

Town of Wenham **BOARD OF SELECTMEN** AGENDA

Tuesday November 27th

5:30 PM Wenham Town Hall – 138 Main Street Notice of public meeting as required by M.G.L. Chpt.30 §18-28

All audience members wishing to address the Board of Selectmen must go to the podium microphone and give their name & address.

5:30 P.M.	WELCOME: Call to order								
	Executive Session #6 under M.G.L. Ch. 30A, § 21 – To consider the purchase, exchange, taking, lease, or								
	value of real property if such discussion may have a detrimental effect on the negotiating position of the								
	governmental body.								
	Community Preservation Act Historic Preservation Restrictions								
6:30 P.M.	1. PUBLIC INPUT: ITEMS NOT ON THE AGENDA								
	ANNOUNCEMENTS JC								
	1. Curbside Leaf Pick-up Update								
	2. Notice of Public Meeting Regarding Proposed Main Street Traffic Improvements – November 29, 7:00pm								
	3. Final Flu Clinic, Hamilton Senior Center, 299 Bay Road – November 30, 3:00 – 6:00pm								
	4. 375 th Anniversary Historic Mock Town Meeting, First Church in Wenham – December 5, 6:30pm								
	5. Board of Health Public Hearing Regarding Proposed Change in Local Tobacco Regulations – December 13,								
	7:00pm								
	6. Request for Wreaths Across America Sponsorships								
6:40 P.M.	REPORTS								
	TOWN ADMINISTRATOR – Update								
	CHAIRMAN								
	SELECTMEN								
6:45 P.M.	CONSENT AGENDA CH								
	A. One Day Liquor License Request – 375 th Anniversary 375 th Historic Mock Town Meeting & Celebration								
	Wednesday, December 5, 2018, 6:30pm-9:00pm								
	B. Gift & Donation Acceptance – 375 th Anniversary Committee								
	i j								
6:50 P.M.	NEW BUSINESS								
	C. Presentation of AARP Age and Dementia Friendly Community Designation (10 minutes) CH								
	D. Presentation on Results of Age and Dementia Friendly Community Needs Assessment – Caitlin Coyle,								
	UMass Boston Gerontology Institute (30 minutes) CH								
	E. Discussion on Concept of Shared Human Resource Function with Hamilton and Manchester								
	(10 minutes) CH								
	F. Approval of 2019 Tufts Medicare Retiree Employer Group Agreements (5 minutes) JW								
	G. Other matters, as may not have been reasonably anticipated by the Chair (Discussion Only) CH								
7:50 P.M.	ANTICIPATED ADJOURNMENT								

ANNOUNCEMENTS – BOARD OF SELECTMEN MEETING – *November 27, 2018* John Clemenzi

1. Curbside Leaf Pick-up Update (will be updated Tuesday prior to the meeting)

The DPW will continue their first round of loose leaf collection tomorrow along Cherry Street and Monument Street. The DPW will make every effort to pass through each street twice, but due to the uncertainty of the weather this time of year, it is not always possible. Check the Town website for the scheduled route and daily status updates. Please contact the DPW with questions at 978-468-<u>5520 x6</u>.

Please use caution when moving loose leaves to the curb for pick-up and refrain from blowing leaves into the road which can be hazardous to motorists.

2. Notice of Public Meeting Regarding Proposed Main Street Traffic Improvements

The Town is seeking to improve the roadway and intersections on Route 1A at Cherry, Monument, and Arbor Streets. Town and state officials are in agreement regarding the need to make improvements to this corridor.

A public meeting will be held on Thursday, November 29th at 7pm here in the Selectmen's Room at Town Hall to discuss the proposed project. Full details, including the Notice of Public Meeting, may be found at <u>wenhamma.gov/mainstreettraffic</u>. Please email the Town Administrator's Office at <u>nroebuck@wenhamma.gov</u> or call 978-468-<u>5520 x2</u> with any questions.

3. Final 2018 BOH Flu Vaccine Clinic

The Hamilton and Wenham Boards of Health are offering one additional opportunity to get your flu shot this fall on Friday, November 30th from 3:00 – 6:00pm at the Hamilton Senior Center, 299 Bay Road.

Flu Vaccine Clinics are opened to anyone age 4 and older. The vaccine is free to everyone. Bring your insurance cards for the Town to potentially be reimbursed. Wear short or loose fitting sleeves. Call the Wenham Board of Health with questions at 978-468-5520 $\underline{x4}$.

ANNOUNCEMENTS – BOARD OF SELECTMEN MEETING – November 27, 2018 John Clemenzi

4. <u>Board of Health Public Hearing Regarding Proposed Change in Local Tobacco</u> <u>Regulations – December 13, 7:00pm</u>

The Wenham Board of Health will conduct a public hearing, per M.G.L. Chapter 111 Section 31, at 7:00 pm on Thursday, December 13th in the 2nd floor conference room at Town Hall to gather public input on potential amendments to regulations regarding the "Sale of Tobacco Products to Minors," including increasing the minimum legal sale age to twenty-one (21). Current regulations and proposed amendments can be found on the Board of Health page of the Town website or by visiting their office during regular Town Hall hours.

5. <u>375th Anniversary Historic Mock Town Meeting, First Church in Wenham,</u> <u>December 5, 6:30pm</u>

Join the Town of Wenham, 375th Anniversary Committee, and the First Church for a Historic Mock Town Meeting and Reception. Celebrate the end of Wenham's 375th Anniversary year through this interactive history of Town Meeting in Wenham from 1643 to 2018. Questions may be directed to Jackie Bresnahan at 978-468-5520 x.4 or jbresnahan@wenhamma.gov.

6. Wreaths Across America in Wenham Sponsorship Information

On Saturday, December 15th at 12:00pm, the Town of Wenham will lay wreaths on our Veterans' graves simultaneously with participants at Arlington National Cemetery and communities across the nation.

The Veterans Committee has received donations for **200** wreaths. While donations by check can no longer being accepted at Town Hall, they will be accepted online through **December 3rd**. Visit the Town website for the Wreaths Across America donation link and contact Karen Tyler, Director of Veterans' Services at 978-356-3915, <u>ktyler@eessexvets.com</u> with any questions.



DEPARTMENT OF PUBLIC WORKS PRESS RELEASE

The Wenham Department of Public Works annual leaf collection will begin November 13, 2018 with one to two passes of loose leaf collection followed by a bagged leaf collection in December, if needed.

The DPW makes every effort to pass through each street twice, but due to the uncertainty of the weather this time of year, it is not always possible. Weekly status updates will be posted to the town website www.wenhamma.gov.

<u>Please use caution when moving loose leaves to the curb for pick-up and refrain from</u> blowing leaves in to the road which can be hazardous to motorists.

Loose leaf collection will occur in the following order:

- West side of town, Maple Street at the Danvers Town Line and continue down Maple picking up the side streets, i.e. Birch, Burley, Puritan, Mayflower etc.
- At Topsfield Road, the DPW will head easterly, picking up all side streets and then westerly to the Hilltop Road/Burnham Road area.
- The DPW will continue to Cedar Street, then Cherry Street and all side streets off Cherry to Route 1A.
- The department will then jump to the easterly side of town at Grapevine and the Beverly line. From there, the DPW will head westerly down Grapevine Road, picking up all side streets.
- The DPW will continue on to Dodges Row, Walnut Street and Larch Row to Route 1A, then Fairview, Patti, Fiske, Lake, and Great Pond roads.
- Lastly, the DPW will pick-up Main Street, Arbor Street, Perkins, Porter and all sidestreets.

If needed, a bagged leaf pick-up will be conducted in December. In the event that we receive a significant snowfall, a bagged leaf pick-up will be conducted in the spring. All leaves must be placed curbside in PAPER BAGS or open trash barrels by 7:00am. No plastic bags are allowed.

Please contact the Wenham DPW with any questions at 978-468-5520 Ext #6.



NOTICE OF A PUBLIC MEETING PROPOSED MAIN STREET TRAFFIC IMPROVEMENTS Thursday, November 29, 2018, 7pm Wenham Town Hall 138 Main Street, Selectmen's Room

You are invited to attend a public meeting being held by the Town of Wenham to discuss the progress of proposed roadway and intersection improvements for Route 1A at Cherry Street, Monument Street, and Arbor Street in Wenham. Details of this potential project are outlined below. Supporting materials can be accessed on the Town's website at <u>wenhamma.gov/mainstreettraffic</u>. Any questions about the public meeting may be directed to the Town Administrator's Office at 978-468-5520 x. 2 or via email to <u>nroebuck@wenhamma.gov</u>.

When:Thursday, November 29, 2018, 7:00 PMWhere:Wenham Town Hall, Selectmen's Room, 138 Main Street, Wenham, MA

Purpose

The Town of Wenham is seeking to improve the roadway and intersections on Route 1A at Cherry Street, Monument Street, and Arbor Street. Town and state officials are in agreement regarding the need to make improvements to this corridor. Since Route 1A is a state road, MassDOT will be the project lead but the Town has been and will continue to be actively involved in the design and decision making processes. In order to secure state and/or federal funding for project design and construction, the Town is required to actively solicit feedback from all relevant local stakeholders. This meeting is being held to inform our residents and downtown businesses about the purpose, goals, needs, and design parameters of the project. All input provided at this meeting will be reviewed and considered as part of this public outreach process.

Proposal

The Town of Wenham, in coordination with MassDOT, is planning improvements to Route 1A where it intersects Cherry Street, Monument Street, and Arbor Street which will include a redesign of the existing roadway by installing more/better signage, designated turning lanes at key locations, and up to two (2) fully signalized intersections. This project will also include improvements to the existing sidewalks, the installation of new sidewalks, and the redesign/relocation of existing pedestrian crosswalks.

History

- <u>Summer 2016</u>: Town of Wenham officials contacted MassDOT District 4 requesting to reinitiate a project first proposed in 2008 to install a traffic light at one of the key intersections in the downtown corridor on Main Street in an attempt to improve traffic flow and pedestrian safety and reduce motor vehicle accidents.
- Winter 2016-17: MassDOT collected and analyzed traffic volume data at all three intersections: Route 1A/Cherry Street; Route 1A/Monument Street; and Route 1A/Arbor Street. The analysis determined that all three locations met traffic volume warrants for the installation of traffic signals.
- In spite of these preliminary findings, MassDOT determined that it was unlikely that a long-term improvement project would be approved by MassDOT absent more compelling information, analysis, and design alternatives. At MassDOT's suggestion, the Town consulted with its regional planning agency, Metropolitan Area Planning Council (MAPC), and with the Central Transportation Planning Staff (CTPS), part of the Boston Region Metropolitan Planning Organization (MPO), to determine how to undertake a more comprehensive study.
- <u>Summer 2017</u>: Town of Wenham officials contacted CTPS and, following a selection process based on safety conditions, congested conditions, multimodal significance, regional significance, regional equity, and implementation, the Route 1A corridor from Cherry Street to Arbor Street was approved for a more comprehensive study.
- <u>Winter/Spring 2018</u>: CTPS met with Town officials to get input and feedback on draft findings and recommendations before finalizing report.
- <u>September 2018</u>: CTPS completed their study. Their report summarizes the potential improvement strategies for the Wenham downtown corridor along these Route 1A intersections and includes an in-depth analysis of each option.
- October 2018: With their consultant, Bayside Engineering, Town officials again met with MassDOT officials to discuss the approval process for this project. Although this proposed project has been discussed at length in several Selectmen's meetings, MassDOT asked for the Town to host this public forum to review the study alternatives and recommended project scope. MassDOT needs to hear back from the Town that this project is supported at the local level to initiate an application through the Project Review Committee, the next step in securing funding for design and construction.

Objectives

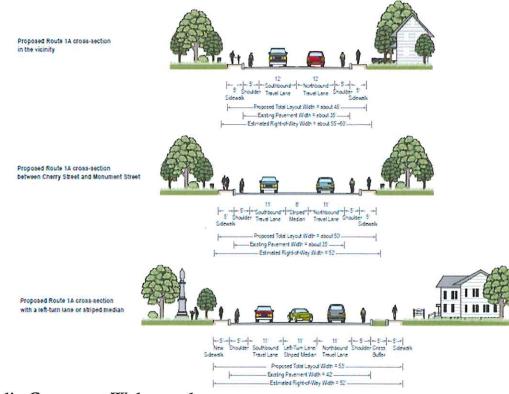
- Redesign the existing roadway to provide safer and more efficient traffic operations, thereby alleviating peak hour traffic congestion in particular, the long queues and delays currently experienced by side street traffic and reducing vehicular accidents.
- Improve safety and mobility for pedestrians by upgrading the existing infrastructure. New ADA accessible sidewalks and wheelchairs ramps will be constructed for improved access to the downtown area attractions such as the Wenham Museum, the Wenham Tea House, the First Church, the Maples, the Post Office, and businesses in the downtown.
- Design safer and improved amenities for cyclists within the study area such as standard width bike lanes, replacing the existing variable width paved shoulder.
- Improve the ability of emergency vehicles to safely travel through the downtown corridor.

Timeline & Next Steps

- <u>Funding</u>: Eligibility for several different state and federal programs has yet to be determined. The timing of project design and construction is very dependent on the eventual funding source(s) and may take up to six (6) years.
- <u>Design Process</u>: Once funding is secured, Bayside Engineering will work with Town and MassDOT officials to prepare plans with relevant design elements and cost estimates in accordance with state design guidelines. All submittals will be presented to the Town and MassDOT for review and comment at the 25%, 75% and the 100% design stages and shall include: construction plans, alignment and grading plans, traffic signal controller plans (if warranted), signing and striping plans, typical roadway sections, details for sidewalk, curb installation, and erosion control. Also included will be construction sequencing plans and traffic management plans for safety during construction. All work associated with the project will be prepared in accordance with MassDOT design requirements, engineering criteria, and directives. The Town plans to hold additional public meetings to solicit community input as we proceed through the design process with MassDOT.
- <u>Right of Way:</u> A secure right-of-way is necessary for this project. The right-of-way varies between 50 and 55 feet in this area. Sufficient right-of-way to accommodate the proposed improvements will need to be field verified or obtained as required to incorporate the proposed improvements into the project design. Permanent or temporary easements may be required. The Town of Wenham may be responsible for acquiring all needed rights in private or public lands and will contact individual property owners as necessary as we proceed through the design process.

Proposed Route 1A Roadway and Intersection Improvements





Public Comment Welcomed

Written comments regarding the proposed project are to be submitted by email to Peter Lombardi, Town Administrator, at <u>plombardi@wenhamma.gov</u>. Hard copy submissions will also be accepted at the meeting. All such comments must be received by December 10.

One Remaining Flu Vaccine Clinic



Sponsored by the Hamilton & Wenham Board of Health

November 30th from 3:00 p.m. to 6:00 p.m. Hamilton Senior Center - 299 Bay Road

Clinics are opened to 4 years of age and older
 Vaccine is free to everyone
 Please bring insurance cards
 Wear short sleeves or loose fitting sleeves

For Questions Contact:

Hamilton Board of Health 978-468-5579 or Wenham Board of Health 978-468-5520 x4

An interactive history of Town Meeting in Wenham, MA

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December 5, 2018, 6:30 p.m. At the First Chuch

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Sponsored by the Town of Wenham, Wenham's 375th Anniversary Committee, and First Church

Interactive Program 6:30-7:30 pm Refreshments, Cash Bar, and History of Town Meeting Display 7:30-9:00 pm Questions can be directed to jbresnahan@wenhamma.gov

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Town of Wenham

Town Hall 138 Main Street Wenham, MA 01984

BOARD OF HEALTH

TEL 978-468-5520 Ext. 4

FAX 978-468-8014

NOTICE OF A PUBLIC HEARING

The Wenham Board of Health will conduct a public hearing, per M.G.L. Chapter 111 Section 31, at 7:00 pm on Thursday, December 13, 2018 in the Wenham Town Hall, 138 Main Street, Wenham, MA in the 2nd floor conference room to gather public input on amendments to the "Sale of Tobacco Products to Minors," regarding increasing the minimum legal sale age to twenty-one (21). A draft copy can be found in the Board of Health Office at Wenham Town Hall during regular business hours.

> Dr. Andrew Ting, Chair Wenham Board of Health

To be published in the Hamilton-Wenham Chronicle on Thursday, November 29 and Thursday, December 6, 2018



On Saturday, December 15th at 12:00pm, the Town of Wenham will lay wreaths on our Veterans' graves simultaneously with participants at Arlington National Cemetery and communities across the nation.

Please help us Remember, Honor, and Teach by sponsoring a wreath, volunteering, or inviting friends to help. (\$15 Wreath)

Check Donations Payable to : <u>Wreaths Across America TM</u> can be dropped off at the Wenham Town Hall Treasurer/Collectors office or make a donation through the following online link: <u>www.wreathsacrossamerica.org/mawcwm</u>

Contribution deadlines: <u>Monday, November 26, 2018 (Checks)</u> <u>Monday, December 3, 2018 (Online)</u> Additional information under Wenham News: <u>www.wenhamma.gov</u>



Printing donated by:



409 CABOT STREET BEVERLY, MA 01915 (978) 927-8757 www.minutemanbeverly.com BOARD OF SELECTMEN MEETING

November 27, 2018

REPORTS

- TOWN ADMINISTRATOR Update
- CHAIRMAN
- SELECTMEN



Town of Wenham

 Selectmen / Town Administrator

 TEL 978-468-5520
 FAX 978-468-8014

MEMORANDUM

TO:	Board of Selectmen					
FROM:	Peter Lombardi, Town Administrator					
RE:	Town Administrator's Report					
DATE:	November 27, 2018					

Open Space and Recreation Plan

The Town was notified last week that our new Open Space and Recreation Plan (FYs19-25) has been conditionally approved by the Executive Office of Energy and Environmental Affairs. While we have several comments to follow up on with the state, we are now eligible for a number of state grant programs. The Open Space and Recreation Committee has also begun work on the Year 1 priority goals outlined in the Plan, including implementation of the parcel ranking matrix, development of a Right of First Refusal policy for Chapter 61 properties, review of various funding opportunities and mechanisms, and several other key action items. A reminder that there are currently 3 vacancies on this 7 member committee.

Habitat for Humanity Project – 40 Hull St

On November 16, the Department of Housing and Community Development issued a letter of eligibility to Habitat for Humanity North Shore for their proposed 2-unit project at 40 Hull Street. Earlier this summer, the Board approved the use of \$230,000 in funds from the Affordable Housing Trust to be used for the acquisition of this property for this purpose. Habitat will now submit an application for a comprehensive permit with the Zoning Board of Appeals and hopes to break ground next construction season. **BOARD OF SELECTMEN MEETING**

November 27, 2018

CONSENT AGENDA DRAFT MOTION

I move to approve items A & B in the Consent Agenda as presented.

BOARD OF SELECTMEN MEETING

November 27, 2018

CONSENT AGENDA A.

One Day Liquor License Request 375th Anniversary Committee Historic Mock Town Meeting & Celebration First Church in Wenham, 1 Arbor Street Wednesday, December 5, 2018 6:30pm – 9:00pm

- > One Day Liquor License Application
- ▶ Letter from Trudy Reid, 375th Committee Chair
- Certificate of Insurance
- Tips Certification
- Email recommendation from Tom Perkins, WPD Chief
- ▶ Email recommendation from Jeff Baxter, WFD Captain
- Email recommendation from Jackie Bresnahan, Permitting Coordinator & Special Projects Manager



Town of Wenham **Board of Selectmen**

Application for Special License (One Day) Liquor License

Please note applications for a Special Liquor License must be received by the Board of Selectmen at least 30 calendar days prior to your function. This application may not be used for wine tasting events.

Event Title:	375 th Anniversary Historic Mock Town Meeting					
Date of Event:	12/5/18					
Start Time:	6:30 pm					
Expected End Time:	9:00 pm					
Address of Event:	1 Arbor Street (137 Main Street)					
# of People Expected to Attend:	50-70					
Open to Public or Private Event?	Open to public					
Type of Event? (fundraiser, party, golf tournament, etc.)	Celebration/educational about Wenham history					
Event Location Description: (private home, public area, function hall, etc.)	Holland Hall, First Church in Wenham					
Indoor or Outdoor Event?	Indoor					
Bar or Liquor Service Vehicles?	Bar					
Contact Name:	Trudy Reid					
Company/Organization Name:	375 th Anniversary Committee					
Phone Number:	978-998-5618					
Email Address:	treid@wenhamma.gov					
	1					

Requesting a License for Sale of:

All Alcoholic Beverages (non-profits only) \$50 x

Malt and Wine (for profit companies) \$100

The Licensed Activity or Enterprise is:

Non-Profit (May sell all forms of liquor) х

For Profit (May sell wines and malt beverages only)

Is the license for a dining hall maintained by an incorporated educational institution authorized to grant degrees?

Please inform the Wenham Police Department of your function if your expected attendees will exceed 75 guests at least one week prior to your event, as a police detail may be required. All outdoor events will require a designated area for liquor consumption and a police detail if open to the general public regardless of the number of attendees.

Please include a check with your application made payable to the "Town of Wenham" for the designated license fee (\$50 non-profits / \$100 all others).

Signature Reid

Nov 15.2018

Updated 10.21.16



To the Wenham Board of Selectmen,

We are rapidly approaching the final 375th Anniversary Event. The Historic Mock Town Meeting will be held on Wednesday, December 5th. The night will begin at 6:30 with an interactive history of early Town Meeting in Wenham. Attendees will be asked to vote on the important matters of the day (and by that we mean the important matters of 1643). At 7:30 attendees will be directed into the new Holland Hall for a reception with appetizers and cocktails and "History of Town Meeting" displays featuring artifacts and photos throughout all of Wenham's history. The evening will also feature a passing of the torch from the Wenham 375th Anniversary Committee who is ending their year of celebrations to the First Church who will be celebrating their 375th in 2019.

I am asking that the Board of Selectmen to waive the \$50 Liquor License fee for the 375th Anniversary Committee.

Thank you for your support of our efforts with all of our many events this year, and we look forward to seeing you at the final event December 5th! A commemorative booklet will be published in Spring 2019 showcasing all of the events and celebrations of Wenham's 375th Anniversary.

Thank you, Trudy Reid, Chair Wenham 375th Anniversary Committee



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY) 11/14/2018

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES												
BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.												
IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).												
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	442 Water Street				A/C. No	Ext : $101=2-7$		FAX (A/C, No):	/01-244	+-0973		
	Wakefield, MA 01880				E-MAIL ADDRESS: rebecca@tarpeyinsurance.com							
								DING COVERAGE		NAIC #		
					INSURER A: Mt Vernon Fire Insurance Co					A0472		
INS	JRED Boston's Best Bartending Service	, Inc.	Bosto	n's Best Bartending	INSURER B: Safety Indemnity					33618		
	Servi				INSURER C: Travelers AR					A0260		
	42 Temple Street				INSURER D: General Star Indemnity				A0186			
	Newburyport, MA 01950				INSURE							
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INSR LTR	TYPE OF INSURANCE	ADDL	SUBR	POLICY NUMBER		POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMIT	rs			
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								PERSONAL & ADV INJURY	\$	1,000,000		
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								PRODUCTS - COMP/OP AGG	\$ \$	2,000,000		
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	OFFICER/MEMBER EXCLUDED?	N/A							\$	500,000		
	If yes, describe under						1	E.L. DISEASE - EA EMPLOYEE	\$	500,000		
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	tional insureds: First Church Wenham and	Tow	۱of W	/enham								
CE	RTIFICATE HOLDER				CANC	ELLATION						
First Church Wenham 1 Arbor St				SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.								
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	Wenham, MA AUHORIZED REPRESENTATIVE Rolling Bouch									te		

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TIPS

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TINA E GHIKAS 176 Water St Danvers, MA 01923-4103

For service visit us online at www.gettips.com Michael Marcantonio, 64

Nicole Roebuck

From: Sent: To: Subject: Jeff Baxter Friday, November 16, 2018 11:24 AM Nicole Roebuck Re: One Day Liquor License Request - 375th Anniversary Committee

Nicci This is all set from fire

Jeffrey Baxter

Sent from my iPhone please excuse briefness or errors.

On Nov 16, 2018, at 11:14, Nicole Roebuck <<u>NRoebuck@wenhamma.gov</u>> wrote:

Hi Everyone,

We've received a One Day Liquor License request from the 375th Anniversary Committee for their Historic Mock Town Meeting and Celebration at the First Church on Wednesday, December 5, 2018 from 6:30pm – 9:00pm. Please review and forward your questions and/or recommendations to the Board of Selectmen.

Thank you, Nicci

Nicci Roebuck

Executive Assistant Town Administrator's Office

Town of Wenham

138 Main Street, Wenham, MA 01984 978-468-5520 x2

<One Day Liquor License Request - 375th Committee Historic Mock Town Meeting and Celebration 12.05.18.pdf>

Nicole Roebuck

From: Sent: To: Subject: Tom Perkins Friday, November 16, 2018 2:15 PM Nicole Roebuck RE: One Day Liquor License Request - 375th Anniversary Committee

No issues...good to go

Thomas C. Perkins, Chief of Police Wenham Police Department 1 Friend Court, P.O. Box 536 Wenham, MA 01984

978-468-5500 Extension 220

CONFIDENTIALITY:

The information contained files in this electronic mail message and any electronic files attached to it may be confidential information and may also be subject of legal professional privilege and or public interest immunity. If you are not the intended recipient you are required to delete it. Any use, disclosure or copying of this message and any attachments is unauthorized. If you have received this electronic message in error, please inform the sender. This footnote also confirms that this email message has been checked for the presence of computer viruses.

From: Nicole Roebuck Sent: Friday, November 16, 2018 11:14 AM To: Tom Perkins; Kevin Dinapoli; Stephen B. Kavanagh; Jeff Baxter; Jacqueline Bresnahan Subject: One Day Liquor License Request - 375th Anniversary Committee

Hi Everyone,

We've received a One Day Liquor License request from the 375th Anniversary Committee for their Historic Mock Town Meeting and Celebration at the First Church on Wednesday, December 5, 2018 from 6:30pm – 9:00pm. Please review and forward your questions and/or recommendations to the Board of Selectmen.

Thank you, Nicci

Nicci Roebuck

Executive Assistant Town Administrator's Office

Town of Wenham

138 Main Street, Wenham, MA 01984 978-468-5520 x2 All set with Building.

Jackie Bresnahan Permitting Coordinator and Special Projects Manager Town of Wenham 138 Main Street – (978)468-5520 x. 4 permitting@wenhamma.gov

From: Nicole Roebuck
Sent: Friday, November 16, 2018 11:15 AM
To: Tom Perkins; Kevin Dinapoli; Stephen B. Kavanagh; Jeff Baxter; Jacqueline Bresnahan
Subject: One Day Liquor License Request - 375th Anniversary Committee

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Thank you, Nicci

Nicci Roebuck

Executive Assistant Town Administrator's Office

Town of Wenham 138 Main Street, Wenham, MA 01984 978-468-5520 x2 **BOARD OF SELECTMEN MEETING**

November 27, 2018

CONSENT AGENDA B. 375th Anniversary Committee Donation Acceptance

Gift & Donation Acceptance Form - 375th Anniversary Committee



TOWN OF WENHAM **GIFT/DONATION ACCEPTANCE FORM**

TO: **Town Administrator**

CC: **Town Accountant**

FROM: 375th Ann. Comm.

Name of Officer, Department, Board or Committee

The above officer, department, board or committee has requested acceptance of the following gift pursuant to Massachusetts General Laws, Chapter 44, Section 53A and further requests that the Board of Selectmen authorize the expenditure of funds for the stated purpose.

Name of Party Offering Gift Amn Comm # 1,000,00

375th Parade from sponsourg bank 375 parade & events Purpose for which Gift will be Expended

[] Letter Accompanying Gift Attached

APPROVAL OF RECEIPT AND EXPENDITURE OF GIFT BY THE BOARD OF SELECTMEN

At a meeting of the Board of Selectmen on _______, the Board of Selectmen voted

to authorize the acceptance and any future expenditure of these gift/donation funds for the purpose described above.

BOARD OF SELECTMEN MEETING

November 27, 2018

NEW BUSINESS C.

Presentation of AARP Age and Dementia Friendly Community Designation

(10 minutes)

- Letter and certificate of Enrollment in AARP Network of Age-Friendly Communities from Nancy A. LeaMond, Chief Advocacy and Engagement Officer, AARP, June 14, 2018
- Letter regarding Application for AARP Age Friendly Designation to Kara Cohen, Community Outreach and Volunteer Engagement Manager, AARP Massachusetts from Peter Lombardi, Town Administrator, June 11, 2018
- AARP Membership Application



LIVABLE COMMUNITIES Great Places for All Ages[™]



June 14, 2018

Dear Jack Wilhelm, Chairman, Board of Selectman

Wenham Town Hall 138 Main St. Wenham, MA 01984

Congratulations to the Town of Wenham, Massachusetts for becoming the 259th community to enroll in the AARP Network of Age-Friendly Communities. AARP's age-friendly network encourages states, counties, cities, towns and rural areas to prepare for the rapid aging of the U.S. population. The network encourages communities to take action and pay increased attention to the environmental, economic and social features that encourage greater age integration and diversity and create a community that supports residents from the cradle through retirement.

Launched in April 2012, the AARP Network of Age Friendly Communities is an independent affiliate of the World Health Organization's Age Friendly Cities and Communities Program, an international effort launched in 2006 to help cities prepare for the growth of the older adult population.

