

AGENDA  
SELECT BOARD  
September 14, 2021  
7:00 p.m.  
Town Building & Zoom

**The public may attend the Select Board meetings in-person or may continue to participate via remote Zoom access. Until further notice, all visitors are required to wear a mask regardless of vaccination status.**

Join Zoom Meeting  
<https://zoom.us/j/94252587169?pwd=L0hKNzc5T1V5U3kzQ09YeWdSODdlZz09>

Meeting ID: 942 5258 7169  
Passcode: 945968

1. Public input
2. Board Member comments
3. Recognition
  - 4Paws 4Wheels 4 Hunger – Stow Resident Mark Roberts and his labradoodle, Mocha, embark on a journey across Massachusetts to raise awareness and money to combat hunger
  - Detective Scott, Officer Fitzpatrick, Acting Sergeant Goguen, and Dispatcher Supervisor Fantasia for outstanding work on Monday, August 16, 2021.
4. Appointments:
  - David Hartnagel to the Zoning Board of Appeals as a full member through June 30, 2024
  - Holly Clack to the Conservation Commission through June 30, 2024
  - Laurie Burnett to the Open Space Committee through June 30, 2023
  - George Peterman to the Green Advisory Committee through June 30, 2022
  - John Sangermano to the Green Advisory Committee through June 30, 2022
  - Mary Bradt Mintz to the Economic Development and Industrial Commission through June 30, 2023
5. Discussion and Possible Vote
  - Set Special Town Meeting date and Open Warrant
    - Saturday, October 30, 2021, 10am at Hale Middle School
  - SMAHT to provide update on FY22 workplan and goals
  - Town Administrator's Performance Evaluation and goals
  - Disposition of Surplus Goods and Equipment without Value (Planning Department)
  - Select Board Green Advisory Committee appointee
6. Strategic Planning
  - Continued policy discussion
    - Review Draft Select Board Code of Conduct policy
  - Continued Workplan and Goals discussion, if any
  - Continued meeting schedule discussion, if any
7. Town Administrator's Report
8. Meeting minutes
9. Correspondence
10. Adjournment

Posted Friday, 9/10/2021  
12p.m.

# RECOGNITION



# 4Paws 4Wheels 4Hunger

## Roll/Stroll to Combat Hunger • Fall 2021

On September 18th, Mark Roberts and his labradoodle, Mocha, embark on a journey across Massachusetts to raise awareness and money to combat hunger — and they need your help.

In partnership with the four major Massachusetts food banks (The Greater Boston Food Bank, Merrimack Valley Food Bank, The Worcester County Food Bank, and the Food Bank of Western Massachusetts) and Save the Children, they will traverse over 300 miles this fall, stopping along the way to highlight food banks, pantries, kitchens, and shelters working to alleviate hunger.

Hunger issues are still not getting the attention they deserve.

In Massachusetts, 1-in-8 children do not have enough to eat, just part of a larger problem that sees 42 million people in the U.S. and over a billion worldwide go hungry every night. The global pandemic is leaving millions more food insecure, and future natural disasters and social disruptions brought on by climate change will make the situation even more dire.

Mark has dedicated his life to fighting for a healthier and more equitable planet. Fighting for migrant labor rights as a teenager, co-founding Greenpeace USA, helping communities clean up hazardous waste sites, and working towards a global phase-down of super greenhouse gases — Mark has always sought an active role in righting environmental and social wrongs.

Three years ago, the onset of a rare, progressive, and painful neurological disease threatened to change the way Mark makes a difference in the world. But, despite new challenges, Mark and Mocha struck on an idea of how they could help. They decided, while Mark still can, to roll in his electric wheelchair across Massachusetts to raise awareness and money to combat hunger, highlighting the impacts of the pandemic and the threats of climate change.

The Roll/Stroll needs your help — here's how.

Thanks to our partners and an intrepid team of volunteers, friends, and colleagues, Mark is getting ready to roll! Our goal is to raise \$250,000+ for our partner nonprofits and to encourage all Massachusetts residents to give to their local hunger organizations during the period of the Roll/Stroll.

*Mark and Mocha need sponsors and donors to join them. If you'd like to be involved, contact Mark at [mark@4hunger.org](mailto:mark@4hunger.org). Visit [4hunger.org](http://4hunger.org) for more information.*

The adventure starts soon. Join us now. Mark and Mocha look forward to seeing you along the Roll/Stroll!

Facebook: [4Paws4Wheels4Hunger](https://www.facebook.com/4Paws4Wheels4Hunger)

Twitter, Instagram: [@4paws4hunger](https://www.instagram.com/4paws4hunger)

122 Kirkland Dr., Stow, MA 01775. [mark@4hunger.org](mailto:mark@4hunger.org). (617) 722-8222



**Town of Stow  
POLICE DEPARTMENT**

305 Great Road  
Stow, Massachusetts 01775

(978) 897-4545  
FAX (978) 897-3692

Michael Sallese  
Chief of Police

Dispatch Supervisor John Fantasia  
Stow Police Department  
305 Great Road  
Stow, MA 01775

RE: Letter of Commendation

On August 16, 2021, the Stow Police Department received a call from a male party reporting that he had just spoken to his brother who lives on Great Road. This male party reported that his nephew, currently at the Great Road address, has several warrants out for his arrest for numerous drug violations.

You confirmed the warrants and officers responded to the house. You were able to monitor the situation while maintaining the continuity of services for the Town. Once it was known that a dangerous situation was unfolding, you established a critical link between the Stow Police Department and other agencies.

During the height of the incident, you answered numerous 911 calls, including one for a car fire and dispatched resources for multiple simultaneous emergencies, which resulted in no injury or loss of life.

Your use of sound dispatch procedures and quick reactions created an environment where the community and all involved remained safe while a dangerous individual was taken into custody.

In recognition of your professionalism, discretion, and proper judgement displayed on August 16, 2021, it is with great pride and honor that I write this letter of commendation to you. It was a job very well done!!

Appreciatively,

Michael Sallese, Chief of Police

Cc: personnel file

**LETTER OF COMMENDATION:** The basic award of the department is a Letter of Commendation, written on a standard Stow Police Department letterhead, signed by the Chief of Police and outlining the reasons for the award.



Town of Stow  
POLICE DEPARTMENT

305 Great Road  
Stow, Massachusetts 01775

(978) 897-4545  
FAX (978) 897-3692

Michael Sallese  
Chief of Police

Acting Sergeant David Goguen  
Stow Police Department  
305 Great Road  
Stow, MA 01775

RE: Letter of Commendation

On August 16, 2021, the Stow Police Department received a call from a male party reporting that he had just spoken to his brother who lives on Great Road. This male party reported that his nephew, currently at the Great Road address, has several warrants out for his arrest for numerous drug violations.

You arrived at the Stow Police Department independently, quickly assessed the situation, and immediately assisted Dispatcher Fantasia. You enabled communication between the Stow Fire and Police Departments, deployed the CEMLEC SWAT team upon request, deployed mutual aid police agencies, and deployed specialty units for response.

Your years of experience and local knowledge of the area, assisted police units to correctly keep the area clear, preventing the community to be placed in a possible position of harm.

Your use of sound dispatch and patrol procedures and quick reactions created an environment where the community and all involved remained safe while a dangerous individual was taken into custody. In recognition of your professionalism, discretion, and proper judgement displayed on August 16, 2021, it is with great pride and honor that I write this letter of commendation to you. It was a job very well done!!

Appreciatively,

A handwritten signature in black ink, appearing to read "Michael Sallese", is written over a horizontal line.

Michael Sallese, Chief of Police  
Cc: personnel file

**LETTER OF COMMENDATION:** The basic award of the department is a Letter of Commendation, written on a standard Stow Police Department letterhead, signed by the Chief of Police and outlining the reasons for the award.



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305 Great Road  
Stow, Massachusetts 01775

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FAX (978) 897-3692

Michael Sallese  
Chief of Police

Detective Cassandra Scott  
Stow Police Department  
305 Great Road  
Stow, MA 01775

RE: Commendation/Distinguished Service Ribbon

On August 16, 2021, you received a call from a male party reporting that he had just spoken to his brother who lives on Great Road. This male party reported that his nephew, currently at the Great Road address, has several warrants out for his arrest for numerous drug violations. You confirmed the warrants and responded to the house. Referencing your previous experiences with the subject, you knew that he attempts to evade arrest. You spoke with the father of the subject, who initially reported he did not know where his son was but did report that he left a 40-caliber firearm in the house near his bed. Glass was heard breaking as the subject attempted to escape; however, he then backed into the house creating a highly dangerous situation.

Realizing that this could potentially be a deadly scenario, you stepped back to re-assess and slow the pace of the incident and called in more resources in order to help de-escalate the situation. Knowing that the subject was armed, you continued to maintain your position, protecting the community by standing between the barricaded subject and neighbors and calling in all of your available resources. You showed incredible professionalism and restraint following your training which I am convinced ensured a peaceful outcome which no one was injured.

