



# Town of Reading Meeting Posting with Agenda

RECEIVED  
TOWN CLERK  
READING, MASS.

## Board - Committee - Commission - Council:

Board of Selectmen

2014 JUL 24 P 2:25

Date: 2014-07-29

Time: 7:00 PM

Building: Reading Town Hall

Location: Selectmen Meeting Room

Address: 16 Lowell Street

Purpose: General Business

Meeting Called By: Paula Schena on behalf of Chairman John Arena

Notices and agendas are to be posted 48 hours in advance of the meetings excluding Saturdays, Sundays and Legal Holidays. Please keep in mind the Town Clerk's hours of operation and make necessary arrangements to be sure your posting is made in an adequate amount of time. A listing of topics that the chair reasonably anticipates will be discussed at the meeting must be on the agenda.

**All Meeting Postings must be submitted in typed format; handwritten notices will not be accepted.**

## Topics of Discussion:

- 1) **Reports and Comments**
  - a. Selectmen's Liaison Reports and Comments
  - b. Public Comment
  - c. Town Manager's/Assistant Town Manager's Report
- 2) **Open Session for topics not reasonably anticipated 48 hours in advance of the meeting**
- 3) **Proclamations/Certificates of Appreciation**
- 4) **Personnel & Appointments**
  - a. Conservation Commission
  - b. Historical Commission
- 5) **Discussion/Action Items**
  - a. Amplified Sound Permit 7:20
  - b. Change of Manager – Chili's 7:25
  - c. Hearing – Liquor Violation – Ricky's Liquor - Sale to a Minor 7:30
  - d. Continued Hearing – Proposed 4 Way Stop at Sunnyside and Fairview 8:00
  - e. Planning Overview 8:30
    - Complete Streets
    - Bike and Pedestrian Plan
    - South Main Street DIET
  - f. Discuss Reading 2020 Working Groups 9:30
    - Community Partners
    - Services & Performance Measurement
    - Communication
    - Strategic Planning
  - g. Town Manager Evaluation Process 10:00

This Agenda has been prepared in advance and represents a listing of topics that the chair reasonably anticipates will be discussed at the meeting. However the agenda does not necessarily include all matters which may be taken up at this meeting.



## Town of Reading Meeting Posting with Agenda

- 6) **Approval of Minutes**
  - a. July 15, 2014
- 7) **Licenses, Permits and Approvals**
- 8) **Executive Session**
- 9) **Correspondence**
  - copy a. Correspondence from Mary Ellen and John O'Neill et al re: the Proposed Demolition of 186 Summer Avenue
  - copy b. Correspondence from John and Mary Ellen O'Neill re: additional parking spaces at the renovated library site
  - copy c. Email from Richard Wood re: please consider acquiring 1503 Main Street for conservation
  - copy d. Email from Christine Hansen re: Compliment re: Police Officer
  - copy e. Correspondence from Demetra and Salvatore Restuccia re: demolition of 186 Summer Avenue
  - copy f. Email from Michael Gray re: 186 Summer Avenue
  - copy g. Email from Debra M. Boschetti re: 186 Summer Avenue
  - copy h. Email from Kathi Protor re: 186 Summer Avenue
  - copy i. Email from Catherine Carmody re: 186 Summer Avenue Property
  - copy j. Email from Bill Keating re: 186 Summer Avenue
  - copy k. Email from Kelli Malone re: 186 Summer Avenue
  - copy l. Email from Cynda Rohmer re: Proposed demolition and build at 186 Summer Avenue
  - copy m. Email from Margaret Nelson re: Tonight's hearing re: Kemp house
  - copy n. Email from Mary Ellen O'Neill re: 186 Summer Avenue
  - copy o. Email from Mary Ellen O'Neill re: 186 Summer Avenue
  - copy p. Email from David Kruh re: Criterion Proposal for 186 Summer Avenue
  - copy q. Email from Steve and Rosemary Adams re: Proposed demolition of 186 Summer Avenue



	Article 3 Licenses		
	Article 4 Public Works Related Policies		
	Article 5 Community Services Policies		
	Article 6 Personnel Related Policies		
	Article 7 Public Safety Related Policies		
	<b>September 2, 2014</b>		
<b>Office Hour</b>	<b>Dan Ensminger</b>		<b>6:30</b>
	Human Relations Advisory Committee		7:30
	Finalize FY15 Town Manager Goals	LeLacheur	10:00
	Preview Warrant for Subsequent Town Meeting (to be closed on 9/23)		9:30
	<b>September 9, 2014 - State Primary</b>		
	<b>September 10, 2014 Financial Forum II</b>		
	Legislative delegation update		
	<b>September 16, 2014</b>		
	Private/Public Road discussion	Town Counsel	7:30
	Discuss fees and collection policies	LeLacheur	9:00
	<b>September 23, 2014</b>	<b>WORKSHOP</b>	
	Town Accountant Report	Angstrom	7:30
	Close Warrant for Subsequent Town Meeting	LeLacheur	7:45
	Report		
	<b>Enterprise Funds Workshop</b>	LeLacheur	8:00
		Water	
		Sewer	
		Storm Water	
	<b>Special Town Meeting September 29, 2014</b>	<b>Monday</b>	<b>7:30</b>
	<b>October 14, 2014</b>		
<b>Office Hour</b>	<b>Marsie West</b>		<b>6:30</b>
	Tax Classification preview	Santaniello	7:30
	Vote TM Warrant Articles		8:00
	<b>October 28, 2014</b>		
<b>HEARING</b>	Tax Classification	Board of Assessors	7:30
	<b>October 29, 2014 Financial Forum III</b>		

	<b>November 4, 2014 - Election</b>		
	<b>Subsequent Town Meeting November 10, 2014</b>	<b>Monday</b>	
	<b>Town Meeting November 13, 2014</b>	<b>Thursday</b>	
	<b>Town Meeting November 17, 2014</b>	<b>Monday</b>	
	<b>November 18, 2014</b>		
<b>Office Hour</b>	<b>John Arena</b>		<b>6:30</b>
	Approve licenses		
	Review FY16 Town Manager Goals		
	<b>Town Meeting November 20, 2014</b>	<b>Thursday</b>	
	<b>December 9, 2014</b>		
<b>Office Hour</b>	<b>John Halsey</b>		<b>6:30</b>
	<b>December 23, 2014</b>		
<b>Future Agendas</b>			
	RMLD joint meeting		
	Strout Avenue Master Plan (after Town Forest planning work is done)	Feudo	
	Technology Update	Furilla	
<b>Recurring Items</b>			
	Close Town Meeting Warrants	by Sep 23/Nov	
		by Mar 3/April	
	Review BOS/TM Goals	Mar-July-Dec	Tri-ann
	Review Customer Service survey results	Feb & Aug	Semi-ann
	Review Regionalization efforts	June	Annual
	Appointments of BCCs	June	Annual
	Approve Classification & Compensation	June	Annual
	Appoint Town Counsel	June	Annual
	Tax Classification Hearing	October	Annual
	Approve licenses	December	Annual
<b>Reports to BOS</b>			
	Town Accountant Report		Qtrly
	RCTV members Report		Semi-ann
	CAB (RMLD) member Report		Semi-ann
	MAPC member Report		Semi-ann

	<b>BOS Appointed Boards, Committees &amp; Commissions</b>	<b>NEW</b>	<b>Annual</b>
	<b>Reading Housing Authority Report</b>		<b>Annual</b>
	<b>Reading Ice Arena Report</b>		<b>Annual</b>



Office of the Town Manager  
16 Lowell Street  
Reading, MA 01867

781-942-9043

[townmanager@ci.reading.ma.us](mailto:townmanager@ci.reading.ma.us)  
[www.readingma.gov/town-manager](http://www.readingma.gov/town-manager)

**To:** Board of Selectmen  
**From:** Robert W. LeLacheur, Jr. CFA  
**Date:** July 24, 2014  
**RE:** July 29 BOS Meeting

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#### Agenda Items

Carl McFadden will be in again this year to request an Amplified sound permit for flag football. We received no complaints last year from this event, which has soared in popularity. Note that we track these permissions for the convenience of the community on our website at <http://www.readingma.gov/recreation-division/pages/approved-permits-for-amplified-sound-in-the-parks>

We will have a brief request from Chili's for a change in managers. The Police department has no objection.

The Police department will then lead a discussion about a liquor store violation for selling to a minor. There are details in your packet. For your convenience we have added some background from past recent violations.

The Board will continue a Hearing about a 4-way stop sign at Sunnyside and Fairview. Last month the resident that made the request was unable to attend so the Board left the Hearing open. I have recently reminded the resident but have not heard back. The Police will describe their observations and some changes to sight lines since last month.

The next section on community planning will be led by Assistant Town Manager Jean Delios, Community Development Administrator Jessie Wilson, MAPC Regional Planner Chris Kuschel and MAPC Transportation Engineer/Planner Sarah Kurpiel Lee.

- First they will describe a proposed Complete Streets policy, which the Board has seen previously. Only a handful of communities have adopted such a policy thus far. Broadly speaking, the policy reflects current practices in Reading, does not tie us to any specific actions in the future, and opens up some grant opportunities that have very little competition right now. We have modelled our draft plan (ie cut & paste with some improvements) after the Town of Littleton: <http://ma-smartgrowth.org/news/littleton-home-of-americas-best-complete-streets-policies/>. For another example and a contrast in an urban setting, here is what the City of Boston does: <http://www.cityofboston.gov/transportation/completestreets/>. CPDC has approved this draft plan and recommends that the Board of Selectmen do the same;
- Next they will describe both the Bike and Pedestrian Plan that the Board has also seen previously. An executive summary is included in your packet, and as a separate attachment the entire report is included for those that wish to read through the details. CPDC has also reviewed and approved this material and recommends that the Board of Selectmen do the same.

- Last they will give a brief overview of the so-called South Main Street DIET. The Board has also seen this previously, and frankly not much has changed. We will not be looking for any action by the Board on this item at this time.

I will then review the Reading 2020 working groups. At this point I have not written up anything formally but may do so in advance of your meeting next week. As you read through this weekend's packet it would be helpful if the Board could bring some specific significant issues forward under the Strategic Planning group. As next week's Financial Forum tucks in to this area nicely I will give the Board a brief preview of the plans for that evening (July 30<sup>th</sup> at 7:30pm). Below please find the four working groups for Reading 2020:

1. **Community Partners:** Kevin Sexton (BOS), Dan Ensminger (BOS) and Bob LeLacheur (Town Manager). Town government is one of many organizations that serve the Reading residents and businesses. We regularly work with many other organizations – non-profits, volunteer groups, and the private sector. This working group for the first time will compile a comprehensive inventory of all such relationships, and where services overlap we will have discussions as to ways to streamline our mutual efforts and share resources.
2. **Services & Performance Measurement:** Marsie West (BOS) and Jean Delios (Assistant Town Manager Community Services). This working group will create an inventory of all of the services that are provided by Town government, and create ways to measure the results and the quality of the service delivery. This measurement will include significant input from the community. A few years ago the Finance Committee led a series of Financial Forums, and one session was aimed at a study of services. Community members were asked to list a service that they currently use that they would be willing to give up – and not a single anonymous response was received. A few years later, we want to ensure that the services the Town provides are all important ones, and to identify gaps where services may need to be added or modified.
3. **Communication:** Sharon Angstrom (Town Accountant) and Jeff Zager (Public Works Director). The field of communication will always evolve, and in recent years the Town has built significant technology infrastructure, with 'future flexibility' being the most important design consideration. What are the best ways to communicate with the Community and seek their opinions? The World Café was very successful and drew a large number of residents several years ago. Many Volunteer Boards hold public meetings, but usually attendance is sparse unless the issue directly impacts a homeowner. Every year the Finance Committee meets three or four times in joint session with the School Committee, Library Trustees and Board of Selectmen to discuss financial planning, and community involvement in these meetings is usually light. Perhaps there are better ways to conduct community meetings?
4. **Strategic Planning:** John Arena (BOS), John Halsey (BOS), Jim Cormier (Police Chief), Greg Burns (Fire Chief) and Ruth Urell (Library Director). There are many short- and long-term specific issues that the Town is currently facing that need attention. For example, efforts are underway for an overhaul of the Zoning Bylaw, and revisions to the Town Charter. Town and School space needs have been identified, but resources and locations are not readily apparent. The downtown Post Office is for sale, and is in a vital location as a link between Main Street and lower Haven Street, both areas of significant economic development in recent years. The town has a deficit in recreational space needed. The list goes on ...

As a last item the Board should set a plan to evaluate the Town Manager in the next couple of months. At the last meeting I completed a review of the Goals set by the Board for FY14, and am happy to assist

the Board as it develops a new process of uses the old one. For your reference I have included recent evaluations for the previous Town Manager as examples of the latter approach; and I include two links as simple examples of other approaches.

Norwell: [http://www.townofnorwell.net/public\\_documents/NorwellMA\\_Admin/admin8](http://www.townofnorwell.net/public_documents/NorwellMA_Admin/admin8)

Easton: <http://eastontownma.minutesondemand.com/Document/f2e8701d-63db-40c1-b62c-69b49e44965c/Town%20Administrator%20Evaluation%202014.pdf>

Other Notes:

We have three applications for the vacant School Committee. The Board will sit in joint session with the School Committee at 6:30pm on July 30<sup>th</sup> to fill this spot. The Financial Forum follows at 7:30pm – each meeting will be at the Pleasant Street Center.

A preview of your August 19<sup>th</sup> meeting: the Board will have a Public Hearing on a second driveway request at 420 Franklin; another Public Hearing for a Public Tree removal in the 640/660 Main Street area – we'll preview the plans to change the landscaping to allow some downtown seating in front of the Simm's Jeweler's location; the Board will close the Warrant for the Special Town Meeting on September 29<sup>th</sup> either at this meeting or the first meeting in September, timing largely driven by the medical marijuana zoning process; a discussion of the Board's temporary remote participation policy (expires December 2014 unless renewed – some information in this weekend's packet); a preview of the Town Manager's Goals for FY15 – timing held back until we discuss the Reading 2020 groups next week; and lastly I will ask the Board to establish a method to review the Board of Selectmen policies. Similar efforts are underway in my office with Town Manager policies, organization-wide with personnel policies, and in public with the Charter and Zoning. Here are the current BOS policies: <http://www.readingma.gov/board-of-selectmen/pages/selectmens-policies>

**LeLacheur, Bob**

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**From:** LeLacheur, Bob  
**Sent:** Thursday, July 24, 2014 1:21 PM  
**To:** Angstrom, Sharon; Burns, Greg; Cormier, James; Delios, Jean; Doherty, John; LeLacheur, Bob; O'Brien, Coleen; Sybert, Martha; Urell, Ruth; Zager, Jeff  
**Subject:** Remote participation policy

Hi folks,

A quick couple of questions for those of you with Boards, Committees and Commissions. The Board of Selectmen will review this policy at their meeting on August 19, 2014.

- 1> Have any BCCs used this policy in the past 12 months?
- 2> If so, how often?
- 3> If so, was the policy beneficial?
- 4> Has there been any problems associated with this policy?
- 5> Any other comments are welcome!

If you could get back to me by August 12<sup>th</sup> that would be great. If I don't hear back I will assume there was no usage by your BCCS during this time.

Thanks,  
Bob

**Robert W. LeLacheur, Jr. CFA**

*Town Manager*

*Town of Reading*

*16 Lowell Street*

*Reading, MA 01867*

*[townmanager@ci.reading.ma.us](mailto:townmanager@ci.reading.ma.us)*

*(P) 781-942-9043*

*(F) 781-942-9037*

*[www.readingma.gov](http://www.readingma.gov)*

*Please fill out our brief customer service survey at:*

*<http://readingma-survey.virtualtownhall.net/survey/sid/ff5d3a5f03e8eb60/>*

Town Hall Hours:

Monday, Wednesday and Thursday: 7:30 a.m - 5:30 p.m.

Tuesday: 7:30 a.m. - 7:00 p.m.

Friday: CLOSED



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[www.readingma.gov/town-manager](http://www.readingma.gov/town-manager)

To: Board of Selectmen  
From: Bob LeLacheur  
Date: July 24, 2014  
RE: Remote Participation Policy

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*Insert bold language below in Selectmen's Polices section 2.1 as item # 9.*

**9. All appointed and elected Boards, Committees and Commissions (hereinafter 'public body') are hereby authorized to conduct Remote Participation subject to the requirements of The Massachusetts Open Meeting Law, G.L. c30A, §20(d), 940 CMR 29.10, and the Additional Regulations listed below. This authorization is on a trial basis and expires on December 31, 2014 if not renewed.**

**Additional Regulations**

- (1) Remote participation is limited to members of a public body and is not available to the general public;**
- (2) A member of a public body requesting remote participation must notify the Chair or acting Chair in writing and in advance of the meeting, stating the reasons why;**
- (3) The person chairing the meeting may permit remote participation if he or she determines that one or more of the following factors makes it unreasonably difficult for the member requesting remote participation to physically attend the meeting.
  - a. Personal illness;**
  - b. Personal disability;**
  - c. Emergency;**
  - d. Military service; or**
  - e. Geographic distance.****
- (4) Remote participation is allowed as audio only. The remote audio must be clearly heard in the public meeting space to all participants;**
- (5) The Chair or acting Chair shall announce the presence of any remote participants at the start of the meeting;**

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- (6) If technical difficulties arise and persist during a meeting, the remote participant will be declared to have left the meeting and the Chair of the public body may decide to continue with the Agenda if there is a quorum still physically present;**
- (7) A quorum of the body, including the Chair or, in the Chair's absence, the person authorized to Chair the meeting, shall be physically present at the meeting location, as required by [M.G.L. c. 30A, sec 20\(d\)](#);**
- (8) All votes must be by roll call if there is a remote public body participant;**
- (9) All handouts or presentations must be made available to all remote participants in advance. If used during the meeting, such documents shall be part of the official record of the meeting, and shall be listed in the meeting minutes and retained in accordance with [M.G.L. c. 30A, sec. 22](#);**
- (10) A member participating remotely may participate in an executive session, but shall state at the start of any such session that no other person is present and/or able to hear the discussion at the remote location, unless presence of that person is approved by a simple majority vote of the public body;**
- (11) Any costs associated with remote participation are born entirely by the remote participant.**

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2014 JUL 10 P 4: 21

APPLICATION FOR APPOINTMENT TO BOARDS/COMMITTEES/COMMISSIONS

Name: Stagor Alison Elizabeth Date: 7/9/14  
(Last) (First) (Middle) Huntington

Address: 42 Autumn Lane Tel. (Home) \_\_\_\_\_  
Tel. (Work) \_\_\_\_\_  
(Is this number listed?) \_\_\_\_\_

Occupation: Unemployed (Recent Graduate) # of years in Reading: 23

Are you a registered voter in Reading? Yes e-mail address: \_\_\_\_\_

Place a number next to your preferred position(s) (up to four choices) with #1 being your first priority.  
(Attach a resume if available)

- |                                                                   |                                                                   |
|-------------------------------------------------------------------|-------------------------------------------------------------------|
| <input type="checkbox"/> Animal Control Appeals Committee         | <input type="checkbox"/> Economic Development Committee           |
| <input type="checkbox"/> Aquatics Advisory Board                  | <input type="checkbox"/> Finance Committee                        |
| <input type="checkbox"/> Audit Committee                          | <input type="checkbox"/> Historical Commission                    |
| <input type="checkbox"/> Board of Appeals                         | <input type="checkbox"/> Housing Authority                        |
| <input type="checkbox"/> Board of Cemetery Trustees               | <input type="checkbox"/> Human Relations Advisory Committee       |
| <input type="checkbox"/> Board of Health                          | <input type="checkbox"/> Land Bank Committee                      |
| <input type="checkbox"/> Board of Registrars                      | <input type="checkbox"/> MBTA Advisory Committee                  |
| <input type="checkbox"/> Bylaw Committee                          | <input type="checkbox"/> Metropolitan Area Planning Council       |
| <input type="checkbox"/> Celebration Committee                    | <input type="checkbox"/> Mystic Valley Elder Services             |
| <input type="checkbox"/> Cities for Climate Protection            | <input type="checkbox"/> RCTV Board of Directors                  |
| <input type="checkbox"/> Commissioner of Trust Funds              | <input type="checkbox"/> Recreation Committee                     |
| <input type="checkbox"/> Community Planning & Development Comm.   | <input type="checkbox"/> RMLD Citizens Advisory Board             |
| <input checked="" type="checkbox"/> Conservation Commission       | <input type="checkbox"/> Telecommunications and Technology        |
| <input type="checkbox"/> Constable                                | <input type="checkbox"/> Advisory Committee                       |
| <input type="checkbox"/> Contributory Retirement Board            | <input type="checkbox"/> Town Forest Committee                    |
| <input type="checkbox"/> Council on Aging                         | <input type="checkbox"/> Trails Committee                         |
| <input type="checkbox"/> Cultural Council                         | <input type="checkbox"/> West Street Historic District Commission |
| <input type="checkbox"/> Custodian of Soldiers' & Sailors' Graves | <input type="checkbox"/> Other _____                              |

Please outline relevant experience for the position(s) sought:  
→ Majored in Environmental Conservation and Sustainability  
at the University of New Hampshire (Graduated May 2014)  
→ Intern at Hancock Associates in Wetland Science  
Division (Summer and Winter 2013)

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## Town of Reading Meeting Minutes

### Board - Committee - Commission - Council:

Volunteer Appointment Subcommittee

Date: 2014-07-22

Time: 7:00 PM

Building: Reading Town Hall

Location: Berger Room

Address: 16 Lowell Street

Purpose: General Business

Attendees: **Members - Present:**

Chairman Daniel Ensminger and Kevin Sexton

**Members - Not Present:**

**Others Present:**

Office Manager Paula Schena, Alison Stager

**Minutes Respectfully Submitted By:** Secretary

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### Topics of Discussion:

#### **Discussion/Action Items**

**Conservation Commission** – The Committee interviewed Alison Stager for one position on the VASC. It was noted that the two Historical Commission applicants were unavailable this evening and to try to reschedule for June 29 at 6:30 p.m.

Ms. Stager indicated she is a recent graduate and looking for work in the environmental field. Environmental consulting is her desire. She indicated she is interested in the one year position should she get a job that requires her to move away.

Daniel Ensminger asked how she would address the fine line of following regulations and the needs of applicants. Ms. Stager indicated that she learned from her internship the tricks that developers use i.e. asking for 10 things and then trim back to two. She feels it is better ask for what is really needed and asking for forgiveness.

Daniel Ensminger indicated he is more concerned about residents and cited the case of the Marathon bombing victim. Ms. Stager noted that they have actually worked things out with the Commission. Kevin Sexton indicated it is important to work with the residents.

Ms. Stager indicated the Conservation Commission is interested in working on wetland delineation and she is looking forward to that.