With the age-friendly program, AARP helps participating communities become great places for people of *all* ages by adopting such features as walkable streets, better housing and transportation options, access to key services, and opportunities for residents to participate in community activities. While many communities are adopting these policies without joining the AARP Network of Age Friendly communities, the network provides a structured process to guide community change and helps serve as a catalyst to educate, encourage, promote and recognize improvements that make communities supportive for residents of all ages. Importantly, enrollment in the network provides member communities with the resources to become more age-friendly by tapping into national and global research, planning models and best practices.

You can access AARP's resources in many ways:

- Visit and bookmark our website (AARP.org/Livable)
- Use the AARP Network of Age-Friendly Communities online tool kit (AARP.org/agefriendly)
- Subscribe to the AARP Livable Communities e-Newsletter (AARP.org/livable-subscribe)

For additional information and support as you move through the age-friendly communities process, contact Bill Armbruster, AARP Livable Communities Advisor, at <u>warmbruster@aarp.org</u> or 585-729-1850.

We look forward to working with you and welcome you to the AARP Network of Age Friendly Communities.

Nancy A. LeaMond AARP Chief Advocacy and Engagement Officer Executive Vice President, Community, State & National Affairs Washington, D.C.



The AARP Network of Age-Friendly States & Communities

an institutional affiliate of the World Health Organization's Global Network of Age-Friendly Cities & Communities®

THIS IS TO CERTIFY THAT THE

Town of Wenham, Massachusetts

has committed to becoming more age-friendly under the criteria established by AARP and the World Health Organization and has been accepted as a member of the AARP Network of Age-Friendly Communities.

THIS CERTIFICATION IS VALID UNTIL

June 14, 2020

Nancy A. LeaMond, Chief Advocacy and Engagement Officer COMMUNITY, STATE & NATIONAL AFFAIRS AARP, WASHINGTON, D.C.



Town of Wenham

Town Hall 138 Main Street Wenham, MA 01984

 Selectmen / Town Administrator

 TEL 978-468-5520
 FAX 978-468-8014

June 11, 2018

Kara Cohen, Community Outreach and Volunteer Engagement Manager AARP Massachusetts One Beacon Street, Suite 2301 Boston, MA 02108

RE: Wenham, MA Application for AARP Age Friendly Designation

Dear Ms. Cohen,

The Town of Wenham is submitting our application to achieve age friendly designation through The Association of Retired Persons (AARP). Wenham has officially committed time and resources to move forward on an age and dementia friendly initiative, termed *wenham connects*, which is striving to build a vibrant sense of community for older adults.

As we create an inclusive model, we are engaging the voices of older adults through community dialogue and leadership facilitation from an age friendly consultant. To date, we have hosted two well-attended listening sessions, educated the community about the age friendly model developed by the World Health Organization (WHO) and the Association of Retired Persons (AARP), and disseminated information about AARP's 8 Domains of Livability. We are also now collaborating with UMass Gerontology Institute age friendly consultant specialists who are conducting a comprehensive needs assessment (key informant interviews and focus group sessions) for the Town of Wenham this month.

Collectively, the findings of these consultants will provide a roadmap for the development of an action plan, so that we can understand where our challenges and priorities lie and then systematically plan for how we intend to address those issues and meet those needs over the course of the next five years. We are well on our way to becoming better informed about the unmet needs of older adults in Wenham, and what is essential to make Wenham a more "livable" place as people age in this community.

Ultimately, the goal of *wenham connects* is to make a positive impact on the community by building a more inclusive and supportive social environment that can substantively improve quality of life for our older residents across a wide spectrum of dimensions.

We look forward to becoming an AARP age friendly designated community. Please contact my office with any questions about our application.

Sincerely,

Peter Lombardi Town Administrator

cc: Bill Armbruster, AARP Jim Reynolds, Wenham COA Director

AARP Membership Application

Population Size: 3.800 (2010 census) Percentage of Residents Above the Age of 60: 33% (2010 census)

SECTION 3

Question 1: Community Activities, Engagements and Collaboration

Provide brief summary of community policies, programs and services that are targeted toward older people and how the community plans to become more age friendly.

Wenham is a town with a rich history that will be celebrating its 375th anniversary in 2018. The first township of Wenham appears to have belonged to the Agawam Indians and the name Wenham is from a parish in Suffolk County, England, from which early settlers arrived. The first Meeting House was built and located to encourage settlement in the middle of the Town. The 1800's saw Wenham as primarily an agricultural society. Situated within Wenham's geography is Wenham Lake, known for its role in the harvesting of ice, a very important industry lasting into the 20th century and prized around the world. Town assets include being a historic New England locale with several icons of history: the Wenham Museum's Claflin-Gerrish-Richards House is listed on the National Register of Historic Places as one of the earliest dwellings on the North Shore; and the Wenham Tea House, originating in 1912 as a women's exchange and place for the townspeople to gather. Wenham is primarily a residential community where residents live in quiet, peaceful neighborhoods. Celebrating the rich history and stories of the townspeople is the cornerstone of how the community plans to thrive and become more age friendly in 2018. To mark the 375th town anniversary, an intergenerational history project between long-time Wenham residents and social studies students at Hamilton Wenham Regional High School will capture and record oral histories of life in Wenham through the Depression era. A video documentary will be recorded for public celebration and the town archives.

The concentrated effort to become more age friendly in Wenham aligns with the town's current outreach and engagement activities being led by top elected town officials and staff. For the past two years, the town has prioritized becoming more responsive to residents. Multiple public forums have been established, such as the Citizens Leadership Academy, which reaches out to engage residents in learning about the inner workings of town government. The Academy creates a platform to gather more input from residents. As voices are heard, needs and priorities of residents are better understood. Key findings from this forum guide the town's strategic planning efforts. Other ongoing town initiatives that align and intersect with the age friendly movement include: updates to the open space and recreation plan (statewide program) that serves all citizens, and affordable housing needs assessment and action planning.

There is a history of volunteerism in Wenham. An influx of new, energized volunteers has recently emerged at the Wenham Village Improvement Society, Wenham Museum and COA Board. This upsurge in civic engagement lends itself to moving the age friendly agenda forward, and will serve as a springboard for spreading the word about the age friendly initiative to the larger community. SeniorCare is the Area Agency on Aging (ASAP) providing a wide range of home care and other senior services to Wenham residents such as Meals on Wheels, Caregiver support specialist, options in home counseling and outreach program, and Retired Senior Volunteer Program (RSVP).

The Wenham Council on Aging has strategically expanded its outreach to underserved adults in the past three years and currently offers local resources such as social services support, financial planning, health care services, fitness classes, lifelong learning programs, dementia-specific educational events, aging mastery programs, caregiver support groups, and social activities.

Residents are encouraged to participate in the Town Senior tax work-off program, benefiting both the Town and its older adults. In the past two years, the town made a concerted effort to dramatically increase participation in the tax work-off program, from three people to ten, and has also increased the amount individuals are eligible to receive to the maximum allowed by the state.

The COA owns and operates its own van to assist with transportation to medical appointments, social outings, and provides unlimited services to supermarkets, hair appointments, banks and more. The van service, which is responsive and flexible, covers a wide geographical catchment area in order to afford individuals access to both nearby locations and destinations further afield such as Salem, Danvers and Peabody. Van transportation is donation only (not fee for service) with \$3.00 per ride recommended, but not required. This program is self-sustaining as van donations cover the cost of fuel and provide the local match funding required to purchase new vehicles through the Massachusetts Department of Transportation accessible to adults across all socioeconomic and income strata. There are limits on evening and weekend availability of this service and there is better access to the commuter rail and bus services in the surrounding towns, making transportation an important area for examination in becoming more age friendly. The town recognizes the need to expand transportation options and will be looking for feedback from residents as part of the planning process and for setting out goals in this area.

The Massachusetts Bay Transit Authority paratransit service, "The Ride" is available to Wenham residents and offers transportation to all of greater Boston. Seeking to enhance emergency medical response service to their residents, the Town of Wenham fire department is projected to provide basic life support medical care through a pilot program in 2018. Also, during the recent holiday plant delivery in 2017, a survey of needs from the fire department was distributed to 120 households of individuals age 85 and over. The timing is excellent in terms of identifying unmet needs and integrating more municipal departments in the age friendly effort.

The COA distributes a monthly newsletter to 750 households. Although there has been an overall increase in number of older adults served through current programs and services, some older adults do not use the COA and town services. There is an uncertainty about the efficacy of communications about current programs and services available to older adults and how to reach those who are isolated.

Based on feedback received during upcoming public forums, the town's plan to become more age friendly will be more clearly defined. Preliminary ideas for how the town intends to become more age friendly include some of the following elements: a clearly articulated communication plan, greater

transportation options, resource development for more adequate support of individuals aging in place, expanded community education and lifelong learning events, intergenerational exchanges and opportunities for older adults to get involved in the community in a meaningful way.

Question 2: How will the community engage and involve older people in the process of becoming more age friendly?

Jim Reynolds, Wenham COA Director, Peter Lombardi, Town Administrator, and Peggy Cahill, Community Educator & Outreach Coordinator, will assume the initial role of liaison working with town department heads and volunteers to spearhead Wenham's Age-Friendly community initiative. In November 2017 a town planning meeting was held with Patricia Zaido, the community champion and leader of Salem's age friendly efforts. Ms. Zaido was an excellent resource to guide Wenham's team by sharing best age friendly practices and strategies for involving older adults through her years of experience in Salem. As Wenham enlists the support of the next generation of individuals currently involved as volunteer leaders, we will be identifying our own champions to help spearhead this age friendly effort. To begin, Wenham held its first public listening session on January 24, 2018. Approximately 25 older adult Wenham residents attended, including community leaders from the public library, Wenham Museum and Seniorcare. Input was gathered to evaluate strengths of the town, challenges and areas needing improvement, and recommendations for moving forward with age friendly community building. The session was publicized to 120 households through in person delivery, to 750 households through COA distribution, and posted in public places such as the library, police station and town hall. Participants in the listening session recommended a regular community forum be established for flow of age and dementia friendly information and communication. A letter summarizing the listening session in February, 2018 was mailed to all participants with notification of a second listening session held in April, 2018. These two listening sessions were well attended by enthusiastic residents who are eager to engage in making Wenham a more age friendly community.

To conduct a needs assessment, an Age-Friendly Survey has been developed and will be mailed to residents through the COA, made available on the town's website, and possible distribution at future Listening Sessions. The town of Wenham, in partnership with UMass Boston Gerontology Institute, will engage in a process of conducting more in-depth interviews (in person or by phone) with a broad representation of another 15-20 older adults in Wenham to help determine interests and needs. Once all the data is compiled from surveys and interviews of residents, information will be used to identify specific projects, needs, and areas for improvement. A strategic plan will be prepared and implemented to assure that Wenham is an Age -Friendly community for all its citizens. Older residents will be involved in all of these activities and will participate in developing and implementing this strategic plan for an Age-Friendly Wenham.

Question 3: Briefly describe the mechanisms the community has or is planning to put in place to facilitate collaborative planning and implementation between different agencies and departments?

Step One: COA Coalition Building to facilitate cross sector collaborations.

Wenham Council on Aging was the host site for a series of three Age & Dementia Working group meetings beginning in August, 2017. The initiative, spearheaded by Ms. Cahill, community educator, in

collaboration with Wenham COA, brought together stakeholders, local organizations, and leaders across sectors who were interested in learning together and sharing information about the MA age-friendly initiative and WHO age friendly designation process. The working group held a total of three meetings which included many leaders in the MA Age & Dementia Friendly initiative: Emily Kearns, Dementia Friendly Mass Coordinator; Valerie Spain, AARP Age Friendly Lead; James Fuccione, Senior Director Healthy Aging Collaborative; Martha Rappoli, Director of Day by Day Adult Day Care in Gloucester; Colleen Bullard, Day by Day Activity Director; Sheila Taylor, Director of Ipswich Council on Aging; Scott Trenti, Director of SeniorCare (local ASAP lead for Age & Dementia friendly initiative in north shore area); and other SeniorCare staff.

The group identified what is presently available for older adults in north shore communities, including Wenham, noting community strengths, challenges, and specific needs to improve services and enhance quality of life for the older adult population. The group also established a framework with specific recommendations for moving forward with achieving Age-Friendly community designation. Additionally, sharing ideas about gaps in north shore communities led to new insights and a greater impetus to move forward with developing more vital, progressive community initiatives.

Step Two: Create and facilitate Community Leadership Team in Wenham to meet quarterly (target start date: March/April 2018) The team is likely to include at least one representative from each of the following departments/organizations: Wenham police, fire department, town administrator's office, public health nurse, board of health member, recreation department, board of selectmen, housing authority (Enon Village), the Maples and the Boulders (private independent retirement communities, 55 and older), COA board, Hamilton Wenham public library, Wenham museum, post office, Hamilton Wenham Regional school district, Gordon College Center for Balance, Mobility and Wellness, Seniorcare, Wenham Village Improvement Society (WVIS), Wenham Issue Social Services Help (WISSH), and several at large community members.

NETWORK MEMBERSHIP

Question 4: How do you hope to contribute to AARP Network of Age-Friendly Communities and the WHO Global Network of Age-Friendly Communities?

Wenham hopes to spearhead innovative age and dementia friendly special projects that can serve as a replicable model for other small towns. The intention is to increase community engagement, bring the generations together, expand outreach to undeserved or isolated adults, use videography to showcase stories, and involve older adults more fully in the community to have their voices heard and the richness of their lives and stories celebrated. Wenham is an early adopter of this program, expanding the age friendly footprint in the north shore area, and would be the first small town on the north shore that has taken the age friendly model of larger communities and developed it within a much smaller community.

What motivated your community to join the AARP Network of Age-Friendly Communities and the WHO Global Network of Age-Friendly Communities?

In 2016, Jim Reynolds, Director of Wenham COA took a lead role in initiating a multi-agency collaboration between Beverly Council on Aging, SeniorCare's Director of Homecare, SeniorCare case

management and development staff, and Peggy Cahill, Community Educator. These partnerships worked effectively to organize a large community education workshop event. The event, widely publicized by all the agencies involved and facilitated by Peggy Cahill, was well attended, with up to 125 attendees. Participants included individuals who were aging, care partners, social workers, geriatric care managers, activity staff, college students and a wide range of community professionals from organizations throughout the north shore (Salem, Beverly, Wenham, Hamilton, Ipswich, Gloucester, Rockport, Essex and more) Participants voiced a universal need for more events of this kind, where individuals and organizations could come together to share progressive ideas for community engagement programs for the aging population. Working to change the narrative of aging from despair to hope through the arts was as at the heart of the conversation, and seen as an integral part of building inclusive communities for older adults and those living with dementia on the north shore.

The event was a catalyst for Wenham COA to offer a three part dementia education series at Hamilton Wenham Library. This popular series clearly met a growing need for more information and resource sharing for those coping with dementia. Wenham COA intends to continue with educational events tailored to the topic of dementia in 2018. Also, the COA has been hosting a monthly caregiver support group for six months in collaboration with a caregiver support specialist/ social worker from Seniorcare and a nurse from a local homecare agency. All of these efforts, and the findings from the working group meetings, have spurred Wenham to join the AARP & WHO Age Friendly networks.

BOARD OF SELECTMEN MEETING

November 27, 2018

NEW BUSINESS D.

Presentation of Results on Age and Dementia Friendly Community Needs Assessment Caitlyn Coyle, UMass Boston Gerontology Institute

(30 minutes)

- Wenham Connects Age and Dementia Friendly Needs Assessment PowerPoint Presentation, Caitlyn Coyle, PhD, Center for Social & Demographic Research on Aging, Gerontology Institute, University of Massachusetts Boston
- Wenham Connects: An age and dementia friendly needs assessment, UMass Boston Gerontology Institute, October 2018

Wenham Connects: An Age and Dementia Friendly Needs Assessment

Caitlin Coyle, PhD Center for Social & Demographic Research on Aging Gerontology Institute & Department John W. McCormack School of Policy & Global Studies University of Massachusetts Boston October 2018

Commissioned by the Town of Wenham Council on Aging



Acknowledgments

This project would not have been possible without the support from:

Jim Reynolds, Director, Wenham Council on Aging

Peggy Cahill, Age-Friendly Consultant

The Wenham Museum for their space

All of the Wenham residents, organizations, and municipal departments for their valuable input

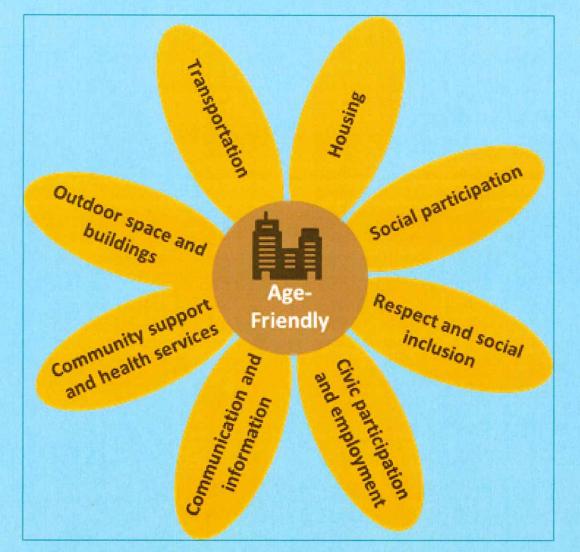


Outline of Today's Presentation

- □ The Age and Dementia Friendly framework
- Strategies used to hear from Wenham
- Wenham Characteristics and Recommendations by Age-Friendly Domain
- Discussion



Age-Friendly Framework The Eight Domains of an Age-Friendly Community



- Enables people of all ages to actively participate in community activities and treats everyone with respect, regardless of their age
- Makes it easy for older people to stay connected to people who are important to them
- Helps people stay healthy and provides support to those who can no longer live independently



Dementia Friendly Community



- Fostering meaningful access to and engagement in community life for people living with dementia and their family and friend care partners.
- Each sector of community works to create an informed, safe and respectful community.
- Prioritizing the promotion of quality of life for those living with dementia and their care partners.



Goals in Developing the Age and Dementia Friendly Wenham Report

- Develop an understanding of Wenham's assets and concerns of the community
- Provide preliminary ideas for ways in which Wenham's age and dementia friendly features may be improved
- Draw on resident and stakeholder input



Strategies for Learning about Wenham

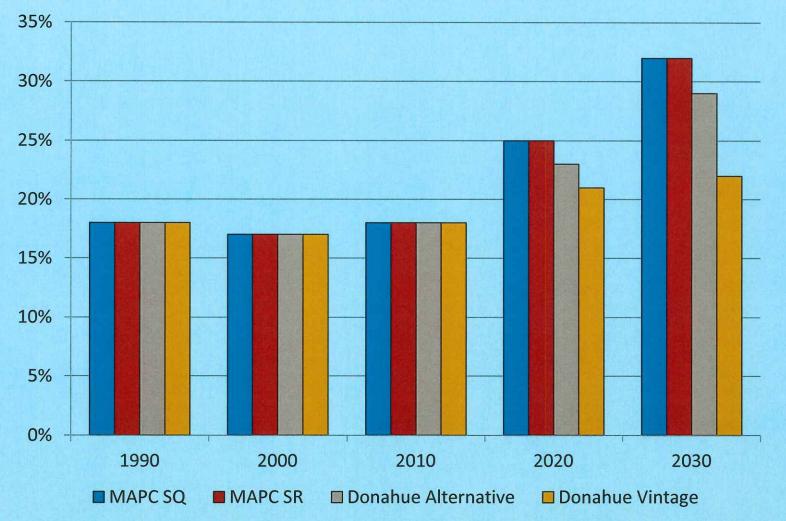
- Review of Existing Data
- Five Key-Informant Interviews
 - COA director
 - Town Administrator
 - Police Chief
 - Fire Chief
 - Permitting Coordinator & Special Projects Manager

Four Focus Groups

- Town Office Representatives
- Representatives of nonprofits and other organizations serving Wenham
- Wenham Residents (two Groups)



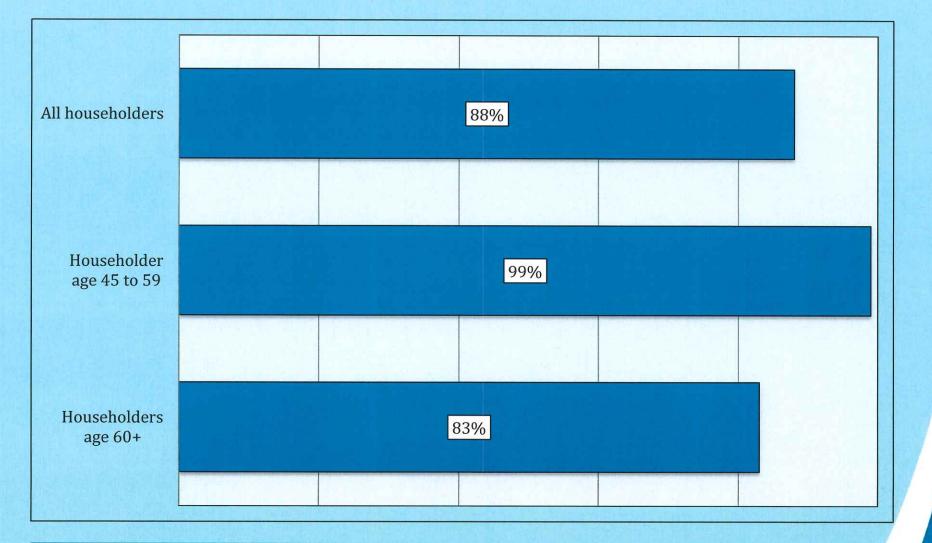
By 2030 Nearly 30% of Wenham Residents Will Be 60+



Sources: Population figures for 1990 through 2010 are from the U.S. Census. Projection figures are from the Donahue Institute and MAPC.



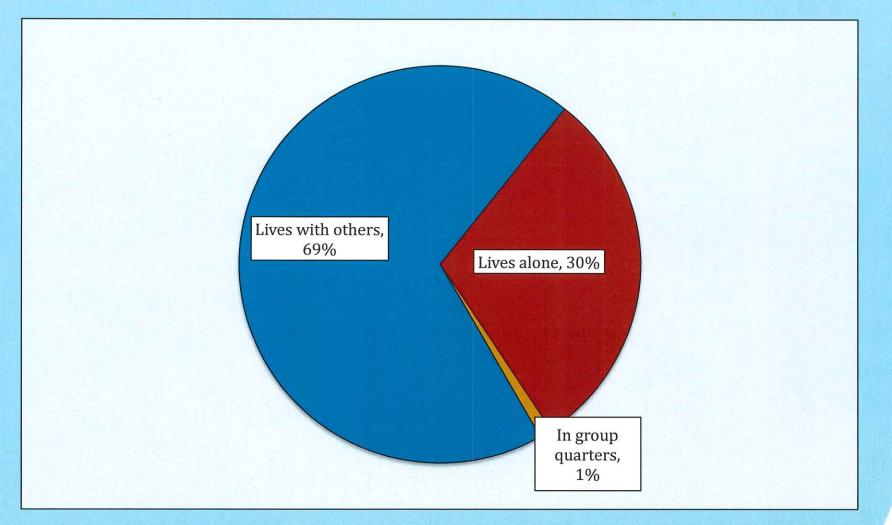
83% of Wenham Householders Age 60+ Own Their Home



Source: American Community Survey, 2012-2016, Tables B25007 and B25011 Numbers are calculated from 5-year survey estimates.



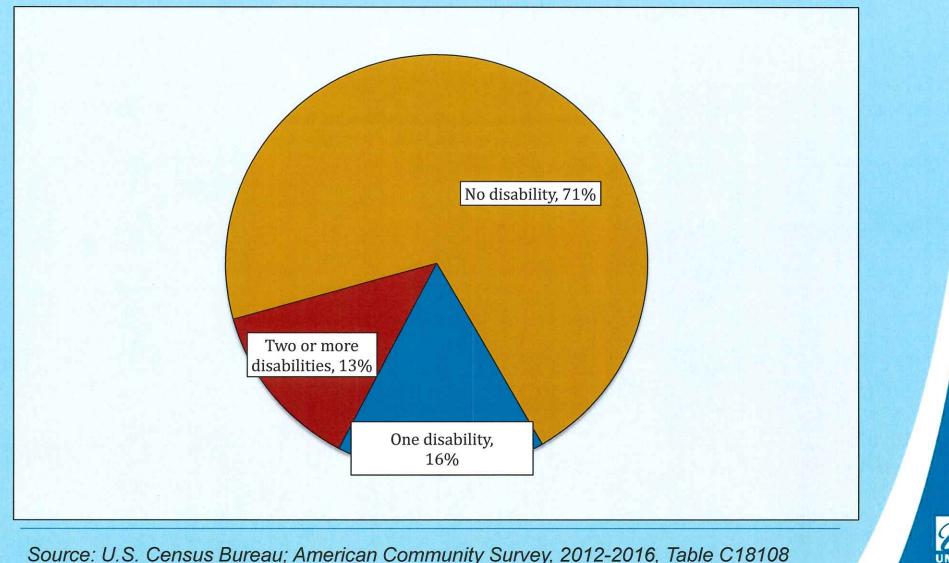
3 out of 10 Wenham Residents Age 65+ Live Alone



Source: American Community Survey, 2012-2016, Table B09020. Numbers are calculated from 5-year survey estimates



Almost 3 in 10 Wenham Residents Age 65+ Report Having At Least 1 Disability



Cross-Cutting Theme: Affordability and Economic Security Community Input: Suggestions from the

- Participants perceive that there is a segment of the senior resident population that "can't afford to live here" and yet they remain living in a vulnerable economic state. It is an "invisible" need.
- Some participants observe a division > Consider creating part-time between high- and low-income residents.
- Because Wenham lacks a commercial base, town finances rely on private homeowners.

Community:

- Improve communication and publicity about the Senior Tax Work Off Program and the Senior Circuit Breaker Tax Credit.
- flexible employment opportunities for seniors in Wenham.



Housing

Rural feel with access to urban areas

- Lack of housing options to age in community
- Prohibitive cost to live in Wenham, high property tax
- Need for access to trustworthy home maintenance information

Suggestions from the Community

Develop co-housing models

Create a mechanism for older residents to access trustworthy resources

Develop more affordable downsizing options, including closer to the "center" of town

Better educate the community on current zoning laws



Transportation

- COA Van and Public transportation to Boston are assets
 - Limited local transportation options
 - Lack of walkable options

- Recruit local residents to drive for Uber or Lyft
- Pilot-test use of the COA van for evening events or weekend programming
- Learn more about how Hamilton's medical transportation system operates
- Generate a more creative slogan or name for the side of the COA van. For example, "Take a ride. You have earned it!"



Outdoor Spaces & Buildings

- Beautiful trails and parks
- Most municipal buildings are ADA compliant

Outdoor Spaces & Recreation plan includes several "age-friendly" action

- Ensure all parks and trails in Wenham are accessible, including parking, benches and signage.
- Better promote the availability of local greenspace.
- Create increased "connectivity" in Wenham via sidewalks, paths or bike routes.
- Develop more destinations to walk to.



Communication & Information

 The Wenhamite (COA); Hamilton-Wenham Chronicle; several social media pages

- > Make The Wenhamite available as an e-news listserve.
- Expand the content of *The Wenhamite* to include services and other community resources.
- Create an online senior services directory.
- Use the Town Meeting Warrant Articles mailing to distribute information about Wenham resources available.
- Create a "Welcome Packet".
- > Publicize a "senior information hotline" at the COA.
- Place suggestion boxes in high-traffic areas to gather programming ideas for the COA.



Social Participation

- The Library, COA, Wenham Tea Room, and Wenham Museum
 - Lack of intergenerational communal space

- Consider ways to expand the capacity of the COA, including increased collaboration with the Hamilton COA.
- Engage Gordon College to partner on programs that will foster intergenerational experiences.
- Expand the "Senior to Senior" day program and develop relationships between various departments in Wenham.
- Develop a technology "help desk" at local schools.
- Start a breakfast club.
- Encourage neighborhood block parties or meetings.



Community Supports & Health Services

- Trend toward families being geographically dispersed leading to "long-distance" caregiving
- Need for increased communication between residents, municipal departments, and organizations

- Expand the social work capacity of the Town, COA.
- Explore opportunities to develop a "Village" program or "Neighbors Brigade" program.
- Target outreach and resource development for local and distant caregivers and include opportunities for respite.
- Continue to encourage residents to "check on their neighbors" during storms or extreme temperatures.



Civic Engagement & Employment

Wenham Citizen's Leadership Academy

- Fully-subscribed Senior tax work-off program benefits both residents and municipal departments
 - Many older residents are well-educated and experienced

- Host the Citizen's Leadership Academy during the day.
- Continue to ensure that older residents or a representative from the COA are involved in community planning.
- Limit board and committee terms to ensure healthy turnover.
- Engage in a systematic review of boards, committees and commissions to ensure mission statements are adhered to and that duplication or gaps in services are not occurring.



Respect & Social Inclusion

- Limited spaces for residents to gather.
- Divide between parents and older residents.
- Residents leave after children graduate from school system diminishing
 a sense of community.

- Continue to develop mechanisms to outreach, education, and support to families dealing with dementia.
- Consider re-messaging efforts at the COA to avoid inferences of ageism.
- Target engagement efforts at persons without children, including emptynesters and seniors. For example, send a birthday to residents when they turn 60.