Your use of sound patrol procedures and quick reactions created an environment where you and the community remained safe and allowed for a dangerous individual to be taken into custody. In recognition of your professionalism, discretion, and proper judgement displayed on August 16, 2021, it is with great pride and honor that I write this letter of commendation and present you the Stow Police Distinguished Service Ribbon

Appreciatively,

Michael Sallese, Chief of Police  
Cc: personnel file

**RIBBON OF COMMENDATION:** A "Ribbon of Commendation" is awarded for superlative and distinguished performance of police duty. Each recipient of a "Ribbon of Commendation" shall receive a ribbon insignia to be displayed on their uniform denoting their award. A "Letter of Commendation" accompanies a "Ribbon of Commendation" and sets forth the circumstances and the basis for the award





Town of Stow  
POLICE DEPARTMENT

305 Great Road  
Stow, Massachusetts 01775

(978) 897-4545  
FAX (978) 897-3692

Michael Sallese  
Chief of Police

Officer Brendan Fitzpatrick  
Stow Police Department  
305 Great Road  
Stow, MA 01775

RE: Commendation/Distinguished Service Ribbon

On August 16, 2021, you received a call from a male party reporting that he had just spoken to his brother who lives on Great Road. This male party reported that his nephew, currently at the Great Road address, has several warrants out for his arrest for numerous drug violations. You confirmed the warrants and responded to the house. Referencing your previous experiences with the subject, you knew that he attempts to evade arrest. You spoke with the father of the subject, who initially reported he did not know where his son was but did report that he left a 40-caliber firearm in the house near his bed. Glass was heard breaking as the subject attempted to escape; however, he then backed into the house creating a highly dangerous situation.

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Appreciatively,

Michael Sallese, Chief of Police

Cc: personnel file

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# **APPOINTMENTS**





Denise M. Dembkoski  
Town Administrator  
[townadministrator@stow-ma.gov](mailto:townadministrator@stow-ma.gov)

*Town of Stow*  
*Office of the*  
*Town Administrator*

*380 Great Road*  
*Stow, MA 01775*  
*Tel: 978-897-2927*

I recommend the appointment of David Hartnagel to the Zoning Board of Appeals as a full member. He has been an Associate Member for the last year and is interested in serving in the full seat. After watching David interact with the Board, I was impressed at his knowledge and level of participation and enthusiastically recommend him for this position.

*Denise M Dembkoski*

## **David Hartnagel**

53 Packard Road \* Stow \* Massachusetts \* 01775

Work: (617) 717-1491 \* Cell: (703) 835-5526 \* E-mail: dhartnagel1@gmail.com

August 23, 2021

VIA E-MAIL (selectboard@stow-ma.gov)

Town of Stow Select Board  
Stow Town Building  
380 Great Road  
Stow, MA 01775

To the Select Board:

I would like to take this opportunity to express my interest in the current vacancy on the Stow Zoning Board of Appeals for the Member position with the unexpired five-year term ending June 30, 2024.

For approximately the past year, I have been serving as an Associate Member on the Zoning Board of Appeals. In that position, I have been given ample opportunity to learn how the Board operates, appreciate the issues that come before it, and begin to learn the applicable state laws and local zoning rules and regulations. In my role as Associate Member, I have been appointed by the Chair to serve in a voting capacity with respect to certain special permit or variance applications, and otherwise I have participated in the discussions concerning other matters. As a result of this experience, I am both interested in, and prepared to be, elevated to the full Member position.

By way of my own personal background, I have been a practicing attorney for the last 16 years (currently as in-house counsel for Public Consulting Group) and my family and I moved to Stow just over three years ago. We have three growing children, all of whom will be attending Center School this fall. Thus, we are and remain invested in the Town's future. I also continue to believe, as I did when I first applied to be an Associate Member, that the Zoning Board of Appeals can and does play a critical role in the Town's development.

If the Board would like, I can also provide a current resume. Otherwise, I thank you for your time and consideration.

Sincerely,

David Hartnagel



Denise M. Dembkoski  
Town Administrator  
[townadministrator@stow-ma.gov](mailto:townadministrator@stow-ma.gov)

*Town of Stow*  
Office of the  
*Town Administrator*

380 Great Road  
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Tel: 978-897-2927

I recommend the appointment of Holly Clack to the Conservation Commission as a full member. She has a diverse background, but over the years, has focused on environmental consulting and investigations. I believe she will be a wonderful fit for ConCom and enthusiastically recommend her for this position.

*Denise M Dembkoski*

31 August 2021

**Subject:** Conservation Commission Member Open Position

Dear Town of Stow Select Board,

### **Purpose**

I am writing to express my interest in the open Conservation Commission ("ConCom") member position. I spoke with Kathy Sferra by telephone yesterday about the role and commitment and based on our conversation, believe I would be a good fit. I would have liked to participate in a ConCom meeting to meet the other members prior to writing to you, however I have a previous work commitment this evening.

### **Interest in ConCom**

I am interested in being a member of Stow's ConCom for three reasons: 1) protecting natural places is one of my greatest passions; 2) a strong desire to contribute to my community in a meaningful way; and 3) to continue to learn and grow, especially in an area in which I plan to shift my remaining working years within a few years. My love of natural places and protecting our environment has driven many of my career accomplishments and the choices I've made personally, as highlighted further below.

### **Who is Holly Clack?**

#### Key Facts

- Together with my late husband Bill, in 1995 purchased the 1892 Queen Anne Victorian at 451 Gleasondale Road on the Assabet River and have lived there since.
- I have worked at medical device company Boston Scientific Corp. ("BSC") in Marlboro for seven years and am currently the Director of Global Compliance Governance & Investigations. I have served on the company's Corporate Social Responsibility Council since its inception about five years ago.
- Timing of this opportunity is ideal as my daughter Miranda is headed off to her freshman year of college (perhaps to pursue a degree in environmental science).

#### Education/Career

- Bachelor of Arts in Economics with Accounting major from University of Michigan (1986)
- Certified Public Accountant (1990)

- Master of Public Affairs (“MPA”) from Indiana University’s School of Public and Environmental Affairs with a double concentration in Natural Resource Management and Policy Analysis (1993)
- Used my financial background and MPA in my work at PricewaterhouseCoopers (“PwC”) where I assisted attorneys and companies with environmental consulting projects and cost recovery litigation. I became an expert in assessing companies’ environmental remediation liabilities, often speaking and advising on the topic.
- After implementation of Sarbanes-Oxley when it became difficult to do consulting work both for and against PwC audit clients, I moved to New York City (“NYC”)-based Alvarez & Marsal to help build its Boston business. Shortly thereafter in 2008, founder Brian Marsal was named the Chief Restructuring Officer of Lehman Brothers and due to my arbitrage audit experience, I began commuting to NYC to unwind derivatives in the bankruptcy.
- Six years later in 2014 I moved to BSC to reduce travel and achieve greater work-life integration.
- Key strengths I have developed over my career include two capabilities I believe will be particularly useful in the ConCom role: 1) in consulting and investigations, I have always needed to learn something new in order to develop a solution or make a recommendation; and 2) I have learned to collaborate, assist, influence many different types of people.

#### Personal Interests

- Outdoor activities, staying healthy, traveling (especially to wild/remote places), reading, cooking
- Contribute and/or volunteer to Grand Traverse Regional Land Conservancy (I grew up in Traverse City, MI), Friends of Acadia (Acadia National Park is a frequent destination of my family), and closer to home, OARS and most recently, Sudbury Valley Trustees.

#### Contact Information

I look forward to providing you any additional information you may want and welcome the opportunity to meet you and/or others in person or via video conferencing. My email is [hollyclack@comcast.net](mailto:hollyclack@comcast.net) and my mobile number is 978-562-0985.

Thank you for your time and attention to this letter. I love Stow and feel incredibly thankful every day for the natural beauty available to us here. I’d like to do my part to ensure that doesn’t change and is available for generations to come within a thriving community.

Best regards,

Holly Clack



Denise M. Dembkoski  
Town Administrator  
[townadministrator@stow-ma.gov](mailto:townadministrator@stow-ma.gov)

*Town of Stow*  
Office of the  
*Town Administrator*

380 Great Road  
Stow, MA 01775  
Tel: 978-897-2927

I recommend the appointment of Laurie Burnett to the Open Space Committee. Laurie has been an avid volunteer around town and now would like to volunteer for the Town. She is passionate and would like to contribute towards Stow's future with regards to Open Space. I believe she will be a great asset and happily recommend her for this position.

*Denise M Dembkoski*

Select Board  
Denise Dembowski, Town Administrator  
380 Great Road  
Stow, MA 01775

September 2, 2021

Dear Denise and the Select Board,

I write to express my interest in the Open Space Committee for the Town of Stow. As a resident of the town of Stow since 2001, I have greatly appreciated and benefitted from the hard work and vision of the Open Space and Planning Committees along with the many other committees, community members, and town employees who have contributed to creating the community that we are today. In light of these efforts, I would be honored to have the opportunity to participate in the work ahead as we build on the past and prioritize and plan for the future of Stow's Open Space and Recreation Plans.

I have a deep interest in the many aspects of the planning, preservation and use of the physical and natural environment stemming from both my career at the intersection of community and youth development and education as well as from my avid appreciation of the outdoors. Additionally, as a parent of three who have benefited from the recreational opportunities in Stow and as someone who spends time daily on our conservation lands, I would greatly look forward to the opportunity to contribute my voice and experience to the work of the Open Space Committee.

Feel free to reach out if further information is needed or if there are additional materials I should complete. Thank you for all you all do for our community!