**A motion by Sexton seconded by Ensminger to recommend the appointment of Alison Stager to the Conservation Commission with a term expiring June 30, 2015 was approved by a vote of 2-0-0.**

**A motion by Ensminger seconded by Sexton to approve the minutes of June 24, 2014 as amended was approved by a vote of 2-0-0.**

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**A motion by Sexton seconded by Ensminger to adjourn at 7:15 p.m. was approved by a vote of 2-0-0.**

Respectfully submitted,  
Secretary

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**APPLICATION FOR APPOINTMENT TO BOARDS/COMMITTEES/COMMISSIONS**

2014 JUL 14 P 1: 58

Name: BARNES JONATHAN E  
(Last) (First) (Middle)

Date: 7/10/14

Address: 41 PRATT STREET

Tel. (Home) 781 944-7463

Tel. (Work) \_\_\_\_\_

(Is this number listed?) \_\_\_\_\_

Occupation: ATTORNEY / RETIRED

# of years in Reading: 27

Are you a registered voter in Reading? YES

e-mail address: \_\_\_\_\_

Place a number next to your preferred position(s) (up to four choices) with #1 being your first priority.  
(Attach a resume if available.)

- Animal Control Appeals Committee
- Audit Committee
- Board of Appeals
- Board of Cemetery Trustees
- Board of Health
- Board of Registrars
- Bylaw Committee
- Celebration Committee
- Cities for Climate Protection
- Commissioner of Trust Funds
- Community Planning & Development Comm.
- Conservation Commission
- Constable
- Contributory Retirement Board
- Council on Aging
- Cultural Council
- Custodian of Soldiers' & Sailors' Graves
- Economic Development Committee

- Fall Street Faire Committee
- Finance Committee
- Historical Commission
- Housing Authority
- Human Relations Advisory Committee
- MBTA Advisory Committee
- Metropolitan Area Planning Council
- Mystic Valley Elder Services
- Recreation Committee
- RMLD Citizens Advisory Board
- Town Forest Committee
- Trails Committee
- West Street Historic District Commission
- Other \_\_\_\_\_

Please outline relevant experience for the position(s) sought:

> READING COMMUNITY PLANNING & DEVELOPMENT COMM  
MEMBER 17 YEARS (1990-2007);  
 > TOWN MEETING MEMBER PREINCT 5

APPLICATION FOR APPOINTMENT TO BOARDS/COMMITTEES/COMMISSIONS P 3 24

Name: WESTON, RONALD PRESCOTT  
(Last) (First) (Middle)

Date: 7/10/2014

Address: 63 BLUEBERRY LANE

Tel. (Home) 781-944-1709  
Tel. (Work) —  
(Is this number listed?) YES

Occupation: RETIRED - SEE ATTACHED

# of years in Reading: 52

Are you a registered voter in Reading? YES e-mail address: —

Place a number next to your preferred position(s) (up to four choices) with #1 being your first priority.  
(Attach a resume if available.)

- |                                                                   |                                                                   |
|-------------------------------------------------------------------|-------------------------------------------------------------------|
| <input type="checkbox"/> Animal Control Appeals Committee         | <input type="checkbox"/> Fall Street Faire Committee              |
| <input type="checkbox"/> Audit Committee                          | <input type="checkbox"/> Finance Committee                        |
| <input type="checkbox"/> Board of Appeals                         | <input checked="" type="checkbox"/> 1 Historical Commission       |
| <input type="checkbox"/> Board of Cemetery Trustees               | <input type="checkbox"/> Housing Authority                        |
| <input type="checkbox"/> Board of Health                          | <input type="checkbox"/> Human Relations Advisory Committee       |
| <input type="checkbox"/> Board of Registrars                      | <input type="checkbox"/> MBTA Advisory Committee                  |
| <input type="checkbox"/> Bylaw Committee                          | <input type="checkbox"/> Metropolitan Area Planning Council       |
| <input type="checkbox"/> Celebration Committee                    | <input type="checkbox"/> Mystic Valley Elder Services             |
| <input type="checkbox"/> Cities for Climate Protection            | <input type="checkbox"/> Recreation Committee                     |
| <input type="checkbox"/> Commissioner of Trust Funds              | <input type="checkbox"/> RMLD Citizens Advisory Board             |
| <input type="checkbox"/> Community Planning & Development Comm.   | <input type="checkbox"/> Town Forest Committee                    |
| <input type="checkbox"/> Conservation Commission                  | <input type="checkbox"/> Trails Committee                         |
| <input type="checkbox"/> Constable                                | <input type="checkbox"/> West Street Historic District Commission |
| <input type="checkbox"/> Contributory Retirement Board            | <input type="checkbox"/> Other <u>—</u>                           |
| <input type="checkbox"/> Council on Aging                         |                                                                   |
| <input type="checkbox"/> Cultural Council                         |                                                                   |
| <input type="checkbox"/> Custodian of Soldiers' & Sailors' Graves |                                                                   |
| <input type="checkbox"/> Economic Development Committee           |                                                                   |

Please outline relevant experience for the position(s) sought:

- CONSULTED WITH THE READING HISTORICAL COMMISSION ON SEVERAL PROJECTS INVOLVING THE OLD SOUTH UNITED METHODIST CHURCH.
- CO-CHAIR OF THE "READING STEEPLE & BELL TOWER PRESERVATION COMMITTEE."
- FUNCTIONED AS PROJECT MANAGER, INTERACTING WITH CONTRACTORS & THE RHC IN PLANNING & COMPLETING THE PROJECT.
- "WINTER" HOBBY IS ANTIQUE RESTORATION & WOODWORKING.
- REFER TO ATTACHED "Bio". (PREPARED PREVIOUSLY TO ACCOMPANY GRANT APPLICATIONS.)

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September 19, 2012

## Biography – Ronald Weston

Ron Weston graduated from Tufts University in 1959, with a Bachelor's degree in Mechanical Engineering, and a Minor in Naval Science. As a Naval officer he served with the Sixth Fleet aboard the USS Boston, a guided missile cruiser.

Following his military obligation, Ron joined the Gillette Company as a product development engineer, and retired 30 years later as Director of Product Design and Development. Previously he headed Gillette's Corporate Engineering Division, the designers and implementers of the corporation's world wide manufacturing equipment.

While at Gillette, Ron earned a Master's degree from Northeastern University in Engineering Management, and later completed an Executive Development Program at MIT's Sloan School.

Ron retired from Millipore Corporation's Microelectronics Division as Director of Product Design, Development, and Engineering. While at Millipore, he developed and installed processes to facilitate project selection and enhance management decision making.

Ron is a "Registered Professional Engineer in the State of Massachusetts", and a "Certified New Product Development Professional".

Since retiring, Ron's focus has been on charitable and volunteer activities, some recreation, and international travel with his wife of 50 years, Sandra. Residents of Reading for more than 50 years, they are proudest of their 2 daughters, and 2 granddaughters.

## Schena, Paula

---

**From:** LeLacheur, Bob  
**Sent:** Tuesday, July 22, 2014 2:24 PM  
**To:** Schena, Paula  
**Subject:** FW: Selectmen

For BOS packet next week

---

**From:** Carl McFadden [<mailto:cmcfadden@readingbasketball.net>]  
**Sent:** Tuesday, July 22, 2014 11:58 AM  
**To:** LeLacheur, Bob  
**Subject:** RE: Selectmen

Just an fyi if you want to put this in the selectman's info  
2012 - 200 kids  
2013 - 356 kids  
2014 - 485 kids with a waiting list most likely  
Revenue wise this is the 2nd largest program the Rec. Dept has I was told. Travel basketball is first  
We also started a girls only league this year.

---

**From:** LeLacheur, Bob [<mailto:blelacheur@ci.reading.ma.us>]  
**Sent:** Tuesday, July 22, 2014 11:16 AM  
**To:** [cmcfadden@readingbasketball.net](mailto:cmcfadden@readingbasketball.net)  
**Subject:** Selectmen

Hi Carl – a reminder you are on the agenda next Tuesday night at 7:20pm for the amplified sound request for flag football. If you have any material in advance for the BOS, please send it to me by Thursday at noon.

Thanks,  
Bob

**Robert W. LeLacheur, Jr. CFA**

*Town Manager*

*Town of Reading*

*16 Lowell Street*

*Reading, MA 01867*

[townmanager@ci.reading.ma.us](mailto:townmanager@ci.reading.ma.us)

*(P) 781-942-9043*

*(F) 781-942-9037*

[www.readingma.gov](http://www.readingma.gov)

*Please fill out our brief customer service survey at:*

<http://readingma-survey.virtualtownhall.net/survey/sid/ff5d3a5f03e8eb60/>

**Town Hall Hours:**

**Monday, Wednesday and Thursday: 7:30 a.m - 5:30 p.m.**

**Tuesday: 7:30 a.m. - 7:00 p.m.**



# READING POLICE DEPARTMENT

15 Union Street • Reading, Massachusetts 01867

Emergency Only: 911 • All Other Calls: (781) 944-1212 • Fax: (781) 944-2893

Web: [www.ci.reading.ma.us/police/](http://www.ci.reading.ma.us/police/)

## EXECUTIVE SUMMARY

### Change of Manager application– "Chili's"

July 8, 2014

Chief James Cormier  
Reading Police Department  
15 Union Street  
Reading, MA 01867

Chief Cormier,

As directed by your Office and in accordance with Reading Police Department Policy and Procedures, I have placed together an executive summary of the application for an Application for Change of Manager at Chili's (70 Walkers Brook Drive).

**New Manger:** Robert Harris

I find no reason why the license application should not go forward.

Respectfully Submitted,

Lt. Detective Richard P. Abate  
Criminal Division Commander

*D. Chip [Signature]*  
7/8/14

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June 27, 2014

2014 JUN 30 PM 1:34

Town of Reading  
Town Manager  
16 Lowell Street  
Reading, MA 01867

**RE: Chili's Liquor License – Change of Manager**

Enclosed please find the following information for the Change of Manager Application for the Chili's located at 70 Walkers Brook Drive:

- Retail Transmittal Form
- \$200.00 check payable to the MA ABCC
- Petition for Change of License
- Manager Application
- Personal Information Form
- Vote of Corporate Board
- Birth Certificate for Robert Harris, Requested New Manager

Please call me at 401-272-4746 or email me at [alicia.deronde@chilis.com](mailto:alicia.deronde@chilis.com) if there is any additional information needed.

Thank you,

Alicia deRonde  
Administrative Assistant  
#401-272-4746

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The Commonwealth of Massachusetts  
 Alcoholic Beverages Control Commission  
 239 Causeway Street  
 Boston, MA 02114  
[www.mass.gov/abcc](http://www.mass.gov/abcc)

Print Form

**RETAIL ALCOHOLIC BEVERAGES LICENSE APPLICATION  
 MONETARY TRANSMITTAL FORM**

APPLICATION SHOULD BE COMPLETED ON-LINE, PRINTED, SIGNED, AND SUBMITTED TO THE LOCAL LICENSING AUTHORITY.

ECRT CODE: RETA

CHECK PAYABLE TO ABCC OR COMMONWEALTH OF MA: \$200.00

(CHECK MUST DENOTE THE NAME OF THE LICENSEE CORPORATION, LLC, PARTNERSHIP, OR INDIVIDUAL)

CHECK NUMBER

IF USED EPAY, CONFIRMATION NUMBER

A.B.C.C. LICENSE NUMBER (IF AN EXISTING LICENSEE, CAN BE OBTAINED FROM THE CITY)

LICENSEE NAME

ADDRESS

CITY/TOWN  STATE  ZIP CODE

**TRANSACTION TYPE (Please check all relevant transactions):**

- Alteration of Licensed Premises
- Change Corporate Name
- Change of License Type
- Change of Location
- Change of Manager
- Other
- Cordials/Liqueurs Permit
- Issuance of Stock
- Management/Operating Agreement
- More than (3) \$15
- New License
- New Officer/Director
- New Stockholder
- Pledge of Stock
- Pledge of License
- Seasonal to Annual
- Transfer of License
- Transfer of Stock
- Wine & Malt to All Alcohol
- 6-Day to 7-Day License

THE LOCAL LICENSING AUTHORITY MUST MAIL THIS TRANSMITTAL FORM ALONG WITH THE CHECK, COMPLETED APPLICATION, AND SUPPORTING DOCUMENTS TO:

**ALCOHOLIC BEVERAGES CONTROL COMMISSION  
 P. O. BOX 3396  
 BOSTON, MA 02241-3396**

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The Commonwealth of Massachusetts  
 Alcoholic Beverages Control Commission  
 239 Causeway Street  
 Boston, MA 02114  
[www.mass.gov/abcc](http://www.mass.gov/abcc)

**PERSONAL INFORMATION FORM**

Each individual listed in Section 10 of this application must complete this form.

**1. LICENSEE INFORMATION:**

A. Legal Name of Licensee	Pepper Dining, Inc.	B. Business Name (dba)	Chili's Grill & Bar	
C. Address	70 Walkers Brook Drive	D. ABCC License Number (If existing licensee)	101600021	
E. City/Town	Reading	State	MA	Zip Code 01867
F. Phone Number of Premise	781-842-4670	G. EIN of License		

**2. PERSONAL INFORMATION:**

A. Individual Name	Robert Harris	B. Home Phone Number		
C. Address	14 South Shore Avenue			
D. City/Town	Peabody	State	MA	Zip Code 01960
E. Social Security Number		F. Date of Birth		
G. Place of Employment	Chili's Grill & Bar			

**3. BACKGROUND INFORMATION:**

Have you ever been convicted of a state, federal or military crime? Yes  No

If yes, as part of the application process, the individual must attach an affidavit as to any and all convictions. The affidavit must include the city and state where the charges occurred as well as the disposition of the convictions.

**4. FINANCIAL INTEREST:** NONE

Provide a detailed description of your direct or indirect, beneficial or financial interest in this license.

**IMPORTANT ATTACHMENTS (8):** For all cash contributions, attach last (3) months of bank statements for the source(s) of this cash.  
 \*If additional space is needed, please use the last page

I hereby swear under the pains and penalties of perjury that the information I have provided in this application is true and accurate:

Signature		Date	4/6/14
Title	CFO	(If Corporation/LLC Representative)	

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The Commonwealth of Massachusetts  
 Alcoholic Beverages Control Commission  
 239 Causeway Street  
 Boston, MA 02114  
[www.mass.gov/abcc](http://www.mass.gov/abcc)

**MANAGER APPLICATION**

All proposed managers are required to complete a Personal Information Form, and attach a copy of the corporate vote authorizing this action and appointing a manager.

**1. LICENSEE INFORMATION:**

Legal Name of Licensee:  Business Name (dba):

Address:

City/Town:  State:  Zip Code:

ABCC License Number:  (If existing licensee) Phone Number of Premise:

**2. MANAGER INFORMATION:**

A. Name:  B. Cell Phone Number:

C. List the number of hours per week you will spend on the licensed premises:

**3. CITIZENSHIP INFORMATION:**

A. Are you a U.S. Citizen: Yes  No  B. Date of Naturalization:  C. Court of Naturalization:

(Submit proof of citizenship and/or naturalization such as U.S. Passport, Voter's Certificate, Birth Certificate or Naturalization Papers)

**4. BACKGROUND INFORMATION:**

A. Do you now, or have you ever, held any direct or indirect, beneficial or financial interest in a license to sell alcoholic beverages? Yes  No

If yes, please describe:

B. Have you ever been the Manager of Record of a license to sell alcoholic beverages that has been suspended, revoked or cancelled? Yes  No

If yes, please describe:

C. Have you ever been the Manager of Record of a license that was issued by this Commission? Yes  No

If yes, please describe:

D. Please list your employment for the past ten years (Dates, Position, Employer, Address and Telephone):

I hereby swear under the pains and penalties of perjury that the information I have provided in this application is true and accurate:

Signature

Date

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Robert L. Harris Jr.  
14 South Shore Ave  
Peabody, Massachusetts 01960

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**Education:**

**Bachelor of Science** **2001**  
Salem State College Salem, MA  
Major: Political Science  
Minor: Philosophy

**Internship:**

- The Peabody Citizen (2000-2001)  
**Reporter Intern**
  - Gained valuable experience in the interviewing, reporting and writing areas.
  - Consistently awarded increased responsibility; wrote two feature stories.

**Experience:**

**Managing Partner – Chili's Danvers MA.** **Present**

- Contract negotiations, maintenance programs
- Inventory control
- Labor and cost control (monitoring payroll to sales, property budgets and costs)
- Creating a budget each month
- Developed staff of 60 and 3 managers
- Opening and closing processes (order and supply check-in, staff check-in, cash outs, computerized reporting, security)
- Point person for customer problem solving / issues
- 2010 award winner for developing an energy saving program, which is utilized in 110 Pepper Dining Stores
- Ranked 4th out of 110 stores for financials in Pepper Dining for 2010 and 2011
- 2011 Award winner from the North Shore Living Center for continued employment for people with disabilities
- 2011 GM of the year for Pepper Dining for helping local communities

**Manager** **2001-**

**2008**

- In charge of all hiring
  - Food cost control
  - Labor control
- Cook/Key Hourly Chili's **1995-**

**2001**

**Computer Skills:**

Software experience including Microsoft Windows XP, ME and Seven Operating Systems, Microsoft Word, Microsoft Excel, Microsoft Outlook, and various internet basic applications. Basic understanding of networks

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June 12, 2014

Commonwealth of MA  
Alcoholic Beverages Control Commission  
239 Causeway Street  
Boston, MA 02114

Please accept this letter as confirmation that the Board of Directors for Pepper Dining Inc. has approved the change of manager of record for the Liquor License for the Chili's Grill & Bar located at 70 Walkers Brook Drive in Reading, MA from Tom Dumont to Robert Harris.

Regards,

Gary Sachs  
Chief Financial Officer  
Pepper Dining, Inc.

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You have successfully completed the ServSafe Alcohol® Responsible Alcohol Service Training and Certification Program. This is your official ServSafe Alcohol Certification Card and provides confirmation that you have studied, and are knowledgeable about, how to serve alcohol responsibly.



ID NO. 4935444

CARD NO. 10486738

**ServSafe Alcohol® CERTIFICATE**

**ROBERT HARRIS**

Card expires three years from the date of the examination. Local laws apply.

DATE OF EXAMINATION  
11/7/2013



175 West Jackson Boulevard, Suite 1500  
Chicago, IL 60604-2814  
1.800.SERV-SAFE  
312.715.1010 In the Chicago area  
**ServSafe.com**

©2012 National Restaurant Association Educational Foundation. All rights reserved. ServSafe and ServSafe Alcohol are registered trademarks of the National Restaurant Association Educational Foundation and are used under license by the National Restaurant Association Solutions, LLC. The logo appearing next to ServSafe is a trademark of the National Restaurant Association. 12/12/2011 v.1212

ServiceCenter@restaurant.org 800.765.2122, ext. 6703.



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**LEGAL NOTICE**



**TOWN OF READING  
Alleged Violation – M.G.L.  
Chapter 138, §34 - Sale to  
Minor**

To the Inhabitants of the  
Town of Reading:

Please take notice that the Board of Selectmen as the Licensing Authority for the Town of Reading will hold a public hearing on Tuesday, July 29 at 7:30 p.m. in the Selectmen's Meeting Room, 16 Lowell Street, Reading, Massachusetts to show cause why Jay & Ricky, Inc. d/b/a Ricky's Liquor, Retail Package Store License to Expose, Keep for Sale and to Sell All Kinds of Alcoholic Beverages should not be modified, suspended or revoked for violating G.L. Chapter 138, §34 on July 3, 2014 to wit: the sale or delivery of alcoholic beverages to a person under 21 years of age.

All interested parties may appear in person, may submit their comments in writing, or may email comments to [town-manager@ci.reading.ma.us](mailto:town-manager@ci.reading.ma.us).

**By order of  
Robert W. LeLacheur  
Town Manager**

7/16

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501

Tonya Amico  
4 Chapel Hill Drive  
Reading, Ma 01867  
781 983 6565

Return of Service

7/15/2014

I this day served a copy of within Notice of Hearing in hand to Bruce Armstrong, Manager who accepted service on behalf of Kalpesh Patell, Jay & Ricky, Inc., at 214 Main Street, Reading, MA 01867 at 12:25PM.

  
\_\_\_\_\_  
Tonya M. Amico  
\_\_\_\_\_

MASSACHUSETTS CONSTABLE AND DISINTEREST PERSON



**Town of Reading**  
16 Lowell Street  
Reading, MA 01867-2685

FAX: (781) 942-9071  
Email: [townmanager@ci.reading.ma.us](mailto:townmanager@ci.reading.ma.us)  
Website: [www.readingma.gov](http://www.readingma.gov)

TOWN MANAGER  
(781) 942-9043

Delivered in Hand

July 15, 2014

Kalpesh Patel  
Jay & Ricky, Inc.  
214 Main Street  
Reading, MA 01867

**NOTICE OF HEARING**  
Alleged Violation - M.G.L. Chapter 138, §34 – Sale to Minor

Dear Mr. Patel:

You are hereby notified that a public hearing will be held by the Board of Selectmen as the Licensing Authority for the Town of Reading, on Tuesday, July 29, 2014 at 7:30 p.m. in the Selectmen's Meeting Room, Town Hall, 16 Lowell Street, Reading, MA, to show cause why your Retail Package Goods Store License to Expose, Keep for Sale and to Sell All Kinds of Alcoholic Beverages Not to be Drunk on the Premises should not be modified, suspended or revoked for violating G.L. Chapter 138, §34 on July 3, 2014 to wit: the sale or delivery of alcoholic beverages to a person under 21 years of age.

This public hearing will be held pursuant to the provisions of G.L. c.138, §64. After the hearing, the Board of Selectmen may vote to suspend or revoke your license if it finds that there is satisfactory proof that a violation has occurred. You may appear on your own behalf and/or with your legal counsel and present witnesses.

For your information and review, copies of police report(s) concerning the alleged incident are enclosed herewith.

