISOR AFTER ACTION REPORT

DATE	TIME	LOCATION	CASE #
SUBJECT'S NAME		DATE OF BIRTH	PHONE NUMBER
	HEIGHT	WEIGHT	
REASON THE USE OF FORCE WAS NECESSARY (check all that apply):			
<input type="checkbox"/> TO EFFECT AN ARREST <input type="checkbox"/> TO DEFEND ANOTHER OFFICER / PERSON <input type="checkbox"/> TO DISPATCH ANIMAL		<input type="checkbox"/> TO DEFEND SELF <input type="checkbox"/> PROTECTIVE CUSTODY / SUBJECT SAFETY <input type="checkbox"/> OTHER: _____	
CHARGES:			BOOKED? <input type="checkbox"/> YES <input type="checkbox"/> NO
DEPLOYING OFFICERS:		SUPERVISOR NOTIFIED / TIME / BY WHOM:	
TYPE OF INCIDENT (check all that apply):			
<input type="checkbox"/> CIVIL DISTURBANCE <input type="checkbox"/> SUICIDAL <input type="checkbox"/> SUICIDE BY COP <input type="checkbox"/> VIOLENT SUSPECT <input type="checkbox"/> BARRICADED SUSPECT <input type="checkbox"/> WARRANT SERVICE <input type="checkbox"/> EDP <input type="checkbox"/> OTHER - EXPLAIN: _____			
AT THE TIME OF ARREST, THE SUBJECT WAS:			
<input type="checkbox"/> SUSPECTED TO BE UNDER THE INFLUENCE OF ALCOHOL OR DRUGS <input type="checkbox"/> MENTALLY IMPAIRED / EMOTIONALLY DISTURBED <input type="checkbox"/> UNDER THE INFLUENCE OF ALCOHOL OR DRUGS <input type="checkbox"/> OTHER: _____			
LIGHTING: <input type="checkbox"/> NATURAL <input type="checkbox"/> ARTIFICIAL EXPLAIN: _____			
LOCATION (check all that apply): <input type="checkbox"/> INDOOR <input type="checkbox"/> OUTDOOR <input type="checkbox"/> STATION <input type="checkbox"/> RESIDENCE <input type="checkbox"/> BUSINESS <input type="checkbox"/> HOSPITAL			
FORCE USED PRIOR TO ECW DEPLOYMENT:			
<input type="checkbox"/> VERBAL COMMANDS: <input type="checkbox"/> COMPLIANCE TECHNIQUES: (Force used to gain control – restraint, come-alongs, takedowns – use of hands, arms, feet, legs) <input type="checkbox"/> CHEMICAL SPRAY / CHEMICAL AGENT: Number of Bursts: Duration of Bursts: Distance from Subject: Impact Location: Time between application / decontamination:			
<input type="checkbox"/> IMPACT WEAPON / TEMP. INCAPACITATION: <input type="checkbox"/> FIREARM DISPLAY: <input type="checkbox"/> OTHER: _____			
ECW DEPLOYMENT:			
ECW MODEL:	ECW SERIAL #:	ECW AIR CARTRIDGE TYPE:	ECW AIR CARTRIDGE XP#:
ECW USE: <input type="checkbox"/> SUCCESS <input type="checkbox"/> FAILURE			
SUSPECT WEARING HEAVY OR LOOSE CLOTHING? <input type="checkbox"/> YES <input type="checkbox"/> NO			
NUMBER OF CARTRIDGES FIRED: _____			
NUMBER OF CYCLES APPLIED: _____			
USAGE (check all that apply): <input type="checkbox"/> ARC DISPLAY <input type="checkbox"/> LASER/LIGHT DISPLAY <input type="checkbox"/> DRIVE STUN <input type="checkbox"/> DART PROBE			
IF DART PROBE APPLICATION, APPROXIMATE DISTANCE TO TARGET (FEET): _____			
NEED FOR ADDITIONAL APPLICATION? <input type="checkbox"/> YES <input type="checkbox"/> NO			
DID DART PROBES PENETRATE SUBJECT'S SKIN? <input type="checkbox"/> YES <input type="checkbox"/> NO			
PROBES REMOVED ON-SCENE? <input type="checkbox"/> YES <input type="checkbox"/> NO			
PROBES REMOVED BY: _____			
DID THE ECW RESPOND SATISFACTORILY? <input type="checkbox"/> YES <input type="checkbox"/> NO			
IF DART PROBE DEPLOYMENT WAS UNSUCCESSFUL, WAS A DRIVE STUN APPLICATION USED? <input type="checkbox"/> YES <input type="checkbox"/> NO			
OFFICERS PRESENT AT SCENE DURING FORCE APPLICATION:		SHIFT SUPERVISOR(S):	
OTHER WITNESS(ES) / PERSON(S) PRESENT AT SCENE:		SHIFT OFFICER(S):	
AUDIO-VISUAL EVIDENCE: <input type="checkbox"/> YES <input type="checkbox"/> NO If NO, explain: _____		SUPERVISOR(S) WHO RESPONDED TO SCENE:	

COMPLETING SUPERVISOR(S): IF ADDITIONAL SPACE IS REQUIRED IN ANY BOX USE THE SUPPLEMENTAL REPORT; ATTACH ALL RELATED NARRATIVE REPORTS, SUPPLEMENTS AND STATEMENTS AND FORWARD TO SHIFT SUPERVISOR PRIOR TO END OF TOUR OF DUTY

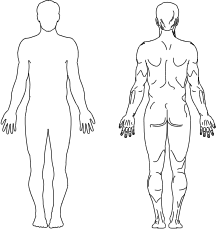
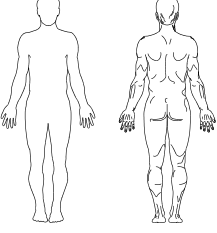
CASE #		
WAS SUBJECT(S) INJURED? * <input type="checkbox"/> YES <input type="checkbox"/> NO *(Complete Diagram Below)	OFFICER(S) TAKING PHOTOS	TOTAL # OF PHOTOS
DESCRIBE THE EXTENT OF THE SUBJECT'S INJURIES AND PLACE ON THE DIAGRAM:		
	_____ _____ _____ _____ _____	
IF SUBJECT WAS INJURED, WAS THE SUBJECT PROVIDED MEDICAL TREATMENT? <input type="checkbox"/> YES <input type="checkbox"/> NO IF YES, DESCRIBE THE MEDICAL TREATMENT PROVIDED:		
WAS OFFICER(S) INJURED? * <input type="checkbox"/> YES <input type="checkbox"/> NO *(Complete Diagram Below)		
DESCRIBE THE EXTENT OF THE SUBJECT'S INJURIES AND PLACE ON THE DIAGRAM:		
	_____ _____ _____ _____ _____	
WITNESS(ES) OR PERSON(S) WITH KNOWLEDGE:	ADDRESS:	PHONE #:
SYNOPSIS:		
_____ _____ _____ _____ _____		
POST ECW DEPLOYMENT:		
DESCRIBE SUSPECT'S Demeanor AFTER ECW DEPLOYMENT:		
_____ _____ _____		
FORCE USED <u>AFTER</u> ECW DEPLOYMENT:		
<input type="checkbox"/> COMPLIANCE TECHNIQUES: (Force used to gain control – restraint, come-alongs, takedowns – use of hands, arms, feet, legs)		
<input type="checkbox"/> CHEMICAL SPRAY / CHEMICAL AGENT: Number of Bursts: Duration of Bursts: Distance from Subject: Impact Location: Time between application / decontamination:		
<input type="checkbox"/> IMPACT WEAPON / TEMP. INCAPACITATION:		
<input type="checkbox"/> FIREARM:		
<input type="checkbox"/> OTHER:		
PHOTOGRAPHS TAKEN: <input type="checkbox"/> YES <input type="checkbox"/> NO DESCRIBE:	EVIDENCE SEIZED: <input type="checkbox"/> YES <input type="checkbox"/> NO DESCRIBE:	
SUPERVISOR REVIEW (Print / Sign / Date):	OFFICER-IN-CHARGE REVIEW (Print / Sign / Date):	

SUPERVISORS: REVIEW & CRITIQUE USE OF FORCE WITH INVOLVED OFFICER(S).

NOTE FINDINGS ABOVE AND FORWARD COMPLETED PACKET TO CHIEF OF POLICE
 ECW deployment requires an ON-SCENE review, including a narrative report from the responding supervisor.

APPENDIX D USE OF FORCE REPORT FORM

DATE	TIME	LOCATION	CASE #
SUBJECT'S NAME		DATE OF BIRTH	HEIGHT
		WEIGHT	RACE / ETHNICITY
REASON THE USE OF FORCE WAS NECESSARY (check all that apply):			
<input type="checkbox"/> TO EFFECT AN ARREST		<input type="checkbox"/> TO DEFEND SELF	
<input type="checkbox"/> TO DEFEND ANOTHER OFFICER / PERSON		<input type="checkbox"/> PREVENT ESCAPE	
<input type="checkbox"/> TO DISPATCH ANIMAL		<input type="checkbox"/> PROTECTIVE CUSTODY / SUBJECT SAFETY	
		<input type="checkbox"/> OTHER: _____	
LIST MOST SERIOUS OFFENSE(S) AT TIME FORCE USED:			
WAS SUBJECT INJURED? <input type="checkbox"/> YES <input type="checkbox"/> NO DESCRIBE INJURIES:	WAS REPORTING OFFICER INJURED? <input type="checkbox"/> YES <input type="checkbox"/> NO DESCRIBE INJURIES:	MEDICAL TREATMENT PROVIDED TO/BY:	PHOTOS TAKEN BY:
SUBJECTS THAT RESISTED:	# OFFICERS PRESENT:	SUPERVISOR NOTIFIED / TIME / BY WHOM:	
AT THE TIME OF ARREST, THE SUBJECT WAS:			
<input type="checkbox"/> SUSPECTED TO BE UNDER THE INFLUENCE OF ALCOHOL OR DRUGS		<input type="checkbox"/> MENTALLY IMPAIRED / EMOTIONALLY DISTURBED	
<input type="checkbox"/> UNDER THE INFLUENCE OF ALCOHOL OR DRUGS		<input type="checkbox"/> OTHER: _____	
OFFICER'S PERCEPTION OF INDIVIDUAL'S ACTIONS (USE NARRATIVE TO DESCRIBE PERCEIVED THREAT(S) POSED BY INDIVIDUAL):			
<input type="checkbox"/> PASSIVE RESISTANCE – (dead weight or non-compliance to Officer's lawful verbal direction, but offering no actively resistive movement) <input type="checkbox"/> ACTIVE OR ESCAPE RESISTANCE – (actions such as pushing, pulling, evasive arm movement, flailing, flight, muscle tension, etc. to avoid control) <input type="checkbox"/> ASSAULTIVE / HIGH-RISK – (agitated, combative state, physically assaultive actions and/or behavior that poses threat of injury to another – e.g. punching, kicking, etc.) <input type="checkbox"/> LIFE THREATENING / SERIOUS BODILY INJURY – (actions that may result in death or serious bodily injury)			
OFFICER'S RESPONSE OPTION(S) (PROVIDE FURTHER DETAILS IN ATTACHED NARRATIVE REPORT(S)):			
<input type="checkbox"/> PRESENCE: <input type="checkbox"/> FULL UNIFORM <input type="checkbox"/> PARTIAL UNIFORM <input type="checkbox"/> PLAINCLOTHES _____ NOTE: Officers not in full uniform, describe means of visual police identification (e.g. raid vest or jacket, displayed badge/ID, etc.) <input type="checkbox"/> VERBAL COMMANDS (Describe details in Narrative Report): <input type="checkbox"/> COMPLIANCE TECHNIQUES (Describe details in Narrative Report): (Force used to gain control – restraint, come-alongs, takedowns – use of hands, arms, feet, legs) <input type="checkbox"/> CHEMICAL SPRAY / CHEMICAL AGENT (Describe details in Narrative Report): Number of Bursts: _____ Duration of Bursts: _____ Distance from Subject: _____ Impact Location: _____ Time between application / decontamination: _____ <input type="checkbox"/> IMPACT WEAPON / TEMP. INCAPACITATION (Describe details in Narrative Report): <input type="checkbox"/> ELECTRONIC CONTROL WEAPON / DEVICE (Describe details in Narrative Report): <input type="checkbox"/> Laser Only <input type="checkbox"/> Spark Check <input type="checkbox"/> Drive Stun <input type="checkbox"/> Probe Deployment Impact Location: _____ Number of Cycles: _____ Unit #: _____ Serial #: _____ Cartridge Serial #: _____ Distance from Subject: _____ <input type="checkbox"/> POINT A FIREARM (Describe details in Narrative Report): <input type="checkbox"/> DEADLY FORCE – Firearm or other (Describe details in Narrative Report): <input type="checkbox"/> OTHER:			
RESTRAINT METHOD USED: <input type="checkbox"/> HAND or FLEX CUFFS <input type="checkbox"/> LEG RESTRAINTS <input type="checkbox"/> BODY GUARD <input type="checkbox"/> SPIT SHIELD <input type="checkbox"/> NONE <input type="checkbox"/> OTHER:			
OFFICERS PRESENT AT SCENE DURING FORCE APPLICATION:		SHIFT SUPERVISOR(S):	
OTHER WITNESS(ES) / PERSON(S) PRESENT AT SCENE:		SHIFT OFFICER(S):	
AUDIO-VISUAL EVIDENCE: <input type="checkbox"/> YES <input type="checkbox"/> NO If NO, explain: _____		SUPERVISOR(S) WHO RESPONDED TO SCENE:	
COMPLETING OFFICER(S): IF ADDITIONAL SPACE IS REQUIRED IN ANY BOX USE THE SUPPLEMENTAL REPORT; ATTACH ALL RELATED NARRATIVE REPORTS, SUPPLEMENTS AND STATEMENTS AND FORWARD TO SHIFT SUPERVISOR PRIOR TO END OF TOUR OF DUTY			

CASE #		
WAS SUBJECT(S) INJURED? * <input type="checkbox"/> YES <input type="checkbox"/> NO <small>* (Complete Diagram Below)</small>	OFFICER(S) TAKING PHOTOS	TOTAL # OF PHOTOS
	DESCRIBE THE EXTENT OF THE SUBJECT'S INJURIES AND PLACE ON THE DIAGRAM: <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>	
WAS OFFICER(S) INJURED? * <input type="checkbox"/> YES <input type="checkbox"/> NO * (Complete Diagram Below)		
	DESCRIBE THE EXTENT OF THE SUBJECT'S INJURIES AND PLACE ON THE DIAGRAM: <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>	
WITNESS(ES) OR PERSON(S) WITH KNOWLEDGE:	ADDRESS:	PHONE #:
OFFICER'S NARRATIVE: Did Officer prepare a detailed incident report describing facts and circumstances leading to the use of force? <input type="checkbox"/> YES <input type="checkbox"/> NO If no, explain: <hr/> <hr/> <hr/>		
SUPERVISORY / COMMAND REVIEW		
REPORTING SUPERVISOR (Name and Badge #)	DATE AND TIME OF SUPERVISOR RESPONSE	LOCATION
OFFICER WHO USED FORCE (Name and Badge #)	WAS SUBJECT(S) INJURED? <input type="checkbox"/> YES <input type="checkbox"/> NO	WAS OFFICER(S) INJURED? <input type="checkbox"/> YES <input type="checkbox"/> NO
SUPERVISOR'S NARRATIVE: (Document steps taken to review and evaluate Officer's use of force.) <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>		
A/V EVIDENCE AVAILABLE / REVIEWED BY SUPERVISOR: <input type="checkbox"/> YES <input type="checkbox"/> NO Date:	A/V EVIDENCE AVAILABLE / REVIEWED BY OFFICER: <input type="checkbox"/> YES <input type="checkbox"/> NO Date:	A/V EVIDENCE AVAILABLE / REVIEWED BY LIEUTENANT: <input type="checkbox"/> YES <input type="checkbox"/> NO Date:
LIEUTENANT REVIEW NARRATIVE: (Confirm proper and complete investigation was conducted.) <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>		
OFFICER REVIEW (Print / Sign / Date):	SUPERVISORY REVIEW (Print / Sign / Date):	LIEUTENANT'S REVIEW (Print / Sign / Date):

SUPERVISORY / COMMAND: REVIEW & CRITIQUE USE OF FORCE WITH INVOLVED OFFICER(S).
NOTE FINDINGS ABOVE AND FORWARD COMPLETED PACKET TO CHIEF OF POLICE

Use of force requires an ON-SCENE review, including a narrative report from the responding supervisor. This is REQUIRED for incidents involving- Chemical Spray, ECW/ECD deployment or Drive Stun; any incident resulting in injury or complaint of injury; or any other time deemed appropriate by a supervisor.

CPC Discussion

COMMUNITY PRESERVATION COMMITTEE MEMORANDUM

2/17/21

TO: SELECT BOARD & TOWN ADMINISTRATOR

FROM: VIN ANTIL & CPC MEMEBERS

SUBJECT: SELECT BOARD MEETING ON 2/23/21

The CPC has received several high-priced applications this year. In particular, the Town Hall Restoration project will make it hard to move forward with any other projects. There may also be a need to carry some funds into the next year for a possible Phase II of a Stow Acres project. The CPC is investigating options and questions for dealing with this “bottleneck” of worthy projects.

- Are there other sources of funding available which could help with the Town Hall project ?
- Does it make sense to bond against future CPA funds to spread cost out over time ?
- Are there other ways to phase the costs of these projects, giving the CPA funds time to replenish ?

Meeting with the Select Board is an important step in CPC’s investigation. We value your insights and ideas regarding these questions.

Total Current CPA Balance: \$5,410,666.38 (Available Balance is \$4,713,979.38)
Open Space \$244,930.40, Historical \$192,187.64, Affordable Housing \$696,687.00, Unreserved \$4,276,861.34

There is a \$781,020.62 shortfall between requested projects and available funds.

