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TOWNSEND WATER DEPARTMENT
540 Main Street West Townsend, Massachusetts 01474

Todd Melanson, *Chairman*
David Vigeant, *Superintendent*

Nathan Mattila, *Vice-Chairman*
(978) 597-2212

, *Clerk*
water@townsendwater.org

WATER COMMISSIONERS MEETING MINUTES

September 19, 2022 – 7:00 P.M.

Water Department 540 Main Street, Meeting Room

On July 16, 2022, Governor Baker signed into law An Act Relative to Extending Certain State of Emergency Accommodations, which, among other things, extends the expiration of the provisions pertaining to the Open Meeting Law to March 31, 2023. Specifically, this extension allows public bodies to continue holding meetings remotely without a quorum of the public body physically present at a meeting location, and to provide "adequate, alternative" access to remote meetings. The Act does not make any new changes to the Open Meeting Law other than extending the expiration date of the temporary provisions regarding remote meetings from July 15, 2022, to March 31, 2023.

<https://us06web.zoom.us/j/86573009455?pwd=Y2VubzljN2JETk5PL1Rxcys0SHF5QT09>

Meeting ID: 865 7300 9455 Passcode: 241185 Log on Monday, September 19, 2022, at 7:00 P.M. to participate.

I. PRELIMINARIES:

- 1.1 TM called the meeting of the Board of Water Commissioners to order at 7:00 P.M., 540 Main Street and by Zoom.
- 1.2 TM announced that the meeting is being recorded on Zoom.
- 1.3 Roll call showed members present: Todd Melanson (TM)-Chairman and Nathan Mattila (NM)-Vice Chairman. Roll call showed citizens present: David Vigeant (DV)-Water Superintendent.
- 1.4 Chairman's additions or deletions.
 - 1.4.1 TM requested that minutes be sent with the meeting packet for review. NM said that he has no problem reviewing them at the meeting.
- 1.5 Approve Meeting Minutes of August 15, 2022. TM and NM agreed that there is a revision needed to section 6.4. Tabled to review the correction at the next meeting.
- 1.6 Review correspondence. Public Comments. None Available.

II. APPOINTMENTS-VOTES MAY BE TAKEN

- 2.1 7:10 PM, Eric Francia-25 Ponderosa Dr. Re: Non-Compliance charge. Did not attend meeting.
- 2.2 7:20 PM Harbor Trace residents. Re: Harbor Trace Treatment Plant. Harbor Trace residents that were identified and spoke are: Helen Magliozzi-10 Cooperage Way, Christopher Kelley-10 Harbor Trace Rd, Jennifer Callahan-5 Harbor Trace Rd, Mark Ruggiero- 6 Cooperage Way, Sabrina Young-7 Cooperage Way, Natalie Cantacesso-4 Cooperage Way. Residents expressed concern regarding the small amount of information that they have received regarding the Treatment Plant being built in their area. The Board explained that it is still in the planning process and once details are completed, there will be an informational meeting for residents in the area. The residents were allowed to ask questions to help get clarification. Attached are the questions asked and the responses.
- 2.3 7:30 PM Conrad Baranowski-13 Proctor Rd. Re: Water quality issues. The residents reported that their water filters are constantly being clogged. Black silt and foul smells are coming out of the taps. TM asked the style of filter being used and if the homeowner has flushed the hot water heater recently. TM suggested that doing that service will not hurt either way and it may relieve the problem. TM asked DV if he has removed the meter and upgraded it. DV mentioned that the water main reduces from a 16" to a

12" right in front of the house, which is likely causing most of the issues. DV proposed relocating the service connection, but that is something that would need a study to see if it would work.

- 2.4 7:40 PM David Hall-3 Reagan Rd. Re: Bill abatement. The homeowner was notified by the office of a bill substantially higher than normal. He confirmed that there was sediment in the drip irrigation causing it to leak into the ground. There has been no appearance of a leak since the repair. Mr. Hall is hoping that the amount of the bill can be lessened since he was not aware of the leak and resolved the problem as soon as he was informed about it. TM explained that the volume of water cannot be abated, but the consumption rate can be. After deliberation, **TM motioned to reduce the bill amount based on a Tier 1 rate and rebill the account. NM seconded. Unanimous vote.**

III. MEETING BUSINESS-VOTES MAY BE TAKEN:

- 3.1 Review Dig-Safe procedures. DV explained that to have the private services be marked as part of the Dig-Safe, the regulations will need to be changed. At this time the Water Department cannot be held responsible for mismarking on private property since the department does not have the equipment to find the service line. NM asked about using a ground penetrating radar and using a town sharing program TM suggested obtaining grants to help cover the cost of the purchase. TM directed DV to have the office review the regulations and draft an update to reflect the changes, and have the technicians talk to surrounding towns to see if they are interested in joining for a purchase. TM asked for the results of the findings to be presented at the November meeting.

IV. COMMISSIONERS UPDATES AND REPORTS-VOTES MAY BE TAKEN:

- 4.1 No Updates.

V. LIASON UPDATES AND REPORTS-VOTES MAY BE TAKEN:

- 5.1 No Updates.