Sincerely,

Robert W. LeLacheur, Jr., Town Manager

Encl.  
cc: Town Counsel  
Chief James Cormier  
Alcoholic Beverages Control Commission

5C3



## READING POLICE DEPARTMENT OFFICE OF THE CHIEF

**James W. Cormier**  
Chief of Police

15 Union Street, Reading, Massachusetts 01867  
Emergency Only: 911 All Other Calls: 781-944-1212 Fax: 781-944-2893  
E-Mail: JCormier@ci.reading.ma.us

Honorable Board of Selectmen  
16 Lowell Street  
Reading, MA 01867

July 09, 2014

Dear Members of the Honorable Board of Selectmen,

I am requesting a hearing before you for a violation of MGL C138, S34, Sale or Delivery of an alcoholic beverage to a person less than twenty-one years of age. We assert the following serving establishment licensed by you committed the violation on July 03, 2014:

Ricky's Liquors  
214 Main Street  
Reading, MA 01867

Sincerely,

 07-09-14

Mark D. Segalla  
Deputy Chief of Police

504



**Reading Police Department**  
**Chief James Cormier**  
 15 Union Street  
 Reading, MA 01867  
 (ph) 781-944-1212 (fax) 781-944-2893



READING POLICE DEPARTMENT  
 INVESTIGATIVE ACTION REPORT

07/14/14 15:26  
 PAGE:

v5.5n

CASE#: D092597  
 org.case#: 580209

rpt date: 07/08/14 20:01 reported: TUESDAY 07/08/14 19:00  
 from date: to  
 ucr: 106 INVESTIGATION

location: LICENSE VIOLATIONS  
 follow up by: NONE NEEDED case status: CLEARED NORMAL  
 officer: rpt status: COMPLETE  
 Change Status: review officer: 68 LT. DET. ABATE  
 comp/vict notify: N sup review officer:  
 cir/involve type:

Solvability Factors CIR:

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complaint: INVEST #85-2014 - OPENED CASE FILE ON RICKY'S LIQUORS

reporting officer: 73 DET. MACHUGH assignment: C car: 73  
 second officer: sup/back-up:

---

\*\*\* NAMES \*\*\*

type	mast#	name/add	phone	dob	ss#
INVL	030876	PATEL, KALPESH D 12 BENJAMIN READING MA 01867	(781) 944-0688		
INVL	132858	ARMSTRONG, BRUCE W 243 MAIN READING MA 01867			
INVL	140494	LIQUORS, RICKY'S 214 MAIN READING MA 01867			

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\*\*\* NARRATIVE \*\*\*

On June 26, 2014, the Reading Police Department Detective Unit received an anonymous complaint in regards to Ricky's Liquors located at 214 Main Street selling alcohol to underage customers. The information was specific stating that employees are not asking customers for identification when they

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are clearly underage.

On July 3, 2014 I was working the 2000 HRS to 2400 HRS shift. At the onset of the shift I was assigned marked cruiser 11 Sector 2. While on routine patrol, I observed a blue Chrysler sedan MA registration (877RW3) with 4 occupants, that appeared to be in their teens pull into the parking lot of Ricky's Liquors located at 214 Main St. Ricky's Liquors is located in a commercial building that has several other businesses including a convenient store, nail salon and a pizza shop.

I continued to watch the vehicle as it parked and the rear male passengers exited and walked into the liquor store. While the males were in the store, the females appeared to be crouching down in the front seats. I continued to watch the 2 males, as one, later identified as [REDACTED], made a purchase at the counter. I then observed the 2 males exit. I observed [REDACTED] carrying a medium sized brown paper bag, consistent with that which would carry several bottles of alcohol. They then got back into the rear of the Chrysler and the vehicle backed out of the parking spot. At this time, I believed the driver and passengers noticed my cruiser. I then ran the registration of the Chrysler. As a result, the registration came back to [REDACTED] out of Medford. The vehicle then pulled out onto Main Street and headed north. I continued to follow the vehicle approximately 1/2 mile. I could observe the driver later identified as [REDACTED] look back at me in her rear view mirror. The vehicle then pulled in and parked in the Burger King lot.

All the occupants exited the vehicle and walked into Burger King. They were in the restaurant for approximately 10 minutes standing near the door looking out. After a few more minutes I observed the 4 occupants exit the restaurant and returned to the vehicle. [REDACTED] was carrying a small bag of

food. I believe they all entered Burger King to avoid being pulled over.

Due to their suspicious behavior and young appearance, I pulled into a parking spot 3 spaces away and approached the driver's side. The driver's window was down and I asked [REDACTED] I could speak with them. [REDACTED] stated Yes. I asked her if she was 21 years old. [REDACTED] stated No. I then asked all the passengers if they were 21 years old. The passengers all stated No. I then asked [REDACTED] specifically if he was 21 years old. He stated No. I asked [REDACTED] if he had any identification on him. He stated No. I then asked [REDACTED] what he purchased at the liquor store and he stated cigarettes. Due to my observations of [REDACTED] in the liquor store, and the fact that the size paper bag he left the store with was not consistent with the purchase of cigarettes, I advised him of his Miranda Rights. I then explained to [REDACTED] that I observed him in the store and believed that he had purchased alcohol there. At that time [REDACTED] stated he did purchase alcohol and that it was in the trunk. [REDACTED] then opened the trunk and removed (2) 25oz cans of Bud Light Stra-ber-Ritas and a 750ml bottle of E&J Brandy. These items were located in a brown paper bag matching the one I observed [REDACTED] carrying out of the store. I did not observe any other brown paper bags in the vehicle.

I then asked [REDACTED] where he purchased the alcohol from. He stated Ricky's Liquors. I asked how he purchased it due to his age and not in possession of an ID. He stated that he has been going to Ricky's Liquors for a month. He goes there because the employee, "doesn't card anyone". I asked how [REDACTED] found out about Ricky's Liquors not identifying customers. He stated a friend. [REDACTED] went on to say, "Everyone knows he does not card so there are a lot of kids going there".

At that point I advised [REDACTED] that he would be receiving a criminal

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application for (138-34A) Minor Purchasing Liquor, (138-34C) Minor Transporting Liquor and (138-34) Furnishing Liquor to a Minor. The alcohol was seized as evidence and brought back to the station where it was bagged, labeled and placed into the evidence locker. During my interaction with the involved parties, I did not detect any signs of alcohol consumption.

After considering all the facts, I will also be filing criminal application's for the other occupants in the vehicle, [REDACTED] will receive a criminal application for (138-34C) Minor Transporting Liquor. [REDACTED] will receive a criminal application for (138-34C) Minor in Possession of Liquor. [REDACTED] will receive a criminal application for (138-34C) Minor in Possession of Liquor.

On July 8, 2014, myself and Det. Saunders entered Ricky's liquors and identified ourselves to the employee, Bruce Armstrong. I asked Armstrong if the owner was working. At that point the owner, Kalpesh Patel entered the store. I explained to Patel and Armstrong why I was there and asked Armstrong if he was working the evening of July 3, 2014. Armstrong stated he was working. Patel stated Armstrong is his only employee and works every day. Armstrong stated that he "tries" to card everyone that comes into the store. He stated that Thursday was a busy night and may have missed "carding" someone or "they were a regular".

I then asked Patel if he had surveillance cameras. Patel stated he did and attempted to locate the transaction that took place on July 3. I assisted Patel in narrowing down the time frame of the transaction and identifying the customers involved. Patel is attempting to copy the video surveillance onto a USB drive for the police department.

Patel was advised he would be receiving a notice from Town Hall in

508

regards to the incident.

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Solvability Factors -

Eliminated by Investigation:

Developed by Investigation:

Remaining for Investigation:

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Additional Evidence/Tech Work -

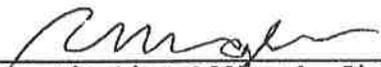
Photographs [ ] Composite [ ] Fingerprints [ ] Other [ ]

Performed by:

---

gen status:

---

  
Investigating Officer's Signature

 Date  
Reviewing Officer's Signature

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**Liquor License Violations from 2000 - 2014**

<b><u>Licensee</u></b>	<b><u>Year</u></b>	<b><u>Penalty</u></b>
Meadowbrook Golf Club	2013	2 days
The Wine Bunker	2012	3 days
Bistro Concepts	2012	3 days
Wine Shop	2012	5 days
Fuddruckers	2011	3 days
Oye's	2011	3 days
Bangkok Spice	2011	3 days
Knights of Columbus	2011	3 days
Wine Shop	2011	3 days
Wine Shop	2008	2 days
Twin Seafood	2008	2 days
Busa Liquors	2008	2 days
Square Liquors	2004	3 days

5010



# Speed Summary Report

For Town of Reading on 7/7/2014 at 1:29 PM

Generated by Officer Dave Savio

Time of Day: 0:00 to 23:59

Location: Sunnyside Ave, Sunnyside Ave, N

Dates: 6/30/2014 to 7/6/2014 (Su, M, T, W, Th, F, Sa)

Notes:

Hours	Mode	Speed Limit	Total # Vehicles	Total # Violations	% Violations	Average # Vehicles per day	Average # of Violations per day	Minimum Speed Recorded	Maximum Speed Recorded	Average Speed	50% Speed	85% Speed	Sign Effectiveness
0:00	Conditional Messages	30	11	0	0.0 %	2.2	0.0	7	27	19	17.8	20.4	63.5 %
1:00	Conditional Messages	30	4	0	0.0 %	1.0	0.0	7	21	15	14.8	14.8	75.0 %
2:00	Conditional Messages	30	1	0	0.0 %	1.0	0.0	7	7	7	7.0	7.0	0.0 %
3:00	Conditional Messages	30	2	0	0.0 %	1.0	0.0	16	20	18	18.0	18.0	100.0 %
4:00	Conditional Messages	30	4	0	0.0 %	4.0	0.0	8	23	15	9.5	19.5	100.0 %
5:00	Conditional Messages	30	24	0	0.0 %	4.0	0.0	6	29	18	17.2	20.5	54.0 %
6:00	Conditional Messages	30	45	1	2.2 %	6.4	0.1	6	32	16	15.0	18.9	57.4 %
7:00	Conditional Messages	30	109	2	1.8 %	15.6	0.3	5	33	16	14.8	21.6	61.2 %
8:00	Conditional Messages	30	112	3	2.7 %	16.0	0.4	5	35	19	17.2	23.4	76.1 %
9:00	Conditional Messages	30	121	2	1.7 %	17.3	0.3	6	31	20	19.0	23.7	77.3 %
10:00	Conditional Messages	30	168	5	3.0 %	24.0	0.7	5	33	18	17.3	23.9	76.7 %
11:00	Conditional Messages	30	143	2	1.4 %	20.4	0.3	5	31	19	18.3	23.9	64.6 %

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# Speed Summary Report

For Town of Reading on 7/7/2014 at 1:29 PM

Generated by Officer Dave Savio

Time of Day: 0:00 to 23:59

Location: Sunnyside Ave, Sunnyside Ave, N

Dates: 6/30/2014 to 7/6/2014 (Su, M, T, W, Th, F, Sa)

Hours	Mode	Speed Limit	Total # Vehicles	Total # Violations	% Violations	Average # Vehicles per day	Average # of Violations per day	Minimum Speed Recorded	Maximum Speed Recorded	Average Speed	50% Speed	85% Speed	Sign Effectiveness
12:00	Conditional Messages	30	169	6	3.6 %	24.1	0.9	5	36	19	19.5	24.9	84.2 %
13:00	Conditional Messages	30	180	4	2.2 %	25.7	0.6	5	32	17	16.2	22.3	73.6 %
14:00	Conditional Messages	30	173	2	1.2 %	24.7	0.3	5	33	17	16.2	23.2	70.6 %
15:00	Conditional Messages	30	156	6	3.8 %	22.3	0.9	5	33	19	19.2	24.1	72.8 %
16:00	Conditional Messages	30	215	6	2.8 %	30.7	0.9	5	40	18	17.4	23.8	70.6 %
17:00	Conditional Messages	30	203	4	2.0 %	29.0	0.6	5	36	18	17.4	23.6	75.6 %
18:00	Conditional Messages	30	200	4	2.0 %	28.6	0.6	5	36	18	17.1	24.2	75.1 %
19:00	Conditional Messages	30	155	5	3.2 %	22.1	0.7	5	34	19	18.8	23.9	78.2 %
20:00	Conditional Messages	30	129	0	0.0 %	18.4	0.0	5	29	18	16.8	22.6	78.6 %
21:00	Conditional Messages	30	80	1	1.3 %	11.4	0.1	5	31	18	16.7	21.3	77.3 %
22:00	Conditional Messages	30	80	2	2.5 %	11.4	0.3	5	32	15	12.9	20.4	63.5 %
23:00	Conditional Messages	30	52	2	3.8 %	7.4	0.3	5	32	17	15.8	20.3	76.6 %
Total Volumes / Avg Speeds	Conditional Messages	30	2536	57	2.2 %	368.9	8.1	5	40	17	16.3	21.3	71.0 %

522



# Speed Summary Report

For Town of Reading on 7/7/2014 at 1:29 PM

Generated by Officer Dave Savio

Time of Day: 0:00 to 23:59

Location: Sunnyside Ave, Sunnyside Ave, N

Dates: 6/30/2014 to 7/6/2014 (Su, M, T, W, Th, F, Sa)

Hours	Mode	Speed Limit	Total # Vehicles	Total # Violations	% Violations	Average # Vehicles per day	Average # of Violations per day	Minimum Speed Recorded	Maximum Speed Recorded	Average Speed	50% Speed	85% Speed	Sign Effectiveness
Total/Avg w/o Feedback			0	0	0.0 %	0.0	0.0	0	0	0	0.0	0.0	0.0 %
Total/Avg w/Feedback			2536	57	2.2 %	368.9	8.1	5	40	17	16.3	21.3	71.0 %

523



# Speed Summary Report

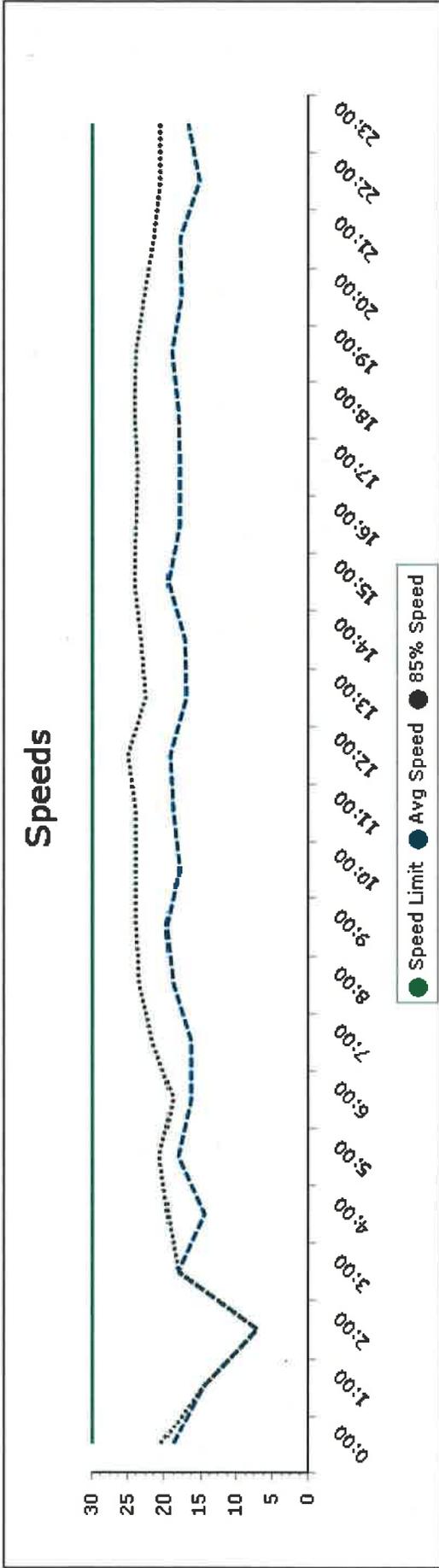
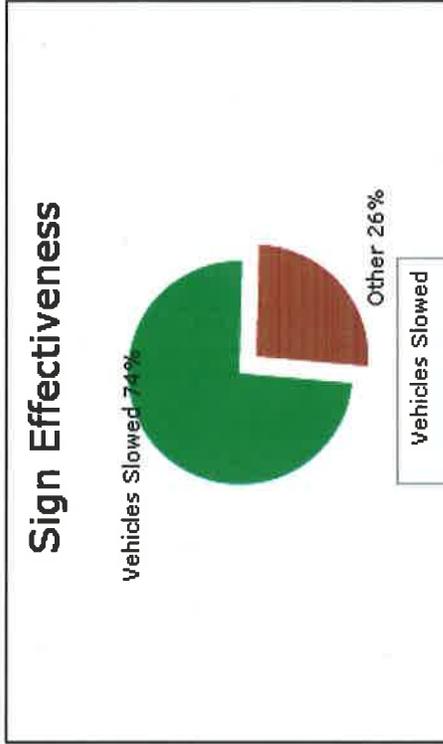
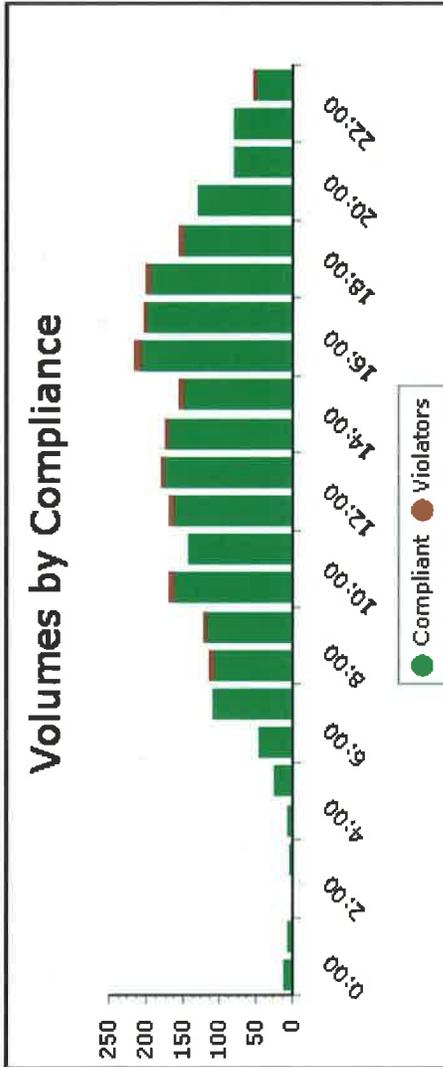
For Town of Reading on 7/7/2014 at 1:29 PM

Generated by Officer Dave Savio

Time of Day: 0:00 to 23:59

Location: Sunnyside Ave, Sunnyside Ave, N

Dates: 6/30/2014 to 7/6/2014 (Su, M, T, W, Th, F, Sa)



524



# Speed Summary Report

For Town of Reading on 7/7/2014 at 1:29 PM

Generated by Officer Dave Savio

Location: Sunnyside Ave, Sunnyside Ave, N

Time of Day: 0:00 to 23:59

Dates: 6/30/2014 to 7/6/2014 (Su, M, T, W, Th, F, Sa)

## Overall Summary

<b>Total Days of Data</b>	7
<b>Speed Limit</b>	30
<b>Average Speed</b>	17.16
<b>50th Percentile Speed</b>	16.25
<b>85th Percentile Speed</b>	21.25
<b>Pace speed range</b>	17 to 26
<b>Maximum Speed</b>	40
<b>Minimum Speed</b>	5
<b>Display Status?</b>	Displaying Speed Feedback
<b>Average Volume per Day</b>	368.91
<b>Total Volume</b>	2,536

525



STOP

586



sila-air.com

LPS



828

STOP

589





FAIRVIEW AVE



5810

## Executive Summary

The Metropolitan Area Planning Council (MAPC), a regional planning agency serving the 101 cities and towns of Metro Boston, collaborated with the Town of Reading to complete a bicycle network and pedestrian prioritization plan. MAPC conducted fieldwork, analysis, and extensive local outreach in order to create a short-term and low cost plan aimed to improve bicycle and pedestrian accommodations within the Town and also connecting to adjacent communities. This study is meant to prioritize safety, health, and the environment – and complements recent bicycle and pedestrian improvements within the Town, including the new bicycle lane on Haverhill Street and the many streetscape improvements in Downtown Reading.

Study area observations were completed during the Fall of 2013, and focused primarily on major roadways within the Town, as well as some local and residential roads identified by the Town and local residents. MAPC focused on improving bicycle and pedestrian access to schools, trails, retail and employment centers, transit, and parks.

MAPC's study revealed:

- There is significant opportunity to install bicycle lanes within the Town without making any changes to roadway curb locations, travel lanes, and/or parking. When roadways are repaved as part of normal roadway maintenance, new lane striping can allow for bicycle accommodations. This study identifies 8.4 miles of roadway for short-term bicycle lane installation.
- A number of opportunities exist for “shared lanes” and/or signage on roadways that are currently not wide enough to accommodate bicycle lanes.
- There are numerous opportunities throughout the Town to focus on improving the safety and comfort of pedestrians, especially around schools and accessing the commuter rail station. Potential improvements include new crosswalks, curb ramps, curb extensions, and other potential improvements.
- A number of locations were identified for sidewalk installation. Sidewalk priority areas were identified on Grove Street, Hopkins Street, and Salem Street.

In this report, MAPC has outlined several recommendations that can improve bicycle and pedestrian access in the Town of Reading in the short-term, and has also identified several longer-term goals. MAPC encourages the Town to prioritize these improvements, and allocate funding for implementation, as well as local education about bicycle lanes, sharing the road, and pedestrian safety. These improvements will help the residents, employees and patrons who frequent this area.

Town of Reading <b>COMPLETE STREET POLICY</b>	
Effective Date	TBD
Expiration Date	None
Date Last Revised	
Planning Board vote to recommend	TBD
Selectmen vote to adopt policy	TBD

## COMPLETE STREETS POLICY

### Vision and Purpose:

The purpose of the Town of Reading's Complete Streets Policy is to accommodate a wide range of road users by creating a road network that meets the needs of individuals utilizing a variety of transportation modes. The policy will be applied as a guide in decision-making in related infrastructure planning and construction. The Town of Reading recognizes the health, safety, economic viability, and numerous other benefits that can be achieved through application of Complete Streets principles. By incorporating Complete Streets as a guide, the Town of Reading will advance its efforts to provide safety and accessibility for all the users of our roadways, trails and transit systems, including pedestrians, bicyclists, transit riders, motorists, commercial vehicles, and emergency vehicles and for people of all ages and of all abilities.

The Town of Reading aims to improve the health of its residents and acknowledges that Complete Streets can increase everyday physical activity by enabling additional walking and bicycling by its residents and visitors. It is the intent of the Town of Reading to formalize the plan, design, operation and maintenance of streets so that they are safe for all users of all ages and abilities as a matter of routine. This policy guides decision makers in consistently planning, designing, and constructing streets to reasonably accommodate all anticipated users including, but not limited to pedestrians, bicyclists, motorists, emergency vehicles, and freight and commercial vehicles.

### Core Commitment:

The Town of Reading recognizes that roadway projects, whether new, maintenance, or reconstruction, are potential opportunities to apply Complete Streets design principles. The Town will, to the maximum extent practical, design, construct, maintain, and operate all streets to provide for a comprehensive and integrated street network of facilities for people of all ages and abilities.

