



TOWN OF HOPKINTON SELECT BOARD MEETING AGENDA

Tuesday, September 7, 2021 6:00 PM

Hopkinton Town Hall, 18 Main St, Hopkinton, MA-Room 215/216

(Executive Session will be held in Room 211)

Please click the link below to join the meeting, use the phone numbers, or attend in person at Town Hall:

<https://us02web.zoom.us/j/83188314390?pwd=V1J0OFBKYY9CZERIUVM5RXB0bm85QT09>

Passcode: 711229

Or One tap mobile :

US: +13017158592,,83188314390# or +13126266799,,83188314390#

Or Telephone:

Dial(for higher quality, dial a number based on your current location):

US: +1 301 715 8592 or +1 312 626 6799 or +1 646 876 9923 or +1 408 638 0968 or +1 669 900 6833 or +1 253 215 8782 or +1 346 248 7799

Webinar ID: 831 8831 4390

International numbers available: <https://us02web.zoom.us/j/83188314390>

6:00 PM

CALL TO ORDER

1.

EXECUTIVE SESSION

- a. Pursuant to M.G.L. c.30A, §21(a) (purpose 3) to consider strategy with respect to collective bargaining relative to DPW, Police, Fire and Library Unions, and negotiations with non-union staff, Fire Chief, because an open meeting may have a detrimental effect on the negotiating position of the Board.
- b. Pursuant to M.G.L. c.30A, §21(a) (purpose 6) to consider the purchase, exchange, lease or value of real estate, land at 0 Frankland Rd. (Assessors Map U7 Block 7 Lot 0), because an open meeting may have a detrimental effect on the negotiating position of the Board.
- c. To approve executive session Minutes (8/3/2021).
- d. To discuss strategy with respect to the purchase, lease, sale or value of real property in relation to Open Space Preservation, Trails Coordination and Management and Upper Charles Trail (Assessors Map parcels R8-1-0, R7-5-0, R7-8-0, R16-21-0, R16-22-0, R28-59-0, R28-61-0, U25-16-A, R10-15-0, R34-17-C, Tennessee Gas easements, Granite St. easement, East Main St. Mezitt property) because an open meeting may have a detrimental effect on the negotiating position of the Board.

6:30 PM

CALL TO ORDER - OPEN SESSION

2.

PLEDGE OF ALLEGIANCE

6:31 PM

PUBLIC FORUM

3.

Residents are invited to share ideas, opinions or ask questions regarding Town Government.

6:40 PM

CONSENT AGENDA

4.

The Select Board will consider the following consent agenda:

- a. **MINUTES** - The Select Board will consider approving the Minutes of the August 3, 2021 meeting.

- b. **PARADE PERMIT APPLICATION, CF CYCLE FOR LIFE, OCTOBER 2, 2021** - The Select Board will consider approving a Parade Permit for the CF Cycle for Life event, to be held on Saturday, October 2, 2021. There are 12, 30 and 65 mile routes in Medway, Holliston and Hopkinton, and no road closures are requested.
Supporting Exhibits: Parade Permit application and supporting documents; Permitting Team Comments
- c. **PARADE PERMIT APPLICATION, TITLE 9 WOMEN ONLY TRIATHLON, SEPT. 12, 2021**
The Select Board will consider approving a Parade Permit for the Title 9 Women Only Triathlon on Sunday, Sept. 12, 2021. The event will take place at the Hopkinton State Park and roads in Hopkinton, Southborough and Ashland.
Supporting Exhibits: Parade Permit application and supporting documents; Permitting Team Comments
- d. **ACCEPT AMBULANCE FUND GIFT** - The Select Board will consider accepting a \$300 gift to the Ambulance Fund from The Whitehall Learning Group in memory of Lawrence Tedstone, Kristin Webb and George Jongeling.
- e. **RESIGNATION** - The Select Board will consider accepting the resignation of Michelle Heeney from the Cultural Council.
Supporting Exhibit: Resignation

6:45 PM

VOLUNTEER RECOGNITION - KATHLEEN LAFLASH

5.

The Select Board will recognize Kathy Laflash, who served on the Personnel Committee for 26 years. The nomination for recognition was submitted by Bob Levenson, who noted that Kathy's guidance, counsel, and wisdom have helped the town successfully address numerous and complicated Human Resource-related challenges for two and 1/2 decades. Both town employees and the town's residents have benefited from her contributions.

6:50 PM

EAGLE SCOUT PROCLAMATIONS

6.

The Select Board will recognize Eagle Scouts Noah Schonhorn, Ryan D'Alleva and Daniel D'Alleva.

7:00 PM

NEW FIRE CHIEF CEREMONY

7.

The Select Board will:

- a. Conduct a swearing-in ceremony for William R. Miller, Fire Chief.
- b. Review and approve Section 19(b)(1) form filed by incoming Fire Chief Miller regarding relationship with brother-in-law Lt. Krauss.

Supporting Exhibit: William Miller Section 19(b)(1) form

7:05 PM

COVID-19 UPDATE

8.

The Select Board will receive an update on the Town's response to the Covid-19 Pandemic.

7:10 PM

APPOINTMENTS - BOARDS/COMMITTEES & OFFICIALS

9.

The Select Board will consider making the following appointments:

- a. Appoint Traffic Constables, to terms expiring 6/30/2024:
 - 1. Firefighters Kyle Stark and Allyson Rothenberg

- b. Appoint members to the following Boards and Committees:
1. Council on Aging - 1 full member & 2 associate member vacancies - Applicants: Gale Levine, Susan Pearson
 2. Marathon Committee - 1 at-large vacancy, 3 year term - Applicants: Alex Danahy, Paula Garland
 3. Marathon Committee - Town Board/Department Representatives (1 year term):
 - Police Department (3) - Joe Bennett, John Porter, 1 vacant
 - Fire Department (2) - Bill Miller, 1 vacant
 - Department of Public Works (1) - Mike Mansir
 - School Department (1) - Tim Persson
 - Parks & Recreation Commission (1) - Liisa Jackson
 - Board of Health (1) - Vacant
 4. Permanent Building Committee - 1 vacancy - Applicant: David Godfroy
 5. Personnel Committee - 1 vacancy - Applicant: Patricia Duarte
 6. Upper Charles Trail Committee (Parks & Rec. designee): Cynthia Esthimer
 7. Veterans Celebration Committee - 5 vacancies - Applicants: Steven Jackson, Seldon MacNeill

Supporting Exhibits: Board/Committee Appointments - Select Board Meeting 9/7/2021; Board/Committee Applicants - Applications

7:15 PM

10.

HOUSING AUTHORITY APPOINTMENT - JOINT MEETING WITH HOUSING AUTHORITY

The Select Board and the remaining members of the Housing Authority will interview candidates Nancy Drawe and Joseph Tobin, and consider voting to fill one Housing Authority vacancy, with the term to expire at the May 2022 Annual Town Election. There are presently 2 vacancies - one appointed by the Select Board and one Governor's appointee.

Supporting Exhibits: Applications

7:20 PM

11.

SEPTEMBER 11 MEMORIAL/CEREMONY

The Select Board will hear from Mike Whelan and Don MacNeill regarding the planned September 11 memorial event.

7:25 PM

12.

QUARTERLY DEPOSIT AND INVESTMENT REPORT FROM TREASURER

The Select Board will hear from Chris Heymanns, Treasurer, on the quarterly deposit and investment report for the period ending June 30, 2021. The General Fund deposit balance was \$53,564,339.51. Interest income for the three months of the reporting period was \$19,044.03. The balance of deposits outside the general fund (trust funds, performance bonds, and student activities funds) was \$1,350,357.60, with interest earned over the three-month reporting period of \$120.58.

Supporting Exhibit: Quarterly Deposit and Investment Report, June 30, 2021

7:30 PM

13.

TOWN MANAGER REPORT

Town Manager will report on the following:

- a. Main Street Corridor Project Update
- b. Comcast Cable License Renewal
- c. Select Board Work Session and Goal Setting
- d. MWRA Water Connection Investigation
- e. New Staff Inspector/Engineer

f. Release of Executive Session Minutes
Supporting Exhibits: Town Manager Report

7:40 PM **LIAISON REPORTS/BOARD INVITES**
14. Supporting Exhibit: FY 22 Liaison Assignments

7:45 PM **FUTURE BOARD AGENDA ITEMS**
15. Board members will identify future agenda items.

7:50 PM **ADJOURN**

Correspondence to Select Board

1. Board of Appeals Notices of Decision - 349 Wood St., 21 Hillcrest Dr., 84-92 West Main St., 71 Frankland Rd., 111 Hayward St.
2. MassDOT Letter to North Woods Coalition re: I-90/I-495 Interchange Project
3. Temporary Solution Status Report - Hopkinton Gas, Inc. - 1 Grove St.
4. Address Assignments - 37 East St., Laborers Training Center
5. 8-18-21 Letter re Municipal Elections to the Boston Region MPO
6. Board of Appeals Hearing Notices - 41 Parker Point Rd., 62 Chamberlain St.
7. Claire Wright Resignation, Cemetery Commission

Upcoming Select Board Meetings

1. September 21, 2021
2. October 5, 2021
3. October 19, 2021
4. November 9, 2021

The listed matters are those reasonably anticipated by the Chair to be discussed at the meeting. Not all items may in fact be discussed and other items not listed may also be brought up for discussion to the extent permitted by law. Unless an agenda item is a posted public hearing, the matter may be considered earlier than the indicated time if there are last minute cancellations or other unforeseen events which cause the Board to move more quickly through the agenda.

CONVENING IN EXECUTIVE SESSION UNDER THE OPEN MEETING LAW M.G.L. c.30A, §21(A)

PROCEDURE FOR CONVENING AN EXECUTIVE SESSION

1. The Chair posts notice of the Executive Session at least 48 hours prior to convening (excluding Saturdays, Sundays and legal holidays). Such notice must state the purpose for convening in Executive Session (see reverse side).

If the Executive Session will be convened under Purpose 1, the individual in question must receive written notice 48 hours in advance of the Executive Session.

If the Executive Session could not have been reasonably anticipated by the Chair at the time of the posting of the meeting, the Chair must explain the circumstances that justify convening in Executive Session without having posted its intention to convene in Executive Session.

2. The Board or Committee convenes in an open session.
3. The Chair requests a motion to enter into Executive Session.
4. A majority of members vote (by roll call recorded in the minutes) to convene in Executive Session.

RECORDS RELATING TO AN EXECUTIVE SESSION

1. All votes taken during an Executive Session must be recorded roll call votes and shall become a part of the record of the Executive Session.
2. The minutes of the Executive Session and records used during the Executive Session may remain secret only as long as publication would defeat the lawful purpose(s) of the Executive Session, but must thereafter become public records.
3. The Board or Committee must, at reasonable intervals, review the minutes of Executive Sessions to determine if the minutes remain exempt from disclosure, and such determination must be announced at the next meeting of the Board or Committee and recorded in the minutes of that meeting.

MODEL MOTION FOR CONVENING IN EXECUTIVE SESSION

[CHAIR READS]: I request a motion that the Board vote to convene in Executive Session

1. For the purposes of [*insert purpose as listed on reverse side modified to include all subjects that may be revealed without compromising the purpose of the Executive Session (for example, the motion should specifically identify of the union, the nonunion member, the litigation matter, or the property to be discussed)*];
2. [*For Purposes 3, 6, and 8*] because the Chair declares that having such discussion in Open Session would have a detrimental effect on [*insert language from specific Purpose*];
3. To allow [*name any nonmembers*] to participate in the discussion; and
4. [*Not to/to*] convene in Open Session after the conclusion of the Executive Session.¹

¹ Remote Participation: A member participating remotely may participate in an executive session, but shall state at the start of any such session that no other person is present and/or able to hear the discussion at the remote location, unless presence of that person is approved by a simple majority vote of the public body.