2021 Requested CPA Projects

Hallock Point Acquisition	CPC approved this project	Approved \$400,000	Other funding = \$660,000
Kane Land Trail System	CPC has not voted	Requested \$30,000	Other funding = \$5,000
Pickle Ball at Center Park	CPC has not voted	Requested \$65,000	Potentially some from Rec
Stow Acres Acquisition	CPC has not voted	Requested \$1,500,000	TBD (phased project)
Town Hall Restoration	CPC has not voted	Requested \$3,500,000	None Planned
Total Requested		\$5,495,000	



MINUTES

**Board of Selectmen Meeting Minutes
February 9, 2021, 7 pm
Stow Town Building & Via Zoom**

Physically present at this meeting at the Stow Town Building were board members:

Thomas Ryan, Chair
Jim Salvie
Cortni Frecha

Also Denise Dembkoski, Town Administrator

Board members present remotely via Zoom: Ellen Sturgis, Megan Birch McMichael

Mr. Ryan called the meeting to order at 7 p.m.

Public Input: On behalf of the Town Clerk, Ellen Sturgis noted that the Town Census has been mailed out and urged everyone to return their forms. Nomination papers will be available soon for spring elections. Megan Birch McMichael announced that Food Pantry is now accepting monetary donations and would welcome volunteers. Further information is on their website.

Chairman's comments: Tom Ryan noted on behalf of Police Chief Sallese that there are two slots open for the Citizen's Police Academy starting next week. Also, dog licenses are available with the census form. He noted that there was some confusion about the Town meeting date and that the actual date is May 22nd and not May 3rd. Tom reminded residents not push snow into the roadways. Finally, he noted the passing of George Shultz , former Secretary of Labor and Secretary of the Treasury at age 100. He noted that Mr. Schultz had previously served on the Board of Selectmen for six months in 1955, and asked for a moment of silence in his memory.

Appointment of Officer Luke DeZago to the Position of Police Prosecutor

Tom Ryan noted that tonight's appointments were requested by the Chief of Police and that the Selectmen have a letter from him. Chief Sallese was present and described the duties of the position. Officer Collins has resigned from the position. Officer DeZago has been filling the role for some time and has already done great work streamlining procedures. Sallese requested DeZago's appointment. The Town Administrator supported the recommendation. Ellen Sturgis thanked Officer DeZago and asked the Chief if DeZago also serves in a regular position. Sallese said that this is an additional responsibility and does not take him out of the rotation. Board members praised DeZago's work. *Jim Salvie moved to appoint Luke DeZago as a Police Prosecutor for the Town of Stow Police Department, for the remainder of a two-year term expiring June 30, 2021 and subject to reappointment thereafter. Cortni Frecha seconded the motion and it was approved unanimously (5-0) on a roll call vote.*

Promotion of Darren Thraen to the Position of Police Lieutenant

Chief Sallese noted that the position has been vacant for some time. He has worked cooperatively with Darren Thraen to manage the department. The position will still be on patrol and responding to calls. It is a nonunion position. Sallese described the duties of the position and Thraen's background

and work for the Department. He noted that, in his opinion, Thraen has stepped up as a leader and they work together closely. He said that he is the only one qualified and his choice for lieutenant. Denise Dembkoski said she has reviewed the paperwork and is comfortable with the appointment. Jim Salvie remarked that during the events of last year he worked very closely with Thraen and found him very qualified and appreciated his help. Ellen Sturgis remarked on his service over many years back to when he was a DARE officer. Tom Ryan also commended Darren for stepping up when he was needed. All were supportive of the appointment and appreciative of Thraen's work over the years. *Jim Salvie moved to appoint Darren Thraen as Police Lieutenant for the Town of Stow Police Department, for a term expiring June 30, 2021 and subject to reappointment thereafter. Cortni Frecha seconded the motion and it was approved unanimously (5-0) on a roll call vote.*

Lighting for Autism Awareness Month (April) – Kevin Whalen

Kevin Whalen was not present. Board members noted that this has been done for the past few years and agreed to move forward with the vote. *Jim Salvie moved to allow Kevin Whalen to light up the Pompo Comm Center blue this April 2021 as he has in the past. The motion was conditioned on coordinating with the Building Inspector and getting his approval. Cortni Frecha seconded and the motion was approved unanimously (5-0) on a roll call vote.*

Approve Board of Selectmen Annual Report

The Board reviewed a draft prepared by Phoebe. The Board had several minor edits. Ellen Sturgis asked that the final version give credit to the authors of the various policies. She will send draft wording to Dembkoski. Megan Birch McMichael noted that the policies adopted in 2020 need to be separated from the ones in 2021. Sturgis also asked that the paragraph about Pine Bluff be revised, saying the wording in the draft that referred to out of towners was loaded and racist. She asked that it read, "the open, but unsupervised, Pine Bluffs Recreation Area saw an increase in vandalism, leaving trash, and the creation of unsanitary conditions." The Board agreed to the change. *Jim Salvie moved to approve the 2020 Selectmen's Annual Report as amended. Cortni Frecha seconded and the motion was approved unanimously (5-0) on a roll call vote.* Board members commended Phoebe for her work on the Annual Report.

Ellen asked whose responsibility it was to produce the report. It was clarified that it is the Selectmen. Sturgis asked that more information be provided about revolving fund balances. Denise said she is planning to expand the report over time and she will look into this.

Discussion of Covenant for Plantation Apartments/Stow Elderly Housing Corporation – Mark Jones, ZBA Chair (The minutes for this portion of the meeting were taken by Denise Dembkoski)

At 7:26pm Chair Tom Ryan stated that because there is an appearance of a conflict with his wife being on the Board of SEHC he will be recusing himself. Jim Salvie also stated he will be recusing himself because his wife takes board minutes for SEHC. Both Board members relinquished their seats at the table.

Ms. Dembkoski stated that she will be taking minutes for this part of the meeting.

Ms. Frecha took over as Chair and stated that there have been some last-minute developments and due to lack of notification of this meeting, the Board would be discussing the matter, but no votes are expected to be taken tonight.

Selectwoman Frecha asked Ms. Demboski if she had any comments on this matter. Ms. Demboski stated that she has no comments at this time but recommended that Mark Jones, ZBA Chair and Barbara Carboni town counsel present the proposed amendment and how we got to this point.

Mark Jones discussed that this covenant is being proposed as a revision to the existing covenant on Plantation I and a new covenant for Plantation II. Selectwoman Frecha stated that she read the old and proposed covenant reasonable and it appears that it is just defining the mechanism to have a conversation and a means of working or managing the situation at Plantation. Selectwoman Birch McMichael had a question about the land swap being proposed – is there a piece of land owned by Plantation II being swapped to Plantation I to allow the buildout to happen the way the project is expected to roll out? Is that part of the problem because there are now going to be buildings on that land? To which Mark Jones replied that the land swap needs to happen to construct Plantation 2 and the covenants need to be revised to allow that to happen. The abutter's complaint is that they might be affected by the septic system and traffic impacts on a private right away.

Selectwoman Sturgis said she is new to the specifics about this and appreciates the memo from Mark with the details about this. She is sad to see how long it has taken to get to this point and knows how much housing is needed. She supports the ZBA in this project so if they are good with these amendments and new covenant, then she is good with it.

Mark Jones thinks it is important to allow abutters to have their say and provide some comments and feedback outside of the ZBA meetings. Barbara Carboni, Town Counsel said no public hearing is required, but giving some notice to the abutters so there is opportunity for input from abutters or all residents, for that matter, is important. She is recommending the board not take any action on this tonight but have this discussion and the continue to February 23rd for final discussions.

Hearing no other comments – this discussion ended at 7:38pm. Chair Ryan and Selectman Salvie returned to their seats and the regular meeting resumed.

Ms. Sferra resumed taking minutes.

Authorize Deficit Spending of the FY 2021 Snow and Ice Account, pursuant to MGL Chapter 44, Section 31D

Denise said that after Sunday's storm there was only \$25k remaining in the snow and ice removal budget. This will not last until the next meeting and more snow is expected. *Jim Salvie moved to allow deficit spending of the fiscal year 2021 Snow and Ice Account, pursuant to Mass General Law Chapter 44, Section 31D. Cortni Frecha seconded and the motion was approved unanimously (5-0) on a roll call vote.*

Town Administrator's Report and Overview of Preliminary FY 2022 Budget

Denise Dembkoski had several updates:

- The next Selectmen's meeting is the all boards financial outlook discussion
- The Stow Acres Forum is 2/10 at 7:30 via Zoom, she noted a press release went out
- The ABCC approved the retail liquor license for Nan's Market and so they released the Selectmen's license.
- The Town has had recent email issues so if board members or residents are waiting on a response, please feel free to send a follow up.
- There was a Pre-construction meeting for the Gleasondale Bridge project. The Project will begin next month with utility work. They are working on the schedule and we will put information out once it is available. There will be 15-18 months of construction and there will be detour times, most often 7 pm to 7 am. Jim noted that it would be helpful to have a public forum. Denise said she will reach out to the project manager about this. Ellen also suggested updates directly to Gleasondale residents. Denise said it is possible to send a localized call to the area, but that the whole town needs to know given that it is a major roadway. She will post the schedule on the website. She also noted that conversations were underway about mutual aid.
- With regard to Covid, Denise noted that the Governor's office is getting 4x demand than the number of vaccines. The state is planning to announce two new mass sites that are handling 50K appointments weekly. They are encouraging regional efforts. They do not want nor will they authorize towns to set up clinics. They are trying to increase the number of vaccines and bringing local pharmacies online to give vaccines. She also has been meeting with regional officials and legislators – the state is aware that there are concerns. The state's top priorities are the highest impacted communities. We are trying to do everything we can to get residents access to vaccines as quickly as possible. At the end of the day there are no vaccines. She noted that local clinic have been cancelled in some towns. Megan thanked her for the hard work and noted that she was appreciative. Jim thanked her for the detail, he is satisfied that they are doing everything they can at the moment.
- The town has hired a new Assistant Planner who will start next week; she hopes to have a recommendation for an Executive Assistant by the next meeting.

Town Administrator's Preliminary Budget Overview

Denise noted that she is still meeting with Departments. The budget process has given her an opportunity to do an honest assessment of the Town functions. She said that her budget will have cost implications. Some departments have needs that have not been met, resulting in operational issues. She noted Library, Highway, Cemetery and Human Resources. She will be recommending additional staff in these areas. She noted that requests came in up 4.1% over last year. She has not yet received the Nashoba budget but has heard that they plan to come in at a 2 – 2.5% increase. She also does not yet have health insurance numbers. Denise said that there is \$1 million in non-CPA capital requests, but she thinks they are all needed. She will be recommending a significant amount in capital projects. She plans to give her first recommendation to the Finance Committee by the end of next week.

More specifically, Denise said that she will be recommending the creation of an HR Director position, in

the form of an Assistant Town Administrator. Duties would include ensuring evaluations are done, implementing the classification plan, collective bargaining, and disciplinary action, among others. She would also like to see an additional circulation position in the library, noting they are down 3-4 positions from most of our counterparts. In addition, the Highway Department needs an additional laborer with the understanding that part of the job will be helping with Cemetery maintenance. She also proposed adding a summer laborer to help the Cemetery Dept Memorial Day through fall.

Denise noted that department heads did a good job of keeping expenses level. The majority of increases are utilities and services contracts, which are relatively uncontrollable. Once she has her recommendations, she will be putting everything on the website. The Board thanked Denise. Megan Birch McMichael said the HR position would be a welcome addition. She asked about buying vs. leasing police vehicles. Denise said that the department puts too many miles on them to lease them and noted that vehicles should be replaced annually on rotation. Last year they did not get a vehicle; they need two this year. Jim Salvie noted that leasing of highway vehicles might be possible and Demboski agreed, saying that she had experience doing this in Groveland.

Liaison Reports

- Jim Salvie – Fin Comm had an initial budget meeting. Capital Planning has its first meeting this Thursday and is meeting with Building and Fire. Library Building Committee met and approved the RFR. There is some sentiment to looking at maximizing the use of the existing space and this has been incorporated into the RFR. Ellen Sturgis asked about the Audit Advisory Committee. Demboski said that Mark Jones plans to resign but has not done so yet. She had asked the Town Clerk to follow up with him but she will do so tomorrow. Mark's successor would be a joint appointment between BOS and Fin Comm.
- Ellen Sturgis – She has talked to the Town Clerk about having a volunteer recruitment night and inviting existing Board members to speak. They have a tentative plan to do this in March via Zoom.
- Megan Birch McMichael – Town Hall restoration committee presented to CPC last night. The Nashoba Superintendent resigned last week but will stay through the end of the school year.

Meeting Minutes

- *January 26, 2021 – Jim Salvie moved to approve the minutes of January 26, 2021. Cortni Frecha seconded and the motion was approved unanimously (5-0) on a roll call vote.*
- *Executive Session Minutes from January 26, 2021 - Megan corrected wording that was attributed to her that should have been attributed to Ellen. Jim Salvie moved to accept and release to the public the executive minutes of January 26, 2021 as amended. Cortni Frecha seconded and the motion was approved unanimously (5-0) on a roll call vote.*

Correspondence

Ellen Sturgis said that when she looked at the flyer for the Stow Acres Forum she thought it was misleading and was about a conservation project because of the images used. She wants people to know that there are multiple things being considered not just open space. She also noted that she had

sent on the resignation letter from the Nashoba Superintendent as well as a letter from legislators regarding COVID. She wanted to make sure that was part of the correspondence.

Adjournment: *At 8:05 pm Jim Salvie moved to adjourn. Cortni Frecha seconded and the motion was approved unanimously (5-0) on a roll call vote.*

Respectfully submitted

Kathy Sferra

Materials Used at Meeting

Meeting Packet: Draft Minutes, Draft Plantation Covenants, Police Appointment Letters, Job Descriptions, and Resumes, Stow Acres Flyer
Letter from ZBA Chair re Plantation

*BOARD OF SELECTMEN
MEETING MINUTES
Tuesday, February 16, 2021
7:00 P.M. via Zoom*

This meeting was held entirely on Zoom.

ATTENDANCE: Chair Tom Ryan, Cortni Frecha, Megan Birch McMichael, Jim Salvie, and Ellen Sturgis

ALSO PRESENT: Denise Dembkoski, Town Administrator

The Chair opened the meeting at 7pm and welcomed everyone and thanked the Board for making time for this brief meeting. He then asked Ms. Dembkoski to present her candidate for Executive Assistant to the Town Administrator/Select Board.

Ms. Dembkoski thanked the Board for their attendance and introduced Joyce Sampson. Ms. Dembkoski stated that Joyce has worked for the Town of Millbury since 2006 in several different roles. Most importantly from 2006 – 2013 when she was the Administrative Assistant to the Town Manager/Board of Selectmen. Handling all aspects of the TM/BOS office. Since then, she's held a number of roles for Millbury. Ms. Dembkoski stated that Ms. Sampson has the experience, demeanor, and personality to be a great fit for the office and Town and believes the transition will be seamless. Additionally, Ms. Sampson and Office Assistant Phoebe had a chance to meet, and both feel it will be a great working relationship. Ms. Dembkoski said she believes the ladies will complement each other well.

The Chair asked Ms. Sampson if she'd like to say a few words. Ms. Sampson reiterated her work experience and stated she misses being in the TA/BOS office and feels that is where her strengths are. She enjoys the work, doing minutes, and feels she excels as an assistant. She also stated that she finds procurement and purchasing fun. She believes the Town Administrator's job is to look at the big picture and as an assistant, she gets to help focus the camera.

The Board members welcomed Joyce and look forward to getting to know her. They appreciated that Joyce has a lot of experience and will be able to hit the ground running with assisting Denise.

Hearing no further comments, the Chair asked for a motion. Selectwoman Sturgis made a motion to appoint Joyce Sampson to the position of Executive Assistant to the Town Administrator/Select Board. Seconded by Selectwoman Frecha. Unanimously approved.

At 7:08pm, Selectwoman Sturgis made a motion to adjourn, seconded by Selectman Salvie. Unanimously approved.

Respectfully submitted:
Denise M. Dembkoski

CORRESPONDENCE



**Office of the Select Board
Office of the Town Manager**

Town of Ayer | Ayer Town Hall | 1 Main Street | Ayer, MA 01432 | 978-772-8220 | www.ayer.ma.us

February 16, 2021

The Honorable Charles D. Baker
Governor of Massachusetts
24 Beacon Street
Boston, MA 02133

Secretary Marylou Sudders
Executive Office of Health and Human Services
One Ashburton Place, 11th Floor
Boston, MA 02108

The Honorable Karyn Polito
Lieutenant Governor
24 Beacon Street
Boston, MA 02133

**Re: Proposal for the Establishment of a Regional COVID-19 Vaccine Center at Devens,
Massachusetts**

Dear Governor Baker, Lt. Governor Polito, and Secretary Sudders,

We write today as the Town Administrators and Town Managers of the sixteen communities of the Nashoba Valley (Ashburnham, Ashby, Ayer, Berlin, Bolton, Boxborough, Dunstable, Groton, Harvard, Lancaster, Littleton, Lunenburg, Pepperell, Shirley, Stow, Townsend) with an urgent request and proposal on behalf of the over 120,000 residents of our collective communities regarding the availability of the COVID-19 vaccine and the establishment of a regional COVID-19 vaccination site to be located at Devens in North Central Massachusetts.

As the front-line leaders in each of our communities it is imperative for us to share directly with you some of our concerns regarding the deployment of the COVID-19 vaccine in our region as follows:

- **A Fundamental Lack of Access to Vaccine Doses in Our Region:**
Our 16 communities are part of the Nashoba Associated Boards of Health, a regional board of health. Currently, the Nashoba Associated Boards of Health is receiving 100 vaccine doses a week for all sixteen of our communities. This equates to approximately seven (7) doses a week for each of our Towns! Conversely, other communities with their own boards of health receive the same weekly allotment of 100 doses for one Town. We ask that this current inequity be addressed and resolved to the best of the Commonwealth's ability.
- **A Vaccination Site Vacuum:**
We are currently at a distinct disadvantage geographically in terms of a large-scale vaccination site. The DPH map of the location of the large-scale vaccination sites clearly demonstrates that there is no such site for our region. This puts our population, especially Seniors, and marginalized populations and those without transportation, at a fundamental disadvantage. In addition to their fears of COVID-19, many of our residents are equally fearful of their inability to secure

transportation or drive long distances to the Commonwealth's large-scale sites located in places such as Fenway Park and Gillette Stadium.