Where feasible, complete Streets design recommendations shall be incorporated into all publicly and privately funded projects. This includes transportation infrastructure and street design projects requiring funding or approval by the Town of Reading, as well as projects funded by the state and federal government, such as the Chapter 90 funds, Town improvement grants, Transportation Improvement Program (TIP), the MassWorks Infrastructure Program, Community Development Block Grants (CDBG), Capital Funding and other state and federal funds for street and infrastructure design. The same will be applied to private developments and related street

5e2

design components or corresponding street-related components. In addition, to the extent practical, state-owned roadways will comply with the Complete Streets resolution, including the design, construction, and maintenance of such roadways within Town boundaries.

The Town Engineer, in consultation with the Department of Public Works and/or the Parking/ Traffic/ Transportation Task Force as needed, will use best judgment regarding the feasibility of applying complete streets principles for routine roadway maintenance and projects. Other transportation infrastructure projects, including but not limited to roadway reconstruction, roadway reconfigurations, or subdivisions, transportation infrastructure may be excluded, upon approval by the Board of Selectmen and/or its designee, where documentation and data indicate that:

1. Where cost or impacts of accommodation is excessively disproportionate to the need or probable use or probable future use.
2. Roadways where specific users are prohibited by law. An effort will be made, in these cases for accommodations elsewhere.
3. Other Town policies, regulations, or requirements contradict or preclude implementation of complete streets principles.

#### Best Practices:

The Town of Reading Complete Streets policy will focus on developing a connected, integrated network that serves all road users. Complete Streets will be integrated into policies, planning, and design of all types of public and private projects, including new construction, reconstruction, rehabilitation, repair, and maintenance of transportation facilities on streets and redevelopment projects.

Complete Streets principles include the development and implementation of projects in a context sensitive manner in which project implementation is sensitive to the community's physical, economic, and social setting. The context-sensitive approach to process and design includes a range of goals by considering stakeholder and community values on a level plane with the project need. The overall goal of this approach is to preserve and enhance scenic, aesthetic, historical, and environmental resources while improving or maintaining safety, mobility, and infrastructure conditions, with consideration as to reasonableness

The latest design guidance, standards, and recommendations available will be used in the implementation of Complete Streets including:

- The Massachusetts of Department of Transportation Project Design and Development Guidebook
- Documents and plans created for the Town of Reading, such as:
  - Town of Reading South Main Street Design Best Practices (March 2012)
  - The Reading Bicycle Network and Pedestrian Priority Plan (MAPC, completion scheduled for spring 2014)
- Boston Complete Streets Guidelines (2013)
- The latest edition of American Association of State Highway Transportation Officials (AASHTO) A Policy on Geometric Design of Highway and Streets

5e3

- The United States Department of Transportation Federal Highway Administration's Manual on Uniform Traffic Design Controls (2009).
- The Architectural Access Board (AAB) 521CMR Rules and Regulations

Complete Streets implementation and effectiveness should be constantly evaluated for success and opportunities for improvement. The Town will develop performance measures to gauge implementation and effectiveness of the policies.

Implementation:

The Town shall make Complete Streets practices a routine part of everyday operations, shall approach every transportation project and program as an opportunity to improve streets and the transportation network for all users, and shall work in coordination with other departments, agencies, and jurisdictions to achieve Complete Streets.

Town shall review and either revise or develop proposed revisions to all appropriate planning documents (master plans, open space and recreation plan, etc.), zoning and subdivision codes, laws, procedures, rules, regulations, guidelines, programs, and templates to integrate Complete Streets principles in all Street Projects on streets, as well as potential off-road trails and paths. The role of the Parking/Traffic/Transportation Task Force will be expanded to implement this initiative.

The Town shall maintain a comprehensive inventory of pedestrian and bicycle facility infrastructure that will prioritize projects to eliminate gaps in the sidewalk and bikeway network.

The Town will reevaluate Capital Improvement Projects prioritization to encourage implementation of Complete Streets implementation.

The Town will make its best effort, as resources allow, to train pertinent town staff and decision-makers on the content of Complete Streets principles and best practices for implementing policy through workshops and other appropriate means.

The Town will utilize inter-department coordination to promote the most responsible and efficient use of resources for activities within the public way and will make a best faith effort to coordinate with adjacent municipalities to ensure a seamless network of facilities for all users of the roadway.

The Town will seek out appropriate sources of funding and grants for implementation of Complete Streets policies.

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## TOWN MANAGER OVERALL BOS EVALUATION

Manager Name: Peter Hechehbleikner GOALS AND OBJECTIVES DURING THIS EVALUATION PERIOD	Evaluation for the period: CY 2011 BOARD OF SELECTMEN RATING (AVERAGE OF FOUR RATINGS) RATING SCALE FROM 1 - 5
<ul style="list-style-type: none"> <li>• Development</li> </ul>	5.0
<ul style="list-style-type: none"> <li>• Personnel</li> </ul>	4.8
<ul style="list-style-type: none"> <li>• Finance</li> </ul>	5.0
<ul style="list-style-type: none"> <li>• Operations</li> </ul>	4.5
<ul style="list-style-type: none"> <li>• Services</li> </ul>	5.0
<ul style="list-style-type: none"> <li>• Policies and Procedures</li> </ul>	4.9

**ACHIEVEMENTS, ACCOMPLISHMENTS, AND RESPONSIBILITIES** *(completed by employee)*

- See attached self evaluation and individual Selectman evaluations

**OVERALL EVALUATION** *(aggregate average rating for 6 goals)*

4.87

**SELECTMAN COMMENTS**

- See attached Selectmen evaluations

**Highlights:**

Pete continues to set a high standard for professionalism and hard work.... We will need all his creativity as we continue to manage the community in tough financial times. – Ben Tafoya

This past year was the most successful since I was elected to the Board. It was a real pleasure to serve this year with Pete. – Steve Goldy

Leadership starts at the top. Peter has been extremely successful in assembling a strong leadership team which is managing the departments with strong results. – Camille Anthony

I admire Pete's dedication, ability to be nimble and his creative thinking to the challenges we face. – James Bonazoli

The increasing challenge of funding local services will always be a factor, yet reflection on the year (and the list above), shows that Reading is still making positive progress in achieving its community goals. Pete's experience and leadership are important in facilitating that forward movement. – Rick Schubert

**TOWN MANAGER SIGNATURE**

Name:

Date:

**BOS CHAIRMAN SIGNATURE**

Name:

Date:

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**2011 Town Manager Evaluation**

<b>Goals and Objectives</b>	<b>JB</b>	<b>CA</b>	<b>RS</b>	<b>BT</b>	<b>SG</b>	<b>Avg</b>
<b>Development</b>	5.00	5.00	5.00	5.00	5.00	5.00
<b>Personnel</b>	5.00	5.00	5.00	4.00	5.00	4.80
<b>Finance</b>	5.00	5.00	5.00	5.00	5.00	5.00
<b>operations</b>	4.50	5.00	5.00	4.00	4.00	4.50
<b>Services</b>	5.00	5.00	5.00	5.00	5.00	5.00
<b>Policies and Procedures</b>	4.50	5.00	5.00	5.00	5.00	4.90
	4.83	5.00	5.00	4.67	4.83	4.87

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## TOWN MANAGER EVALUATION

Manager Name: Peter Hechenbleikner

Evaluation for the period: CY 2011

Evaluator: Steve Goldy

**GOALS AND OBJECTIVES DURING THIS EVALUATION PERIOD**

**BOARD OF SELECTMEN RATING, RATING SCALE FROM 1 (LOW) - 5 (HIGH)**

Development	5
Personnel	5
Finance	5
Operations	4
Services	5
Policies and Procedures	5

**ACHIEVEMENTS, ACCOMPLISHMENTS, AND RESPONSIBILITIES *(completed by employee)***

**EVALUATION *(aggregate average rating for goals)***

4.83

**SELECTMEN COMMENTS**

Great year for Pete and all Town Staff. Pete accomplished quite a lot including first steps for regionalizing Community Services, significant advances with downtown parking, successful labor negotiations, addressing drug use and violence in our community and many more.

Pete's leadership this past year was very important because of the challenging economy but more importantly Pete proposed and made many significant changes. These proposals and changes were not easy but Pete moved forward because they were in the best interest of our community.

This past year was the most successful since I was elected to the Board. It was a real pleasure to serve this year with Pete.

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## TOWN MANAGER EVALUATION

Manager Name: Peter Hechenbleikner

Evaluation for the period: CY 2011

Evaluator: James Bonazoli

**GOALS AND OBJECTIVES DURING THIS EVALUATION PERIOD**

**BOARD OF SELECTMEN RATING, RATING SCALE FROM 1(LOW) - 5 (HIGH)**

Development	5
Personnel	5
Finance	5
Operations	4.5
Services	5
Policies and Procedures	4.5

**ACHIEVEMENTS, ACCOMPLISHMENTS, AND RESPONSIBILITIES (completed by employee)**

**Development**

- Continue progress towards meeting the required 10% of housing units (as re-defined by the 2010 federal census) as affordable. This goal may be met through development of the:
  - o Addison Wesley Pearson site, Under Construction
  - o Oaktree Under Construction
  - o Mawn Site Plan Application submitted
  - o Peter Sanborn Place, All local approvals in place
  - o additional units in downtown as feasible.
- Work towards the beginning of construction of major private downtown development projects – Oaktree, Mawn, Lynch, and other opportunities.(same as above)
- Complete South Main Street design guidelines and proposed amendments to zoning to achieve those design guidelines. draft to be finalized
- With the Economic Development Committee, develop and implement a process of annual designation of improvements and events consistent with resources and the new "Downtown Improvements and Events Trust Fund. First draft sent, revised by Town Manager as to format and 5 year plan. Will be complete with next cycle in winter 2011 after the Fall Street Faire
  - o begin implementation of Wayfinding signs Phase 1 completed
  - o Plan for next year's Fall Street Faire – make the Fall Street Faire committee a formal committee of the Town Completed
  - o Begin the façade design and loan program in progress
- Implement high priority parking recommendations for downtown:
  - o improve parking directional signs (Wayfinding project); Parking signs to be done early 2012 pending review by State
  - o sharing of private parking spaces;
  - o valet parking; No current demand
  - o expand parking supply; Some progress – potential of +15 spaces in "Streetscape Phase 2"
  - o bike routes throughout town
  - o bus shelters – find funding sources style selected – funding identified
- Continue sign enforcement efforts to bring all non-conforming signs into compliance Some progress but staff change and reductions in staff slowed effort
- Develop an action plan for re-use and/or redevelopment of the properties behind the RMLD in the area bounded by Ash Street, the RR tracks, and Pond View Drive considerable work with an EDC subcommittee. Evaluated funding and/or state programs.
- Evaluate the acceptance of the Green Communities program in Reading. Not feasible at this time
- Continue to work with Town, School, Facilities, and Light Departments to meet Sustainability goals for CO reduction, anti-idling, etc.

**Personnel**

- Evaluate the provision of a Disability Insurance program for active employees and the parameters of any such program. Complete and no interest in moving forward
- Continue B/C/C Chair/Vice Chair training.

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- Implement training on Ethics and Open Meeting law as required by the recent changes in law. complete

## **Finance**

- Complete labor negotiations for terms ending 6-30-2014
  - Negotiate contracts with each of 3 unions by June 30, 2011
    - Dispatch – 3 year – complete
    - DPW – 3 year – complete
    - Engineers – 3 year – completed
  - Negotiate contracts with each of 2 unions by June 30, 2012
    - Patrol Officers – 2 year 25% Complete
    - Police Superior Officers – 2 year 25% Complete
- Participate in the School labor contract negotiations per Education Reform Act provisions
  - All Contracts Expire 2011
  - Participate as a member of the School Committee on strategy/voting – complete
  - Goal is to have 3 year contracts and have all Town and School contracts coterminous – all are 3 years
  - Goal is to have first year mirror 2011 Town contracts/non-union salaries – one year of each of the 3 year contracts mirror's the Town FY 2011
- Limit reliance on non-recurring revenue including reserves.
  - Goal is to have use of reserves limited at \$1.5 million as approved by FINCOM – use of reserved has been reduced to \$928,309
- Apply for outside resources funding to support operating and capital or other one time expenses.
  - Continue efforts from previous years on a variety of additional funding sources and grants
    - Green Communities grant - \$984,448
    - Main Street Corridor transit grant - \$15,000
    - \$100,000 FEMA reimbursement for January 2011 blizzard
    - Applied for grants from federal, state, and other sources, including Mass Foundation for Humanities, American Library Association, National Endowment for the Humanities, etc.
    - Received \$7500 LSTA (Federal) grant for Change Makes a Difference: A grant project to provide education and resources about energy and green initiatives.
    - Applied for state Library construction grant – 2<sup>nd</sup> on wait list.
    - Applied to Reading Public Library Foundation for funding for several programs, including children's writing series, American Voices book discussions, author visits, and arts programs.
    - Applied to anonymous donor for funding for Volunteer program – no funding awarded.
    - Received \$40,000 grant for EMD in Dispatch
    - Applied for FEMA reimbursement for response to Tropical Storm Irene
    - DPW applied for and received \$ 5000 grant from MIA for a work zone safety trailer
    - Received grant from Northeast Homeland Security Council for sign board to improve emergency communications
    - Received a grant from Massachusetts Emergency Management Agency to install smart boards to improve the Town of Reading's emergency operations center at the Police Department.
    - Applied for Assistance to Firefighters Grant to conduct a joint training program with the Reading and Wakefield Fire Department.
    - The State 9-1-1 Department has awarded a \$455,000 to develop Phase III of the Regional Dispatch program which is the implementation phase.
- Participate in and encourage public/private partnerships that provide in-kind services provide significant cost savings and as such should be expanded to achieve added savings.
  - Develop additional public/private partnerships:
    - Joshua Eaton Playground with PTO Complete
    - Completion of Memorial Park facilities with FoRR
    - Chamber of Commerce or others on pilot program of hanging baskets in one area of Downtown Complete using DIET funds
    - Bus Shelter in Walkers Brook Drive area with local businesses Done using left-over WBD fund
    - Walkable Reading, (recording and creating podcasts and hosting/circulating them);
    - Cities for Climate Protection – programs and co-hosting events and observances
    - RMLD / Water Dept – for displays and public education
    - Antiquarian Society, Historical Commission, etc. For programming & volunteer activities
    - Creative Arts – programming
- Investigate the feasibility of the highest priority FINCOM recommendations on revenue enhancement resulting from the September 2010 Financial Forum, and begin the process of implementing those items that can be implemented:
  - Sale of land – Pearl Street Town Meeting approved 11-11
  - Sale of land – Lothrop Road Town Meeting approved 11-11
  - Use/sale of Oakland Road Town Meeting approved 11-11
  - Additional cell sites No current interest
  - Advertising via billboards Narrowed down options – only 1 site in Reading is eligible

## Operations

- Continue to work on the priority items from the DPW Management study
- Add additional technology including:
  - Assessors CAMA
    - Issue RFP – January 2011. completed
    - Evaluate RFPs & select vendor – February 2011. completed
    - Data conversion – March & April 2011. Vendor selected & contract negotiations about to begin. Target implementation is December 2011 through March 2012.
    - Training & Implementation – May & June 2011. Delayed by one year to conform to assessor's annual schedule – May & June 2012
  - Master Address database
    - Design address database (SQL Server?) - February 2011. completed
    - Build or purchase address maintenance tool. completed
    - Integrate address database with other database systems – ongoing. Done as new systems come online
  - New MUNIS modules
    - Implement cash registers – Town clerk register is complete. Register in the community services department will be part of the L&P system.
    - Implement Human Resources Module 80% complete. Complete.
    - Migrate to version 8.3 by May 2011 complete
    - Crystal reports Training. Town Accountant is building simple reports using the MUNIS Support Representatives assistance.
    - Employee Self Service – to be started after Human Resources module is completed.
  - Mass Communications system
    - Implementation begins November 2010 – first phase is emergency system. completed
    - Building database of contacts with Verizon December 2010. completed
    - Training and testing of emergency capabilities scheduled for January 2011. completed
    - Roll out to non-emergency sectors scheduled for March 2011. Complete
    - Roll-out will include opt-in for residents and business via website. completed
    - Non-emergency uses will be an evolving project and include tasks such as elderly well checks for Community Services and late bill-payment reminders from Finance. Complete
  - Evaluate the use of social media into the Town's communication network, and set policies for use of social media
    - Outline a set of objectives for the Town of Reading
    - Outline a set of policy guidelines
    - Outline an implementation strategy
- Implement a tracking and management system for permits and licensee for most Town Departments that issue permits and licenses.
  - Public input on permits process January 2011 (questionnaire; possible meeting) complete
  - Vendor presentations January 2011 (Jean, Bob, Kim, Laura) complete
  - Vendor selection expected by 1/31/11 complete
  - Buildings permits target completion date ~~6/30/11~~ 12-31-11 All modules will be done concurrently and should be ready for internal testing December 2011 with a public launch to follow by March 2012.
  - Dog licenses target completion date 7/30/11 (see above)
  - Compost/depot sticker target completion date 8/30/11 (see above)
  - Other permits, licenses & forms will be completed during the year (see above)
  - Implement customer service request module (see goal #8)
  - Evaluate other electronic customer interaction
- Conduct an operational review of one programmatic area in the Community Services Department, starting with the Health Division. Established Work Plans for Each Division
- Expand the Records Management efforts including beginning to provide records as appropriate to the public via the web site.
  - Fire, Police and Library are in progress.
  - Human Resources in progress.
  - Public Works, Community Services and Finance scheduled for 2011. in progress
  - Policy decisions on public access.
  - Create public access.
- Asset Management
  - Complete the work of the ad hoc Municipal Building Committee: Complete – final report filed with the Board of Selectmen
  - Develop a process and funding mechanism for implementing high priority building projects:
    - Cemetery Garage Cemetery Garage design funding FY13. – in CIP
    - Library application for state funding complete and submitted. Town Meeting approved the project. 2<sup>nd</sup> in wait list for funding
    - DPW vehicle maintenance. Site cleanup initiated. security system funded through CIP/ facilities. site survey/ master plan committee in place. improvements (drainage, storm water, etc. target complete FY 12 – in CIP
    - Improvements to operation, safety/security, and aesthetics of DPW site see above
  - Continue the process of grant application, design, approval, funding, and construction of additions to and renovation of the Reading Public Library (See above)

- If successful in obtaining the grant, implement the "Green Repair" program at Birch Meadow and Killam Schools. Complete on scaled back basis – limited by code on what we could do at Killam School. Killam Roof complete; Birch Meadow windows in progress.
- Subject to funding approval in 2010, implement the Haverhill Street water main distribution project Project into construction – 30% complete
- Secure the services of a Landscape architect for Birch Meadow site. Complete and plan adopted
- Continue efforts to add to the Town's trail system, including progress to implementing the Ipswich River Greenway;
- Continue to work towards funding for the West Street project, Engineering/Town Manager/Board of Selectmen meetings with MPO reps, potential funding before FY15 if other projects dropped, or federal funding received. Goal is to complete 100 % design in FY12 to be in best position possible to receive funding. 2011 STM approved 100% design funding.

### Services

- Complete evaluation of regionalization of Public Safety Dispatch. Phase III is underway and includes a grant through the State 9-1-1 Department. Enabling legislation has been passed and the State 9-1-1 Department has awarded a \$455,000 to develop Phase III which is the implementation phase.
- Focus public health, School, Substance Abuse, and other resources on a Healthy Community model with an initial focus on obesity prevention as one of the major health crises facing our country. Find ways to encourage walking, cycling, and other activities. These efforts may involve many departments, with efforts led by the Health Division. No progress due to changes in Public Health Administration
- Train employees on the customer service policy; continue to measure customer satisfaction; identify and recommend changes to regulations that do not meet customer service goals, or that will make them easier for customers to understand and use.
  - Identify areas that need to be targeted for future training DPW trained in November 2011
  - Continue Customer Service Survey report to the Board of Selectmen semi-annually complete
  - Develop mechanism to capture customer comments that are not included in the survey
- Review and improve the Town web site. Provide electronic customer interaction with the Town, including a "customer service request" module.
  - Implement broad based customer request module accessible from the web site
- Develop and implement programs at the Mattera cabin, and develop a funding program to make the cabin self sustaining. Some rentals and Recreation is developing some programs. Open some weekend hours with volunteer staffing.

### Policies and Procedures

- Develop funding for comprehensive review and revision of the Zoning Bylaw.
- Review the need for Earth Removal regulations and determine the best way to implement regulations. Regulations completed. No apparent interest in adopting them.
- Establish a policy on naming of facilities and sites in the community.
- Establish a communications policy for the town working off the elements of a past Department head retreat on communications. Specifically include in the policy and subsequent training, policies on the use of social media as part of the Town's efforts to communicate with its residents and others. In preparation for Reading Community Alerts, data gathered from many departments as to ongoing public communications. Types prioritized as part of this opt-in system.
- Conduct a complete review and re-write of the Traffic Rules and Regulations. 50% complete
- Complete with the Bylaw Committee, Town Clerk, and Town Counsel a full review of the general bylaws (required every 10 years by Charter) Complete

EVALUATION (aggregate average rating for goals)

4.83

— BONAZZI

SELECTMEN COMMENTS

What a tremendous year for Reading under the leadership of Pete Hechenbleikner! Despite the ongoing challenges of limited budget and less resources we continue to grow and remain a strong community on many levels. We have seen growth in new developments such as Pulty Homes, the old Atlantic site and the expansion of Calereso's Market.

Pete has continued to show true leadership and fiscal responsibility in all departments while continuing to look at ways to improve resident satisfaction.

I admire Pete's dedication, ability to be nimble and his creative thinking to the challenges we face. These are attributes that he and staff will need in the coming fiscal year.