Recommended Priority Areas

✤ Housing

Community Supports & Health Services

 Communication and Information Social Participation



Thank You!

Caitlin Coyle, PhD

Research Fellow, Center for Social & Demographic Research on Aging Gerontology Institute, John W. McCormack Graduate School of Policy & Global Studies University of Massachusetts Boston

> Caitlin.Coyle@umb.edu voice: 617.287.7413



Wenham Connects: An age and dementia friendly needs assessment

October 2018

Commissioned by the Town of Wenham Council On Aging

Center for Social and Demographic Research on Aging Gerontology Institute John W. McCormack Graduate School of Policy & Global Studies University of Massachusetts Boston



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Town of Wenham

Town Hall 138 Main Street Wenham, MA 01984

Selectmen / Town Administrator Tel 978-468-5520 x2 Fax 978-468-8014

Dear Wenham Resident;

Over the past year, the Town of Wenham has committed time and resources to becoming an age and dementia friendly community. As the population of Wenham ages, we are taking a proactive, solutions-oriented approach to face the challenges of aging together. Creating a more supportive environment for older adults creates a more inclusive and compassionate community for all.

Our age friendly initiative is called Wenham Connects, *building a vibrant sense of community for older adults*. Some of you have heard about the initiative and many of you have received a postcard to your home, inviting you to participate in the age friendly survey and upcoming age friendly events at the Wenham Museum.

Two well attended Listening Sessions for older adults were held at Town Hall in early 2018. Through these forums, residents shared their reflections about strengths of the town, challenges people are facing, and recommendations for making the town a more livable place for healthy aging. Also, Wenham has recently been accepted into the Association for Retired Persons (AARP) Network of Age Friendly Communities. This designation acknowledges our steadfast commitment to be a part of this growing movement and provides a framework for our age friendly action planning efforts.

To help identify short- and long-term issues related to aging in Wenham, we secured grant funding from the state last spring to engage the services of University of Massachusetts Boston Gerontology Institute Center for Social and Demographic Research to conduct a needs assessment. This summer, UMass conducted focus groups and key informant interviews in Wenham. Considerable time was spent interviewing community stakeholders (Police, Fire, Council on Aging, Town Administration leaders) and focus groups that included a broad cross-section of residents and community organizations.

The resulting report *Planning for an Age-Friendly Wenham* blends key demographic information with what residents see as essential for aging well in Wenham. We are very pleased with the results of this effort and are grateful to all of the participants for their thoughtful contributions.

We look forward to integrating the findings from this needs assessment into a Five-Year Action Plan in the coming months. The results of the study will serve as a guide to Town Administration, Council on Aging and Board of Selectman in their planning efforts going forward to strategically advance relevant policies, programs, and projects that will have demonstrable impacts on improving the lives of our seniors.

Thank you for taking the time and interest to review this report.

Peter Lombard Town Administrator

About the Authors

This report was produced by the Center for Social and Demographic Research on Aging (CSDRA), a research unit within the Gerontology Institute at UMass Boston. The CSDRA provides resources and research expertise to communities, non-governmental organizations, and other agencies that offer services to older adults in Massachusetts. The Center's mission is to inform communities as their populations become older demographically, and conduct research on topics that impact older adults seeking to age in their communities. Established in 2012, the Center has worked with over 30 communities across the Commonwealth.

Caitlin E. Coyle, PhD, is primarily responsible for the contents of this report. Others contributing to the project include Rebecca Mailman, Jan E. Mutchler, PhD, and Nidya Velasco.

Acknowledgements

We offer our appreciation to Jim Reynolds, Director of the Wenham Council on Aging, and Peggy Cahill, Age-Friendly Consultant, for their leadership and guidance. As well, we are grateful to the Wenham residents and representatives who shared their thoughts as part of the data collection.

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Introduction

Wenham is a small residential community of approximately 5,000 residents located about 22 miles north of Boston. Public transit access to downtown Boston located in the neighboring town of Hamilton provides access to employment and recreational activities outside of the town's boundaries. In addition, Wenham is home to abundant green space (e.g., wetland systems and Wenham Lake) that provide residents with opportunities to enjoy the natural beauty of the area. The Wenham Council on Aging (COA)is a municipal department designed to serve the needs of Wenham's residents age 60 and older. It is responsible for advocating on behalf of Wenham's older adults and with enriching their lives by providing social, financial and health programs and services. The COA relies on a combination of Town funds, grants, user fees, donations, and volunteer services. The Wenham Senior Center serves as the hub through which COA programs and services are delivered, some of which are available to residents of all ages, including selected transportation services, access to information and referral services, and volunteer opportunities. Currently, 20% of Wenham's population is age 60 and older. It is expected that older adults will continue to make up a significant portion of the community in the coming years. Commissioned by the Wenham COA, this report will serve to help the COA and Town to better understand Wenham's current assets, potentials, and challenges, and to plan for changing town and community needs.

In June of 2018, Wenham was accepted into AARP's network of Age-Friendly Communities. The Wenham COA has taken the lead in planning for Age-friendly designation and will use the contents of this report to guide the development of an Age-Friendly Action Plan. Further, the COA and the Town have recognized the importance of discerning the specific needs of residents living with dementia and their families in this work. As a result, they have been intentional about the inclusion of residents living with dementia and their families in the initiative. This initiative is referred to as *Wenham Connects*.

At the request of Jim Reynolds, Director of the Wenham COA, and with the financial support of the Town of Wenham (via reallocation of Community Compact funds), CSDRA was contracted to conduct a demographic profile of the community, key informant interviews, and focus groups to draw upon insights from the community about current ways in which Wenham is already an age-friendly community, and suggest areas in which it could improve. This report is the result of that process.

The Age-friendly Community Framework

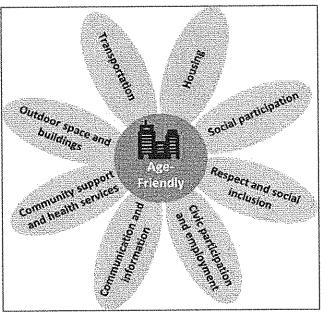
Communities throughout the nation are pursuing new strategies to promote health and quality of life among their residents. Towns and cities are embarking on community-engaged initiatives meant to identify and improve local amenities and services that have a meaningful impact on resident well-being, based on WHO's "age-friendly communities" framework, as well as related models such as "livable communities" or "lifelong communities."

An "age-friendly" Community, as described by WHO, is one in which people participate in activities, are connected to their neighbors, remain healthy and active, and feel they belongno matter their age. Through planning, taking action, and evaluating progress, communities all over the world are taking steps to improve their social and physical environments as a strategy for promoting health and well-being throughout the life course. The Age-friendly framework describes focus areas for communities and lays out a process intended to ensure repeated consultation with the community, collective reflection, action and evaluation. WHO also hosts the WHO Global Network for Age-friendly Communities (the Network), established in 2010 as a means of facilitating the exchange of information among communities. The Network currently includes 705 cities and communities in 39 countries (https://extranet.who.int/agefriendlyworld/who-network/). Massachusetts Many communities have already joined the Network and others are working towards that goal. In his January 2018 State of the State speech, Governor Baker announced that Massachusetts has joined the network of Age-Friendly States, signaling broader commitment to the principles that support aging in community.

Domains. The Age-friendly framework includes eight domains of community life livability, that intersect with accessibility, and the ability to thrive within the community (see Figure 1). elements Within each domain, are relevant identified that are to affordability, and appropriateness, accessibility.

The description of age-friendly features, and the experiences of communities throughout the world that are using the framework, make clear that each community will conceptualize this effort in a somewhat unique way. Local conceptualizations will shape the initiatives, programs, and partnerships

Figure 1. Eight Domains of an Age-friendly Community



put in place; they will also shape the research and measurement used in support of the effort. Ultimately, the first step involved in pursuing an age-friendly agenda is to define and assess environmental features relative to the characteristics and resources of residents actually living in the community. Based on what is learned in that initial step, a community will develop an Action Plan designed to address the most pressing or most actionable issues identified through the needs assessment process. In subsequent years, as the Action Plan is implemented and evaluated, the broad goals of the Initiative may be modified in a continuous improvement cycle (see **Figure 2**). When working towards building an Age-friendly Community, it is helpful to keep in mind that not all domains must be addressed in a single cycle. The Town of Wenham may wish to select domains in which they are most prepared to make progress, or which are identified as priority areas by stakeholders.

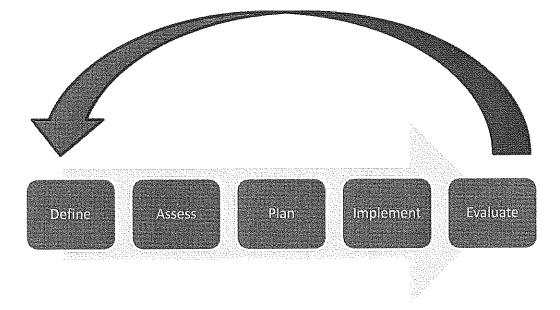


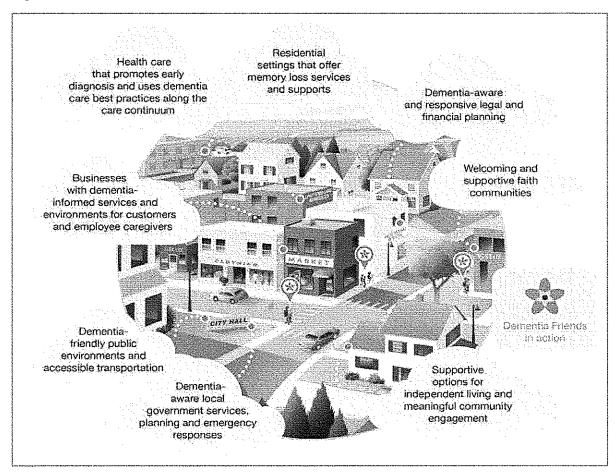
Figure 2. Process for Developing an Age-friendly Community

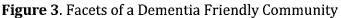
The Dementia-friendly Community Framework

The Alzheimer's Association estimates that in 2017, 5.5 million Americans, the large majority of whom are age 65 and older, had Alzheimer's dementia, representing ten percent of older adults in the U.S. Estimates suggest that when dementias other than Alzheimer's are accounted for, as many as 14% of people age 75 and older in the U.S. live with dementia (<u>https://www.alz.org/documents_custom/2017-facts-and-figures.pdf</u>). Because risk of dementia increases with age, the prevalence of dementia in the population will rise as the older population grows. The Massachusetts Healthy Aging report estimates that 13.9% of Wenham residents age 65 and older are living with Alzheimer's disease or dementia, similar to the state prevalence that is estimated to be 14.4%.

A Dementia Friendly community is based on efforts at all levels of the community. From individual residents to municipal and state government and private organizations, it takes a

collaboration of all involved in the community to foster a welcoming environment for those with Alzheimer's or related dementias in all of the domains as presented in **Figure 3**.





Reproduced from ACT on Alzheimer's® developed tools and resources. http://www.actonalz.org/dementia-friendly-toolkit

The Wenham Connects Initiative

Some communities pursuing an age-friendly agenda are combining their "age-friendly" efforts with a "dementia-friendly" agenda, meant to simultaneously address features and practices that improve the ability of older adults with dementia to remain in the community. For example, making residents aware of services and supports that can help them stay in their homes if they experience a disabling chronic disease is a broad goal that may benefit a sizable share of older residents. Ensuring that the services and supports available extend to those with dementia makes this effort simultaneously age- and dementia-friendly.

Wenham Connects is one such age and dementia friendly initiative, aimed at building a more inclusive and supportive social environment in Wenham to improve the quality of life of residents across a wide spectrum of dimensions. The Town of Wenham has committed both time and resources to this initiative, which will use the results and recommendations presented in this report to help shape their action plan.

Methods

The contents of this report are based on review of Wenham's demographic features, five key informant interviews, and a series of four focus groups conducted by researchers at the Center for Social & Demographic Research on Aging (CSDRA) within the Gerontology Institute at the University of Massachusetts Boston (UMass Boston). Selected content is based on livability data pulled from AARP (<u>https://livabilityindex.aarp.org/</u>), the Wenham Community Profile for Massachusetts Healthy Aging (https://mahealthyagingcollaborative.org/data-report/explore-the-profiles/communityprofiles/), and reports obtained from the Town of Wenham (see resource list). Among the reports obtained from the Town of Wenham were notes from two community forums that were facilitated by the Wenham COA in the winter of 2018. Approximately 35 residents attended one of these forums to share their perspective on the needs of Wenham residents as they anticipate growing older in Town.

Demographic information about Wenham was drawn from publicly available data sources, including the U.S. Census Bureau (decennial Census and the American Community Survey (ACS) and projections made available through the Donahue Institute at the University of Massachusetts (http://pep.donahue-institute.org/) and the Metropolitan Area Planning Council (MAPC; http://www.mapc.org/projections). Data presented here describe recent and anticipated changes in the age distribution of the population of Wenham, along with selected characteristics of the current senior¹ population of the community.

The five key informant interviews were conducted to identify ways in which services are provided to older adults in Wenham and to gain perspective from these community leaders about the needs of Wenham residents. The four focus groups were conducted in an effort to hear from knowledgeable segments of the community, with participants recruited by the Director of the Wenham COA and the Age-Friendly Consultant. All of the focus groups were held at the Wenham Museum, and each lasted between one and one-and-a-half hours. Notes

¹ The term "senior" is used to refer to anyone age 60 and older. This usage aligns with language included in the Older Americans Act. Where available, data are presented for the age 60 and over population; however, in some cases, existing data are only available for the population age 65 and over.

from the focus group discussion were drawn from a dedicated note-taker (a member of the CSDRA team) and from audiotapes of the focus group conversations. Each focus group started with introductions and an explanation of the Age-friendly framework presented by the discussion leader, followed by a group discussion. The discussion began with a focus on Wenham features considered to be positive assets for older residents and those seeking to age in place, followed by a discussion of features that could be improved. Suggestions offered by the focus group participants and relating to specific initiatives or potential action items were recorded and noted in the narrative below. A total of 32 individuals participated in the focus group discussions, including six representatives from Wenham town offices (one group), seven representatives from nonprofits and other key organizations in Wenham (one group), and 19 Wenham residents of all ages (two groups).

Results

Demographic Profile of Wenham

According to the American Community Survey (ACS), there were about 5,135 residents living in the Town of Wenham in 2016. About 33% of the population were age 50 and older (See **Table 1**). Residents who were age 50 to 59 made up 13% of the population; residents age 60 to 79 comprised around 13%, and an estimated 7% were age 80 and older.

Table 1. Number and percentage distribution of Wenham's population by agecategory, 2016

Age Category	Number	Percentage
Under age 18	957	18%
Age 18 to 49	2,503	49%
Age 50 to 59	666	13%
Age 60 to 79	664	13%
Age 80 and older	345	7%
Total	5,135	100%

Source: American Community Survey, 2012-2016, Table B01001. Numbers are calculated from 5-year survey estimates.

The share of Wenham's population age 50 and older is slightly lower than in Massachusetts as a whole (**Figure 4**). About 36% of the Massachusetts population was in the 50 and older age group in 2016, compared to 33% of the Wenham population. Compared to the Commonwealth, Wenham also had a slightly higher share of residents age 60 and older, and the share of Wenham residents age 80 and older is almost twice the share estimated for the state as a whole. In 2016, Massachusetts residents age 60 or older comprised about 21% of the population, including 4% age 80 and over. In Wenham, about 20% of the population was 60 or older, including 7% who were 80 years and older.

Population growth in both Massachusetts and the Wenham has been concentrated in older age groups. Between 2000 and 2010, Wenham's total population increased by 10% while Massachusetts' population grew by 3%. In both Wenham and Massachusetts, the absolute numbers of residents age 50 and over grew substantially during this same time period (*US Census, Table QT-P1*). The segment of Wenham's population age 50 to 59 increased in size by 42%, and in Massachusetts overall by 29%. The population of residents who are age 60 and older increased by 14% in Wenham, compared to a 16% increase for the state.

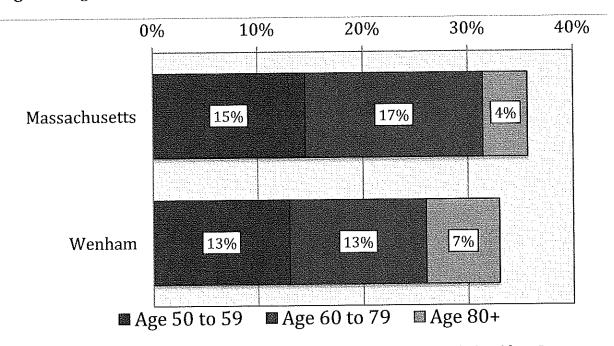


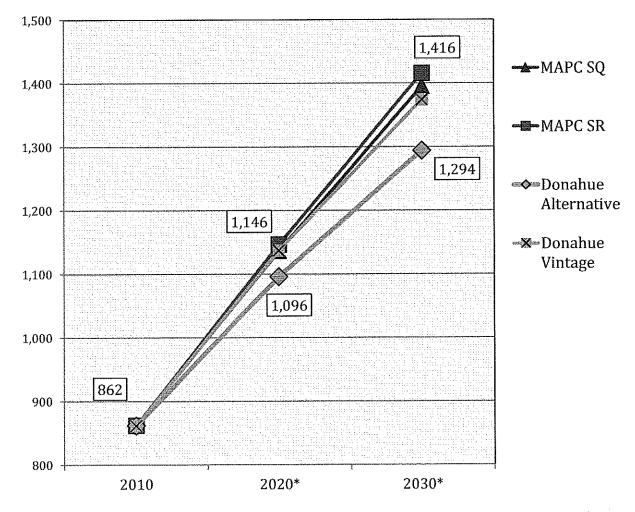
Figure 4. Age distribution in Wenham and Massachusetts

Source: American Community Survey, 2012-2016, Table B01001. Numbers are calculated from 5-year survey estimates

The number of older adults in Wenham is projected to continue to grow in the coming decades. **Figure 5** shows four sets of projections for the Wenham population age 60 and

over.² Two sets are generated by the Donahue Institute at the University of Massachusetts, and two by the Metropolitan Area Planning Council (MAPC). All of them suggest increases in the number of older residents.

Figure 5. Alternative Wenham projections; number of residents age 60 and older 2010 with projections to 2020* and 2030*



Source: Population figures for 2010 are from the U.S. Census.

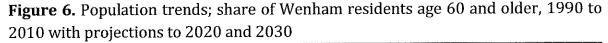
* The four sets of projections for 2020 and 2030 are from two different sources:

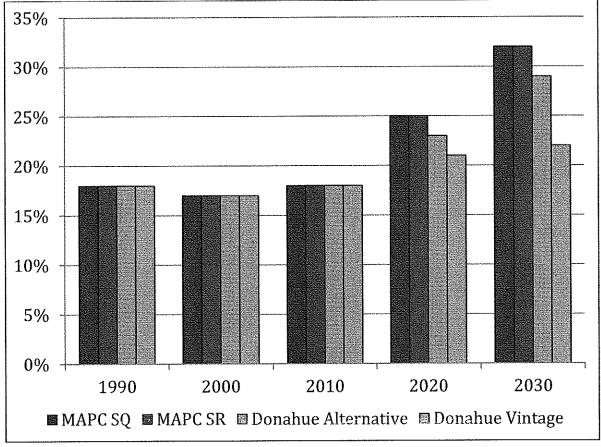
1. Donahue Alternative and Vintage projections are estimated by the Donahue Institute, University of Massachusetts http://pep.donahue-institute.org/

2. MAPC Status Quo (SQ) and Stronger Region (SR) Scenarios projections are prepared by the Metropolitan Area Planning Council https://www.mapc.org/learn/projections/

² Population projections are shaped by assumptions about birth rates and death rates, as well as domestic and international in-migration and out-migration. For more information on the methods used to create Donahue Institute projections, see Renski, Koshgarian, & Strate (March 2015).

Figure 6 shows the percentage of Wenham's population from 1990 to 2000 that is age 60 or older, based on U.S. Census figures, and the expected share age 60 or older based on the four sets of population projections for 2020 and 2030. In 1990, about 18% of the Town's population was age 60 and older; a percentage that remained at a stable level through 2000 and 2010. According to projections created by the MAPC, 25% of Wenham's residents may be age 60 or older by 2020, rising to more than 30% by 2030. Projections generated by the Donahue Institute at the University of Massachusetts imply a lower level of increase, with one series (Donahue Alternative) suggesting that 29% of Wenham's residents will be age 60 or older in 2030, and the other series (Donahue Vintage) suggesting 22%. Although it is impossible to know which projection series will more closely reflect the future population, we can be reasonably sure of two things: the number of residents age 60 or older will likely increase at least modestly.





Sources: Population figures for 1990 through 2010 are from the U.S. Census. Projection figures are from the Donahue Institute and MAPC. See source note in previous figure

Wenham is less diverse than the Commonwealth with respect to race. For all ages combined, about 91% of Wenham residents report their race as White non-Hispanic, compared to 74% in Massachusetts (*ACS, 2012 – 2016, Table B01001*). Very few older adults in Wenham report nonwhite race or Hispanic ethnicity. The older population may become more diverse in coming years as the current population ages in place.

A majority of Wenham's households have householders who are middle-aged or older. As used by the U.S. Census Bureau, a "householder" is the person reported as the head of household, typically the person in whose name the home is owned or rented. A large portion of householders in Wenham (83%) are age 45 and older³ including 48% who are age 60 and older (**Figure 7**). Despite the relatively small number of residents who rent their homes in Wenham, it is interesting to note that 66% of them are age 60 and older.

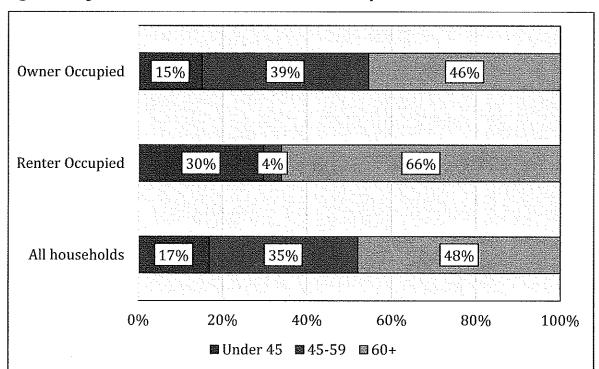


Figure 7. Age structure of Wenham householders, by owner status

Source: American Community Survey, 2012-2016, Table B25007. Numbers are calculated from 5-year survey estimates.

³ Many available Census data on the older population of Wenham are based on ages 45 and 65 as reference points rather than ages 50 and 60, as are used elsewhere in this report.

Most Wenham residents live in homes that they own or are purchasing (88%; **Figure 8**). Of those residents age 45 to 59 nearly all own their homes, along with 83% of householders age 60 and older. The prevalence of older homeowners has implications for what amenities and services are likely to be needed and valued by members of the community. Home maintenance and supports are often necessary for older homeowners—especially those who live alone—in order to remain comfortable and safe in their homes.

Additionally, according to data from the ACS, half of Wenham's household s have at least one individual who is age 60 or older (*ACS, 2012-2016, Table B11006*). This high proportion generally reflects the widespread demand for programs, services, and other considerations that address aging-related concerns, including health and caregiving needs, transportation options, and safe home environments.

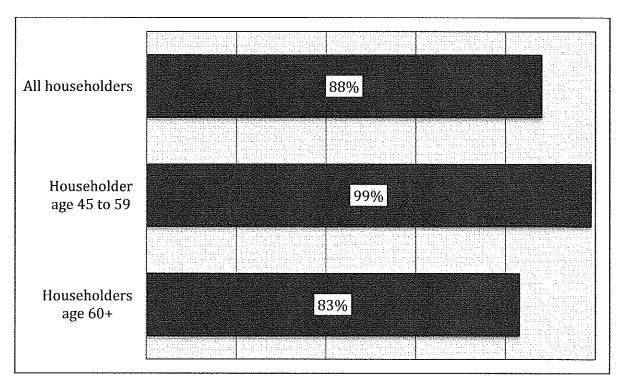


Figure 8. Percentage of Wenham householders who own their home, by age category

Source: American Community Survey, 2012-2016, Tables B25007 and B25011. Numbers are calculated from 5-year survey estimates.

A significant proportion of Wenham residents who are age 65 and older (30%) live alone. whereas 69% live in households that include other people, such as a spouse, parents, children, or grandchildren (**Figure 9**).

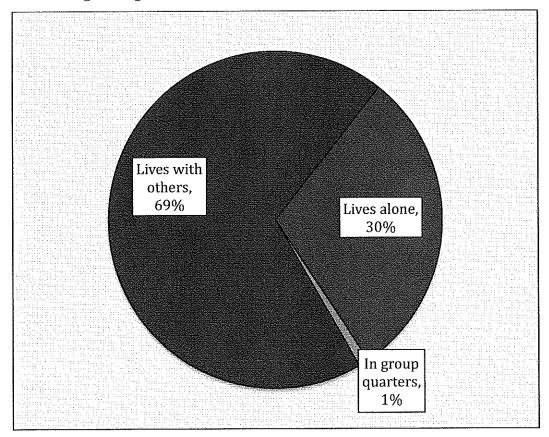


Figure 9. Living arrangements of Wenham residents, age 65 and older

Source: American Community Survey, 2012-2016, Table B09020. Numbers are calculated from 5-year survey estimates.

The ACS estimates on education suggest that Wenham residents are well educated on average, and about 44% of persons 65 and older have a bachelor's degree or more (*ACS*, 2012-2016, Table B15001). This educational profile contributes to the vitality and character of the community, which depends on older adults who value opportunities to be involved through volunteer and civic engagement activities, as well as late-life learning opportunities— activities that are often present in highly educated communities (Fitzgerald & Caro, 2014).

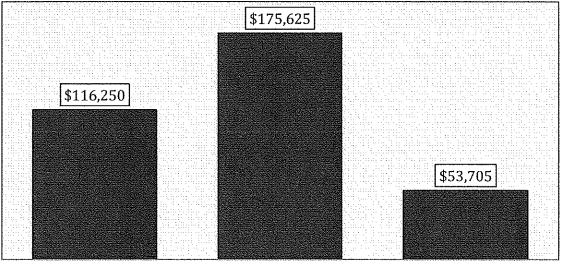
Similar to older adults living in communities throughout the U.S., a large proportion of Wenham residents aged 65 and over remain in the workforce. Over one-third of adults age 64 to 74 are participating in the labor force, along with 6% of those age 75 and older (*ACS*, *2012-2016*, *Table S2301*).

Nearly 65% of men age 65 and older report veteran status (*ACS, 2012-2016, Table B21001*), a higher share than is observed for the Commonwealth as a whole. As a result, many of

Wenham's older residents may be eligible to receive some benefits and program services based on their military service or that of their spouses.

With respect to household income, there is some comparative disadvantage among older residents in Wenham (**Figure 10**). Wenham's median household income across all-age households (\$99,375) is considerably higher than the income estimated for Massachusetts as a whole (\$70,954). Among householders 65 and older, the median income is \$53,705 which, although higher than the statewide median for this age group (\$42,707), is much lower than the median income of Wenham householders under the age of 65. Among Wenham's householders, those aged 45 to 64 have the highest median income at \$175,625—which is greater than the statewide median for this age group (\$87,533).

Figure 10. Median household income in Wenham by age and living situation of householder (in 2016 inflation-adjusted dollars)



Age 25 to 44

Age 45 to 64

Age 65+

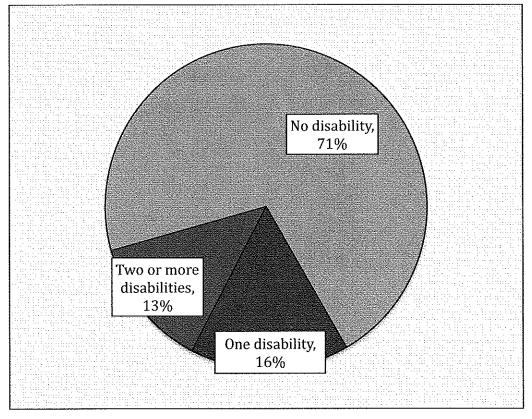
Source: American Community Survey, 2012-2016, Table B19049. Numbers are calculated from 5-year survey estimates.

Note: Includes only community households, not group quarters such as nursing homes.

The increased likelihood of acquiring disability with age is evident in data from the ACS. Many Wenham residents age 65 and older experience some level of disability that could impact their ability to function independently in the community. About 16% of Wenham's residents age 65 and older have one disability, and nearly 13% report two or more disabilities (**Figure 11**). Among the different types of disability that are assessed in the ACS, the most commonly cited by Wenham residents age 65 and older were ambulatory

difficulties —difficulty walking or climbing stairs—reported by 18% (*ACS 2012-2016, Table S1810*). Other disabilities experienced by older Wenham residents included hearing problems (14%), independent living limitations—difficulty doing errands alone, such as visiting a doctor's office or shopping—reported by 11%. According to the Massachusetts Healthy Aging Profile for Wenham, 14% of the senior population lives with Alzheimer's disease.⁴

Figure 11. Percentage of Wenham residents age 65 and older reporting at least one disability



Source: U.S. Census Bureau; American Community Survey, 2012-2016, Table C18108. Percentages by age group do not sum to 100% because people may report multiple difficulties and do not include those with no difficulties assessed by the ACS.

⁴ Massachusetts Healthy Aging Community Profile for Wenham

(https://mahealthyagingcollaborative.org/data-report/explore-the-profiles/community-profiles/).