As front-line leaders, we also believe it is crucial for us to share a solution, which is the result of multiple, collective conversations. With the support of our entire State Legislative Delegation, Congresswoman Lori Trahan, and your Administration, we propose the following:

- **A Nashoba Valley Regional COVID-19 Vaccine Center:**
We are prepared collectively working with the professionals of the Nashoba Associated Boards of Health, our State Legislative Delegation and Congresswoman Trahan to host a regional COVID-19 Vaccine Center to be located at Devens. Devens is a suitable location due to its central location within our region as well as its accessibility to both Northwest Middlesex County and North Worcester County with direct access from Route 2 and close proximate access from Route 495 and Route 190. Additionally, we have been advised that the two major hotels at Devens would be willing to offer space in their hotel banquet rooms as well as parking for this purpose.
- **Safe, Regionalized Vaccine Storage:**
Masy BioServices in Pepperell, Massachusetts has offered to partner with us regarding the storage of vaccine doses. They have the professional expertise to handle vaccines and storage freezers that can accommodate both the Pfizer and Moderna vaccines' very low storage temperature requirements. Our proposed vaccine storage center would be uniquely positioned to receive and properly store large volumes of vaccine dosages for the purpose of proactive, on demand, distribution to the Devens location.
- **Adequate, Professional Staffing:**
In addition to the public health professionals of the Nashoba Associated Boards of Health, we are collectively prepared to provide the necessary EMTs, additional professionals, and volunteers from our sixteen communities to adequately staff this regional COVID-19 distribution vaccine center. Working with the Nashoba Associated Boards of Health we have recently and successfully completed a First Responders vaccine clinic for our region, and we are currently providing a weekly clinic for Seniors with our limited allotment of vaccine. Once established at Devens, we will also have the ability to develop sub-regional vaccine clinics throughout our communities as well as adjacent communities.

This is a unique opportunity for our sixteen communities and the Commonwealth to be proactive in establishing a large scale regional COVID-19 Vaccine Center in North Central Massachusetts (at this time there is none); a truly regional center with the advantages of being collaboratively run by sixteen communities; that has the professional expertise and technology to store the vaccine; and is prepared to proactively administer large quantities of the vaccine directly to the population of North Central Massachusetts. The only obstacle to establishing this regional vaccine center is of course access to adequate supplies of the vaccine.

In conclusion, we thank you for all the work that you are doing throughout the COVID-19 pandemic. We are respectfully requesting that your Administration work with us collaboratively to resolve the current inequities (vaccine allotment and location of a major vaccination center) facing our region. Establishing a regional COVID-19 Vaccine Center at Devens in North Central Massachusetts will quickly move our region and the Commonwealth toward reaching its overall vaccination goals.

We look forward to working with you and to your response regarding next steps.

Sincerely,

Robert A. Pontbriand
Town Manager
Town of Ayer

Margaret Nartowicz
Town Administrator
Town of Berlin

Brian M. Palaia
Town Administrator
Town of Dunstable

Orlando Pacheco
Town Administrator
Town of Lancaster

Andrew MacLean
Town Administrator
Town of Pepperell

James M. Kreidler, Jr.
Town Administrator
Town of Townsend

Brian Doheny
Town Administrator
Town of Ashburnham

Donald Lowe
Town Administrator
Town of Bolton

Mark Haddad
Town Manager
Town of Groton

Anthony M. Ansaldi, Jr.
Town Administrator
Town of Littleton

Michael McGovern
Town Administrator
Town of Shirley

Bob Hanson
Town Administrator
Town of Ashby

Ryan Ferrara
Town Administrator
Town of Boxborough

Timothy Bragan
Town Administrator
Town of Harvard

Heather R. Lemieux
Town Manager
Town of Lunenburg

Denise Demboski
Town Administrator
Town of Stow

cc: U.S. Congresswoman Lori Trahan
Senator Jamie Eldridge
Senator John Cronin
Senator Edward Kennedy
Senator Anne Gobi
Representative James Arciero
Representative Sheila Harrington
Representative Kate Hogan
Representative Meghan Kilcoyne
Representative Michael Kushmerek
Representative Danillo Sena
Mr. Jim Garreffi, Director, Nashoba Associated Boards of Health
Ms. Jessica Strunkin, Executive Vice President, Devens



The Commonwealth of Massachusetts
Executive Office of Health and Human Services
One Ashburton Place, 11th Floor
Boston, Massachusetts 02108

CHARLES D. BAKER
Governor

KARYN E. POLITO
Lieutenant Governor

MARYLOU SUDDERS
Secretary

Tel: (617) 573-1600
Fax: (617) 573-1891
www.mass.gov/eohhs

February 17, 2021

Dear Local Health Colleague:

I am writing to update you with important information about the state's effort regarding vaccination distribution, where demand vastly exceeds current supply. The Baker-Polito Administration is committed to the effective, efficient and equitable administration of vaccines throughout the state. According to the CDC, Massachusetts, on February 16, was #9 in the U.S. for vaccinations per capita (1st doses/capita). Massachusetts was #1 for total shots administered per capita (this past week) amongst the 24 states with at least 5M people, according to Bloomberg. As of Monday, more than 251,000 of our residents ages 75 or older have received their 1st dose. This represents 51% of the statewide population, exceeding the national average of 47% of residents 75+ that have received their first dose.

First and foremost, I want to acknowledge your incredible efforts throughout the pandemic. Local health departments, community health centers, regional collaboratives, hospitals, large health systems and others quickly ramped up their capacity to provide vaccinations. Many local boards of health stepped up to vaccinate first responders and some continued to vaccinate individuals eligible in Phase 1 and those age 75 and older. The Baker-Polito Administration is deeply thankful for municipal collaboration in the early, targeted steps of the vaccination effort.

Today, Governor Baker and Lieutenant Governor Polito will announce that effective tomorrow, February 18th, individuals age 65 or older, individuals with two or more specific medical conditions, listed here, and residents and staff of public and private low income and affordable senior housing are eligible to receive this vaccine. With this announcement, 1 million individuals will become eligible for the vaccine.

Streamlined Vaccination Distribution

As the Commonwealth moves forward and as a million residents become eligible, the Administration must streamline the vaccine distribution process in anticipation of this challenge and within the confines of limited vaccine supply provided by the federal government. The Commonwealth has been receiving approximately 110,000 new first doses each week.

High-capacity throughput vaccination, available across the Commonwealth, is important to ensuring vaccines do not sit idle. To avoid confusion and increase access, vaccination locations must be available to all residents and not narrowly restricted by geography. Currently, almost 95% of our population lives within a 45-minute drive of a mass vaccination site or within 30 minutes of a regional site. This is in addition to the growing number of pharmacies and other retail locations administering doses, currently numbered at 105.

Equity

In addition to increasing efficiency in administering the vaccine, the Commonwealth must ensure that the program is equitable and meets the needs of communities that have been most disproportionately impacted by COVID-19. Utilizing the social vulnerability index as a starting point, the Department of Public Health has identified 20 municipalities that have had the greatest COVID burden and have the greatest percentage of non- white residents. These municipalities are: Boston; Brockton; Chelsea; Everett; Fall River; Fitchburg; Framingham; Haverhill; Holyoke; Lawrence; Leominster; Lowell; Lynn; Malden; Methuen; New Bedford; Randolph; Revere; Springfield; and Worcester.

Public Health Commissioner Monica Bharel has reached out to these municipal leaders to assist with increasing awareness, to address vaccine hesitancy and to mitigate barriers to vaccine access. These municipalities will continue to distribute vaccine at the local level, are prioritized for the retail pharmacy program, and are served by community health centers, hospitals and other health care providers administering vaccine in the community.

Serving the most vulnerable

The Commonwealth is fortunate that so many local public health officials want to help vaccinate their residents. Given the constraints on vaccine supply, the Administration is asking our local officials to focus efforts around outreach to vulnerable, hard to reach populations, including homebound seniors, individuals who participate in 'meals on wheels' and others who are eligible but not able to travel to a vaccine site. Local officials are more adept at identifying and meeting these high need populations and can arrange for them to be vaccinated either by the local board of health, connect them to community providers or refer to the State's vaccination program for homebound individuals, which will launch in the coming weeks.

Regional Collaboration

Additionally, municipalities may propose regional collaborations that meet specific geographic needs identified by the state and must meet specific requirements including:

- Have the capacity to vaccinate minimally 750 individuals per day, 5 days per week;
- Serve unmet need geographically, as identified by the Department of Public Health;
- Meet an administration rate threshold of 85% and report doses within 24 hours;
- Serve all residents of the Commonwealth; collaborations may focus outreach efforts towards those who live or work in the area but must be open to all Massachusetts residents; and
- Provide public links for vaccine appointments on [Mass.gov/COVIDVaccine](https://www.mass.gov/COVIDVaccine).

Other important ways for municipalities to engage in the Commonwealth's vaccine program include:

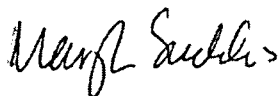
- Promote vaccine acceptance by establishing COVID ambassador programs, providing tele-townhalls or developing messaging campaigns in multiple languages;
- Encourage and assist residents to utilize mass vaccination sites and retail pharmacies for vaccination;
- Plan, develop or coordinate vaccine programs for residents living in public and private low income and affordable senior housing; or
- Identify, plan and organize vaccination of homebound residents who are unable to access any other vaccination program as they become eligible.

Effective the week of March 1st, the state will no longer provide first dose vaccines for individual municipal clinics, except for the twenty disproportionately impacted communities and established and approved Regional Collaboratives. Municipalities will receive second doses to ensure that all residents have been fully vaccinated by individual local board of health clinics.

On Friday, February 19th, at 9 am, the Department of Public Health will hold a webinar for local boards of health to review the opportunities to distribute vaccine as outlined above. The Department will answer questions and provide a specific how-to-guide for municipalities to reach the most vulnerable residents.

This is a shared responsibility and herculean effort to offer safe and effective vaccines to millions of Massachusetts residents. Working together, state and local government along with our health care partners can meet this challenge and ensure that every Massachusetts resident will have the opportunity to be vaccinated.

Sincerely,



Marylou Sudders

townadministrator

From: mb-mcmichael
Sent: Sunday, February 14, 2021 12:48 PM
To: townadministrator
Subject: Fw: District problem we need help with

See the email chain below. Can you please have this included in correspondence?

Best,
Megan

From: mb-mcmichael <mb-mcmichael@stow-ma.gov>
Sent: Sunday, February 14, 2021 12:47 PM
To: Rich Eckel <reckel@nrsd.net>; esanfilippo@nrsd.net <esanfilippo@nrsd.net>; srubinstein@nrsd.net <srubinstein@nrsd.net>; lvivirito@nrsd.net <lvivirito@nrsd.net>
Subject: Fw: District problem we need help with

All,

Please see the email below and my response. I, and the Board, continue to defer to your elected positions in dealing with matters like the operations of the School District, but I wanted to make you aware of this email, in case you didn't receive one as well.

I am also forwarding this email to be included in the BoS correspondence.

All best,
Megan

From: mb-mcmichael <mb-mcmichael@stow-ma.gov>
Sent: Sunday, February 14, 2021 12:35 PM
To: Terri Kostas <terri@kostas.org>
Subject: Re: District problem we need help with

Dear Ms. Kostas,

Thank you so much for your email. As a parent, I sympathize with the struggle that all parents in the district have faced this year. My children are in the elementary school still, but I work with a number of high school aged children (juniors and seniors) at the bookstore and I see how this year has been a struggle for them, for many of the reasons that you noted. And my husband is an electrical engineer and I know the coursework is important in those years.

I will reach out to my Stow counterparts on the school committee and will also forward to the Board of Selectmen to have this email put in our official correspondence. I can't promise anything will change, but I do

want you to know that I hear your concerns and I will make sure that I forward them to the appropriate decision making body.

I'm hopeful that many colleges and universities will consider this year as being abnormal across the board (I have friends in admission offices who have signaled that this may be the case), when they are working through acceptances next year.

And as always, I appreciate your candor and your trust.

Best,
Megan

From: Terri Kostas <terri@kostas.org>
Sent: Sunday, February 14, 2021 11:49 AM
To: mb-mcmichael <mb-mcmichael@stow-ma.gov>
Subject: District problem we need help with

Dear Ms. McMichael,

I would like to ask for your help with a problem many of the parents in our district are very upset about. We have reached out to Mr. Cullinane and Superintendent Clenchy already. I am coming to you because we need to determine a course of action to solve this problem. I know you have stayed out of the school district's business in the past, but the Selectmen from other towns got involved and the district administration listened.

I have written many supportive emails to the administration, teachers, and school committee over the past year, and I organized many other parents to do the same. I supported the fully remote high school and the teachers' rights to protect their own health. In fact, the majority of parents, students, and teachers voted to keep the high school fully remote because of the academic benefits. I was very disappointed that the school committee decided to go against the majority vote and send the high school back hybrid. Because of our school district's rigid policies our students will lose about 1/3 of their academics by going back hybrid. And now (what was my biggest fear) we are losing great teachers as well. Dr. Triantafillou, who is one of the best teachers in the district (ask any parent whose student has been in one of her classes), is taking a leave of absence because she cannot teach in person due to health issues. I fully understand and support her position. However, she has multiple AP and Honors math classes (she teaches AP Calculus BC, which is the highest level math class in the district) which she has been teaching synchronously daily. The new hybrid schedule will reduce academics in those classes already. Losing Dr. Triantafillou will further penalize her AP and Honors students. This teacher is the one I am most concerned about because my son is planning to be an engineer, so her class is extremely important to him. This is his junior year, which is the most important academic year for college preparation. There are other great teachers that have the same problem who will be leaving as well. Our district's track record for math substitutes has been horrendous in a normal year (I can give you three examples

from my own kids where they lost entire semesters of learning), but the depletion of substitutes due to the pandemic (and this far into the school year) ensures that no one even close to her caliber will be available to teach her classes.

Our district's policy of not allowing teachers to teach from home is just that – a policy that can and should be changed because of extenuating circumstances due to the pandemic. If teaching from home is really not an option then give those teachers a safe space to remotely teach the students from. We are giving students the option to stay remote and many businesses are allowing their employees to work from home as well (my husband has been successfully working from home since March). Teachers who are immunocompromised should be allowed to do the same.

Our students are paying the ultimate price for our district's inflexible policies. Other districts are being flexible and finding solutions to keep their educators. Getting an unqualified substitute for such important classes will ensure that our students lose an entire semester of learning. When we moved to Stow, the high academic standards of our school district was a major factor. This has been decreasing over the years, and losing amazing teachers halfway through the year is going to further harm our district's academic reputation. We pay tremendous taxes to live in this town and expect our children to be educated accordingly. Our middle school teachers are allowed to teach from home every Wednesday, on snow days, and whenever they are quarantined due to Covid exposure. So the district is already relaxing this policy for its own benefit. Other districts are accommodating their high risk teachers. Our district should prioritize its students over rigid policies. Otherwise our students will pay the ultimate price.

Please help us find a solution to help our children, teachers, school district, and ultimately our town.

Thank you for your consideration and for any help you can give us.

Best regards,

Terri Kostas

February 3, 2021

Kathy Codianne, Chairperson
Nashoba Regional School Committee
50 Mechanic Street
Bolton, MA 01740

Dear Chairperson Codianne,

With a strong sense of accomplishment of the work that my team and I have done in collaboration with the School Committee, I submit my resignation as Superintendent of the Nashoba Regional School District effective at the end of the 2020-21 academic year.

I began in this role five years ago, when things in the District were somewhat unsettled and many issues loomed over its future. In that time, with the support of the School Committee, my team and I have been able to create tremendous stability, even as the COVID-19 pandemic over the last eleven months has threatened the health and economic security of residents across the District's three communities. We will get through this pandemic with the knowledge that our students have received the benefit of a comprehensive education, even while learning has been remote for some of these students. It has taught us that we can leverage technology to deliver education that is comparable to in-person learning.

Here are the accomplishments over the last five years about which I am proudest.

1. **Implementation of full-day kindergarten across the district** – This was a long-sought priority for parents and it required the alignment of major financial and logistical resources. I am so glad that it could happen during my tenure.
2. **Major new investments in professional development** – We created District Improvement Plans to further professionalize and formalize our educator professional development program. We have brought in highly acclaimed national and international speakers. This ensures that our teachers have access to the latest tools and techniques to educate our students.
3. **Improved fiscal performance** – The state of budgeting, auditing, financial controls and Information Technology (IT) infrastructure needed improvement when I arrived in the District. Through the concerted efforts of my team, we created new procedures and protocols for financial reporting in every department. The budgeting process was reformed and major new investments were made in IT infrastructure and other core systems.
4. **Buildings for the next generation** – We have made great progress in updating facilities, including improving maintenance and establishing facility plans. A new or dramatically upgraded Nashoba Regional High School will be the capstone of these efforts. Our application is moving through the Massachusetts School Building Authority funding process.

There is never an easy time to leave a job. The time, however, feels right to explore the next chapter of my professional career. I believe I am leaving the District in a strong and healthy position, which should be the goal of any superintendent.

I am so grateful to the outstanding employees across the district, including principals and assistant principals, teachers, librarians, aides, administrative staff, custodians and so many others. It takes a village, as the saying goes, and what a wonderful village we have in NRSD.

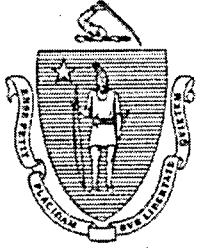
I wanted to be sure that the School Committee had as much time as possible to make plans for the next school year. I thank you and your colleagues for the support that you have provided me over the last five years. It is clear that the District's students always come first in your minds and your actions.

Sincerely,



Brooke Clenchy
Superintendent

cc: School Committee members



THE GENERAL COURT OF MASSACHUSETTS
STATE HOUSE, BOSTON 02133-1053

February 3, 2021

The Honorable Charles D. Baker
Governor of Massachusetts
24 Beacon Street
Boston, MA 02133

Secretary Marylou Sudders
Executive Office of Health and Human Services
One Ashburton Place, 11th Floor
Boston, MA 02108

The Honorable Karyn Polito
Lieutenant Governor
24 Beacon Street
Boston, MA 02133

Dear Governor Baker, Lt. Governor Polito, and Secretary Sudders,

We write today as legislators representing the MetroWest and Central Massachusetts regions to raise concerns and questions about the rollout of the COVID-19 vaccination program. First and foremost, we recognize that the scope and scale of the vaccination effort is unprecedented; we appreciate your efforts, and those of your staff, to implement the infrastructure and protocols needed to accomplish the monumental task of community-wide vaccination.