VI. SUPERINTENDENT'S UPDATES AND REPORTS-VOTES MAY BE TAKEN:

- 6.1 Update/Discuss Main Street Well. DV announced that the Main St Well is now completed. It is operating at 550gpm (gallons per minute). There have been no issues with ATV traffic since the bridges have been taken down. NM asked if there are trail cameras on our buildings. DV reported that there are not, NM suggested that we keep it in mind and see if we can get some in the future.
- 6.2 Update/Discuss 169 Main St and Greely Rd. DV reported that the last 20' of water line will be going in within the next few days. Hydrotech will be out at the end of the week to tap the main and the water main should be operational by early next week and everything should be changed over by the end of next week. The Highways Department will be paving the road on October 5, 2022.
- 6.3 Update/Discuss PFAS. No Updates.
- 6.4 Update/Discuss Harbor Trace Treatment Plant. DV stated that the environmental study was submitted last Friday. A 60% submittal is due on October 14, 2022. In November, bidders' qualification will begin with additional bids going out in January. The Board requested that the engineers attend the next meeting to present all the information. Construction is slated for July-December 2023. Hiring was originally scheduled to begin early spring with another being hired July 1st. TM would like to stick with that timeline. NM asked to make sure that if this timeline is not followed, that repercussions are in place.
- 6.5 Update/Discuss 12 South St-Deluxe. DV noted that the project is waiting on the water main and the Greely Rd project to be completed because they Deluxe is using the same contractor.
- 6.6 Update/Discuss Generators at Main Street and Cross Street Stations. DV explained that this is part of the bids that will be going out in January.
- 6.7 Review/Discuss Log Cabin Rd fire. DV reported that there was an illegal dumping site in Ashby. A brush fire started and there were concerns about substances leaching into the water. There have been no indications that the water supply has been affected.

VII. OFFICE UPDATES AND REPORTS-VOTES MAY BE TAKEN:

- 7.1 Schedule next BOWC meeting. The next meeting will be scheduled for October 20, 2022, at 7:00PM.
- 7.2 Review and sign August end of month reports. **NM motioned to review and sign the August end of month reports out of session. TM seconded. Unanimous vote.**
- 7.3 Sign Bills Payable warrants. **NM motioned to review and sign bills payable warrants out of session. TM seconded. Unanimous vote.**

ADJOURNMENT

TM adjourned the Board of Water Commissioners meeting at 8:47 PM.

Respectfully Submitted,



Mistie Demazure
Accounts Manager
Townsend Water Department

HARBOR TRACE RESIDENT QUESTIONS:

QUESTION	ANSWER
WILL THE ENTIRE DEPARTMENT BE MOVING? WHY?	It makes the department more efficient to have it all on one place.
HOW MANY OFFICES AND STAFF WILL BE MOVING?	There will be 8 staff members. 1 Superintendent, 2 admins, 5 techs.
WILL THERE BE OTHER EQUIPMENT STORED ON THE PROPERTY?	No. We will continue to use Witches Brook for storage.
WHAT IS THE PREDICTION OF TRAFFIC?	Staff will show up in the morning and the techs will come and go as needed.
IS THERE ANY OTHER ACCESS POINT OTHER THAN HARBOR TRACE RD?	Unfortunately, no.
HOW WILL THE WASTE BE DISPOSED?	It will be carried out annually by container trucks.
HOW LARGE IS THE BUILDING GOING TO BE? WILL IT BE SEEN EVERY DAY?	We are not sure yet, we are still working on those plans.
WILL THE TREE LINE BE MAINTAINED TO PREVENT LOOKING AT A PARKING LOT?	We will do our best to preserve as much as we can.
WHERE IS THE BUILDING IN RELATION TO THE SOLAR PANELS?	We will be providing detailed plans at the information meeting.
WHAT IS THE TIMELINE FOR THE PROJECT?	We are hoping to begin construction in July 2023.
WILL THERE BE A BUTTER NOTIFICATION?	We will inform people as needed based on the project.
WILL THIS HAVE AN IMPACT ON THE ROAD ACCEPTANCE WITH THE TOWN?	Yes.
CAN THIS BE VOTED ON?	No. It was approved at the Town Meeting in May and will be moving forward.

Town of Townsend
Townsend Water Department
 540 Main Street
 West Townsend, MA 01474
 978-597-2212

as of September 16, 2022

Balance: \$283.35

Account	Owner	Parcel	Location				
4070	FRANCIA ERIC	53E-407-0	25 PONDEROSA DRIVE				
Commitments							
Billing Date	Due Date	Charges	Interest	Credit	Balance	Total Due	
2/24/2021	2/24/2021	\$125.11	\$19.45	\$144.56	\$0.00	\$0.00	
W Int Chg		\$1.85	\$0.00	\$1.85	\$0.00	\$0.00	
Water		\$85.76	\$0.00	\$85.76	\$0.00	\$0.00	
Water Interest		\$0.00	\$19.45	\$19.45	\$0.00	\$0.00	
WR		\$37.50	\$0.00	\$37.50	\$0.00	\$0.00	
4/5/2021	5/5/2021	\$112.54	\$18.69	\$131.23	\$0.00	\$0.00	
Water		\$75.04	\$0.00	\$75.04	\$0.00	\$0.00	
Water Interest		\$0.00	\$18.69	\$18.69	\$0.00	\$0.00	
WR		\$37.50	\$0.00	\$37.50	\$0.00	\$0.00	
7/1/2021	7/31/2021	\$158.10	\$21.13	\$179.23	\$0.00	\$0.00	
Water		\$120.60	\$0.00	\$120.60	\$0.00	\$0.00	
Water Interest		\$0.00	\$21.13	\$21.13	\$0.00	\$0.00	
WR		\$37.50	\$0.00	\$37.50	\$0.00	\$0.00	
9/1/2021	10/1/2021	\$50.00	\$5.15	\$55.15	\$0.00	\$0.00	
Non-Compliance Fine		\$50.00	\$0.00	\$50.00	\$0.00	\$0.00	
Services Interest		\$0.00	\$5.15	\$5.15	\$0.00	\$0.00	
10/1/2021	10/31/2021	\$123.26	\$10.88	\$134.14	\$0.00	\$0.00	
Water		\$85.76	\$0.00	\$85.76	\$0.00	\$0.00	
Water Interest		\$0.00	\$10.88	\$10.88	\$0.00	\$0.00	
WR		\$37.50	\$0.00	\$37.50	\$0.00	\$0.00	