PURPOSES FOR CONVENING IN EXECUTIVE SESSION

1. To discuss the reputation, character, physical condition or mental health, rather than professional competence, of an individual, or discuss the discipline or dismissal of, or complaints or charges against, a public officer, employee, staff member or individual.²
2. To conduct strategy sessions in preparation for negotiations with non-union personnel or to conduct collective bargaining sessions or contract negotiations with non-union personnel.
3. To discuss strategy with respect to collective bargaining or litigation if an open meeting may have a detrimental effect on the bargaining or litigating position of the public body and the chair so declares.
4. To discuss the deployment of or strategy regarding security personnel or devices, e.g., a sting operation.
5. To investigate charges of criminal misconduct or to consider the filing of criminal complaints.
6. To consider the purchase, exchange, lease or value of real estate, if the chair declares that an open meeting may have a detrimental effect on the negotiating position of the public body.
7. To comply with, or act under the authority of, any general or special law or federal grant-in-aid requirements.
8. To consider or interview applicants for employment by a preliminary screening committee, if the chair declares that an open meeting will have a detrimental effect in obtaining qualified applicants. This shall not apply to any meeting regarding applicants who have passed a prior preliminary screening.
9. To meet with a mediator regarding any litigation or decision; provided that (i) any decision to participate in mediation shall be made in open session and the parties disclosed and (ii) no action shall be taken with respect to the issues involved without deliberation and approval of the action at an open session.
10. To discuss trade secrets or confidential or proprietary information regarding activities by a governmental body as energy supplier, municipal aggregator or energy cooperative, if an open session will adversely affect conducting business relative to other entities making, selling or distributing energy.

² If the Board wishes to convene in Executive Session for these purposes, the individual in question has the right to receive written notice 48 hours in advance of the Executive Session; to be present at the Executive Session; to have counsel or another representative present to advise the individual, though not to actively participate in the session; to speak in his/her own behalf; to make an audio recording or transcription of the Executive Session; and to require that that the discussion be held in open session.



TOWN OF HOPKINTON
Office of the Select Board
18 Main Street, Hopkinton, MA 01748 | 508-497-9701
selectboard@hopkintonma.gov

A Complete Application *must be filed a minimum of 30 days before event date*

APPLICATION FOR PARADE PERMIT

Applicant's Name: Cystic Fibrosis Foundation (Terry Waite / Pam Spitzer)

Applicant's Address: 230 N. Main St., #104, Natick, MA 01760

Telephone Number: 508-655-6000 Cell Number 508-333-7400 (Waite)

Email Address: twaiter@cff.org

Applicant: Private/Individual Business Non-Profit Town Dept./Board/Committee

Date of Event: 10-2-2021 (Rain Date): NA Time: _____

Purpose of Parade Permit: 65 mile cycle To raise funds to support the CFF mission

Road Closures: NA

Description/Purpose of Event (Please provide a separate visual or map of the complete route of the proposed event along with a Public Safety Plan)

see routes attached

Public Safety Plan will be updated closer to

event day.

Starting Point: 101 Summer St., Holliston Ending Point: (same) 101 Summer St., Holliston, MA

Expected number of Participants: 200 Riders / only 60 Riders through Hopkinton

Person Responsible for Control of Litter: Terry Waite Phone Number 508-333-7400

On-site person responsible (day of event) Terry White Phone Number 508-655-6000

ADDITIONAL REQUIREMENTS:

1. A copy of a **Certificate of Insurance** must be provided to the Select Board Office with this application, naming the Town of Hopkinton as an additional insured for at least \$1million dollars in the case of accident.
2. The undersigned applicant agrees that the applicant and parade participants will conform to applicable laws, by-laws and regulations, as well as special requirements that may be made a condition of the granting of a Parade Permit pursuant to this application.
3. **Map or specific description of the route** of the proposed event, along with a **Safety Plan** must be submitted along with this request.
4. **Litter Control Plan.**

I/we agree to hold the Town of Hopkinton harmless from any and all liability and will defend the Town of Hopkinton in connection there within.

Signature of Applicant:

James A. Fitzg

Date:

6/28/21



June 18, 2021

Elaine Lazarus
Town of Hopkinton
18 Main Street
Hopkinton, MA 01748

Dear Elaine:

I am writing to request your approval for the **2021 CF Cycle for Life** to travel through the town of Hopkinton. The event is a single day fundraising bicycle ride to benefit the Cystic Fibrosis Foundation. Over the past 23 years, nearly \$3.0 million have been raised by dedicated CF volunteers and participants to support the mission of the Cystic Fibrosis Foundation.

This year's 24th Anniversary ride is scheduled for Saturday, October 2, 2021. We offer three routes, 12 30 and 65 miles. The format of the ride is a split start, approximately 60 65-mile riders will leave Holliston at 8:00 am traveling through 10 towns and back. This is the only route that travels through Hopkinton. 150 - 30/12-mile riders will leave Holliston at 10:00 am. The event starts and finishes at the Fatima Shrine on Summer Street in Holliston. The 65-mile proposed cue sheet is attached, and I've spoken with Lt. Porter who believes it is possible to conduct the event on the proposed date.

I am aware that we will need to have a Certificate of Insurance naming the town of Hopkinton. Please let me know if there are any other requirements.

As always, our priority is making the ride as safe as possible by keeping to side roads when practical and providing support to all riders. We anticipate having 200 riders and 60 volunteers ensuring the safety of our riders this year.

The mission of the Cystic Fibrosis Foundation is to cure cystic fibrosis and to provide all people with the disease the opportunity to lead full, productive lives by funding research and drug development, promoting individualized treatment, and ensuring access to high-quality, specialized care.

If you have any questions, please do not hesitate to contact me at the Cystic Fibrosis Foundation in Natick at (800) 966-0444 or email us at twait@cff.org. Thank you for your past support and willingness to help. Can you please let us know about any road closures or planned construction?

Sincerely,

Terry Waite

Associate Executive Director

12 MILE ROUTE – (JENNA LOOP)

CF Cycle for Life Saturday October 2, 2021



Leg	Total	Dir	Cue
0	0	R	MA-126 S/ Summer Street into Medway
0.8	0.8	L	Lovering Street
0.9	1.7	L	Winthrop Street
0.7	2.4	R	Hill Street into Holliston
0.9	3.3	L	Norfolk Street
1.4	4.7	BR	Franklin Street
0.2	4.9	R	Central Street. Stay on Central Street bearing to the right. (avoiding Fiske Street)
0.9	5.8	L	MANDATORY REST STOP (Lutheran Church, 600 Central Street, Holliston)
			Please check in with volunteers
			From Rest Stop:
1.1	6.9	R	Bullard Lane
0.6	7.5	R	Orchard Street (becomes Goulding Street in Holliston)
1.5	9.0	L	Norfolk Street
0.2	9.2	R	Hill Street into Medway
0.9	10.1	L	Winthrop Street
1.0	11.1	R	Partridge Street
0.1	11.2	BL	Partridge Street
0.1	11.3	R	Lovering Street
0.6	11.9	R	MA-126 N/ Summer Street into Holliston
0.9	12.8	L	FINISH LINE at Fatima Shrine *Please check in with volunteers*

Rules of the Road:

Always ride single file. Although we have help from the local police details at certain locations, they are NOT closing any roads.

Communicate with other riders when passing.

Use hand signals where possible and never assume a motorist can see you.

Remember, safety first!

If you need assistance, please wait at roadside and flag down a sagwagon.

*Don't be shy about asking for help. Dial **911** in an Emergency.*

*Dial **508-655-6000** if you get off the route and cannot find your way back.*

30 MILE ROUTE – (HAYLEE LOOP)

CF Cycle for Life Saturday October 2, 2021



Leg	Total	Dir	Cue
0	0	R	MA-126 S/ Summer Street into Medway
0.8	0.8	L	Lovering Street
0.9	1.7	L	Winthrop Street
0.7	2.4	R	Hill Street into Holliston
0.9	3.3	L	Norfolk Street
1.4	4.7	BR	Franklin Street
0.2	4.9	R	Central Street
0.2	5.1	BL	Fiske Street (becomes Mill Street in Sherborn)
3.1	8.2	BR	Woodland Street
0.2	8.4	BR	Continue on Woodland Street
0.3	8.7	L	Woodland Street into Sherborn
500 ft	8.7	S	Cross S. Main Street (MA-27) onto Forest Street
0.8	9.5	BL	Lake Street
0.5	10.0		MANDATORY REST STOP (Farm Pond, 201 Lake St, Sherborn) *Please check in with volunteers*
0.7	10.7	S	Cross Farm Road; continuing on Lake Street
0.9	11.8	R	MA-16 E/ Eliot Street into Natick
2.8	14.6	R	Mill Lane (very small side road beside S. Natick dam)
300 ft	14.6	R	Pleasant Street - Cross Bridge
0.2	14.8	R	Glen Street into Dover
2.4	17.2	R	Farm Street
1.3	18.5	BR	Junction Street (Junction St becomes Harding St in Medfield)
1.1	19.6	R	Hospital Road
1.1	20.7	R	MA-27 N/ South Main Street
0.7	21.4	L	MA-115 S/ Bullard Street (becomes Orchard Street in Millis)
1.9	23.3	BR	Stay on Orchard Street (leaving MA-115)
300 ft	23.3	S	Cross Middlesex Street, continue on Orchard Street
1.3	24.6	S	OPTIONAL REST STOP (Holliston Senior Center, 150 Goulding St, Holliston)
1.2	25.8	L	Norfolk Street
0.2	26.0	R	Hill Street into Medway
0.5	26.5	L	Winthrop Street
1.0	27.5	R	Partridge Street
0.1	27.6	BL	Partridge Street
0.1	27.7	R	Lovering Street
0.6	28.3	R	MA-126 N/ Summer Street into Holliston
0.9	29.2	L	FINISH LINE at Fatima Shrine *Please check in with volunteers*

65 MILE ROUTE

CF Cycle for Life Saturday October 2, 2021

Leg	Total	Dir	Cue
0	0	R	MA-126 S/ Summer Street into Medway
0.8	0.8	L	Lovering Street
0.9	1.7	L	Winthrop Street
0.7	2.4	R	Hill Street into Holliston
0.9	3.3	L	Norfolk Street
1.4	4.7	BR	Franklin Street
0.2	4.9	R	Central Street
0.2	5.1	BL	Fiske Street (becomes Mill Street in Sherborn)
3.1	8.2	BR	Woodland Street
0.2	8.4	BR	Continue on Woodland Street
0.3	8.7	L	Woodland Street into Sherborn
500 ft	8.7	S	Cross S. Main Street (Rt. 27) onto Forest Street
0.8	9.5	BL	Lake Street
0.5	10.0		OPTIONAL REST STOP (Farm Pond, 201 Lake St, Sherborn)
0.7	10.7	S	Cross Farm Road; continuing on Lake Street
0.9	11.8	R	MA-16 E/ Eliot Street into Natick
2.8	14.6	R	Mill Lane (very small side road beside S. Natick dam)
300 ft	14.6	R	Pleasant Street - cross bridge
0.2	14.8	R	Glen Street into Dover
2.4	17.2	R	Farm Street
1.3	18.5	BR	Junction Street (Junction St becomes Harding St in Medfield)
1.1	19.6	R	Hospital Road
1.1	20.7	R	MA-27 N/ South Main Street
0.7	21.4	L	MA-115 S/ Bullard Street (becomes Orchard Street in Millis)
1.9	23.3	BR	Stay on Orchard Street (leaving Rte 115)
300 ft	23.3	S	Cross Middlesex Street, continue on Orchard Street
1.3	24.6	S	MANDATORY REST STOP (Holliston Senior Center, 150 Goulding St, Holliston) *Check in with volunteers*
1.2	25.8	L	Norfolk Street
0.2	26.0	R	Hill Street into Medway
0.5	26.5	L	Winthrop Street
1.6	28.1	R	Adams Street
1.0	29.1	L	MA-126 S/ Summer Street
1.0	30.1	R	MA-109 W/ Milford Street
1.6	31.7	R	Clark Street (turns into South Street in Holliston)
1.3	33.0	L	Rockland Street
0.3	33.3	S	Cross MA-16 onto Adams Street
0.0	33.3	R	Adams Street
1.9	35.2	L	Hanlon Road (turns into College St in Hopkinton)

0.9	36.1	R	MA-85 N/Hayden Rowe Street
0.3	36.4		OPTIONAL REST STOP (Cornell's Pub, 229 Hayden Rowe Street, Hopkinton)
0.1	36.5	L	Granite Street
0.8	37.3	R	Lumber Street
2.1	39.4	S	Cross West Main Street; continue on Lumber Street Extension
200 ft	39.4	R	Elm Street
0.7	40.1	L	MA-135 W/Wood Street
2.2	42.3	R	Fruit Street
0.3	42.6	BR	Continue on Fruit Street
2.4	45.0	R	Flanders Road (becomes Southville Rd, then Cordaville Rd)
2.9	47.9	R	Howe Street
0.7	48.6	L	Cross Street
0.8	49.4	R	Stay on Cross Street
0.9	50.3	R	MA-135 W/East Main Street
0.1	50.4	L	Clinton Street
0.4	50.8		MANDATORY REST STOP (Legacy Farms, Clinton St.) *Check in with volunteers*
1.1	51.9	BR	Stay on Clinton Street (becomes Mill Street in Holliston)
1.7	53.6	R	Prentice Street (becomes Ash Street in Hopkinton)
1.7	55.3	L	South Mill Street (becomes Wilson Street in Holliston)
1.3	56.6	L	Hanlon Street
0.6	57.2	R	Marshall Street
0.7	57.9	BL	Courtland Street
0.8	58.7	S	Cross MA-16 onto South Street
0.7	59.4	L	Fisher Street
0.2	59.6	L	Stay on Fisher Street into Medway
1.6	61.2	L	MA-109 E/ Milford Street
0.6	61.8	L	MA-126 N/ Summer Street into Holliston
2.4	64.2	L	FINISH LINE (FATIMA SHRINE) *Check in with volunteers*

Rules of the Road:

Always ride single file. Although we have help from the local police details at certain locations, they are NOT closing any roads.