We are aware that one of the most significant challenges, if not the most significant, is the lack of adequate vaccine supply. We understand that the state's ability to expand availability is hampered until more doses are available. However, there are things we can and should be doing now to ease the public's frustration and prepare for the future. We appreciate the efforts of the COVID-19 Command Center and the Vaccine Advisory Group to engage with legislators and provide resources to address the concerns detailed below, but we believe that receiving more detailed information, in a written format, will be helpful to all parties.

Transparency in Accounting of Vaccine Doses

Consistent Accounting for Doses Received: It is essential that there be consistent reporting in the number of vaccines sent to Massachusetts. While there is a great deal of information on the state website, we are concerned that it does not represent the full picture of vaccine supply in the Commonwealth.

There is conflicting information in the media with respect to vaccine shipments. Some news outlets are reporting that the Commonwealth has received around 1 million doses of the vaccine, but the latest report on January 28th reports that only 728,400 doses have been shipped to Massachusetts. Some of this discrepancy may be accredited to supplies sent directly to pharmacies through the federal Pharmacy Partnership for Long-term Care program; this should all be reported in an integrated format. Additionally, we are aware that a number of health care systems, municipalities, and corporations may be competing to receive vaccines directly, and

distributing them separately from the statewide effort. Without a full and accurate picture of the Commonwealth's vaccine supply and distribution, our constituents are understandably confused and unsettled.

We request that you provide information on:

- The total number of vaccines (i) shipped directly to the Commonwealth for distribution, including the regional distribution of vaccines; as well as those (ii) shipped from the federal government to other distribution points, such as hospitals, the VA, the Pharmacy Partnership for Long-term Care Program, and others.
- To the extent known, please also share the channels through which each of these supplies are distributed to the public and include all of this information in your weekly reports.

Policy for Distributing Pfizer/Moderna and Addressing Unused Doses: We have heard that Pfizer vaccines aren't being prioritized for use at mass vaccination sites. This may be resulting in Moderna being more difficult for smaller sites to access, hampering more localized vaccination efforts. What is the process for determining which sites receive Pfizer vs. Moderna vaccine? Further, New York and California have both recently relaxed vaccine prioritization restrictions to minimize unused vaccines. What percentage of doses are currently going unused and what measures are being taken to minimize unused doses?

Alignment of Vaccine Supply with Timelines for Phases: Last week, the Department of Public Health reported that 107,525 doses were shipped to Massachusetts. If this shipment rate continues, we estimate that shipments would need to increase by more than 200% in order to complete Phase 2 on schedule. Accurate estimates and expectation-setting are essential to a successful vaccine rollout.

We request that assumptions for the following be clarified:

- Vaccine supply and current estimates from the federal government on when the Commonwealth can expect to receive more vaccines.
- How the current vaccine stock and distribution schedule corresponds to the published timelines.
- How frequently timelines will be adjusted based on actual vaccine availability.

Distribution of Vaccine Supply

Mass Vaccination Sites: The MetroWest and the Central MA regions are not currently served by a mass vaccination site. The lack of mass vaccination sites is a significant barrier to residents who are older and physically or medically challenged and have to travel long distances to receive the vaccine.

We request that the administration provide the following:

- Plan for mass vaccination sites in our respective regions.

- Guidance on the criteria for mass vaccination sites, including square footage, parking and other requirements, so that we can assist in identifying appropriate facilities.
- Phone number for the mass vaccination sites for residents to call if they have questions or other needs before they arrive at the site.
- We also request that information be available to assist mobility-impaired residents in planning and accessing these sites, including whether staff at sites can assist mobility-impaired residents with accommodations or if a mobility-impaired resident can bring their own caregiver to assist.
- The cost of parking at the existing mass vaccination sites is a barrier to people who are low-income and trying to receive a vaccination. We ask for information on whether the cost of parking at these sites is waived for those receiving vaccines.

Hospitals, Medical Offices, and Clinics: Please clarify the extent to which public vaccinations are expected to be provided by medical facilities.

- We understand that some hospitals may have surplus stores of vaccines originally intended for health care staff. Please clarify the policy relative to distribution of these supplies to ensure they are used.
- What discussions have occurred with major health care networks (e.g. Mass General Brigham, Reliant, etc.) and to what extent are providers expected to facilitate vaccination of their patient base?
- Is there targeted outreach to the disabled and limited-mobility population and their caregivers, many of whom regularly interact with a health care provider?
- Will there be outreach to MassHealth patients, particularly those in demographically or geographically high-risk areas, as well as those who speak English as a second language?

Municipal Public Health Infrastructure: Some cities and towns have the ability to set up local infrastructure to vaccinate residents in locations that are close to home and familiar.

- What is being done to empower willing health departments to become vaccine distribution sites?
- Many municipalities are establishing waiting lists for eligible populations through their Councils on Aging. How will these waiting lists be fulfilled?

Homebound Senior Citizens: Many senior citizens throughout the Commonwealth are likely to be homebound and cannot leave the confines of the home due to medical concerns and physical limitations.

- Is it possible to establish a system that allows certified medical professionals to visit homebound individuals? Could these professionals travel with services such as Meals on Wheels?
- What is the expected role of senior centers in the vaccine distribution process?

Communication and Messaging: Clearer expectations need to be set for the public about the current process for vaccine availability and distribution and how it will evolve in the coming

months. The current lack of understanding of how the various stakeholders are working together and expectations for how the rest of the population will be vaccinated is fostering anxiety and frustration.

As legislators who have the most direct contact with the public, we request improved communication tools to share with our constituents so they will know when it will be “their turn” and what to do when it is.

Website Upgrades: The current website is resulting in public frustration and anxiety due to its complexity and limited functionality. We believe that modifications to the existing site will not fully meet the need, and we strongly support a fully upgraded system. We request that the website upgrade:

- Be centralized, minimizing the potential for duplicate appointments by eliminating the need to go to multiple sites.
- Consider a pre-registration tool or similar feature and limit the need to input data more than once.

An improved web tool will also improve the efficiency of the new phone resource, which will be a helpful improvement in responding to constituents who find the internet challenging or inaccessible. It is essential that an improved site be functional by the time greater supplies of vaccine begin to arrive.

We look forward to your response, and our Caucuses will be following up in a timely manner given the urgency of this matter. Thank you again for your diligent work to address these important health concerns and the needs of our constituents during this crucial and trying time.

Sincerely,

Carolyn C. Dykema
State Representative
8th Middlesex District

James J. O'Day
State Representative
14th Middlesex District

Daniel M. Donahue
State Representative
16th Worcester District

Paul K. Frost
State Representative
7th Worcester District

Kimberly N. Ferguson
State Representative
1st Worcester District

Denise C. Garlick
State Representative
13th Norfolk District

Carmin L. Gentile
State Representative
13th Middlesex District

Tami L. Gouveia
State Representative
14th Middlesex District

Danielle W. Gregoire
State Representative
4th Middlesex District

Natalie M. Higgins
State Representative
4th Worcester District

Kate Hogan
State Representative
3rd Middlesex District

Hannah E. Kane
State Representative
11th Worcester District

Kay Khan
State Representative
11th Middlesex District

Meghan Kilcoyne
State Representative
12th Worcester District

David H.A. LeBoeuf
State Representative
17th Worcester District

Jack P. Lewis
State Representative
7th Middlesex District

David P. Linsky
State Representative
5th Middlesex District

Joseph D. McKenna
State Representative
18th Worcester District

Brian W. Murray
State Representative
10th Worcester District

Alice H. Peisch
State Representative
14th Norfolk District

Maria D. Robinson
State Representative
6th Middlesex District

Jeffrey N. Roy
State Representative
10th Norfolk District

Danillo A. Sena
State Representative
37th Middlesex District

John J. Cronin
State Senator
Worcester & Middlesex District

Susannah M. Whipps
State Representative
2nd Franklin District

Jamie B. Eldridge
State Senator
Middlesex & Worcester District

Jonathan D. Zlotnik
State Representative
2nd Worcester District

Michael O. Moore
State Senator
2nd Worcester District

Michael J. Barrett
State Senator
3rd Middlesex District

Rebecca L. Rausch
State Senator
Norfolk, Bristol, & Middlesex District

Harriette L. Chandler
State Senator
1st Worcester District

CC:

The Honorable Karen Spilka, Senate President

The Honorable Ronald Mariano, Speaker of the House

The Honorable Aaron Michlewitz, House Chair, Committee on Ways and Means

The Honorable Michael Rodrigues, Senate Chair, Committee on Ways and Means

The Honorable John Mahoney, House Chair, Committee on Public Health

The Honorable Jo Comerford, Senate Chair, Committee on Public Health

The Honorable Cindy Friedman, Senate Chair, Committee on Health Care Financing

Wilcox & Barton INC.

CIVIL • ENVIRONMENTAL • GEOTECHNICAL

February 17, 2021

Mr. Thomas Ryan
Chair, Board of Selectmen
Stow Town Building
380 Great Road
Stow, Massachusetts 01775

**RE: Immediate Response Action Plan - PFAS
Crescent Street, Stow, Massachusetts
Release Tracking Number 2-21075**

Dear Mr. Ryan:

This letter is provided pursuant to the requirements of the Massachusetts Contingency Plan (MCP; 310 CMR 40.1403) Minimum Public Involvement Activities in Response Actions to inform you that an Immediate Response Action (IRA) is being performed for the referenced site. The IRA is being performed to address a release of per- and polyfluoroalkyl substances (PFAS) initially detected in public water supply wells for the Hale Middle School and Stow Center School. Elevated concentrations of the six regulated PFAS compounds (PFAS6) were subsequently detected in private drinking water wells, indicating a Critical Exposure Pathway; at some locations, the concentrations represent an Imminent Hazard and water treatment systems have been installed. The detection of PFAS6 in public and private water supply wells is also a Condition of Substantial Release Migration.


The Massachusetts Department of Environmental Protection (MassDEP) was initially notified of the detection of PFAS in August 2019 and assigned Release Tracking Number (RTN) 2-21075. MassDEP conducted initial response actions, including sampling of private wells and provision of bottled water to the affected property owners. The Town of Stow is continuing response actions as of December 21, 2021, under verbal approval from MassDEP. Wilcox & Barton, Inc. is the LSP firm working with the Town of Stow to assess and mitigate the PFAS release. Our primary points of contact are Mr. Craig Martin, Building Inspector, and Mrs. Denise Dembkoski, Town Administrator.

An IRA Plan and Release Notification Form (RNF) were submitted to MassDEP on February 17, 2021. The IRA Plan and RNF can be accessed on-line by searching RTN 2-0021075 at the following link: <https://ceaonline.cea.state.ma.us/portal#!/search/wastesite>.

Wilcox & Barton, Inc. will provide further updates to your office as required by the MCP. If you have any questions, or require additional information, contact me at 603-369-4190 x523.

Very truly yours,

WILCOX & BARTON, INC.


David JP Foss, CPG, LSP
Senior Vice President – Principal Hydrogeologist

cc: Town of Stow Board of Health, Town Administrator and Building Commissioner (via email)
MassDEP Bureau of Waste Site Cleanup – CERO (via eDEP)

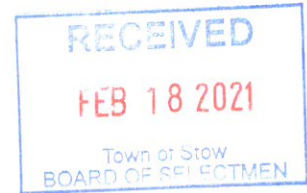




Town of Stow Conservation Commission

BO's

380 Great Road
Stow, Massachusetts 01775-0261
(978) 897-8615 FAX (978) 897-4534
email: conservation@stow-ma.gov



STOW CONSERVATION COMMISSION NOTICE OF PUBLIC HEARING

The **Stow Conservation Commission** will hold a public hearing via Zoom web conferencing **Tuesday March 2, 2021 at 7:45 pm** to consider the **Notice of Intent** filed by **Minute Man Air Field, Inc.** The proposed activities, **installation of a gaseous hydrogen tank and fire protection**, are within an area subject to the jurisdiction of the Wetlands Protection Act, MGL CH 131, Sec. 40 and the Town of Stow Wetlands Protection Bylaw. Said activity is located at **302 Boxboro Road**. A copy of the Notice of Intent is on file at the Office of the Conservation Commission and posted on the Town website. Call-in instructions will be posted on the agenda and website.

STOW CONSERVATION COMMISSION
Jeff Saunders, Chair

Printed in the February 17, 2021 Stow Independent

Please print the above legal notice in the February 17, 2020 edition of the Stow Independent and bill as indicated below:

Stow Conservation Commission
380 Great Road
Stow, MA 01775
978-897-8615
conservation@stow-ma.gov

From: Roger Zimmerman rnz124@gmail.com
Subject: Resignation from the Council on Aging Board
Date: February 10, 2021 at 2:11 PM
To: Stow Board of Selectmen selectmen@stow-ma.gov
Cc: Bill Byron wbyron@pmo.com, Ruth Delmonico rdelmonico@verizon.net, Vin Antil vantil@stow.org, Krista Bracci communitypreservation@stow-ma.gov

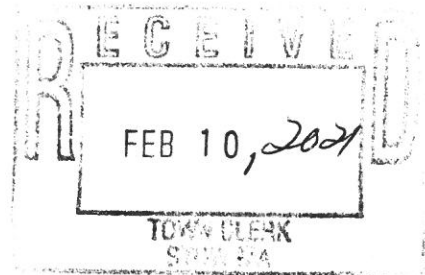
Dear Select Board Members,

I am resigning my position as a member of the Council on Aging Board, and as the representative of the Council on Aging to the Community Preservation Committee, effective 5 p.m., Thursday, March 11, 2021.
After more than 18 years in Stow, we sold our house since my wife, Donna, is retiring, and we are downsizing to western Massachusetts to be closer to family.

Thank you for the opportunity to serve on Stow town committees. It has been a pleasure and an honor to serve on Stow town committees, even in the time of a pandemic. I have made some good friends and gained a better understanding of how Massachusetts towns work. We will miss Stow, and in many ways, we are sad to be leaving.

Best regards,

Rogre P. Zimmerman



A vacancy will exist after
5pm on MARCH 11th 2021.
The vacancy notice may be
POSTED at any time.
Please note the term would
NOT START until 3/12/2021

Given to:

✓ Selectmen

COA

2/10/21 6pm

PEG Grant Report 4th Quarter 2020

Town of Stow

Verizon - fBA

Massachusetts

PEG Fee Rate: 4.75%

	October	November	December	Quarter Total
Monthly Recurring Cable Service Charges (e.g. Basic, Enhanced Basic, Premium and Equipment Rental)	\$105,740.44	\$105,650.39	\$98,159.69	\$309,550.52
Usage Based Charges (e.g. PayPer View, Installation)	\$2,498.23	\$2,368.15	\$2,880.38	\$7,746.76
Advertising	\$4,317.38	\$4,767.39	\$5,764.56	\$14,849.33
Home Shopping	\$131.50	\$218.80	\$182.09	\$532.39
Late Payment	\$0.00	\$0.00	\$0.00	\$0.00
Other Misc. (Leased Access & Other Misc.)	\$850.10	\$119.94	\$59.87	\$1,029.91
License Fee Billed	\$105.75	\$104.83	\$102.54	\$313.12
PEG Fee Billed	\$5,075.29	\$5,065.72	\$4,976.68	\$15,117.69
Less:				
Bad Debt	(\$753.02)	\$2.41	(\$270.31)	(\$1,020.92)
Total Receipts Subject to PEG Fee Calculation	\$117,965.66	\$118,297.61	\$111,855.50	\$348,118.77
PEG Grant	\$5,603.37	\$5,619.14	\$5,313.14	\$16,535.65

Verizon New England Inc. is hereby requesting that this information be treated as confidential and proprietary business information in accordance with the terms of the Cable Television Final License granted to Verizon New England Inc. This information is not otherwise readily ascertainable or publicly available by proper means by other persons from another source in the same configuration as provided herein, would cause substantial harm to competitive position of Verizon in the highly competitive video marketplace if disclosed, is intended to be proprietary confidential business information and is treated by Verizon as such.





February 5, 2021

Board of Selectmen
Town of Stow
380 Great Road
Stow, MA 01775

Re: Programming Advisory

Dear Chairman and Members of the Board:

We are committed to keeping you and our customers informed about changes to Xfinity TV services. As part of that ongoing commitment to keep you informed, we wanted to update you on the following:

Effective April 6, 2021, HD programming subscriptions and compatible equipment will be required to view the Revolt and Aspire channels. To learn more visit www.xfinity.com/HowItWorks.

Effective April 13, 2021, Cartoon Network will no longer be available with Expanded Basic or Kids and Family. It will be available with Digital Preferred. To learn more visit www.xfinity.com/HowItWorks.

Please feel free to contact me at Gregory_Franks@cable.comcast.com should you have any questions.