2.1

1/1/2022	1/31/2022		\$173.26	\$6.86	\$180.12	\$0.00	\$0.00
Non-Compliance Fine			\$50.00	\$0.00	\$50.00 <i>pd</i>	\$0.00	\$0.00
Services Interest			\$0.00	\$1.57	\$1.57	\$0.00	\$0.00
Water			\$85.76	\$0.00	\$85.76	\$0.00	\$0.00
Water Interest			\$0.00	\$5.29	\$5.29	\$0.00	\$0.00
WR			\$37.50	\$0.00	\$37.50	\$0.00	\$0.00
4/1/2022	4/30/2022		\$162.54	\$0.00	\$162.54	\$0.00	\$0.00
Non-Compliance Fine			\$50.00	\$0.00	\$50.00 <i>pd</i>	\$0.00	\$0.00
Services Interest			\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Water			\$75.04	\$0.00	\$75.04	\$0.00	\$0.00
Water Interest			\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
WR			\$37.50	\$0.00	\$37.50	\$0.00	\$0.00
7/1/2022	7/30/2022		\$276.80	\$6.55	\$0.00	\$283.35	\$283.35
Non-Compliance Fine			\$50.00	\$0.00	\$0.00	\$50.00	\$50.00
Services Interest			\$0.00	\$1.18	\$0.00	\$0.00	\$1.18
Water			\$181.80	\$0.00	\$0.00	\$181.80	\$181.80
Water Interest			\$0.00	\$5.37	\$0.00	\$0.00	\$5.37
WR			\$45.00	\$0.00	\$0.00	\$45.00	\$45.00
Grand Total			\$1,181.61	\$88.71	\$986.97	\$283.35	\$283.35
Transactions							
Type	Effective Date	PostDate	Batch	Total Comments			
Payment	1/10/2022	1/11/2022	#39-U	\$200.00 Generic Payment			
				Services Interest		\$2.49	
				W Int Chg		\$1.85	
				Water		\$85.76	
				WR		\$59.55	
						\$786.97	
				Non-Compliance Fine		\$150.00	
				Services Interest		\$4.23	
				Water		\$442.20	
				Water Interest		\$25.09	
				WR		\$165.45	
						\$986.97	

Payment 4/28/2022 4/28/2022 F Water 36

Grand Total

2.4

<p align="center">Town of Townsend Townsend Water Department</p>
<p>PO Box 321 Medford, MA 02155 978-597-2212 Water@Townsendwater.org</p>

Remittance Coupon Please Return With Payment	
Account Number: 61085	
New Charges:	\$2,307.20
Credits:	\$0.00
Past Due:	\$0.00
Interest:	\$0.00
Total Due: 10/16/22	\$2,307.20

HALL DAVID
3 REAGAN ROAD
TOWNSEND, MA 01469

04 00 001976 0000230720 101622 00002307201

Account #	Service Location	Parcel Identifier	Billing Date	Due Date	Total Due
61085	3 REAGAN ROAD	34-36-5	9/16/2022	10/16/2022	\$2,307.20

Meter Readings				Usage Summary		New Charge Summary			
Meter	Date	Type	Read	Rate	Total Usage	Charge	Quantity	Amount	Total
211623073	9/9/2022	SET	0	TWD	19,255	Water		\$2,262.20	\$2,262.20
35358299	9/9/2022	TRN	257,855			WR	1	\$45.00	\$45.00
35358299	9/2/2022	ACT	255,500						
35358299	6/1/2022	ACT	238,600						

Tax Payer Message					Rate Information				

This project has already applied for SRF Funding by submitting a Project Evaluation Form (PEF) in August 2021. This project is listed on the 2022 Intendent Use Plan for \$15,000,000 and as a PFAS project would receive a 0% interest Loan. If certain timing is met due Townsend would also qualify for a minimum 13.2% Principal forgiveness for this loan.

Once a project has been placed on the IUP Project List, the municipality needs to complete a loan application by October 15, 2022 which includes information regarding funding authorization, repayment ability, and project schedule. As this is a construction loan, the application also needs to include construction contract drawings and specifications and evidence of compliance with applicable environmental reviews and permits.

A Project Approval Certificate from the MassDEP would be intended to be received in December 2022. Once MassDEP approves the application, a binding loan commitment is issued by the Trust, and the project proceeds to the public bidding phase.

5.4 Implementation Schedule

We have developed a preliminary project schedule for the design, permitting, bidding, and construction of the Permanent WTP. The schedule lists all of the major tasks with anticipated durations, and all major milestones of the project. The Preliminary Project Schedule is summarized in Table 5-2. Construction of the WTP is estimated to be completed and placed on-line by December 2023.

TABLE 5-2

Preliminary Project Schedule

Task	Timeframe
Piloting	May 2022 – June 2022 (Completed)
Pilot Report/Preliminary Design	July 2022 – August 2022 (Completed)
60% Design Development	August - October 2022
90% Design Development	October 2022 – December 2022
SRF Loan Application	October 2022
Permitting	July – December 2022
100% Design	January 2023
Bidding Phase	February – April 2023
Award & Contracts Phase	May – June 2023
Construction	July – December 2023

\\Tighebond.com\data\Data\Projects\T\T0354 Townsend Water Department\011 - Harbor Trace PFAS WTP\Pilot Report\PFAS Pilot Study Report_Draft.docx