Sincerely,

Laurie Burnett  
76 Taylor Rd.  
Stow, MA



Denise M. Dembowski  
Town Administrator  
[townadministrator@stow-ma.gov](mailto:townadministrator@stow-ma.gov)

*Town of Stow*  
*Office of the*  
*Town Administrator*

*380 Great Road*  
*Stow, MA 01775*  
*Tel: 978-897-2927*

I recommend the appointments of George Peterman and John Sangermano as the Members At-Large for the Green Advisory Committee. They both have a tremendous amount of knowledge in the field and have been instrumental in implementing programs and initiatives in the areas of green energy.

*Denise M Dembowski*



## **townadministrator**

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**From:** selectmen  
**Sent:** Friday, August 13, 2021 9:04 AM  
**To:** townadministrator  
**Subject:** FW: Stow Green Advisory Committee member at large application

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**From:** george peterman <georgepeterman@earthlink.net>  
**Sent:** Friday, August 13, 2021 8:48 AM  
**To:** selectmen <selectmen@stow-ma.gov>  
**Cc:** arnold.epstein@comcast.net  
**Subject:** Stow Green Advisory Committee member at large application

To: Stow Selectboard

Fm: George M. Peterman

10 Forest Road, Stow MA 01775

Dear Members:

I would like to apply for a member-at-large appointment on the Stow Green Advisory Committee. I have been a resident of Stow for nearly 40 years.

Since my retirement in 2013 from corporate executive management positions I have been active in a number of Stow specific environmental initiatives including: Stow Solar Challenge; Application for Green Communities Act recognition; and the Stow HeatSmart program. I am also familiar with a number of other programs and technologies that impact environmental concerns in Stow and surrounding communities including MAPC Climate Action Planning initiatives, adoption of Electric Vehicles and supporting infrastructure, and improved sustainability in building standards.

I've worked closely with Arnie Epstein, Stow Energy Manager, on a number of these program.

I've also had the opportunity to teach a graduate level course, *Change Leadership*, which was part of the environmental and sustainability curriculum thread at Clark University.

Please let me know if there are additional steps I should take in the application process.

Best regards,

George M. Peterman

George Peterman  
[georgepeterman@earthlink.net](mailto:georgepeterman@earthlink.net)  
978.501.2663

John Sangermano  
285 Taylor Road  
Stow MA 01775  
20-Aug-2021

Select Board  
Town Administrator  
Town of Stow

### **Interest in Green Advisory Committee**

Hello,

I wish to be considered to being one of the At Large members of the new Green Advisory Committee. I am not a professional in this area but have an interest.

#### **Credentials:**

- I have been a participant in the Sustainable Stow Working Group since the start of this group under its new name.
  - Attended most all Sustainable Stow meetings, in person and then by Zoom.
  - Was one of the members setting up the HeatSmart presentations. Attended training in Boston on the technology. (Ended up getting a Heat Pump).
  - Wrote a supporting letter to the newspaper on invasives.
- A life interest in environment and home energy for my own home
- Town of Stow volunteer:
  - Conservation Commission Member and Associate and Recreation Commission Member (12 years each)
  - Two different Master Plan Committee participants – led Natural Resources area.
  - Open Space and Recreation Committee (the last update).

I have lived in Stow for 38 years. I am retired after a career as an engineer and project manager. I have been an avid volunteer including schools, sports, Boy Scouts, church. Currently I am a board member of the Stow Conservation Trust.

In summary, I am interested in participating in this committee. I would want to see that Stow takes advantage of state and national grants for infrastructure such as EV Charging stations and home energy improvements. I do not have technical or legislative connections/background but do bring experience in areas such as forestry and stewardship.

Thank You,

*John Sangermano*



Denise M. Dembkoski  
Town Administrator  
[townadministrator@stow-ma.gov](mailto:townadministrator@stow-ma.gov)

*Town of Stow*  
Office of the  
*Town Administrator*

380 Great Road  
Stow, MA 01775  
Tel: 978-897-2927

I recommend the appointment of Mary Bradt Mintz to the Economic Development and Industrial Commission (EDIC). She is enthusiastic and very interested in giving back to the community. She has had an interest in serving on the EDIC for many years and now feels she has the time to dedicate to the committee.

*Denise M Dembkoski*

## **townadministrator**

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**From:** selectmen  
**Sent:** Tuesday, August 24, 2021 8:58 AM  
**To:** townadministrator  
**Subject:** FW: EDIC Opening

Good morning Denise,

Here is an application for the EDIC for your consideration. I will send an acknowledgement.

Thank you,  
Phoebe

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**From:** Mary Bradt Mintz <mary.mintz@gmail.com>  
**Sent:** Monday, August 23, 2021 3:58 PM  
**To:** selectmen <selectmen@stow-ma.gov>  
**Subject:** EDIC Opening

I met with Jesse several years ago and we discussed my participation in the Economic Development and Industrial Commission. I was voted onto the commission by the Select Board serving at that time but then had to "resign" before I started due to work demands.

I am newly "retired" and would like to see if there is a place for me on the commission. I am having back surgery next week so would not be available to serve until the beginning of October.

Please let me know what my next steps would be in order to be a part of this Commission.

Best,  
Mary Bradt Mintz

**DISCUSSION &  
POSSIBLE VOTE**

# Set Special Town Meeting Date and Open Warrant

# **SMAHT**

**Stow Municipal Affordable Housing Trust**

## **Update on FY22 Workplan and Goals**



## **townadministrator**

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**From:** esturgis  
**Sent:** Tuesday, August 10, 2021 3:59 PM  
**To:** Mike Kopczynski  
**Cc:** townadministrator  
**Subject:** Request for SMAHT to attend Selectboard meeting

To SMAHT members, c/o Mike Kopczynski, chair

We would like to invite members of SMAHT to the September 14th meeting of the Selectboard.

The Board decided earlier this year that the liaison structure wasn't meeting the needs of the SB nor the town. Instead, we will be asking many of the committees/boards in town to meet with us to have a discussion full board to full committee.

Our proposed agenda request: talk to us about your goals for this fiscal year and how we can assist. Members of the Selectboard may also have requests of SMAHT; if this is the case, I'll be sure to let you know in advance.

If there are specific projects you are working on that you'd like input, or to ensure they are on the radar for us and/or town meeting, this would be a great time to discuss. It is also possible that some projects may be introduced but need a separate time for in-depth discussion, especially if it would be helpful for other committees/Boards to be part of the conversation.

I would anticipate 30-45 minutes depending on how much of a presentation you'd like to make. I would also add that, as all of our meetings are broadcast live and taped for Stow TV, it's an opportunity to share to a broader audience (or at least we hope that's the case).

Please let me know if we can add SMAHT to our 9/14 meeting.

Regards,

Ellen

*Ellen Sturgis, Stow Selectboard*  
esturgis@stow-ma.gov  
978-460-0883 cell

# Town Administrator Performance Evaluation

## **Evaluation of Denise Demboski**

**for the period September 1, 2020 through August 31, 2021**

*Conducted by the five members of the Selectboard: Zachary Burns, Megan Birch-McMichael, Cortni Frecha, James Salvie and Ellen Sturgis (chair and editor of combined reviews).*

### **Overall Summary**

Denise is a great asset to the town and the leader we need to move us forward. During her short tenure, we have embarked on a path of improvements in technology and transparency, policy clarification and renewal in a more general sense. With many new staff following retirements, this is a moment to (re)define Stow, while still appreciating our past. Denise is not only incredibly competent, but she is also empathetic, a quality that cannot be taught, but is inherent and key to a high functioning municipal government. By listening to staff and suggesting best practices that she has developed and observed over many years in municipal government, she is creating an environment that thrives instead of just survives. Denise is an integral part of the Selectboard, and we will encourage her more active participation as we together develop workplans to move the Town forward. We look forward to seeing Denise continue to grow and move the Town forward, hopefully with less emphasis on covid coordination, and more focus on the town's long-term goals.

Her overall evaluation was 4.73 out of a possible 5.0. We couldn't be more satisfied with our new Town Administrator.

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**Below is a summary of comments made in each of the 10 categories. The numbers represent the average score of the 5-7 specifics listed within each category, taken from the five individual evaluations.**

**The ratings are as follows:**

- 1 – Unsatisfactory
- 2 – Needs Improvement
- 3 – Satisfactory
- 4 – Good Performance
- 5 – Outstanding Performance

**DECISION MAKING** – The Town Administrator must have the ability to make sound decisions and solve difficult problems.

*Denise hit the ground running, and decisions have consistently been well thought out. She has made several innovative and often cost saving changes; in particular, the proposal to hire an Assistant TA was critical but potentially controversial; she listened but convinced both the Selectboard and the Town that it was a needed addition. (4.77)*

**COMMUNICATION** – The Town Administrator must be effective with the residents, staff, news media, and elected officials.

*Denise has excelled at communicating news with the Town and beyond. Hiring a PR firm came as an unexpected proposal, but we have reaped the benefits. Her open-door policy has resulted in both staff and residents having broader access, which has increased confidence in town management overall. Denise has embraced the use of social media and the website to spread information, which we believe will continue to improve information flow both in and out of Town Building. (4.72)*

**PERSONAL DEVELOPMENT** – An effective policy maker must develop personal characteristics which are conducive to the smooth operation of the governing body and government.