Very truly yours,

Greg Franks

Greg Franks, Sr. Manager
Government Affairs

Nashoba Regional School District

FY22 School Committee Budget Workshop

January 23, 2021



**Brooke Clenchy
Superintendent**

**Dr. Todd Maguire
Assistant Superintendent**



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Executive Summary

Account Name	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Voted	FY22 Proposed	Dollar Change FY 21 to FY 22	Change %
Insurance and Benefits							
MA Early Retirement Incentive	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Unemployment Insurance	\$85,137	\$67,203	\$95,848	\$92,700	\$92,700	\$0	0.00%
Worcester County Retirement	\$896,139	\$954,158	\$1,039,818	\$1,146,017	\$1,210,965	\$64,948	5.67%
Workers Compensation Insurance	\$245,318	\$236,466	\$240,442	\$273,000	\$280,000	\$7,000	2.56%
Medicare	\$515,866	\$526,663	\$556,443	\$558,775	\$590,000	\$31,225	5.59%
Life Insurance	\$15,795	\$15,865	\$16,029	\$16,480	\$17,000	\$520	3.16%
Property/Casualty/Auto Insurance	\$107,780	\$131,016	\$135,608	\$127,073	\$162,266	\$35,193	27.70%
Health Insurance - Active Employees	\$5,057,308	\$5,422,209	\$5,513,984	\$5,576,331	\$6,559,005	\$982,674	17.62%
Health Insurance - Retirees	\$753,007	\$725,161	\$738,932	\$762,088	\$783,764	\$21,676	2.84%
Dental Insurance - Active Employees	\$216,927	\$221,591	\$217,113	\$215,000	\$236,722	\$21,722	10.10%
Dental Insurance - Retirees	\$84,725	\$92,402	\$93,895	\$95,000	\$109,186	\$14,186	14.93%
Short-Term Disability Insurance	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Subtotal:	\$7,978,002	\$8,392,734	\$8,648,111	\$8,862,463	\$10,041,608	\$1,179,144	13.30%
System Wide							
District Treasurer Salary	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Administration Salary	\$199,500	\$333,490	\$344,060	\$348,901	\$348,901	\$0	0.00%
Transportation Coordinator Salary	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Other Administration and Clerical Support	\$521,719	\$546,457	\$560,430	\$571,569	\$569,936	(\$1,633)	-0.29%
Substitute Clerical Salaries	\$8,851	\$4,987	\$2,405	\$0	\$0	\$0	0.00%
FY22 Unspecified District Wide Changes	\$0	\$0	\$0	(\$749,000)	(\$664,934)	\$84,066	-11.22%
SPED Bus Monitor Salaries	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Treasurer's Bond	\$361	\$295	\$295	\$600	\$600	\$0	0.00%
Contracted Services	\$90,331	\$79,952	\$104,586	\$113,500	\$121,200	\$7,700	6.78%
Contracted Services - Payroll	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
OPEB	\$50,000	\$38,000	\$100,000	\$50,000	\$50,000	\$0	0.00%
Track & Field Stabilization Fund	\$0	\$0	\$50,000	\$50,000	\$50,000	\$0	0.00%
Full Day Kindergarten Stabilization Fund	\$0	\$0	\$100,000	\$100,000	\$0	(\$100,000)	-100.00%
Legal Services	\$79,891	\$114,891	\$186,574	\$100,000	\$100,000	\$0	0.00%
Transportation - Regular Day	\$1,839,724	\$1,979,460	\$1,374,294	\$1,946,240	\$2,108,880	\$162,640	8.36%
Photocopier Expenses	\$57,810	\$73,499	\$73,396	\$70,000	\$70,000	\$0	0.00%
Transportation - Late Bus	\$18,700	\$17,544	\$11,908	\$19,800	\$21,600	\$1,800	9.09%
Transportation - McKinney Vento (Moved from SPED)	\$2,199	\$5,610	\$20,499	\$20,000	\$20,000	\$0	0.00%
Postage and Printing Expenses	\$52,371	\$35,239	\$30,331	\$60,000	\$40,000	(\$20,000)	-33.33%
General Office Supplies and Equipment	\$18,249	\$29,635	\$18,043	\$20,000	\$20,000	\$0	0.00%
COVID Expenditures (New FY22)	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Administrative Technology	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Central Office Copy Machine Consumables (New)	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
School Committee Membership/Dues	\$10,970	\$11,993	\$8,462	\$12,000	\$12,000	\$0	0.00%
Central Office Other Expenses/Membership	\$14,392	\$14,575	\$12,769	\$12,000	\$12,000	\$0	0.00%
System-Wide Professional Development	\$31,175	\$44,787	\$43,399	\$45,000	\$45,000	\$0	0.00%
Food Service Revolving Offset	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Salary Reserve	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Deficit Bond Payment	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
SPED Assessment	\$0	\$27,597	\$21,009	\$20,877	\$20,877	\$0	0.00%
School Choice Tuition-Out Assessment	\$446,389	\$414,405	\$460,657	\$420,050	\$500,000	\$79,950	19.03%

Executive Summary

Account Name	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Voted	FY22 Proposed	Dollar Change FY 21 to FY 22	Change %
Charter Schools Tuition Assessment	\$432,975	\$446,884	\$463,894	\$524,856	\$524,856	\$0	0.00%
NRHS Building Project Debt Service	\$413,350	\$402,850	\$392,350	\$384,475	\$371,600	(\$12,875)	-3.35%
High School Track and Field Debt Service	\$55,700	\$65,000	\$134,700	\$141,750	\$138,850	(\$2,900)	-2.05%
NRHS AST/Leach Field Debt Service	\$0	\$0	\$0	\$57,833	\$52,092	(\$5,741)	-9.93%
HS New Construction Feasibility Study Debt (New FY22)	\$0	\$0	\$0	\$0	\$22,500	\$22,500	100.00%
Tuition Reimbursement - Unit A	\$57,000	\$52,700	\$70,000	\$71,400	\$70,000	(\$1,400)	-1.96%
Tuition Reimbursement - Unit C	\$1,383	\$10,000	\$5,310	\$10,000	\$10,000	\$0	0.00%
In State Travel - District Wide	\$8,039	\$11,934	\$11,870	\$12,000	\$12,000	\$0	0.00%
Subtotal:	\$4,411,079	\$4,761,784	\$4,601,241	\$4,433,851	\$4,647,958	\$214,107	4.83%
Health							
District Nurses Salaries	\$644,553	\$695,283	\$756,639	\$801,904	\$800,269	(\$1,635)	-0.20%
Substitute Nurses Salary	\$1,775	\$934	\$5,212	\$6,000	\$6,000	\$0	0.00%
Contracted Services	\$6,876	\$5,082	\$12,108	\$6,830	\$7,700	\$870	12.74%
Nursing Supplies & Equipment	\$4,716	\$7,412	\$22,986	\$13,100	\$12,550	(\$550)	-4.20%
Nursing Professional Development	\$968	\$790	\$1,013	\$1,350	\$1,350	\$0	0.00%
NRHS EMT Program (Moved to HS FY22)	\$12,725	\$12,794	\$12,742	\$16,491	\$0	(\$16,491)	-100.00%
Subtotal:	\$671,613	\$722,295	\$810,700	\$845,675	\$827,869	(\$17,806)	-2.11%
Facilities							
Facilities Department Salaries	\$193,924	\$206,781	\$207,445	\$209,532	\$208,501	(\$1,031)	-0.49%
Custodial Salaries	\$1,253,891	\$1,378,685	\$1,436,569	\$1,474,958	\$1,513,782	\$38,824	2.63%
Custodial Overtime Expenses	\$78,708	\$58,262	\$32,338	\$65,000	\$55,000	(\$10,000)	-15.38%
Temporary Help	\$17,982	\$22,332	\$33,639	\$35,000	\$45,000	\$10,000	28.57%
Snow Removal	\$90,096	\$116,370	\$92,079	\$112,000	\$112,000	\$0	0.00%
Rubbish Removal/Septic	\$65,482	\$62,726	\$66,633	\$71,500	\$72,500	\$1,000	1.40%
Vehicle Expenses	\$49,453	\$47,818	\$16,468	\$40,000	\$31,000	(\$9,000)	-22.50%
Telephone * Moved from Technology FY19	\$0	\$77,168	\$100,018	\$86,500	\$86,500	\$0	0.00%
Grounds Maintenance	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
General Repairs	\$280,050	\$348,205	\$262,482	\$208,500	\$249,500	\$41,000	19.66%
HVAC/Plumbing Contracted Services	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Custodial Supplies	\$154,117	\$139,276	\$120,033	\$136,000	\$136,000	\$0	0.00%
Grounds Supplies	\$53,114	\$69,746	\$49,767	\$71,750	\$64,750	(\$7,000)	-9.76%
Building Supplies	\$63,672	\$70,071	\$77,140	\$92,000	\$122,000	\$30,000	32.61%
Uniform Allowance	\$9,361	\$10,912	\$13,451	\$14,000	\$14,000	\$0	0.00%
Heating Fuel	\$220,445	\$180,968	\$187,686	\$213,000	\$280,000	\$67,000	31.46%
Electricity	\$387,251	\$460,245	\$371,719	\$382,000	\$500,000	\$118,000	30.89%
Propane Gas	\$17,642	\$79,436	\$65,781	\$65,000	\$90,000	\$25,000	38.46%
Scheduled Maintenance Projects	\$380,390	\$235,323	\$366,080	\$301,620	\$260,000	(\$41,620)	-13.80%
Inspections and DEP Compliance	\$258,365	\$310,168	\$348,295	\$330,500	\$377,500	\$47,000	14.22%
Building Security Systems	\$15,400	\$35,651	\$26,378	\$91,000	\$45,000	(\$46,000)	-50.55%
Subtotal:	\$3,589,345	\$3,910,142	\$3,874,001	\$3,999,860	\$4,263,033	\$263,173	6.58%

Executive Summary							
Account Name	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Voted	FY22 Proposed	Dollar Change FY 21 to FY 22	Change %
Substitute Teachers							
Substitute Teachers - Regular	\$215,890	\$186,088	\$108,882	\$223,686	\$155,000	(\$68,686)	-30.71%
Substitute Teachers - Long Term	\$326,046	\$285,370	\$302,803	\$234,090	\$300,000	\$65,910	28.16%
Subtotal:	\$541,936	\$471,457	\$411,686	\$457,776	\$455,000	(\$2,776)	-0.61%
Teaching and Learning							
Teaching & Learning Administration	\$211,305	\$168,956	\$116,620	\$139,495	\$199,577	\$60,082	43.07%
District Mentor Program	\$51,642	\$45,285	\$49,928	\$40,000	\$40,000	\$0	0.00%
Remote Learning Academy Teachers	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Teaching & Learning Teacher Salaries-Moved to schools	\$233,398	\$396,136	\$469,456	\$0	\$0	\$0	0.00%
Teaching & Learning Tutors and Assistants	\$28,335	\$0	\$0	\$0	\$0	\$0	0.00%
Curriculum Development	\$18,582	\$23,363	\$47,684	\$47,000	\$48,610	\$1,610	3.43%
District Textbook Adoption	\$120,584	\$90,621	\$36,681	\$22,500	\$12,565	(\$9,935)	-44.16%
Curriculum Membership and Dues	\$345	\$288	\$160	\$2,500	\$2,500	\$0	0.00%
Professional Development - District Wide	\$75,270	\$104,186	\$150,433	\$130,500	\$143,600	\$13,100	10.04%
Instructional Software - District Wide	\$0	\$0	\$75,910	\$97,500	\$146,000	\$48,500	49.74%
Subtotal:	\$739,461	\$828,834	\$946,873	\$479,495	\$592,852	\$113,357	23.64%
Special Education							
SPED Administration	\$580,941	\$690,951	\$758,207	\$753,650	\$794,222	\$40,572	5.38%
SPED Teacher Salaries - District Wide	\$4,666,135	\$4,821,460	\$4,963,518	\$5,458,735	\$5,401,079	(\$57,657)	-1.06%
SPED Clerical Salaries	\$109,326	\$130,877	\$125,922	\$132,946	\$133,311	\$365	0.27%
SPED Summer Salaries	\$64,747	\$103,361	\$113,906	\$105,500	\$105,500	\$0	0.00%
SPED Assistants/Tutors:	\$1,520,910	\$2,049,930	\$2,205,274	\$2,277,978	\$2,324,013	\$46,035	2.02%
SPED Legal Expenses	\$67,976	\$83,786	\$152,549	\$50,000	\$52,500	\$2,500	5.00%
SPED Transportation	\$725,660	\$115,141	\$80,714	\$124,000	\$125,000	\$1,000	0.81%
Home/Hospital Tutoring:	\$3,692	\$6,236	\$10,000	\$10,000	\$10,000	\$0	0.00%
Contracted Services-Therapies/Evaluations	\$50,259	\$73,875	\$83,309	\$81,500	\$85,575	\$4,075	5.00%
Out of District Tuition	\$1,375,639	\$1,413,011	\$2,168,544	\$1,879,600	\$1,827,687	(\$51,913)	-2.76%
Contracted Services - Other/Medicare Billing	\$20,719	\$23,765	\$26,181	\$29,850	\$32,255	\$2,405	8.06%
Supplies and Equipment	\$40,786	\$47,466	\$43,998	\$49,000	\$54,700	\$5,700	11.63%
Professional Development	\$6,094	\$2,649	\$3,767	\$6,180	\$6,250	\$70	1.13%
Subtotal:	\$9,232,885	\$9,562,507	\$10,735,889	\$10,958,940	\$10,952,092	(\$6,848)	-0.06%

Executive Summary

Account Name	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Voted	FY22 Proposed	Dollar Change FY 21 to FY 22	Change %
Technology							
Technology Department Salaries	\$464,481	\$502,109	\$533,440	\$538,519	\$535,880	(\$2,639)	-0.49%
Professional Salaries	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Technology Tutors	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Contracted Services	\$229,218	\$154,134	\$182,313	\$224,031	\$295,155	\$71,124	31.75%
Computer Supplies	\$32,722	\$30,347	\$29,531	\$18,400	\$30,211	\$11,811	64.19%
Administrative Technology	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Professional Development	\$3,952	\$274	\$1,056	\$6,000	\$6,000	\$0	0.00%
Computer Hardware	\$404,097	\$358,780	\$249,060	\$496,350	\$443,140	(\$53,210)	-10.72%
Computer Software/Site Licensing:	\$261,347	\$276,186	\$246,745	\$283,278	\$383,245	\$99,967	35.29%
Professional Development-District Wide	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Telephone * Moved to Facilities FY19	\$80,430	\$0	\$0	\$0	\$0	\$0	0.00%
Subtotal:	\$1,476,247	\$1,321,830	\$1,242,145	\$1,566,578	\$1,693,631	\$127,053	8.11%
Athletics							
Athletic Director Salary	\$100,969	\$102,946	\$104,963	\$107,020	\$106,506	(\$514)	-0.48%
Athletic Trainer Salary	\$49,187	\$50,171	\$53,327	\$52,197	\$51,942	(\$255)	-0.49%
Athletic Department Clerical	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Coaches Salaries, HS	\$280,446	\$279,237	\$235,507	\$321,010	\$311,294	(\$9,716)	-3.03%
Coaches Salaries, Middle School	\$46,040	\$49,485	\$26,010	\$57,264	\$52,014	(\$5,250)	-9.17%
Game Officials	\$4,420	\$16,613	\$3,862	\$27,597	\$28,425	\$828	3.00%
Game Staff	\$10,960	\$12,900	\$9,100	\$13,000	\$13,000	\$0	0.00%
Intramural Athletics, HS	\$5,697	\$6,048	\$2,009	\$6,305	\$6,312	\$7	0.11%
Police Details	\$176	\$4,048	\$2,354	\$5,300	\$5,300	\$0	0.00%
Winter Facilities Rentals (Was Hockey Ice Time)	\$9,928	\$8,630	\$13,762	\$14,800	\$15,300	\$500	3.38%
Equipment Reconditioning	\$14,025	\$12,995	\$13,734	\$15,200	\$15,500	\$300	1.97%
Athletic Transportation	\$1,306	\$1,400	\$83,840	\$115,000	\$115,000	\$0	0.00%
Athletic Supplies	\$68,425	\$93,473	\$67,880	\$79,100	\$79,600	\$500	0.63%
Athletic Other Expenses	\$21,014	\$23,957	\$20,509	\$22,000	\$22,000	\$0	0.00%
Athletics - Mascot Rebranding Expenses **New FY22	\$0	\$0	\$0	\$0	\$0	\$0	100.00%
Intramural Athletics, Burbank	\$6,883	\$6,059	\$2,936	\$6,305	\$6,312	\$7	0.11%
Intramural Athletics, Hale	\$2,970	\$3,030	\$3,090	\$6,305	\$6,312	\$7	0.11%
Intramural Athletics, Sawyer	\$6,683	\$6,059	\$3,618	\$6,305	\$6,312	\$7	0.11%
Subtotal:	\$629,129	\$677,051	\$646,499	\$854,708	\$841,128	(\$13,580)	-1.59%
Nashoba Regional High School							
NRHS Administrative Salaries	\$449,761	\$367,555	\$400,022	\$371,693	\$429,111	\$57,418	15.45%
NRHS Extra Curricular Advisors	\$60,891	\$70,358	\$69,275	\$66,965	\$66,965	\$0	0.00%
NRHS Clerical Salaries	\$75,092	\$94,244	\$101,505	\$116,988	\$118,960	\$1,972	1.69%
Extra Duty:	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Contracted Services	\$34,722	\$32,784	\$38,480	\$33,700	\$59,450	\$25,750	76.41%
General Office Supplies	\$4,040	\$14,661	\$4,379	\$5,500	\$5,500	\$0	0.00%
Professional Development	\$1,327	\$2,855	\$2,144	\$1,840	\$2,000	\$160	8.70%
School Resource Officer	\$0	\$52,200	\$55,860	\$58,182	\$59,342	\$1,160	1.99%
504 Compliance	\$0	\$0	\$0	\$3,000	\$5,000	\$2,000	66.67%
EMT Program Expenses (Moved from Health Services)	\$0	\$0	\$0	\$0	\$15,000	\$15,000	100.00%
Other Expenses	\$58,371	\$4,048	\$3,890	\$11,080	\$11,080	\$0	0.00%
Copy Machine Consumables	\$26,464	\$25,333	\$20,988	\$26,000	\$26,000	\$0	0.00%