6.4

Cooperage Way

Cost Estimate for Milling and Resurfacing

$$725' \times 25' / 9 = 2,013.89 \text{ SY}$$

$$\text{Milling: } 2,013.89 \text{ SY} \times \$2.03/\text{SY} = \$4,088.20$$

$$\text{Resurfacing: } 2,013.89 \text{ SY} \times 0.112 = 225.56 \text{ TNS}$$

$$225.56 \text{ TNS} \times \$87.67 = \$19,774.85$$

$$\text{TOTAL COST} \quad \$23,863.05$$



6.4

Harbor
Tract
Meeting



CAPITAL STRATEGIC SOLUTIONS

A Women-owned Business Enterprise

Building Trust Through Open Dialogue & Transparency

**We deliver creative and cost-effective services that maximize
success while minimizing risk for our clients.**

508-690-0046



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WWW.CAPITAL-STRATEGIC-SOLUTIONS.COM



11 APEX DRIVE, SUITE 300A, MARLBOROUGH, MA 01752





About

Capital Strategic Solutions (CSS) is a Massachusetts-based woman-owned business comprised of former municipal employees. We deliver creative and cost-effective services that maximize success while minimizing risk for our clients. We have hands-on experience that allows us to formulate and implement strategies tailored to the communities we serve. We specialize in public administration and municipal finance, human resources and policy development, emergency management services and public safety, public works and water operations, public relations and community engagement, project management and oversight, grant writing and administration, and onsite support services.

We work diligently with our clients to define clear project goals while resolving complex challenges. Our mission is to provide our clients the highest quality of strategy and implementation consultancy through identifying opportunities, modifying internal structures, and accelerating processes. We exist to create human-centered plans that allow organizations to enhance performance, optimize interactions and accelerate data-driven outcomes that transforms communities.

Our talented team of experts can offer agencies and organizations on-site support services in their time of need in several areas of operations to allow the continuity of services at the highest level.

OUR TEAM DELIVERS



Nichol Figueiredo
Chief Executive Officer

Nichol has over two decades of experience working in state and municipal government; acting as a liaison between government agencies, contractors, consultants, and the communities they serve. She has a keen understanding of how a well-placed message can change opinions, and call stakeholders to action. Since launching Capital Strategic Solutions in 2014, Nichol has been working with municipal clients to implement integrated communications strategies to create a dynamic flow of information. Nichol specializes in building trust through open dialogue and transparency. She is skilled at establishing relationships working closely with the project team and community stakeholders to increase community engagement. By leveraging ever-evolving technology, Nichol measurably improves public relations and community involvement.



Jennifer Thompson
Chief Development Officer

With over twenty-four years' experience in the public sector, Jennifer understands first-hand the challenges faced by municipal employees, especially in terms of appropriately disseminating information and communicating effectively with residents and businesses. Jennifer has worked not only as a Town Manager, but also as a Chief Financial Officer and Assistant Emergency Director in large and small municipalities and in state government. With her unique experience in municipal finance, procurement, administration, emergency management and human resources, she can assist public and private clients in a holistic and inclusive manner. Jennifer has a strong background in economic development work, as well as having to manage public and constituent relations across diverse populations. She holds a Master Degree in Public Administration, a Bachelor's Degree in Communications, as well as many professional certifications.



Michael Tusino, IV
Chief Creative Officer

As Chief Creative Officer, Mike brings his background in visual design, technology services, and public information to a variety of projects at CSS. Prior to joining CSS, Mike worked as a Records Access Officer and Reserve Public Information Officer for the City of Framingham as it transitioned from a town to a city. From these roles Mike developed his skill for analyzing and creating clear and direct public information content and notices. Mike also has a Bachelor of Arts in Visual Communications with a minor focus in Information Technology Services from Framingham State University. He was able to hone these skills in visual design as a Production Designer for a creative ad agency in Massachusetts. Mike's unique palette with 10 years of design, creative and municipal public outreach experience contribute to his expertise as a creative consultant. As Chief Creative Officer he manages the graphic and website design services CSS offers.



Meredith Roberts
Senior Project Manager

Meredith has a Bachelor of Arts in History, and International & Global Studies, with a minor focus in Creative Writing from Brandeis University. Her vast experience in managing performing arts and the service industry has given her a cool head in fast paced environments with multiple moving parts, and the ability to find creative solutions when unexpected problems arise. She has previously worked as a stage manager for Brandeis University and served as a student leader of multiple organizations where she successfully managed said organizations in the early days of the pandemic during the rapid shift to online programming. Her advanced skill in customer service, with 5 years in the hospitality industry, allows her to talk to anyone about anything with ease, as she derives great joy from working directly with people. As a project specialist at CSS, she works on a variety of projects with a focus on content creation and outreach projects.



Clara DeCarvalho
Project Specialist

As a Project Specialist, Clara works on several projects across their phases, supporting our senior management staff and jumping into a myriad of roles seamlessly. Several of Clara's ongoing projects include the oversight of MS4 stormwater outreach on several social media sites, as well as general administrative support to the Senior Team. With these projects, Clara especially excels at crafting clear and thoughtful communication, and is able to link the big picture growth, with carefully laid out day to day work for optimal success. Clara has a Bachelors of Arts Degree in Education from Wheaton College and is currently working to receive a Master's Degree in Communication and Leadership from Clark University. Clara also works as a College Softball coach where her skill at identifying areas of need, and thoroughly building a solution through hard work and patience are constantly on display.



Stephen Cronin
Drone Pilot & Photographer

Stephen holds an FAA Part 107 Remote UAS (drone) pilot certification and is a Federal Aviation Administration (FAA) Remote Pilot. Stephen is responsible for ground and flight operations of an unmanned aerial system to record still photography and video at our project locations documenting the infrastructure, and work site progress. Stephen oversees the evaluation of all aspects of flight planning, including the maintaining equipment, weather evaluation, authoring and submitting FAA clearances and waivers for flight operations outside of as well as within controlled airspace in order to meet project objectives while adhering to federal and state and local regulations. Stephen is experienced in navigating construction job sites, so our customers get quality images without having any of their work activities disrupted.