## TOWN MANAGER EVALUATION

Manager Name: Peter Hechenbleikner

Evaluation for the period: CY 2011

Evaluator: *Camille*

GOALS AND OBJECTIVES DURING THIS EVALUATION PERIOD

BOARD OF SELECTMEN RATING, RATING SCALE FROM 1 (LOW) - 5 (HIGH)

Development	5
Personnel	5
Finance	5
Operations	5
Services	5
Policies and Procedures	5

### ACHIEVEMENTS, ACCOMPLISHMENTS, AND RESPONSIBILITIES *(completed by employee)*

#### **Development**

- Continue progress towards meeting the required 10% of housing units (as re-defined by the 2010 federal census) as affordable. This goal may be met through development of the:
  - Addison Wesley Pearson site, Under Construction
  - Oaktree Under Construction
  - Mawn Site Plan Application submitted
  - Peter Sanborn Place; All local approvals in place
  - additional units in downtown as feasible.
- Work towards the beginning of construction of major private downtown development projects – Oaktree, Mawn, Lynch, and other opportunities. (same as above)
- Complete South Main Street design guidelines and proposed amendments to zoning to achieve those design guidelines. draft to be finalized
- With the Economic Development Committee, develop and implement a process of annual designation of improvements and events consistent with resources and the new "Downtown Improvements and Events Trust Fund. First draft sent, revised by Town Manager as to format and 5 year plan. Will be complete with next cycle in winter 2011 after the Fall Street Faire
  - begin implementation of Wayfinding signs Phase 1 completed
  - Plan for next year's Fall Street Faire – make the Fall Street Faire committee a formal committee of the Town Completed
  - Begin the façade design and loan program In progress
- Implement high priority parking recommendations for downtown:
  - improve parking directional signs (Wayfinding project); Parking signs to be done early 2012 pending review by State
  - sharing of private parking spaces;
  - valet parking; No current demand
  - expand parking supply; Some progress – potential of +15 spaces in "Streetscape Phase 2"
  - bike routes throughout town
  - bus shelters – find funding sources style selected – funding identified
- Continue sign enforcement efforts to bring all non-conforming signs into compliance. Some progress but staff change and reductions in staff slowed effort
- Develop an action plan for re-use and/or redevelopment of the properties behind the RMLD in the area bounded by Ash Street, the RR tracks, and Pond View Drive considerable work with an EDC subcommittee. Evaluated funding and/or state programs.
- Evaluate the acceptance of the Green Communities program in Reading. Not feasible at this time
- Continue to work with Town, School, Facilities, and Light Departments to meet Sustainability goals for CO reduction, anti-idling, etc..

#### **Personnel**

- Evaluate the provision of a Disability Insurance program for active employees and the parameters of any such program. Complete and no interest in moving forward
- Continue B/C/C Chair/Vice Chair training.
- Implement training on Ethics and Open Meeting law as required by the recent changes in law. complete

## Finance

- Complete labor negotiations for terms ending 6-30-2014
  - Negotiate contracts with each of 3 unions by June 30, 2011
    - Dispatch – 3 year – complete
    - DPW – 3 year - complete
    - Engineers – 3 year – completed
  - Negotiate contracts with each of 2 unions by June 30, 2012
    - Patrol Officers – 2 year 25% Complete
    - Police Superior Officers – 2 year 25% Complete
- Participate in the School labor contract negotiations per Education Reform Act provisions
  - All Contracts Expire 2011
  - Participate as a member of the School Committee on strategy/voting – complete
  - Goal is to have 3 year contracts and have all Town and School contracts coterminous – all are 3 years
  - Goal is to have first year mirror 2011 Town contracts/non-union salaries – one year of each of the 3 year contracts mirror's the Town FY 2011
- Limit reliance on non-recurring revenue including reserves.
  - Goal is to have use of reserves limited at \$1.5 million as approved by FINCOM – use of reserved has been reduced to \$928,309
- Apply for outside resources funding to support operating and capital or other one time expenses.
  - Continue efforts from previous years on a variety of additional funding sources and grants
    - Green Communities grant - \$984,448
    - Main Street Corridor transit grant - \$15,000
    - \$100,000 FEMA reimbursement for January 2011 blizzard
    - Applied for grants from federal, state, and other sources, including Mass Foundation for Humanities, American Library Association, National Endowment for the Humanities, etc.
    - Received \$7500 LSTA (Federal) grant for Change Makes a Difference: A grant project to provide education and resources about energy and green initiatives.
    - Applied for state Library construction grant – 2<sup>nd</sup> on wait list.
    - Applied to Reading Public Library Foundation for funding for several programs, including children's writing series, American Voices book discussions, author visits, and arts programs.
    - Applied to anonymous donor for funding for Volunteer program – no funding awarded.
    - Received \$40,000 grant for EMD in Dispatch
    - Applied for FEMA reimbursement for response to Tropical Storm Irene
    - DPW applied for and received \$ 5000 grant from MIIA for a work zone safety trailer
    - Received grant from Northeast Homeland Security Council for sign board to improve emergency communications
    - Received a grant from Massachusetts Emergency Management Agency to install smart boards to improve the Town of Reading's emergency operations center at the Police Department.
    - Applied for Assistance to Firefighters Grant to conduct a joint training program with the Reading and Wakefield Fire Department.
    - The State 9-1-1 Department has awarded a \$455,000 to develop Phase III of the Regional Dispatch program which is the implementation phase.
- Participate in and encourage public/private partnerships that provide in-kind services provide significant cost savings and as such should be expanded to achieve added savings.
  - Develop additional public/private partnerships:
    - Joshua Eaton Playground with PTO Complete
    - Completion of Memorial Park facilities with FoRR
    - Chamber of Commerce or others on pilot program of hanging baskets in one area of Downtown Complete using DIET funds
    - Bus Shelter in Walkers Brook Drive area with local businesses Done using left-over WBD fund
    - Walkable Reading, (recording and creating podcasts and hosting/circulating them);
    - Cities for Climate Protection – programs and co-hosting events and observances
    - RMLD / Water Dept – for displays and public education
    - Antiquarian Society, Historical Commission, etc. For programming & volunteer activities
    - Creative Arts – programming
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  - Sale of land – Lothrop Road Town Meeting approved 11-11
  - Use/sale of Oakland Road Town Meeting approved 11-11
  - Additional cell sites No current interest
  - Advertising via billboards Narrowed down options – only 1 site in Reading is eligible

## Operations

- Continue to work on the priority items from the DPW Management study
- Add additional technology including:
  - Assessors CAMA
    - Issue RFP – January 2011. completed
    - Evaluate RFPs & select vendor – February 2011. completed
    - Data conversion – March & April 2011. Vendor selected & contract negotiations about to begin. Target implementation is December 2011 through March 2012
    - Training & Implementation – May & June 2011. Delayed by one year to conform to assessor's annual schedule – May & June 2012
  - Master Address database
    - Design address database (SQL Server?) - February 2011. completed
    - Build or purchase address maintenance tool. completed
    - Integrate address database with other database systems – ongoing. Done as new systems come online
  - New MUNIS modules
    - Implement cash registers – Town clerk register is complete. Register in the community services department will be part of the L&P system.
    - Implement Human Resources Module 80% complete. Complete.
    - Migrate to version 8.3 by May 2011 complete
    - Crystal reports Training. Town Accountant is building simple reports using the MUNIS Support Representatives assistance.
    - Employee Self Service – to be started after Human Resources module is completed.
  - Mass Communications system
    - Implementation begins November 2010 – first phase is emergency system. completed
    - Building database of contacts with Verizon December 2010. completed
    - Training and testing of emergency capabilities scheduled for January 2011. completed
    - Roll out to non-emergency sectors scheduled for March 2011. Complete
    - Roll-out will include opt-in for residents and business via website. completed
    - Non-emergency uses will be an evolving project and include tasks such as elderly well checks for Community Services and late bill-payment reminders from Finance. Complete
  - Evaluate the use of social media into the Town's communication network, and set policies for use of social media
    - Outline a set of objectives for the Town of Reading
    - Outline a set of policy guidelines
    - Outline an implementation strategy
- Implement a tracking and management system for permits and licenses for most Town Departments that issue permits and licenses.
  - Public input on permits process January 2011 (questionnaire; possible meeting) complete
  - Vendor presentations January 2011 (Jean, Bob, Kim, Laura) complete
  - Vendor selection expected by 1/31/11 complete
  - Buildings permits target completion date 6/30/11 12-31-11 All modules will be done concurrently and should be ready for internal testing December 2011 with a public launch to follow by March 2012.
  - Dog licenses target completion date 7/30/11 (see above)
  - Compost/depot sticker target completion date 8/30/11 (see above)
  - Other permits, licenses & forms will be completed during the year (see above)
  - Implement customer service request module (see goal #8)
  - Evaluate other electronic customer interaction
- Conduct an operational review of one programmatic area in the Community Services Department, starting with the Health Division. Established Work Plans for Each Division
- Expand the Records Management efforts including beginning to provide records as appropriate to the public via the web site.
  - Fire, Police and Library are in progress.
  - Human Resources in progress.
  - Public Works, Community Services and Finance scheduled for 2011. in progress
  - Policy decisions on public access.
  - Create public access.
- Asset Management
  - Complete the work of the ad hoc Municipal Building Committee: Complete – final report filed with the Board of Selectmen
  - Develop a process and funding mechanism for implementing high priority building projects:
    - Cemetery Garage Cemetery Garage design funding FY13. – In CIP
    - Library application for state funding complete and submitted. Town Meeting approved the project. 2<sup>nd</sup> in wait list for funding
    - DPW vehicle maintenance. Site cleanup initiated, security system funded through CIP/ facilities, site survey/ master plan committee in place, improvements (drainage, storm water, etc. target complete FY 12 – In CIP
    - Improvements to operation, safety/security, and aesthetics of DPW site see above
  - Continue the process of grant application, design, approval, funding, and construction of additions to and renovation of the Reading Public Library (See above)

- If successful in obtaining the grant, implement the "Green Repair" program at Birch Meadow and Killam Schools. Complete on scaled back basis – limited by code on what we could do at Killam School. Killam Roof complete: Birch Meadow windows in progress.
- Subject to funding approval in 2010, implement the Haverhill Street water main distribution project. Project into construction – 30% complete
- Secure the services of a Landscape architect for Birch Meadow site. Complete and plan adopted
- Continue efforts to add to the Town's trail system, including progress to implementing the Ipswich River Greenway;
- Continue to work towards funding for the West Street project. Engineering/Town Manager/Board of Selectmen meetings with MPO reps. potential funding before FY15 if other projects dropped, or federal funding received. Goal is to complete 100 % design in FY12 to be in best position possible to receive funding. 2011 STM approved 100% design funding.

### **Services**

- Complete evaluation of regionalization of Public Safety Dispatch. Phase III is underway and includes a grant through the State 9-1-1 Department. Enabling legislation has been passed and the State 9-1-1 Department has awarded a \$455,000 to develop Phase III which is the implementation phase.
- Focus public health, School, Substance Abuse, and other resources on a Healthy Community model with an initial focus on obesity prevention as one of the major health crises facing our country. Find ways to encourage walking, cycling, and other activities. These efforts may involve many departments, with efforts led by the Health Division. No progress due to changes in Public Health Administration
- Train employees on the customer service policy; continue to measure customer satisfaction; identify and recommend changes to regulations that do not meet customer service goals, or that will make them easier for customers to understand and use.
  - Identify areas that need to be targeted for future training DPW trained in November 2011
  - Continue Customer Service Survey report to the Board of Selectmen semi-annually complete
  - Develop mechanism to capture customer comments that are not included in the survey
- Review and improve the Town web site. Provide electronic customer interaction with the Town, including a "customer service request" module.
  - Implement broad based customer request module accessible from the web site
- Develop and implement programs at the Mattera cabin, and develop a funding program to make the cabin self sustaining. Some rentals and Recreation is developing some programs. Open some weekend hours with volunteer staffing.

### **Policies and Procedures**

- Develop funding for comprehensive review and revision of the Zoning Bylaw.
- Review the need for Earth Removal regulations and determine the best way to implement regulations. Regulations completed. No apparent interest in adopting them.
- Establish a policy on naming of facilities and sites in the community.
- Establish a communications policy for the town working off the elements of a past Department head retreat on communications. Specifically include in the policy and subsequent training, policies on the use of social media as part of the Town's efforts to communicate with its residents and others. In preparation for Reading Community Alerts, data gathered from many departments as to ongoing public communications. Types prioritized as part of this opt-in system.
- Conduct a complete review and re-write of the Traffic Rules and Regulations. 50% complete
- Complete with the Bylaw Committee, Town Clerk, and Town Counsel a full review of the general bylaws (required every 10 years by Charter) Complete

EVALUATION (aggregate average rating for goals)

5

SELECTMEN COMMENTS

— Anthony

What an amazing year the Town Manager and staff have completed! As I thought of the activities that have occurred and the many endeavors undertaken by the departments, I can categorically state that the Town is in extremely capable hands. During last year, many milestones were reached in all of the departments. The successful completion of these initiatives will prepare us to move to the next level of service which ensures that Reading remains a desirable place to live.

Leadership starts at the top. Peter has been extremely successful in assembling a strong leadership team which is managing the departments with strong results. Peter always states that we have great employees as evidenced from the progress we continue to make in dealing with the day-to-day issues which arise.

This year I can actually say that I do not have any comments or suggestions to make. I have never given the Town Manager a perfect evaluation in the past, but I believe he certainly deserves one for the leadership, energy, and commitment that has transpired this past year. As a community, we should be very grateful for the employees which are serving us.

5911

# TOWN MANAGER EVALUATION

Manager Name: **Peter Hechenbleikner**

Evaluation for the period: CY 2011

Evaluator: **Rick Schubert**

## GOALS AND OBJECTIVES DURING THIS EVALUATION PERIOD

BOARD OF SELECTMEN RATING, RATING SCALE FROM 1 (LOW) – 5 (HIGH)

### Development

**Rating: 5**

Another amazing year – even in a down economy, Reading seems to be attracting new business. While the large scale projects (Pulte, Oaktree, Mawn) garner most of the focus, there is plenty other activity that is equally exciting: Calareso's, Cup Cake City, Sense of Wonder, E-Cars, etc. The planning staff, inspections and volunteer boards and committees are working hard to achieve key community goals. Reading apparently is a friendly and welcoming place to do business!

### Personnel

**Rating: 5**

As funding is stretched further and further, CY2011 brought the hard realities of staffing reductions. Tough choices were made and Community Services absorbed the impacts. The department heads worked together to see and understand the big picture, and then recommended a way to minimize the negative impact on the community. This approach is a credit to Pete's leadership and the management team he has in place.

### Finance

**Rating: 5**

The ongoing conservative approach to municipal finances has served the community well. Again, the staff under Pete's guidance has maintained this perspective even in difficult financial times. With the planned retirement of the Town Accountant in June 2012, the Board of Selectmen will need to be diligent in filling the position with the right person.

### Operations

**Rating: 5**

Expanded recycling and the new Mass Communications system: while many enhancements to operations are unnoticed to the general public, these two have been high profile and highly successful in their first year of implementation. They are visible signs of cost savings and efficiencies that our residents demand and deserve.

### Services

**Rating: 5**

The necessary staff reduction, restructuring and regionalization in Community Services (see Personnel comments above) at the beginning of the fiscal year are still settling in. It will be important to monitor the overall impact on customer services, B/C/C support and employees over the coming year.

### Policies and Procedures

**Rating: 5**

Significant time, effort and creativity was put forth by Pete (and staff) last winter in an effort to streamline town government. While ultimate acceptance of the various proposals was up to the BoS or Town Meeting, Pete and staff deserve credit for their willingness and ability to see things differently.

## ACHIEVEMENTS, ACCOMPLISHMENTS, AND RESPONSIBILITIES (completed by employee)

### Development

- Continue progress towards meeting the required 10% of housing units (as re-defined by the 2010 federal census) as affordable. This goal may be met through development of the:
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- o additional units in downtown as feasible.
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- o Compost/depot sticker target completion date 8/30/11 (see above)
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    - o Library application for state funding complete and submitted. Town Meeting approved the project. 2<sup>nd</sup> in wait list for funding
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## Policies and Procedures

- Develop funding for comprehensive review and revision of the Zoning Bylaw.
- Review the need for Earth Removal regulations and determine the best way to implement regulations. Regulations completed. No apparent interest in adopting them.
- Establish a policy on naming of facilities and sites in the community.
- Establish a communications policy for the town working off the elements of a past Department head retreat on communications. Specifically include in the policy and subsequent training, policies on the use of social media as part of the Town's efforts to communicate with its residents and others. In preparation for Reading Community Alerts, data gathered from many departments as to ongoing public communications. Types prioritized as part of this opt-in system.
- Conduct a complete review and re-write of the Traffic Rules and Regulations. 50% complete
- Complete with the Bylaw Committee, Town Clerk, and Town Counsel a full review of the general bylaws (required every 10

years by Charter) Complete

**EVALUATION (aggregate average rating for goals)**

**Aggregate average rating: 5**

**SELECTMEN COMMENTS**

*Schubert*

Again, much has happened in 2011. The increasing challenge of funding local services will always be a factor, yet reflection on the year (and the list above), shows that Reading is still making positive progress in achieving its community goals. Pete's experience and leadership are important in facilitating that forward movement.

## TOWN MANAGER EVALUATION

Manager Name: Peter Hechenbleikner	Evaluation for the period: CY 2011
GOALS AND OBJECTIVES DURING THIS EVALUATION PERIOD	Evaluator: Ben Tafoya
GOALS AND OBJECTIVES DURING THIS EVALUATION PERIOD	BOARD OF SELECTMEN RATING, RATING SCALE FROM 1 (LOW) – 5 (HIGH)
Development	5
Personnel	4
Finance	5
Operations	4
Services	5
Policies and Procedures	5

### ACHIEVEMENTS, ACCOMPLISHMENTS, AND RESPONSIBILITIES *(completed by employee)*

#### **Development**

- Continue progress towards meeting the required 10% of housing units (as re-defined by the 2010 federal census) as affordable. This goal may be met through development of the:
  - Addison Wesley Pearson site, Under Construction
  - Oaktree Under Construction
  - Mawn Site Plan Application submitted
  - Peter Sanborn Place, All local approvals in place
  - additional units in downtown as feasible.
- Work towards the beginning of construction of major private downtown development projects – Oaktree, Mawn, Lynch, and other opportunities. (same as above)
- Complete South Main Street design guidelines and proposed amendments to zoning to achieve those design guidelines. draft to be finalized
- With the Economic Development Committee, develop and implement a process of annual designation of improvements and events consistent with resources and the new "Downtown Improvements and Events Trust Fund. First draft sent, revised by Town Manager as to format and 5 year plan. Will be complete with next cycle in winter 2011 after the Fall Street Faire
  - begin implementation of Wayfinding signs Phase 1 completed
  - Plan for next year's Fall Street Faire – make the Fall Street Faire committee a formal committee of the Town Completed
  - Begin the facade design and loan program In progress
- Implement high priority parking recommendations for downtown:
  - improve parking directional signs (Wayfinding project); Parking signs to be done early 2012 pending review by State
  - sharing of private parking spaces;
  - valet parking; No current demand
  - expand parking supply; Some progress – potential of +15 spaces in "Streetscape Phase 2"
  - bike routes throughout town
  - bus shelters – find funding sources style selected – funding identified
- Continue sign enforcement efforts to bring all non-conforming signs into compliance Some progress but staff change and reductions in staff slowed effort
- Develop an action plan for re-use and/or redevelopment of the properties behind the RMLD in the area bounded by Ash Street, the RR tracks, and Pond View Drive considerable work with an EDC subcommittee. Evaluated funding and/or state programs.
- Evaluate the acceptance of the Green Communities program in Reading. Not feasible at this time
- Continue to work with Town, School, Facilities, and Light Departments to meet Sustainability goals for CO reduction, anti-idling, etc.

#### **Personnel**

- Evaluate the provision of a Disability Insurance program for active employees and the parameters of any such program. Complete and no interest in moving forward
- Continue B/C/C Chair/Vice Chair training.

- Implement training on Ethics and Open Meeting law as required by the recent changes in law. complete

## **Finance**

- Complete labor negotiations for terms ending 6-30-2014
  - Negotiate contracts with each of 3 unions by June 30, 2011
    - Dispatch – 3 year – complete
    - DPW – 3 year - complete
    - Engineers – 3 year – completed
  - Negotiate contracts with each of 2 unions by June 30, 2012
    - Patrol Officers – 2 year 25% Complete
    - Police Superior Officers – 2 year 25% Complete
- Participate in the School labor contract negotiations per Education Reform Act provisions
  - All Contracts Expire 2011
  - Participate as a member of the School Committee on strategy/voting – complete
  - Goal is to have 3 year contracts and have all Town and School contracts coterminous – all are 3 years
  - Goal is to have first year mirror 2011 Town contracts/non-union salaries – one year of each of the 3 year contracts mirror's the Town FY 2011
- Limit reliance on non-recurring revenue including reserves.
  - Goal is to have use of reserves limited at \$1.5 million as approved by FINCOM – use of reserved has been reduced to \$928,309
- Apply for outside resources funding to support operating and capital or other one time expenses.
  - Continue efforts from previous years on a variety of additional funding sources and grants
    - Green Communities grant - \$984,448
    - Main Street Corridor transit grant - \$15,000
    - \$100,000 FEMA reimbursement for January 2011 blizzard
    - Applied for grants from federal, state, and other sources, including Mass Foundation for Humanities, American Library Association, National Endowment for the Humanities, etc.
    - Received \$7500 LSTA (Federal) grant for Change Makes a Difference: A grant project to provide education and resources about energy and green initiatives.
    - Applied for state Library construction grant – 2<sup>nd</sup> on wait list.
    - Applied to Reading Public Library Foundation for funding for several programs, including children's writing series, American Voices book discussions, author visits, and arts programs.
    - Applied to anonymous donor for funding for Volunteer program – no funding awarded.
    - Received \$40,000 grant for EMD in Dispatch
    - Applied for FEMA reimbursement for response to Tropical Storm Irene
    - DPW applied for and received \$ 5000 grant from MIIA for a work zone safety trailer
    - Received grant from Northeast Homeland Security Council for sign board to improve emergency communications
    - Received a grant from Massachusetts Emergency Management Agency to install smart boards to improve the Town of Reading's emergency operations center at the Police Department.
    - Applied for Assistance to Firefighters Grant to conduct a joint training program with the Reading and Wakefield Fire Department.
    - The State 9-1-1 Department has awarded a \$455,000 to develop Phase III of the Regional Dispatch program which is the implementation phase.
- Participate in and encourage public/private partnerships that provide in-kind services provide significant cost savings and as such should be expanded to achieve added savings.
  - Develop additional public/private partnerships:
    - Joshua Eaton Playground with PTO Complete
    - Completion of Memorial Park facilities with FoRR
    - Chamber of Commerce or others on pilot program of hanging baskets in one area of Downtown Complete using DIET funds
    - Bus Shelter in Walkers Brook Drive area with local businesses Done using left-over WBD fund
    - Walkable Reading, (recording and creating podcasts and hosting/circulating them);
    - Cities for Climate Protection – programs and co-hosting events and observances
    - RWLD / Water Dept – for displays and public education
    - Antiquarian Society, Historical Commission, etc. For programming & volunteer activities
    - Creative Arts – programming
- Investigate the feasibility of the highest priority FINCOM recommendations on revenue enhancement resulting from the September 2010 Financial Forum, and begin the process of implementing those items that can be implemented:
  - Sale of land – Pearl Street Town Meeting approved 11-11
  - Sale of land – Lothrop Road Town Meeting approved 11-11
  - Use/sale of Oakland Road Town Meeting approved 11-11
  - Additional cell sites No current interest
  - Advertising via billboards Narrowed down options – only 1 site in Reading is eligible