Executive Summary

Account Name	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Voted	FY22 Proposed	Dollar Change FY 21 to FY 22	Change %
Subtotal:	\$710,668	\$664,039	\$696,543	\$694,948	\$798,408	\$103,460	14.89%
Art							
Art Teacher Salaries	\$220,747	\$231,472	\$212,057	\$254,507	\$188,109	(\$66,398)	-26.09%
Art-Contracted Services	\$610	\$1,039	\$428	\$2,000	\$2,000	\$0	0.00%
Art-Supplies	\$18,409	\$21,393	\$19,506	\$22,000	\$20,000	(\$2,000)	-9.09%
Art-Textbooks	\$399	\$30	\$0	\$276	\$2,276	\$2,000	724.64%
Art-Professional Development	\$885	\$950	\$443	\$1,200	\$1,200	\$0	0.00%
Subtotal:	\$241,049	\$254,885	\$232,434	\$279,983	\$213,585	(\$66,398)	-23.72%
Business Education							
Business Education Teacher Salaries	\$117,242	\$208,099	\$202,310	\$156,044	\$162,575	\$6,531	4.19%
Business Education-Contracted Services	\$13,003	\$12,650	\$7,771	\$11,800	\$13,000	\$1,200	10.17%
Business Education-Supplies	\$1,391	\$2,293	\$1,287	\$2,070	\$2,070	\$0	0.00%
Business Education-Textbooks	\$702	\$92	\$1,845	\$900	\$900	\$0	0.00%
Business Education-Professional Development	\$320	\$2,898	\$1,501	\$1,000	\$1,000	\$0	0.00%
Subtotal:	\$132,659	\$226,033	\$214,713	\$171,814	\$179,545	\$7,731	4.50%
English							
English Teacher Salaries	\$886,745	\$864,730	\$894,366	\$923,194	\$753,237	(\$169,957)	-18.41%
English-Contracted Services	\$480	\$0	\$200	\$400	\$400	\$0	0.00%
English-Supplies	\$202	\$1,601	\$358	\$1,350	\$1,000	(\$350)	-25.93%
English-Textbooks	\$5,307	\$7,304	\$6,664	\$7,800	\$6,500	(\$1,300)	-16.67%
English-Professional Development	\$1,824	\$7,025	\$3,990	\$7,000	\$6,000	(\$1,000)	-14.29%
Subtotal:	\$894,559	\$880,660	\$905,578	\$939,744	\$767,137	(\$172,607)	-18.37%
Guidance							
Guidance Counselor Salaries	\$569,001	\$600,583.30	\$619,787	\$646,226	\$657,351	\$11,125	1.72%
Guidance Department Clerical Salaries	\$88,624	\$93,486.92	\$91,098	\$92,282	\$91,826	(\$456)	-0.49%
Guidance-Contracted Services	\$4,421	\$4,723.85	\$4,282	\$5,000	\$5,800	\$800	16.00%
Guidance-Supplies	\$913	\$1,026.75	\$996	\$1,400	\$2,000	\$600	42.86%
Guidance-Professional Development/Other	\$2,554	\$2,860.34	\$2,910	\$4,800	\$2,000	(\$2,800)	-58.33%
Subtotal:	\$665,514	\$702,681	\$719,073	\$749,708	\$758,977	\$9,269	1.24%
P.E., Health and Consumer Science							
Physical Education Teacher Salaries	\$423,251	\$429,888	\$448,270	\$464,447	\$471,700	\$7,253	1.56%
Physical Education-Contracted Services	\$0	\$0	\$0	\$0	\$6,000	\$6,000	100.00%
Physical Education-Supplies	\$6,923	\$6,625	\$7,339	\$10,000	\$8,760	(\$1,240)	-12.40%
Physical Education-Textbooks	\$0	\$0	\$0	\$260	\$0	(\$260)	-100.00%
Physical Education-Professional Development	\$423	\$848	\$894	\$2,000	\$2,000	\$0	0.00%
Subtotal:	\$430,596	\$437,361	\$456,503	\$476,707	\$488,460	\$11,753	2.47%
Library/Media							
Library/Media Teacher Salaries	\$162,117	\$168,119	\$175,149	\$242,363	\$77,097	(\$165,266)	-68.19%
Library/Media Clerical Salaries/Assistants	\$21,702	\$21,332	\$28,144	\$31,212	\$31,060	(\$152)	-0.49%
Library/Media-Contracted Services	\$12,781	\$12,647	\$13,894	\$14,300	\$15,300	\$1,000	6.99%
Library Books and Periodicals	\$6,667	\$5,850	\$5,205	\$7,500	\$8,000	\$500	6.67%
Instructional Technology	\$7,185	\$4,748	\$2,590	\$5,000	\$5,000	\$0	0.00%
Library/Media Supplies	\$2,282	\$1,242	\$1,246	\$2,600	\$2,600	\$0	0.00%
Library/Media Professional Development	\$745	\$1,151	\$753	\$1,000	\$1,000	\$0	0.00%
Subtotal:	\$213,479	\$215,090	\$226,981	\$303,975	\$140,057	(\$163,918)	-53.92%

Executive Summary							
Account Name	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Voted	FY22 Proposed	Dollar Change FY 21 to FY 22	Change %
Math							
Math Teacher Salaries	\$795,226	\$838,759	\$887,092	\$936,746	\$887,653	(\$49,093)	-5.24%
Math-Contracted Services	\$640	\$1,198	\$887	\$9,500	\$1,650	(\$7,850)	-82.63%
Math-Supplies	\$2,641	\$7,566	\$13,635	\$9,500	\$8,500	(\$1,000)	-10.53%
Math-Textbooks	\$21,787	\$2,757	\$9,256	\$8,800	\$12,100	\$3,300	37.50%
Math-Professional Development	\$0	\$611	\$354	\$900	\$900	\$0	0.00%
Subtotal:	\$820,293	\$850,891	\$911,225	\$965,446	\$910,803	(\$54,643)	-5.66%
Music							
Music Teacher Salaries	\$136,083	\$144,644	\$155,969	\$165,608	\$172,140	\$6,532	3.94%
Music-Contracted Services	\$11,494	\$13,626	\$12,005	\$19,000	\$19,000	\$0	0.00%
Music-Supplies	\$11,631	\$19,321	\$19,426	\$18,000	\$18,000	\$0	0.00%
Music-Textbooks	\$1,348	\$1,980	\$1,842	\$2,000	\$2,000	\$0	0.00%
Music-Professional Development	\$1,477	\$1,781	\$1,530	\$2,900	\$2,900	\$0	0.00%
Subtotal:	\$162,033	\$181,353	\$190,772	\$207,508	\$214,040	\$6,532	3.15%
Social Studies							
Social Studies Teacher Salaries	\$873,775	\$833,121	\$868,564	\$903,126	\$916,040	\$12,914	1.43%
Social Studies-Contracted Services	\$0	\$0	\$650	\$0	\$1,000	\$1,000	100.00%
Social Studies-Supplies	\$376	\$519	\$632	\$1,000	\$1,000	\$0	0.00%
Social Studies-Textbooks	\$18,662	\$24,156	\$24,617	\$13,200	\$3,000	(\$10,200)	-77.27%
Social Studies-Professional Development	\$125	\$1,375	\$1,012	\$2,000	\$2,000	\$0	0.00%
Subtotal:	\$892,938	\$859,172	\$895,475	\$919,326	\$923,040	\$3,714	0.40%
Science							
Science Teacher Salaries	\$1,006,023	\$987,360	\$1,030,744	\$1,065,175	\$1,022,444	(\$42,731)	-4.01%
Science-Contracted Services	\$999	\$999	\$1,973	\$2,760	\$2,760	\$0	0.00%
Science-Supplies	\$28,551	\$37,709	\$28,214	\$41,400	\$41,400	\$0	0.00%
Science-Textbooks	\$11,730	\$9,963	\$33,189	\$3,000	\$10,000	\$7,000	233.33%
Science-Professional Development	\$1,820	\$1,696	\$1,194	\$1,300	\$1,300	\$0	0.00%
Subtotal:	\$1,049,124	\$1,037,727	\$1,095,314	\$1,113,635	\$1,077,904	(\$35,731)	-3.21%
Technology Education							
Technology Education Teacher Salaries	\$335,482	\$268,479	\$274,225	\$280,079	\$290,497	\$10,418	3.72%
Technology Education-Contracted Services	\$200	\$920	\$410	\$920	\$1,000	\$80	8.70%
Technology Education-Supplies	\$12,316	\$15,547	\$12,166	\$13,544	\$14,000	\$456	3.37%
Tech Ed-Instructional Technology	\$0	\$1,565	\$11	\$2,070	\$2,070	\$0	0.00%
Technology Education-Textbooks	\$7,147	\$0	\$2,987	\$3,572	\$4,000	\$428	11.98%
Technology Education-Professional Development	\$0	\$125	\$135	\$600	\$600	\$0	0.00%
Subtotal:	\$355,145	\$286,637	\$289,933	\$300,785	\$312,167	\$11,382	3.78%
Foreign Language							
Foreign Language Teacher Salaries	\$646,522	\$591,783	\$614,335	\$624,640	\$609,119	(\$15,521)	-2.48%
Foreign Language-Contracted Services	\$0	\$0	\$1,950	\$0	\$0	\$0	0.00%
Foreign Language-Supplies	\$1,832	\$1,849	\$1,838	\$2,000	\$1,000	(\$1,000)	-50.00%
Foreign Language-Textbooks	\$6,524	\$7,054	\$3,133	\$9,500	\$7,500	(\$2,000)	-21.05%
Foreign Language-Professional Development	\$1,515	\$846	\$1,305	\$1,050	\$1,000	(\$50)	-4.76%
Subtotal:	\$656,392	\$601,532	\$622,561	\$637,190	\$618,619	(\$18,571)	-2.91%

Executive Summary

Account Name	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Voted	FY22 Proposed	Dollar Change FY 21 to FY 22	Change %
ASC							
ASC Teacher Salaries	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
ASC Tutors/Assistants Salaries	\$49,987	\$55,268	\$63,988	\$67,116	\$36,035	(\$31,081)	-46.31%
ASC Contracted Services	\$0	\$0	\$203	\$0	\$0	\$0	0.00%
ASC Supplies	\$2,292	\$1,614	\$12,731	\$3,320	\$3,320	\$0	0.00%
ASC Textbooks	\$0	\$0	\$0	\$1,020	\$1,020	\$0	0.00%
ASC Professional Development	\$0	\$0	\$292	\$500	\$500	\$0	0.00%
Subtotal:	\$52,279	\$56,883	\$77,214	\$71,956	\$40,875	(\$31,081)	-43.19%
ELL (Moved from T&L Budget to School Based)							
ELL Teacher Salaries	\$0	\$0	\$0	\$96,108	\$96,025	(\$83)	-0.09%
ELL Tutors/Assistants Salaries	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
ELL Contracted Services	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
ELL Supplies	\$0	\$0	\$0	\$3,320	\$3,320	\$0	0.00%
ELL Textbooks	\$0	\$0	\$0	\$1,020	\$1,020	\$0	0.00%
ELL Professional Development	\$0	\$0	\$0	\$500	\$500	\$0	0.00%
Subtotal:	\$0	\$0	\$0	\$100,948	\$100,865	(\$83)	-0.08%
Luther Burbank Middle School							
Burbank Administrative Salaries	\$115,566	\$224,374	\$228,538	\$238,556	\$237,413	(\$1,143)	-0.48%
Burbank Teacher Salaries	\$1,491,370	\$1,505,322	\$1,568,727	\$1,846,341	\$1,872,549	\$26,208	1.42%
Burbank Extra-Curricular Advisors	\$23,366	\$25,374	\$25,409	\$33,623	\$33,623	\$0	0.00%
Burbank Clerical Salaries	\$53,310	\$54,371	\$55,474	\$56,583	\$56,306	(\$277)	-0.49%
Burbank Classroom Assistants	\$33,370	\$34,808	\$35,124	\$36,207	\$36,052	(\$155)	-0.43%
Contracted Services	\$1,372	\$3,758	\$412	\$3,900	\$1,700	(\$2,200)	-56.41%
General Office Supplies	\$3,530	\$3,680	\$2,247	\$4,820	\$4,307	(\$513)	-10.64%
Textbooks	\$634	\$173	\$0	\$0	\$0	\$0	0.00%
General Instructional Supplies	\$14,264	\$12,302	\$19,765	\$31,377	\$22,057	(\$9,320)	-29.70%
Music Supplies	\$2,231	\$2,042	\$2,543	\$1,600	\$1,450	(\$150)	-9.38%
Physical Education Supplies	\$2,610	\$2,345	\$1,659	\$1,355	\$3,710	\$2,355	173.80%
Art Supplies	\$3,019	\$3,075	\$2,130	\$3,200	\$2,500	(\$700)	-21.88%
Instructional Technology	\$4,883	\$2,431	\$3,667	\$5,084	\$12,715	\$7,631	150.10%
Library Books and Periodicals	\$2,550	\$2,595	\$2,265	\$2,675	\$2,675	\$0	0.00%
Guidance Supplies	\$261	\$255	\$0	\$0	\$40	\$40	100.00%
Library/Media Supplies	\$172	\$138	\$29	\$250	\$250	\$0	0.00%
Professional Development	\$3,000	\$3,513	\$2,384	\$3,508	\$3,508	\$0	0.00%
Other Expenses	\$10,232	\$15,818	\$5,174	\$5,570	\$5,250	(\$320)	-5.75%
504 Compliance	\$0	\$698	\$811	\$1,000	\$2,000	\$1,000	100.00%
Library/Media Other Expenses	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Paper and Copy Machine Consumables	\$8,483	\$7,958	\$5,816	\$10,870	\$10,870	\$0	0.00%
Subtotal:	\$1,774,223	\$1,905,029	\$1,962,173	\$2,286,519	\$2,308,975	\$22,456	0.98%

Executive Summary

Account Name	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Voted	FY22 Proposed	Dollar Change FY 21 to FY 22	Change %
Center School							
Center School Administrative Salaries	\$207,966	\$213,281	\$218,533	\$222,904	\$221,811	(\$1,093)	-0.49%
Center School Teacher Salaries	\$3,079,263	\$3,052,283	\$3,196,535	\$3,336,395	\$3,533,403	\$197,008	5.90%
Center School Extra-Curricular Advisors	\$1,114	\$1,515	\$1,803	\$2,376	\$2,376	\$0	0.00%
Center School Clerical Salaries	\$68,239	\$74,852	\$76,889	\$79,232	\$79,986	\$754	0.95%
Center School Classroom Assistants	\$60,654	\$66,432	\$78,414	\$140,237	\$176,770	\$36,533	26.05%
Contracted Services	\$1,327	\$1,528	\$1,635	\$3,500	\$3,000	(\$500)	-14.29%
General Office Supplies	\$757	\$1,024	\$647	\$1,500	\$1,500	\$0	0.00%
Textbooks	\$5,884	\$12,558	\$7,314	\$7,500	\$7,000	(\$500)	-6.67%
General Instructional Supplies	\$33,024	\$35,938	\$43,496	\$48,592	\$45,431	(\$3,161)	-6.51%
Music Supplies	\$760	\$1,489	\$1,363	\$1,800	\$1,800	\$0	0.00%
Physical Education Supplies	\$1,605	\$1,703	\$458	\$1,600	\$1,600	\$0	0.00%
Art Supplies	\$1,541	\$1,756	\$2,010	\$2,000	\$2,000	\$0	0.00%
Instructional Technology	\$5,051	\$2,333	\$5,288	\$7,439	\$8,500	\$1,061	14.26%
Library Books and Periodicals	\$3,184	\$1,838	\$2,058	\$4,600	\$4,600	\$0	0.00%
Guidance Supplies	\$411	\$450	\$377	\$600	\$600	\$0	0.00%
Library/Media Supplies	\$1,356	\$3,024	\$1,959	\$3,700	\$3,700	\$0	0.00%
Professional Development	\$1,420	\$2,410	\$5,589	\$4,500	\$4,500	\$0	0.00%
504 Compliance	\$1,398	\$4,068	\$0	\$700	\$700	\$0	0.00%
Other Expenses	\$1,213	\$6,257	\$3,983	\$4,400	\$4,400	\$0	0.00%
Library/Media Other Expenses	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Paper and Copy Machine Consumables	\$13,910	\$15,497	\$13,817	\$17,954	\$17,954	\$0	0.00%
Subtotal:	\$3,490,076	\$3,500,237	\$3,662,168	\$3,891,528	\$4,121,631	\$230,103	5.91%
Hale School							
Hale School Administrative Salaries	\$121,385	\$121,385	\$166,515	\$168,405	\$167,793	(\$612)	-0.36%
Hale School Teacher Salaries	\$1,559,672	\$1,621,210	\$1,696,061	\$1,939,744	\$1,954,669	\$14,925	0.77%
Hale School Extra-Curricular Advisors	\$27,228	\$33,832	\$41,719	\$54,641	\$54,641	\$0	0.00%
Hale School Clerical Salaries	\$50,683	\$52,960	\$55,420	\$56,583	\$56,306	(\$277)	-0.49%
Hale School Classroom Assistants	\$36,973	\$37,941	\$39,545	\$36,207	\$36,035	(\$172)	-0.48%
Contracted Services	\$1,132	\$4,073	\$3,418	\$8,700	\$7,000	(\$1,700)	-19.54%
General Office Supplies	\$6,293	\$4,593	\$5,815	\$5,000	\$5,000	\$0	0.00%
Textbooks	\$2,512	\$327	\$1,129	\$2,000	\$1,000	(\$1,000)	-50.00%
General Instructional Supplies	\$27,231	\$24,310	\$20,815	\$39,645	\$36,000	(\$3,645)	-9.19%
Music Supplies	\$2,900	\$2,970	\$2,790	\$3,000	\$2,000	(\$1,000)	-33.33%
Physical Education Supplies	\$0	\$477	\$1,475	\$1,500	\$1,500	\$0	0.00%