Findings from Key informants & Focus Groups

Findings in this report are organized by the eight domains of community life as laid out in the Age-friendly framework and **Figure 1** above. For each domain a brief description of information gleaned from existing data and resources relevant to the topic is offered, followed by a description of Wenham's positive features and concerns as expressed by residents and others consulted through the focus group and key informant processes. Each section includes a set of suggestions offered by community participants regarding how Wenham could improve its age-friendly features. Although each group was presented with information to foster awareness of the elements and features involved in the Age-friendly framework, the facilitator did not insist that every domain be discussed, and the priorities addressed were initiated by the group. As a result, information provided by the focus groups and interviews, outlined below, is more expansive for some domains than it is for others.

Housing

Housing was a topic of extensive discussion in all four focus groups and was identified by every key informant as being a pressing issue facing the Town of Wenham as it grapples with planning for the changes to its population both now and in the future. In the coming decade, many middle-aged and older Wenham residents will encounter decision points regarding whether to remain in their existing homes, downsize to a smaller and perhaps more affordable residence in Wenham, or move to another community offering a better fit for their evolving circumstances. For the aging Wenham resident, factors likely to contribute to that decision include changing family and work commitments; shifting physical capacity to remain in one's current home; and the affordability of staying in a community where housing values, and the associated consumer costs, are high.

In addition to the housing concerns that arose, positive aspects of Wenham's housing landscape were noted. Enon Village, the Town's only affordable housing building, provides not only affordable living space but also social programming and is walkable to area amenities like CVS Pharmacy. In addition, there have been efforts taken by the Town in recent years to develop more housing options in Wenham. Two developments are underway: Wenham Pines, a 24-unit condo complex with 2 affordable units, and Maplewoods, a 60-unit affordable housing community for adults age 55 and older. Currently the development of Maplewoods has been stalled due to litigation, but if development proceeds it would advance Wenham past the 10% affordability requirement set by the state (Housing Needs Assessment, 2017).

Despite the recent efforts to develop more housing options in Wenham, there exists a lack of options for current older adults wanting to age in the Wenham community. Focus group participants and key informants noted that housing is a significant concern for residents of all ages, and is especially concerning for older adults on fixed or declining incomes. Even with the benefits resulting from high property values, housing costs were noted to be particularly problematic.

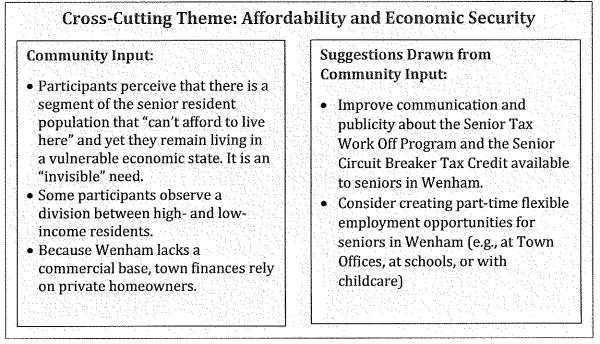
Suggestions Drawn from Community Input:

- Develop co-housing models in which older adult homeowners have a mechanism to rent rooms to both exchange social support but also earn some income.
- Create mechanisms for older residents to access trusted handyman services and other property maintenance resources.
- Develop housing closer to the "center" of Town
- Consider changes to zoning laws to accommodate "multi-senior" households wherein multiple seniors can share a singlefamily home.
- Develop more affordable downsizing options, preferably in walking distance to breakfast options, stores etc.
- Better educate the community on current zoning laws (for example, relating to accessory dwelling unit regulations).

According to focus group participants, lack of options causes older adults to leave Wenham, shrinking the social networks of those left behind. Participants identified the lack of any type of supportive housing (e.g., assisted living, nursing home, or continuing care retirement community) as another reason that older adults leave Wenham. It was also noted that those needing these levels of support must pay privately for assistance in their homes or rely on family care providers to age safely in the community. Physical maintenance of homes and property in Wenham was identified also by community participants as a reason for needing or

wanting to downsize. For those who remain living in Wenham as they age, a need for access to affordable and trustworthy home maintenance resources (e.g., lawn care, home repair or handyman services) was identified.

Virtually every group mentioned high property taxes as a factor compromising economic security. Participants described a spiraling "cycle" through which young families were drawn to Wenham because of its excellent school system, driving up the cost of housing and, in turn, the property tax levies. Participants recognized the difficulty placed on the Town budget in Wenham, in that the lack of commercial tax revenue due to the limited commercial base places heavy reliance on property taxes to fund municipal services. However, a pressing need for solutions to this problem was voiced.



There was discussion among focus group participants about the possibilities of utilizing the current housing stock in Wenham (primarily single-family homes) to generate new models of housing for seniors. For example, changes to zoning laws could allow multiple unrelated seniors to share living space or for seniors to rent rooms to adults as a way of both exchanging social support; as well as generating some supplemental income to offset the rising costs of living in Wenham.

Transportation

In many respects, transportation options in Wenham already include many age-friendly features. The Massachusetts Healthy Aging report lists Wenham as "somewhat walkable," and the AARP livability index ranks Wenham's transportation system highly, specifically citing availability of convenient transportation options. Wenham also offers public transportation options through the Massachusetts Bay Transportation Authority (MBTA), which serves Wenham via commuter rail (located in neighboring Hamilton), and the RIDE, a door-to-door paratransit service. In addition, the Wenham COA offers transportation services, including van service for grocery shopping or to visit the COA. All together, these features suggest that older adults in Wenham have some options for getting where they need to go.

Community participants acknowledged that Wenham has some positive transportation features. Participants value the proximity to public transportation options to Boston, and several positively evaluated a COA program that assists older adults with short errands.

Suggestions Drawn from Community Input:

- Recruit local residents to drive for Uber or
- Lyft and service Wenham residents.
- Pilot-test the use of the COA van for
- evening events or weekend programming.
- Learn more about how Hamilton's medical
- transportation system operates.
- Encourage the use of volunteer drivers, including for special events/outings.
- Generate a more creative slogan or name for the side of the COA van. For example, "Take a ride. You have earned it!"

Despite these transportation options, it was noted by focus group participants that to access public transportation, a person must be physically and cognitively capable of getting themselves to a station or stop. Further, the amount of time it takes to access public transportation in Wenham could easily amount to an entire dav. Some community participants describe "stigma" associated with using the COA van-as though taking the van indicates a "loss of independence" rather than use of a

convenient and affordable transportation option.

Wenham does not have a clearly defined "town center" and walkability of the community was identified as one area of transportation needing improvement. Some neighborhoods within Wenham are more walkable than others, but the "lack of connectivity" has implications for health, social interaction, and older adults' ability to get around the community safely. Other concerns and areas for improvement regarding transportation include the limited operational hours of the COA van (no evenings or weekends) and limited access to medical transportation.

Outdoor Spaces & Buildings

Wenham offers residents good proximity to beautiful trails and parks---positive features that promote quality of life. Only two municipal buildings in town are noncompliant with ADA requirements (the Fire Station and the Iron Rail rental building). Further, a recent (2017) Outdoor Spaces & Recreation plan identifies several "age-friendly" actions that will be undertaken over the next seven years. For example, the Town of Wenham plans to review the accessibility of local parks and outdoor facilities for children and adults with disabilities, identify walking facilities for seniors, install benches along local trails and improve signage and communication about local trails and parks.

Participants talked at length about the value of having a rural or "country" feel in the Town and yet still being close to cities like Beverly, Salem, and Boston. Despite the aforementioned

greenspace (e.g., trails and parks), participants made clear that there is very limited "walkability" in Town few sidewalks in the downtown area and few destinations or amenities to walk to exist. It was concluded that this lack of walkability not only presents a challenge to older adults who no longer drive or no longer wish to drive; it also has implications for the attractiveness of Wenham to younger residents who

Suggest	ions Drawn from Community Input:
• Ensu	re that all parks and trails in Wenham
are a	ccessible to people with disabilities,
inclu	ding parking, benches and signage.
• Bette	er promote the availability of local
gree	nspace in Wenham.
• Crea	te increased "connectivity" in Wenham
via s	idewalks, paths or bike routes.
• Deve	lop more destinations to walk to.

are seeking communities that have local amenities within a "town center". There are parts of Wenham in which this limited connectivity also means that residents may be less likely to interact with their neighbors—an activity identified as an important feature of "agefriendliness" by participants. In addition, participants identified some areas of Wenham, parks in particular, that were relatively unused and unknown to them. This prompted discussion of a need for communication about greenspaces (e.g., maps, descriptions, signage and local promotional events), and also accessibility in terms of parking, benches, and access by those residents with disabilities (e.g., ramps, paved trails, and trail widths that could accommodate wheelchairs or other assistive devices).

Communication & Information

Wenham residents can access many sources of Town information. Websites for the Town as well as for the COA provide a wide range of information useful to residents. The COA also distributes a monthly newsletter, *The Wenhamite*, which is posted online as well as distributed in print form. *The Wenhamite* largely includes information about activities and services available through the COA and is mailed monthly to 735 households with at least one member age 60 and older. The primary local weekly newspaper is the Hamilton-Wenham Chronicle. Several social media pages exist for Wenham residents to communicate among themselves.

Several participants noted areas needing improvement relating to information distribution and communication. A general lack of awareness about COA programs was observed, and

Suggestions Drawn from Community Input:

- Make *The Wenhamite* available as an e-news listserve to which residents may subscribe to receive information via weekly email.
- Expand the content of *The Wenhamite* to include services and other community resources.
- Create an online senior services directory including comprehensive information about services in the area.
- Use the Town Meeting Warrant Articles mailing as a way of distributing information about resources available in Wenham.
- Create a "Welcome Packet" for the COA to mail to residents when they turn 60 as well as new residents.
- Publicize a "senior information hotline" at the COA where knowledgeable staff/volunteers can answer questions from residents and family
- members about available resources in the area.
- Place suggestion boxes in high-traffic areas like the library or post-office to gather programming ideas for the COA.

participants in most of the focus groups suggested that residents need more information on aging-Several related issues. participants remarked that residents who don't use social media, including many older residents, are excluded from getting Town information when electronic media is prioritized. Participants discussed the importance of making information available to residents through multiple types of media, including both print and digital sources.

A few communication gaps across departments and organizations within Wenham were noted. Some participants highlighted barriers to communication among firstresponders and the COA, which can result in gaps in

communication about particularly vulnerable community residents.

There was consensus among focus group participants that there are not adequate information resources for Wenham residents. The need to access a variety of mechanisms to find information about what is available in the Town as well as regionally was noted, and finding information is particularly challenging for newcomers to Wenham. One resident points out that addresses are not always included on materials about events or programs. The perception is that residents "just know" where to go, which participants noted is not always the case. This idea that older residents of Wenham who are aging in their homes are not aware of the breadth of services available to them, coupled with an overall consensus that Wenham older adults are hesitant to "ask for help", results in a segment of Wenham residents unnecessarily living in vulnerable conditions.

Social Participation

Wenham residents have access to the Hamilton-Wenham Public Library, the COA, the

Suggestions Drawn from Community Input:

- Consider ways to expand the capacity of the COA to offer more programming, including increased collaboration with the Hamilton COA.
- Engage Gordon College to partner on programs that will foster intergenerational experiences in social, service or educational settings.
- Expand the "Senior to Senior" day program to exist longer than current one day, and develop relationships between various departments in Wenham.
- Develop a technology "help desk" at local schools where residents can get help over the phone or in person.
- Start a breakfast club at the Wenham Tea House for residents to gather and engage in conversation.
- Encourage neighborhoods to host block parties or organize neighbor meetings to discuss local issues and build stronger bonds.
- Leverage the library and Wenham Museum as partners in facilitating
- multigenerational-oriented programs.

Wenham Tea Room, and the Wenham Museum as social gathering spaces in Town. The COA and the library are specifically noted as assets in the community, both offering programming and space for residents to engage and enjoy. The COA is very limited in its physical space for programming activities. and Additionally, the library does offer space for meetings but is limited in terms of spaces for social interaction and participants noted the library does not provide regular opportunities for older adults or intergenerational programming. Participating residents observed that there is currently no community space in Wenham for residents of all ages to gather socially and engage in programming or service across generations.

Overall,therewasanacknowledgementamongallcommunity participants that there arenotadequateopportunitiesforresidents to engage socially. There arevery few physical spaces for residentsto gather, in part attributed to the lack

of a town center in Wenham. Further, it was noted that space at both the library and the COA is very limited in capacity. Participants suggested that lack of communal intergenerational gathering spaces perpetuates a perceived gap and lack of cohesion among parents, youth, and older adults in the community. There was agreement among community participants of all ages represented that intergenerational and multigenerational experiences are desired. Two specific opportunities for building these experiences were identified: partnerships with Gordon College, and expanding the existing "Senior to Senior Day" program that the public schools facilitate.

Community Supports & Health Services

Data from the Massachusetts Healthy Aging report suggests that Wenham has access to a number of health services in surrounding communities. In addition, the Town's most recent annual report makes recommendations for the Board of Health to collaborate with the COA

Suggestions Drawn from Community Input:

- Expand the social work capacity of the Town and/or the COA.
- Explore opportunities to develop a "Village" program or "Neighbors Brigade" program in Wenham.
- Target outreach and resource development for local and distant caregivers, include opportunities for respite.
- Continue to encourage residents to "check on their neighbors" during storms or extreme temperatures.

on programming.

Perhaps the most compelling challenge facing Wenham with respect to supports and health community is that of garnering services participation from residents. Nearly all identified this kev informants challenge, which makes it difficult to identify the needs of the community and thus be in a position to respond to those needs. It is clear that in order to address this pervasive challenge to serving the community, organizations

and municipal departments must work together, and in fact the most recent Town annual report recommended that the Public Health Nurse, the COA, the Buker Elementary School and Gordon College work together to boost health education and outreach to the community.

The second most pervasive need related to community supports as identified by participating residents and stakeholders was related to "aging-in-place" and the need for resources, information and support for older residents who are aging in Wenham. This need was noted as being particularly salient given the lack of housing with supports available in Wenham and the fact that many residents do not meet eligibility requirements for subsidized services like home care. Among participants, there was brainstorming about how to leverage neighbors as a resources for increasing support for older residents living in the community. Relatedly, participants recalled that during recent storms reminders were posted for residents to "check on their neighbors" and that this type of community messaging should be continued and expanded beyond storms.

Participants also discussed the barriers that young people face living in Wenham (e.g., high cost of housing, limited economic opportunities) and the overall trend towards families being more geographically dispersed which means that many in the older adult population do not have family nearby. Particularly among stakeholders and key informants, the scenario of "long-distance caregiving" was described as a common reality for older adults in Wenham. A few participants had direct experience dealing with these caregivers, and the needs they identified were largely related to difficulty in remotely obtaining information about local resources for their loved one, and difficulty in obtaining trustworthy sources for providing a realistic view of what is going on with their family member.

Civic Engagement & Employment

It is necessary for an age-friendly community to have opportunities for citizens to engage in volunteer and civic activities. The Town of Wenham is home to multiple opportunities for residents of all ages to be engaged in the municipal government. The Wenham Citizen's Leadership Academy was started as a way to recruit volunteers to boards and committees. The Academy is a 12-week evening program that educates residents about each of the Town Departments, boards and committees, and local policymaking and budgetary processes.

Additionally, Wenham has a fully-subscribed Senior tax work-off program with 10 residents enrolled. This program gives residents age 60 and older an opportunity to earn an abatement on their real estate property tax bill. The hourly wage is \$11.00 and the maximum annual abatement cannot exceed \$1,500. The positions available through this program are in various departments throughout the Town. Job placements are commonly made with the Town Clerk's Office, Town Finance Office, Town Permitting Office, COA, and the Hamilton-Wenham Public Library. The program is beneficial to residents both as a mechanism for obtaining some financial relief, but also an opportunity to be civically engaged in the community. Simultaneously, these tax work-off positions provide real value to Wenham by expanding staff capacity. One town department employer noted "I think those are really well spent dollars when we think about the value that you're getting here in Town Hall. For me, it's how I keep my department going. My office would not be in the shape it's in today without that program."

Participants observed that Wenham includes a large number of older adults who are well

Sugges	tions	Drawn	from Co	mmunity
<u>Input:</u>				

- Host the Citizen's Leadership Academy during the day to make it more
- accessible to seniors.
- Continue to ensure that older residents
- or a representative from the COA are
- involved in discussions about
- community planning.
- Limit the terms of boards and committees to ensure that healthy turnover occurs.
- Engage in a systematic review of boards, committees and commissions to ensure that mission statements are being adhered to and that duplication or gaps in services are not occurring.

educated, experienced, and able to contribute to the community. Several observed that as participants а community, Wenham effectively includes some of these older adults as active volunteers and civic participants. For example, many board and committee members are older adults. It was also mentioned that the COA Director is actively involved in planning groups around Town that have proven to be highly valuable.

There was a feeling among participating residents that existing boards and committees could benefit from some realignment with respect to their goals and missions. There was a perception among participating residents that, over

time, some of these governing boards have veered from their original missions and caused some dysfunction and duplication of efforts. This type of realignment could also be an opportunity to educate the community about the role and function of each entity. Finally, access to information about civic engagement opportunities was noted as a gap in Wenham. Although the Citizen's Academy is intended to help with that gap, it is currently only offered in the evenings and is not conducive to residents who do not drive at night. In addition, a discussion among focus group participants indicates some confusion about the eligibility requirements of the tax work-off program as well as a general lack of awareness of this benefit to Wenham residents.

Respect & Social Inclusion

The social isolation of older adults has become a public health crisis facing communities all over the world. It is associated with negative physical and mental health outcomes and creates challenges for communities as they seek to be supportive of residents aging in place. It is therefore a key goal of age-friendly communities to create environments where older adults of all backgrounds and abilities, including persons living with dementia, have the opportunity to engage with others. As outlined in the Social Participation section of this report, Wenham has few places for residents to gather socially and for older adults with limited mobility (both physical and in terms of transportation) and dwindling social networks, some features of the Wenham community increase the risk of social isolation among older adults.

Participants referenced the importance of the school system in Wenham as not only a strength of the community but a scaffolding of a social network in the Town. It was observed by participants that if you are not connected to the schools in some way, there are limited social networks to join in Wenham. Participants also observed that families do not stay in Wenham after their children have graduated from the school system and that parents are so busy with children's activities that there is not an opportunity to engage with older residents—both of these characteristics may contribute to the decay of sense of community. One participant noted "they move in, the kids go through the school districts, they graduate, and then people go elsewhere. That's really an issue in terms of the identity of the community...you would like to think there was a greater sense of community for them to want to stay."

One participating resident explained that if a resident is not connected to the school system or participating at the COA, there is "nowhere to fit in" in Wenham. That is, for "empty

Suggestions Drawn from Community Input:

- Continue to develop mechanisms for outreach, education, and support to families dealing with dementia.
- Consider re-messaging efforts at the COA to avoid inferences of ageism.
- Target engagement efforts at persons without children, including empty-nesters and seniors. For example, send a birthday greeting to residents when they turn 60, inviting them to the COA.

nesters" or residents without children, Wenham can be a difficult community in which to feel welcome.

Participants explained that many people originally moved here for the privacy offered, contributing further to a lack of belonging sensed by some residents. Older residents in particular may have concerns about privacy (e.g., vulnerable to scams or identity theft) as well as a fear of losing their independence. For example, key informants from the emergency response departments in

Wenham illustrate the difficulty they face in having older residents open their doors when they are responding to a call or offering non-emergent services (e.g., changing smoke detector batteries or making a wellness visit). It was evident that if residents are so hesitant to engage with trusted officials in the Town, they must also be wary of others, which was also voiced by participants.

A final theme that emerged relative to this domain is the perception in Town that being associated with the COA means you're "old" or "dependent", and participants were keenly aware that this issue requires some attention in order to engage more residents. There was discussion about how to redefine what it means to "age in Wenham." The COA is certainly a vibrant corner of the community; and participants were eager to build on that infrastructure to create more opportunities for the social inclusion of older residents.

Conclusion & Recommended Priorities

As Wenham moves towards becoming an increasingly age and dementia friendly community, the Town has an opportunity to utilize and build on the many assets already in place, including the COA and the human resource of its older residents. To aid in planning for the projected increase in the older population, this report provides Wenham and the COA with a tool that is informed by resident and stakeholder input. The contents of this report can be used to improve services and programs for older adults and to overall improve Wenham's standing as an age and dementia friendly community.

Based on the detailed findings reported here, we make recommendations to the team leading the *Wenham Connects* initiative as to the age and dementia friendly domains that should be prioritized. Given the weight of each topic in discussion with participants in this project, we recognize that Housing, Communication & Information, Community Supports & Health Services, and Social Participation domains be prioritized when developing an action plan. While it is not feasible for *Wenham Connects* to address all of the facets and needs of these domains, it is recommended that *Wenham Connects* considers what role their initiative can play in coalescing partners and leading advocacy efforts. Based on the needs identified in this report, we offer the following details about how *Wenham Connects* may begin to address each of the recommended priority areas:

<u>Housing.</u> Given that the high costs associated with housing in Wenham were identified by community participants as a crucial need of the senior community, we suggest that the *Wenham Connects* initiative consider ways to make tax relief programs available to the widest range of residents and advocate for other ways to bring economic support to seniors in Town via discounts on fees associated with housing or property maintenance. In addition, through exploration of alternative housing models, *Wenham Connects* can work as a liaison between the Town and senior residents to review existing zoning laws and pilot test these options as a way of addressing the serious need in Wenham for affordable housing options for seniors wishing to downsize.

<u>Communication & Information.</u> As evidenced through conversations from this project, awareness of resources and programs for seniors in Wenham and surrounding areas is inconsistent. We recommend that *Wenham Connects* prioritizes this domain as a way of centralizing communication to the senior population in Town and their caregivers. For example, communicating that one key function of the COA is a hub of information and referral to programs and services in the area could provide residents with a familiar point of contact. Further, the Wenham Connects initiative could function as a liaison between the senior community and the various news sources in Town to address gaps in communication and awareness about programs and services among residents.

<u>Community Supports and Health Services.</u> For families in Wenham who are providing care to an aging family member as well as those residents in Wenham who are receiving significant support from caregivers who does not live in Town, the need for additional support and information was identified. We suggest that the *Wenham Connects* initiative address ways of continuing community education about dementia and caregiving resources. To the extent possible, we also recommend that opportunities for dementia-friendly support or respite for caregivers, even for small increments of time, be explored. Through programs that bring together care providers in the community, Wenham Connects can provide opportunities for residents to share experiences and reduce feelings of isolation that can accompany care work. Identifying socially isolated seniors in Wenham was described as a difficult but important task for the *Wenham Connects* initiative. Drawing on the strong cohesion of neighbors, *Wenham Connects* could foster ways for residents to work together on strategies for addressing social isolation among seniors in Wenham. One example is to create ways for homebound residents and those living with dementia to participate in programming at the COA.

<u>Social Participation.</u> Results outlined in this report make it clear that physical space for residents of all ages to gather socially is limited in Wenham. Further, there was a strong

sentiment among participants for the need for more opportunities for social interaction across generations in Wenham. We suggest that the *Wenham Connects* initiative encourage utilization of existing spaces such as the Wenham Museum, the Tea Room, and the library to hold space for regular intergenerational programming. In addition, *Wenham Connects* could work on building participation from local entities and build on existing intergenerational programming such as through engaging Gordon College and expanding the "Senior to Senior" program with the school. Encouraging informal groups or neighborhood-led spaces for interaction, for example encouraging block parties and neighborhood meetings, is an additional way *Wenham Connects* could help foster social participation among residents of all ages given the limited physical spaces available.

The next steps for *Wenham Connects* will be to engage with residents and stakeholders to develop an action-planning process. The information and suggestions provided in the report can be used to develop an action plan and activities. The suggestions and needs are meant to act as a guide and tool and not a prescription or requirement for what actions follow.

Resource List

Massachusetts Healthy Aging Community Profile, Wenham (Essex) (2018): <u>https://mahealthyagingcollaborative.org/wp-</u> <u>content/themes/mhac/pdf/community_profiles/towncode320.pdf</u>

Open Spaces and Recreation Plan Update (2018): <u>http://www.wenhamma.gov/boards and committees/open space and recreation commit</u> <u>tee.php</u>

Town of Wenham Annual Report (2017): <u>http://www.wenhamma.gov/important_documents/docs/WENHAM%202017%20TR-WEB%20COPY.pdf</u>

Town of Wenham Housing Needs Assessment (2017): <u>http://www.wenhamma.gov/boards_and_committees/docs/Wenham%20Housing%20Ne</u> eds%20Assessment%202017%204-3.pdf

Wenham Connects Community Forum Notes (2018)

BOARD OF SELECTMEN MEETING

November 27, 2018

NEW BUSINESS E.

Discussion on Concept of Shared Human Resource Function with Hamilton and Manchester

(10 minutes)

- Emails regarding HR Essential Functions from Joseph Domelowicz, Hamilton Town Manager, and Greg Federspiel, Manchester Town Administrator, November 20, 2018
- Outline of Functions and Structure of Agreement for Possible Shared HR from Joseph Domelowicz, November 2018
- Letter regarding Human Resource Audit from Carol Granfield, Senior Consultant, Municipal Resources, April 1, 2017
- Town of Wenham Human Resource Policy/Procedure Audit, Municipal Resources, Inc., April 2017
- Professional Services Agreement between the Town of Wenham and Municipal Resources, Inc. for Human Resources Audit, December 9, 2016
- Letter regarding Wenham application for MIIA's FY16 Risk Management Program from Peter Lombardi, Town Administrator, September 6, 2016
- MIIA Risk Management Grant Application, September 6, 2016
- Letter regarding Wenham application for MIIA's FY16 Risk Management Program from Peter Lombardi, Town Administrator, September 25, 2015
- MIIA Risk Management Grant Application, September 25, 2015

Peter Lombardi

From:	Greg Federspiel <federspielg@manchester.ma.us></federspielg@manchester.ma.us>
Sent:	Tuesday, November 20, 2018 5:21 PM
То:	Joseph Domelowicz; Peter Lombardi
Subject:	RE: HR Essential Functions

Thanks for summary Joe.

My Selectmen and FinCom are also receptive to this proposal. I would like to keep pursuing this! Happy Thanksgiving to you both. Greg

Gregory T. Federspiel Town Administrator Town Hall 10 Central Street Manchester by the Sea, MA 01944

Office: 978-526-2000 FAX: 978-526-2001 federspielg@manchester.ma.us

From: Joseph Domelowicz [mailto:jdomelowicz@hamiltonma.gov]
Sent: Tuesday, November 20, 2018 5:08 PM
To: 'Peter Lombardi'; Greg Federspiel
Subject: RE: HR Essential Functions

Peter and Greg,

Hope you are doing well and all ready for Thanksgiving. Peter per your request yesterday, here is my attempt at a short primer (high level) on the initial proposal for shared HR.

I'm not sure if you need more than this. My board (and FinCom) have been supportive of the concept with this level of detail to this point.

I heard form Mark Fine at MAPC today and he said that he and Laurie on his staff would have some "initial proposals" back to us by next week.

Peter, not sure if you were aware that MAPC (at no cost to us) has already agreed to help us move this conversation along on a short time frame. I sent them some of the materials we shared between us (not your MRI reports) when we started this conversation and they are doing this as a technical assistance project.

Mark said they are already looking at comparable job descriptions, salaries, etc."

If you need any additional information or have any questions feel free to reach out...I hope this helps.

On a separate but unrelated topic, I am talking to Alan Gould next week about him quoting us for contract services in case we are not able to move forward with this this year. I plan to have a line item for providing this function here, but my preference is to work with you guys, feel like we all need the same things.

Let me know what else you need from me, Joe

Joseph Domelowicz Jr.

Town Manager Town of Hamilton 577 Bay Road Hamilton, MA 01936 jdomelowicz@hamiltonma.gov (o) (978) 626-5201 (m) (617) 290-7060

From: Peter Lombardi [mailto:PLombardi@wenhamma.gov] Sent: Monday, November 19, 2018 2:01 PM To: 'Joseph Domelowicz'; 'federspielg@manchester.ma.us' Subject: RE: HR Essential Functions

Joe,

Do you have any further detail on this? I want to have an initial conversation with my Board at their meeting next week and need a high-level summary of what is proposed.

I also have a call scheduled with Bob Dean from the Franklin Regional Council on Government tomorrow morning to talk about their attempts to regionalize the HR function (the only place that I have heard about trying something along these lines that wasn't a Town/School shared function). Thanks.

Peter

Peter Lombardi Town Administrator

138 Main Street Wenham, MA 01984 978-468-5520 x.2 http://wenhamma.gov

From: Joseph Domelowicz [mailto:jdomelowicz@hamiltonma.gov]
Sent: Wednesday, October 10, 2018 10:31 AM
To: Peter Lombardi; federspielg@manchester.ma.us
Subject: HR Essential Functions

Good morning to you both,

Attached please find a very rough draft of a statement of HR functions I am looking to fill in the upcoming budget year.

After speaking to you each separately, I feel like we all have may have similar needs and concerns with regard to HR function in our organizations and it also seems that we may be able to share this service between our three (or just two) communities.

Would love to talk more about this. In broad brush terms, I am thinking that a full time HR who works separately but in a coordinated way with each of our benefits coordinators should be able to accomplish a lot of the things on the attached list. I am eager to hear what you think. Together our three towns' staffs are the same size as larger communities that get by with on HR and one BC staff, so I do think this is plausible and by sharing the position we could limit the impact to any of our budgets.