## **Operations**

- Continue to work on the priority items from the DPW Management study
- Add additional technology including:
  - Assessors CAMA
    - Issue RFP – January 2011. completed
    - Evaluate RFPs & select vendor – February 2011. completed
    - Data conversion – March & April 2011. Vendor selected & contract negotiations about to begin. Target implementation is December 2011 through March 2012
    - Training & implementation – May & June 2011. Delayed by one year to conform to assessor's annual schedule – May & June 2012
  - Master Address database
    - Design address database (SQL Server?) - February 2011. completed
    - Build or purchase address maintenance tool. completed
    - Integrate address database with other database systems – ongoing. Done as new systems come online
  - New MUNIS modules
    - Implement cash registers – Town clerk register is complete. Register in the community services department will be part of the L&P system.
    - Implement Human Resources Module 80% complete. Complete.
    - Migrate to version 8.3 by May 2011 complete
    - Crystal reports Training. Town Accountant is building simple reports using the MUNIS Support Representatives assistance.
    - Employee Self Service – to be started after Human Resources module is completed.
  - Mass Communications system
    - Implementation begins November 2010 – first phase is emergency system. completed
    - Building database of contacts with Verizon December 2010. completed
    - Training and testing of emergency capabilities scheduled for January 2011. completed
    - Roll out to non-emergency sectors scheduled for March 2011. Complete
    - Roll-out will include opt-in for residents and business via website. completed
    - Non-emergency uses will be an evolving project and include tasks such as elderly well checks for Community Services and late bill-payment reminders from Finance. Complete
  - Evaluate the use of social media into the Town's communication network, and set policies for use of social media
    - Outline a set of objectives for the Town of Reading
    - Outline a set of policy guidelines
    - Outline an implementation strategy
- Implement a tracking and management system for permits and licenses for most Town Departments that issue permits and licenses.
  - Public input on permits process January 2011 (questionnaire; possible meeting) complete
  - Vendor presentations January 2011 (Jean, Bob, Kim, Laura) complete
  - Vendor selection expected by 1/31/11 complete
  - Buildings permits target completion date 6/30/11 12-31-11 All modules will be done concurrently and should be ready for internal testing December 2011 with a public launch to follow by March 2012.
  - Dog licenses target completion date 7/30/11 (see above)
  - Compost/depot sticker target completion date 8/30/11 (see above)
  - Other permits, licenses & forms will be completed during the year (see above)
  - Implement customer service request module (see goal #8)
  - Evaluate other electronic customer interaction
- Conduct an operational review of one programmatic area in the Community Services Department, starting with the Health Division. Established Work Plans for Each Division
- Expand the Records Management efforts including beginning to provide records as appropriate to the public via the web site.
  - Fire, Police and Library are in progress.
  - Human Resources in progress.
  - Public Works, Community Services and Finance scheduled for 2011. in progress
  - Policy decisions on public access.
  - Create public access.
- Asset Management
  - Complete the work of the ad hoc Municipal Building Committee: Complete – final report filed with the Board of Selectmen
  - Develop a process and funding mechanism for implementing high priority building projects:
    - Cemetery Garage Cemetery Garage design funding FY13. – in CIP
    - Library application for state funding complete and submitted. Town Meeting approved the project. 2<sup>nd</sup> in wait list for funding
    - DPW vehicle maintenance. Site cleanup initiated, security system funded through CIP/ facilities, site survey/ master plan committee in place. Improvements (drainage, storm water, etc. target complete FY 12 – in CIP
    - Improvements to operation, safety/security, and aesthetics of DPW site see above
  - Continue the process of grant application, design, approval, funding, and construction of additions to and renovation of the Reading Public Library (See above)

- If successful in obtaining the grant, implement the "Green Repair" program at Birch Meadow and Killam Schools. Complete on scaled back basis – limited by code on what we could do at Killam School. Killam Roof complete; Birch Meadow windows in progress.
- Subject to funding approval in 2010, implement the Haverhill Street water main distribution project. Project into construction – 30% complete
- Secure the services of a Landscape architect for Birch Meadow site. Complete and plan adopted,
- Continue efforts to add to the Town's trail system, including progress to implementing the Ipswich River Greenway;
- Continue to work towards funding for the West Street project. Engineering/Town Manager/Board of Selectmen meetings with MPO reps, potential funding before FY15 if other projects dropped, or federal funding received. Goal is to complete 100 % design in FY12 to be in best position possible to receive funding. 2011 STM approved 100% design funding.

### **Services**

- Complete evaluation of regionalization of Public Safety Dispatch. Phase III is underway and includes a grant through the State 9-1-1 Department. Enabling legislation has been passed and the State 9-1-1 Department has awarded a \$455,000 to develop Phase III which is the implementation phase.
- Focus public health, School, Substance Abuse, and other resources on a Healthy Community model with an initial focus on obesity prevention as one of the major health crises facing our country. Find ways to encourage walking, cycling, and other activities. These efforts may involve many departments, with efforts led by the Health Division. No progress due to changes in Public Health Administration
- Train employees on the customer service policy; continue to measure customer satisfaction; identify and recommend changes to regulations that do not meet customer service goals, or that will make them easier for customers to understand and use.
  - Identify areas that need to be targeted for future training DPW trained in November 2011
  - Continue Customer Service Survey report to the Board of Selectmen semi-annually complete
  - Develop mechanism to capture customer comments that are not included in the survey
- Review and improve the Town web site. Provide electronic customer interaction with the Town, including a "customer service request" module.
  - Implement broad based customer request module accessible from the web site
- Develop and implement programs at the Mattera cabin, and develop a funding program to make the cabin self sustaining. Some rentals and Recreation is developing some programs. Open some weekend hours with volunteer staffing.

### **Policies and Procedures**

- Develop funding for comprehensive review and revision of the Zoning Bylaw.
- Review the need for Earth Removal regulations and determine the best way to implement regulations. Regulations completed. No apparent interest in adopting them.
- Establish a policy on naming of facilities and sites in the community.
- Establish a communications policy for the town working off the elements of a past Department head retreat on communications. Specifically include in the policy and subsequent training, policies on the use of social media as part of the Town's efforts to communicate with its residents and others. In preparation for Reading Community Alerts, data gathered from many departments as to ongoing public communications. Types prioritized as part of this opt-in system.
- Conduct a complete review and re-write of the Traffic Rules and Regulations. 50% complete
- Complete with the Bylaw Committee, Town Clerk, and Town Counsel a full review of the general bylaws (required every 10 years by Charter) Complete

EVALUATION (aggregate average rating for goals)

4.67

SELECTMEN COMMENTS

— TAFOYA

### **Development**

Pete and staff continue to do an excellent job managing the development process in Reading. The ongoing construction work at the Calaessos, Oaktree and Pulte sites are a major testament to Pete's hard work and dedication to the redevelopment of the downtown and expansion of the tax base. The slow progress on south Main Street has been improved by the opening of eCars. Each of these required some timely intervention and negotiation by Pete and staff. A prime example was the work with Oaktree and the Affordable Housing Trust, which was time consuming but yielded a positive result.

The town does need to focus attention on South Main issues without losing downtown momentum.

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### **Personnel**

This was a challenging year for personnel with the changes brought about due to financial concerns and the retirement and resignation of various managers. In addition to ably managing these transitions, Pete continued the strong labor relations practice from the past. He has launched a process to insure that we are getting the best possible value for the health insurance dollars spent by the employees and taxpayers.

### **Finance**

A hallmark of Pete's work has been the strong financial sustainability of the community. We finished the year with a reasonable cash surplus that seriously reduced the required free cash contribution for the budget. This enabled the community to increase one-time expenditures at the subsequent town meeting. This plan will mark a significant increase in infrastructure spending by the community. Much of this capability is due to the comprehensive Plan put forward by staff to address the financial challenges of fiscal year 2012.

The staff continues to leverage outside resources to increase investment and services on behalf of the residents; great examples include the downtown decorations and the upcoming bus shelter.

### **Operations**

There are a number of important initiatives underway to improve operational efficiency for the community. Among the most significant are the regionalization of services and the improvement of IT and telecommunications strategies for the community. The implementation of the permit tracking system, new assessment system and community alerts shows the capability of Pete and staff to adopt new methods in the face of declining resources. The effort to launch a regionalized health department and the continued work toward regional dispatch illustrates Pete's leadership capabilities.

### **Services**

Pete and the staff reacted well to the personnel changes in 2011 and managed to keep work flowing without major problems. In fact, the staff picked up major initiatives such as regionalization and the community conversation about substance abuse and related issues without missing a beat. The continued focus on customer service and the measurement and reporting of comments is important for a high level of service delivery.

### **Policies and Procedures**

Pete did a good job on the rewrite of the Town By-Laws, which passed at Town Meeting. In addition he took a leadership role in the process to make changes to Conservation regulations, which may help the residents undertake projects in a smoother and less costly fashion. I look forward to a conversation about the redo of zoning by-laws and getting Reading involved in the discussion of potential

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statewide changes to zoning regulations.

Pete continues to set a high standard for professionalism and hard work. This year we will have major challenges as we absorb the major construction projects that are underway. In addition, we need to search for a high quality replacement for Town Accountant Gail LaPointe who is retiring. We will need all his creativity as we continue to manage the community in tough financial times.

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## Town of Reading Meeting Minutes

### Board - Committee - Commission - Council:

Board of Selectmen

Date: 2014-07-15

Time: 7:00 PM

Building: Pleasant Street Senior Center

Location: Great Room

Address: 49 Pleasant Street

Purpose: General Business

Attendees: **Members - Present:**

Chairman John Arena, Vice Chairman Marsie West, Secretary Daniel Ensminger, Selectmen John Halsey and Kevin Sexton

**Members - Not Present:**

**Others Present:**

Town Manager Bob LeLacheur, Assistant Town Manager Jean Delios, Town Accountant Sharon Angstrom, Town Planner Jessie Wilson, Office Manager Paula Schena, Thomas Fratto, Dave Mancuso, Joanne Senders, Jack Devir, Virginia Adams, Erin Calvo-Bacci, Edward Smethurst, Barry Berman, Jeff Zager, Daniel Martell, William J. Hecht, Jr., David B. Tuttle, Nancy Smethurst, Jack Russell, George Katsoufis, Janet Wolbrom, Richard Hamel, Paul Sylvester

**Minutes Respectfully Submitted By:** Secretary

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### Topics of Discussion:

#### **Reports and Comments**

Selectmen's Liaison Reports and Comments – John Halsey noted that he visited the Board of Health regarding a staff opening. The Board of Health wanted a full time person but the partnering communities only use 15 hours. Ruth Clay is attending a workshop in Atlanta re: strategic planning and she will attend and hopefully come back with some ideas. The Recreation Department acquired a new 15 passenger van and that will create program opportunities; they added an outdoor program person and 130 kids attended summer camp last week. There will be a preconstruction meeting regarding Washington Park; the lights in Memorial Park will be on in late August/early September; the benches at Morton Field will be installed this fall and a new item is there will be Trick or Treating in downtown the Saturday before Halloween.

Daniel Ensminger noted that the Volunteer Appointment Subcommittee will be meeting next Tuesday to interview two candidates for the Historical Commission and one candidate for the Conservation Commission. He noted there are still many vacancies on various Boards, Committees and Commissions.

John Arena noted that he and the Town Manager attended a Charter Committee meeting and passed along the Board's remarks.

Town Manager's Report – The Town Manager noted that he will be asking for a Special Town meeting on September 29, 2014 for medical marijuana and budget transfers for the School Department.

John Arena noted that the Town Manager received an anonymous letter regarding the Reading Municipal Light Department (RMLD). He asked Town Accountant Sharon Angstrom to provide results of her investigation to date.

Town Accountant Sharon Angstrom noted that the letter was in regards to the sale of three bucket trucks to a RMLD employee for \$350. She called the RMLD and they confirmed the sale and feel that they followed procedures. She asked them for backup i.e. newspaper clippings, letter to the towns, etc. and experienced an excessive delay in receiving the information. When she finally did receive the information they had already given the information to the auditors before giving it to her. She asked for the maintenance records on the vehicles. She was also told that the General Manager had no knowledge of the sale. She indicated that it was inappropriate for employees to be buying auction items.

Ms. Angstrom noted that the invoices for the maintenance records were complete. The trucks were serviced up to the day they were sold. They had new stickers and new tires – only 3,000 miles on one set and only 5,000 miles on the other. There was no information showing they did an assessment value. The replacement cost was \$184,000. The RMLD put \$80,000 into those vehicles for maintenance. The RMLD missed the 30B process to get the best price. They should have asked for a trade in value. She met with the Reading Municipal Light Board and they were receptive but didn't agree with everything. She inquired to DPW as to how they dispose of vehicles and they sold a F350 truck with no engine for \$850. The General Manager has since put a freeze on disposal of any equipment. Under the conflict of interest law they have 30 days to remedy the situation. She was told the purchase is being reversed. The practice has been going on for a very long time. The General Manager is researching any other violations. Ms. Angstrom noted that she is still investigating and there was a list of items that were wrong with the truck that have actually been repaired.

Marsie West noted that the lineman who purchased the vehicles works many hours of overtime and he has a side job. She googled the makes and models of the vehicles and came up with \$19,100 as an average price for those vehicles. None of the prices were under \$5,000. She noted that the policy wasn't followed because the first step is to find the value. She finds this upsetting and feels the individuals did not serve the communities well.

John Halsey noted that there is a local business in Reading who auctions these types of vehicles every 30 days.

John Arena asked Ms. Angstrom if she is still waiting for information and Ms. Angstrom indicated no she has been getting the information now. She will be interviewing people. She noted the assessment value was totally skipped and also, bids can be rejected and rebid.

John Arena noted this topic will be on a Board of Selectmen agenda when the investigation is done.

**Proclamations/Certificates of Appreciation**

**Proclamation – ADA Day – A motion by Ensminger seconded by Halsey to proclaim July 26, 2014 as Americans with Disabilities Act Day in the Town of Reading was approved by a vote of 5-0-0.**

Certificates – Retiring Volunteers who served 5+ years – Ted Smethurst, William Hecht and Barry Berman were present to receive their certificates.

**A motion by Ensminger seconded by West that the Board of Selectmen approve the Certificates of Appreciation for:**

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- **John Miles who served six years on the Zoning Board of Appeals;**
- **William Hecht who served 11 years on the Conservation Commission;**
- **Carol Oniskey who served six years on the Council on Aging;**
- **Margaret Caouette who served six years on the Cultural Council;**
- **Lynne Cassinari who served six years on the Cultural Council;**
- **Edward Smethurst who served six years on the RCTV Board of Directors;**
- **Louis DeBrigard who served 12 years on the Town Forest Committee;**
- **Barry Berman who served seven years on the Finance Committee;**
- **David Greenfield who served nine years on the Finance Committee;**
- **Roberta Sullivan who served 18 years on the Historical Commission.**

**The motion was approved by a vote of 5-0-0.**

### **Discussion/Action Items**

**Reading Little League – Requested Field Changes** – Andrew Fotino, President of the Reading Little League noted that the league has increased in size and they would like to make some enhancements to the tennis court fields. Technology is getting better. There are 40 kids in the Home Run Club, they are hitting the balls over the fence. He would like to put a fence 210 feet from home plate. It would be no taller than five feet and have a yellow safety border. There would be a six foot foul pole, a warning track and a small manual score board. The Town will bring in fill to level the field and the Town is already doing the netting.

John Arena noted that the proposal made two years ago had a longer list and the Board was told it was to be all or nothing. Mr. Fotino noted that their biggest goal is to get the fence and hopefully all, but they will take whatever they can get.

John Halsey asked if they have a landscaper to maintain the warning track and Mr. Fotino indicated they do.

Daniel Ensminger asked if out of town players will use the field and if the occasional father and son play be allowed. Mr. Fotino indicated they won't own the field. It is mostly an in-town matrix. The field will be reserved through the Recreation Department. Daniel Ensminger asked if other sports can be played there and Mr. Fotino indicated yes.

Mr. Fotino indicated the gate will be big enough for the maintenance equipment to get through. John Arena asked if the fence will prevent traverse for casual use and Mr. Fotino indicated that people will be able to get through it.

John Arena asked about the netting and John Halsey noted that is in the capital plan.

**A motion by Ensminger seconded by West that the Board of Selectmen accept Reading Youth Baseball's proposal for enhancements to the Tennis Court Field as presented subject to the approval of the Recreation Administrator and Public Works Director was approved by a vote of 5-0-0.**

**Zoning Advisory Committee Update** – Zoning Advisory Committee members Marsie West, David Traniello, David Tuttle, Jeff Hanson, Eric Bergstrom, Erin Calvo-Bacci, George Katsoufis and Associate Virginia Adams were present. Marsie West called the Zoning Advisory Committee to order.

Assistant Town Manager Jean Delios noted that the Town Manager came up with a small amount of money to hire a consultant. The Advisory Committee has been meeting for almost one year and the goal was to have a new draft Zoning Bylaw by July 15<sup>th</sup>. The Committee held 40 community meetings.

Jean Delios noted that zoning is the regulation to evaluate development of property. In the 1990's the town adopted more stringent regulations for signs, adopted the aquifer

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protection district and change S10 to S15. These regulations clash with the community goals, creates hurdles and applicants express frustration over a lengthy, confusing process. The medical marijuana issue will be dealt with at a Special Town Meeting in September. Definitions have been added with graphics and medical marijuana has been added. Daniel Ensminger noted that Town Counsel suggests a definition for the facility and also where it can be grown.

Jean Delios noted that they received public input on accessory apartments and the goal is to make the rules clearer and the process simpler. There are 190 homes in Reading with accessory apartments vis-à-vis our records indicate they have two kitchens. The Committee suggests either removing the aquifer protection or relax the standards. The recommendation for the medical marijuana is to keep it as far away from where children congregate. The industrial district is the best place for it.

Jean Delios reviewed the aquifer protection district. She noted that the DEP says we need to keep the wells as a back-up water supply. There are 983 developable parcels in the aquifer protection district which is 20% of the total land in Reading and 12% of the parcels in Reading. The Town Manager noted that there are two ways to get rid of the aquifer protection district. When the MWRA finishes the backup with Stoneham or when North Reading connects there will be an emergency connection up north and that will help relax the regulations.

Jean Delios noted that the Town has 3488 nonconforming lots. John Arena asked if we can undo the zoning and Jean Delios indicated that would create a problem. The nonconforming lots have to go before the ZBA.

Paul Sylvester asked how much can we reduce that number and Jean Delios noted that we are not looking to reduce we are looking at more staff review so daytime government can issue permits for minor projects so applicants don't have to go to nighttime government.

David Mancuso gave kudos to everyone who worked on this project.

George Katsoufis noted that CPDC is keeping a list of items to tackle.

David Tuttle noted that the rolling schedule is to have it ready for Town Meeting review.

**Extend Zoning Advisory Committee from 8/20/14 to 2/20/15 – A motion by Arena seconded by Ensminger to extend the term of the Zoning Advisory Committee to February 20, 2015 was approved by a vote of 5-0-0.**

Economic Development Self Assessment – Professor Bluestone from Northeastern University reviewed the results of the EDSAT. He noted that the Commonwealth growth outgrew the US and recovered all the jobs that were lost and is continuing to grow.

The number of establishments in Reading in 2001 was 597; in 2007 was 572; in 2013 was 586. The total employment in Reading in 2001 was 7312; in 2007 was 6063; and in 2013 was 7462. The Town lost construction and administrative services jobs. He noted that companies move to municipalities, not states. Municipal officials play a key role because we won't get much assistance from the Federal or State governments.

To promote economic development the Town needs to assess the strengths and weaknesses; change what they have control over and collaborate on others. He surveyed corporate and real estate to find out the deal breakers. The deal breakers include ignorance of the changing market conditions; uncorrected cognitive maps; too little attention to site deficiencies; slow municipal processes and too much reliance on tax breaks.

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Reading's strengths include excellent highway access; comparable traffic, good infrastructure; good workforce, public transit; good office space; culture; low crime rate; good housing and super schools; local tax rate including a meal tax and is close to the airport.

Reading's weaknesses include timeliness of approvals; high rents; parking issues; lacks an up to date economic development plan; small amount of available space; no checklist of permitting requirements for prospective developers; no business incentives; high cost of housing and low vacancy rate; amenities need more restaurants and the Town needs a webmaster to maintain its website.

Reading's Economic Development strengths include public transit, low traffic congestion and site availability. Reading's economic development weaknesses include economic development marketing, timeliness of approvals, parking, and cross marketing.

Professor Bluestone noted that an attractive website is a number one investment to give a clear idea of everything the town has.

Jack Russell asked how communities attribute this and Professor Bluestone noted by website development and working with the Chamber to put testimonials on the website.

Dave Mancuso noted that the Reading Municipal Light Department has very low rates and asked if that helps. Professor Bluestone indicated it does especially for certain businesses such as computing facilities who use a lot of energy.

Jean Delios noted that streamlining will improve the permitting process. Special permits will be handled by one committee. The town received a priority development grant and we will go through a visioning process.

Marsie West asked who we is and Jean Delios indicated MAPC.

The Town Manager noted that more business owners are needed in the process next time.

**Close the Warrant for the State Primary on 9/9/14 – A motion by Ensminger seconded by West to close the Warrant for the State Primary on September 9, 2014 was approved by a vote of 5-0-0.**

Review FY14 Customer Service Results – John Arena noted that the results of the customer service survey are overwhelmingly good.

The Town Manager noted that he runs the report every six months and we are not learning a lot from it. He will talk about this in the FY15 goals. He would like to focus on night time government.

Review FY14 Town Manager Goals – The Town Manager noted that there is a lot to think about after tonight's presentation. He changed the list last year to things that could be achieved. Communication falls under Administrative Services. Marsie West indicated the website looks good but is not fresh.

Kevin Sexton noted that the website doesn't talk about our successes – that would be a good marketing tool.

John Arena noted that we need a smaller number of goals – one should be marketing of the Town – both aspirational and operational.

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The Board will review the goals and get back to the Town Manager with any comments/changes.

**Approval of Minutes**

**A motion by Ensminger seconded by West to approve the minutes of June 24, 2014 as amended was approved by a vote of 5-0-0.**

**A motion by Ensminger seconded by West to adjourn the meeting at 10:00 p.m. was approved by a vote of 5-0-0.**

Respectfully submitted,

Secretary

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4/c B05

To: Sharlene Reynolds Santo, Chairperson  
Reading Historical Commission  
Re: Proposed Demolition of 186 Summer Avenue  
Date: July 17, 2014

Seven years ago Summer Avenue in Reading was featured in *Boston Magazine* as one of "The Hub's 65 Absolute Best Streets." The article cited the beautiful historic homes that line the street as one of the primary reasons for this designation. Now the owner of one of the most iconic of those homes intends to demolish it. The owner also intends to demolish the detached carriage house, another historic structure on the property.