Tom Impey
Senior Project Manager

Tom has built his career in Fire and Emergency Medical Services in a way that has given him incredible insight to analyze and improve critical services across communities. Tom's background in municipal Fire and EMS programs began in Plainville as he rose through the ranks from Lieutenant, to Captain, and eventually Fire Prevention Captain for the town. His hands on experience within a department made him especially skilled as an instructor and Coordinator of Public Education Programs at the Massachusetts Fire Academy (MFA), where he coaches students through "live" skills training, and assists with the planning and logistics for demonstrations. He has advised multiple communities and projects from the Plainridge Park Casino's life safety systems to a Regional Study of EMS Provision to Lower Cape Cod Region for the town of Truro. Tom has a plethora of certifications in EMS and Fire Services, he also has a Masters in Public Administration, and a B.S. in Fire Science.



Blythe Robinson
Senior Project Manager

With decades of experience in Municipal Government, Blythe has honed an extraordinary ability to understand what each community has, what they need, and what's out there. As Town Administrator for the Town of Norfolk Blythe served throughout the Covid-19 Pandemic and ensured uninterrupted delivery of essential services to the community while addressing complex needs. Her additional experience in Regionalization, Grant Management, Budgeting and Transparency, and Human Resources make her especially adept to serve across communities with very different needs and circumstances. She does all of this with an intense drive to increase inter-community connectivity with creative problem solving. She keeps a finger to the pulse of the municipal world, remaining up to date on evolving opportunities that can be found in Grants, as she has a robust understanding of their integral role to local government. All these skills and experiences make her especially talented at capital improvement and financial planning, executive coaching, policy review, and staffing analysis.



Paul Scott
Senior Project Manager

Paul's career in Public Works has given him a nuanced understanding of all things that go into Capital Improvement and Project Management. Paul served most recently as the Director of Public Works for the Town of Plainville where his steady hand guided the consolidation and professionalization of the department. He understands that a cohesive internal management structure is the best way to manage any external issues, expected or otherwise, during a project. His additional experience as a Director of Capital Project Management, and Director of Highway & Sanitation Division for Framingham Public Works ensure his ability to work across a myriad of environments and manage both common duties and unique needs of municipal management. It is his dedicated and unique career in multiple aspects of Public Works that give him an edge when it comes to crafting capital improvement plans, financial planning, executive coaching, and policy analysis.



Peter Sellers
Senior Project Manager

Peter has the unique ability to jump into any challenge and manage a team, not only with efficiency and effectiveness, but respect and understanding. For the past 20 years Peter served as the Director of Public Works for Framingham, as it grew from town to city. Peter's leadership style purposely created work environments that value transparency, and collaboration, as can be seen by his restructuring of the department to emphasize "Management by Objective" with a clear and well-defined program, and transparent accountability standards. Peter has the same pragmatism and emphasis on collaboration with his other skills in emergency management services, based off his time as Director of Transportation and Logistic Support for the Boston Police Department. Peter can always easily identify professional niches for talented individuals to fill within a department and has made a conscious effort throughout his career to create an environment where a team of committed people will always grow and thrive.

Our Services

Public Administration, Finance & Grant Management

Our team develops and executes cost-effective public policy initiatives and services that ensure the financial stability, efficiency, and effectiveness of state and local government.

- Capital Improvement Planning
- Executive Coaching & Management Assistance
- Grant Management and Oversight
- Management Studies and Support Services
- Municipal Finance Assistance/Budget Preparation
- Policy Review and Formulation
- Procurement
- Strategic Planning
- Senior Team Building and Brainstorming



Human Resources Support Services

CSS offers human resources consulting services that are focused on improving productivity and resolving organizational challenges. An administration can benefit from consistent reviews of administrative policies and structures and improve productivity by clarifying current and future goals. Our experience professionals can assist you in:

- Collective Bargaining Contract Analysis and Negotiation Preparation
- Employee Surveys
- Job Description Development
- Policies, Procedure and Employee Handbook Development
- Process Improvement
- Professional Development and Training

Public Relations and Community Engagement

Our approach focuses on integration and coordination across sectors — identifying target audiences, tailoring messaging, recruiting the right mix of opinion stakeholders to add validation and messaging support, utilizing the most influential communication channels, and ultimately, making positive change.

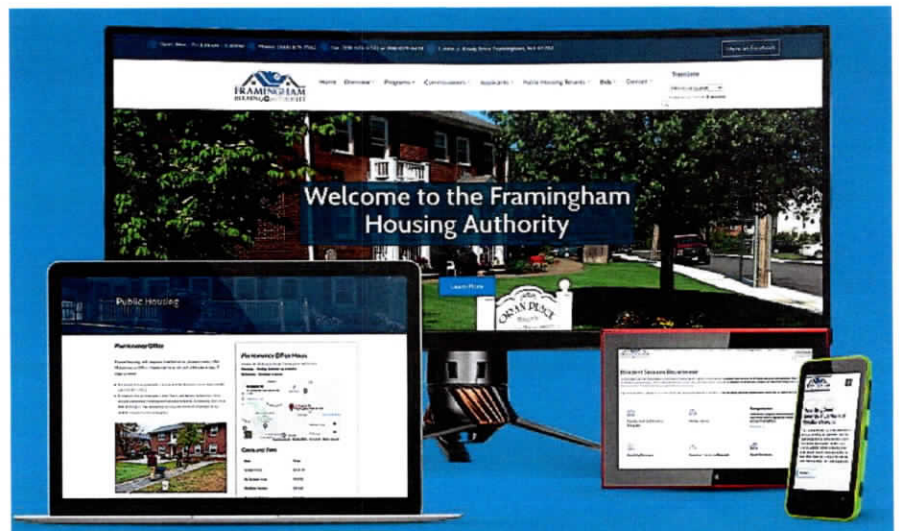
- Media Relations
- Strategic Communications
- Community Relations
- Impact Mitigation & Crisis Communications
- Tactical Social Media Outreach
- Virtual and In-Person Event Planning



Graphic & Website Design Services

Making a good first impression is vital to communicating your objectives and establishing relationships with your community. When you begin to think about branding, think about how your brand will encompass your organization – from your logo, your website, your social media pages, and most importantly your customer's experience.