Let me know if you want to get together (all three of us) to discuss this further.

Best regards, Joe

Joseph Domelowicz Jr. Town Manager

Town Manager Town of Hamilton 577 Bay Road Hamilton, MA 01936 jdomelowicz@hamiltonma.gov (o) (978) 626-5201 (m) (617) 290-7060

Outline of functions and structure of agreement for possible Shared HR

Principal HR Functions sought from Regional HR Agreement

- Provide day-to-day support to Town Manager/Town Administrator and department heads for Human Resources functions
- Administers recruitment processes
- Updates job descriptions and wage/salary classification
- Oversees on-boarding of new employees
- Works with payroll and benefits staff to ensure employees are properly compensated
- Assist in preparation for collective bargaining
- Oversees grievance and arbitration processes
- Oversees hiring and promotion processes to comply with all laws, regulations and applicable policies
- Serves as point of contact with relevant state agencies such as Civil Service, MA Human Resources Division, etc.
- Maintains all employee records in secured environment in accordance with state and federal laws and best practices
- Updates employee and personnel policies and procedures
- Oversee FMLA
- Reviews all employee/personnel action for consistency with town policies and contracts
- Maintains records of training for all employees and schedule for re-certifications as necessary based on job functions
- Attends relevant conferences and maintains a working knowledge of best practices in HR

Proposed Structure of Agreement

- Three way shared services IMA between Hamilton, Manchester and Wenham
- Propose a renewable three-year initial term, with standard language for severability
- Hamilton has offered to host the position and bill the other partners for their share, though that can still be discussed.
- If Hamilton hosts, we would propose and endorse a unified annual evaluation process of the employee with all three chief municipal officers involved and all three involved in the screening, interviewing and selection of the employee.
- Proposing even, three way split based on a 37.5 hour work week 12.5 hours per community. The agreement could be written to provide flexibility in the assessment of 12.5 hours per week to be equalized on a quarterly basis, with billing on a quarterly basis, but a minimum number of set hours in each town per week.

- Hamilton would provide laptop computer, and office and meeting space in Hamilton. The other communities could make similar accommodations for office and meeting space as they are able.
- Salary range is preliminarily proposed to be between \$75,00 and \$95,000, plus benefits to be split equally We have asked MAPC to conduct a salary survey and advise if that salary range is appropriate.
- MAPC has already agreed to provide resources to assist us in the formation of an IMA and the development of a job description and appropriate qualifications.

120 Daniel Webster Highway Meredith, NH 03253



tel: 603.279.0352 • fax: 603.279.2548 toll free: 866.501.0352

April 1, 2017

Peter Lombardi Town Administrator 138 Main Street Wenham, MA 01984

RE: Human Resource Audit

Dear Mr. Lombardi:

Enclosed is the completed Human Resource Audit Report that should provide you with a thorough review, evaluation, and Action Plan for the continued development of Human Resources for the town. It was a pleasure working with you and a variety of the town staff. Everyone was most helpful with providing information and input.

I would be pleased to further discuss any aspects of this report that may be of help to you, and would be happy to provide you with further assistance in the future if needed to implement any of the recommended actions.

Best regards,

Carol M. Granfield

Carol M. Granfield, ICMA Senior Consultant REPORT

TOWN OF WENHAM, MA

HUMAN RESOURCE POLICY/ PROCEDURE AUDIT

APRIL 2017

Prepared by: Municipal Resources, Inc. 120 Daniel Webster Highway Meredith, NH 03253 603-279-0352 866-501-0352 Toll Free 603-279-2548 Fax <u>all@mrigov.com</u> <u>www.mrigov.com</u>



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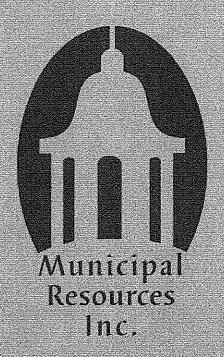
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REPORT



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REPORT

TOWN OF WENHAM, MA

HUMAN RESOURCE POLICY/ PROCEDURE AUDIT

APRIL 2017

INTRODUCTION

The Town of Wenham, Massachusetts, engaged Municipal Resources, Inc. (MRI) to conduct a Human Resource Policy/Procedure Audit and provide a corresponding action plan. The results of the audit, along with a recommended action plan, is contained in this report.

Scope of Services

The objective of the audit was to perform:

- A comprehensive review and analysis of the Human Resource functions and operations.
- A thorough analysis of employment and hiring practices and policies; benefits and leave administration; personnel policy administration; safety and health policies; performance appraisal review; termination policies; training and employee development programs; and other functional areas of concern to the town during the analysis.
- Review of orientation and onboarding systems.
- An assessment of compliance with laws such as ADA, FLSA, and HIPAA.
- An analysis of the effectiveness of current Human Resource practices within department structures and/or centralized systems.

- A review of Human Resource records management systems and Human Resource Information Systems (HRIS).
- > Findings and recommendations.

Methodology

The methodology utilized included interviews and survey interview questions of key management staff in the town. In addition to interviews, there was extensive review of existing policies and procedures, practices, union contracts, and Human Resource data.

Human Resource Overview

The population of the town is 5,092 (based on the Census Bureau figures released in December 2016), and covers a total area of 8.09 square miles. The town currently employs 47 full-time positions, and hires another estimated 50 seasonal and part-time employees, for a total of approximately 100 employees. A three-person elected Board of Selectmen has the authority to establish Personnel Policies for employees of the town, in accordance with Chapter II, Bylaws of the town. The personnel policies may include any conditions of employment not otherwise governed by state or federal law. The Town Administrator, along with many other responsibilities, oversees the town's personnel system; proposes personnel policies to the Board of Selectmen; maintains personnel records of employees; and acts as Affirmative Action Officer for the town, in accordance with the Town Administrator Job Description that was amended by the Board of Selectmen on December 31, 2014.

Human Resource Current Practices

The Town Administrator has certain functions handled within specific departments. As the major departments are currently taking care of many of the Human Resource functions within their departments, there is some discrepancy between how each are addressing the functions. There needs to be more consistency in practices, and more centralization of the Human Resource function, as several departments are addressing it differently. The primary Human Resource functions are handled by the Town Administrator and personnel within his office.

The Town Administrator has directed that benefits, to include town insurance policies and payroll functions, be handled by the Finance Department. During the course of this study, a reorganization occurred. The responsibility for benefits and payroll was previously handled by the Treasurer/Collector. The result of the reorganization now is that the benefit and payroll functions are the responsibility of a newly formed combined position of Finance Director/. Treasurer Collector.

The town currently has three union contracts: AFSCME, Call Firefighters, and Police, which cover the majority of positions. Additionally, the town has a contract agreement with the Town Administrator, some department heads, and other positions (Fire Chief, Fire Captain, Police Chief, Police Captain, Public Works Director, Water Superintendent, and the Library Director). The Town Administrator participates in labor negotiations as directed by the Board of Selectmen.

Town Administrator

The Town Administrator is the primary individual responsible for handling personnel and Human Resource issues for the Board of Selectmen. Prior to the current Town Administrator, there was no significant direction provided to department heads pertaining to Human Resources. The current Town Administrator has been very instrumental in moving forward with seeking to improve all aspects of Human Resources. This audit is an example of the Town Administrator and the organization working to address improvements needed in Human Resources. Previously, in November 2016, a compensation and classification study was conducted by the Collins Center for Public Management for non-union positions that developed a classification and pay system. Part of the study also included the development of job descriptions. The town has a very outdated Employee Handbook, and the Town Administrator had the town's legal counsel review the entire handbook and provide recommendations to make the handbook and policies legally compliant and current. This was provided to the town by legal counsel in April 2016. To date, no changes have been made; however, the various proposed recommendations were reviewed as part of this audit and will be addressed in this report. The work conducted on the Employee Handbook by town counsel, along with the results of this Human Resource Audit, now provide the Town Administrator with comprehensive information to review and provide the Board of Selectmen with recommendations.

Finance Director/Treasurer Collector

As a result of a reorganization, the duties of the Treasurer/Collector have been combined with the Finance Director position, with a new job description accepted on February 7, 2017, reflecting the updated duties. Additionally, a revised Compensation and Classification Plan was adopted by the Board of Selectmen on February 21, 2017, which reflects the new classification and pay rate of the Finance Director/Treasurer Collector. The position continues to be responsible for handling the benefits and payroll. This position has been most helpful to all departments.



MANAGEMENT FEEDBACK ON HUMAN RESOURCES

Interview and survey data feedback was received from ten key management staff pertaining to the Human Resource functions and services provided by the Town Administrator or his designee. It should be noted that all the survey responses were anonymous to ensure the responders would be entirely open with their comments. The following represents information received, which includes both specific responses to questions, as well as some averages of ratings on a scale of one to ten, with ten being the best.

Human Resources Assistance

- The Human Resources function is currently provided by the Town Administrator, or his designee, for services such as benefits. The Finance Director/Treasurer Collector and Finance Department currently handle the benefits work and payroll. It was stated that as of a couple of years ago, HR was almost nonexistent for the town. It has come a long way in a short time and as it progresses, training will be required, as most department heads have been with the town for many years and have become use to working without this function.
- Currently the HR functions are split between the Town Administrator's office and the Finance Department, and it was felt it should be centralized in one department, with one dedicated person handling the overall HR functions to provide consistency.
- The assistance currently provided to departments includes benefits, new hire processing, insurance and retirement questions, payroll processing, and some of the recruitment process.
- The comments were overall positive for the current level of assistance provided.

Rating of Interaction with the Departments that Provide HR Services

• Overall average of ratings is 7.7%.

Things that Need to be Done to Increase Interaction Rating to 10

- Have a basic performance review at the end of the year to ensure performance of job tasks in accordance with expectations.
- Place job recruitment advertisements in local paper.

- Sole dedication of one position to Human Resource work, rather than an add on to a position.
- Town policies need to be applied consistently among departments, such as benefit waiting period for new employees and personnel reviews.
- Supply more initial information for new hires pertaining to payroll and time off.
- Provide more professional development for all town staff.
- More continuity pertaining to new hire/appointment and paperwork process, as there currently are delays due to lack of cross-communication.
- There is a need for clearer policies.

Is Human Resource Assistance Conducive to Management's Professionalism, Efficiency, and Effectiveness?

• There was an 80% response of yes to this question.

Training Programs and/or Policies Needed

- There should be an annual benefits general review, specifically highlighting any changes.
- An Employee Handbook with updated policies was suggested by several respondents.
- New and updated policies with training on the policies is needed.
- There should be a thorough employee orientation program for new employees, with safety training for all employees.
- New hire information sheet with basic policies/procedures.
- A measurable feedback system with some type of step system for merit increases.
- Pizza Friday lunches was proposed.

Rating of Overall Human Resource Services Provided by the Town

• Overall average of ratings is 6.1%.

Town Human Resource Services Provided That Should Be Enhanced Or Improved

- Building an HR department with a dedicated employee who handles only HR.
- Once the employee handbook is updated, department heads should receive some training on the following: current laws, sexual harassment, hiring/firing practices, and personnel reviews.
- The employee handbook needs to be rewritten to modern standards.
- Health Insurance should be reviewed with possible departure from GIC.

The Following Average Overall Ratings Are Provided On How The Following Human Resource Items Are Handled By The Town

٠	Recruitment	4.4%
•	New Hire Orientation	4.4%
•	Benefits	6.7%
٩	Skills Testing of Applicants	3.8%
٠	Explanation of Personnel-Related Policies	3.5%
\$	Training Programs	4.3%
٠	Interaction with Employees	7.7%
8	Timeliness	7.9%
	Quality of Work	7.9%
٠	Guidance to Supervisors	6.2%
6	Communication with Departments	7%
٠	Job Descriptions	6.1%



6	Performance Appraisals	3.3%
•	Safety/Risk Management	4.2%

If Something Could Be Changed About How The HR Services Are Handled Or Provided, What Would It Be And Why?

The following represents a summary of responses received:

- HR Department is needed to be a successful organization.
- HR Newsletter would provide information to employees on a regular basis.
- An Employee Handbook, as not aware that one exists.
- The recruitment to new hire process, as it is not timely enough. The process is thorough, but keeps people in limbo for too long.
- Provide more information to new hires as it makes the transition easier for them.
- The Pizza Friday lunch was suggested because if there were any leftovers, there would be something for employees to look forward to on Monday mornings.
- Hire a part-time HR position in order to have a more focused approach.
- Include volunteer roles being filled through the tax work-off program in order to provide better understanding of each department's needs.
- Hire a retired benefits professional in order to keep costs down.
- Have a person with more time to do HR work, as it is not fair to the current individual to perform the job in addition to all other regular duties.
- Update personnel policies as they have not been updated since 2001. Provide additional training so departments are more consistent throughout the town, this will assist with the town being more compliant.
- More structure is needed.
- Modern policies are needed as current ones are very outdated.



• Staff training is needed due to liability issues.

What Are The Best Things About The Human Resources Services/Operations?

- Interaction with the personnel that currently handle HR.
- Staff providing responses (3).
- Availability to discuss.
- Great people/personal approach small town.
- New job descriptions.
- Trying to think ahead and make better systems, be more professional.
- Good communication.
- Quick response to questions.
- Current personnel try to do what they can to answer all questions.
- There is not a lot of micromanagement for department heads, which is appreciated.
- Appreciation of the trust received from the town.
- Caring, compassionate staff.
- Receive answers to questions.
- Current situation is a huge improvement over basically having nothing at all only a few years ago.

What Are The Most Pressing Problems With The Current Human Resource Services?

- Human Resources Department is needed.
- Employee handbook is outdated and needs updating (2).
- Training programs for department heads and employees.



- There is no real Human Resource Department.
- Slow recruitment/hiring process.
- Lack of measurable feedback program.
- There is no system for raises for non-union employees, other than following the lead of the union contracts.
- No pressing problems (2).
- Department Heads should receive more training concerning labor laws.

Is Information Pertaining To Department Employees Provided To The Town Administrator Or His Designee To Be Included In The Official Personnel File?

 Responses indicate that 50% of the departments do not provide information, or have never been asked to provide information; the 50% of the departments that do provide information vary on what is actually provided. Some items mentioned include annual personnel reviews, employee action forms, and some new employee terms of employment. Additionally, it was noted that no negative experiences are provided for the personnel file. There also was some question as to where the official personnel file is kept.

Other Suggestions Provided That Could Contribute To Improve The Human Resources Operation and/or Services Provided By The Town.

- The update of an employee handbook has been continually cited by many.
- Faster recruitment/hiring process (especially with setting up meetings and getting back to candidates).
- Make a packet for new hires about day-to-day information they should be aware of.
- Feedback meetings with employees.
- Provide a clear indication of who one should approach for specific HR questions;
 i.e., should it be the department head, Town Administrator, Finance
 Director/Treasurer Collector, or other individual.



- Have someone with more time to spend dealing with all HR issues.
- Hire a part-time Human Resources person to review and improve HR operations and focus more time on the HR subject.
- Provide more information pertaining to HR to department heads.

The information gathered from management indicates for the most part, that while there has been improvement and expansion of Human Resource services provided by the current Town Administrator through his office or that of the Treasurer/Collector, there is a significant need for consistency, Human Resource policy update, understanding, and more time devoted and/or centralization of these services.

COMPLIANCE ASSESSMENT

MRI conducted an extensive review of the town's policies and procedures for aspects associated with Human Resources, with specific attention given to issues pertaining to compliance with state and federal laws, as well as any personnel related policies in effect. An Audit Checklist was utilized to help analyze the status of Human Resource functions in the town. Appendix A includes the details of the checklist. A summary of the findings follows.

Policies, Procedures, and Union Contracts

The town does not have a formal Personnel Bylaw or Personnel Plan that delineates all policies pertaining to a variety of personnel functions or programs. There is a very outdated Employee Handbook that includes limited policies (adopted in 2001) that the Town Administrator had reviewed by town counsel, and recommendations were provided in April 2016. To date, none of the recommendations have been implemented. Some additional policies have been adopted by the Board of Selectmen and supplement the current Employee Handbook; however, they all are in varied formats and many do not have the actual date of adoption on the policy. It is understandable that many departments are not even aware some of the policies exist. It was very clear from the managers interviewed and data provided from them in the survey that an updated Employee Handbook is needed, and all policies should be reviewed, updated, and implementation explained. Once a policy is in effect, the step-by-step procedures to be followed could be included in an Administrative Regulation issued by the Town Administrator. This would be a new method for outlining procedures in a standard format and is shown in Appendix B. The sample Administrative Regulation in the Appendix would be the first one issued. Subsequent Administrative Regulations could then be issued that would detail procedures and processes, so employees and department heads could refer to them. As procedures change, they could be easily updated and a revised Administrative Regulation issued. Many organizations utilize this approach for processes and procedures for items such as



payroll, performance appraisals, purchasing procedures, incentive programs, and policies that require a step-by-step procedure for implementation.

The various union contracts provide much of the information needed for the unionized positions and procedures; however, it does not cover everything, and new policies and regulations implemented could be followed by the union, but could not supersede the union contract, as the union contract would have precedence unless it was contrary to the law. Anything beyond would require negotiation. The union contracts should also be reviewed by both management and the union in an effort to have consolidation of all memorandums of agreement incorporated into the contracts, if there are any that have not yet been included in the recent agreements. This should be done in the future, as without this being done, it is extremely cumbersome for both management and the union to easily follow all terms of the contracts. The union agreements that are in place appear to be current, and processes are being followed by the town.

The following is a list of policies found that are being utilized and should be reviewed, updated, and incorporated into the Employee Handbook or Personnel Bylaw to be adopted, with some then being issued as Administrative Regulations to detail procedures:

- 1. Hiatus Period Compensation for New Hires; adopted July 22, 2016.
- Designation of Day after Thanksgiving as Official Holiday; adopted November 10, 2016.
- 3. Criminal Offender Record Information (CORI) Policy; adopted date undetermined; new compliant policy as of 2016 provided by town counsel.
- 4. Personnel Evaluation Policy; adopted August 20, 2002; town counsel approved as to legal form; the implementation of this has not taken place over the years on a consistent basis.
- 5. Sick Leave Incentive Policy; adopted April 3, 2007, and effective July 1, 2007; town counsel approved as to legal form; however, for purposes of administering the policy town counsel suggested to consider revising it so employees are rewarded for not using sick leave during a defined window rather than a rolling six-month window. The audit review concurs with this suggestion.
- 6. Travel Expense Reimbursement Policy; adopted April 7, 2015; town counsel reviewed and the audit concurs with recommendations to revise the policy to just reflect the current IRS mileage rate and not list a specific amount, and also to delete the sections "Meals and Miscellaneous Expenses" as it is unnecessary based on other wording in the policy.



- Call Firefighter Health Benefit Package Authorization Policy; adopted October 21, 2003; town counsel reviewed and the audit concurs with amending the document to clarify the scope of fringe benefits offered to the town's Call Firefighters.
- 8. Outside Employment Policy; adopted August 20, 2002; town counsel reviewed and the audit concurs with deleting the section exempting part-time employees and employees engaged in outside employment prior to September 2002.
- 9. Requests for Leave Policy; adopted July 30, 2002; this is a combined policy and form, and the policy should be in a format consistent of all policies, with a form for processing the request. The form could be attached to an Administrative Regulation which delineates the process.
- 10. Vehicle Use Policy; adopted October 4, 2005; town counsel reviewed and the audit concurs with legal form, and as recommended by the insurance carrier.

All of the Human Resource policies should be reviewed on an annual basis and updated in particular to address any law or legislative changes. Technology is fast changing and policies such as one on social media should be written. There are several policies that should be implemented in the future, which will be addressed in the recommendations provided. A thorough review and update of the Employee Handbook was conducted in 2016 by town counsel; however, recommendations were not provided to the Board of Selectmen, and thus was additionally reviewed as part of this audit. The audit review concurs with recommendations provided by town counsel, along with the additional recommendations provided in this audit.

Job Descriptions/Classification

The town had a wage and classification study conducted for non-union positions in 2016, by the Collins Center for Public Management. The job descriptions developed in the study were reviewed and are in a legally required format. The Towns of Hamilton and Wenham have a joint library for both towns. A Joint Library Agreement was adopted December 21, 1998, which describes the parameters of the joint library. The Library contracted for a different wage and classification study with the consultant, Randi Frank. The study generated new job descriptions, with a different format from that of the Collins Center study. The library did not adopt the job descriptions. The three union contracts include pay and classification scales that list all positions covered in the contract. The audit review included reviews of all current job descriptions for non-union and union positions.



Job descriptions in the Public Works Department covered by the AFSCME union contract have been updated periodically by the Director of Public Works, using an internal template as needed over the years. While the primary components of job descriptions such as essential functions and requirements are included, they are not fully consistent in format and should be dated when updated.

Job descriptions for Fire Department positions were reviewed and included components of essential functions and requirements; however, there is a need for consistent format and date of adoption.

Police Department positions have job descriptions or duties and requirements incorporated into the Police Policies and Procedures that was completed for accreditation of the department in 2011. Additionally, job descriptions, in one format, for these positions should be prepared separate from the policies and procedures of the department.

The town is inconsistent regarding having complete, detailed job descriptions in the same format, and including all components necessary. The recent wage and classification study conducted in 2016 presents a positive model that could be followed for all descriptions. There should be a consistent format for job descriptions for positions in all town departments that include all necessary components, such as the essential functions, requirements, physical, and environmental sections. Having accurate job descriptions is a requirement of the Americans with Disabilities Act and needs to be a regular practice.

Position classifications exist within union contracts and are addressed separately for non-union positions. The FLSA status should also be included in job descriptions or within the classification plan, and updated as the status changes. This does not seem to be addressed in a consistent basis within either the job description or the classification plan.

Internal and External Job Postings and Advertisements for Vacancies

There are procedures and certain requirements for postings listed in union contracts and in the Employee Handbook (2-2). The audit reviewed several recent job postings, and they listed the appropriate information regarding the process, and information relating to the job description, requirements, and compensation. All postings should be distributed from the Town Administrator after receiving information from the requesting department. This practice and standardization of job postings has not been consistent. There should be a standardized system for all postings and advertisements, which can be further detailed in an Administrative Regulation. This would be a new method for outlining procedures in a standard format and is shown in Appendix B.



Employment Application

The town does not currently utilize an employment application. The Town Administrator has received several sample employment applications to review. Samples were provided by the Massachusetts Municipal Personnel Association (MMPA), and a Town Employment Application could be generated utilizing some samples as a model to work from.

An employment application should include wording addressing the American with Disabilities Act reasonable accommodation requirements if needed, regarding the ability to take a test which may be affected by a disability. The application must be signed by the applicant. The town should immediately generate an employment application that is in compliance with federal and state laws. A standard employment application is critical and should be completed by all applicants. The audit review indicates that currently applicants are not required to complete an application form that is signed and may simply submit a resume. It would be perfectly acceptable to attach a resume to the application or refer to information on a resume; however, an application needs to be completed. The application must have accurate statements regarding inquiries made into criminal history, as well as the ability to reflect volunteer experience. The application must have a place for a signature attesting to the truthfulness of the information provided, and an acknowledgement that inaccuracies or omissions may be grounds for termination. An employment application provides a safeguard to the town, especially to have a signed document that attests to the truthfulness of the information provided.

Screening Applicants, Interviews, and Offer Letters

There is a standardized system for screening applications for all town positions. It is important that there be a standardized system used for all town positions to include having documentation, otherwise the town may be exposed to liability if a future claim is made. In order to avoid possible liability and litigation, it is important that interviews for positions be standardized and documented. The process is listed in the Employee Handbook; however, the audit indicates it is not followed consistently for all recruitments.

Training should also be done in the area of interviewing, so anyone who conducts interviews is taught what can and cannot be asked in an interview. The town's hiring process varies somewhat from each department. The town should regularly train its department heads on how to interview legally. A fact sheet has previously been provided to the town, which is produced by the Massachusetts Commission Against Discrimination, that should be of assistance. Regardless of the department, interview questions should be standardized; only job-related questions may be asked; and records of all interviews must be maintained. Specific interview questions should be reviewed by the Town Administrator, if they are not included in standardized questions that could be distributed to department heads that are already approved and issued from the Town Administrator.



Reference checks are important, as well as the verification of critical requirements that applicants possess, such as educational requirements and specialized licenses. It is critical that anyone checking a reference uses specific standardized questions as provided by Human Resources, and that documentation is kept with the selection file. Reference checking is another area of potential liability and should therefore be conducted by persons designated by the Town Administrator or hiring department, who have been properly trained on what to ask and how to document the reference check. As part of the hiring practices followed by the town, currently the Town Administrator conducts the background checks. Some of the procedures and processes should be updated and could be included in the Employee Handbook and/or put in an Administrative Regulation.

Offers of employment for most positions reviewed seemed to include the appropriate information required, and are issued by the Town Administrator; however, the town should create a standard letter that is used by all hiring departments if applicable or issued by the Town Administrator. If the offer is a Conditional Offer of Employment, pending the meeting of certain conditions, a standard letter should also be generated. All offers should be in writing and contain the conditions of employment, starting pay, union status, probationary period, licenses required, and any other relevant information. It should be noted that pre-employment physicals and criminal history checks are only allowed after a conditional offer is made.

New Employee Documentation and Orientation/Onboarding

The new employee benefit package was reviewed that the Finance Director/Treasurer Collector provides to and goes over the information with the applicant. The package primarily includes all of the benefit information and forms to be completed.

The Finance Director/Treasurer Collector does have a new employee checklist that is utilized to ensure all benefit information, and forms such as the I-9, withholding, and other insurance information is received. The checklist form is helpful and should also include a date on it, so when additional forms are added it can be updated with a new date.

Employees receive a copy of an Employee Handbook, but are not required to sign that it has been received. The Employee Handbook requires significant updating. It includes some policies, such as one on Sexual Harassment, which needs to be updated. The Handbook lists several policies in Chapter 3 that have never been written or adopted. This section, along with policies listed that do not exist, and several new policies, must be adopted. These will be discussed in the Action Plan.

The Town Administrator meets with all new employees and introduces them to town personnel. There is no other official orientation or onboarding other than a meeting with the



Town Administrator and with the Finance Director/Treasurer Collector to discuss benefits and payroll.

A thorough employee orientation program for all new employees needs to be developed. This will greatly help employees better understand all components of not only their new position, but also significant information about town polices and overall town information. A thorough orientation program can last anywhere from a few hours to a full day. Many times, a good program will involve discussion with a Human Resource representative (or an employee designated to provide a thorough orientation), and also include viewing videos pertaining to town information about departments, locations, safety, and much more. Other elements can include the employee viewing information on a computer, and some even include having the employee take the online ethics program while at the orientation. The Town Clerk does ensure that new employees complete state ethics training. There are many options for the town to consider.

Training

The audit revealed that the town continues to provide a wide range of employee training options, which is most positive. Some training, of course, is provided departmentally; however, the Town Administrator has had the town's legal counsel provide training on a variety of necessary topics. Training is additionally provided and available by the town's benefit providers to include safety training associated with risk management.

The continuation of providing a variety of training to all employees is strongly encouraged.

Personnel Files and Medical Files

Currently, many departments keep their own personnel files, and in some cases, it has been expressed that it is unknown who maintains the "official personnel file". It is especially important to have this documented, as in the future there may be legal cases requiring information to be obtained from the personnel file. The Town Administrator has the responsibility for establishing and maintaining a centralized personnel record keeping system. The Town Administrator may establish written guidelines authorizing department heads to maintain specific or duplicate personnel records. Written documentation of authorizing department heads to maintain such records is not in place and should be issued if desired. Additionally, the Town Administrator may hold the responsibility for personnel files, and may have a designee in charge of a portion of this function. If so, this should also be documented in writing, either by a personnel policy, administrative regulation, or part of an organizational document.

The Town Administrator does have the official personnel files and some files are maintained by the Finance Director/Treasurer Collector. The Finance Director/Treasurer Collector does have



the personnel, medical, and I-9 records separated, and is compliant. All files need to be in a secured, locked location. Personnel records include I-9 forms, applications, medical files, injury files, performance appraisal records, grievance files, and a variety of others. Several of these records, such as medical, CORI records, and I-9 forms, need to be in separate files from the core personnel file, but are considered part of the file. The information is sensitive and confidential, and should be located in a secure location. Departments should be able to keep copies of some records; however, the Town Administrator or designee has the responsibility, and state and federal laws define and regulate the maintenance of personnel records, and the administration of such should be centralized.

Medical files require a variety of files to be maintained separate from the core personnel file. Information pertaining to work-related injuries must be maintained separately. Additionally, medical information pertaining to any diagnosis or illness pertaining to Family Medical Leave must be separate. Lastly, pre-employment physicals and drug testing files must be maintained separately. The Finance Director/Treasurer Collector has done an excellent job in managing the various files within her care. The Town Administrator also has the appropriate personnel files in a secure location and maintains the grievance files or litigation files separately.