Executive Summary

Account Name	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Voted	FY22 Proposed	Dollar Change FY 21 to FY 22	Change %
Art Supplies	\$3,118	\$2,601	\$2,802	\$3,300	\$3,300	\$0	0.00%
Instructional Technology	\$5,566	\$2,118	\$239	\$6,000	\$6,000	\$0	0.00%
Library Books and Periodicals	\$3,257	\$2,449	\$2,481	\$3,000	\$3,000	\$0	0.00%
Guidance Supplies	\$131	\$138	\$0	\$3,000	\$3,000	\$0	0.00%
Library/Media Supplies	\$699	\$793	\$925	\$1,000	\$1,000	\$0	0.00%
Professional Development	\$2,003	\$2,332	\$5,806	\$7,500	\$7,500	\$0	0.00%
504 Compliance	\$419	\$2,113	\$2,075	\$1,000	\$1,000	\$0	0.00%
Other Expenses	\$1,000	\$75	\$850	\$1,850	\$1,850	\$0	0.00%
Library/Media Other Expenses	\$0	\$0	\$0	\$3,000	\$3,000	\$0	0.00%
Paper and Copy Machine Consumables	\$8,975	\$3,789	\$5,794	\$9,500	\$9,500	\$0	0.00%
Subtotal:	\$1,861,175	\$1,920,487	\$2,055,674	\$2,354,575	\$2,361,094	\$6,519	0.28%
Mary Rowlandson School							
Rowlandson Administrative Salaries	\$211,699	\$217,089	\$222,417	\$226,865	\$225,753	(\$1,112)	-0.49%
Rowlandson Teacher Salaries	\$2,519,700	\$2,693,988	\$2,909,587	\$3,029,460	\$3,175,240	\$145,780	4.81%
Rowlandson Extra-Curricular Advisors	\$7,426	\$7,726	\$4,292	\$7,881	\$7,881	\$0	0.00%
Rowlandson Clerical Salaries	\$52,954	\$54,267	\$55,394	\$56,583	\$56,306	(\$277)	-0.49%
Rowlandson Classroom Assistants	\$54,844	\$42,127	\$60,842	\$130,436	\$100,911	(\$29,525)	-22.64%
Contracted Services	\$332	\$505	\$62	\$2,000	\$1,200	(\$800)	-40.00%
General Office Supplies	\$1,481	\$1,576	\$1,830	\$1,500	\$1,500	\$0	0.00%
Textbooks	\$3,387	\$10,129	\$11,736	\$20,905	\$23,450	\$2,545	12.17%
General Instructional Supplies	\$19,406	\$16,503	\$40,549	\$22,850	\$22,800	(\$50)	-0.22%
Music Supplies	\$1,794	\$2,265	\$236	\$2,850	\$3,000	\$150	5.26%
Physical Education Supplies	\$1,821	\$1,161	\$46	\$1,450	\$2,000	\$550	37.93%
Art Supplies	\$1,121	\$1,248	\$1,247	\$1,875	\$1,875	\$0	0.00%
Instructional Technology	\$6,212	\$2,139	\$5,664	\$7,832	\$8,995	\$1,163	14.85%
Library Books and Periodicals	\$4,647	\$4,452	\$3,804	\$4,720	\$4,720	\$0	0.00%
Guidance Supplies	\$1,224	\$474	\$350	\$350	\$0	(\$350)	-100.00%
Library/Media Supplies	\$230	\$247	\$222	\$250	\$250	\$0	0.00%
Professional Development	\$2,824	\$2,663	\$2,376	\$5,000	\$5,000	\$0	0.00%
504 Compliance	\$1,721	\$2,202	\$0	\$2,500	\$2,500	\$0	0.00%
Other Expenses	\$1,795	\$19,625	\$5,037	\$2,100	\$500	(\$1,600)	-76.19%
Library/Media Other Expenses	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Paper and Copy Machine Consumables	\$13,449	\$10,596	\$8,884	\$10,870	\$10,870	\$0	0.00%
Subtotal:	\$2,908,066	\$3,090,980	\$3,334,576	\$3,538,277	\$3,654,751	\$116,474	3.29%

Executive Summary							
Account Name	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Voted	FY22 Proposed	Dollar Change FY 21 to FY 22	Change. %
Florence Sawyer School							
Sawyer Administrative Salaries	\$316,433	\$354,496	\$316,369	\$322,696	\$319,664	(\$3,032)	-0.94%
Sawyer Teacher Salaries	\$4,131,804	\$4,226,398	\$4,395,125	\$4,770,783	\$5,086,847	\$316,064	6.62%
Sawyer Extra-Curricular Advisors	\$34,654	\$39,188	\$37,856	\$45,443	\$45,443	\$0	0.00%
Sawyer Clerical Salaries	\$90,013	\$103,105	\$105,593	\$101,849	\$101,350	(\$499)	-0.49%
Sawyer Classroom Assistants	\$123,245	\$98,546	\$103,742	\$162,661	\$220,647	\$57,986	35.65%
Contracted Services	\$5,737	\$3,689	\$2,908	\$7,385	\$6,450	(\$935)	-12.66%
General Office Supplies	\$6,156	\$5,699	\$11,369	\$12,000	\$12,000	\$0	0.00%
Textbooks	\$17,764	\$15,735	\$13,851	\$11,400	\$10,000	(\$1,400)	-12.28%
General Instructional Supplies	\$32,354	\$28,474	\$22,421	\$67,812	\$56,020	(\$11,792)	-17.39%
Music Supplies	\$3,766	\$3,094	\$3,610	\$3,400	\$3,400	\$0	0.00%
Physical Education Supplies	\$4,995	\$3,712	\$4,707	\$6,000	\$6,000	\$0	0.00%
Art Supplies	\$4,259	\$4,437	\$4,810	\$5,600	\$5,600	\$0	0.00%
Instructional Technology	\$11,919	\$8,309	\$4,120	\$7,280	\$7,280	\$0	0.00%
Library Books and Periodicals	\$8,677	\$8,424	\$8,918	\$7,000	\$8,500	\$1,500	21.43%
Guidance Supplies	\$221	\$134	\$421	\$1,500	\$1,500	\$0	0.00%
Library/Media Supplies	\$1,032	\$1,300	\$1,271	\$2,700	\$2,700	\$0	0.00%
Professional Development	\$8,232	\$5,262	\$6,310	\$9,425	\$9,250	(\$175)	-1.86%
Other Expenses	\$14,957	\$13,419	\$24,714	\$1,600	\$1,600	\$0	0.00%
504 Compliance	\$1,861	\$1,022	\$2,680	\$2,500	\$2,500	\$0	0.00%
Library/Media Other Expenses	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Paper and Copy Machine Consumables	\$16,143	\$17,892	\$15,837	\$16,897	\$16,897	\$0	0.00%
Subtotal:	\$4,834,222	\$4,942,333	\$5,086,633	\$5,565,931	\$5,923,648	\$357,717	6.43%
Total Budget	\$51,414,186	\$53,262,643	\$55,552,688.16	\$58,029,848	\$60,229,752	\$2,199,904	3.79%

	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Voted	FY22 Proposed	Dollar Change	Change %
Operating Budget	\$50,859,584	\$52,662,844	\$54,937,242	\$57,375,790	\$59,574,710	\$2,198,920	3.83%
Capital Equipment/ Leases (Copiers)	\$85,552	\$131,949	\$88,396	\$70,000	\$70,000	\$0	0.00%
Debt Service	\$469,050	\$467,850	\$527,050	\$584,058	\$585,042	\$984	0.17%
Total Budget	\$51,414,186	\$53,262,643	\$55,552,688	\$58,029,848	\$60,229,752	\$2,199,904	3.79%

FY 22 - Direct Charge of Expenditure to Revolving and Grants

Location Code	Description of Account	Funding Source	Amount
01- Insurance	Heath Insurance- Active Employees	School Choice	\$ 100,000.00
01- Insurance	Heath Insurance- Active Employees	Extended Day	\$ 25,000.00
01- Insurance	Property & Casualty Insurance	Extended Day	
02-District Wide Admin.	High School Track Debt	Athletic Revolving	\$ 25,000.00
03- Nursing	District Nurses	Comprehensive School Health	\$ 50,000.00
04- Facilities	Heating Fuel	Custodial Revolving	
04- Facilities	Electricity	Custodial Revolving	
04- Facilities	Heating Fuel	Extended Day	\$ 25,000.00
04- Facilities	Building Repairs	Extended Day	
04- Facilities	Security Equipment	Extended Day	
04- Facilities	Electricity	Extended Day	\$ 25,000.00
04- Facilities	Propane	Extended Day	
04- Facilities	Custodial Supplies & Repair	Extended Day	
04- Facilities	Scheduled Maintenance - HS	HS Parking Fees	
04- Facilities	Scheduled Maintenance - HS	Track & Field Stabilization	\$ 125,000.00
06- Teaching & Learning	Teaching & Learning Admin. Salaries	Title IIA	\$ 50,000.00
07- Special Education	Out of District Tuition	Circuit Breaker	\$ 966,375.00
07- Special Education	Out of District Tuition	Prepaid Tuition	
07- Special Education	Sped Transportation	IDEA Grant (240)	\$ 716,000.00
07- Special Education	Sped Clerical Salaries	IDEA Grant (240)	\$ 23,857.00
07- Special Education	Sped Teaching Salaries	Inclusive PreSchool Grant - Ended	\$ -
07- Special Education	Sped Clerical Salaries	Community Engagement Grant	\$ 8,000.00
07- Special Education	Sped Teaching Salaries	Community Engagement Grant	\$ 8,000.00
07- Special Education	Sped Admin Salaries	Community Engagement Grant	\$ 22,500.00
07- Special Education	Sped Teaching Salaries	Pre School Revolving	\$ 114,094.28
07- Special Education	Sped Aides & Assistants	Pre School Revolving	\$ 46,178.42
07- Special Education	Sped Aides & Assistants	Sped Early Childhood	\$ 17,000.00
08- Technology	Technology-Contracted Services	Erate	\$ -
08- Technology	Technology- Software	Erate	\$ -
08- Technology	Technology- Hardware	Erate	\$ 50,000.00
28- Luther Burbank	Luther Burbank - Teaching Salaries	Title I- Grant	\$ 75,000.00
28- Luther Burbank	Luther Burbank - Aides & Assistants	Title I- Grant	\$ 18,000.00
29- Center School	Center School - Teaching Salaries (Kindy)	Kindergarten Stabilization	
32- Mary Rowlandson	Rowlandson- Teaching Salaries (Kindy)	Kindergarten Stabilization	
32- Mary Rowlandson	Rowlandson- Teaching Salaries	Title I- Grant	\$ 69,837.00
33- Sawyer School	Sawyer - Teaching Salaries (Kindy)	Kindergarten Stabilization	
40*- Athletics	Athletics Admin Assistant	Athletic User Fees	\$ 20,570.00
		Total	\$ 2,580,411.70

* Include in Salary Composite and funded by a Revolving Fund

District Salary Summary

Category	FY 22 FTE Existing	FY 22 Existing Salary Cost	FY 22 FTE Proposed	FY 22 Proposed Changes	FY 22 FTE Voted	FY 22 Voted Budget
Administration Salaries	2.0	\$348,901				\$348,901
Central Office Clerical Salaries	1.0	\$73,360				\$73,360
Business and Finance Salaries	3.0	\$245,591				\$245,591
Human Resources Salaries	3.0	\$250,985				\$250,985
Unspecified District Wide Changes		\$0		-\$664,934		-\$664,934
Category	FY 22 FTE Existing	FY 22 Existing Salary Cost	FY 22 FTE Proposed	FY 22 Proposed Changes	FY 22 FTE Voted	FY 22 Voted Budget
District Nurses Salaries	10.1	\$800,269				\$800,269
Substitute Nurses Salaries		\$6,000				\$6,000
Category	FY 22 FTE Existing	FY 22 Existing Salary Cost	FY 22 FTE Proposed	FY 22 Proposed Changes	FY 22 FTE Voted	FY 22 Voted Budget
Facilities Dept Salaries	3.0	\$208,501				\$208,501
Custodial Salaries	31.0	\$1,513,782				\$1,513,782
Custodial Overtime Exp		\$55,000				\$55,000
Temporary Help		\$45,000				\$45,000
Category	FY 22 FTE Existing	FY 22 Existing Salary Cost	FY 22 FTE Proposed	FY 22 Proposed Changes	FY 22 FTE Voted	FY 22 Voted Budget
Substitute Teachers-Regular		\$155,000				\$155,000
Substitute Teachers-Long Term		\$300,000				\$300,000
Category	FY 22 FTE Existing	FY 22 Existing Salary Cost	FY 22 FTE Proposed	FY 22 Proposed Changes	FY 22 FTE Voted	FY 22 Voted Budget
Teaching & Learning Administration	2.6	\$199,577				\$199,577
District Mentor Program		\$40,000				\$40,000
Remote Learning Academy Teachers (New in FY21 due to COVID-19)	7.0	\$0				\$0
Teaching & Learning Teachers Salaries (Moved to Schools)	0.0	\$0				\$0
Teaching & Learning Tutors & Assistants	0.0	\$0				\$0

District Salary Summary

Category	FY 22 FTE Existing	FY 22 Existing Salary Cost	FY 22 FTE Proposed	FY 22 Proposed Changes	FY 22 FTE Voted	FY 22 Voted Budget
SPED Administration	8.0	\$794,222				\$794,222
SPED-Teachers Salaries Dist Wide	64.8	\$5,336,079		\$65,000		\$5,401,079
SPED-Clerical Salaries	3.0	\$133,311				\$133,311
SPED-Summer Salaries		\$105,500				\$105,500
SPED-Assistants & Tutors	69.9	\$2,279,013		\$45,000		\$2,324,013
Technology Dept Salaries						
Category	FY 22 FTE Existing	FY 22 Existing Salary Cost	FY 22 FTE Proposed	FY 22 Proposed Changes	FY 22 FTE Voted	FY 22 Voted Budget
Technology Dept Salaries	8.0	\$535,880				\$535,880
Professional Salaries		\$0				\$0
Technology Tutors		\$0				\$0
Athletic Salaries						
Category	FY 22 FTE Existing	FY 22 Existing Salary Cost	FY 22 FTE Proposed	FY 22 Proposed Changes	FY 22 FTE Voted	FY 22 Voted Budget
Athletic Director Salary	1.0	\$106,506				\$106,506
Athletic Trainer Salary	1.0	\$51,942				\$51,942
Athletics - Clerical		\$0				\$0
Coaches Salaries, HS		\$311,294				\$311,294
Coaches Salaries, Middle		\$52,014				\$52,014
NRHS Salaries						
Category	FY 22 FTE Existing	FY 22 Existing Salary Cost	FY 22 FTE Proposed	FY 22 Proposed Changes	FY 22 FTE Voted	FY 22 Voted Budget
NRHS Administrative Salaries	4.0	\$429,111				\$429,111
NRHS Extra Curricular Advisors		\$66,965				\$66,965
NRHS Clerical Salaries	2.4	\$118,960				\$118,960
Art Teacher Salaries						
Category	FY 22 FTE Existing	FY 22 Existing Salary Cost	FY 22 FTE Proposed	FY 22 Proposed Changes	FY 22 FTE Voted	FY 22 Voted Budget
Art-Teacher Salaries	2.0	\$188,109				\$188,109
Business Teacher Salaries						
Category	FY 22 FTE Existing	FY 22 Existing Salary Cost	FY 22 FTE Proposed	FY 22 Proposed Changes	FY 22 FTE Voted	FY 22 Voted Budget
Business-Teacher Salaries	2.0	\$162,575				\$162,575

District Salary Summary

Category	FY 22 FTE Existing	FY 22 Existing Salary Cost	FY 22 FTE Proposed	FY 22 Proposed Changes	FY 22 FTE Voted	FY 22 Voted Budget
English-Teacher Salaries	8.2	\$753,237				\$753,237
Category	FY 22 FTE Existing	FY 22 Existing Salary Cost	FY 22 FTE Proposed	FY 22 Proposed Changes	FY 22 FTE Voted	FY 22 Voted Budget
Guidance Counselor Salaries	7.0	\$657,351				\$657,351
Guidance Clerical Salaries	2.0	\$91,826				\$91,826
Category	FY 22 FTE Existing	FY 22 Existing Salary Cost	FY 22 FTE Proposed	FY 22 Proposed Changes	FY 22 FTE Voted	FY 22 Voted Budget
Physical Education-Teacher Salaries	5.0	\$471,700				\$471,700
Category	FY 22 FTE Existing	FY 22 Existing Salary Cost	FY 22 FTE Proposed	FY 22 Proposed Changes	FY 22 FTE Voted	FY 22 Voted Budget
Library/Media-Teacher Salaries	1.0	\$77,097				\$77,097
Library/Media Clerical Salaries/Assistants	1.0	\$31,060				\$31,060
Category	FY 22 FTE Existing	FY 22 Existing Salary Cost	FY 22 FTE Proposed	FY 22 Proposed Changes	FY 22 FTE Voted	FY 22 Voted Budget
Math-Teacher Salaries	10.0	\$887,653				\$887,653
Category	FY 22 FTE Existing	FY 22 Existing Salary Cost	FY 22 FTE Proposed	FY 22 Proposed Changes	FY 22 FTE Voted	FY 22 Voted Budget
Music-Teacher Salaries	2.0	\$172,140				\$172,140
Category	FY 22 FTE Existing	FY 22 Existing Salary Cost	FY 22 FTE Proposed	FY 22 Proposed Changes	FY 22 FTE Voted	FY 22 Voted Budget
Social Studies-Teacher Salaries	10.0	\$916,040				\$916,040
Category	FY 22 FTE Existing	FY 22 Existing Salary Cost	FY 22 FTE Proposed	FY 22 Proposed Changes	FY 22 FTE Voted	FY 22 Voted Budget
Science-Teacher Salaries	10.6	\$1,022,444				\$1,022,444

District Salary Summary

Category	FY 22 FTE Existing	FY 22 Existing Salary Cost	FY 22 FTE Proposed	FY 22 Proposed Changes	FY 22 FTE Voted	FY 22 Voted Budget
Technology-Teacher Salaries	3.0	\$290,497				\$290,497
Foreign Language-Teacher Salaries						
Category	FY 22 FTE Existing	FY 22 Existing Salary Cost	FY 22 FTE Proposed	FY 22 Proposed Changes	FY 22 FTE Voted	FY 22 Voted Budget
Foreign Language-Teacher Salaries	7.4	\$609,119				\$609,119
ASC-Teacher Salaries						
Category	FY 22 FTE Existing	FY 22 Existing Salary Cost	FY 22 FTE Proposed	FY 22 Proposed Changes	FY 22 FTE Voted	FY 22 Voted Budget
ASC-Teacher Salaries		\$0				\$0
ASC Tutors/Assistants Salaries	1.0	\$36,035				\$36,035
ELL-Teacher Salaries						
Category	FY 22 FTE Existing	FY 22 Existing Salary Cost	FY 22 FTE Proposed	FY 22 Proposed Changes	FY 22 FTE Voted	FY 22 Voted Budget
ELL-Teacher Salaries	1.0	\$96,025				\$96,025
ELL Tutors/Assistants Salaries		\$0				\$0
Burbank-Salaries						
Category	FY 22 FTE Existing	FY 22 Existing Salary Cost	FY 22 FTE Proposed	FY 22 Proposed Changes	FY 22 FTE Voted	FY 22 Voted Budget
Burbank-Administrative Salaries	2.0	\$237,413				\$237,413
Burbank-Teacher Salaries	22.0	\$1,872,549				\$1,872,549
Burbank-Extra Curr. Advisors		\$33,623				\$33,623
Burbank-Clerical Salaries	1.0	\$56,306				\$56,306
Burbank-Classroom Assistants	1.5	\$36,052				\$36,052
Center School-Salaries						
Category	FY 22 FTE Existing	FY 22 Existing Salary Cost	FY 22 FTE Proposed	FY 22 Proposed Changes	FY 22 FTE Voted	FY 22 Voted Budget
Center School-Administrative Salaries	2.0	\$221,811				\$221,811
Center School-Teacher Salaries	38.9	\$3,533,403				\$3,533,403
Center School-Extra Curr. Advisors		\$2,376				\$2,376
Center School-Clerical Salaries	1.5	\$79,986				\$79,986
Center School Regular Assistants	5.0	\$176,770				\$176,770