- Graphic Design Services
- Brand Development & Logo
- Infographics Design
- Print, Presentation & Social Media Design
- Video Production & Editing
- Web Graphics & Banner Ads
- Website Development



Project Management & Oversight

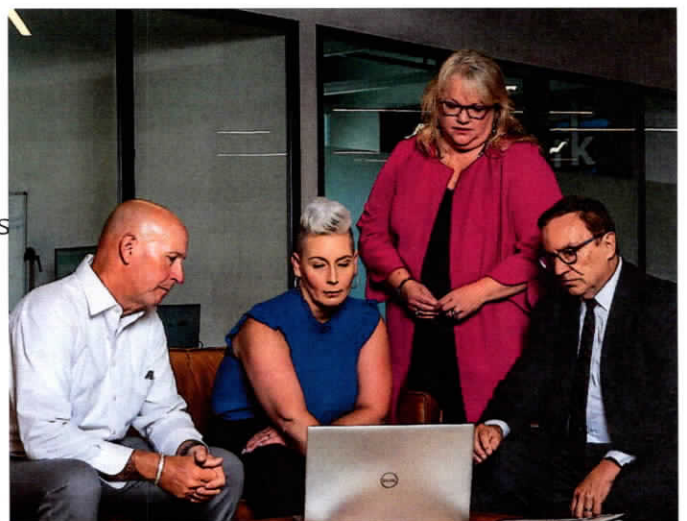
Together, our professional staff members evaluate all aspects of the project to ensure technical capacity and capability prior to implementation. They also monitor projects to determine whether they are progressing on time, within budget, and in accordance with the approved scope of work outlined in the plans and specifications. Our team has over 20 years of experience in project management and oversight focusing on community investments, such:

- Capital Improvements
- Community Development
- Fire and Emergency Management
- Infrastructure Improvement Project Review and Oversight
- Public Safety Initiatives

Emergency Management & Public Safety

With over 20 years of experience in emergency management and public safety, our team understands the complex and evolving nature of public safety issues. We work side-by-side with our clients to accelerate their emergency management and public safety services. Our team will work with you to enhance service delivery, achieve financial sustainability and resiliency, improve benchmarks, or address other budgetary, operational and regulatory challenges. Our services include:

- Community Risk Assessment
- Forensic analysis of your data, workload and deployment analysis of your Fire, Police, or Emergency Medical Services Department
- Grant and financial management support
- Study and recommendations for improvements to level of service and reduction in response times
- Enhanced public support
- Public Safety Facility Reviews
- Standard of Response Coverage and Integrated Risk Management Planning
- Regionalization/Shared Services Reviews and Recommendations
- Strategic Planning



Public Works & Infrastructure Operations

Over the years it has become increasingly complex to manage public infrastructure and having the right people in your corner with the knowledge, understanding and experience will make all the difference in the world. Our team is experienced in the administration, finance, procurement, planning, organizing, design oversight, maintenance, and repair of these intricate systems; and can work with your team to guide them through multidisciplinary issues. Our services include:

- Interim Staffing and Mentoring
- Administration, Finance & Procurement
- Capital Improvement Planning
- Highway Operations
- Solid Waste
- Water Distribution Systems
- Wastewater Conveyance
- Stormwater Management
- Transportation
- Tele-Communications Management Programs
- Signals and Lighting
- Conservation and Open Space Management



Property Inflow and Infiltration Inspections

Our team is skilled at investigating excess water entering the sanitary sewer system, also known as inflow and infiltration (I&I). The information gathered during the I & I investigation is used to develop a plan to reduce inflow and infiltration. Our team coordinates the outreach services to each individual property, which can include door hangers or mailers, and the scheduling the inspection. Our inspectors enter the building with permission of the property owner to verify if a sump pump is connected to the sewer system and creates a report including photographs of the property.

Comprehensive Leak Detection Surveys

Our skilled technicians use cutting-edge technology and innovative procedures to decrease production costs such as raw water treatment and pumping rates, avoid contamination, and reduce liability. By detecting leaks and stopping extensive damage to streets, underground utilities, and more, we help reduce liability risk. Our non-invasive practices minimize the need for excavation and focus solely on reducing property damage.

Support Services

Our talented team of experts can offer agencies and organizations on-site support services in their time of need in several areas of operations to allow the continuity of services at the highest level. Our contracts for support services may include:

- Administrative Support Services
 - Handling administrative requests and queries from senior managers
 - Organizing and scheduling appointments
 - Planning meetings and taking detailed minutes
 - Making travel arrangements
 - Report preparation
 - Answering phones and email messages
 - Maintenance of online and paper filing systems
- Advisory & Support Services at the Executive Level
 - Strategic Planning
 - Policy Review and Formulation
 - Senior Team Building and Brainstorming
 - Executive Coaching
 - Municipal Finance Assistance/Budget Preparation
- Advisory & Support Services at the Executive Level *continued*
 - Capital Improvement Planning
 - Human Resources Support
 - General Management Studies and Support
- Photography Services
 - Onsite Construction Photography
 - Ariel Drone Photography
- Procurement
 - Draft Request for Proposals/Bid Language
 - Acquisition Planning
 - Contract Management
 - Evaluation of Contract Proposals
 - Contractor Services Evaluations
- Research, Studies and Independent Evaluations
 - Case Studies
 - Efficiency of Operations Studies
 - Evaluation of Services
- Strategic Solutions for Data Management
 - Asset Management and Equipment Purchases
 - Customer Relationship Management (CRM)
 - Project Management Portals
 - Public Records Request Management
 - Project Tracking and Reporting