*Denise has taken on the Stow TA position with poise and confidence. She consistently presents herself well in meetings and other events, demonstrating her knowledge and understanding of the nuances of the topic at hand. We saw her in action at Town meeting, demonstrating to the residents how well she knew her material and clearly and concisely responded to all questions.*

*We are all in awe of her work ethic—she’s here early, stays late and is always on call. As a result, several of us are concerned about her work/life balance! We want to be sure (though she assures us otherwise) that she doesn’t “burn out”, and that she delegates when possible. (4.83)*

**PLANNING** – In order for the government to be efficient and meet its future needs, decisions must be deliberate rather than reactionary. Planning is the instrument of deliberate action.

*Given her first year, it was expected that she had to be largely reactive both to existing systems as well as to the pandemic. We have been impressed, however, with her ability to be immediately proactive in addressing several areas, such as communication, technology, and HR. Moving ahead promptly with the ATA was an example of seeing long term needs and knowing where action was needed on the short term. (4.71)*

**LEADERSHIP/SUPERVISION** – The ability to guide the government forward and effectively supervise staff is crucial to growth and progress.

*Denise has put her staff as a high priority as demonstrated by closing Town Building for their safety during COVID, as well as in seeing the immediate need to hire an Assistant Town Administrator with demonstrated HR skills, an area that has been lacking. As a board, we can't evaluate in any detail how staff see her as a supervisor, though based on a few specific cases, we have seen her demonstrate patience when initially skeptical, and action when it was clearly overdue. We have heard from several department heads their appreciation for regular "senior staff" meetings, which has resulted in far better communication across departments. She excels at guiding the government forward, as she demonstrates regularly the clarity of responsibilities and roles of different positions. (4.23\*)*

[\* Several Selectboard members felt they didn't have enough information to evaluate her on most staff-related items in this category, resulting in a lower score than what would be reflected in evaluating her overall leadership; this section will need revision next year.]

**UNDERSTANDS ROLE** – The role and function of a Town Administrator is generally well defined in the Town Charter. Serious problems arise when an Administrator does not understand that role or exceeds his/her authority.

*As mentioned above, Denise understands her role very clearly, that day-to-day operations are hers to lead, and this clarity helps all of us. She is able to keep the Board informed, while maintaining clear boundaries on decision making, what is hers and what is ours. She is deferential to town boards, but exerts unmistakable influence, largely because of her knowledge, experience, and style.*

*The Selectboard continues to struggle to create an effective oversight role for itself and would like Denise to speak up more, especially given her experience in other towns. (4.77)*

**TEAM PLAYER** – Excellence in government requires teamwork. A good team member must constantly strive to cooperate with other members of the governing body.

*Following up on her leadership style and skill, Denise is an excellent role model as team player. Based on our experience as a Selectboard, we can infer that she values and respects the views of her department head teams, but is still willing to take actions that may not be popular with everyone. (4.90)*

**CONDUCT AT MEETINGS** – The success of a local government depends on the productivity of the meeting of the governing body.

*Denise is always extremely well prepared for any meeting she attends and contributes in a concise and productive manner. All of us appreciate that Denise far from dominates our meetings and only adds perspective when needed. But we all noted that we'd welcome even more participation: both in providing context/background that not everyone is aware of as well as sharing her opinions. (4.91)*

**ETHICS** – A responsible Town Administrator adheres to a set of standards which are above reproach, consistently upholds the public trust.

*Denise has consistently demonstrated that she holds herself to the highest of ethical standards, transparency, and adherence to the law. (4.77)*

**PANDEMIC LEADERSHIP** – A Town Administrator should demonstrate leadership, knowledge, and a willingness to adapt to unforeseen situations.

*Denise immediately instituted protocols upon arrival and we feel the employees were kept as safe as possible as a result of her decision to close Town Building, even though some residents were displeased. She made the most of CARES Act money, monitored other opportunities to offset our expenses and worked behind the scenes to improve access to testing and vaccinations. There was some concern that the Town could have received more pro-active leadership from our regional Board of Health. (4.60)*

*[attach evaluation template for reference]*

**TOWN OF STOW  
TOWN ADMINISTRATOR  
PERFORMANCE EVALUATION**

**INTRODUCTION**

A performance evaluation of the Town Administrator can result in substantial increases in municipal productivity. The evaluation process itself enhances communication with the governing body and strengthens the management team.

A positive or constructive evaluation will instill confidence in the Town Administrator and motivate that individual to a higher level of performance. The evaluation can identify real or perceived problems and give the team an opportunity for corrective action before the problems cause serious discord.

The evaluation session must reflect the thinking of the entire governing body. A carefully constructed evaluation process can be a very positive tool; it must be taken seriously and used wisely.

**FREQUENCY OF EVALUATION**

A comprehensive performance evaluation should take place at least annually. The annual evaluation should be scheduled well in advance to permit preparation time and to avoid having an evaluation scheduled due to a single problem.

Ample time should be scheduled for each step in the evaluation process. Hurried sessions will not encourage communications, team building or the identification of problems.

**THE EVALUATION PROCESS**

**Section I.**

Each member of the Select Board is to evaluate the Town Administrator on each of the items listed, by circling the appropriate number rating. Also provided under each major points are lines for comments. These written comments are essential in providing explanations for a rating given.

**RATING**

- 1 – Unsatisfactory
- 2 – Needs Improvement
- 3 – Satisfactory
- 4 – Good Performance
- 5 – Outstanding Performance

**Section II.**

Each member of the Select Board will list their overall comments.

**Section III.**

The Select Board will establish goals for the upcoming fiscal year whereby in the future years, the members of the Select Board will evaluate the Town Administrator in the achievement of said goals. **(Please send goals separately to the Town Administrator)**

**SECTION I.**

**DECISION MAKING – The Town Administrator must have the ability to make sound decisions and solve difficult problems.**

- |   |   |   |   |   |  |
|---|---|---|---|---|--|
| 1 | 2 | 3 | 4 | 5 | Is objective, unbiased, analytical – able to deal with factors, rather than personalities, emotions or gossip when making decisions. |
| 1 | 2 | 3 | 4 | 5 | Is well informed – reads available background materials and, when necessary, requests additional information.                        |
| 1 | 2 | 3 | 4 | 5 | Considers innovative possibilities.  |
| 1 | 2 | 3 | 4 | 5 | Sticks with a decision even when it is controversial.  |
| 1 | 2 | 3 | 4 | 5 | Identifies and understands the problem and consequences of alternative decisions.  |
| 1 | 2 | 3 | 4 | 5 | Is able to make difficult decisions.   |

COMMENTS:

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**COMMUNICATION – The Town Administrator must be effective with the residents, staff, news media, and elected officials.**

- |   |   |   |   |   |  |
|---|---|---|---|---|--|
| 1 | 2 | 3 | 4 | 5 | Listens, understands, and asks questions.  |
| 1 | 2 | 3 | 4 | 5 | Keeps the governing body well informed with concise and written communication.                   |
| 1 | 2 | 3 | 4 | 5 | Considers opposing points of view and is open-minded.  |
| 1 | 2 | 3 | 4 | 5 | Focuses on the issue and is open and available to the public and takes their concerns seriously. |
| 1 | 2 | 3 | 4 | 5 | Criticizes the idea, not the person.   |

COMMENTS:

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**PERSONAL DEVELOPMENT – An effective policy maker must develop personal characteristics which are conducive to the smooth operation of the governing body and government.**

- 1    2    3    4    5    Takes responsibility seriously and works hard.
- 1    2    3    4    5    Is sensitive to residents, staff, and media.
- 1    2    3    4    5    Is tactful, diplomatic, and tolerant.
- 1    2    3    4    5    Has a positive approach to position.
- 1    2    3    4    5    Recognizes and learns from the past mistakes.
- 1    2    3    4    5    Devotes time and effort to personal and professional excellence.
- 1    2    3    4    5    Respects opposition.

COMMENTS: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

**PLANNING – In order for the government to be efficient and meet its future needs, decisions must be deliberate rather than reactionary. Planning is the instrument of deliberate action.**

- 1    2    3    4    5    Sees the big picture – is aware of the full range of services.
- 1    2    3    4    5    Thinks and plans for the long term.
- 1    2    3    4    5    Recognizes the need for improvement and believes positive change is possible.
- 1    2    3    4    5    Understands all major planning processes and actively participates where appropriate.
- 1    2    3    4    5    Understands the critical importance of the budget and participates constructively in that process.
- 1    2    3    4    5    Is willing and able to prioritize competing needs.
- 1    2    3    4    5    Plans for the long-term purchasing, replacement, and maintenance of Town equipment.