Employee Handbook

As previously discussed, in 2016 the Town Administrator had the Employee Handbook, which includes Personnel Policies, that was adopted in 2001, reviewed by town counsel. Town counsel has provided the town with several recommended updates in order to comply with current laws. As part of this audit, the recommended revisions were reviewed and the audit concurs with recommendations that were submitted in 2016. Some may require additional updates now as the recommendations were never submitted for review or approval in 2016. The audit review of the handbook revealed there are several sections that are listed in the Table of Contents, but are not incorporated in the actual handbook, or are listed differently. They are as follows: Chapter 4, Section 4-2, is listed in the Table of Contents as Hours of Work; however, in the actual body of the handbook, it is listed as Accounting for Time Off; Chapter 6 does not include 6-5, Small Necessities Leave, in the Table of Contents, but is included in the body, and the Parental Leave Policy, which should be added as Section 6-8.

In Chapter 3, the following policies are listed in the Table of Contents, but are not included in the body of the Handbook:

- 3-3 Drugs and Alcohol Policy
- 3-4 Complaints against Town Officials, Staff, and Volunteers
- 3-5 Performance Reviews
- 3-6 Workplace Violence
- 3-7 Safety and Health
- 3-8 Physical Examination



- 3-9 Personnel Records
- 3-10 Probationary Period

The following additional policies should be generated and added:

- Social Media
- Domestic Violence Leave
- Nepotism
- Drugfree Workplace

Performance Evaluations

A review of information indicates that the Selectmen, at their August 20, 2002, meeting, reiterated their position, establishing the policy that all personnel evaluations were to be completed by December 31 of each year. However, the status of performance evaluations appears to be that they have not been conducted on any consistent basis at all. The Library form was reviewed that was approved by the Library in 2015. The system utilized includes nine factors to be evaluated and a section for goals. It is unknown if there was any specific training or detailed instructions provided on the Library system.

The Town Administrator provided the last known performance review form for town employees, which does include some general procedures and has ten factors with definitions. It does not provide any guidelines for how the evaluation is then transferred to a merit increase. While the form could be adequate, it clearly would require training for supervisors on how the system works.

It is suggested that the Town Administrator issue an administrative regulation which would further outline the process. Then, in the future as changes are made, the administrative regulation can simply be updated, and there will be a clear history of when changes are implemented. Since the town has not utilized the performance evaluation system in some time, it may be advisable to have a new, updated system developed, and have proper training conducted before the new system is implemented. This would ensure consistency among departments.

It should be emphasized that training in any type of evaluation system is necessary in order to ensure all employees understand the program, progress, and are conducting evaluations consistently. If this has not been done in the past, and the past system begins to be utilized again, training is highly recommended.



Grievance and Litigation Files

The Town Administrator separately maintains all grievance files. This practice should continue. Departments should not maintain any grievance files with employee personnel files they may have within the department. Litigation files are also maintained separately from employee personnel files by the Town Administrator.

Grievance resolution timelines are detailed in the CBAs and should also be included in a personnel policy once developed.

Benefits

Benefits administration is handled by the Finance Director/Treasurer Collector for insurances such as health, leave, dental, life insurance, pre-tax flexible spending accounts, and all benefits available to employees. Payroll is also processed through the Finance Department, which utilizes the Harpers system, which is very adequate for processing payroll. There is an excellent benefit form checklist that is utilized to ensure all forms required for an employee have been received. The town provides benefits that may be available to dependents of employees. Proof of dependent relationships should be maintained, such as birth and marriage licenses, in order to establish eligibility.

The Family Medical Leave Act (FMLA) and Small Necessities Leave Act (SNLA) should have specific processes in place that should be implemented through benefits administration in order to ensure the process is consistent for eligible employees.

The Finance Director/Treasurer Collector has generated a Personnel Action Form that is utilized for processing all actions associated with employees to include: status, address changes, wage and salary changes, transfers, separations, and all types of leave transactions. The form is excellent and is a part of the employee personnel files.

FLSA (Fair Labor Standards Act)

While there does not appear to be issues with the designation of exempt and non-exempt employees, analysis has not been done recently. It is therefore recommended that all positions are reviewed with respect to being exempt or non-exempt from overtime. When new job descriptions are generated, the FLSA designations should be added in the job description or added in the classification plan. Additionally, meal and break periods should be reviewed for consistency and compliance with the law. Non-exempt employees need to be informed they are not to begin work before the start of a shift, or continue after a shift, without permission. Additionally, any non-exempt employees who work through lunch are required to be paid for the time worked.

Workers' Compensation and Injured on Duty

The workers' compensation program has all paperwork processed by the Town Administrator's office or Finance Department as appropriate. Departments have all been provided with the procedures and necessary process for filing of notices of first injuries, and all medical information must be maintained in a separate medical file.

Separation from Employment

There is no written policy or checklist pertaining to the procedure for separating employees. Additionally, department heads and supervisors have not been trained on how to respond to inquiries pertaining to an employee who has left employment with the town. A policy should be established that refers any such requests to the Finance Director/Treasurer Collector, as she currently handles the calls that come to the town for employment verification, and provides only dates of employment, salary, and position. If a request is made by telephone, a written form should be provided that requires the prior employee authorizing releasing the information if it asks for any other information. There is also no Exit Interview process or official process for turning in equipment or materials that have been issued. The Town Administrator prepared an Exit Interview form that separating employees could complete. It would be most beneficial for the town to have both an Exit Interview Form completed, along with an in-person interview with the Town Administrator.

Records Retention

The town clerk is the official custodian of town records. The town is required to comply with state laws regarding records retention. Each department is responsible for the maintenance and retention requirements as outlined in the law. This should be monitored by the Town Administrator for compliance.

Required Postings

There are a variety of required postings that should be posted in areas such as bulletin boards, public areas, and employee break rooms for each department or unit. There was no written record of postings or locations, or who is responsible for the postings. There are mandatory postings for state and federal laws, such as Wage and Hour, Fair Employment, Parental Leave, Child Labor Law, Family Medical Leave Act, Uniformed Services, and several other laws. The Department of Labor provides information and joint state and federal posters are available. One person should be responsible to ensure that the postings are in the correct locations and are current. While there is no record in writing of the actual postings, the audit review does indicate that the town has the appropriate postings and are in compliance.



Employment Contracts

There are several employment contracts that were reviewed as part of this audit. Generally, the Town Administrator would have a separate employment contract, and in some communities the Board desires to have actual employment contracts with department heads. The town has an employment contract with the Town Administrator and department heads of Police, Fire, and Public Works, and they have varying components. There is also a proposed contract for the Library Director. Additionally, the town has employment contracts with several other employees, such as Police and Fire Captains, and Water Superintendent, with varying components. This may not be necessary in the future if the Employee Personnel Policy covers all elements that are currently included in contracts, and it would also provide more consistency among benefits provided.

Technology and Computerization

As part of the audit review, a significant number of forms that are utilized pertaining to Human Resources, Benefits, and Payroll were reviewed, along with the process for implementation of data included on the forms. Items included payroll sheets, personnel transaction forms, notices of vacancies, and a variety of other information. The result of this review revealed that some of the information and processing is done on a manual basis, and not as part of a computerized system, which would also be able to provide a variety of reports that would be easily generated, if computerized. The town utilizes the Harpers payroll system, which provides a variety of other capabilities. The town should be strongly encouraged to begin exploring more computerized Human Resource Information Systems (HRIS) in an effort to modernize the Human Resource capabilities. It currently works very effectively, and the town is very pleased with the system.

The town utilizes a third party for its Informational Technology needs and is very satisfied with the services at this time. As technology is such an ever-changing field, it is beneficial for the town to always explore IT options and current services provided.

RECOMMENDATIONS AND ACTION PLAN

Findings and recommendations are mentioned throughout the report. The Town Administrator is responsible for maintaining and implementing Human Resource programs, policies, and operations that are compliant with local, state, and federal regulations. The majority of necessary mandatory policies are in place; however, they all require updating to current regulations effective in 2017. Additional policies are recommended to be issued that will significantly reduce liability to the town.

Responsibility for the review, maintenance, and compliance is with the Town Administrator. The action plan listed below provides the town with the Human Resource items that need to be addressed, along with the recommended action. It is imperative that as the town moves forth with the Action Plan, the Town Administrator discuss the findings of this report with all department heads, and solicits a team approach and support in order to have a positive, compliant, Human Resource program within the town.

If upon review of these items the town wants to move forth expeditiously in some specific areas, it may want to consider a variety of options as follows: it may consider hiring additional personnel, even on a temporary basis; contract for some Human Resource professional services; or do a combination of some of the possible options discussed.

ITEM	RECOMMENDED ACTION
Job Descriptions	All job descriptions should be updated to incorporate all necessary information, such as physical ADA and FLSA status. They should all be in the same format and initially developed by an HR professional, if possible. The format used in the job descriptions written in 2016 by the Collins Center appears adequate with minor modification. The job descriptions that were not part of the study should be modified, at minimum, when the position becomes vacant. Job descriptions should be reviewed on an annual basis so updated changes could be incorporated.
Classification Plan	Position classifications exist within union contracts and within the recent plan from the Collins Center for non-union positions that was adopted. The Classification Plans should be updated every three to five years.
Advertisements and Job Postings for Vacancies	There should be internal oversight on a consistent basis by the Town Administrator, or his designee, to ensure all postings follow procedures in accordance with union contracts and personnel policies. A written policy needs to be developed that outlines the process,
	including locations for internal postings, external postings, and where advertisements will be placed in order to reach out to a diverse population.

ACTION PLAN

Resources

ITEM	RECOMMENDED ACTION
Employment Applications	The town should immediately have developed a legally compliant employment application that must be completed for every job vacancy.
	Resumes can be attached to the application; however, there must be a signature on the application attesting to the accuracy and truthfulness of the information.
	This will further aid the town with potential liability issues.
Screening Applicants, Interviews, and Offer Letters	There should be a standardized system and checklist developed and/or updated, that all departments can utilize for screening applicants, if they screen applicants in addition to the Town Administrator. The current hiring practices document should be updated and incorporated into an administrative regulation.
	It is critical that only legal questions be asked during interviews. Training should be provided to any supervisor or department head that conducts interviews.
	Reference checks and verification of critical requirements, such as education and licenses, are extremely important. Reference checks create potential liability and should be conducted by trained personnel designated by the Town Administrator if he is not conducting them.
	A policy should also be created prohibiting employees other than those designated by the Town Administrator, which currently is the Finance Director/Treasurer Collector, to give references for current or former employees. The policy should include what information may be provided.
	A standardized offer of employment letter should be developed where information could be filled in for varying positions. There should also be a standard conditional offer letter prepared. Currently, the Town Administrator is sending appropriate letters.
	The Department of Transportation requires employees whose responsibilities require a Commercial Driver's License (CDL) to participate in a drug-testing program and pre-employment drug testing for applicants. This requirement should be included in the offer letter.



ITEM	RECOMMENDED ACTION
New Employee Documentation and Orientation/Onboarding	A standardized system of hiring and onboarding new employees needs to be developed. Departments can then orient new employees to department related information.
	A benefit package of forms and information on town benefits has been developed by the Finance Director/Treasurer Collector, which is very thorough. This should be provided when the offer letter is sent, and should be continually updated as benefits are modified.
	Currently, the Finance Director/Treasurer Collector reviews the benefit forms and answers any questions pertaining to benefits that new employees might have. Added to this should be a more formalized orientation that explains specific policies such as sexual harassment, ethics, and arranges for any required training.
	A standardized orientation program needs to be developed that explains everything and can be played online at a computer that the new employee can view. At the conclusion of the orientation, questions can then be answered. The benefit of having a more formalized, standard, consistent orientation program, displayed on the computer, is that every employee receives the same consistent information without variation.

ITEM	RECOMMENDED ACTION
Policies/Employee	All Human Resource related policies should be reviewed on an
Handbook	annual basis, and updated to address any law or legislative changes.
	It is imperative that the town move forth having an actual Personnel Bylaw adopted, and then generate an updated Employee Handbook that would incorporate updated policies adopted by the Board of Selectmen, as well as reference Administrative Regulations. The Administrative Regulations should be issued by the Town Administrator which would address various processes and procedures that all departments need to follow. Some procedures that need to be drafted would be prepared by other departments for the Town Administrator's signature. A proposed initial Administrative Regulation is included in Appendix B of this report. These can be issued and implemented quickly and do not require additional approvals or hearings as they primarily deal with processes.
	The Employee Handbook proposed modifications by the town counsel is a good beginning; however, it requires additional updating. The Employee Handbook should be signed and dated when received by the employee, and the signed form should then be incorporated in the employee's personnel file.
	Several new policies or regulations should also be issued, to include the following: Social Media, Use of Safety Belts, Use of Town Equipment, Drug Free Workplace, Parental Leave, Domestic Violence Leave, and several procedural regulations to detail processes that would be included in the personnel policy. It should be noted that the Employee Handbook provided to employees also appears to be the personnel policies of the town. The town may desire to adopt a Personnel Bylaw to include all personnel related polices, and then have the policies incorporated in an Employee Handbook, as has been proposed by town counsel.



ITEM	RECOMMENDED ACTION
Training	The town has provided and made available to all employees a variety of training programs. It will be critical to begin a training program on all town policies as they are generated, as well as old policies that are still in place. This is critical as the town actually has many policies and procedures in place; however, due to lack of training, departments are not aware of the policy or process.
	Training should take place initially when employees are hired, which can be conducted through the orientation process. While the town has required discrimination policies, and had some initial training on the policies, it has not been continued on a regular basis. This is especially necessary for supervisors.
	It is recommended that all employees receive training when new policies are implemented, and that supervisors receive training and updates on an annual basis.
Personnel Files	It is recommended that all personnel files be reviewed and updated, so only appropriate records are kept in the actual personnel file, and that efforts be made to centralize the files and not have a variety of them maintained within departments. Files need to have information such as medical and other documents mentioned in this report, kept separately in order to be in compliance. These items are currently kept separately.

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ITEM	RECOMMENDED ACTION
Medical Files	It is recommended that all medical files be maintained separately from the core personnel files.
	Work related injury files must be maintained separately.
	Medical information associated with illness and/or diagnosis pertaining to Family Medical Leave must be maintained separately.
	The Department of Transportation requires employees whose responsibilities require a Commercial Driver's License (CDL) to participate in a drug-testing program and pre-employment drug testing for applicants.
	Pre-employment physicals and drug testing files must be maintained separately.
	The Finance Director/Treasurer Collector has separated the medical information appropriately. If individual departments are currently maintaining any separate files with medical information, they must be advised it cannot be a part of any personnel file.

ITEM	RECOMMENDED ACTION
Performance	While the town has a brief policy pertaining to performance
Evaluations	evaluations, they have not been completed on any regular basis. The audit reviewed the form that was previously used to conduct evaluations which includes several factors, as well as goals. The form may be suitable to conduct evaluations; however, there is no reference as to how merit would be handled based on the written evaluation. Once there are comprehensive job descriptions and the classification and compensation system is in place accurately for all positions, the performance evaluation system should be implemented.
	The town should update the current evaluation system, perhaps with having an outside source work with the town to update it, as necessary, and then have it formally adopted. Before it is implemented, all supervisors must receive training in order for all evaluations to be consistent and equitable in how they are conducted.
	The Library adopted a different system and format in 2016. If training was not conducted at that time, it is necessary to have the employees receive proper training as indicated for the town system. The Library may want to consider utilizing the same system that the rest of the town utilizes.
Grievance and Litigation Files	These files are currently maintained separately by the Town Administrator as they should be.
	It is also recommended that any of these files that are currently within departments, be culled and maintained centrally by the Town Administrator.
enefits	Benefits at this time are appear to be managed appropriately.
	It is recommended that the Family Medical Leave Act (FMLA) and Small Necessities Leave Act (SNLA) have specific processes developed and implemented through benefits administration.
	It is recommended that efforts be made to ensure the town is appropriately addressing requirements of the Affordable Care Act through a thorough evaluation.



ITEM	RECOMMENDED ACTION
FLSA (Fair Labor	All positions should be reviewed to determine if they are
Standards Act)	appropriately categorized exempt or non-exempt, and
	designations should be incorporated on new job descriptions or
	within a Classification Plan.
	Supervisors should ensure that non-exempt employees only work
	overtime when approved, and are not working through lunch
	hours or starting work before their shift.
Workers' Compensation	The town enjoys a very limited amount of injuries which is very
and Injured on Duty	positive. Departments experiencing any claims immediately notify
	the Town Administrator and Finance Director/Treasurer Collector.
	The town should continue handling claims, processing injury
	reports, and maintaining files separately, as is currently being done.
Separation from	A policy should be established with training on how inquiries
Employment	pertaining to information on past employees will be handled.
	A checklist should be created to ensure employees separating
	from the town have turned in any equipment and completed all necessary paperwork.
	Currently, there is no Exit Interview process; however, the Town
	Administrator has developed an Exit Interview form that was
	reviewed and is very adequate. It is recommended that the Town
	Administrator begin utilizing the form, and receive information
	from employees leaving. The Town Administrator is also
	encouraged to meet in person with the separating employee,
	review the responses, and seek any other input that will better
	assist with evaluating any turnover in positions.
Records Retention	Each department is responsible for complying with the record
	retention requirements. The Commonwealth of Massachusetts has
	published a schedule for municipalities. Departments should
	annually submit a statement in writing to the Town Administrator,
	listing what records have been disposed of, and that they are in
	compliance with state requirements.



ITEM	RECOMMENDED ACTION
Required Postings	One individual should be designated by the Town Administrator to disburse all mandatory postings at all locations listed in town policies and CBAs.
	The same posters should be located at all locations, and those published listing all mandatory laws for the Commonwealth and Federal laws are recommended.
	Many posters can be purchased that include all necessary requirements in one laminated poster. The town currently is in compliance with posting requirements.
Employment Contracts	It is recommended that the current employment contracts for the Town Administrator and key department heads continue in the varied formats; however, once all policies have been updated, it may not be necessary to have as many individual employment contracts as the town currently has.
Technology and Computerization	The town utilizes a third party for computer needs. It utilizes the Harpers system for payroll, which works very favorably to accomplish the payroll and issues W-2s. Additionally, the Harpers system has other components for Human Resources that the town should review and consider in order to enhance and provide more efficiency to Human Resource operations.

CONCLUSION

Municipal Resources, Inc. (MRI) conducted this audit with the assistance of all major departments. While many excellent programs and policies are already in place, there needs to be more standardization, consistency, and accountability in order to limit unnecessary liability to the town. This report provides an action plan to move forth and implement a very compliant program town-wide.

The town has a very capable Town Administrator and Finance Director/Treasurer Collector, and staff have been providing the various Human Resource functions, but recognize the town has a significant amount of policies and services that require updating. The Town Administrator is to be commended for providing excellent service and guidance to all departments. Human Resources is an ever-changing important function of the town and the Action Plan presented as a result of this audit provides an excellent roadmap for the town to follow and move forth.

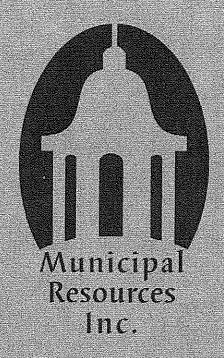
In order to move forth with the Action Plan, some assistance will be needed from the Town Administrator, Board of Selectmen, and department heads, as well as outside resources which may be required for some development and implementation.

Many needed updated changes, implementation, and training of policies are addressed in this report. Through efforts of the Town Administrator, with support of department heads and the Selectmen, the town can progress very effectively to implement a low risk, successful, and positive Human Resources program.

Information provided in the Appendices of this report assists further with data, resources, and the beginning of an administrative regulation system that will help delineate necessary procedures. Additionally, a brief Executive Summary is provided in Appendix C.



APPENDIX A



APPENDIX A

THE HUMAN RESOURCES ASSESSMENT CHECKLIST

For the Town of Wenham, MA

Y = Yes; N = No; I = Inconsistent

RECRUITMENT & HIRING

Job DescriptionsIAccurately describes current tasks and responsibilitiesIIncludes a statement of the essential functions of positionIVoid of potentially discriminatory languageYHas the position been reviewed if exempt or non-exemptNPosition Classification system in place; periodic review of classesI

Internal Postings for Vacancies

Are there posting requirements in policies or CBAs	Y
Are essential functions included in the posting	Y
All testing/other requirements included (CORI, etc.)	L
Does posting contain an EEO statement	N
Statement includes offer contingent upon applicant passing specific tests, etc.	N

External Postings/Advertisements for Vacancies

Includes a statement of the essential functions of position	Y
All testing/other requirements included (drugs, CORI, etc.)	I
Does posting contain an EEO statement	N
Is there a policy regarding where to advertise	Ν
Maintain a copy of submitted and published advertisements	1
Maintain a record of dates ads were published	1

Employment Application

Is there a standardized employment application for all positions	Ν
Does application authorize employer to check references	N
Certification by applicant that all information is accurate	N
An Equal Employment Opportunity Statement	N
Statement allowing disclosure of volunteer work	Ν
Request for enhanced employment history information if require CDL	Ν
Ensured application does not have discriminatory questions	N



Screening Applicants & Offer Letters

Has criteria for reviewing applicants been established	Ŷ
Are all applications reviewed using the same criteria	1
Have the following been verified for all qualified (education,	Ŷ
employment history, reference/background checks, licenses)	
Have job-related interview questions been drafted	I
Has the individual doing the screening been trained on what not to ask/say	I
Ensured the hiring decision has considered relevant, non-discriminatory criteria	I
Has a standard rejection letter been drafted/reviewed	1
Has a record of all rejection letters been maintained	N
If offer is conditional on items (CORI, physical, other)is it in letter	Y
Has successful applicant been notified of needed documents (I-9, etc.)	Y
If temporary position is anticipated is duration in offer letter	I
If terms of employment are not controlled by CBA is statement in offer letter (wages/salary, days/hours of work, etc. and employer reserves right to change conditions in the future	Ν
Included a statement in offer letter regarding requirements for continued employment, such as maintenance of particular license(s)	N

New Employee Documentation & Orientation

I-9 requirements satisfied	Y
I-9 documentation maintained separate from personnel file	Y
Provided new employee with Town's policy prohibiting sexual harassment	v
Provided a copy of the State Ethics summary of the Conflict of Interest Law for	Ý
Municipal Employees and obtained a signature on receipt	
Provided new employee opportunity to complete State Ethics on-line training	Y
Obtained a signed receipt from employee for all keys/keycards, phones, laptop	1
Does receipt include a statement prohibiting personal use	N
Have new employees received some training regarding employer policies (anti-discrimination, workplace safety, etc.)	I

Policies & Training

Do you maintain a set of all current and prior policies	γ
Do you distribute updated and new policies to existing employees and maintain a record of distribution	I
Do employees receive training on existing/new policies	I
Do you distribute policy prohibiting sexual harassment to employees annually	Ν
Do you train department heads and managers in: (handling complaints, discrimination and harassment prevention, supervision and evaluation, responding to grievances, what is reasonable suspicion for drug/alcohol testing	
Maintain records of who was trained and what training each person received?	1



Personnel Files & Medical Files

Are all personnel files, medical files, I-9, CORI maintained in central location	1
Procedures on what documents are maintained in a personnel file	1
Has audit been done to ensure no medication documentation is in file	1
Is all I-9 documentation maintained in confidential file/binder separate from file	, V
Are all CORI records maintained in confidential file separate from personnel file	v
Have you insured confidentiality and security of personnel, medical, CORI files	· Y

Performance Evaluations

Have you trained evaluators on performance evaluation procedures/tie lines	N
Have you trained evaluators on the performance evaluation instrument	N
Have evaluators been trained on how to conduct an evaluation	N
Are employees informed of their right to attach a rebuttal or statement to	N
the evaluation	14

Grievance, Complaint and Litigation Files

Are grievance documents maintained separate from employee personnel files	Y
Are complaints maintained separate from employee personnel files	Y
Are litigation files maintained separate from employee personnel files	Y
Is there a grievance resolution time line in CBA and personnel regulations	Y

Benefits

Have employees completed the benefit election forms	v
Are dependents included by employee eligible for coverage as dependents	y V
Are proof of dependent relationships maintained (birth/marriage licenses)	, N
Is benefit information/forms included in Employee Policy Package	Y

FLSA (Fair Labor Standards Act)

Have positions treated as exempt for FLSA purposes been reviewed	1
ls time worked tracked for non-exempt employees	Ŷ
Is a record of time worked maintained for each employee	Ý
Have non-exempt employees been informed they are not to begin work	1
before the start of shift or continue after shift without written permission	
Are non-exempt employees who work through lunch being paid for time	1



Workers' Compensation & Injured on Duty

Are there protocols requiring timely filing of notices of first injury	Y
Are all documents/notice regarding employee injuries, medical, etc.	Y
maintained in a separate medical file	

Separation from Employment

Is there a procedure for separating employees	I
Is there a checklist for separating employees	Ν
Have department heads/supervisors been trained on responding to inquiries	N
from employees, the public, vendors, about employee's separation	
Is there a policy/procedure addressing requests for references	N
Have department heads/supervisors been trained on how to address	N
reference requests	

Records Retention

Prior to destruction are Record Management guidelines checked	I
Is there a procedure in place regarding document retention and destruction	Y
Are one or more employees designated responsible for enforcement of	Y
destruction and retention policies	

Required Postings

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Are all required postings in appropriate areas such as employee break room	Y
for each department/unit	
Is a record maintained of all required postings, their location and date of posting	N
Sexual Harassment Policy - is one distributed to all new hires and annually to	N
employees	



APPENDIX B



APPENDIX B

Wenham, MA

Administrative Regulations

Effective Date:

Regulation No: 1

Revision Date:

Approved by: Peter Lombardi

Subject: Administrative Regulations

I. <u>SCOPE</u>

All employees of the Town of Wenham will be guided in administrative policy by Administrative Regulations which will be issued from time to time by the Town Administrator.

II. SUBJECT MATTER

Administrative Regulations will include varied programs, procedures and policies of the Town such as work standards, hiring procedures and other programs in some detail.

III. MAINTENANCE OF REGULATIONS

Each department should maintain a binder for all Administrative Regulations. Employees may view the book maintained within their departments. The Town Administrator's office shall maintain the originals of every Administrative Regulation issued. Employees should be informed of new or revised regulations by their department head and are welcome to a copy of any regulation.

IV. PREPARATION OF ADMINISTRATIVE REGULATIONS

When department heads or other Town officials become aware of situations requiring clarification as to specific policy, they should prepare a proposed Administrative Regulation for the Town Administrator's consideration.

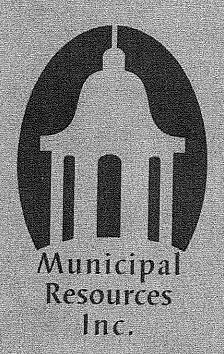
V. ISSUANCE OF ADMINISTRATIVE REGULATIONS

Administrative Regulations may only be issued by the Town Administrator, or in cases of prolonged absence or disability of the Town Administrator, they may be issued by an Acting or Interim Town Administrator if warranted by circumstances.

Peter Lombardi, Town Administrator



APPENDIX C



120 Daniel Webster Highway Meredith, NH 03253



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Municipal Resources www.municipalresources.com

APPENDIX C

EXECUTIVE SUMMARY

<u>Scope</u>

The objective of the Human Resource Policy/Procedure Audit was to provide a comprehensive review and analysis of the human resource functions and operations. It provided an analysis of all policies and practices in place, along with the administration of a variety of programs. It further reviewed the status of records management and associated technology, and also provided an assessment of compliance with a variety of state, federal, and local laws.

Methodology

The methodology utilized included interviews and survey interview questions of key management staff in the town. In addition to interviews, there was extensive review of existing policies, procedures, practices, union contracts, and Human Resource data.

Findings and Recommendations

The Human Resource function of the Town is the responsibility of the Town Administrator, who is taking a pro-active approach to ensure Human Resources is being handled appropriately, is compliant with laws, and is being administered in a fair and consistent manner. Some of the steps he has taken to move forth in this direction include: having a recent wage and classification study conducted which included new updated job descriptions for non-union personnel; a review and recommended update of the Employee Handbook by town counsel; and this Human Resource Audit Study which reviewed all elements of Human Resource operations and policies. This study provides direction for developing the Human Resource functions and services into a compliant, updated, efficient system overseen by the Town Administrator. This will result in more guidance, including well-defined consolidated policies, orientation to employees, updated material, and timeliness in providing these services which will benefit the Town and all departments. It would also be beneficial to dedicate at least one part-time position with an individual with Human Resource background to assist the Town Administrator on a regular basis. The following includes a brief listing of several recommendations:

- Prepare an updated Personnel Policy for adoption by the Board of Selectmen that could be a Personnel Bylaw
- Develop and issue Administrative Regulations that would supplement personnel policies which will describe specific procedures and processes to be followed
- Develop and update an Employee Handbook; update current policies to be legally compliant
- Prepare, develop, and implement a comprehensive Orientation/Onboarding Program for all new employees to include explanation and training of benefits, policies, and day-to-day town operations
- Update all job descriptions in a valid, comprehensive format such as those developed by the recent Collins Center study
- Centralize Human Resource functions and related personnel as much as possible so departments become familiar with having it as a resource
- Implement the utilization of a performance evaluation system, either with the current unused system to be updated, or develop a new system; training is imperative before the implementation
- Develop and begin utilizing an Employment Application for all positions recruited
- Continue providing training opportunities for all employees, and include training on conducting performance evaluations, along with sessions explaining town policies
- Ensure that part of the Human Resource function is monitoring all requirements of local, federal, and state postings, and that they are met
- Develop a policy on: Social Media, Use of Safety Belts, Drug Free Workplace, Parental Leave, Domestic Violence Leave, and Separation from Employment, including specific procedures to be followed
- Ensure the records retention requirement for associated personnel documents are met
- Explore Human Resource Information Systems (HRIS) available and moves towards enhanced technology for the Human Resource function



- All positions should be reviewed to determine if they are appropriately categorized exempt or non-exempt, with designations being included in either the job description or Classification Plan
- Dates should be included on all Human Resource forms and policies, and updated as modified, in order to determine the most recent version is being utilized

Conclusion

An Action Plan with recommendations provides the town with a roadmap of how to move forward with a plan to both enhance the Human Resource function, along with ensuring compliance with laws and limit unnecessary liability to the town. This can be accomplished with the oversight and leadership of the Town Administrator. Assistance can also be provided from outside resources if specific expertise or timeframes desired to complete specific requirements are warranted. 120 Daniel Webster Highway Meredith, NH 03253



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PROFESSIONAL SERVICES AGREEMENT

I. PARTIES TO THE AGREEMENT

This Agreement, dated <u>124414</u>, is to retain professional consulting services for the **Town of Wenham**, **Massachusetts (the Client)**, to be provided by **Municipal Resources**, **Inc. (MRI)**, and is lawfully entered into between the Client, by its authorized representative, Peter Lombardi, Town Administrator, and MRI, by its authorized representative, Alan S. Gould, President.