Communicate with other riders when passing.

Use hand signals where possible and never assume a motorist can see you.

Remember, safety first!

If you need assistance, please wait at roadside and flag down a sagwagon.

*Don't be shy about asking for help. Dial **911** in an Emergency.*

*Dial **617-592-4392** if you get off the route and cannot find your way back.*

12 MILE ROUTE – (JENNA LOOP)

CF Cycle for Life Saturday October 2, 2021

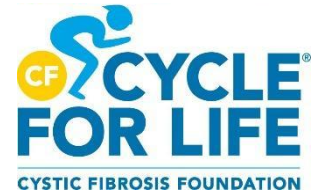


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			From Rest Stop:
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0.9	12.8	L	FINISH LINE at Fatima Shrine *Please check in with volunteers*

<p>Rules of the Road:</p> <p><i>Always ride single file. Although we have help from the local police details at certain locations, they are NOT closing any roads.</i></p> <p><i>Communicate with other riders when passing.</i></p> <p><i>Use hand signals where possible and never assume a motorist can see you.</i></p> <p>Remember, safety first!</p> <p><i>If you need assistance, please wait at roadside and flag down a sagwagon.</i></p> <p><i>Don't be shy about asking for help. Dial 911 in an Emergency.</i></p> <p>Dial 508-655-6000 if you get off the route and cannot find your way back.</p>
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30 MILE ROUTE – (HAYLEE LOOP)

CF Cycle for Life Saturday October 2, 2021



Leg	Total	Dir	Cue
0	0	R	MA-126 S/ Summer Street into Medway
0.8	0.8	L	Lovering Street
0.9	1.7	L	Winthrop Street
0.7	2.4	R	Hill Street into Holliston
0.9	3.3	L	Norfolk Street
1.4	4.7	BR	Franklin Street
0.2	4.9	R	Central Street
0.2	5.1	BL	Fiske Street (becomes Mill Street in Sherborn)
3.1	8.2	BR	Woodland Street
0.2	8.4	BR	Continue on Woodland Street
0.3	8.7	L	Woodland Street into Sherborn
500 ft	8.7	S	Cross S. Main Street (MA-27) onto Forest Street
0.8	9.5	BL	Lake Street
0.5	10.0		MANDATORY REST STOP (Farm Pond, 201 Lake St, Sherborn) *Please check in with volunteers*
0.7	10.7	S	Cross Farm Road; continuing on Lake Street
0.9	11.8	R	MA-16 E/ Eliot Street into Natick
2.8	14.6	R	Mill Lane (very small side road beside S. Natick dam)
300 ft	14.6	R	Pleasant Street - Cross Bridge
0.2	14.8	R	Glen Street into Dover
2.4	17.2	R	Farm Street
1.3	18.5	BR	Junction Street (Junction St becomes Harding St in Medfield)
1.1	19.6	R	Hospital Road
1.1	20.7	R	MA-27 N/ South Main Street
0.7	21.4	L	MA-115 S/ Bullard Street (becomes Orchard Street in Millis)
1.9	23.3	BR	Stay on Orchard Street (leaving MA-115)
300 ft	23.3	S	Cross Middlesex Street, continue on Orchard Street
1.3	24.6	S	OPTIONAL REST STOP (Holliston Senior Center, 150 Goulding St, Holliston)
1.2	25.8	L	Norfolk Street
0.2	26.0	R	Hill Street into Medway
0.5	26.5	L	Winthrop Street
1.0	27.5	R	Partridge Street
0.1	27.6	BL	Partridge Street
0.1	27.7	R	Lovering Street
0.6	28.3	R	MA-126 N/ Summer Street into Holliston

0.9	29.2	L	FINISH LINE at Fatima Shrine *Please check in with volunteers*
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65 MILE ROUTE

CF Cycle for Life Saturday October 2, 2021

Leg	Total	Dir	Cue
0	0	R	MA-126 S/ Summer Street into Medway
0.8	0.8	L	Lovering Street
0.9	1.7	L	Winthrop Street
0.7	2.4	R	Hill Street into Holliston
0.9	3.3	L	Norfolk Street
1.4	4.7	BR	Franklin Street
0.2	4.9	R	Central Street
0.2	5.1	BL	Fiske Street (becomes Mill Street in Sherborn)
3.1	8.2	BR	Woodland Street
0.2	8.4	BR	Continue on Woodland Street
0.3	8.7	L	Woodland Street into Sherborn
500 ft	8.7	S	Cross S. Main Street (Rt. 27) onto Forest Street
0.8	9.5	BL	Lake Street
0.5	10.0		OPTIONAL REST STOP (Farm Pond, 201 Lake St, Sherborn)
0.7	10.7	S	Cross Farm Road; continuing on Lake Street
0.9	11.8	R	MA-16 E/ Eliot Street into Natick
2.8	14.6	R	Mill Lane (very small side road beside S. Natick dam)
300 ft	14.6	R	Pleasant Street - cross bridge
0.2	14.8	R	Glen Street into Dover
2.4	17.2	R	Farm Street
1.3	18.5	BR	Junction Street (Junction St becomes Harding St in Medfield)
1.1	19.6	R	Hospital Road
1.1	20.7	R	MA-27 N/ South Main Street
0.7	21.4	L	MA-115 S/ Bullard Street (becomes Orchard Street in Millis)
1.9	23.3	BR	Stay on Orchard Street (leaving Rte 115)
300 ft	23.3	S	Cross Middlesex Street, continue on Orchard Street
1.3	24.6	S	MANDATORY REST STOP (Holliston Senior Center, 150 Goulding St, Holliston) *Check in with volunteers*
1.2	25.8	L	Norfolk Street
0.2	26.0	R	Hill Street into Medway
0.5	26.5	L	Winthrop Street
1.6	28.1	R	Adams Street
1.0	29.1	L	MA-126 S/ Summer Street
1.0	30.1	R	MA-109 W/ Milford Street
1.6	31.7	R	Clark Street (turns into South Street in Holliston)
1.3	33.0	L	Rockland Street
0.3	33.3	S	Cross MA-16 onto Adams Street
0.0	33.3	R	Adams Street

1.9	35.2	L	Hanlon Road (turns into College St in Hopkinton)
0.9	36.1	R	MA-85 N/Hayden Rowe Street
0.3	36.4		OPTIONAL REST STOP (Cornell's Pub, 229 Hayden Rowe Street, Hopkinton)
0.1	36.5	L	Granite Street
0.8	37.3	R	Lumber Street
2.1	39.4	S	Cross West Main Street; continue on Lumber Street Extension
200 ft	39.4	R	Elm Street
0.7	40.1	L	MA-135 W/Wood Street
2.2	42.3	R	Fruit Street
0.3	42.6	BR	Continue on Fruit Street
2.4	45.0	R	Flanders Road (becomes Southville Rd, then Cordaville Rd)
2.9	47.9	R	Howe Street
0.7	48.6	L	Cross Street
0.8	49.4	R	Stay on Cross Street
0.9	50.3	R	MA-135 W/East Main Street
0.1	50.4	L	Clinton Street
0.4	50.8		MANDATORY REST STOP (Legacy Farms, Clinton St.) *Check in with volunteers*
1.1	51.9	BR	Stay on Clinton Street (becomes Mill Street in Holliston)
1.7	53.6	R	Prentice Street (becomes Ash Street in Hopkinton)
1.7	55.3	L	South Mill Street (becomes Wilson Street in Holliston)
1.3	56.6	L	Hanlon Street
0.6	57.2	R	Marshall Street
0.7	57.9	BL	Courtland Street
0.8	58.7	S	Cross MA-16 onto South Street
0.7	59.4	L	Fisher Street
0.2	59.6	L	Stay on Fisher Street into Medway
1.6	61.2	L	MA-109 E/ Milford Street
0.6	61.8	L	MA-126 N/ Summer Street into Holliston
2.4	64.2	L	FINISH LINE (FATIMA SHRINE) *Check in with volunteers*

Rules of the Road:

Always ride single file. Although we have help from the local police details at certain locations, they are NOT closing any roads.

Communicate with other riders when passing.

Use hand signals where possible and never assume a motorist can see you.

Remember, safety first!

If you need assistance, please wait at roadside and flag down a sagwagon.

*Don't be shy about asking for help. Dial **911** in an Emergency.*

*Dial **617-592-4392** if you get off the route and cannot find your way back.*



**CFF Cycle for Life
Saturday October 2, 2021
Holliston, MA**

Plan for Safety, Communication and Litter post event

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Purpose

This document provides a **comprehensive reference** to Cycle for Life for Safety Team volunteers. It describes how the event is organized and managed, the roles and responsibilities of each team, a general description of each assignment, provides tips on communications technique, and includes other safety information. Additional documentation may be separately provided for your specific task, such as an Assignment Document, route maps, worksheets, and forms.

The intended audience for this document includes volunteers and staff in the **SAG, REPAIR, MEDICAL, REST STOP, MARSHAL,** and **COMMUNICATIONS** teams. Although you may wish to focus on the material directly concerning your individual responsibilities, it is helpful that each of us better understand how other teams operate, so please familiarize yourself with this entire document. Also, changes to assignment may occur the morning of the event. Your ability to adapt will be improved with greater knowledge.

Note: Every effort has been made to present guidelines and operational rules and procedures which comport with those to which experienced CFL volunteers and staff are already accustomed. If there are departures from already established procedures in this document, please bring this to the attention of Dave Gilman ([KC1DDH - Dave kc1ddh@gmail.com](mailto:kc1ddh@gmail.com) or 508-509-3795), or to your CFL team leader in order that the information may be reviewed.

Nomenclature

Throughout this document you will encounter terms that may be unfamiliar. Please see the referenced End Notes for a definition of terms.

INFORMATION FOR ALL VOLUNTEERS

Introduction

The Cystic Fibrosis Foundation (CFF) is sponsoring and managing this Cycle for Life, a supervised benefit cycling event on October 6, 2018. You are a CFF volunteer! Welcome to this caring community. At Cycle for Life you may learn new things and will certainly have a chance to make new friends. We want you to relax, have fun, and enjoy the experience of applying your talents and energy to a very good cause.

Many of you reading this have volunteered with CF before. Others may be first timers. No matter your skills and talents, please read this entire document. Most of what follows is drawn from other events, large and small, but there are matters specific to this one, and perhaps herein new aspects that you had not considered prior.