COMMENTS: \_\_\_\_\_  
 \_\_\_\_\_

**LEADERSHIP/SUPERVISION – The ability to guide the government forward and effectively supervise staff is crucial to growth and progress.**

- |   |   |   |   |   |  |
|---|---|---|---|---|--|
| 1 | 2 | 3 | 4 | 5 | Encourages staff and provides challenges.  |
| 1 | 2 | 3 | 4 | 5 | Gives clear direction to staff.  |
| 1 | 2 | 3 | 4 | 5 | Does not expect or require staff to always agree.  |
| 1 | 2 | 3 | 4 | 5 | Appreciates a job well done and recognizes outstanding employees.                                      |
| 1 | 2 | 3 | 4 | 5 | Provides staff ample opportunities for growth and development.   |
| 1 | 2 | 3 | 4 | 5 | Appreciates the range of responsibilities shouldered by staff and recognizes their concerns and needs. |
| 1 | 2 | 3 | 4 | 5 | Honestly, fairly, objectively, and regularly evaluates staff.  |

COMMENTS:

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**UNDERSTANDS ROLE – The role and function of a Town Administrator is generally well defined in the Town Charter. Serious problems arise when an Administrator does not understand that role or exceeds his/her authority.**

- |   |   |   |   |   |  |
|---|---|---|---|---|--|
| 1 | 2 | 3 | 4 | 5 | Understands the form of government and its operation.  |
| 1 | 2 | 3 | 4 | 5 | Recognizes that the authority of a governing body is constituted in the whole, and not its individual members. |
| 1 | 2 | 3 | 4 | 5 | Knows and follows the policies and legislation that define the role of the governing body.                     |
| 1 | 2 | 3 | 4 | 5 | Knows and follows the established chain of command.  |

1      2      3      4      5      Has the ability to resolve the numerous conflicts inherent in municipal government – is a good negotiator.

1      2      3      4      5      Recognizes the value of excellent employees and uses all reasonable efforts to ensure that the best available individuals are recruited and hired.

COMMENTS:

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**TEAM PLAYER – Excellence in government requires teamwork. A good team member must constantly strive to cooperate with other members of the governing body.**

1      2      3      4      5      Understands the importance of teamwork.

1      2      3      4      5      Willing to develop and work toward common goals.

1      2      3      4      5      Recognizes the efforts and accomplishments of other team members.

1      2      3      4      5      Spends the time and effort necessary to build the team.

1      2      3      4      5      Avoids bitter and unfair political rhetoric.

1      2      3      4      5      Recognizes and respects that staff members are part of the team.

COMMENTS:

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**CONDUCT AT MEETINGS – The success of a local government depends on the productivity of the meeting of the governing body.**

1      2      3      4      5      Stays on the topic and follows the agenda.

1      2      3      4      5      Abides by the rules of procedure for meetings.

1      2      3      4      5      Participates actively in the meeting.

1      2      3      4      5      Keeps comments concise and does not monopolize the meeting.

- |   |   |   |   |   |   |
|---|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 | Prepares for all meetings.                      |
| 1 | 2 | 3 | 4 | 5 | Regularly attends the meetings.                 |
| 1 | 2 | 3 | 4 | 5 | Displays a competent and professional attitude. |

COMMENTS:

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<p><b>ETHICS – A responsible Town Administrator adheres to a set of standards which are above reproach, consistently upholds the public trust.</b></p>
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- |   |   |   |   |   |   |
|---|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 | Is committed to the premise of good government and services to the public.                  |
| 1 | 2 | 3 | 4 | 5 | Knows and follows the policies and legislation that defines the role of the governing body. |
| 1 | 2 | 3 | 4 | 5 | Has high personal and professional standards.   |
| 1 | 2 | 3 | 4 | 5 | Does not disclose confidential information.   |
| 1 | 2 | 3 | 4 | 5 | Always avoids conflicts of interest when possible and discloses them when not.              |
| 1 | 2 | 3 | 4 | 5 | Is able to set aside all bias against any segment of the community.                         |

COMMENTS:

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<p><b>PANDEMIC LEADERSHIP – A Town Administrator should demonstrate leadership, knowledge, and a willingness to adapt to unforeseen situations.</b></p>
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- |   |   |   |   |   |  |
|---|---|---|---|---|--|
| 1 | 2 | 3 | 4 | 5 | Provides competent leadership during the Coronavirus pandemic. |
|---|---|---|---|---|--|

1      2      3      4      5      Establish effective and innovative policies during the pandemic.

1      2      3      4      5      Communicates effectively with all stakeholders during the pandemic.

COMMENTS:

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Total: \_\_\_\_\_ out of a possible 300.      Average: \_\_\_\_\_  
*(total divided by 60)*

**SECTION II:**

Are there any other or overall comments you wish to make on a) strengths of the Town Administrator, b) areas where improvement is needed, c) on other relevant aspects of the Town Administrator's performance or d) general managerial skills?

Comments:

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**Section III.**

The Select Board will establish goals for the upcoming fiscal year whereby in the future years, the members of the Select Board will evaluate the Town Administrator in the achievement of said goals. **(Please send goals separately to the Town Administrator – they will be compiled and brought forth to the whole Board)**

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature of Evaluator  
(Member of the Select Board)

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature of Town Administrator

**DRAFT TOWN  
ADMINISTRATOR  
GOALS FOR  
9/1/2021 – 8/31/2022**

**Town Administrator DRAFT Goals**  
**September 1, 2021 – August 31, 2022**

**Immediate Goals**

1. Currently, the highest Town priority is implementing the Stow Acres solution. Therefore, a TA priority is to work with conservation, SCT, planning, and everyone else to finalize the deal and bring it to a fall town meeting. In particular, it is a priority for you to figure out the financing. (Jim)
2. Track Road — if we do indeed receive the federal grant, figuring out what to do becomes a high priority for the Select Board. The priority for the TA would be to form and lead a working group to develop a plan, have that plan reviewed by relevant boards (planning, complete streets, SB I suppose), and implemented. (Jim)
3. Lake Boon dam. (Jim)
4. Work with Green Committee to determine what steps would need to happen in order to have a plastic bag ban in town. Look at surrounding communities and see what those steps were. (Megan)
5. Coordinate with the Green Advisory Committee to ensure the committee meets its mandate of completing a climate action plan for the Town of Stow within one year. (Zack)
6. Draft and present to the Select Board policies requested by the Select Board within 3 meetings of the affirmative vote to move forward with a proposed policy. (Zack)
7. Develop and host an onboarding training for new members of the Select Board, Finance Committee and Capital Planning Committee. (Zack)
8. Develop and implement a comprehensive HR plan for the Town of Stow, with emphasis on employee recruitment, retention and happiness. (Zack)
9. Coordinate with the Traffic Safety Advisory Committee to ensure the committee:
  - a. develops a plan of action, which includes any additional information to be gathered;
  - b. ensures resident comments are responded to in a meaningful and timely manner;
  - c. conducts at least one public hearing; and
  - d. prepares a report and presents to the Select Board and Town Administrator(Zack)
10. Reorganization of Highway and Cemetery departments. (Denise, Jim, and Ellen)
11. Review structure and efficiency of facilities department. Determine if additional resources are needed and where best to apply those resources. (Denise and Ellen)
12. Continue to find ways to foster coordination and sharing of resources between departments. (Denise)



13. Establish an Emergency Management Team. Working with the EMD, put together a team of department heads that would meet and discuss weather related events, seasonal events, and critical incidents and plan to proactively address the needs associated with each. (Denise)
14. Recommend a Fire Chief for appointment by December 2021. (Denise)
15. Start the bylaw & charter review processes (Ellen)
16. Implement HR policies/onboard ATA (Ellen)
17. Institute new town wide public safety rules (e.g. townwide speed limit) (Ellen)
18. Address issues of regional board of health (Ellen)
19. Maximize use of any Covid related federal/state funds (Ellen)
20. Work with Librarian to move library renovation project forward (Ellen)

### Longer Term Goals

1. Lower Village —Although a shared priority with planning, your priorities would be (1) to develop options for water supply; (2) approach property owners about helping to pay for a solution, whether voluntarily or through betterments; and (3) get the planning board to work with you and us. (Jim, Megan, and Ellen)
2. Budget for and conduct a full facilities assessment to identify all equipment and infrastructure and their expected life. This would be then used to develop a proactive approach in replacing equipment/facilities before it becomes an emergency. (Denise)
3. Develop a 20-year capital outlay plan and present the outlay plan to a joint session of the Select Board, the Finance Committee, Capital Planning Committee and the Community Preservation Committee. (Zack)

### Policy questions the Select Board need help with

Highway capital plan and roads — Steve’s approach to capital represents a sea change for us. The town’s approach has historically been to not replace equipment for a long time, frankensteining spare parts from other sources. He proposes to replace on a regular schedule. Similarly, the wants to do “smart analysis” or whatever it’s called on the roads. This is all a policy question that the Board should be involved in. It is a good example of something that sounds great until you see what it costs. A priority for you would be to get him to attach some cost figures to all of this, and for you to make a recommendation on how it would all be funded, which the Board would consider. (Jim)

Sidewalks — there are periodic demands for more sidewalks. I’d like the Board to wrestle with whether to build more sidewalks or not and, if yes, then how to pay for it. In connection with

this, Zack has referred a few times to a "law" that says the town has liability for all sidewalks it builds. I do remember an important decision from around 2008 or 2010 saying something like that, but I don't remember exactly what it said. I'd like to nail down this question. (Also, I think it is still possible to pass a by-law that says that at least business owners must clear sidewalks in front of their businesses.)

Part of this question is also the ever-present question of whether we should clear snow from existing sidewalks. I'd like cost figures to be presented to the board (I think Steve already has them) and for the board to make an actual policy decision (I think it's fair to say this is a policy question.) (Jim)

**Disposition of Surplus Goods  
and Equipment  
With No Value**



Town of Stow  
**PLANNING BOARD**  
380 Great Road  
Stow, Massachusetts 01775-1122  
(978) 897-5098

August 16, 2021

SelectBoard  
380 Great Road  
Stow, Massachusetts 01775

Re: Request to vote: declaration of office items surplus without value.