**CAPITAL
STRATEGIC
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A Women-owned Business Enterprise

Clients

- BETA
- Cambridge Department of Public Works
- Central Massachusetts Regional Stormwater Coalition
- City of Gloucester
- City of Lynn
- Clinton Department of Community & Economic Development
- Dedham - Westwood Water District
- Easton Department of Public Works
- Edgewater Career Training
- Environmental Partners
- Framingham Housing Authority
- Green International Affiliates, Inc.
- Holden Department of Public Works
- Plainville Department of Public Works
- Town of Acushnet
- Town of Barre
- Town of Bernardston
- Town of Conway
- Town of Concord
- Town of Dover
- Town of Dunstable
- Town of Franklin
- Town of Grafton
- Town of Holden
- Town of Lunenburg
- Town of North Attleboro
- Town of Oakham
- Town of Pepperell
- Town of Plainville
- Town of Sherborn
- Town of Southborough
- Town of Stow
- Town of Sturbridge
- Town of Townsend
- Town of Truro
- Woodard & Curran

508-690-0046



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1:33 PM
09/16/22
Accrual Basis

Townsend Water Department
Budget vs. Actual
July through August 2022

7.2

	Jul - Aug 22	Budget	% of Budget
Ordinary Income/Expense			
Expense			
061.000 · General Operations 000			
061.001 · Personal Services 1			
5100 · Salaries & Wages-Water Super			
5100-01 · Water Supt-GIS Stipend	1,369.24	16,000.00	8.6%
5100 · Salaries & Wages-Water Super - Ot...	13,212.80	90,000.00	14.7%
Total 5100 · Salaries & Wages-Water Super	14,582.04	106,000.00	13.8%
5110 · Salary & Wages-Oper Staff	24,783.75	207,000.00	12.0%
5112 · Salary & Wages-Support Staff	11,933.84	105,000.00	11.4%
5120 · Wages - Temp. Help	9,120.00	25,000.00	36.5%
5130 · Additional Gross	1,645.31	30,000.00	5.5%
5134 · Additional Gross-Reg&SpecOncall	2,800.00	28,200.00	9.9%
5190 · Other Stipened-Longevity	0.00	15,000.00	0.0%
5191 · Other - Stipend BOWC	0.00	3.00	0.0%
5192 · Other-Certification/Stipend	0.00	3,000.00	0.0%
5193 · Retirement Benefit	0.00	0.00	0.0%
5195 · Other-Clothing Allowance	600.00	600.00	100.0%
5197 · Vehicle Allowance -Super	923.08	6,000.00	15.4%
5198 · Snow Storm Stipend	0.00	4,000.00	0.0%
Total 061.001 · Personal Services 1	66,388.02	529,803.00	12.5%
061.002 · Purchased Services 2			
5210 · Energy	12,662.67	110,000.00	11.5%
5240 · Repair & Maint Building	20,697.46	50,000.00	41.4%
5245 · Repair & Maint Equipment	9,114.41	45,000.00	20.3%
5245006 · Repair & Maintain Equip SCADA	23,972.00	16,000.00	149.8%
5245007 · Repair & Maintain-Distribution	0.00	0.00	0.0%
5270 · Rentals	390.00	1,848.00	21.1%
Total 061.002 · Purchased Services 2	66,836.54	222,848.00	30.0%
061.003 · Purchased Services 3			
5300-02 · Proff Legal Expense	0.00	0.00	0.0%
5300 · Professional Services	25,223.59	95,000.00	26.6%
5300100 · Proff Service Backflow	0.00	12,000.00	0.0%
5300300 · Leak Detection Services	0.00	7,000.00	0.0%
5340 · Communication	1,324.16	23,000.00	5.8%
5380 · Other Services	0.00	3,000.00	0.0%
Total 061.003 · Purchased Services 3	26,547.75	140,000.00	19.0%
061.004 · Purchased Supplies 4			
5420 · Office Supplies	816.95	6,000.00	13.6%
5430 · Building Supplies	0.00	3,000.00	0.0%
5435 · Equipment Maint Supplies	12,300.00	35,000.00	35.1%
5460 · Groundskeeping Supplies	0.00	1,000.00	0.0%
5480 · Vehicular Supplies	955.20	12,200.00	7.8%
Total 061.004 · Purchased Supplies 4	14,072.15	57,200.00	24.6%