It is important that each team member understand the structure and rules under which we will operate, so please review this document before reporting to your assignment.

Why all this organization?

We look to the Boston Marathon as an example to follow. As of the largest public events in our region, it presents complex safety and organizational challenges which are met with volumes of procedures, rules, guidelines, and checklists. CFL is of course much smaller, yet the same challenges exist, despite the comparatively small scale. There are hundreds of cyclists and many miles of roadway. The event is fast-paced and dynamic. Effective safety and rider support depends on a strong organization and top-notch real-time communications. We have relied upon the basic organizational, communications and operational structures and principles used at the Marathon, while reducing these to simpler terms.

This one-day event requires months of planning. The experience of each prior year reveals areas of improvements and efficiencies.

If you're an old hand at CFL, share your knowledge and experience with those who are just learning. If you're new, seek out and be receptive to experienced guidance. And for both, familiarity with the concepts, structures and suggestions in this guide will put all of us "on the same page". For we share the same ultimate goal: the success of the CFL and its end purpose, the furtherance of more effective treatments, and a cure, for Cystic Fibrosis.

An attitude of Service/Representing CF

Who are we as volunteers? Each of us represents the sponsoring organization. Each of us, in whatever work we do, support patients and families who suffer from CF.

The CFL Volunteer Team lives to uphold safely and help CF conduct an event that will be fun and successful. Each of us has a chance to shine in whatever role we serve.

We volunteer for a variety of personal reasons, but we do so with an attitude of service to one another, fellow volunteers and participants alike. In our interactions with participants, staff, and fellow volunteers, the question "how may I help you?" will serve each of us well.

As professionals, our conduct must be in a manner that demonstrates a friendly, responsible, informative and respectful manner to everyone we encounter. Remember this: there is always another volunteer who may have more experience at CFL and in your role than you, so here's your opportunity to learn, and teach.

Experienced CFL volunteers are already familiar with the standards set forth below. These are excerpted from materials provided by the Boston Athletic Association to its volunteer teams:

I will treat everyone fairly, regardless of gender, background, religion, political belief, or economic status;

I will respect the dignity of each participant and volunteer and will refrain from public criticism of any participant or volunteer;

I will refrain from the use of any profane, insulting, harassing, or otherwise offensive language while volunteering;

I will abstain from the use of drugs, alcohol, and tobacco in conjunction with CFL;

I will abide by the directives of my team captain or other CFL staff;

I will report any incident that may be contrary to these standards to a CFL staff member or team leader;

The Route and Maps

This event is a pre-planned recreational cycling funds raiser with a defined start time and a finish-no-later-than time. It is not a race. Please avoid referring to this event as a race. Participants should be encouraged to cycle conservatively and safely. When framed as a “race”, some riders may feel pressured and take unnecessary risks.

The three courses are:

1. A 12-mile course, the Jenna Loop, with a single mandatory rest stop at mile 5.8. This is designed for beginning cyclists and families. **** revisions will need to be made to this route due to Orchards Street, Millis Construction.
2. A 30-mile course, the Haylee Loop, with two rest stops, one at 10.0 miles that’s mandatory and a second at 24.6 miles.
3. A 65-mile course, with four rest stops at 10, 24.6, 36.4, and 50.8. The 24.6 and 50.8 rest stops are mandatory.

Participants for the 65-mile event will begin at 0830. The 12 and 30 mile riders will be released at 10:00. However, these release times may change due to weather or other safety considerations.

At Mile 35.7 on the 65 Mile course riders may opt to reduce their ride by executing a turn onto Hanlon Road. This is called the BAILOUT point, and is an available option which leaves a rider with just 8 miles to the finish. A Road Marshall will be stationed at BAILOUT to direct riders.

There are two Mandatory Reporting Points (MRP) where participants must stop and be identified by their BIB Number (a BIB is a durable paper of a designated colour with a unique number worn by each participant). A CF representative logs the participant’s arrival for tracking purposes and communications transmits the BIB Number for collation. This system, called Participant Tracking, enhances safety. An important function of the communications team involves supporting this system.

For 2017 an electronic rider tracking system will be used. Each participant has an RFID tag affixed to their BIB. The tag is scanned at the following MRP’s:

START
SENIOR CENTER (All courses)
LEGACY FARMS (65 Mile)
FINISH

A finish-no-later-than time (to be announced) has been established by the organizers, designating the time after which participants will be encouraged to accept SAG (support and gear) transport or to take a shorter supported route. Riders who arrive at point BAILOUT past an established arrive-no-later-than time, will be asked to BAILOUT.

The course begins and ends at 101 Summer Street, Holliston, MA:

<https://www.google.com/maps/myplaces?hl=en&vpsrc=1&ctz=240&ie=UTF8&ll=42.178082,-71.444285&spn=0.009604,0.017295&t=m&z=16&iwloc=A&dg=feature>

Route maps are available here:

Ride With GPS

12 Mile Jenna Loop: <http://ridewithgps.com/routes/10422187>

30 Mile Haylee Loop: <http://ridewithgps.com/routes/10422436>

65 Mile: <http://ridewithgps.com/routes/10422645>

For management purposes special maps have been created which divide each route into smaller, more manageable segments. The master route maps have point-of-interest (POI) icons which show each segment transition. More detailed segment maps are also available:

12 Mile, Segment 1: <http://ridewithgps.com/routes/6097330>

12 Mile, Segment 2: <http://ridewithgps.com/routes/6097332>

30 Mile, Segment 1: <http://ridewithgps.com/routes/6097426>

30 Mile, Segment 2: <http://ridewithgps.com/routes/6097438>

30 Mile, Segment 3: <http://ridewithgps.com/routes/6097446>

65 Mile, Segment 4: <http://ridewithgps.com/routes/6098922>

65 Mile, Segment 5: <http://ridewithgps.com/routes/6098987>

65 Mile, Segment 6: <http://ridewithgps.com/routes/6098991>

New feature: Master Map and APRS integration

APRS is a GPS-based system which tracks the location of each participating SAG unit. The Event Operations staff will see the last reported position of each unit on a real-time map.

SAG and other mobile units may also use the **Master Map**, which provides annotations for all Marshall and Rest Stop assets, plus all routes with mile markers. The map features selectable layers for each feature set. This map may also be used while mobile as it is a full-featured Google Map.

The Master Map may be accessed here:

<https://drive.google.com/open?id=1g2KpYsPXuOokeDEXSSaLCaKnxUY&usp=sharing>

In addition to this Master Map, APRS position data is available through an integration provided by Mr. Per Qvarforth of APRS DIRECT (aprsdirect.com). These maps are not full Google Map renditions, however they do provide overlays of our Master Map and immediate APRS position data.

You may select the full master map or each course individually.

Full Master Map with APRS:

<https://www.aprsdirect.com/center/42.20786,-71.44374/zoom/12/mid/1g2KpYsPXuOokeDEXSSaLCaKnxUY>

12 Mile Route Map with APRS:

<https://www.aprsdirect.com/center/42.17969,-71.43381/zoom/13/mid/17fljLDQyPPpAGWOR3fY0Ts0VNRM>

30 Mile Route Map with APRS:

https://www.aprsdirect.com/center/42.17969,-71.43381/zoom/13/mid/1_LSy1jZPVExduDEUBrl6_MPH8D4

65 Mile Route Map with APRS:

<https://www.aprsdirect.com/center/42.17969,-71.43381/zoom/13/mid/1cIY7D4JsLdrYUgmiDLa7o7Yio7M>

REST STOPS and other locations are also shown on the Master Route maps, and are listed in the document that describes your assignment.

Those volunteers using a digital map on a mobile device may download files from the RideWithGPS links above to couple route data with their mapping system. Contact Dave Gilman KC1DDH - Dave kc1ddh@gmail.com if you'd like these files sent via email.

Identifying Participants

All registered cyclists must wear an assigned "bib" which displays a unique number. Two bib colours are in use at CFL:

WHITE:	ALL ROUTES
YELLOW:	LARGE FUNDRAISER - ALL ROUTES

The YELLOW bibs are worn by those participants who have achieved a high level of fund raising. There are few of these on the course.

Unfortunately, bibs detach or may be obscured, which also makes identification of cyclists whizzing by a challenge.

Note that each BIB has an RFID tag (an electronic "bracelet") attached. BIBs must be attached to the outer layer of clothing, on the back, and clearly visible, both by the eyes and the RFID scanners along the event route.

Communications

Fast, accurate, reliable communications is vital to the safety of participants, volunteers, and staff. For the CFL we use the following methods:

- Amateur Radio
- Commercial Radio
- Mobile Phone

Amateur Radio (often called "Ham radio") provides the radio communications backbone for this event. Amateur Radio volunteers constitute a trained staff offering instant radio communications from any location. Some of these volunteers are cross-trained to provide SAG (cyclist support). Each critical point throughout the event has at least one Amateur Radio operator who has instant access to CF staff.

The Commercial Radio system provides instant, wide-area communications for staff and volunteers who are not FCC licensed radio specialists, but who need communications. We will use the same system that the Boston Athletic Association and many other groups use. All volunteers and staff provided a commercial radio will receive a brief training on how to use the equipment.

Mobile phones may be used where radio communications are unavailable. Some of the CFL routes traverse through areas with marginal mobile phone coverage.

All participants are provided a wrist band with a phone number for the Event Operations Center (EOC). Participants are asked to call for any assistance. Should a participant need medical help, they should call 911 first, and then notify the EOC.

All communications, whether by radio, mobile phone or internet, are centralized at what we call the Event Operations Center (**EOC**).

We encourage you: where Amateur Radio is available, use it first. This is the fastest and most efficient way to pass information, receive instructions, and to seek routine and emergency help.

Where Amateur Radio is not available and an emergency condition occurs that requires EMSⁱ, Police or Fire, call 911, then if able notify the EOC.

Details on Amateur Radio and Mobile Phone communications procedures are described in the Communications Procedures section of this manual.

Organization and Management

This event is being sponsored and managed by CFF. For this event there are several Operational Units, each having specialized responsibilities to the safe conduct of the event.

The entire event is managed by CFF who has assigned a functionary with the Tactical ID **E/M** (EVENT MANAGER). The E/M heads the organizational structure and is ultimately responsible for the entire event.

The E/M directs and supervises all staff and volunteers through an individual with the Tactical ID **COMMAND**. (For those familiar with the National Incident Command System standard used in public safety, COMMAND is the Incident Commander). At a minimum, COMMAND has the responsibility to keep the EM fully informed and to make certain the EM's directives are carried out.

See the Event Operations Structure table which illustrates the relationships between operational units.

The Operational Units are:

- Event Operations (**OPS**)
- CF Event Management Staff (**E/M** – Event Manager, and Situation Team)
- Incident Command (**COMMAND**)
- **SAG**
- **REPAIR**
- **MEDICAL**
- Logistics (**REST STOP**)
- Participant Tracking (**TRACKING**)

Each of these units is staffed with volunteers who possess training and expertise specific to their assignment. Your credentials lanyard provides the phone numbers of key staff within these and other areas of responsibility. Please see the Communications Procedures section of this document which will familiarize you with contact procedures.

Although your lanyard has contact information for all members of the CF Situation Team, if you have a question or issue for a specific area of responsibility, contact the Operations Center first. This accomplishes two important tasks. First, it is likely that the Event Operations team has the answer or instruction that you need. Second, it brings your issue into the awareness of the Event Operations team. Remember: Event Operations is a hub of the safety, logistics and participant inventory function. Use it as a helpful resource to save time and to enable the best use of limited resources. If you jump over the “chain of command”, you ultimately short-circuit safety.

Major event milestones and tasks are monitored and managed centrally while the execution of tasks (and methods) is left to those who are responsible for them. Event Operations (**OPS**) acts as both a resource and where required provides direction and instruction to units within the scope of its responsibilities.