Dear members:

The Planning Department would like to request that the following office items be declared surplus without value:

- 1) Make: Samsung Laser Multi-function Printer  
Model: SCX-4828-FN  
Year released/status/condition: 2004/discontinued by manufacturer/not working
  
- 2) HP Color LaserJet Multi-function Printer  
Model: 2600n  
Year released/status/condition: 2004/discontinued by manufacturer/not working
  
- 3) Make: XeroxWorkCenter  
Model: 6505  
Year released/status/condition: 2011/discontinued by manufacturer/not working

The Planning Department believes this surplus equipment has no resale or salvage value and shall a vote in favor of declaration be made, the said electronic items will recycled with a certified recycling company.

Sincerely,

Administrative Assistant  
Planning Department  
APPROVED: \_\_\_\_\_

Select Board Green Advisory  
Committee appointee:  
The Board may choose one of  
their own members or  
someone else to represent the  
Board's interests

(We did receive two appointment requests  
after I spoke to the ones I decided to put  
forward)

## Denise Dembkoski

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**From:** selectmen  
**Sent:** Thursday, September 9, 2021 8:48 AM  
**To:** Denise Dembkoski  
**Subject:** FW: Green Advisory Committee

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**From:** Lee Coopriider <leecoopriider@gmail.com>  
**Sent:** Wednesday, September 8, 2021 9:27 AM  
**To:** selectmen <selectmen@stow-ma.gov>  
**Subject:** Green Advisory Committee

Greetings, Select Board,

I would like to be considered for an At Large position on the Green Advisory Council.

I am concerned about climate change for many years and found ways to take actions locally, by taking actions in my household and by joining local groups.

I have participated in the First Parish Church Climate Action Task Force and the Sustainable Stow committee. With the latter, I assisted with the Heat Smart program (and installed heat pumps in my house) and was a member of the team that created the Greenhouse Gas baseline for Stow.

I think that the new Green Advisory Committee will be a good opportunity for me to increase my effectiveness on this issue and to contribute to my town's governance.

Thank you,

Lee Coopriider

552 Great Road  
[LeeCoopriider@gmail.com](mailto:LeeCoopriider@gmail.com)

## Denise Demboski

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**From:** selectmen  
**Sent:** Friday, September 10, 2021 8:32 AM  
**To:** Denise Demboski  
**Subject:** FW: Letter of application for Stow Green Advisory Committee

Hi Denise,

Here is another applicant for the Green Advisory Committee. I see that two people are going to be appointed on Tuesday, but did not realize that when I forwarded the application from Lee Coopriider yesterday. Would you like me to acknowledge this application and say that the vacancies have been filled?

Thank you,  
Phoebe

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**From:** Martin Meyer <elreydetodo@gmail.com>  
**Sent:** Thursday, September 9, 2021 9:12 PM  
**To:** selectmen <selectmen@stow-ma.gov>  
**Subject:** Letter of application for Stow Green Advisory Committee

Members of the Stow Select Board,

I write to you regarding the open positions for an at-large community member of the newly formed Stow Green Advisory Committee. I feel I would be an excellent candidate for one of the open positions on this committee because of my personal interest in renewable energy, energy efficiency, and sustainability. I ask that you consider me for one of the open seats on the committee.

My interest in energy conservation stems back to my childhood, when I hated having to run around the house to turn off lights for my parents before we left. It became ingrained in me that I shouldn't waste energy on things like unnecessary lighting, and I have spent considerable time as an adult seeking ways to reduce my home energy consumption and to not have to run around turning off light switches.

I have automated my home lighting to turn on at dusk (actually, when the sun's angle reaches 8 degrees above the horizon), dim lights later in the evening, and then turn off completely at bedtime. This automation includes sensors to turn lights on and off when some rooms are entered/exited, and I have the ability to rapidly shut off all lights and turn off televisions when leaving the home. It also can lock doors and close my garage door. I may be taking it a bit too far, but it's a fun hobby.

My interest in energy efficiency extends beyond simply turning off lights. There are many sources of energy draw in a home, and since my home was built in 1989ish, I have spent considerable time learning about insulation upgrades and heat pumps. I have installed some energy sensors to track things like pool pump power usage (which is really quite a lot, ~12.5kWh/day!) and am looking at various opportunities to decrease my home's energy footprint.

When I moved to Stow in 2017, I knew that my new home's HVAC systems were very old and would soon need to be replaced. I was very interested in ground source heat pumps, and research led me to discover the Bolton/Harvard HeatSmart program which was active at the time, and that ultimately led to my introduction to the Sustainable Stow working group.

As a member of Sustainable Stow I was able to help with planning and execution of our own HeatSmart program. I worked with a small sub-group that focused on promoting the program to low and moderate income households in both Hudson and Stow. I have also been a regular participant in the group meetings for a few years and hope to continue.

For my regular day job, I work at Akamai Technologies as a product architect for security, fraud, and abuse products. Ultimately our mission is to protect our customers' online properties (i.e. websites, online stores, etc) from security incidents online and to protect them from fraud and abuse activity. This is a very important area of late due to the ever increasing rate and intensity of cyber attacks.

My day-to-day job involves learning about problems that are not yet well defined or understood, devising solutions for these problems (sometimes defining what the problem even *is*), and designing product and system changes to address the problem. There is often a bit of negotiating involved in this work as well, to reconcile the understandings of various team members and making sure everyone is satisfied with the completeness and correctness of whatever we are discussing or designing.

As a product architect, I have to explain complex concepts to many other team members. Sometimes I have to invent new concepts myself to frame a conversation we need to have. This requires excellent written and verbal communication skills, as well as the ability to present in a large audience setting.

I think my preexisting interest in energy conservation makes me a good candidate for this new committee's open seat. I also think my professional skills would help my ability to work in the committee setting, and that my ability to research problems and frame them for conversations would help to make the committee effective.

Thank you for your consideration.

Regards,  
Martin Meyer  
25 Brookmill Rd



# **STRATEGIC PLANNING**

# Strategic Planning

- Continued policy discussion
  - Review draft of Select Board Code of Conduct policy
- Continued Workplan and Goals discussion, if any
- Continued meeting schedule discussion, if any



# Town of Stow

## Select Board

### Code of Conduct

*Adopted September XX, 2021*

draft

This Code of Conduct sets forth a standard of conduct for the Stow Select Board under the laws of the Commonwealth of Massachusetts and the Town Charter. As an elected public official, a Select Board member has taken an oath to adhere to all federal laws, the laws of the Commonwealth of Massachusetts and the bylaws of the Town of Stow.

This Code of Conduct outlines three general areas of a member's responsibility:

- (1) community responsibility;
- (2) responsibility to Town Administration; and
- (3) relationship to fellow Select Board members, and other persons appearing before the Select Board.

**1. Community Responsibility:** A member in their relations with the community should:

- A. Realize that their primary responsibility is to all Stow citizens.
- B. Recognize that their function is policymaking and not administrative or executive.
- C. Remember that they are one of a team and must abide by, and carry out, all Select Board decisions once they are made.
- D. Be well informed concerning the duties of a Select Board member on both a local and state level and on the municipal issues in Stow.
- E. Remember that they represent the entire community at all times.
- F. Accept the office of Select Board member as a means of unselfish public service with no intent to "play politics" in any sense of the word, or to benefit personally from their Select Board activities.

**2. Responsibility To Town Administration:** A member in their relations with the Town Administration should:

- A. Endeavor to establish through the Board sound, clearly defined policies with which to govern and support the Administration.
- B. Recognize and support the Administrative chain of command and refuse to act on complaints as an individual outside of the Administration.
- C. In accordance with the Town Charter, recognize that the Town Administrator has full responsibility for discharging their professional duties as the Chief Executive Officer and hold them responsible for acceptable results.
- D. Refer all complaints to the Administration for solution and only pursue satisfactory results through the frameworks of the Select Board structure if such solutions fail.
- E. Request assistance from Town staff only through the Town Administrator.

**3. Relationship To Fellow Select Board Members and Other Persons:** A member in their relations with fellow Select Board members and other persons shall:

- A. Accept differences of opinion as building blocks of our democratic process.
- B. Always treat other members, the Town Administrator, board and committee members, and employees with personal respect and act in a civil manner towards them.
- C. Concentrate all dialogue on the issue and refrain from personal criticism.
- D. Recognize that Board action at official meetings is binding and that they alone cannot bind the Select Board outside such meetings.
- E. Realize that statements or promises should not be made regarding how they will vote on matters that will come before the Select Board.
- F. Uphold the confidentiality of executive sessions and documents presented during same, and respect the privileged communications that exists in executive sessions.
- G. Not withhold pertinent information on municipal matters or personnel problems, either from members of their own Select Board or from members of other bodies who may be seeking help and information on problems.
- H. Not make statements or promises of how you will vote on matters that will come before the full Board until you have had an opportunity to hear the pros and cons of the issue during a public meeting of the Board.
- I. Cooperate with the Chair of the Board in the conduct of meetings.
- J. Never publicly criticize an employee of the Town. Concerns about staff performance should only be made to the Town Administrator through private conversation.
- K. Treat persons who appear before the Board with respect, and dignity and in a manner free from discrimination, abuse, and harassment.
- L. Act in a civil and professional manner at all Board meetings.
- M. Speak in a civil manner and not harass or bully citizens, other Board members, the Town Administrator, Town administrators, and employees.