District Salary Summary

Category	FY 22 FTE Existing	FY 22 Existing Salary Cost	FY 22 FTE Proposed	FY 22 Proposed Changes	FY 22 FTE Voted	FY 22 Voted Budget
Hale-Administrative Salaries	1.4	\$167,793				\$167,793
Hale-Teacher Salaries	24.0	\$1,954,669				\$1,954,669
Hale-Extra Curr. Advisors		\$54,641				\$54,641
Hale-Clerical Salaries	1.0	\$56,306				\$56,306
Hale-Classroom Assistants	1.0	\$36,035				\$36,035
Rowlandson						
Category	FY 22 FTE Existing	FY 22 Existing Salary Cost	FY 22 FTE Proposed	FY 22 Proposed Changes	FY 22 FTE Voted	FY 22 Voted Budget
Rowlandson-Administrative Salaries	2.0	\$225,753				\$225,753
Rowlandson-Teacher Salaries	36.2	\$3,175,240				\$3,175,240
Rowlandson-Extra Curr. Advisors		\$7,881				\$7,881
Rowlandson-Clerical Salaries	1.0	\$56,306				\$56,306
Rowlandson-Classroom Assistants	3.0	\$100,911				\$100,911
Sawyer						
Category	FY 22 FTE Existing	FY 22 Existing Salary Cost	FY 22 FTE Proposed	FY 22 Proposed Changes	FY 22 FTE Voted	FY 22 Voted Budget
Sawyer-Administrative Salaries	3.0	\$319,664				\$319,664
Sawyer-Teacher Salaries	57.2	\$5,086,847				\$5,086,847
Sawyer-Extra Curr. Advisors		\$45,443				\$45,443
Sawyer-Clerical Salaries	1.8	\$101,350				\$101,350
Sawyer-Classroom Assistants	6.6	\$220,647				\$220,647
Salary Totals		\$38,885,446		-\$554,934		\$38,330,511

FY22 New Staff Requests

1.0 FTE Special Education Teacher (Elementary Level) with Language Based Focus

To provide small group instruction using language based instructional approaches to support Student's learning needs.

1.0 FTE Special Education Certified Occupational Therapy Assistant (COTA)

Increased need across district

Nashoba Regional School District

Summary of Salary and Non-Salary Accounts: FY22 Operating Budget

Category	Salary					Non-Salary					Totals				
	FY19 Actual	FY20 Actual	FY21 Voted	FY22 Proposed	One Year Change %	FY19 Actual	FY20 Actual	FY21 Voted	FY22 Proposed	One Year Change %	FY19 Actual	FY20 Actual	FY21 Voted	FY22 Proposed	One Year Change %
Insurance & Benefits	\$0	\$0	\$0	\$0	0.00%	\$8,392,734	\$8,648,111	\$8,862,463	\$10,041,608	13.30%	\$8,392,734	\$8,648,111	\$8,862,463	\$10,041,608	13.30%
System-Wide	\$884,934	\$906,895	\$171,470	\$253,903	48.07%	\$3,876,850	\$3,694,346	\$4,262,381	\$4,394,055	3.09%	\$4,761,784	\$4,601,241	\$4,433,851	\$4,647,958	4.83%
Health Services	\$696,217	\$761,851	\$807,904	\$806,269	-0.20%	\$26,078	\$48,849	\$37,771	\$21,600	-42.81%	\$722,295	\$810,700	\$845,675	\$827,869	-2.11%
Facilities Dept.	\$1,666,060	\$1,709,992	\$1,784,490	\$1,822,283	2.12%	\$2,244,083	\$2,164,009	\$2,215,370	\$2,440,750	10.17%	\$3,910,142	\$3,874,001	\$3,999,860	\$4,263,033	6.58%
Substitute Teachers	\$471,457	\$411,686	\$457,776	\$455,000	-0.61%	\$0	\$0	\$0	\$0	0.00%	\$471,457	\$411,686	\$457,776	\$455,000	-0.61%
Teaching and Learning	\$610,377	\$636,004	\$179,495	\$239,577	33.47%	\$218,458	\$310,869	\$300,000	\$353,275	17.76%	\$828,834	\$946,873	\$479,495	\$592,852	23.64%
SPED	\$7,796,579	\$8,166,827	\$8,728,810	\$8,758,125	0.34%	\$1,765,928	\$2,569,061	\$2,230,130	\$2,193,967	-1.62%	\$9,562,507	\$10,735,889	\$10,958,940	\$10,952,092	-0.06%
Technology	\$502,109	\$533,440	\$538,519	\$535,880	-0.49%	\$819,721	\$708,705	\$1,028,059	\$1,157,751	12.62%	\$1,321,830	\$1,242,145	\$1,566,578	\$1,693,631	8.11%
Athletics	\$481,840	\$419,806	\$537,491	\$521,755	-2.93%	\$195,212	\$226,693	\$317,217	\$359,373	13.29%	\$677,051	\$646,499	\$854,708	\$881,128	3.09%
High School	\$6,869,284	\$7,136,899	\$7,504,519	\$7,077,944	-5.68%	\$385,659	\$397,420	\$429,154	\$461,698	7.58%	\$7,254,942	\$7,534,319	\$7,933,673	\$7,539,642	-4.97%
Luther Burbank	\$1,844,250	\$1,913,271	\$2,211,310	\$2,235,943	1.11%	\$60,780	\$48,902	\$75,209	\$73,032	-2.89%	\$1,905,029	\$1,962,173	\$2,286,519	\$2,308,975	0.98%
Center School	\$3,408,363	\$3,572,174	\$3,781,143	\$4,014,346	6.17%	\$91,873	\$89,994	\$110,385	\$107,285	-2.81%	\$3,500,237	\$3,662,168	\$3,891,528	\$4,121,631	5.91%
Hale MS	\$1,867,327	\$1,999,260	\$2,255,580	\$2,269,444	0.61%	\$53,160	\$56,414	\$88,995	\$91,650	-7.42%	\$1,920,487	\$2,055,674	\$2,354,575	\$2,361,094	0.28%
Mary Rowlandson	\$3,015,197	\$3,252,532	\$3,451,225	\$3,566,091	3.33%	\$75,783	\$82,044	\$87,052	\$88,660	-1.65%	\$3,090,980	\$3,334,576	\$3,538,277	\$3,654,751	3.29%
Florence Sawyer	\$4,821,733	\$4,958,686	\$5,403,432	\$5,773,951	6.86%	\$120,600	\$127,947	\$162,499	\$149,697	-7.88%	\$4,942,333	\$5,086,633	\$5,565,931	\$5,923,648	6.43%
TOTAL:	\$34,935,725	\$36,379,323	\$37,813,164	\$38,330,511	1.37%	\$18,326,918	\$19,173,366	\$20,216,885	\$21,934,401	8.50%	\$53,262,643	\$55,552,689	\$58,029,849	\$60,264,912	3.85%

FY 2022 Revenue By Source

Revenue Source	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Voted	FY22 Proposed
Bolton Assessment	\$13,991,944	\$14,673,318	\$15,388,593	\$15,851,005	\$16,595,653
Lancaster Assessment	\$11,925,948	\$12,613,085	\$13,014,404	\$13,374,331	\$14,233,752
Stow Assessment	\$16,645,798	\$17,369,755	\$17,346,696	\$18,135,162	\$18,795,160
Chapter 70 Educational Aid	\$6,852,150	\$6,991,269	\$7,218,771	\$7,366,234	\$8,000,000
Regional Transportation	\$902,056	\$1,298,980	\$1,182,701	\$1,649,588	\$1,581,660
School Choice: Tuition In	\$0	\$0	\$0	\$0	\$0
SBA Reimbursements	\$542,576	\$542,576	\$542,582	\$0	\$0
Medicaid Revenue	\$185,849	\$212,825	\$140,000	\$170,000	\$170,000
Extended Day Revolving	\$0	\$0	\$0	\$0	\$0
Pre-School Revolving	\$0	\$0	\$0	\$0	\$0
Investment Income	\$110,953	\$182,161	\$100,000	\$170,000	\$150,000
BAN Premium Balance Credit	\$0	\$0	\$0	\$0	\$0
E&D Appropriation	\$1,000,000	\$800,000	\$750,000	\$1,000,000	\$650,000
E&D Full Day Kindergarten	\$0	\$0	\$0	\$220,000	\$0
Charter School	\$139,800	\$41,088	\$30,054	\$73,528	\$73,528
Other Revenue*	\$38,763	\$28,773	\$20,000	\$20,000	\$20,000
Total Assessment Revenue	\$43,106,266	\$45,198,734	\$46,292,275	\$47,360,498	\$49,624,564
Total Local Revenue	\$9,229,571	\$9,555,096	\$9,441,526	\$10,669,350	\$10,645,188
Total Revenue	\$52,335,837	\$54,753,830	\$55,733,801	\$58,029,848	\$60,269,752

Nashoba Regional School District
 Fiscal Year 2022
 Five Year Rolling Foundation Enrollments

Town:	FIVE YEAR TOTAL	1-Oct-20	1-Oct-19	1-Oct-18	1-Oct-17	1-Oct-16	1-Oct-15	1-Oct-14	1-Oct-13	1-Oct-12
Bolton:	5,170	1,027	1,017	1,035	1,076	1,015	1,041	1,049	1,084	1,069
Lancaster:	4,816	946	962	964	966	978	985	969	1,007	948
Stow:	5,867	1,084	1,150	1,164	1,211	1,258	1,262	1,318	1,315	1,233
Total:	15,853	3,057	3,129	3,163	3,253	3,251	3,288	3,336	3,406	3,250

FOR OPERATING ASSESSMENT

Town:	FY 20	FY 21	FY 22	Change
Bolton:	32.0176785%	32.2388430%	32.6121239%	0.3732809%
Lancaster:	29.8446995%	30.1843461%	30.3791081%	0.1947620%
Stow:	38.1376220%	37.5768109%	37.0087681%	-0.5680428%
Total:	100.0000000%	100.0000000%	100.0000000%	0.0000000%

HIGH SCHOOL ENROLLMENT FOR CAPITAL ASSESSMENT

Town:	10/1/2020	FY 20	FY 21	FY 22	Change
Bolton:	311	36.0991379%	35.0456621%	34.8264278%	-0.2192343%
Lancaster:	271	28.4482759%	29.1095890%	30.3471445%	1.2375555%
Stow:	311	35.4525862%	35.8447489%	34.8264278%	-1.0183211%
Total:	893	100.0000000%	100.0000000%	100.0000000%	0.0000000%

Preliminary Budget Assessment

Proposed Budget	\$60,269,752	
High School Debt	\$585,042	Subject to Capital Assessment Process
Local Revenue	\$10,645,188	State and Locally Generated Revenue
Amount Assessed	\$49,039,522	Total Amount Assessed
Fixed Assessment	\$26,177,398	Minimum Required Local Contributions
Variable Assessment	\$22,862,124	Remainder of Budget to be Assessed

Minimum Local Contribution (House 1)	
Town	Amount
Bolton	\$8,936,079
Lancaster	\$7,110,899
Stow	\$10,130,420
Total	\$26,177,398
FY22 Preliminary H1	

These #'s are FY21 Final MLC

***Needs updating when FY22 Preliminary #'s are out

Towns	Five Year Rolling Assessment Percentage	Fixed Assessment	Variable Assessment	FY 2022 Net Debt Assessment	Capital Assessment Credit	FY 2022 Total Assessment	FY 2021 Total Assessment	FY 2022 Total Dollar Increase	FY 2022 Percentage Increase
Bolton	32.6121239%	\$8,936,079	\$7,455,824	\$203,749.23	\$0	\$16,595,653	\$15,388,593	\$1,207,060	7.84%
Lancaster	30.3791081%	\$7,110,899	\$6,945,309	\$177,543.54	\$0	\$14,233,752	\$13,014,404	\$1,219,348	9.37%
Stow	37.0087681%	\$10,130,420	\$8,460,991	\$203,749.23	\$0	\$18,795,160	\$17,889,278	\$905,882	5.06%
Total	100.0000000%	\$26,177,398	\$22,862,124	\$585,042.00	\$0	\$49,624,564	\$46,292,275	\$3,332,289	7.20%

Net Payment Analysis

	FY 2022 Assessment	SBAB Credit	FY 2022 Net Assessment
Bolton	\$16,595,653	\$0	\$16,595,653
Lancaster	\$14,233,752	\$0	\$14,233,752
Stow	\$18,795,160	\$0	\$18,795,160

**Nashoba Regional School District
Budget Drivers: FY22 Operating Budget**

Voted FY 21 Budget	\$ 58,029,848
Proposed FY 22 Budget	\$ 60,269,752
Increase (\$)	\$ 2,239,904
Increase (%)	3.86%

Budget Drivers	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Voted	FY22 Proposed	One Year Change %	One Year Change \$\$
Salaries for Existing Personnel <i>(incl. subs)</i>	\$33,261,903	\$34,732,358	\$36,379,323	\$37,818,004	\$38,335,351	1.37%	\$517,347
Insurance and Benefits	\$7,978,002	\$9,286,622	\$8,648,111	\$8,862,463	\$10,041,608	13.30%	\$1,179,144
Special Education <i>(non-salary, w/o transp)</i>	\$1,565,164	\$1,892,149	\$2,488,347	\$2,106,130	\$2,068,967	-1.76%	(\$37,163)
Transportation: Regular Day/Late/MV	\$1,860,623	\$2,074,473	\$1,406,701	\$1,986,040	\$2,150,480	8.28%	\$164,440
Transportation: SPED	\$725,660	\$0	\$80,714	\$124,000	\$125,000	0.81%	\$1,000
Utilities <i>(gas, electric, propane, telephone)</i>	\$705,769	\$798,500	\$725,203	\$746,500	\$956,500	28.13%	\$210,000
Facilities Department <i>(non-salary)</i>	\$1,419,501	\$1,344,500	\$1,438,806	\$1,468,870	\$1,484,250	1.05%	\$15,380
High School Debt Service	\$469,050	\$455,550	\$527,050	\$584,058	\$585,042	0.17%	\$984
Deficit Bond Payment	\$0	\$0	\$0	\$0	\$0	0.00%	\$0
SPED Assessment	\$0	\$16,000	\$21,009	\$20,877	\$20,877	0.00%	\$0
School Choice Assessment	\$446,389	\$475,000	\$460,657	\$420,050	\$500,000	19.03%	\$79,950
Charter School Assessment	\$432,975	\$375,000	\$463,894	\$524,856	\$524,856	0.00%	\$0
Reserve Fund (statutory)	\$0	\$0	\$0	\$0	\$0	0.00%	\$0
Salary Reserve	\$0	\$0	\$0	\$0	\$0	0.00%	\$0
Other System-Wide Operating Expenses	\$471,972	\$515,600	\$815,035	\$726,500	\$612,800	-15.65%	(\$113,700)
Site-Based and Department Funds	\$2,076,178	\$2,148,352	\$2,097,838	\$2,641,501	\$2,864,021	8.42%	\$222,521
TOTAL	\$51,413,186	\$54,114,104	\$55,552,688	\$58,029,848	\$60,269,752	3.86%	\$2,239,904



Insurance and System Wide

- Property & Casualty and Workers Comp Insurance
 - Estimated 7.5% increases over FY21 premiums
 - Reduction in Offsets

- Health & Dental Insurance
 - Estimated 7% increases over FY21 premiums
 - Reduction in Offsets
 - Final FY22 rates available late February/Early March

- Transportation – Final year of contract with Dee Bus (Set rates)

- Assessments (Special Education, School Choice, Charter School)
 - Estimates based on trend and information provided by State
 - Actuals typically available late February/Early March

- Debt Services
 - NRHS Building Project Debt Service
 - NRHS Track & Field Debt Service
 - NRHS Oil Storage Tank & Leach Field Debt Service
 - NRHS New HS Contraction Feasibility Study Debt **Proposed in FY22



Facilities

- Increases in General Repairs/Building Supplies due to HVAC repairs and filter replacements

- Increases in Heating Fuel & Electricity
 - Estimated usage based on FY19 usage due to partial FY20 usage
 - Energy loss due to COVID window ventilation requirements
 - Reduction in Offsets

- Increases in Inspections and Compliance
 - Repairs needed for fire suppression pump system



Teaching & Learning

- Instructional Software increase due to continued usage of new instructional tools

Technology

- Contracted Services increase due to increased bandwidth/internet connections expected to be needed into FY22
- Computer Supplies
 - Based on per student costs for general technology supplies
- Hardware includes \$50,000 E-Rate offset
- Software/Site Licensing increase due to increase in licenses and initiatives from remote learning software expected to be needed into FY22



NRHS

- Contracted Services increase due to Challenge Day and Panorama
- Moved EMT Program Expenses from Health Services to HS

- Art
 - New Textbooks needed for Studio Arts

- Physical Education
 - RAD Recertification Costs

- Science
 - Replacement Textbooks needed for AP Chemistry

LBMS

- Increase in Instructional Technology

EXECUTIVE SESSION