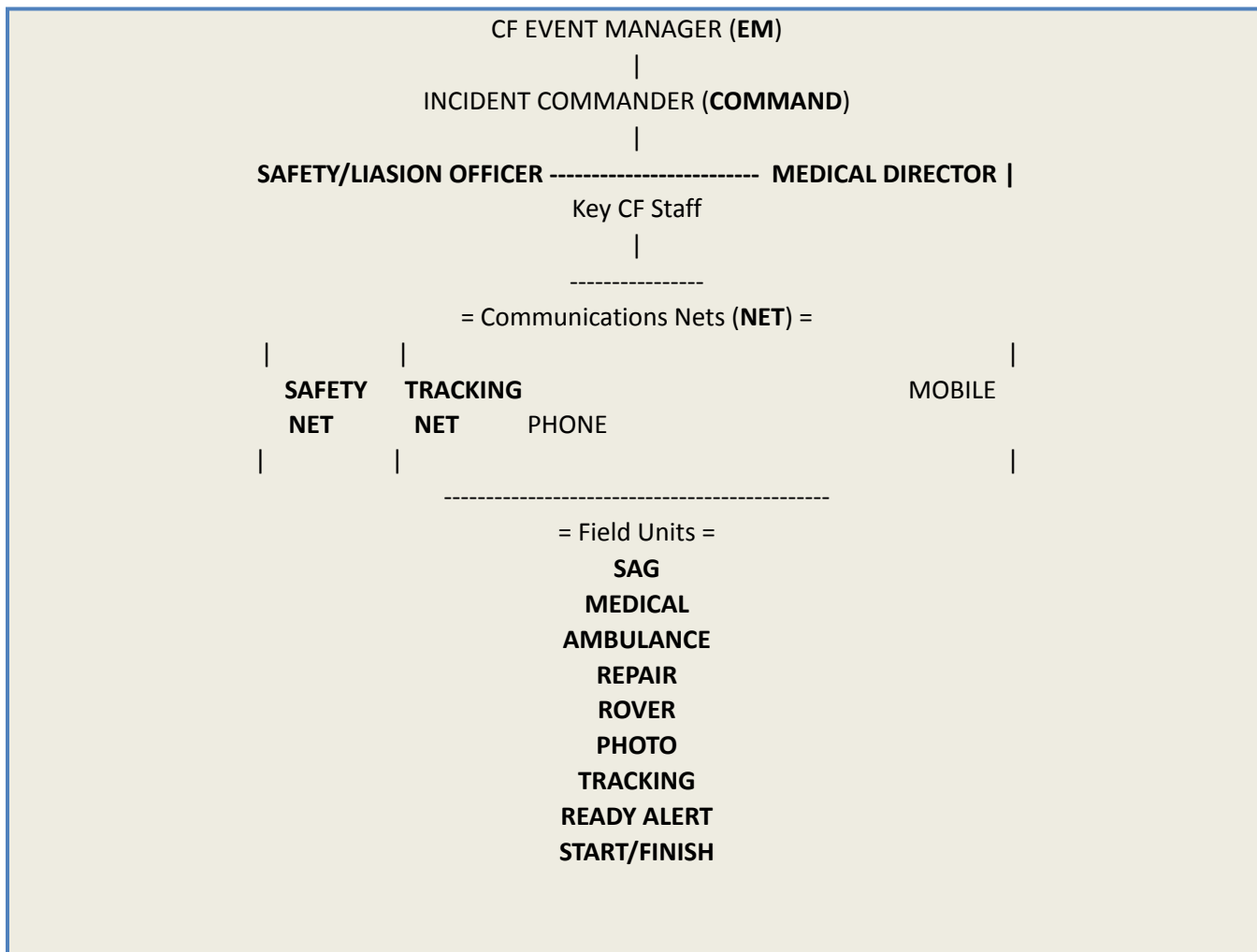
Event Operations (OPS)

This unit is responsible to the efficient and safe conduct of CFLⁱⁱⁱ. CF staff and several key volunteers operate within this unit. OPS is synonymous with the physical location of the COMMAND staff.

Staff who operate the radio networks known as **SAFETY NET**^{iv} and **TRACKING NET**^v are among the teams involved at OPS.

Amateur Radio, Commercial Radio, Mobile Phone, land-line phone, and internet are all available and in use by OPS. In addition to staff and volunteer access, all participants have the OPS phone number on a wristband and are instructed to call if they need any assistance.

Important: Having an Event Operations unit does not release any CF volunteer from exercising their good judgment in making decisions as the circumstances require and their experience guides. In fact, the best decisions are made by those at the point of need. However, in all cases, be sure to communicate any critical changes to OPS for coordination purposes. If OPS doesn't know, they can't support your efforts. So be sure to communicate often as needed.



Event Operations Structure

Bold items are Tactical ID's used on the communications channels

- **EM** (stated as E-M), the CF EVENT MANAGER, part of the CF Situation Team, is a CF staff member with the sponsoring organization who is always within reach of **COMMAND**. The EM makes all decisions and coordinates all actions which have any impact on the event. The EM uses the communications and other support facilities to operate a successful and safe event.
- **COMMAND** (the INCIDENT COMMANDER), part of the CF Situation Team, is a functionary who organizes, coordinates, and in helps direct operational units, under the direction and authority of the **EM**. **COMMAND** is directly responsible for the communications and safety support and may exercise best judgment in the maintenance of safety and support services.
- The **SAFETY/LIASION OFFICER**, part of the CF Situation Team, assists **COMMAND** by providing information and coordinating decisions and directives relative to the safe and efficient operation of the event.
- The **MEDICAL DIRECTOR**, a member of the CF Situation Team, has responsibility for all medical services provided at the event. The Medical Director does not respond to medical incidents (unless as a response for the Situation Team), but instead directly supervises medical services at the Start/Finish area and supports all field staff through the communications networks.
- **NET** is the name of a centralized communications function which consists of at least three CF volunteers. One is dedicated to mobile phone communications and two operate the Amateur and Commercial Radio communications facilities. All radio communications are recorded and all major milestones and events from any source are logged. There are two Tactical ID's for **NET**: **SAFETY NET** and **TRACKING NET**. A third volunteer responds to incoming phone calls with the tactical ID **OPERATIONS**.
- **SAFETY NET** is the tactical ID used to identify the Event Operations function which manages communications for participant safety and logistics. All field units with radio communications capability will be in constant and reliable reach of one another and OPS through this system. **SAFETY NET**, as the name implies, is purposed for all tasks related to the safe and efficient conduct of the event.

*To reach SAFETY NET please use the tactical ID **SAFETY NET***

- **TRACKING NET** is the tactical ID used to identify the Event Operations function which manages communications involved in the participant tracking function. It supports the maintenance of near-real-time data on each participant's progress along the event course. Both stationary and mobile field units may communicate for the purpose of such tracking on this network.

*To reach TRACKING NET, please call the tactical ID **TRACKING NET***

- Units without Amateur or Commercial Radio access should use the Mobile Phone link to OPS by calling:

617 532 0073

The operator will answer “**EVENT OPERATIONS**” when you call.

SAFETY NET and TRACKING NET will be available on all assigned radio channels. Amateur Radio operators please see the ICS 205 form which provides frequency, offset, PL, and other technical information. Commercial radio users may disregard the ICS-205.

Field Units

This section briefly describes the Field Units within the complete organizational structure.

Specifics as to tasks, procedures, and communications protocols for these Field Units are expanded upon in a separate section, as necessary. **Note that some of these field units may not be active/assigned at this event.**

- **SAG**

A SAG unit (Support and Gear) is a vehicle on the course with a primary function to maintain participant and CF volunteer/staff safety. A SAG unit may remain in a fixed location (as the course may be made safer by the absence of vehicles), may patrol the event course, and can be self-dispatched or sent on a mission. Each SAG is staffed by at least one CF volunteer who is trained to provide non-medical transport and minor bicycle repair for participants. Most SAGs patrol assigned portions of the event course, although there are exceptions (see your assignment for details). Each SAG unit will have either Amateur or Commercial radio communications available. SAGs are equipped with a first aid kit, a bike rack, a tyre pump, and a few simple tools. SAGs can and should call **SAFETY NET** for any assistance that the circumstances require.

- **SWEEP** is a single SAG unit which maintains safe distance contact with the last participant on the assigned event course. A **SAG** unit may be assigned the tactical ID **SWEEP** [number] as they assume this role. SWEEP Tactical ID's used will be:
 - **SWEEP 12** ○
 - SWEEP 30** ○
 - SWEEP 65**

...for the 12, 30 and 65 Mile courses.

For 2017, SWEEP 12 will be performed by a bicycle unit.

- **AMBULANCE** is the tactical call sign for a single BLS (basic life support) ambulance unit dedicated to this event. AMBULANCE is available by direct radio link through the **MEDICAL DIRECTOR** and Event Operations. The Ambulance Crew will periodically advise position and status and notify SAFETY NET when directly dispatched to a call (if not dispatched through SAFETY NET of course!) The MEDICAL DIRECTOR has ultimate authority as to the disposition of the AMBULANCE and consults with the EM and COMMAND for mission success.
- **PHOTO** is a roving unit responsible for photo/video documenting the event. PHOTO may be an extra duty assigned to a SAG unit.

- **ROVER** performs transport for logistics tasks and may double as a SAG.
- Rest Stops on the course will be identified by their common name as their tactical call sign. These are **LUTHERAN, FARM POND, SENIOR CENTER, CORNELLS,** and **LEGACY**. Each Rest Stop is managed by a designated supervisor. They will be provided a Commercial radio for instant communications. If an Amateur Radio operator is assigned to a Rest Stop, they will be responsible for all Commercial and Amateur communications.
- Participant Tracking is provided at 2 of the 5 rest stops. The Tactical ID for these are: **SENIOR CENTER TRACKING,** and **LEGACY TRACKING**. These are considered Mandatory Reporting Points (MRP) where each rider must stop to be scanned.
In 2017, participant tracking is being done electronically using an RFID system, however TRACKING NET is active and ready to support each MRP should questions or issues arise.
- **REPAIR** is the tactical call sign for one (or more) mobile bicycle repair units operated by Landry's Cycles. This unit will provide dispatch and status communications between the Landry's personnel and OPS through SAFETY NET. Landry's will also staff a single REST STOP and the START/FINISH area providing for mechanical needs.
- **MEDICAL** is a tactical call sign for a nurse, EMT, or other medically qualified individual. These personnel will be at a MEDICAL tent at the START/FINISH. Rest Stops do not have trained medical support. When using any radio, refer to this function on air using the tactical ID **MEDICAL**. For example, "SAFETY NET, LEGACY. Notify MEDICAL that we are assisting a participant, Bib Number 123, with a minor injury. Will advise further. OUT"
- A **MARSHAL** is a road-safety-equipped CF Volunteer who assists participants at key locations on the event route with safe passage. One or more MARSHALS may be equipped with a Commercial Radio. Each may be available through their mobile phone.
- **START/FINISH** is a walking unit providing communications within the START and FINISH area. The tactical call sign START will change to FINISH once the last rider has entered the course. START/FINISH communicates to OPS on the SAFETY NET.
- **READY ALERT** is a mobile unit that is fully equipped and experienced in the SAG support role. However, this unit will call for transport assistance and only transport where no other option is available. Their function is to assure overall course safety, extra visibility for COMMAND, and to provide other services as COMMAND requires. READY ALERT should note and follow the communications guidance for SAG units.
- **EM (EVENT MANAGER)** is the tactical ID for the Communications Assistant (C/A) to the CFF staff member serving as Event Manager. As a communications assistant, the EM must maintain excellent situational awareness, a good rapport with the Event Manager, and provide instant communications to and from OPS through SAFETY NET. Any communications, directives or inquiries from EM are considered to be directly from the actual Event Manager.

Field Unit Guidelines, Notes, and Communications Procedures

The entire volunteer team, along with CF and other partners, bears responsibility for the maintenance of event safety. Each of us who wears a CF T-shirt and carries CF credentials must put participant and staff safety as the highest priority. Having safety as our common responsibility will bring our safety performance to the highest level possible, greatly contributing to event success.

Remember this: In any role, at any time, we may be called upon to perform beyond our scope of duty in the furtherance of safety. Our response to any situation, particularly one that we may consider “dangerous”, is an individual choice.

These procedures, guidelines and notes to follow are intended to uphold safety, while meeting the organizational and management pressures that this event presents. However, and as a general rule, procedure which compromises safety in any way should be abandoned or modified. Having a calm, clear-thinking volunteer in the midst of a crisis will compensate for imperfections in this plan.