**4. Enforcement of Code of Conduct.**

draft

- A. The Select Board shall enforce the Code of Conduct.
- B. Any Select Board member violating the Code of Conduct may be subject to public censure by the Select Board.
- C. During a meeting the Chair may, after an initial warning, remove a member from a meeting who acts in an inappropriate manner, is unruly or disorderly.

# MINUTES

Select Board Meeting Minutes  
Tuesday, August 24, 2021  
Stow Town Building & via Zoom

Present in the Warren Room: Chair Ellen Sturgis, Megan Birch-McMichael, Zack Burns, Cortni Frecha, James Salvie, Town Administrator Denise Dembkoski

Also present: Dolores Hamilton, Fire Captain JP Benoit, Karen Benoit, Asst. Town Clerk Deb Seith, Phil Beltz, and Gordon Schaubhut

Chair Sturgis called the meeting to order at 7 p.m.

**Public Input:** none

**Board Member Comments**

Chair Sturgis acknowledged that the last meeting was challenging. She sent an email to all Board members asking for feedback, and said her intent was not to violate the Open Meeting Law. A copy of the email will be added to the correspondence for the next meeting.

Board member Burns expressed his appreciation for the Chair's comments. He will be attending the MAGIC meeting on September 14<sup>th</sup> and will update the Board at a future meeting.

Board member Birch-McMichael reported that she and Chair Sturgis, along with Conservation Director Kathy Sferra, Town Planner Jesse Steadman, and the Town Administrator, met with Rep. Kate Hogan and Sen. Jamie Eldridge about how and when they can help us, in terms of what resources they can provide. They discussed Lower Village, housing choice, energy efficiency, transportation, and other topics.

**Appointments**

Assistant Town Administrator

Dolores Hamilton will be Stow's first Assistant Town Administrator. She started her career in health care, then transitioned to human resources (HR) and was the HR Director in Newton for 15 years. Most recently, Ms. Hamilton has been the HR Director in the city of Framingham. Her first day in Stow will be Monday, September 13, 2021.

*Board member Birch-McMichael moved to appoint Dolores Hamilton to the position of Assistant Town Administrator through June 30, 2022 and subject to annual appointment thereafter. Board member Salvie seconded the motion and it passed unanimously.*

Dolores Hamilton was sworn in as Assistant Town Administrator by Assistant Town Clerk Deb Seith.

Acting Fire Chief

John Paul "JP" Benoit has lived in Stow for almost 45 years. He has been with the Fire Department since 1986, became full-time in 1994 and has moved up the ranks to become Captain, a rank he has held for almost 15 years. Also, this is his 33<sup>rd</sup> year as the Scoutmaster for Troop 1 Stow.

*Board member Birch-McMichael moved to appoint John Paul Benoit to the position of Acting Fire Chief until a permanent Chief is appointed. Board member Salvie seconded the motion and it passed unanimously.*

John Paul Benoit was sworn in as Acting Fire Chief by Assistant Town Clerk Deb Seith.

### **Lion's Club "Orchard Days Food Truck Festival" for 2022**

Phil Beltz and Gordon Schaubhut, of the Stow Lions Club, were present. The third member of their event team is Linda Gothie. Mr. Beltz and Mr. Schaubhut presented their plan for a food truck festival, originally planned for fall 2021 but delayed to fall 2022 due to Covid-19. They anticipate having 6 food trucks. They developed a parking plan due to the location of Lions Field at the intersection of Hudson Road and Great Road. They are aware of the feedback from various departments of the Town. They need to seek approval from the MA Department of Environmental Protection (DEP) due to the presence of a well in the east side of the field. They are hoping to staff the event with students, the Rotary Club and Friends groups, and the Boy Scouts. They will offer \$10 per hour per person to those 501c3 organizations.

Board member Salvie thanked the men for their advanced preparation and suggested that the Lions Club seek approval by reapplying 6 months prior to their event. All members of the Select Board agreed.

### **Stow Film Permit Guidelines and Application**

There is a company wanting to film in Stow, using a private residence and some Town-owned property. Town Administrator Dembkoski has recommended that the Town have formal guidelines and an application. Ms. Dembkoski provided a draft which has already been approved for a neighboring community by KP Law, which is also our town counsel. The Board discussed the section for exemptions and suggested that some flexible language be added to exempt student projects and those who would be filming for Stow TV. The Select Board would approve the initial Permit Guidelines and Application, and then any permit requested by a production company to use town property. Because this is a permit and not a license the Charter allows the Town Administrator to approve all other permits for, and be the facilitator with, the production companies.

If approved to film, the company currently wanting to film in Stow would make a sizable donation to the Town. As a 'sneak preview,' Ms. Dembkoski said the company wants to build a drive-in movie theater in town.

*Board member Birch-McMichael moved to approve the application and guidelines for filming permits in Stow, as presented at this meeting with the fee for application set at \$100, plus any Town expenses for Police, Fire, or Highway services. After Select Board approval to utilize Town property and signoffs from identified departments, the Town Administrator will have discretion to approve/disapprove any applications submitted. Board member Salvie seconded the motion, and it passed unanimously.*

### **Town Administrator Evaluation Form**

Ms. Dembkoski provided the Board with Stow's current form and with evaluation forms from other municipalities. The Board discussed the various options and although some preferred Shrewsbury's form, all members had Bolton as a first or second choice. Section three of Bolton's form is the evaluation of the prior year's goals, which could be incorporated into the Shrewsbury form if the Board changes to Shrewsbury's form going forward. The Board discussed and agreed to add a section on the pandemic.

Each Board member will meet individually with the Town Administrator. For this year, Chair Sturgis will compile the individual Board members remarks into a summary to be presented at the next Select Board meeting as part of the meeting packet. Future evaluation compilations will be done by the HR Director.

The Board hopes to have goals set for the Town Administrator and the Select Board by November. Board members can submit a short list of goals to Ms. Dembkoski and a compilation will be added to the upcoming agenda as a discussion topic, not as part of the evaluation.

*Board member Salvie moved, for evaluation of the Town Administrator's performance, to prepare a new Town of Stow evaluation form based on the example provided by the Town of Bolton and modified to add evaluative criteria regarding the coronavirus pandemic. Board member Burns seconded the motion, and it passed unanimously.*

## **Strategic Planning**

### **Civility and the Role of Board Members**

Chair Sturgis acknowledged the difficulties of the previous meeting and is grateful for the helpful feedback she received regarding her role as Chair. All members were appreciative of the comments made by the Chair at the beginning of this meeting. Chair Sturgis opened the floor to Board comments to continue the discussion begun at the last meeting, and to discuss adopting a code of conduct for the Board.

Board member Birch-McMichael liked Sudbury's policy, as it was grounding and explained what they are entrusted to do. Board member Frecha added that she liked Sudbury's policy also, and said she will probably not agree with everybody all the time and her goal is to be as gracious as possible. Board member Birch-McMichael shared her appreciation of being on this board where they can have a civil conversation on how to disagree.

Board member Burns thinks the best civility policy lets people disagree in a meaningful way and provides the Chair with rules that they can use. He liked the policies of Sudbury and Holden, and asked that a draft policy be ready for the Board at the next meeting. He shared advice that he received from another elected official, "take your time, don't rush." It is okay to table a discussion.

Board member Salvie wants a policy meant for the public, with clarification regarding public comments and public hearings. He hopes that the Board does not need a written policy on how to be civil to one another. As a Select Board member for 11 years, he thinks the Board goes wrong when the language of accusation is used (declarative sentences that cast fault) and has seen this happen many times over the years.

Board members discussed the code of conduct policies from other towns, and chose the policy from Holden to use as a template for Stow. If necessary, Board members will send portions from other policies to Ms. Demboski for inclusion in Stow's new policy.

### **Policy and Work Plan Discussion, continued**

The Board will be meeting with the finance team -the Finance Committee, Capital Planning, and the Community Preservation Committee (CPC)- at a date yet to be determined. The Chair has invited SMAHT, at their request, to the next Select Board meeting to discuss their plans for the next year. Board member Frecha suggested, and Board member Birch-McMichael agreed, that they should meet with the Planning Board soon, and possibly twice a year. Board member Burns reminded them of Board member Salvie's 3 ways in which they should invite boards and committees to come before the Select Board: a general update, a targeted financial message to the Town, or an issue is happening. The invitation should explain that it is a way for the board or committee to share their goals with the Select Board. The Board discussed meeting soon with the Planning Board to discuss Track Road, and the CPC to have an opportunity to speak collaboratively about what the Town is facing.

### **Town Administrator (TA) Report**

- The TA thanked Rep. Kate Hogan who ear-marked \$100,000 for PFAS remediation for the municipal building complex.
- The TA recognized the members of the Police Department, specifically Officer Fitzpatrick, Detective Scott, and Chief Sallese, and everyone who responded to the stand-off situation on August 16<sup>th</sup> which ended peacefully after many hours. The officers did an amazing job assessing the situation and responding accordingly. The SWAT team was called in as a precaution.
- The TA recognized Highway Superintendent Steve Nadeau, Acting Fire Chief JP Benoit, Police Chief Michael Sallese and all of their staff who handled the situation at the Lake Boon dam. There was a sinkhole in the dam last Friday evening and the Emergency Action Plan for the dam was immediately implemented; engineers were called and they made repairs overnight.
- The TA advised that for incidents that occur in Town, the true and accurate information is kept up to date on the Police Department's and the Town's social media pages and the Town's website.