II. SCOPE OF WORK

The project will commence with an extensive review of information that will be gathered in several ways. The Consultant(s) anticipate interviewing Town key management, along with some employees to obtain a practical first-hand picture of operations.

All relevant policies, procedures, documentation, and systems will additionally be reviewed. A detailed analysis and results of a comprehensive human resource policy/procedure audit with specific findings and recommendations will be provided in a Final Report to the Town. It will include areas for improvements in human resource operations, costs, efficiency, compliance, and HR operational effectiveness.

An implementation plan covering all proposed recommendations will be included. The Human Resource Policy/Procedure Audit will assist the Town with identifying procedures and practices which, if modified, would result in smoother operations and/or direct time and cost savings to the Town, as well as ensure legal compliance which will significantly assist in risk management exposure.

The audit will encompass the following:

- A comprehensive review and analysis of the Town's human resource functions and operations.
- A thorough analysis of employment and hiring practices and policies; benefits and leave administration, personnel policy and bylaw administration; workplace safety and health policies; employee performance appraisal review; termination

policies; training and employee development programs; and other functional areas of concern to Wenham during the analysis.

- Review of orientation and onboarding systems.
- A review of compliance with federal and state laws and regulations such as ADA, FLSA, and HIPAA.
- An assessment of the effectiveness of current human resource practices within department structures and/or centralized systems.
- Review of Human Resource records management systems and Human Resource Information Systems (HRIS).
- Findings and Recommendations.

Municipal Resources Inc. is prepared to begin the Human Resource Audit project in 2016/2017 and will complete the project on or before May 1, 2017.

III. FEES AND CHARGES

Our services for this project will be provided on a lump sum basis that is intended to cover all professional time and expenses. The process will be completed for a lump sum fee of **\$9,600.00**.

Fees for the Scope of Work outlined above will be paid through a grant awarded to the Client from the Massachusetts Interlocal Insurance Association (MIIA). MRI will invoice MIIA directly, in accordance with their requirements, for the fees and charges associated with this project.

Payments will be made within thirty (30) days of receipt of the invoice unless otherwise agreed. Invoices not paid within thirty (30) days will accrue interest at the rate of 1.5% per month.

IV. MRI PERSONNEL IN CHARGE

Alan S. Gould, President, will serve as Principal-In-Charge of this engagement. Carol Granfield will serve as Project Manager, coordinating activities, interfacing directly with the Client, and participating throughout the engagement as required. Team members will be assigned and participate upon request of the Client.

Communications or correspondence related to any problems, issues, or changes required for this project shall be directed to the Client at the following address:

Peter Lombardi Town Administrator 138 Main Street Wenham, MA 10984 (978) 468-5520, x-2

V. TERM

This agreement shall remain in force and effect through completion of the project.

THIS AGREEMENT IS SUBJECT TO THE PROVISIONS CONTAINED IN ADDENDUM I, ATTACHED HERETO AND INCORPORATED HEREWITH.

ACCEPTED AND AGREED

THE TOWN OF WENHAM, MA

Peter Lombardi, Town Administrator Date: _____

MUNICIPAL RESOURCES, INC.

Alan S. Gould, President Date: December 9, 2016



ADDENDUM I

A. MUTUAL REPRESENTATIONS

MRI represents to the Client it is a duly constituted corporation under the laws of the State of New Hampshire and is authorized to do business in the Commonwealth of Massachusetts as a professional services corporation.

MRI has in force and effect general commercial liability and errors and omissions insurance coverage to protect the Client from accidents which MRI or its authorized representatives may cause to persons or property or from professional errors or omissions when performing under this agreement.

MRI has no liens or encumbrances which would adversely affect the ability of MRI to perform as stipulated under this agreement, its terms, and conditions.

The Client represents to MRI that sufficient funds have been appropriated so it may retain and compensate MRI for the services provided for herein.

The Client's representative is authorized to enter into this agreement on behalf of the Client.

The Client is aware of no action, contemplated action, liability or other encumbrance which would limit or otherwise preclude the Client from freely entering into this agreement and compensating MRI for the services provided.

B. NOTICE OF CHANGE OF PERSONNEL

Except as otherwise provided below, the MRI consultants assigned to any scope of work or project will remain throughout the duration of that specific scope of work or project. MRI retains the right, upon 30 days written notice, to remove from the project any of its consultants whom it believes can no longer suitably perform under its obligations to this agreement or any Supplement to it.

The Client, upon 30 days written notice, may request MRI to replace any of its consultants with another qualified representative.

C. ADMINISTRATION OF AGREEMENT MODIFICATIONS

In all cases where this agreement is modified or expanded a written Supplemental Scope of Work (Supplement) must be prepared which clearly defines the services to be provided and details the billing rates or amounts to be charged by MRI and paid by the Client. Supplements



must be executed by the authorized representatives of the respective parties prior to any billable work being undertaken. The Supplement(s) shall identify:

- The MRI officer or principal responsible for the successful delivery of services and/or project completion and the client's contracting official(s) or officer(s);
- The specific details of the work to be performed;
- The MRI personnel to be assigned;
- The basis upon which MRI services are being retained, including the normal hourly rate(s), cost reduction considerations or the agreed upon fee(s) for the personnel assigned and/or the services provided;
- The Client's contact person responsible for administering the Supplement, activities or project and the associated reporting requirements; and
- Any special or other conditions such as time deadlines, special reporting requirements, budget limitations, or other similar constraints.

Initialed for Client: Date: _____12/1/14

Initialed for MRI: $\frac{AS}{127/16}$





Town of Wenham

Town Hall 138 Main Street Wenham, MA 01984

Selectmen / Town Administrator

TEL 978-468-5520

FAX 978-468-8014

September 25, 2015

Massachusetts Interlocal Insurance Association One Winthrop Square Boston, MA 02110

RE: Wenham Application for MIIA's FY16 Risk Management Grant Program

To whom it may concern:

Attached are application materials from the Town of Wenham related to your FY16 Risk Management grant program.

The Town's Human Resource (HR) policies have not been reviewed and updated in more than 10 years. Our HR practices are decentralized across multiple departments and have likely never been evaluated in a comprehensive manner for compliance with best practices. The assessment and recommendation process outlined in the attached proposed scope of services by Municipal Resources, Inc. will be instrumental in moving our HR function forward, a consensus goal for the organization this fiscal year.

Please let me know if you need any further information from us. Thank you in advance for your consideration.

Sincerely,

Peter Lombardi Town Administrator

cc: Kevin Perkins, MIIA Senior Loss Control Representative

1865 A. C. MARALES AND STREET AND STREET

MIIA RISK MANAGEMENT APPLICATION

The following is a list of items and services that will be considered for the MIIA Risk Management Grant. Please put an X in the checkbox to the left of your requested item or service and answer the question at the bottom. Attach a vendor estimate for each requested item or service and ensure that your application is signed by your Chief Municipal Officer and Chief Procurement Officer. Submit your application to milagrants@mma.org. MIIA staff will confirm receipt of your application and notify you when your award has been processed. A grant summary detailing how this award has benefited your municipal entity must be included with final grant invoices if grant is awarded. <u>Items that will not be considered include:</u> building security system equipment, general safety equipment, travel expenses, wages, including overtime, software annual renewal costs

item Requested		Cost Per Estimate	Applicable Departments
	Behavioral Safety/Incident De-Escalation training and		Multiple
	program implementation		
	Data security audit		Multiple
· · · · · · · · · · · · · · · · · · ·	Development and Implementation of a customized sewer maintenance program (i.e. fat, oil and grease program),		DPW, Water/Sewer
	systems audit and capital improvements		
	Facilities maintenance software implementation or a facilities maintenance third party audit including implementation of suggested improvements		Multiple
	Facility winterization needs assessment		D.A., M.S.
	Facility writtenzation needs assessment		Multiple
	Fleet maintenance audit or needs assessment		Multiple
	Fleet maintenance software		Multiple
	GIS implementation for utility infrastructure		DPW/Water/Sewer
Letter and the second se	Human Resource policy/procedure audit with corresponding action plan	49600	Multiple
	Implementation of facilities based and systems supported program that allows for immediate identification and access of municipal facilities in case of emergencies		Multiple
	Pavement Management Program		DPW
	Tree risk assessment		DPW

How will this grant be used to continue or enhance your risk management or personnel management efforts moving forward? <u>A priority goal to- FYIE as identified by the Beard of Selectum is Advancing house</u> <u>A priority goal to- FYIE as identified by the Beard of Selectum is Advancing house</u> <u>A priority goal to- FYIE as identified by the Beard of Selectum is Advancing house</u> <u>A priority goal to- FYIE as identified by the Beard of Selectum is Advancing house</u> <u>A priority goal to- FYIE as identified by the Beard of Selectum is Advancing house</u> <u>A priority goal to- FYIE as identified by the Beard of Selectum is Advancing house</u> <u>Beard of Contact of A company</u> <u>Beard of Contact Peter Loubordi</u> <u>DEPARTMENT Town Advancion for the Piter Phone 978.468.5520 x.2</u> <u>EMAIL plombordiowinhuma.gov DATE 9125115</u>

By signing and submitting this application, I (we) attest that all applicable state and local purchasing regulations and guidelines have been followed.

Chief Municipal Officer Signature

Chief Procurement Officer Signature

BOARD OF SELECTMEN MEETING

November 27, 2018

NEW BUSINESS F.

Approval of 2019 Tufts Medicare Retiree Employer Group Agreements

(5 minutes)

> Draft Motion

- Email regarding 2019 Retiree Renewal from Paula Giokas, Senior Sales Executive Retiree Products, Tufts Health Plan, October 23, 2018
- > 2019 Group Retiree: Tufts Medicare Preferred PDP Plan Highlight Sheet
- 2019 Group Retiree: Tufts Medicare Preferred Supplement Plan Highlights
- Letter regarding Tufts Medicare Preferred Supplemental PDP Plan Renewal for January 1, 2019 from Mary Martkeiwicz, Manager, Client Services, Retiree Sales

BOARD OF SELECTMEN MEETING November 27, 2018

DRAFT MOTION

Approval of 2019 Tufts Medicare Retiree Employer Group Agreements

Vote: I move to approve the 2019 Tufts Medicare Retiree Employer Group Agreements as presented.

Seconded / Discussion/ Vote

Peter Lombardi

From:	Paula_Giokas@tufts-health.com
Sent:	Tuesday, October 23, 2018 4:28 PM
То:	Peter Lombardi
Cc:	Layden, Joy
Subject:	2019 Retiree Renewal
Attachments:	S0655_2019_18_M EG PDP PH_FINAL.pdf; 40-MSPH-19_FINAL.pdf; HMO PDP 2019
	Municpal Employer Bill final.pdf; Med Supp 2019 Municipal Bill final.pdf; 2019 Renewal
	Town of Wenham MS PDP.pdf

Hi Peter,

Attached is the 2019 retiree renewal along with the updated Plan Highlights and Terms & Conditions. We appreciate your business and look forward to continuing to service the medical needs of your retirees in 2019. Please let me know if you have any questions.

Best regards, Paula

Paula Giokas Senior Sales Executive Retiree Products Tufts Health Plan 705 Mt. Auburn Street Watertown, MA 02472-1508 617-972-9040 800-208-8013 x 29040 617-923-5880 (Fax) paula giokas@tufts-health.com

thpwatsmr2.tufts-health.com made the following annotations

Confidential and Proprietary: This email message with any attached files contain information intended for the exclusive use of the individual or entity to whom it is addressed and may contain information that is considered privileged, proprietary, confidential and/or exempt from disclosure under applicable law. Please notify the sender, by email or telephone, if you are an unintended recipient, and delete the original message without making any copies. Thank you.

2019 Group Retiree: Tufts Medicare Preferred PDP

Plan Highlight Sheet



2019 Partial List of Benefit Allowances and Member Cost Sharing Effective January 1, 2019 – December 31, 2019						
Please refer to th	Please refer to the 2019 Group Retiree PDP Summary of Benefits booklet for further information.					
PREMIUMS						
Plan Premium	See your employer	for premiur	n amount.			
SERVICE AREA						
Residence	Members can live ar	ywhere in th	ne United Sta	ites, including Puerto Rico.		
COPAYS						
Prescription Drug Coverage NOTE: See Comprehensive Formulary for limitations and exclusions There is no annual dollar limit on prescriptions.	Prescription Drug CoverageDeductible StageIOTE: See Comprehensive ormulary for limitations nd exclusionsThere is a \$415 Medicare Part D deductible which is satisfied by you copays and the Wrap coverage*. See your cost share under the Initial Coverage Stage below.here is no annual dollarInitial Coverage Stage You start in this stars until your year to date "total drug costs".					
	You pay the followi	ng copays:		10 18 18 18 18 18 18 18 18 18 18 18 18 18		
	Retail Pharmacy 30-day supply 60-day supply 90-day supply Mail-Order 30-day supply	Tier 1 \$10 \$20 \$30 Tier 1 \$7	Tier 2 \$30 \$60 \$90 Tier 2 \$20	Tier 3 \$65 \$130 \$195 Tier 3 \$43		
	60-day supply 90-day supply	\$14 \$20	\$40 \$60	\$87 \$130		

COPAYMENTS (CONTINUED)			
Prescription Drug Coverage NOTE: See Comprehensive Formulary for limitations and exclusions	 Coverage Gap Stage This stage begins when your total drug costs reach \$3,820 and ends when your out-of-pocket costs reach \$5,100. For generic drugs on Tier 1 and Tier 2, you pay the Tier 1 and Tier 2 copays. The Wrap* will pay the balance of the cost of the generic drug until you move into the Catastrophic Stage. For brand name drugs, you pay the brand name Tier 2 or Tier 3 copays. The Wrap* will pay the balance of the cost of the brand name drug after your copay and the 70% manufacturer's discount until you move into the Catastrophic Stage. 		
	Both your copays and the 70% manufacturer's discount on brand name drugs will count towards your out-of-pocket costs.		
	 Catastrophic Coverage Stage After your annual out-of-pocket costs reach \$5,100, you pay the following for your prescription drugs: \$3.40 per prescription for generic drugs (including brand drugs treated like generics) and \$8.50 per prescription for brand drugs The Wrap* will pay the balance of the cost after your copay up to 5% of the cost of the drug. 		

*In 2019, Tufts Health Plan will include Wrap coverage in conjunction with your Part D drug coverage. Depending on which benefit stage you are in, the Wrap may cover a portion of the cost of the drug. This Wrap is additional coverage to your Tufts Medicare Preferred PDP Plan and is offered through Tufts Insurance Company. Please refer to the table on the previous page for how the Wrap works in the different stages.

The Medicare Coverage Gap Discount Program provides manufacturer discounts on brand name drugs in the Coverage Gap Stage. A 70% discount on the negotiated price (excluding dispensing fee) will be applied to the cost of the drug for those brand name drugs from manufacturers that have agreed to pay the discount.

Tufts Health Plan is a PDP plan with a Medicare contract. Enrollment in Tufts Health Plan depends on contract renewal. This information is not a complete description of benefits. Call 1-800-488-0229 (TTY: 711) for more information.

2019 GROUP RETIREE: TUFTS MEDICARE PREFERRED Supplement Plan Highlights



ELIGIBILITY AND ENROLLMENT

To be eligible for retiree products, members must be entitled to Medicare Part A and enrolled in Part B. Members must continue to pay their Medicare Part B premiums if they are not otherwise paid for under Medicaid or by another third party. All groups renew January 1 except for those grandfathered otherwise.

Tufts Medicare Preferred Supplement members can live anywhere in the United States. In order to be covered (except in emergencies), members must see providers that accept Medicare.

PRESCRIPTION DRUG COVERAGE

In order to avoid a late enrollment premium penalty, you must elect a Medicare prescription drug plan or have creditable prescription drug coverage through your employer. Tufts Health Plan Medicare Preferred offers a Part D prescription drug plan. You may/may not receive this option from your employer.

WE'RE HERE TO HELP

Plan benefit highlights are on the reverse side. For a full description of the benefits, including benefit limitations and exclusions, please ask for an Employer Group Tufts Medicare Preferred Supplement Plan Certificate.

If you have any questions, please call 1-800-936-1902 (TTY: 711). Representatives are available Monday - Friday 8:00 a.m. - 8:00 p.m. (From Oct. 1 - Mar. 31 representatives are available 7 days a week, 8:00 a.m. - 8:00 p.m.). After hours and on holidays, please leave a message and a representative will return your call on the next business day. Or visit our website at www.thpmp.org.

 \bigotimes

This health plan, alone, does not meet Minimum Creditable Coverage (MCC) standards and will not satisfy the individual mandate that you have health insurance. However, Medicare is a plan that meets MCC standards. Because you have Medicare Part A and Part B, you meet MCC standards.

Tufts Medicare Preferred Supplement plans are offered in accordance with Massachusetts law. Members must have Medicare Parts A and B to enroll in this plan.

Contact Tufts Health Plan Medicare Preferred for more information. Members must continue to pay Medicare Part B premiums. Please see the Employer Group Tufts Medicare Preferred Supplement Plan Certificate for full information on covered services — what Medicare pays, what each Tufts Medicare Preferred Supplement plan pays, and what you pay.

2019 Group Retiree:

INDATIENT CADE

Tufts Medicare Preferred Supplement Plan



INPATIENT CARE	
Inpatient general hospital, including Mental Health Care*: Semi-private room and board and special services for Medicare-covered hospital stays up to 90 days per benefit period, an additional 60 lifetime Medicare- covered days and an additional 365 lifetime days after Medicare days are exhausted	\$0 copayment
Skilled Nursing Facility Care Covered up to 100 days per benefit period after 3 day inpatient hospital stay	\$0 copayment
Mental Health Care* in inpatient Psychiatric Hospital Covered up to 190 day lifetime maximum**	\$0 copayment
Inpatient Rehabilitation in a rehabilitation or long term acute care, hospital, up to 90 days per benefit period	\$0 copayment
OUTPATIENT CARE	
Physician Office Visit	\$10 copayment
Annual Routine Physical Exam	\$0 copayment
Annual Routine Hearing Exam	\$10 copayment
Hearing Aids	Covered up to \$1,700 once every two years; covers purchase and repair
Routine Vision Exam	\$10 copay once every 24 months; \$150 per year towards eyewear (lenses and frames) or contact lenses but not both
Labs and Diagnostic Radiology (MRI, PET scan, CAT scan, X-ray)	\$0 copayment
Outpatient Hospital/Ambulatory Care	\$0 copayment
Home Health Care	\$0 copayment
Durable Medical Equipment & Prosthetics	\$0 copayment
Urgent/Emergency	\$10/\$50 copay
Oxygen & Equipment	\$0 copayment
Ambulance Services	\$0 copayment
Mental Health & Substance Abuse	\$10 copayment
Physical, Occupational and Speech Therapy	\$10 copayment
Wig prostheses for cancer and leukemia patients	Up to \$350 per year
Annual Fitness & Nutritional Counseling benefit	\$150 per year toward fitness club membership, instructional fitness classes and/or nutritional counseling
Weight Management Programs	\$150 per year towards program fees for weight loss programs such as WeightWatchers, Jenny Craig, or a hospital-based weight loss program

*Includes both Mental Health Care and Substance Abuse Services.

**Additional days may be covered under Massachusetts law after 190-day Medicare lifetime maximum is exhausted.

TUFTS MEDICARE PREFERRED HMO RETIREE ONLY PLANS WITH WRAP PLAN or TUFTS MEDICARE PREFERRED PDP RETIREE ONLY PLANS WITH WRAP PLAN EMPLOYER GROUP AGREEMENT

This Agreement describes the arrangement between Tufts Associated Health Maintenance Organization, Inc., and/or Tufts Insurance Company ("Tufts Health Plan") and the Group. In consideration of the prepayment of Premiums to Tufts Health Plan, Tufts Health Plan agrees to pay and arrange for the provision of Covered Services as described in Tufts Medicare Preferred HMO plans ("**Tufts Medicare Preferred HMO**") or Tufts Medicare Preferred PDP plans ("**Tufts Medicare Preferred PDP**") and the Wrap plan Member Handbook/Evidence of Coverage ("EOC"), incorporated herein by this reference, during the term of this Agreement for the Group's Medicare-eligible retirees and their Medicare-eligible dependents (collectively "Members") who elect Tufts Medicare Preferred HMO or Tufts Medicare Preferred PDP coverage.

Tufts Medicare Preferred HMO plans are HMO plans with a Medicare contract offered through Tufts Associated Health Maintenance Organization, Inc. Tufts Medicare Preferred PDP plans are Medicare approved Part D sponsor plans offered through Tufts Insurance Company. The Wrap plan that accompanies the Tufts Medicare Preferred HMO plan or the Tufts Medicare Preferred PDP plan is offered through Tufts Insurance Company.

Tufts Health Plan and the Group agree as follows:

Unless defined specifically in this Agreement, the capitalized terms in this Agreement have the meaning set out in the health care terms section of the EOC.

1. Health Care Benefits.

The health care benefits, conditions, limitations and exclusions for Members are set forth in the Group's current EOC. Tufts Health Plan will administer benefits according to the terms of the EOC. The Group hereby delegates to Tufts Health Plan the discretionary authority to construe the terms of the EOC, to make factual determinations and to make final and binding decisions about eligibility and claims.

2. Underwriting and Enrollment Policies

Tufts Health Plan's Group and Member eligibility, enrollment, and underwriting policies ("Underwriting and Enrollment Policies") are consistent with the Center for Medicare & Medicaid Services ("CMS") requirements and incorporated herein by this reference.

3. Member Enrollment and Termination.

Eligible Members, being the Group's Medicare-eligible retirees and their Medicare-eligible dependents as defined in the Underwriting and Enrollment Policies, may enroll during the Group's initial Open Enrollment Period, and at other times as permitted by CMS. Unless Tufts Health Plan and the Group agree otherwise, to enroll in Tufts Health Plan, Members must submit to the Group a completed, signed and dated membership application, and any other Municipal Bill – Tufts Medicare Preferred HMO or PDP

information which Tufts Health Plan may reasonably request. Tufts Health Plan must receive timely completed enrollment or termination notices from the Group. Members' effective dates of coverage will be determined according to CMS rules. Members' coverage termination dates will be the first of the month following Tufts Health Plan's receipt of a disenrollment form from the Group. The Member must sign the disenrollment form. Tufts Health Plan may also disenroll Members in accordance with CMS rules and the EOC.

4. Premium Rates, Billing and Payment.

The Group's Premium rates are specified in the Group's most recent rate letter or renewal notification. No later than the first day of the monthly billing cycle, the Group must remit to Tufts Health Plan the full monthly Premium amount billed. Any retroactive adjustments will be reflected on subsequent invoices. Tufts Health Plan will cover only those Members for whom it actually receives the appropriate Premium and then only for the period to which the Premium applies.

5. Term.

The Effective Date of this Agreement is January 1, **2019**. This Agreement is effective for one year from the Effective Date and shall, at Group's option, subject to paragraphs 6 and 7, automatically renew on each January 1 (the Group's Anniversary Date) for up to four (4) years unless earlier terminated in accordance with paragraph 8.

6. Premium Rate Changes.

Tufts Health Plan may change Premium rates as follows: (a) annually, effective with each Anniversary Date; or

(b) if there is a change in law or regulation (i) affecting Tufts Health Plan's benefits, operations, Provider relationships or medical/referral management arrangements, (ii) affecting either party's obligations under this Agreement, or (iii) resulting in new taxes or surcharges; at Tufts Health Plan's option, the effective date of any Premium change due to events in 6(b)(i), (ii) or (iii) may be the earliest date by which Tufts Health Plan is required to comply with any provision of the new law or regulation, or the date the new law or regulation is required to be effective for the Group; or

(c) if there is a change in the Group's size, composition, eligibility requirements, employer contribution or other aspect of the Group which adversely affects the risk of providing coverage; the effective date of any Premium increase due to events in 6(c) is the date of any of the events described in 6(c). The Group agrees to promptly notify Tufts Health Plan of any of the events described in 6(c).

Tufts Health Plan will give written notice to the Group of any Premium rate increase at least 30 days prior to the effective date of the increase, provided that less notice will be given if a change in law or regulation makes 30 day 1/01/19 advance notice impractical. Such notice automatically amends this Agreement as of the effective date of the increase and is incorporated herein by this reference. The Group shall remit increased Premium rates as of the effective date of the increase.

7. Other Amendments.

In addition to the changes described in paragraph 6, Tufts Health Plan may amend this Agreement, including the EOC, as follows:

(a) annually, effective with each Anniversary Date, provided that Tufts Health Plan provides the Group with at least 30 days prior written notice; or

(b) if there is a change in law or regulation, at Tufts Health Plan's option, effective on the earliest date by which Tufts Health Plan is required to comply with any provision of the new law or regulation, or the date the new law or regulation is required to be effective for the Group, provided that Tufts Health Plan gives the Group at least 30 days written notice prior to the effective date of the amendment (unless the new law or regulation makes it impractical for Tufts Health Plan to give 30 day advance notice); or

(c) at any time by providing at least 30 days prior written notice to the Group, subject to the Group's acceptance. The Group's acceptance of an amendment under 7(c) will be either by the Group's written notice to Tufts Health Plan accepting the amendment, or by the Group's failure to reject the amendment in writing within 30 days after the date Tufts Health Plan mails the notice to the Group. The Group may amend this Agreement by providing at least 30 days prior written notice to Tufts Health Plan, subject to Tufts Health Plan's acceptance. Tufts Health Plan's acceptance of an amendment will be only by Tufts Health Plan's written notice to the Group accepting the amendment.

(d) Notwithstanding the above, Tufts Health Plan may amend the EOC without the Group's acceptance when such amendments are the same as amendments approved by CMS made to the nongroup Tufts Medicare Preferred HMO or Tufts Medicare Preferred PDP EOC. In most instances, these amendments will have a January 1 effective date. Tufts Health Plan will give the Group at least 30 days prior notice of any such amendments.

It is the Group's responsibility to provide notice to Members of any amendments. Tufts Health Plan will not be responsible for any consequences of the Group's failure to provide such notice.

8. Termination of this Agreement.

(a) By the Group: The Group may terminate this Agreement at any time by giving written notice to Tufts Health Plan at least 60 days prior to the effective date of termination.

(b) By Tufts Health Plan: Tufts Health Plan may terminate this Agreement as follows: (i) if it has not received the appropriate Premium payment from the Group by the monthly due date. Termination will be effective as of the last date for which Premium was received. Tufts Health Plan will not be responsible if the Group fails to pay Tufts Health Plan at all, or fails to pay Tufts Health Plan on a timely basis, even if the Group has already charged the Member (by, for example, withholding contributions) for part or all of the Premium payment. In the event of such termination, Tufts Health Plan will notify Members as required by law; or (ii) consistent with applicable state and federal law if the Group fails to meet Tufts Health Plan's eligibility, participation, or contribution requirements as set out in the Underwriting and Enrollment Policies; or (iii) consistent with applicable state and federal law in the event that: (a) the Group commits fraud or misrepresentation regarding matters which are related to or are the subject of this Agreement; or (b) all of the Group's Members move outside of Tufts Health Plan's Service Area.

Termination for events in 9 (b)(ii) and (iii) above will be effective at any time permitted by law.

(c) In the Event of Bankruptcy or Insolvency: If the Group commences a case under Chapter 11 of the federal bankruptcy laws, the Group shall notify Tufts Health Plan of its decision to assume or reject this Agreement under the executory contract provisions of federal bankruptcy law within 60 days following the date the bankruptcy petition is filed. Premiums shall continue to be due for the period following the bankruptcy petition filing date. If the Group fails to pay Premiums to Tufts Health Plan during this period, this Agreement shall terminate as of the first due date following the date the bankruptcy petition was filed for which Premiums were not paid.

In the event of the Group's insolvency, Tufts Health Plan may at any time during such insolvency require the Group to provide Tufts Health Plan with security in an amount Tufts Health Plan determines to be sufficient, and may take any other actions allowed by state or federal law.

(d) In the Event of Termination or Nonrenewal of the Tufts Associated Health Maintenance Organization, Inc. CMS Contract (for the HMO product): This Agreement will automatically terminate if the Tufts Associated Health Maintenance Organization Inc. contract with CMS terminates or is not renewed. If the CMS contract terminates, this Agreement will terminate effective upon CMS's notice to Members. If the CMS contract is not renewed, Tufts Health Plan will notify the Group and all Members of the termination effective date at least 90 days prior to the effective date of the nonrenewal.