INFORMATION FOR SPECIFIC VOLUNTEER TEAMS

REST STOP

REST STOP management is supported by the Logistics unit. (Logistics handles the movement of supplies and maintenance of route signs). Logistic requests will be made through SAFETY NET and will be fulfilled by the Event Manager or designee.

The most common type of logistic request is for re-supply.

Each REST STOP will have a supervisor who, among other duties, is responsible for logistics-related decisions. Their primary duty is safety, followed by the provision of a supportive environment for participants, one that includes medical support, refreshments, shade, and any other help they may need. Logistics requests and concerns which cannot be locally handled should be passed to OPS via radio, in order that these may be coordinated efficiently.

The REST STOP supervisor may make any decision and use any resource to support the safe, efficient operation of their facility and to be of the utmost assistance to participants.

The REST STOP supervisor should notify OPS:

- On arrival, indicating status and that the site is being constructed
- When the site is ready (in service)
- To be granted permission to close (important: see closing procedure below)
- When the site has closed
- When an unusual event, such as a medical issue, occurs

REST STOP Closing Procedure

It is understandably difficult to stay open, in hot sun or windblown rain, when there are no participants on the horizon. However, closing before the last rider has arrived is a no-no.

Each of the three cycle courses has assigned a SAG unit called SWEEP. The SWEEP always has the last rider on their assigned route in sight. When the SWEEP arrives at your REST STOP, and confirms to the Supervisor that the last rider has arrived, the Supervisor should contact Event Operations requesting permission to close.

Permission will be granted, unless Event Operations is aware of other riders still approaching, which may be the case at some Rest Stops which serve more than one route.

A REST STOP cannot close until directed through Event Operations.

Participant Tracking

Participant Tracking (also called “Participant Inventory”) is an important function and its maintenance has a high priority at this event. CF must account for all riders from their departure to their return.

In 2017, the Participant Tracking team consists of two volunteers at each of the two designated MRP’s (LEGACY and SENIOR CENTER). These volunteers operate the hand-held RFID scanner units which collect participant BIB/Tag information. These data are sent to the EOC through a mobile phone data connection.

The tracking system has these features:

- The BIB number and time of departure from START for each participant on the course will be known
- The BIB number and time the participant visited or passed by SENIOR CENTER and/or LEGACY will be known
- The BIB number and time a participant crossed the FINISH line will be known

Event Operations will have up-to-the-minute information as to the relative position of each participant. Once all riders have returned, the system will indicate any riders that are missing. Efforts may then be made to locate them, if lost, or to determine if they decided to withdraw from the event (but didn’t tell anyone!).

All Participant Tracking volunteers will receive training in the operation of the system and scanners.

Should a problem arise with the system, contact TRACKING NET by radio for assistance.

See the document [CFL Participant Tracking Guide](#), for the latest procedures to be used.

Participant Tracking Contingencies

During the event a REST STOP and MRP tracking team may be asked to be on the lookout for a particular Bib number who did not check in at a prior MRP. This is also a common occurrence. TRACKING NET will, once the participant is located, update all units as to the participant status.

The hand-held scanners will present a list, in numerical order, of BIB numbers that have been scanned. This will provide each MRP with a means to quickly check for a rider should it be necessary.

MEDICAL

START/FINISH will have a qualified and licensed person available for the routine and emergency needs of CFL participants and staff. This service is overseen by the CF Cycle for Life Medical Director.

Injury assessment, immediate treatment, or transport to hospital is available.

Each REST STOP and every SAG unit is provided with a first aid kit. Regardless training or certification, SAG and REST STOP units are advised of the following:

1. **Do not treat.** Offer the contents of the first aid kit for minor injury. See detailed statement below.

2. As in any emergency you may provide lifesaving assistance according to the level of your training and ability
3. All REST STOPS and SAG units may contact MEDICAL through Event Ops should any questions arise
4. Maintain patient confidentiality. NEVER use names on the radio. Refer to patient by BIB number, gender and age only.
5. Use brief and objective language when describing an incident or injury. "I think the participant is dead" is not an example of good communications practice. Instead, "Start an ambulance to this location for a participant who is unconscious and unresponsive". **Your assessment** of specific injury or condition is not needed to perform the safety function, but **your objective and accurate observation** is vital! Merely state what you are told or what you observe.
6. When able, communicate the status of the incident in brief to SAFETY NET through either the Amateur or Commercial Radio. "Participant awaiting transport", "Ambulance on scene", "Participant refused treatment/transport", and "Ambulance departing to (state destination hospital)" are among some good phrases to remember. All Rest Stop and SAG units will be provided with the necessary information forms for medical issues. Review and become familiar with these before they are needed.
7. If a participant is transported to hospital, report the hospital destination as soon as it is available to you.
8. A serious medical incident may require a response from the **CF Situation Team**. Medical or other CF volunteers or staff may request that the Situation Team respond to the incident;
9. All volunteers should defer to CF Staff for any public inquiries regarding any medical incident. Please make no statements to the public or reporters. Leave this to CF staff.

An adult participant may request the ambulance. A Rest Stop supervisor may request an ambulance – even as a precaution.

To avoid unnecessary ambulance requests, authorization for such request must be made in the following order of precedence:

1. The participant
2. Rest Stop Supervisor
3. SAG unit
4. Bystander

Cystic Fibrosis Foundation Cycle for Life Medical Policy

Unless you have been sanctioned to provide medical services by the CF event organizers you are to be guided by the following principles set forth by CF:

1. ***Any non-medically-credentialed volunteer who encounters a participant requesting or requiring medical treatment may not provide direct care unless, as determined by the volunteer, the absence of immediate lifesaving action may result in further trauma or death.***
2. ***Any non-medically-credentialed volunteer who encounters a participant requesting minor medical treatment may NOT TREAT, ONLY PROVIDE to the participant a first-aid kit (available in most SAG units). The participant may select from and use the contents of this kit at their own risk. The volunteer may not advise the participant as to medical care, or render such direct care, unless under the direct supervision of CF Medical staff. Use caution and good sense regarding blood-borne pathogen control when handing off supplies which may be used later. Nitrile gloves should be used where there is risk of contact with blood or other body fluids.***

3. ***In all cases (other than where the patient is unconscious) the adult participant (patient) has the last word as to their treatment and transport.***
4. ***Every participant has a RIGHT OF REFUSAL. Use the Special-Event-Incident-Accident-Witness-Report form to document EVERY medical encounter and especially a refusal. In the event where you feel the participant should accept help (medical or SAG transport) and declines, they should be presented with the refusal form.***
5. ***In no circumstances may a minor child (anyone under 18 years of age) be transported or offered routine medical assistance unless authorized by a parent or legal guardian. This does not preclude any volunteer from performing immediate lifesaving action, where the absence of immediate lifesaving action may result in further trauma or death.***

Specific to volunteers who are not trained as first responders:

Massachusetts General Law, Part I, Title XVI, Chapter 112, Section 12V

“Any person, whose usual and regular duties do not include the provision of emergency medical care, and who, in good faith, attempts to render emergency care including, but not limited to, cardiopulmonary resuscitation or defibrillation, and does so without compensation, shall not be liable for acts or omissions, other than gross negligence or willful or wanton misconduct, resulting from the attempt to render such emergency care.”

SAG (Support and Gear)

SAG units patrol the event routes, offering mechanical and non-medical transport to participants and staff.

- **SAG** performs the following functions:
 - Participant and staff safety
 - Non-medical participant and staff transport (bicycle rack)
 - Event progress/visibility
 - Minor bicycle repair (flat tyre)
 - Participant tracking support (locate lost rider, ect)
 - Relay messages/instructions for route MARSHALS
 - Act as temporary route MARSHAL where required
 - Any other related task requested by the Event Manager

ALL SAG units have one form of radio communications. A SAG driver may be accompanied by an Amateur Radio operator as their Communications Assistant (C/A). The C/A handles all radio communications and the SAG driver is responsible for their SAG responsibilities. Sometimes Amateur Radio and SAG are combined into a solo unit.

Where a C/A is not available, the SAG driver is provided a Commercial radio.

In all cases, safe driving practices must come before communications. If you feel more comfortable, pull over to a safe location to initiate or complete any communications!

SAG Transport

A SAG unit may encounter or be dispatched to a participant in need of mechanical or other assistance. If mechanical, and it is determined that the problem cannot be repaired safely and quickly at the roadside, the SAG may offer transport for the participant and their bicycle. SAGs are authorized to transport a participant to the next (or closest) REST STOP or the START/FINISH area ONLY.

If the mechanical problem can be fixed by one of the mobile **REPAIR** units, the SAG may request their dispatch. Defer to the participant as the most qualified to make an assessment as to repair potential, but if in doubt, ask.

Performing complex roadside repairs are discouraged as doing so exposes you to passing vehicles and therefore may not be safe. It is generally best to transport the rider and cycle to the nearest REST STOP where service is available.

SAGs are authorized to transport participants providing such transport is **NON-MEDICAL**. A leg cramp with minor pain, common in cycling events, may be considered NON-MEDICAL, although the extent and severity may indicate a larger medical issue. Where any question of dehydration, heat stroke, Hyper/hyponatremia, severe cramps or symptoms of an existing or unknown medical condition are present, the SAG unit should immediately notify SAFETY NET for medical guidance (the MEDICAL DIRECTOR is available through OPS and will assist if there is any question), or, in consultation with the participant, simply call for EMS.

A SAG Transport Request form must be completed in the field and reported by radio.

Essentials are:

- BIB Number
- Age and gender of (each) participant
- Starting Location
- Vehicle Odometer Reading
- Intended destination
- Start Time

Once the destination is reached, note on the form and by radio the following:

- Vehicle Odometer Reading
- End Time

POLICY: SAGs and others encountering participants where there is any question as to a medical issue are to assume a reasoned, prudent, conservative approach. When in doubt, ask. When doubts cannot be settled, call for help. When “helping” a participant, remember that finding the balance between being helpful and being “too helpful” is something achieved through experience.

Adult participants are free agents of their own health care. However, we must carefully and cooperatively balance a participant’s desire to continue with the potential of further injury.

The most effective way to settle any concern with a participant who has suffered a minor crash, cramps, or those experiencing untoward symptoms is to simply ask the question, “do you feel it’s worth continuing today given the circumstances?”

Any CFL volunteer encountering a participant where there is no MEDICAL available and where there is a question as to the participant's medical status are encouraged to seek guidance through OPS.

Minor children do participate in this event and should, at all times, be accompanied by a parent or designated responsible adult. However, it is possible to encounter a child who has become separated from their group and who is in need of medical or transportation assistance. Roadside medical assistance for minor children absent their parent or guardian, beyond that immediately necessary to save life is prohibited. Parental consent is required for transport or incidental medical care.

CF patients may be participants in this event. Shortness of breath is a common symptom of CF. Most patients will reveal their CF status. This information is strictly confidential and may NOT be communicated to any other party without the expressed consent of the participant.

SAG Safety

Portions of the event course are on busy, narrow roadways. SAG units must sometimes operate near participant cyclists. It is imperative that SAG units give all cyclists a wide margin of distance and safety. The worst crash of all is one involving a participant and a SAG unit!

Please consider and apply the following guidance:

- Do not travel closely behind one or more cyclists. If you need to pass, do so where you can remain clear of the participants, and only when there is absolutely no opposing traffic
- Never use your horn to signal cyclists. If you need to beep to avoid cyclists crashing into your vehicle, you are operating in an unsafe manner.
- When passing cyclists, do so efficiently. Move back into the travel lane only when fully clear of cyclists by at least 100 Meters or more.
- If you need to converse with one or more cyclists, advance ahead of them and find a safe spot to pull over that leaves them room. As they approach, ask them to pull over into the safe area where you may then converse. Remember: be helpful, kind, courteous, and friendly. Nobody responds well to a grumpy volunteer!
- When approaching a cyclist in need of assistance
 - Activate flashers and, if you have one, your yellow strobe light
 - Position your vehicle before the scene such that it offers some protection to the cyclist from oncoming vehicles, while avoiding blocking the entire scene or road!
 - Never block an active roadway except where there is a medical emergency and the scene must be protected in this manner
 - If you are approached by a cyclist while stopped in a safe area, move them off the roadway for any discussions
 - Never allow cyclists to stand in the active roadway next to your vehicle for a discussion. Keep them off the road, safely exit your vehicle, and have any discussion in safety.
 - At any stop on the roadway you are ultimately responsible for the safety of the participant. Make sure they are well clear of danger and protected by your vehicle or other obstructions, or move them to a safer spot. When the participant departs (if any repair or assistance is successful) supervise the departure, making sure the road is clear and safe to re-enter.
 - If you must transport the participant, ask for permission to load their bicycle on your rack. If the participant wishes to assist, make sure you do so clear of danger.
 - Each participant being transported must be properly seated and wear a seat belt. Follow the reporting procedure for transport in this Guide.