Townsend Water Department
Budget vs. Actual
July through August 2022

	Jul - Aug 22	Budget	% of Budget
061.005 · Purchased Supplies 5			
5530 · Public Works Supplies	100,955.25	120,000.00	84.1%
5531 · Chemicals	10,027.07	28,000.00	35.8%
5580 · Other Supplies	0.00	1,000.00	0.0%
5585 · Clothing Allowance	168.00	6,000.00	2.8%
Total 061.005 · Purchased Supplies 5	111,150.32	155,000.00	71.7%
061.007 · Other Charges & Exp 7			
5710 · Travel/mileage-in state	0.00	1,100.00	0.0%
5720 · Out of State Travel	0.00	0.00	0.0%
5730 · Dues and Memberships	3,878.00	10,000.00	38.8%
5780 · Other Charges	0.00	525.00	0.0%
5785 · Water Assessment D.E.P.	0.00	2,400.00	0.0%
5850 · New Equipment	0.00	10,000.00	0.0%
Total 061.007 · Other Charges & Exp 7	3,878.00	24,025.00	16.1%
061.008 · Articles 8			
5006-3 · West End-Main St Water Main	0.00	0.00	0.0%
5006 2 · Fitchburg Road Water Tank Rehab	0.00	0.00	0.0%
5890 · Hydrants	0.00	0.00	0.0%
Total 061.008 · Articles 8	0.00	0.00	0.0%
061.400 · Special Projects 400			
5012 · System Enhancement	0.00	0.00	0.0%
5805 · Meadow Rd Main Replacement	0.00	0.00	0.0%
5895 · Main Line Gate/Valve Replacemen	0.00	0.00	0.0%
5902-18 · Main St Cleaning	0.00	0.00	0.0%
5925 · Water-Inte on Loans Main -West	0.00	0.00	0.0%
Total 061.400 · Special Projects 400	0.00	0.00	0.0%
061.500 · Special Articles 500			
5000 · Water Oper Emergency Res Fund	0.00	0.00	0.0%
5005-18 · Update Master Plan	0.00	0.00	0.0%
5092-15 · Water-CIP-VFD&Elec SVS Pump	0.00	0.00	0.0%
5245-06 · Storage Tank Maintenance	0.00	0.00	0.0%
5803-19 · Generator 540 Main St	0.00	0.00	0.0%
5804-16 · Upgrade Witches Brook	0.00	0.00	0.0%
5804-17 · Witches Brook Repairs	0.00	0.00	0.0%
5804-22 · Witches Brook Well	0.00	0.00	0.0%
5805-15 · Water Meter Replacements	0.00	0.00	0.0%
5809-17 · Highland Street Storage Tank	0.00	0.00	0.0%
5895-19 · Pump Station Bridge Replacement	0.00	0.00	0.0%
5895-21 · Witches Brook Daytank	0.00	0.00	0.0%
5902-15 · Water-CIP-Tank Mixing System	0.00	0.00	0.0%
590218 · STM ART Utility Billing	0.00	0.00	0.0%
Total 061.500 · Special Articles 500	2,570.13	0.00	100.0%
Total 061.000 · General Operations 000	291,442.91	1,128,876.00	25.8%

Townsend Water Department
Budget vs. Actual
July through August 2022

	Jul - Aug 22	Budget	% of Budget
061.009 · Debt Service 9			
5910 · Long Term Debt-East Side Phase1	39,511.00	40,000.00	98.8%
5911 · Long Term Debt-East Side Ph 2	56,285.39	58,000.00	97.0%
5920 · Long term Interest-Phase1	1,628.97	5,000.00	32.6%
5921 · Long Term Int East Side Ph2	2,930.31	8,000.00	36.6%
5925-01 · Int Temp Loans/Bond Iss Fee	0.00	23,000.00	0.0%
Total 061.009 · Debt Service 9	100,355.67	134,000.00	74.9%
062.000 · General Operations 00			
062.400 · Special Construction Projects 4			
5895-22 · Greeley Rd Upgrade	0.00	0.00	0.0%
5895236 · Decomm Main St Well	1,065.00	17,501.40	6.1%
Total 062.400 · Special Construction Projects 4	1,065.00	17,501.40	6.1%
5850-23 · ATM 5.3.22 Plotter Printer	7,202.63	10,000.00	72.0%
Total 062.000 · General Operations 00	8,267.63	27,501.40	30.1%
063.400 · Projects			
5895-18 · West End-Water Main	0.00	0.00	0.0%
5895226 · Main St Well-Improvements	0.00	0.00	0.0%
5895229 · Main St Well Completion	0.00	0.00	0.0%
Total 063.400 · Projects	0.00	0.00	0.0%
064 · 400.000 Special Projects			
5821 · PFAS Treatment Plant	0.00	0.00	0.0%
Total 064 · 400.000 Special Projects	0.00	0.00	0.0%
Total Expense	400,066.21	1,290,377.40	31.0%
Net Ordinary Income	-399,566.21	-1,290,377.40	31.0%
Net Income	-399,566.21	-1,290,377.40	31.0%

7.2

FISCAL YEAR 22 SUMMARY
TOWNSEND WATER DEPARTMENT - ACCOUNTS RECEIVABLE
August 31, 2022

UNCOLLECTED FROM JUNE 30, 2021

96,406.83

<u>CHARGED</u>	<u>07/01/21 08/31/22</u>	<u>8/31/2022</u>	<u>Previous Balance</u>	<u>Total</u>
USER CHARGES		2,049.10	454,828.76	456,877.86
FEES		1,275.00	775.00	2,050.00
SERVICE CHARGES		500.00	7,950.00	8,450.00
BACKFLOW		0.00	0.00	0.00
SUBTOTAL		3,824.10		
TOTAL CHARGES				467,377.86
				563,784.69

<u>RECEIVED</u>	<u>07/01/20 08/31/22</u>	<u>8/31/2022</u>		
USER CHARGES		134,936.11	260,634.89	395,571.00
FEES		900.00	1,050.00	1,950.00
SERVICE CHARGES		3,951.71	4,930.27	8,881.98
LATE CHARGES		2.01	5.41	7.42
BACKFLOW		110.00	220.00	330.00
SUBTOTAL		139,899.83		
TOTAL RECEIPTS				406,740.40

SENT TO LIEN		
LIENS COLLECTED		
ABATEMENTS		1,568.50
ADJUSTMENTS		598.71
AJD TO MASTER		
UNCOLLECTED		154,877.08
		563,784.69

<u>OUTSTANDING:</u>	
USER CHARGES	152,408.89
FEES	650.00
SERVICE CHARGES	1,581.01
LATE CHARGES	127.40
BACKFLOW	109.78
TOTAL OUTSTANDING	154,877.08