- There was a confirmed tornado in Stow on Monday August 23<sup>rd</sup> with a tree coming down on Great Road.
- Chair Sturgis asked for a Covid update and if there will be an indoor mask requirement. The TA said that falls under the Board of Health, which take its guidance from the Nashoba Associated Boards of Health. Stow is at a 76% vaccination rate, and the infection rate is low. Masks are required for visitors to all Town buildings.

Board member Burns thanked Ms. Dembkoski, noting that she thanked all of her staff, and on behalf of the Board he wanted to thank her. He praised her communication, especially how she gets accurate information out as soon as possible to stop rumors. He said she is the leader, and how she handled the recent trifecta of events was fantastic.

### **Meeting Minutes**

August 10, 2021: Board member Birch-McMichael moved to accept the meeting minutes of the August 10, 2021 meeting. Board member Salvie seconded the motion, and it passed unanimously.

**Correspondence:** Board member Burns stated his appreciation for the First Amendment.

### **Executive Session**

At 9:06 p.m. Chair Sturgis moved to convene Executive Session pursuant to MGL c. 30A, sec. 21(a)(7) for the purpose of reviewing Executive Session minutes, and under sec. 21 (a)(6) for the purpose of considering the purchase, exchange, lease or value of real property if the Chair declares that an open meeting may have a detrimental effect on the negotiating position of the public body: purchase and value of Stow Acres, and to adjourn thereafter; votes may be taken.

Board member Salvie seconded the motion, and it passed unanimously by roll call vote.

Respectfully submitted,

*Joyce Sampson*

Executive Assistant

### **Documents used at this meeting:**

Documents can be found in the Select Board's Office in the meeting folder.

# **CORRESPONDENCE**

Joyce Sampson

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**From:** esturgis  
**Sent:** Wednesday, August 25, 2021 9:25 AM  
**To:** Joyce Sampson  
**Cc:** townadministrator  
**Subject:** Fw: Agenda items

please include this email in Correspondence, as I promised last night.

To Stow Selectboard and members of the public:

I sent the below email out to the Board on 8/14/21. On Tuesday or Wednesday, a SB member stated they thought my requesting feedback may be a violation of OPM. I sent an inquiry to the AG on Wednesday and heard back on Friday that indeed it was. At that time, I had spoken to three board members one on one and received valuable feedback but I now respect my fellow Board members' warning and apologize. In part to acknowledge this error, I'm including both the email and the key excerpt from the AG's office explaining why this would be considered a violation.

I received the following response on Friday 8/20/21:

"the members are sharing their thoughts and opinions about the leadership of the board and that would be considered deliberation. Even if you do not respond to their feedback, you would be receiving the thoughts and opinions of a quorum of members – even if you receive feedback from only one at a time, receiving comments in a serial fashion is still considered deliberation."

*Ellen Sturgis, Stow Selectboard*

esturgis@stow-ma.gov  
978-460-0883 cell

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**From:** esturgis  
**Sent:** Saturday, August 14, 2021 5:43 PM  
**To:** Cortni Frecha <cortni.frecha@gmail.com>; Zack Burns <zburns@stow-ma.gov>; mb-mcmichael <mb-mcmichael@stow-ma.gov>; jamessalvie <jamessalvie@stow-ma.gov>  
**Subject:** Agenda items

Board members,

Denise informed me before she left on vacation about requests to add Reorganization to the next agenda. (I had already asked Zack for thoughts on how to discuss Civility). In our early meetings, we discussed our role as collective leaders. I'm disappointed that two of you are hiding behind the TA rather than raising this with me directly. Last meeting was brutal - haven't yet but intend to watch the rough parts to learn from them. But I don't believe I was breaking laws or rules and so would like to know why you don't think I should continue as chair.

As a group, we are the executive leaders of Stow. We don't agree on everything which makes us stronger. But hiding behind the TA instead of addressing me directly makes us weaker. Hopefully that is not your intention, but I believe it's a real possibility.

I will of course be ready to discuss at the next meeting, but I hope whoever proposed it talks to me in advance. Blindsiding is neither professional nor civil.

In addition to Zach, if you have suggestions on how to structure the conversation on civility, please pass them along to me.

**Joyce Sampson**

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**From:** esturgis  
**Sent:** Wednesday, August 25, 2021 9:19 AM  
**To:** Joyce Sampson  
**Subject:** Fw: Public hearing guidelines - PB  
**Attachments:** Policy - Public Hearing Guidelines - adopted 6-10-08.doc

Could you add this to our next meeting packet as correspondence? thank you.

(AWESOME job on last meeting's minutes--hope this one last night though long, is a lot easier!!)

*Ellen Sturgis, Stow Selectboard*

esturgis@stow-ma.gov

978-460-0883 cell

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**From:** Ellen Sturgis <e.sturgis@verizon.net>  
**Sent:** Friday, August 20, 2021 3:05 PM  
**To:** esturgis <esturgis@stow-ma.gov>  
**Subject:** Public hearing guidelines - PB

Ellen  
Sent from my iPhone. Please excuse inadvertent typos.

Approved: June 10, 2008

Based on the approved Stow Planning Board Policy: Rules of Conduct of Public Hearings

## **PUBLIC HEARING GUIDELINES**

Depending upon the application, the Chair (or Presiding Officer) should address the following points when opening a public hearing:

- Tonight we are opening a public hearing for \_\_\_\_\_.
- Reading of Notice of Public Hearing (or waive)
- State that a sign-up sheet will be circulated for all attendees to sign.
- Planning Board introductions
- Procedure for the evening (*the order is dependent upon the application*):
  - The applicant will have 15 minutes to present.
  - We will then hear public comments.
  - We will then hear from the Planning Board's Consulting Engineer.
  - Individually, Board members will then ask questions or make comments on the application.
  - At the end of the hour, we will either close the hearing or continue it for further discussion.
- Some rules of conduct for the public input section:
  - Everyone who wants to speak will have the opportunity. You will be recognized by the Chair (or Presiding Officer).
  - Only one person shall speak at a time.
  - Please introduce yourself and where you live.
  - You have about three minutes to make a comment or ask a question.
  - If you are a representative of a large group, you have 5 minutes for your remark.
  - Please direct your remarks to the Board as whole and not to specific members.
  - The applicant has the right to respond to or not respond to questions or comments as they see fit.
- Other rules of conduct:
  - Any person audio taping or videotaping the public hearing shall not do so in secret and only with advance notification.
  - Opinions expressed individually by Board members during the hearing do not necessarily reflect the opinions of the Board as a whole. The applicant should not make changes based on one member's comments.
  - Everyone here shall respect the rights of others to speak uninterrupted when they have the floor.
- Confirm that abutters have been notified via certified mail (green cards).
- Begin the hearing.

We received the following  
email from a resident.

The two attachments are  
available in the Select Board  
office.

Joyce Sampson

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**From:** Dorothy Granat <lexifilly@icloud.com>  
**Sent:** Wednesday, September 1, 2021 4:41 PM  
**To:** selectmen  
**Subject:** past meeting praise, examples of auto sales applications  
**Attachments:** stautosalesapphudson.pdf; Stautoappcanton.pdf

Dear Select Board,

It was quite impressive to see the talk the board had at the last meeting. It showed the board wishes to work together for the town's best interest, while acknowledging there will be differences of opinions that should not take away from the respect each individual should be given.

I have attached two example of auto sales license applications. Stow's auto sales license application and application process could be updated for the benefit of all. Many towns require applicant to meeting with zoning, building inspector and fire chief at the proposed site, prior to the board reviewing application. Most applications require documentation that shows all points made in MGL 140 pertaining to the type of license, is met and well as issues that should be addressed for businesses in general such as workers compensation.

This type of thorough application process gives the board a wealth of information needed to issue or deny licenses, following the MGL laws. It would alert the applicant early on, of possible issues of running a business at the particular site. It would help ensure the protection of our water supply and that new sources of run off that could impact Stow's MS4 permit.

It concerns me that an inspection of the building was not done at 92 Great Rd. in regards to waste water that such a business produces and regulations regarding that waste water.

Sincerely,

Dorothy Granat

# CORRESPONDENCE

Additional correspondence on file in the office:

## Conservation Commission

- Notice of Public Hearing:
  - September 7, 2021 at 745pm
  - 479-483 Gleasondale Road
- Notice of Public Hearing:
  - September 7, 2021 at 8pm
  - Lot 7A, Hallock Point Road & Sudbury Road
- Notice of Public Hearing:
  - September 21, 2021 at 7:45pm
  - 23-25 Hale Road
- Notice of Public Hearing:
  - September 21, 2021 at 8:00pm
  - 156 Barton Road

## Board of Appeals

- Notice of Public Hearing:
  - September 20, 2021 at 8pm
  - 102 Peabody Drive
- Notice of Public Hearing:
  - September 20, 2021 at 820pm



- 51 Hale Road
- Notice of Public Hearing:
  - September 20, 2021 at 840pm
  - 206 Barton Road

## Building Department

- Building Permits July 2021

## Other

- Attachments from Dorothy Granat's September 1, 2021 email