- If you encounter another SAG unit engaged in assisting a participant, position your vehicle behind at a safe distance to offer additional safety and visibility, then ask if you can be of any further help. NEVER drive by another SAG unit without asking if they need further help.
- Check in with all ROUTE MARSHALLS and Police Details during your patrol. Offer a cold drink and snack. Ask if they need any information or assistance.
- Unless dispatched on a mission you MUST stop at each REST STOP and check in with CFF staff. When at a REST STOP you may learn important information from the staff and participants relative to the event. It is not uncommon to hear from a participant that they were concerned with another's condition: "They seemed tired and I'm a little worried about them", or "I think they may be lost". There is considerable value in brief stops at each Marshall, police detail and REST STOP.
- If you are tired or distracted, pull over and stop. If you need a break or relief, request it.
- If serving as a SWEEP, please review the Rest Stop closing procedure in this Guide

SAG Communications

At CFL there will be an abundance of SAG units assigned to patrol specific route sections at designated event times. More is sometimes not better, particularly if there is conflict and lack of communications. Communications with and between these units are essential to the smooth and safe delivery of services. All SAGs are encouraged to consider and apply the SAG Communications guidelines for their specific configuration, as described below.

When to Communicate

- When you need medical, fire or police help
- When arriving at your assignment
- Every 30 minutes, even if there's nothing happening
- When stopping to assist a participant
- Before transporting a participant
- When you need to take a break
- When you need to leave your assignment temporarily

What to Communicate

- In an emergency
 - Your EXACT location
 - Town, Street name, house number, cross-street or nearby business name
 - The situation
 - What you need
- When assisting a participant
 - Your EXACT location
 - The nature of the problem (flat tyre; mechanical; rider fatigue
 - What you plan to do
 - The BIB number of the participant you are helping. If more than one, state how many total participants are on scene
- When transporting a participant
 - Follow the guidelines in the Sag Transport section
- In routine circumstances
 - Your EXACT location

- Town, Street name, house number, cross-street or nearby business name
- If you are moving, state the Town, street name, house number, cross-street or nearby business name and your direction of travel
- Route status
 - The density of riders (light, moderate, heavy)
 - The condition of the course
 - Any concerns and other observations (weather changes; traffic density; signage issues)

This level of reporting is necessary in order that resources may be efficiently managed. When COMMAND has knowledge of unit disposition, requests may be dispatched more effectively.

Note that all activity, especially any transportation of participants, is logged with a timestamp and these records retained. Documenting the transport from beginning to end is a protection for you and CF.

MARSHAL

The MARSHAL is a road-safety-equipped CFL volunteer posted at key locations on the event course whose responsibility is for the safe passage of participants. MARSHALS do not possess the authority over motor vehicle traffic afforded to police officers. You have no authority to stop or direct the flow of vehicular traffic. You DO have authority to stop and direct the flow of CF Participants on the course, and should exercise this authority respectfully yet firmly as required, to assure safety.

MARSHAL's are encouraged to observe these guidelines:

- BE SAFE
- Wear your CFL volunteer shirt and reflective safety vest which you should pick up at Fatima Shrine prior to your assignment.
- Get to your assignment early and familiarize yourself with the "CFL" directional arrows and road signs leading up to your post.
- Choose a location where 1) you will be safe, and 2) oncoming riders and vehicles will be able to see you.
- Give clear verbal and hand (or sign) direction telling the riders where to turn. Think before waving your arms, and then when you're ready, issue clear instructions.
- If you are given a STOP sign to hold, this is to STOP the cyclists before a turn or upcoming RIDER CHECK-IN spot – this sign is NOT for stopping vehicles, so use it wisely!
- You should not stop or direct traffic. It is the rider's responsibility to safely navigate auto traffic. Too many cooks can spoil the safety broth.
- SAG vehicles are equipped to 1) offer a first aid kit and to call for EMS, 2) provide basic mechanical support and/or arrange for support from the Landry's mobile vehicles, or 3) give riders a ride back to the nearest REST STOP or START/FINISH. Flag them down if you need help, although they are asked to check in with you when moving through your area.

- The SWEEP unit that is assigned to your area will stop and let you know that the last rider has passed. The SWEEP will then radio a request for release from your assignment. It is very important that you seek permission to secure your assignment before you leave.

MARSHALS do not ordinarily have radio communications, but most should have mobile phones. Field Units, especially SAGs, should check with each MARSHAL they encounter to determine if they need any assistance. Be sure to offer them water and a snack, too. SAGs should never ride past a MARSHAL without checking in.

LITTER PLAN

Volunteer teams will ensure that all litter and mile marker signs are removed Monday and Tuesday following the event. All litter from rest stops will be removed at the site if permission has been granted by the facility or brought back to the start and finish line site for removal.

PHOTO

The **PHOTO/ROVER** unit independently roams the entire event course for photo-documenting the event, in particular the volunteer efforts. PHOTO may also be called upon to perform service as a SAG unit if needs require, however PHOTO is not equipped for cycle transport. The ROVER role involves transport of supplies or staff to and between remote locations as the needs of the event require.

PHOTO is Amateur-radio equipped. PHOTO is encouraged to report their position and route status periodically.

PHOTO should take note of the SAG role and procedures in this document.

REPAIR

Landry's Cycles is exclusively responsible for providing professional bicycle repair services for all participants at CFL. Two Landry's vehicles (Tactical ID **REPAIR 1** and **REPAIR 2**) will patrol the course route. Both REPAIR units will have Commercial radios for dispatch.

Landry's will also establish a repair station at START/FINISH and at the LEGACY REST STOP.

Landry's will provide a SAG Kit with tire pump, spare tubes, and other essentials for any SAG units requiring these supplies. All SAG units will receive any equipment at or following the morning briefing the day of the event. The SAG Kit must be returned to the Landry's repair station at the START/FINISH when the event has concluded.

REPAIR Communications

All REPAIR units should communicate using the same guidelines as for SAG units.

Although REPAIR may be flagged down by a participant, most repair requests will arrive from participants when they call the HELP number on their wrist band.

Event Operations will dispatch the nearest REPAIR or SAG unit for participant assistance.

Communications Suggestions for all Volunteers

Efficient, accurate, timely communications will help in the maintenance of event safety and success. Whether by mobile phone, radio, or in person, effective and accurate communications can be detrimentally impacted by noise, distraction, task saturation, and – in an emergency – panic. Being prepared with an understanding of these impacts and a set of procedures to follow can be of great assistance in time of critical need.

In any emergency, calling 911 directly from your location is always a good option as it removes a link in the communications chain, reducing delay. However, be sure to notify SAFETY NET of your situation as soon as practicable. SAFETY NET exists as a resource and can efficiently and expeditiously dispatch EMS or other emergency services if this will be faster.

For all other issues, communicate your logistics, safety, participant assistance, or other related event request or questions directly to SAFETY NET via Amateur or your Commercial Radio. If not available, call the OPS phone number listed on the rear of your credential (also on each participant's wrist band):

617 532 0073

Participants (and all volunteers) are instructed to call 911 first for serious emergencies and otherwise to contact OPS at the phone number printed on their wrist band for any assistance. It is desirable that a participant call OPS after they've dialed 911, but only if this notification does not impact their care.

General Principles and Guidelines for all Volunteers

Although repeated throughout this document, all team members are reminded that they are first responsible for participant and staff safety.

First, look out for your own safety, whether driving, stationary, or at the scene of any trouble, then assist others.

Remember: when facing a stressful situation, such as a cyclist crash, THINK, ACT, and COMMUNICATE.

Here are a few helpful safety reminders for all CFL volunteers:

- Wear your CFL volunteer T-shirt;
- Carry a form of picture ID, such as a driver's license;
- Wear your CFL credential lanyard;
- Carry a charged mobile phone (if you own one). Amateur Radio operators will carry one or more portable radios with extra power packs;
- Wear a reflective vest when performing duties as a SAG, MARSHAL, or when otherwise upon or near a roadway;
- Study and understand your assignment. If a SAG, MARSHAL, REPAIR, or MEDICAL team member, study the route maps;
- If a SAG, it is the responsibility of your navigator (or driver, if solo) to know your exact location at all times. Should you encounter a crash, fumbling through a map will waste precious time;
- Unless you are presiding at an emergency such as a cyclist crash, do not stop or direct the flow of automobile traffic;
- Comply with the requests of police, fire, EMS or other public safety personnel. Once they arrive, we are relieved of direct care responsibility unless otherwise directed;
- Arrive to your assignment early, introduce yourself to other team members, and have fun.

Police Details

As the event traverses many communities and safety is a high priority, police details will be present at several difficult locations. You may also notice a generally stronger police presence. Their role is to assure safe passage at key intersections

for all participants. We encourage you, as a volunteer, to introduce yourself to each detail (where this may be done safely), and thank them for their assistance. If carrying sufficient supplies, offer the detail officer bottled water or snacks. Remember, they are members of the safety team, too.

Police Details may ask if they may be released. Event Operations is usually in the best position to make this determination. Do not release a detail before you have received permission to do so from Event Ops.

The movement and disposition of details has been planned in advance, although event dynamics may require changes.

Location, Location, Location

In response to conditions or as a pre-planned operation a REST STOP or other fixed unit may need to change location. Amateur Radio operators and all CFL volunteers should be prepared to quickly and efficiently relocate as needed.

CFL Contingencies

Identifying, planning, and practicing for every imaginable problem at an event such as this would be impractical. But there are a few things where some prior thought and a plan will be helpful should a contingency occur. Those which benefit from pre-planning at this event are (a) Course Obstruction, (b) Route Hold or Evacuation, and (c) Crash.

Course Obstruction

Prior to rider release a unit will traverse the routes to make sure signs are in place and there are no issues. This unit will be looking for loose pavement, construction equipment, planned activities which might produce a problem, potholes, or any other condition that might result in a diversion or delay. Any new issues will be briefed in the morning before you depart to your assignment.

All units are asked to report any conditions that they feel may represent an obstruction.

Route Hold or Evacuation

Convective weather (thunderstorms/lightning) will require event delay or, if already in progress, a Route Hold with sheltering in place.

The Event Manager, in conjunction with other staff, will determine if a hold or evacuation must take place. Only the EM or public safety may order an evacuation, however CF staff at a REST STOP or other location may order a local evacuation or diversion in the furtherance of participant safety, provided such action be reported immediately to the Event Manager.

If evacuation is needed the priorities are (1) people, (2) bicycles and (3) supplies.

In a hold, riders are asked to shelter in place at designated rest stops.

If an evacuation is necessary, rest stops and SAG units will, under the coordination of Event Operations, conduct it.

Rest Stop volunteers are encouraged to locate a nearby place of shelter at the start of their shift.

In any hold or evacuation, make sure volunteers are staying safe.

Crash

- Think before you act. A few seconds to consider the situation and your options will make a big difference
- Assess scene for personal safety and have a plan of attack
- Call for assistance. Briefly describe what you see and what you believe is needed.

- Protect victims and the scene from any traffic and care for them within your level of training and/or experience
- Never move a victim and encourage those with injury to stay calm and still until help arrives
- If there's any reason to suspect a spine injury, immobilize/stabilize the victims head
- When able, gather witnesses and use CF-provided incident form for details
- If aid or assistance is refused by a participant, ask them to complete the Right of Refusal form
- Take photographs of the scene if possible and provide these to CF staff. Be sensitive to photographing victims.