As noted on the front page of the July 10<sup>th</sup> *Reading Chronicle*, the home at 186 Summer Avenue has been listed on the National Registry of Historic Places for 30 years and "is one of Reading's more elaborate Italianate houses, and is one of the few of the period whose cupola has survived." This home was also highlighted in At Wood End, Reading, Massachusetts 1694-1994, A Pictorial History which states that the house was built around 1853 by Robert Kemp, a Boston business owner. The home was part of 12 acres Mr. Kemp had purchased for his "gentleman farming" pursuits.

The building's many exquisite external features make it a unique and irreplaceable home. Its beauty and its value to the neighborhood and to the community must not be destroyed. While the house needs to be painted on the outside and the kitchen needs to be updated, the rest of the house is in good condition. The town's property assessment data indicates that the property has received a Good+ rating.

In addition, there will a substantial negative impact on abutting properties if residential use is not retained at this site.

We strongly encourage the Historical Commission to impose a demolition delay to research alternatives to the requested demolition. For instance, the property has not been marketed through any real estate service, including the Multiple Listing Service, to seek a buyer willing to take over the stewardship of this home.

We must find a resolution that is fair to all without destroying one of Reading's irreplaceable jewels.

Thank you for your consideration.

Mary Ellen and John O'Neill  
Kathy and Dave Proctor  
Glen and Carol Patterson  
Jeremy Eckenroth  
Barbara Rawding  
Anne and Dave Godwin  
Mary Ellen and James Kastanotis  
Lorraine and Bob Salter  
Mark and Lisa Warner  
Gerald Austin  
Pat Lipitt  
Thomas Webber  
Mary and William Sullivan  
Tara and James Kaberle  
Tom and Marla Clough  
Peggy White  
Tiffany and Gardner Bradlee  
Susan and Frank Coccoluto

901

Marie and Francis Higgins  
Mary Shuby  
John and Beverly McAleer  
Shanyan Yi  
Bob Drake  
Cynda Rohmer  
Joseph Lupi  
David Merullo  
Timothy O'Neil  
Jerry and Nancy Lamb  
Priscilla Troutman  
Suzanne and Chris Stanton  
Virginia and Everett Blodgett  
Doug Fox  
Rodd and Becky Petrin  
Erin Kennedy  
Peter and Becky Wolfe  
Robin and Christopher Cordima  
Helen Koulouris  
Venetia Mitropoulos  
John Mitropoulos  
Theo and Linda Mitropoulos  
Steve Quigley  
Robert and Kathleen Corwin  
Lisa and Chris Soria  
Daisy and Brian Giunta  
Frank and Laurie Hilliard  
Taylor Hilliard

125 Summer Ave.  
Reading, MA 01867  
July 17, 2014

Dear Marsie, John, Dan, John, and Kevin,

We respectfully ask the Board of Selectmen to reconsider its request for additional parking spaces at the renovated library site.

Not only will parking in the front of the building facing Middlesex Ave. alter its appearance, it will be a step backward for our town.

We are past the point where we should be encouraging additional vehicular traffic at all. We need to focus on what will move us toward a sustainable, livable community and planet. Every step on that path counts.

Becoming a more walkable community is one of those important steps. A large percentage of our population lives within a half mile to a mile of the library, e.g.. The question is: what will encourage people to walk to the library, to downtown, to the depot?

We have safe streets from a crime standpoint. We feel quite lucky and blessed that we are comfortable walking in town day or evening.

But from a quality of life standpoint, there are many deficiencies that can be addressed. Busy streets need more and safer crossing points. Route 129, for example, has become steadily busier and crossing points are few and far between. That road has become a geographic barrier to walkability.

Our sidewalks and curb cuts continue to need attention: maintenance and expansion. There are seasonal constraints to sidewalk use also. In the summer, shade cover is extremely inadequate. Our street trees, especially along all major thoroughfares, Summer Ave, Woburn Street, Washington Street, and others, are much fewer and in poorer quality. More homeowners are removing trees at an alarming rate and seem to prefer trees that border, not front their property. These factors contribute to a generally uncomfortable warm weather walking experience. In the winter, despite an excellent sidewalk snow plowing program, our town bylaw about not placing snow in a plowed sidewalk is routinely ignored and rarely enforced.

The demand for occasional extra parking at the library should be met by existing on street parking. That is not an undue burden for a neighborhood in a town where many neighborhoods, from Grove Street, to Mineral and Summer, for example are asked to pick up extra traffic for the common good of the town.

Please let us look to the future and the long life we hope for this library. Please keep the number of parking spaces at that requested by the Library Building Committee. And please jumpstart our efforts to make Reading a more walkable community by investing in sidewalk construction and street shade trees.

Sincerely,

John and Mary Ellen O'Neill

4C BOS

**Schena, Paula**

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**From:** LeLacheur, Bob  
**Sent:** Monday, July 21, 2014 6:55 AM  
**To:** Schena, Paula  
**Subject:** FW: please consider acquiring 1503 main st for conservation

BOS packet

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**From:** Tempestbolt [.]  
**Sent:** Sunday, July 20, 2014 11:38 PM  
**To:** Reading - Selectmen  
**Subject:** please consider acquiring 1503 main st for conservation

Hello,

Currently, 1503 Main St in Reading is for sale. It includes about 8 acres that is DIRECTLY is next to the Bare Meadow Conservation Area. Besides expansion, it can also be used as a bridge between the Marion Woods and Bare Meadows Conservation areas. Its being sold for 500k but includes multiple lots.

I implore you to look into this matter as it may be one of the few opportunities that we have to expand the Bare Meadow Conservation Area.

**From:** A Reading conservationist  
Richard Wood  
55 Locust St , Reading

9C

4c BOS

**Schena, Paula**

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**From:** LeLacheur, Bob  
**Sent:** Friday, July 18, 2014 12:40 PM  
**To:** Schena, Paula  
**Subject:** FW: Compliment re: police officer

for BOS packet

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**From:** C Hansen [mailto:chansen@readingma.gov]  
**Sent:** Friday, July 18, 2014 8:31 AM  
**To:** Cormier, James; Segalla, Mark; LeLacheur, Bob  
**Cc:** Edson, John  
**Subject:** Compliment re: police officer

Dear Chief Cormier,

I am writing to thank your department for responding to a request for an officer to review safety with residents at 30 Haven Street, Reading during a Tenants' Association meeting on July 17, 2014.

Sgt.. McKenna acknowledged, responded and dispatched an officer following a very last minute request-5:30 pm for a 7:00 pm meeting.

Officer John Edson arrived promptly at 7:00 pm. He immediately seized on an opportunity to educate residents about the security code, entry and safety. He literally followed a resident into the building! He shared information and insight throughout the meeting.

Residents expressed sincere gratitude for his time, knowledge and support.

We considerate ourselves fortunate to reside in a community that is responsive to our safety.

On behalf of residents at 30 Haven,

Christine Hansen  
2008  
30 Haven Street  
Reading, MA 01867  
781-944-7087

9d

4C BOS

Board of Selectmen  
Town Manager  
Reading, MA

July 24, 2014

We are writing to formalize our opposition to the proposed demolition of and new building slated for 186 Summer Ave. This is a beautiful and historic part of Reading. To allow the demolition of one of its most beautiful buildings to make way for a business is terrible for the immediate neighborhood and for Reading in general.

We urge you to halt the progress of this proposed development.

Keeping Reading fiscally strong is vitally important: a facility such as the one proposed will hurt property values in this neighborhood, increase traffic to an area already stressed by church and school driving needs and irrevocably harm the beauty of Reading and its reputation as a community that values its history.

We are sorry we are unable to attend the meeting tonight but assure you we will be keeping a close eye on how this development proceeds.

Thank you for your attention to this matter.

Sincerely,

Demetra and Salvatore Restuccia  
106 Oak Street

ge

HCBOS

**Schena, Paula**

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**From:** LeLacheur, Bob  
**Sent:** Thursday, July 24, 2014 11:13 AM  
**To:** Reynolds Santo, Sharl  
**Cc:** Schena, Paula; Delios, Jean  
**Subject:** FW: 186 Summer Avenue

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**From:** Michael Gray [mailto:]  
**Sent:** Thursday, July 24, 2014 10:40 AM  
**To:** Reading - Selectmen; Town Manager  
**Cc:** Laurie Hilliard; Marla Clough; Kelli Malone; Kathi and Dave Proctor; Martha Chappell; Robin Cordima; Chris Cordima; Becky Wangerin-Wolfe; Tom Clough; Tara Kaberle; Nancy Kerrigan; Julie Jeffrey; Anne Godwin; Kelly Corwin; Bob Corwin; Patrice O'Connor; David O'Connor; Gardner Bradlee; Tiffany Bradlee; Michael Gray; MaryEllen O'Neill; .Home (gray\_catherine@yahoo.com); Kathy Greenfield; adams59@rcn.com  
**Subject:** 186 Summer Avenue

Hello,

My name is Michael Gray and I am a licensed architect and life-long resident of Reading. I was also the first chairman of the West Street Historic District Commission when this was established a few years ago. I live at 146 Summer avenue – known as Wisteria Lodge – having purchased this in 2006. This is an 1873 Second Empire Victorian which when purchased was in pretty dire condition – similar to the current condition of 186 Summer Ave – now being considered for demolition and replacement with a single level 10,000 square foot institutional building. I recall when we were looking at our house to purchase, several other potential buyers were interested, including the Montessori school, A builder who wanted to convert to condos, etc. – all were thinking about demolishing this home. I am happy to say we bought this in time to save it and have been busy restoring and improving this home since. We understood the value historic homes have. Not just for resale but for their contribution to the surrounding community. However I am a realist and I understand money often is the bottom line. I am sure the owners of 186 got a great offer for their property. But I wonder if they really investigated their options or at least got other opinions? I would love to have been able to look at the house and offer my thoughts for options on preserving vs. building new, etc. I just did not know this was percolating until now that there is a signed P&S. I would have told them that one factor that allowed us to purchase Wisteria Lodge was the ability of the seller to subdivide and sell the adjoining lot (originally this property was over an acre). This allowed the house price to fit within our budget and thus we were able to purchase and preserve the home. A nice new home was built on the new adjoining lot, appropriate for the neighborhood. I know 186 Summer Ave could benefit from this same strategy if they were unable to sell the lot in its entirety.

From what I know, 186 Summer Ave was never listed publically for sale so there was never an attempt to find a buyer who would want to invest in the property much like we did. If I had the resources I personally would love to be able to buy and preserve this home and property. I feel so strongly that this particular property is one of the most important and key properties along Summer

9F1

Avenue. Its location, the style of the home (Italianate is not well represented in Reading so this is a rare architectural form worth preserving), its setting and Barn. Not many barns continue to survive today and this is an amazing in-tact example of this era. The larger open space in front gives relief to the streetscape of Summer Ave and is one of the most aesthetically pleasing stretches of the road. It makes Summer Ave what it is.

All that being said, if preserving the entire property is not financially feasible I would much rather see the home preserved and a new home built on a subdivided lot – much like what I did. Although not ideal, this would at least preserve the integrity of the residential neighborhood and I am sure a new home could be sympathetically designed to respect its setting while maximizing value. I do this all the time for my work as a residential architect and builder.

I am sure there are others out there like me and I am devastated to hear that the owners never considered this and have gone to, in my opinion, a dangerous extreme by proposing to demolish this house and then, on top of that, not go back with a new home but rather an “early intervention” facility that will no-doubt have a devastating effect on the neighborhood. A few years ago Summer Ave was recognized as one of the most beautiful streets in Massachusetts by The Boston Globe and this particular stretch of the street is the reason. This home is in the heart of this area and is a key piece of the streetscape and aesthetic appeal of Summer Avenue in particular and Reading as a whole. By removing this home and inserting an institutional 10000 SF one story structure with a large parking lot, large parking lot lighting, etc. it would rip the integrity of the neighborhood apart and contribute to the further decline of Reading’s historic appeal. It will also cause other detrimental effects including lowering property values, increasing traffic and congestion, noise, institutional/commercial lighting, fencing, provide a place for loitering, etc. The “intervention center” might be a nice idea but please – just not in this location! I can think of so many other more appropriate locations in Reading but in the middle of the Summer Avenue residential neighborhood? Really? This is just a bad idea. Period.

Unfortunately work commitments make me unable to attend the meeting this evening regarding demolition delay but I felt it necessary to convey to you my strong personal and professional opinion that the concept presented is ill conceived and has virtually no upside for anyone involved – the town, the neighbors, etc. I would ask the owner to seek other options – I am sure they can still achieve their financial goals for selling the property while ensuring the ongoing survival of one of Reading’s finest architectural gems. They just need to present the opportunity to the public and I am sure they will be surprised by the interest and outpouring of support for retaining this property. I support the demolition delay and hope that it would give time to find alternate residential options for this important Reading property. I would be happy to offer my professional advice, ideas etc. and discuss my thoughts with anyone interested.

Sincerely,  
Michael T. Gray, AIA, LEED AP  
Managing Director  
Carpenter & MacNeille Architects & Builders

Wisteria Lodge  
146 Summer Avenue, Reading  
978-500-6609

**Michael T. Gray, AIA LEED AP**  
Managing Director  
p. 978-768-5627 | c. 978-500-6609  
[mgray@carpmac.com](mailto:mgray@carpmac.com)

**CARPENTER & MACNEILLE**  
106 Western Ave Essex, MA 01929  
[Website](#) | [Facebook](#) | [LinkedIn](#)



LC BOS

**Schena, Paula**

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**From:** LeLacheur, Bob  
**Sent:** Thursday, July 24, 2014 11:13 AM  
**To:** Reynolds Santo, Sharl  
**Cc:** Schena, Paula; Delios, Jean  
**Subject:** FW: 186 Summer Avenue

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**From:** Debra Boschetti [<mailto:>]  
**Sent:** Thursday, July 24, 2014 10:53 AM  
**To:** Reading - Selectmen  
**Cc:** Town Manager; Historical  
**Subject:** 186 Summer Avenue

Good Morning,

I have lived in Reading for the last 25 years, and have seen many changes to the town, most of them positive. However, I received an email this morning about the demolition of 186 Summer Avenue and was completely appalled. What a sin it would be to allow the demolition of this beautiful historical home, and to allow Criterion Child Enrichment, Inc. to open a business, non-profit or not, in a clearly historical residential area. We have seen this happen over and over again, and I implore the Board to use whatever legal avenues it can to block this project. Reading needs to take a stand. I hope you will find the following article interesting and relevant.

Sincerely,  
Debra M. Boschetti  
6 Emerald Drive

<http://www.linkedin.com/today/post/article/20140708130545-63293653-why-massachusetts-general-law-chapter-40a-section-3-the-dover-amendment-needs-amending>

4/c BOS

**Schena, Paula**

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**From:** LeLacheur, Bob  
**Sent:** Thursday, July 24, 2014 10:00 AM  
**To:** Schena, Paula  
**Subject:** FW: 186 Summer Ave

BOS packet

**From:** Kathi Proctor [<mailto:p>]  
**Sent:** Thursday, July 24, 2014 9:42 AM  
**To:** Reading - Selectmen  
**Subject:** 186 Summer Ave

To Whom this may concern:

I am writing to you relative to the proposal for this Summer Ave home. I am against the demolition as well as the facility being proposed for this location. This is one of the most beautiful, if not the most beautiful street in Reading, enjoyed by not only the surrounding neighbors but many residents of our lovely town. I cannot tell you how many times in my 30+ years of living here I have heard that Summer Ave is the most favored walking route...and tour route when people have company from out of town. The diversity and uniqueness of the architecture and pride of ownership is one of the most appealing features.

I have young neighbors up the street (Prospect) who just purchased a home similar to 186 in the state of disrepair. They have lovingly restored it. I myself bought my home in 1983 and we are still making it our beautiful home, renovating lovingly and continuously, but the charm and character are what make these homes so appealing.

There must be an alternative solution to putting in this school, parking lot, one story structure. It really does not matter where you put that school and most of the others from Criterion are in more industrial areas. It does make a difference to this neighborhood.

Shame on Reading if this is allowed to happen.

Kathleen Proctor  
30 Prospect Street

qH

C/C BOS

Schena, Paula

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**From:** LeLacheur, Bob  
**Sent:** Thursday, July 24, 2014 10:00 AM  
**To:** Schena, Paula  
**Subject:** FW: 186 Summer Ave Property

BOS packet

**From:** Catherine Carmody [mailto:[ccarmody@readingma.gov](mailto:ccarmody@readingma.gov)]  
**Sent:** Thursday, July 24, 2014 9:58 AM  
**To:** Reading - Selectmen  
**Subject:** 186 Summer Ave Property

To Whom It May Concern,

I am a resident of Reading residing in precinct 4, 25 Whitehall Lane. It has been brought to my attention that there are plans to demolish the property of 186 Summer Ave and convert it into a one level 9900 SF non profit school with playground and 20 +parking spaces under Criterion Child Enrichment. **I would like to make it very clear that I am opposing this development and as a tax payer and resident of Reading, I would like my opinion made known.** Summer Ave is a beautiful historic street and neighborhood. This change would not only incur additional traffic and congestion but spoil the character of our community.

If you would be so kind to acknowledge receipt of this email and or inform me that it has been sent to the correct recipient. Your support in preventing this horrific development is appreciated.

Regards,  
Catherine Carmody  
25 Whitehall Lane

91

4c BOS

**Schena, Paula**

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**From:** LeLacheur, Bob  
**Sent:** Thursday, July 24, 2014 10:01 AM  
**To:** Schena, Paula  
**Subject:** FW: 186 Summer Avenue

BOS packet

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**From:** bill keating [<mailto:bill.keating@readingma.gov>]  
**Sent:** Thursday, July 24, 2014 9:31 AM  
**To:** Reading - Selectmen; Town Manager  
**Subject:** 186 Summer Avenue

I am writing to let you know that I am against the proposed demolition of, and construction of a private business on 186 Summer Avenue. I can't imagine anyone in town would agree that the placement of this business in a historic residential neighborhood would benefit anyone but the business. Understanding the petitioning business has rights of their own, I am hopeful and confident that the leaders of the town government will collectively do what they can to preserve the home values, safety and integrity of the Town of Reading.

Sincerely,  
Bill Keating



Keating Law Office  
Attorney William Keating  
159 Haven Street Reading, MA 01867  
phone 781.942.3663 fax 781.942.4663

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<http://www.linkedin.com/company/keating-law-office>

95

L/C BOS

**Schena, Paula**

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**From:** LeLacheur, Bob  
**Sent:** Thursday, July 24, 2014 10:02 AM  
**To:** Schena, Paula  
**Subject:** FW: Proposed demolition and build at 186 Summer Ave  
**Attachments:** Corner\_of\_Woburn\_St\_and\_Summer\_Ave,\_Reading\_MA.jpg

BOS packet (include attachment)

**From:** Kelli Malone [mailto:']  
**Sent:** Thursday, July 24, 2014 8:38 AM  
**To:** Reading - Selectmen  
**Cc:** Town Manager  
**Subject:** Proposed demolition and build at 186 Summer Ave

Dear Reading Selectmen, Town Manager and other interested parties,

My name is Dr. Kelli Malone, and I reside at 227 Woburn Street in Reading. My house sits on the corner of Summer Ave and Woburn St.

I am writing to you today to urge you to consider other options to the proposed demolition of 186 Summer Ave and the proposed build of the Criterion Child center.

As a full time resident of the neighborhood in question, and as one who lives in what is arguably one of the most recognizable homes on Summer Avenue, I take a considerable amount of pride in maintaining my home. I do this not only for myself and for my family, but for the town of Reading. When we moved in the house was in need of considerable foundation work, updating, and painting. I can tell you that I agonized for weeks over the paint colors, because I wanted the house to show at her best for the neighborhood, and for the town. I can't even tell you the number of people who commented to me as the house was being painted...offering suggestions, compliments and opinions. People feel a kinship with my house, my neighbor's houses (one of which is on the market right now for OVER a million dollars), and with this historic and beautiful neighborhood.

I cannot express to you enough what a deleterious effect a building project of this nature and magnitude would have on not only the property values of the surrounding homes, but on the overall beautiful look and welcoming feel of the neighborhood. This facility would not bring economic prosperity to Reading, would increase traffic on a very busy intersection, would cause parking and traffic issues once the lot was full (this happens regularly already with the nearby churches and its a mess), and is generally not something one would expect to have in a densely populated residential community.

Additionally, should this demolition occur, Reading would lose another very beautiful and iconic home...one of the very few examples of Italianate architecture we posses. The home and carriage house reflect Reading's past and its heritage can be traced back to the original owners of the home. I believe the dire home inspection has been exaggerated to facilitate the buyer's agenda. Our home, when we bought it, was of similar age and had similar issues. We chose to take the home anyway and have slowly been improving the property as time and money become available. We do it for the love of our home, our respect and commitment to the Reading community and neighborhood, and we feel it is our responsibility as the current stewards of an iconic house. I can only imagine there are others who feel similarly passionate who would be willing to take on 186 Summer if given the opportunity.

941

I urge you to give 186 Summer the opportunity to be "found". Please oppose the demolition project. Please preserve the grand tradition and the beauty of our historic homes and neighborhoods.

Thank you so very much for your time and consideration.

Very Sincerely,

Kelli Malone  
227 Woburn St  
Reading, MA



9K3

## Schena, Paula

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**From:** LeLacheur, Bob  
**Sent:** Thursday, July 24, 2014 10:04 AM  
**To:** Schena, Paula  
**Subject:** FW: Proposed demolition and build at 186 Summer Ave

BOS packet

-----Original Message-----

From: Cynda Rohmer [mailto:[cynda.rohmer@comcast.net](mailto:cynda.rohmer@comcast.net)]  
Sent: Thursday, July 24, 2014 9:54 AM  
To: Kelli Malone  
Cc: Reading - Selectmen; Town Manager  
Subject: Re: Proposed demolition and build at 186 Summer Ave

Can you email this letter to the chronicle too thx [Readingchronicle@comcad.net](mailto:Readingchronicle@comcad.net) Sent from my iPhone

> On Jul 24, 2014, at 8:38 AM, Kelli Malone <[kelli.malone.pharmd@gmail.com](mailto:kelli.malone.pharmd@gmail.com)> wrote:

>

> Dear Reading Selectmen, Town Manager and other interested parties,

>

> My name is Dr. Kelli Malone, and I reside at 227 Woburn Street in Reading. My house sits on the corner of Summer Ave and Woburn St.

>

> I am writing to you today to urge you to consider other options to the proposed demolition of 186 Summer Ave and the proposed build of the Criterion Child center.

>

> As a full time resident of the neighborhood in question, and as one who lives in what is arguably one of the most recognizable homes on Summer Avenue, I take a considerable amount of pride in maintaining my home. I do this not only for myself and for my family, but for the town of Reading. When we moved in the house was in need of considerable foundation work, updating, and painting. I can tell you that I agonized for weeks over the paint colors, because I wanted the house to show at her best for the neighborhood, and for the town. I can't even tell you the number of people who commented to me as the house was being painted...offering suggestions, compliments and opinions. People feel a kinship with my house, my neighbor's houses (one of which is on the market right now for OVER a million dollars), and with this historic and beautiful neighborhood.