All Members' rights to health care benefits under this Agreement will cease as of the effective date of termination of this Agreement, however Members will be transferred automatically to Tufts Medicare Preferred HMO nongroup coverage unless termination of this Agreement is due to termination or nonrenewal of a Tufts Health Plan contract with CMS. Members of Tufts Medicare Preferred PDP will lose their coverage, as a non group option is not available. The Wrap plan is only available to employer groups. It is not available to Tufts Medicare Preferred HMO nongroup coverage.

(e) In the Event of Termination or Nonrenewal of the Tufts Insurance Company CMS Contract (for the stand alone PDP product): This Agreement will automatically terminate if the Tufts Insurance Company contract with CMS terminates or is not renewed. If the CMS contract terminates, this Agreement will terminate effective upon CMS's notice to Members. If the CMS contract is not renewed, Tufts Health Plan will notify the Group and all Members of the termination effective date at least 90 days prior to the effective date of the nonrenewal.

Municipal Bill – Tufts Medicare Preferred HMO or PDP

9. Examination of Records.

Upon reasonable notice to the Group, Tufts Health Plan may, at reasonable times, examine the Group's payroll and other business records relating to payments or Member eligibility under this Agreement. Tufts Health Plan agrees to preserve the confidentiality of the Group's records.

10. Notices.

Tufts Health Plan will send all notices required under this Agreement to the Group by hand, or by first class mail, postage prepaid, to the address shown on the Group's renewal notification or any other address that the Group may designate in writing, and to Members at the address on their application or any other address that they may designate in writing. The Group will send all notices required under this Agreement to Tufts Health Plan by hand or by first class mail, postage prepaid, to 705 Mount Auburn Street, Watertown, MA 02472 ATTN: Retiree Sales Dept., or any other address that Tufts Health Plan may designate in writing. Other notices may be sent by facsimile or e-mail to the number or address specified by either party, however, that Tufts Health Plan may provide Groups with Employer Group Agreements at the email address on file with Tufts Health Plan for Group or Group's broker.

11. Force Majeure.

The Providers with whom Tufts Health Plan arranges to provide health care services to Members may be unable to provide services due to circumstances beyond Tufts Health Plan's control. These circumstances include, but are not limited to, a major disaster, epidemic, strike, war, civil insurrection, the complete or partial destruction of facilities, riot, or natural disaster. In such case, Tufts Health Plan will make a good faith effort to arrange for Covered Services to Members to the extent practical and according to Tufts Health Plan's best judgment. Tufts Health Plan will incur no liability or obligation for delay or failure to arrange for alternate services if the failure or delay is caused by such an event.

12. Indemnification

The Group shall indemnify and hold harmless Tufts Health Plan, its directors, officers, agents and employees, from any and all claims, lawsuits, administrative proceedings, damages, settlements, judgments, costs, penalties, fines and expenses, including but not limited to reasonable attorneys' fees and multiple or punitive damages, resulting from or arising in whole or in part out of Group's acts or omissions.

13. Entire Agreement.

This Agreement, the Group application, membership applications, and renewal notification, together with any amendments made pursuant to paragraphs 6 and 7 above, constitute the entire contract, agreement and understanding between Tufts Health Plan and the Group and supersede all other prior oral or written agreements.

14. Customer Relations-Quality Service.

To maintain quality customer service, Tufts Health Plan has a call coaching program. Telephone calls to Customer Relations ("CR") may be monitored or recorded. Callers who object can so inform the CR Coordinator answering the call.

15. Relationship of the Parties.

Tufts Health Plan is and will be construed to be an arranger of health care services, and the Group is and will be construed to be a purchaser of health care benefits on behalf of the Group's Members. Tufts Health Plan and the Group are and will be construed to be independent entities and independent contractors. Each will comply with all requirements of applicable state and federal law.

It is expressly understood that Tufts Health Plan is not a Provider of health care services, that Tufts Health Plan has entered into contractual arrangements with Providers of health care services, which Providers are not the employees, agents or representatives of Tufts Health Plan for any purposes, and that Tufts Health Plan will not be responsible for the acts, omissions, representations or other conduct of any such Provider. It is also expressly understood that neither the Group nor Members have any rights under any agreement between Tufts Health Plan and a Provider and that this Agreement is not to be construed to create rights in any third parties. While Tufts Health Plan seeks to maintain the continued availability of contracting Providers, at any time during the year Providers may leave the network, or close or open their panels. Reasons for these changes include, but are not limited to: Provider retirement or death, a move out of the Service Area, or failure to reach agreement regarding the contractual relationship with Tufts Health Plan.

16. Administration.

In addition to the Underwriting and Enrollment Policies, Tufts Health Plan from time to time adopts reasonable policies, procedures, rules and interpretations to promote orderly and efficient administration of this Agreement, and may contract with third parties to perform any of its obligations under this Agreement. Tufts Health Plan may communicate directly with Members as part of its administration of this Agreement or for other purposes related to Tufts Health Plan products and services.

17. Assignment.

This Agreement shall be binding upon and inure to the benefit of each of the party's successors, assigns and/or representatives, as the case may be. This Agreement may not be assigned or otherwise delegated without the other party's written consent except that Tufts Health Plan may assign or delegate this Agreement to any Tufts Health Plan Affiliate or Organizations of Providers without the consent of the Group. A Tufts Health Plan Affiliate is an organization that directly or indirectly through one or more intermediaries controls, is controlled by or on behalf of, or is under common control with Tufts Health Plan; as used in the definition of Tufts Health Plan Affiliate, "organization"

Municipal Bill – Tufts Medicare Preferred HMO or PDP

means a partnership, corporation, business trust, joint stock company, trust, unincorporated association, limited liability company or partnership, joint venture or other entity of any nature, and "control" means the possession, direct or indirect, of the power to direct or cause the direction of the management and policies of an organization, whether through ownership of voting interests or securities, by contract or otherwise. Organizations of Providers include, but are not limited to, Independent Practice Associations, Physician Hospital Organizations and/or Management Services Organizations that have a contractual arrangement with Tufts Health Plan.

18. Choice of Law.

This Agreement is issued and entered into in Massachusetts and shall be interpreted according to the laws of the Commonwealth of Massachusetts without giving effect to its choice of law rules, and federal law governing Medicare Advantage plans.

19. Waiver.

A party's waiver of any provision of this Agreement on any one occasion shall not be deemed to be a waiver of any other provision of this Agreement or as a waiver of such provision on any subsequent occasion.

20. Group Certifications.

The Group certifies that if Group provides any subsidy toward this coverage, variation in premium may only be based on objective market information demonstrating verifiable differences in medical costs between market areas. Group may subsidize different amount for different classes of enrollees in the Group plan provided such classes are reasonable and based on objective business criteria, such as years of services, date of retirement, business location, job category, and nature of compensation (e.g., salaried v. hourly). Group can not vary the premium subsidy for individuals within a given class. Different classes cannot be based on eligibility for the Low Income Subsidy (LIS).

Group further certifies that for Tufts Medicare Preferred PDP or for the prescription drug benefits under the Tufts Medicare Preferred MA-PD plans as applicable, Group will not charge Member more than the sum of Member's monthly premium attributable to basic prescription drug coverage and 100% of the monthly premium attributable to Member's non-Medicare Part D benefits (if any) for prescription drug coverage. Group certifies that Group passes through direct subsidy payments received from CMS to reduce the amount Member pays.

Group further certifies that for Members eligible for LIS, the low income premium subsidy amount will first be used to reduce any portion of Member's monthly premium, with any remaining portion of the premium subsidy amount applied toward Group's monthly premium. However, if the low income premium subsidy exceeds both the Member and Group monthly premium, the excess premium subsidy will be returned directly to CMS. Group further certifies that Group will be responsible for reducing up-front the premium contribution required for enrollees eligible for the LIS. In instances where Group is not able to reduce up-front the premiums paid by Member, Group shall directly refund to Member the amount of the low-income premium subsidy up to the monthly premium contribution previously collected from Member. Group is required to complete the refund within forty-five (45) days of the date Tufts Health Plan receives the low-income premium subsidy amount payment from the Member.

Group further certifies that if the low income premium subsidy amount Member is eligible for is less than the portion of the monthly premium paid by Member, then Group will communicate to Member the financial consequences of the low-income subsidy eligible Member enrolling in the Group PDP as compared to enrolling in another Part D plan with a monthly beneficiary premium equal to or below the low income premium subsidy amount.

<u>21. Brokers.</u> If Group has notified Tufts Health Plan that it has a Broker of Record, then the following apply:

(a) Compensation. Group acknowledges that Tufts Health Plan pays Group's Broker of Record Tufts Health Plan's standard commission, unless Tufts Health Plan has notified the Group otherwise. The Group also acknowledges that Broker of Record may receive other items awarded to Broker of Record that may be attributable to the sale and/or retention of the Group. Tufts Health Plan's standard compensation plan is available upon request.

(b) Access to Information. Unless Group has otherwise notified Tufts Health Plan, Group's Broker of Record is entitled to receive (1) Protected Health Information (PHI), as defined in 45 C.F.R. 160.103, for enrollment or disenrollment purposes and/or (2) summary health information, as defined in 45 C.F.R. 164.504, for the purpose of obtaining premium bids or modifying, amending or terminating the group health plan.

22. Massachusetts Personal Information Security.

Tufts HP acknowledges that it has an information security program that complies with Massachusetts laws and regulations protecting the security of personal information, including ch. 93H, Security Breaches of personal information, and 201 CMR 17.03, Standards for the Protection of Personal Information of Residents of the Commonwealth. IN WITNESS WHEREOF, the undersigned have executed this Agreement by the signatures of their duly authorized representative.

TUFTS ASSOCIATED HEALTH MAINTENANCE ORGANIZATION, INC. / TUFTS INSURANCE COMPANY

By:	
PRINT	NAME:
TITLE:	
DATE:	

CITY OF _____

By:	
PRINT NAME:	
TITLE:	
DATE:	

TUFTS INSURANCE COMPANY TUFTS MEDICARE PREFERRED SUPPLEMENT RETIREE ONLY PLANS EMPLOYER GROUP AGREEMENT

This Agreement describes the arrangement between Tufts Insurance Company ("Tufts Health Plan") and the Group. In consideration of the Group's prepayment of Premiums to Tufts Health Plan, Tufts Health Plan agrees to pay and arrange for the provision of Covered Services as described in Tufts Medicare Preferred Supplement plans ("TMS") Certificate, incorporated herein by this reference, during the term of this Agreement to the Group's Medicare-eligible retirees and their Medicare-eligible dependents (collectively "Members") who elect TMS coverage.

Tufts Health Plan and Group agree as follows:

Unless defined specifically in this Agreement, the capitalized terms in this Agreement have the meaning set out in the Glossary of Terms section of the Certificate.

1. Health Care Benefits.

The health care benefits, conditions, limitations and exclusions for Members are set forth in the Group's current Certificate. Tufts Health Plan will administer benefits according to the terms of the Certificate. The Group hereby delegates to Tufts Health Plan the discretionary authority to construe the terms of the Certificate, to make factual determinations and to make final and binding decisions about eligibility and claims.

2. Underwriting and Enrollment Policies

Tufts Health Plan's Group and Member eligibility, enrollment, and underwriting policies ("Underwriting and Enrollment Policies") as amended from time to time are incorporated herein by this reference.

3. Member Enrollment and Termination.

Eligible Members, being the Group's Medicare-eligible retirees and their Medicare-eligible dependents, as defined in the Underwriting and Enrollment Policies may enroll during the Group's initial Open Enrollment Periods, and at other times as permitted by the Underwriting and Enrollment Policies. Unless Tufts Health Plan and the Group agree otherwise, to enroll in Tufts Health Plan, Members must submit to the Group a completed, signed and dated membership application and any other information which Tufts Health Plan may reasonably request. Tufts Health Plan must receive timely completed enrollment or termination information from the Group. Members' effective dates of coverage will be the first of the month determined according to the Certificate and the Underwriting and Enrollment Policies. Members' coverage termination dates will be the first of the month following Tufts Health Plan's receipt of a disenrollment form from the Group. The Member must sign the disenrollment form. Tufts Health Plan may also disenroll Members in accordance with the Certificate.

4. Premium Rates, Billing and Payment.

The Group's Premium rates are specified in the Group's most recent rate letter or renewal notification. No later than the first day of the monthly billing cycle, the Group must remit to Tufts Health Plan the full monthly Premium amount billed. Any retroactive adjustments will be reflected on subsequent invoices. Tufts Health Plan will cover only those Members for whom it actually receives the appropriate Premium and then only for the period to which the Premium applies. Premium must be paid for the state mandated 31-day continuation of coverage after termination.

5. <u>Term</u>.

The Effective Date of this Agreement is **January 1, 2019**. This Agreement is effective for one year from the Effective Date and shall, at Group's option, subject to paragraphs 6 and 7, automatically renew on each January 1 (the Group's Anniversary Date) unless earlier terminated in accordance with paragraph 8.

6. Premium Rate Changes.

Tufts Health Plan may change Premium rates as follows:

(a) annually, effective with each Anniversary Date; or (b) if there is a change in law or regulation (i) affecting Tufts Health Plan's benefits, operations, Provider relationships or medical/referral management arrangements, (ii) affecting either party's obligations under this Agreement, or (iii) resulting in new taxes or surcharges; at Tufts Health Plan's option, the effective date of any Premium change due to events in 6(b)(i), (ii) or (iii) may be the earliest date by which Tufts Health Plan is required to comply with any provision of the new law or regulation, or the date the new law or regulation is required to be effective for the Group; or

(c) if there is a change in the Group's size, composition, eligibility requirements, employer contribution or other aspect of the Group which adversely affects the risk of providing coverage; the effective date of any Premium increase due to events in 6(c) is the date of any of the events described in 6(c). The Group agrees to promptly notify Tufts Health Plan of any of the events described in 6(c).

Tufts Health Plan will give written notice to the Group of any Premium rate increase at least 30 days prior to the effective date of the increase, provided that less notice will be given if a change in law or regulation makes 30 day advance notice impractical. Such notice automatically amends this Agreement as of the effective date of the increase and is incorporated herein by this reference. The Group shall remit increased Premium rates as of the effective date of the increase.

7. Other Amendments.

In addition to the changes described in paragraph 6, Tufts Health Plan may amend this Agreement, including the Certificate, as follows:

(a) annually, effective with each Anniversary Date, provided that Tufts Health Plan provides the Group with at least 30 days prior written notice; or

(b) if there is a change in law or regulation, at Tufts Health Plan's option, effective on the earliest date by which Tufts Health Plan is required to comply with any provision of the new law or regulation, or the date the new law or regulation is required to be effective for the Group, provided that Tufts Health Plan gives the Group at least 30 days written notice prior to the effective date of the amendment (unless the new law or regulation makes it impractical for Tufts Health Plan to give 30 day advance notice); or

(c) at any time by providing at least 30 days prior written notice to the Group, subject to the Group's acceptance. The Group's acceptance of an amendment under 7(c) will be either by the Group's written notice to Tufts Health Plan accepting the amendment, or by the Group's failure to reject the amendment in writing within 30 days after the date Tufts Health Plan mails the notice to the Group. The Group may amend this Agreement by providing at least 30 days prior written notice to Tufts Health Plan, subject to Tufts Health Plan's acceptance. Tufts Health Plan's acceptance of an amendment will be only by Tufts Health Plan's written notice to the Group accepting the amendment.

(d) Notwithstanding the above, Tufts Health Plan may amend the Certificate without the Group's acceptance when such amendments are the result of changes in Medicare benefits or Massachusetts mandated benefits. In most instances, these amendments will have a January 1 effective date. Tufts Health Plan will give the Group at least 60 days prior notice of any such changes in covered services.

Unless Tufts Health Plan agrees otherwise, it is the Group's responsibility to provide notice to Members of any amendments. Tufts Health Plan will not be responsible for any consequences of the Group's failure to provide such notice.

8. Termination of this Agreement.

(a) By the Group: The Group may terminate this Agreement at any time by giving written notice to Tufts Health Plan at least 60 days prior to the effective date of termination.

(b) By Tufts Health Plan: Tufts Health Plan may terminate this Agreement as follows: (i) if it has not received the appropriate Premium payment from the Group by the monthly due date. Termination will be effective as of the last date for which Premium was received. Tufts Health Plan will not be responsible if the Group fails to pay Tufts Health Plan at all, or fails to pay Tufts Health Plan on a timely basis, even if the Group has already charged the Subscriber (by, for example, withholding employee contributions) for part or all of the Premium payment. In the event of such termination, Tufts Health Plan will notify Members as required by law; or

(ii) consistent with applicable state and federal law if the Group fails to meet Tufts Health Plan's eligibility, participation, or contribution requirements as set out in the Underwriting and Enrollment Policies; or

(iii) consistent with applicable state and federal law in the event that: (a) the Group commits fraud or misrepresentation regarding matters which are related to or are the subject of this Agreement; (b) Tufts Health Plan ceases to offer the class of business for the Group's Certificate (e.g., Medicare supplement insurance) in this market; or (c) Tufts Health Plan ceases to offer the particular product provided under this Agreement.

Termination for events in 8 (b)(ii) and (iii) above will be effective at any time permitted by law.

(c) In the Event of Bankruptcy or Insolvency: If the Group commences a case under Chapter 11 of the federal bankruptcy laws, the Group shall notify Tufts Health Plan of its decision to assume or reject this Agreement under the executory contract provisions of federal bankruptcy law within 60 days following the date the bankruptcy petition is filed. Premiums shall continue to be due for the period following the bankruptcy petition filing date. If the Group fails to pay Premiums to Tufts Health Plan during this period, this

Municipal Bill - Tufts Medicare Preferred Supplement 01/01/16

Agreement shall terminate as of the first due date following the date the bankruptcy petition was filed for which Premiums were not paid.

In the event of the Group's insolvency, Tufts Health Plan may at any time during such insolvency require the Group to provide Tufts Health Plan with security in an amount Tufts Health Plan determines to be sufficient, and may take any other actions allowed by state or federal law.

All Members' rights to health care benefits will cease as of the effective date of termination of this Agreement.

9. Examination of Records.

Upon reasonable notice to the Group, Tufts Health Plan may, at reasonable times, examine the Group's payroll and other business records relating to payments or Member eligibility under this Agreement. Tufts Health Plan agrees to preserve the confidentiality of the Group's records.

10. Notices.

Tufts Health Plan will send all notices required under this Agreement to the Group by hand, or by first class mail, postage prepaid, to the address shown on the Group's renewal notification or any other address that the Group may designate in writing. The Group will send all notices required under this Agreement to Tufts Health Plan by hand or by first class mail, postage prepaid, to 705 Mount Auburn Street, Watertown, MA 02472 ATTN: Retiree Sales Dept., or any other address that Tufts Health Plan may designate in writing. Other notices may be sent by facsimile or e-mail to the number or address specified by either party, however, that Tufts Health Plan may provide Groups with Employer Group Agreements at the email address on file with Tufts Health Plan for Group or Group's broker.

11. Indemnification

The Group shall indemnify and hold harmless Tufts Health Plan, its directors, officers, agents and employees, from any and all claims, lawsuits, administrative proceedings, damages, settlements, judgments, costs, penalties, fines and expenses, including but not limited to reasonable attorneys' fees and multiple or punitive damages, resulting from or arising in whole or in part out of Group's acts or omissions.

12. Entire Agreement.

This Agreement, the Group application, membership applications, and renewal notification, together with any amendments made pursuant to paragraphs 6 and 7 above, constitute the entire contract, agreement and understanding between Tufts Health Plan and the Group and supersede all other prior oral or written agreements including without limitation any Requests for Proposals (RFPs).

13. Member Services-Quality Service.

To maintain quality customer service, Tufts Health Plan has a call coaching program. Telephone calls to Member Services may be monitored or recorded. Callers who object can so inform the Member Services Representative answering the call.

14. Relationship of the Parties.

Tufts Health Plan is and will be construed to be an insurer, and the Group is and will be construed to be a purchaser of health care benefits on behalf of the Group's Members. Tufts Health Plan and the Group are and will be construed to be independent entities and independent contractors. Each will comply with all requirements of applicable state and federal law.

It is expressly understood that Tufts Health Plan is not a Provider of health care services. Providers are not the employees, agents or representatives of Tufts Health Plan for any purposes, and Tufts Health Plan will not be responsible for the acts, omissions, representations or other conduct of any Provider. It is also expressly understood that neither the Group nor Members have any rights under any agreement between Tufts Health Plan and a Provider and that this Agreement is not to be construed to create rights in any third parties.

15. Administration.

In addition to the Underwriting and Enrollment Policies, Tufts Health Plan from time to time adopts reasonable policies, procedures, rules and interpretations to promote orderly and efficient administration of this Agreement, and may contract with third parties to perform any of its obligations under this Agreement. Tufts Health Plan may communicate directly with Members as part of its administration of this Agreement or for other purposes related to Tufts Health Plan products and services.

Group hereby authorizes Tufts Health Plan to act on behalf of Group in order to resolve Medicare Secondary Payor issues related to claims paid under this Agreement. Group further authorizes the Centers for Medicare & Medicaid Services, its Medicare Contractors and the Department of the Treasury and each party's respective employees and agents to disclose to Tufts Health Plan information related to any debt identified in any MSP recovery demand related to claims paid under this Agreement.

16. Assignment.

This Agreement shall be binding upon and inure to the benefit of each of the party's successors, assigns and/or representatives, as the case may be. This Agreement may not be assigned or otherwise delegated without the other party's written consent except that Tufts Health Plan may assign or delegate this Agreement to any Tufts Health Plan Affiliate without the consent of the Group. A Tufts Health Plan Affiliate is an organization that directly or indirectly through one or more intermediaries controls, is controlled by or on behalf of, or is under common control with Tufts Health Plan; as used in the definition of Tufts Health Plan Affiliate, "organization" means a partnership, corporation, business trust, joint stock company, trust, unincorporated association, limited liability company or partnership, joint venture or other entity of any nature, and "control" means the possession, direct or indirect, of the power to direct or cause the direction of the management and policies of an organization, whether through ownership of voting interests or securities, by contract or otherwise.

17. Choice of Law.

This Agreement is issued and entered into in Massachusetts and shall be interpreted according to the laws of the Commonwealth of Massachusetts without giving effect to its choice of law rules.

18. <u>Waiver</u>.

A party's waiver of any provision of this Agreement on any one occasion shall not be deemed to be a waiver of any other provision of this Agreement or as a waiver of such provision on any subsequent occasion.

19. Actuarial Attestation.

If group seeks an actuarial attestation from Tufts Health Plan related to a Medicare Part D Retiree Drug Subsidy application, Group represents and warrants that all information provided to Tufts Health Plan is true and accurate and further acknowledges that the information provided is being used to obtain Federal funds. Group will hold Tufts Health Plan harmless if the information provided to Tufts Health Plan was inaccurate and Tufts Health Plan's opinion relied on such inaccurate information.

20. Disclosure of Information to CMS

If Group has submitted a Medicare Part D Retiree Drug Subsidy (RDS) Application, Tufts Health Plan agrees to disclose to the Centers for Medicare & Medicaid Services (CMS), on behalf of Group, the information it has in its possession that is necessary for Group to comply with the requirements of the RDS program. Tufts Health Plan acknowledges that such information provided is used for the purpose of obtaining Federal funds. Tufts Health Plan agrees to retain such information for a period of no less than six years after the expiration of the applicable plan year for which the RDS is sought, or such longer period as required under 42 C.F.R. 423.888(d). Tufts Health Plan further agrees to make such information available for audit and other oversight activities conducted by CMS or its designee, or by Group if required for purposes of obtaining the RDS or justifying its RDS application.

<u>21. Brokers.</u> If Group has notified Tufts Health Plan that it has a Broker of Record, then the following apply:

(a) Compensation. Group acknowledges that Tufts Health Plan pays Group's Broker of Record Tufts Health Plan's standard commission, unless Tufts Health Plan has notified the Group otherwise. The Group also acknowledges that Broker of Record may receive other items awarded to Broker of Record that may be attributable to the sale and/or retention of the Group. Tufts Health Plan's standard compensation plan is available upon request.

(b) Access to Information. Unless Group has otherwise notified Tufts Health Plan, Group's Broker of Record is entitled to receive (1) Protected Health Information (PHI), as defined in 45 C.F.R. 160.103, for enrollment or disenrollment purposes and/or (2) summary health information, as defined in 45 C.F.R. 164.504, for the purpose of obtaining premium bids or modifying, amending or terminating the group health plan.

22. Massachusetts Personal Information Security.

Tufts HP acknowledges that it has an information security program that complies with Massachusetts laws and regulations protecting the security of personal information, including ch. 93H, Security Breaches of personal information, and 201 CMR 17.03, Standards for the Protection of Personal Information of Residents of the Commonwealth.

IN WITNESS WHEREOF, the undersigned have executed this Agreement by the signatures of their duly authorized representative.

TUFTS INSURANCE COMPANY

By:	
PRINT NAME:	
TITLE:	
DATE:	

CITY OF _____

By:	
PRINT	NAME:
TITLE:	
DATE:	

Town of Wenham January 1, 2019

Retiree Plan Renewal



tuftshealthplan.com

Peter Lombardi Town Administrator Town of Wenham 138 Main St. Wenham, MA 01984

October 23, 2018

Tufts Health Plan is pleased to submit the renewal for Tufts Medicare Preferred Supplement PDP Plan for January 1, 2019.

Plan	2018 Rate	2019 Rate	% Change	% of Rx Rate allocated for Wrap Coverage
Tufts Medicare Preferred Supplement PDP Plan	\$391	\$391	0%	58.5%

All plan benefits and co-payments are unchanged in 2019.

Wrap plan accompanying the Tufts Medicare Preferred PDP Plan:

Tufts Health Plan has included Wrap coverage in conjunction with the Part D drug coverage. Depending on which benefit stage the member is in, the Wrap covers a portion of the cost of the drug. This Wrap is additional coverage to your Tufts Medicare Preferred PDP Plan and is offered through Tufts Insurance Company.

Medicare Coverage Gap Discount Program:

The Medicare Coverage Gap Discount Program provides manufacturer discounts on brand name drugs in the Coverage Gap Stage. A 70% discount on the negotiated price (excluding the dispensing fee and vaccine administrative fee, if any) will be applied to the cost of the drug for those brand name drugs from manufacturers that have agreed to pay the discount. Members will pay their copayment in the coverage gap. The co-payment plus the cost of the manufacturer's discount will go towards the members true out of pocket costs (TrOOP).

Terms and Conditions Agreements/Plan Benefit Summaries

The plan Terms and Conditions Employer Agreements and Plan Benefit Summaries for Tufts Medicare Preferred PDP Plan and Tufts Medicare Preferred Supplement Plan are included.

We appreciate the opportunity to offer our plans. Please feel free to contact me at 1 800 208-8013 ext. 54303 or email me at <u>Mary Bartkiewicz@tufts-health.com</u> with any questions regarding your renewal.

Very truly yours,

Mary Bartkiewicz Manager, Client Services, Retiree Sales

Executive Summary

Tufts Health Plan Medicare Preferred provides health plan options to individuals, employer group retirees and Medicare beneficiaries still actively working. For more than 25 years, we have been committed to providing a high standard of health care coverage and to improving the quality of care for every member. Tufts Health Plan Medicare Preferred is a local plan, headquartered at 705 Mt. Auburn St. Watertown, MA.

Employer Group Clients that offer retiree health plans have a dedicated Retiree Sales and Client Services team. Together with our partners in commercial sales and client services, Tufts Health Plan can offer the best in class approach to meet the healthcare needs of active employees and retirees. As Medicare and retiree health plan experts, our team can work effectively with your brokers and consultants to find the right solutions.

Tufts Medicare Preferred is a separate business unit and provides exceptional service to our senior members. Prospective members work with a team of Sales Representatives who educate, guide and support them in their healthcare decisions. Once enrolled, our Member Services team including Representatives, Team Leaders, Supervisors and Managers work to ensure that our members get the assistance they need when they need it. The Customer Relations Team receives intensive training, including senior sensitivity training that enables them to communicate plan information clearly and effectively with members. Representatives are available Monday – Friday, 8:00 a.m. – 8:00 p.m. (From October 1 – February 14, representatives are available 7 days a week, 8:00 a.m. – 8:00 p.m.)

Tufts Medicare Preferred is a Medicare Advantage organization with a Medicare contract with CMS and also a Medicare approved Part D sponsor. Our suite of Medicare Advantage products include: Group retiree and individual HMO plans, group retiree Prescription Drug Plans and Senior Care options available to individual members. We also offer individual and group retiree Tufts Medicare Preferred Supplement plans and group retiree Tufts Medicare Complement plan.

Tufts Health Plan Medicare Preferred offers you a local health plan with a national reputation for excellence.

For the fourth consecutive year, Tufts Medicare Preferred as earned 5 stars out of a possible 5 from the Centers for Medicare and Medicaid Services (CMS) for 2018 and received the highest score in the USA. This 5 star rating put us in the top 4% of plans in the country. Out of nearly 400 plans rated annually, only 15 plans received this 5 star achievement.

Ratings are based on 47 categories including overall rating of health plan, overall rating of drug plan and health plan customer service.

NEW BUSINESS G.

Other matters, as may not have been reasonably anticipated by the Chair (Discussion Only)