>

> I cannot express to you enough what a deleterious effect a building project of this nature and magnitude would have on not only the property values of the surrounding homes, but on the overall beautiful look and welcoming feel of the neighborhood. This facility would not bring economic prosperity to Reading, would increase traffic on a very busy intersection, would cause parking and traffic issues once the lot was full (this happens regularly already with the nearby churches and its a mess), and is generally not something one would expect to have in a densely populated residential community.

>

> Additionally, should this demolition occur, Reading would lose another very beautiful and iconic home...one of the very few examples of Italianate architecture we possess. The home and carriage house reflect Reading's past and its heritage can be traced back to the original owners of the home. I believe the dire home inspection has been exaggerated

to facilitate the buyer's agenda. Our home, when we bought it, was of similar age and had similar issues. We chose to take the home anyway and have slowly been improving the property as time and money become available. We do it for the love of our home, our respect and commitment to the Reading community and neighborhood, and we feel it is our responsibility as the current stewards of an iconic house. I can only imagine there are others who feel similarly passionate who would be willing to take on 186 Summer if given the opportunity.

>

> I urge you to give 186 Summer the opportunity to be "found". Please oppose the demolition project. Please preserve the grand tradition and the beauty of our historic homes and neighborhoods.

>

> Thank you so very much for your time and consideration.

>

> Very Sincerely,

>

> Kelli Malone

> 227 Woburn St

> Reading, MA

> <Corner\_of\_Woburn\_St\_and\_Summer\_Ave,\_Reading\_MA.jpg>

4/C BOS

**Schena, Paula**

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**From:** LeLacheur, Bob  
**Sent:** Thursday, July 24, 2014 11:52 AM  
**To:** Reynolds Santo, Sharl  
**Cc:** Schena, Paula; Delios, Jean  
**Subject:** FW: Tonight's hearing RE; Kemp house

**From:** Margaret Nelson [[mailto:](#)]  
**Sent:** Thursday, July 24, 2014 11:26 AM  
**To:** Reading - Selectmen; Town Manager  
**Subject:** Tonight's hearing RE; Kemp house

I am unable to attend tonight's meeting because of work schedule, but want to voice my opposition and concern regarding the proposed development of the property at 186 Summer Ave. by Criterion Child Enrichment, Inc. This historic street should be preserved and the buildings should echo that history. I am sure there is a better option than building a 9900 square foot child care facility with a parking lot, in the middle of this beautiful, historic neighborhood. Please consider delaying the permit for this development and give time for other viable options that may be in keeping with the history of our colonial town.

Thank you for your consideration.  
Margaret Nelson  
63 Edgemont Ave.

9m

LCBOS

**Schena, Paula**

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**From:** LeLacheur, Bob  
**Sent:** Thursday, July 24, 2014 12:35 PM  
**To:** Reynolds Santo, Sharl  
**Cc:** Delios, Jean; Schena, Paula  
**Subject:** FW: 186 Summer Ave

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**From:** MaryEllen O'Neill [<mailto:>]  
**Sent:** Thursday, July 24, 2014 12:11 PM  
**To:** Reading - Selectmen  
**Cc:** Town Manager  
**Subject:** 186 Summer Ave

Dear Board of Selectmen,

Below is a letter to the community that I also wanted to share with you regarding my concerns about the property at 186 Summer Avenue.

Thank you,  
Mary Ellen O'Neill

125 Summer Ave,  
Reading, MA  
01867  
July 15, 2014

To the Community,

The current owner of 186 Summer Avenue wants to move, but she is seeking to destroy her house, a lovely, exquisite example of mid-1800's architecture, in order to make that move.

Her primary interest is, of course, the amount of money and her family will realize from the sale of her property.

The neighbors and the larger Reading community who value intact residential neighborhoods that contribute to the beauty, serenity, and character of the town have a deep interest in the future of this property.

The first question is: can this historic home be saved? There has been no attempt to advertise this property on the open market to see if there is an individual or family would like to restore this house and enjoy it as a home.

The second question is: can this property be retained for residential use? The current owner has a purchase and sales agreement signed with a buyer interested in a non-residential use.

921

The home at 186 Summer Ave sits on a particularly pretty block of Summer Avenue, between Temple and King Streets. Destroying a beautiful historic home to allow for non-residential use would severely damage the integrity of this neighborhood. It would place an undue and undeserved burden on the neighborhood in the form of fragmenting the residential nature of that small block, reducing the property values of all nearby homes, and introducing additional substantial traffic to a street already overburdened, particularly during the school year, by traffic.

This how, bit by bit, our history and sense of what Reading is, can erode and this is how, bit by bit, we encroach on and undermine our neighborhoods, the foundation of Reading.

Sincerely,

Mary Ellen O'Neill

4CB05

**Schena, Paula**

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**From:** LeLacheur, Bob  
**Sent:** Thursday, July 24, 2014 12:34 PM  
**To:** Reynolds Santo, Sharl  
**Cc:** Delios, Jean; Schena, Paula  
**Subject:** FW: Criterion Child Enrichment and Summer Ave.

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**From:** MaryEllen O'Neill [<mailto:>]  
**Sent:** Thursday, July 24, 2014 12:15 PM  
**To:** Reading - Selectmen  
**Cc:** Town Manager  
**Subject:** Criterion Child Enrichment and Summer Ave.

Dear Board of Selectmen,

Attached is a second letter I wrote to the community about the proposed use of the 186 Summer Avenue property.

Thank you,  
Mary Ellen

125 Summer Ave.  
Reading, MA 01867  
July 24, 2014

To the community,

My neighbor and I went to town hall this week to review the public file on the demolition request for 186 Summer Ave. We learned that the organization intending to purchase this property is Criterion Child Enrichment, a private, non-profit agency with "12 programs strategically located throughout the Commonwealth of Massachusetts," according to its website. This includes an existing one right next door in Woburn.

Part of the supporting documentation supplied by the Criterion's architect as part of the demolition request states, "Criterion is quite excited about the geographic location of this site, centered nicely in their catchment and market area...we request permission to demolish the existing structures..."

While this material carefully documents all the reasons Criterion cannot use the existing buildings on the site, it of course does not mention the fact that the location it is so "excited" about sits smack dab in the middle of a long established neighborhood in our town. Google Maps aerial views of the 11 Criterion sites highlighted on Criterion's website indicate that none of their other sites are in such a location. Most are in solely commercial districts, such as the one in Malden, on Commercial Street there, and the remaining few on the edge of a residential/commercial district.

In the public file there is a chart that shows Criterion's initial plan to build a 9900 square foot, one level building on Summer Ave., with 20 parking spaces, a parent drop off space, and a 2400 square foot outdoor secured playground.

There is no evidence that this company is coming into the neighborhood with goodwill by introducing themselves, explaining their programs, and expressing an interest in working to maintain the integrity of the neighborhood. This has all the markings of an unfriendly takeover with no respect for what already is and who already lives in this neighborhood.

Interested residents are urged to come to the public hearing on the demolition permit request tonight, 7pm, at town hall.

Sincerely,  
Mary Ellen O'Neill

HC BOS

**Schena, Paula**

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**From:** LeLacheur, Bob  
**Sent:** Thursday, July 24, 2014 12:47 PM  
**To:** Reynolds Santo, Sharl  
**Cc:** Delios, Jean; Schena, Paula  
**Subject:** FW: Criterion Proposal for 186 Summer Avenue  
**Attachments:** Criterion Proposal.pdf

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**From:** Kruh, David [<mailto:>]  
**Sent:** Thursday, July 24, 2014 12:43 PM  
**To:** Reading - Selectmen; Town Manager  
**Subject:** Criterion Proposal for 186 Summer Avenue

Good afternoon.

As a long-time resident (27 years) and a former member of the West Street Historica District Commission, I am writing to express my strong feelings against the proposal by the Criterion Group to demolish the historic home at 186 Summer Avenue, along with an adjacent property, and replace with the proposed building and parking lot for Criterion Child Enrichment, Inc.

Traffic and other issues aside, this proposal will negatively alter the character of one of Reading's most beautiful neighborhoods, and I urge you to at the very least impose a 6 month demolition delay so that the Town can come up with other, more appropriate options for this proposed large facility.

Thank you

David Kruh  
3 Wescroft Road  
Reading, MA 01867

9P1

**MAXWELL ARCHITECTS, LLC**  
**PLANNING/PROGRAMMING/DESIGN**

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July 1, 2014

**186 Summer Avenue**  
**Reading, Massachusetts**

**DEMOLITION PERMIT APPLICATION SUPPORTING DOCUMENTATION**

**DESCRIPTION OF THE PROPERTY TO BE DEMOLISHED**

186 Summer Avenue comprises two structures, proposed to be demolished. The Main Structure, Known as "Kemp Place" is a 1853 farm house in the Italianate Style. The exterior is faced with painted clapboards and wood trim. The front porch appears to have been expanded in the 1920s and was repaired with modern materials within the last fifteen years. There is a side entrance on the South side which enters into the main reception hall. The main structure is set back from the street and on a raised plot. The house is a two and half story structure with transverse gables. The front porch/veranda is held up by gothic columns and there is a deteriorated cupola and paired roof brackets. A large brick chimney, thought to be from the 1880s, is located on the south side into what is presently the dining room. The main windows are long and tall on the first floor. The roof is deteriorated slate tiles. There is a deteriorated unfinished one story addition (link/shed) on the east end of the house, connecting to a one and half story addition (shop) further to the east, also unfinished and in deteriorated condition over a stone foundation, above the grade at its east end. The Main house has a first floor area of 2,220 SF. The link/shed has an area of 210 SF and the shop has a first floor area of 480 SF.

The Barn is a separate structure, also thought to be from 1853. The barn is set behind (east) and slightly to the south of the main house. It too is primarily in the Italianate style and quite deteriorated. The exterior cladding is painted clapboard and wood trim. The roof appears to have been replaced with asphalt shingles. The gable end, shed roof is broken by a cross gable. The front windows, main and side doors are highly articulated with painted wood trim. The barn includes a hay loft and a deteriorated stone foundation open to daylight on the rear (east). The barn first floor area is approximately 1,225 SF.

According to town records there was a pool constructed in the 1960s, to the south of the barn. There is no visual evidence of the pool today so it is assumed the pool was removed or filled in at some point in the past. No permit record indicates when or if this pool removal took place.

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20 Windom Street  
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**STATEMENT OF THE REASONS FOR THE PROPOSED DEMOLITION**

Attached is a Home Inspection report prepared by Imperial Inspection Services, Inc. of Braintree, MA on March 1, 2014. The report identifies wood rot and damaged exterior components throughout the Main structure (house), severely damaged trim and foundations. The wood cupola is badly deteriorated with wood rot. Flashing is lifting and poorly installed throughout the main house roof. The windows and storm windows are in need of significant repair and have large areas of wood rot. The chimney is cracked, loose and shows indications of settling. The roof is damaged, loose slates, sheathing is deteriorated and requires replacement and framing repairs, wood rot, exposed framing and evidence of past and current leakage. Interior ceilings are in need of repair, some missing and show signs of settlement and detachment from the structure. The foundation is loose, settled and undermined in several areas. The exterior siding, trim, sheathing and wall areas exhibit wood rot, including settled areas and bowed sections bulging outward. The chimney clean out door needs repair. There is likely asbestos insulation within the structure. Proper ventilation does not exist in the basement. There is likely insufficient insulation in the walls and ceilings. The basement floor is deteriorated and cracked. The basement structural beams are cracked, split and settled. There appears to be a slant in areas of the walls and structure from age, settlement and structural movement. Portions of the framing appear unsafe. There are traces of wood rot, insects, rotted sills, floor joists, floor boards, beams, knee walls and framing. There is evidence of water infiltration in stains, musty odors and a dehumidifier. Most of the components and appliances in the kitchen need repair. The electrical wiring and plumbing requires repair and upgrading throughout the house. The existing heating system has missing trim and exposed piping. The interior finishes are deteriorated and in need of replacement throughout. The wood floors are variously gapped, loose, split, deteriorated and missing. 3<sup>rd</sup> floor bathroom is non-functional. Stairways are settled and in need of handrails and repair. There is only 200 amp electrical service to the house with some circuits on fuses, others on breakers. There is BX, Romex, metallic, and aluminum wiring throughout the structure. There is evidence of water leakage in the service panel. There is lead piping and corrosion visible at joints, and shut offs. The waste vent piping needs repairs and updating. The hot water heater/boiler and circulation pump are rusted, older and shows signs of corrosion. The flue pipe is set low, with a heavy amount of soot and emissions staining. There is evidence of a buried oil tank(s).

The barn exhibits the same deterioration as the main house. The front facade shows signs of wood rot, broken glass and damaged areas. The foundation exhibits settlement and structural movement, undermining, requiring significant repair. The siding, trim, sheathing and wall areas are damaged, bowed, have wood rot, gaps, damaged areas and rodents.

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The windows are deteriorated with wood rot and damaged components. The entry door and ramp need repair. The basement is not properly vented. The floor boards, joists, sills and beams show sign of wood rot, settlement and structural movement. There are insufficient columns and foundations under those that are existing. There is evidence of rodents. There is no insulation in the walls and ceilings. The basement dirt floor is deteriorated and settled. The basement structural beams are cracked, split and settled. There appears to be a slant in areas of the walls and structure from age, settlement and structural movement. Portion of the framing appear unsafe. There is evidence of water infiltration. There appears to be no lighting in the barn. There is no insulation in the barn.

#### **DEMOLITION SUPPORTING DATA**

Attached is the Home Inspection report prepared by Imperial Inspection Services, Inc. Of Braintree, MA on March 1, 2014.

#### **DESCRIPTION OF THE PROPOSED REUSE OF THE PROPERTY**

Criterion Child Enrichment is specifically purchasing this site to create a Criterion Early Intervention Program Site for the Reading community and the surrounding towns and neighborhoods.

Criterion Child Enrichment specializes in developmentally appropriate programs and services for young children and their families. Our mission seeks to support the early development and education of young children and their families. We believe in the strength of the family and its capacity to promote the health and development of children.

We offer community-based developmental enrichment groups, child care, early intervention and newborn home visiting programs.

We emphasize the professional development of staff and other community early childhood providers. Each year, our agency sponsors the Great Beginnings Conference for advanced early childhood professionals.

Founded in 1985, we have grown to be one of the largest providers of child and family development services in the Commonwealth of Massachusetts. Criterion Child Enrichment is a private non-profit corporation. We serve over 5000 families each year with a staff of over 300 professionals at 12 locations throughout Massachusetts.

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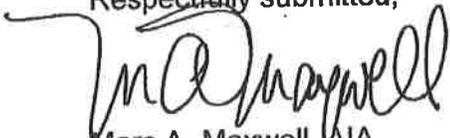
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[www.maxwellarchitects.com](http://www.maxwellarchitects.com)

9P3

Site specifically, the Criterion Early Intervention Program facility must be handicap accessible to all users and staff, as well as free from hazardous materials including asbestos and lead paints, commonly found in structures of the age and construction of the existing buildings on this property. The building must be fire protected. Criterion is quite excited about the geographic location of this site, centered nicely in their catchment and market area. The completed facility must meet current Federal, State and Local code requirements for Educational Structures. Ideally, the completed facility will comprise one level, accessible from grade and parking without the use of lifts or elevators. The present two building arrangement, with multiple floors and misaligned floor plates from the house to the barn, do not practically reconfigure into the required spaces and floor areas. A Preliminary Facility Program is attached to describe the desired spaces and sizes of rooms contemplated for a new structure on this site. The significantly compromised foundations and structural frames of the existing house and barn, as well as the antiquated electrical, mechanical, insulation and roofing systems, and the existing configuration of small residential spaces spread over three floors, do not lend themselves to conversion to support the approximately 10,000 SF of usable space required for the Criterion Program.

For these reasons we request permission to demolish the existing structures and once granted, we will prepare Conceptual Plans for the Criterion Early Intervention Program facility we intend to construct on the property.

Respectfully submitted,



Marc A. Maxwell, AIA  
Maxwell Architects, LLC  
Architect for Criterion Child Enrichment

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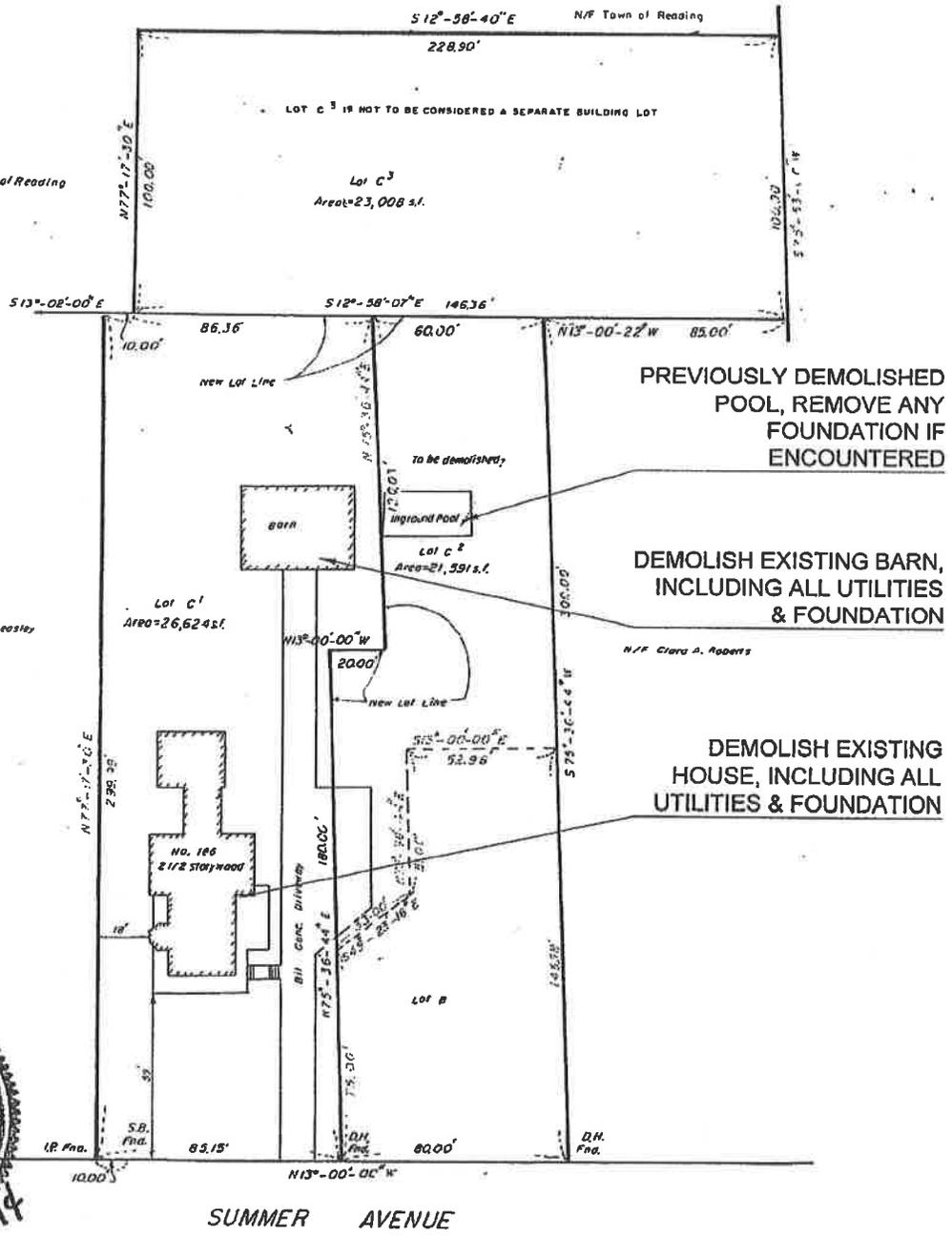
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9P4

FACILITY PROGRAM

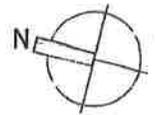
Number	Room	Size/SF	Extended/SF	Comments/Notes
2	Entry	80	160	main entry and parent entry
2	Vestibule	120	240	
1	Reception	80	80	
3	Coat Closet	18	54	main entry, parent entry, staff
1	Administrative Assistance/Receptionist	120	120	
1	Program Director Office	120	120	
1	Family Conference Room	240	240	seats up to 8 people
2	File Storage	120	240	
2	Supply Storage	64	128	
1	Great Room	450	450	seating for up to 18 people
2	Open Office	400	800	for up to 16 social workers total
1	Copy Room	100	100	
2	Staff Toilets	64	128	
2	Visitor Toilets	64	128	
1	Staff Break Room/coffee kitchen	180	180	
1	Gross Motor Room	720	720	
3	Classrooms	600	1800	
3	Classroom Storage	18	54	
3	Toddler Toilets	64	192	
3	Toy Storage	64	192	
1	Family Observation Room	180	180	
1	Janitors Closet	64	64	
1	Mechanical Room	240	240	
1	Trash and Recycling Room	120	120	
1	Electrical Closet	80	80	
1	Communications closet	64	64	
1	Computer room	64	64	
<b>Subtotal Use Spaces</b>			<b>6938</b>	
Circulation Space			2081	
Net to Gross SF			902	
<b>Total SF Required</b>			<b>9900 SF</b>	
<b>Exterior Spaces</b>				
1	Secured Playground		2400 SF	
12	Staff Parking			
8	Parent Parking			
1	Parent Drop Off			
1	Trash enclosure			

9P5



1  
D-1

DEMOLITION PLAN  
1/64" = 1'-0"



PROJECT NUMBER: 1401  
 DRAWING NUMBER:  
**D-1**  
 SCALE: AS NOTED  
 DATE: 07/01/2014

**PROPOSED DEMOLITION PLAN**  
**KEMP PLACE & BARN**  
**186-190 SUMMER AVENUE**  
**READING, MASSACHUSETTS 01867**

**MAXWELL ARCHITECTS, LLC**  
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 Space Planning  
 Project Management  
 Facility Programming  
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 (617) 696-4567 FAX

9PG

L/C BO

**Schena, Paula**

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**From:** LeLacheur, Bob  
**Sent:** Thursday, July 24, 2014 1:50 PM  
**To:** Reynolds Santo, Sharl  
**Cc:** Delios, Jean; Schena, Paula  
**Subject:** FW: Proposed demolition of 186 Summer Ave

**From:** !  
**Sent:** Thursday, July 24, 2014 1:49 PM  
**To:** Reading - Selectmen  
**Subject:** Proposed demolition of 186 Summer Ave

I oppose the development of this property in a residential area.

Steve and Rosemary Adams  
Reading, Ma