Other contingencies

Weather

Adverse weather for our current season will, at its worst, consist of a cold and heavy rain or convective (lightning) activity. CFF may be forced to cancel the event entirely if this occurs. CFF may also execute the option of limiting the event courses or length. You will receive notice immediately should either of these occur.

Adverse weather may happen during the event. It is unlikely, but evacuation and sheltering of participants may be called for. Should this occur, CFF will initiate an evacuation plan. Instructions will be given to you once this occurs.

Security

This event is not one which would invite trouble such as occurred at the 2013 Boston Marathon. There are no specific instructions for this event beyond the usual duty to be observant and report anything you feel is unusual or that might need law enforcement attention.

Should a security event occur, follow the immediate direction of public safety and report the situation to OPS. Knowledge of an ongoing incident may necessitate halting or re-routing and if you are at or near the scene OPS will likely task you with carrying out the logistics, such as stopping participants and/or instructing them as to any route changes.

Recent guidance has been issued by the Massachusetts State Police regarding an "Active Shooter". Should such an event occur:

- Leave the scene quickly if it is safe to do so, otherwise shelter in place
- Notify authorities immediately, unless they are already present
- NEVER approach an Active Shooter scene
- Be understanding: Authorities will respond to deactivate the shooter and may not be able to assist the injured immediately
- Follow the directions of authorities if sheltering in place. An orderly process to make the area safe will take time and requires doing exactly as you are instructed.

Managing the Media/Bystanders

In no circumstance should you speak to anyone who may ask for details or your opinion about a crash or incident, however minor. Only provide information to a public safety official (police/fire/ambulance), OPS, or a credentialed CFF official. For media inquiries, the direct phone number of the CFF Media Official for this event will be included in your Assignment document. Should a media representative hound you for a statement, CFF suggests the following reply:

"I am a volunteer with the Cystic Fibrosis Foundation. At this point I do not have all of the facts at hand. Please contact (name and telephone number of the designated CFF media official) for details."

There is no obligation to respond to media, but a professional and courteous reply is a good one.

Finally, it is recommended that you keep your own notes, in case you are asked to recall the details later by CFF or other authorities, either as a witness to a crash, or as someone who discovered it.

Incident Reporting

All SAG and REST STOP units are provided with the **Special-Event-Incident-Accident-Witness-Report** form. This form should be completed wherever and whenever an unusual event occurs.

Examples of unusual events:

- Cyclist falls and skins knee, refuses medical or SAG help
- Altercation occurs between cyclist and motorist
- Any EMS, Police or Fire (public safety) interaction involving a Cyclist, or CF volunteer

The purpose of the form is to provide information that can be valuable long after the incident has closed. Should the cyclist who refused medical attention suffer later difficulty, the documentation will show that they were offered help and refused. Should charges be filed against a motorist or cyclist involved in an altercation, the form will help document what happened and provide witness statements and information.

All volunteers are encouraged to become familiar with the form and its intended purpose and to not hesitate to use it where they feel it is needed. As always, consult with Event Operations should you have any questions.

Cycling Safety

Cyclist participation in CFL is predicated on three requirements.

First, according to CFF's rules, a participant must be 18 years of age or older. However, the participation of younger cyclists between 16 and less than 18 years old is permitted in this event provided they are "accompanied by a person 18 years of age or older". Generally, the number of younger riders is quite small. Nonetheless the presence of children on any of the courses amplifies the desire for increased safety vigilance.

Second, everyone wears a helmet. No exceptions.

Third, all participants must follow Massachusetts cycling law.

These rules will be briefed the morning of the event.

As a matter of principle, if you see a participant without a helmet or who is operating in an unsafe manner and you are unable to get their attention, report this to OPS with the BIB NUMBER and/or bike and cyclist description.

A participant cannot be forced to follow the rules by any person other than a police officer. You will have done your part for due diligence by respectfully reminding the participant to follow the agreed-upon rules.

Rules of the Road

Cyclists in Massachusetts are required, just like other vehicles on the road, to observe stop signs, traffic intersection signals, the instructions of police or emergency service personnel, to signal stops and turns, and to follow every applicable road use requirement that automobiles do, plus a few that are unique to cycling. Well, there may be a few exceptions. Cars, although they have done so many times, can't legally operate on sidewalks. Cyclists can unless a local ordinance prohibits it. There's no need for you to become an expert in cycling law. For this event and others, let common sense be your guide. Your role is

not traffic cop. It is first, as noted earlier, safety. So use your best judgment and work closely with your team leader in all situations. Everyone wants to cycle safely, but sometimes a gently worded reminder is helpful.

Sharing the Road

The vast majority of avid cyclists participating in this event understand that “sharing the road” means sharing it with everyone, yet there are occasions where this sharing is not quite what practicality, safety, and the law has in mind. Some cyclists, fully occupying an entire traffic lane, have needed the gentle reminder that “sharing the road doesn’t mean just among our group”.

Failing to yield sometimes generates words between cyclists and motorists, and simply reminding cyclists that they need to operate safely may be met with cross words, too. Don’t let words bother you. Simply ask firmly and respectfully that participants who are operating on the fringe be more careful. Humour sometimes goes a long way in greasing the message. Follow the lead of more experienced CFF volunteers if in doubt.

In Massachusetts, newly-enacted law allows cyclists to ride no more than 2-abreast. Cyclists also must allow traffic to pass. In cases where there is a single lane this means cyclists **MUST** travel single-file. However, on a multi-lane road cyclists may ride 2-abreast (maximum) provided they are in the right-most lane. This simple rule of the road is sometimes challenging for motorists and cyclists. You are encouraged to remind groups of cyclists that they should stay to the right and follow the rules.

Appendix 1 Amateur Radio Topics

The Tactical IDs used in the examples to follow may not comport with those used at this CFL event. When in doubt, refer to the previous sections for exact phrasing.

Technique and Net Operations

For this CFF event all Amateur Radio communications shall be conducted in accordance with the Communications Standards document. Please refer to this for specifics, including how to initiate and answer calls, the use of phonetics, standard phrases, and other techniques to increase efficiency and accuracy.

All Nets will be operated in a HYBRID format. This means that any station may directly call another, provided the communications channel is not in use. The Net Controller (for any NET) has priority, as does any declared urgency, such as a crash. When calling a station make it brief, or take a longer conversation to one of the simplex channels (with the Net Controller's permission).

The aim of the standards is to help us become more effective communicators.

The points below may be helpful:

- Fully understand what it is that we need to convey before we transmit;
- Speak slowly and clearly, particularly in a stressful situation where raised voices and rapidity tends to be ineffective;
- In the choice of what information to include in any transmission, anticipate questions and therefore form your transmission with data that will reduce Q&A time;
- Although Amateur Radio can get the message through faster and with greater reliability than any other method, consider if our open channel – one that can be picked up by anyone with a scanner – would be appropriate for communicating message content with personal or confidential content. Typically switching to a phone call would apply for anything that one would consider private or confidential. In Amateur Radio public service, instances where using a phone is better advised are however, rare;
- Avoid code phrases. Use plain English and simple language;
- Use standard ICAO phonetics when you need to spell out a detail. This prevents “E” from being heard as “D”, or “C”, or “B”. The same should be used for numbers (ZE-RO, NINER, etc);
- Identify yourself clearly with your tactical call sign;
- Before communicating the full message, especially where the communications channel is active, predicate your call with a “header”. Example: “**SAFETY NET, LEGACY... WITH A REQUEST**”);
- Optionally complete your message with a phrase which instructs as to the type of response you need. Example: “**ACKNOWLEDGE**”, which means “please tell me you received my message/request”, or “**READ BACK**”, which asks the other station to read back the information you just sent to confirm it was received accurately. Please, thank you, and other familiarities are also nice and can lend to professional sounding communications, too ☺;

Our communications standards are based upon those used at the BAA Boston Marathon.

Your Net Controller (SAFETY NET or TRACKING NET) does not “control” anything except the communications process. Your Net Controller has the furtherance of safety as their primary purpose. They are tasked with assisting the Event Manager in critical management communications. The “control” part has to do with tradition and, in a closed net format, control of the communications traffic flow. The term NET CONTROL is not used in this event.

If at any time you have priority or emergency traffic, announce your intention with the procedural phrase

“PRIORITY/EMERGENCY TRAFFIC”. All stations should clear the air for your traffic. The Net Controller will assist you as the situation dictates and will otherwise manage the net as noted above.

Sometimes stations not involved in the event may be heard on the communications channel. Your Net Controller may let them know that the event is in progress and request that they move to another free channel. Let your Net Controller manage this and other situations. Your job is to stay focused on your assignment without the burden of managing communications.

As noted earlier each station will be assigned a TACTICAL call sign for functional identification during the event. This should be used to identify your unit when making a call. Example:

You: **SAFETY NET, CORNELLS.. REQUEST**

Net: **NET ANSWERING CORNELLS**

You: (pass your request)

At the conclusion of the completed traffic, EACH station must identify with their FCC Call Sign.

You: **CORNELLS, KB1ABC**

Net: **K1MGY**

If you forget to identify...

You: **CORNELLS, KB1ABC, FOR ID**

...and you're covered.

§97.119 Station identification (in part)

- | | |
|-----|---|
| (a) | Each amateur station, except a space station or telecommand station must transmit its assigned call sign on its transmitting channel at the end of each communication, and at least every ten minutes during a communication, for the purpose of clearly making the source of the transmissions from the station known to those receiving the transmissions. No station may transmit unidentified communications or signals, or transmit as the station call sign, any call sign not authorized to the station. |
| (b) | The call sign must be transmitted with an emission authorized for the transmitting channel in one of the following ways: |
| (1) | By a CW emission. When keyed by an automatic device used only for identification, the speed must not exceed 20 words per minute; |

(2) By a phone emission in the English language. Use of a standard phonetic alphabet as an aid for correct station identification is encouraged;

Willful and malicious interference is rare, but happens. Should the NET suffer from such interference it is best to ignore it. Never acknowledge the interference or make reference to it on air. In internet terms, “don’t feed the trolls”.

As a contingency we can use an alternate channel. See the ICS-205 for all channel assignments. Each channel is assigned a letter code. You may hear, “**SENIOR CENTER, NET. SWITCH AND ANSWER NOVEMBER. ACKNOWLEDGE**”. This means to acknowledge the instruction and then change your frequency to the one assigned as “**NOVEMBER**”, and then answer the call on the new frequency. This technique will provide some protection from intentional interference as the station causing it may not know what frequency “**NOVEMBER**” is assigned to. Of course the method is crude and only effective until the interfering station figures out our method.

The open microphone is an oft-occurring fact of life at events such as this. Be sure that you are (a) NOT using VOX, (b) your mic key is not subject to being sat upon or otherwise keyed down unintentionally, and (c) that your radio, if so equipped, has a brief transmit time out timer enabled (some radios have this feature).

Following a team meeting prior to deployment, the Net Controller will issue a roll call and radio check. We want to make certain you’re ready to go before you get to your station. Once at your assignment, please check in and advise the status of you and your team. Your Assignment Document will remind you of this and other procedures.

Periodically throughout the event you will be called to check on your status. It will go something like this:

Net: **LUTHERAN, SAFETY NET, CHECKING**

You: **LUTHERAN, ALL SET, [Call Sign]**

Net: **THANK YOU LUTHERAN. SAFETY NET, [Call Sign]**

This periodic check-in lets everyone know your status, and assures that we have good communications. The check also has the benefit of informing others listening on the open channel that there is an event in progress. Also, if you are a mobile unit (SAFETY/SWEEP), always precede your call (or status response) with your present location. It’s helpful to report where you are which aids in dispatch and situational awareness amongst other units.

Priority, or Emergency?

The procedural phrase PRIORITY TRAFFIC and EMERGENCY TRAFFIC have different applications. PRIORITY TRAFFIC as noted earlier may be used in situations where a request for assistance, an accident report, or incident has already occurred. It clears the frequency and gives you priority.

EMERGENCY TRAFFIC is to be used in cases where an impending life-safety issue is ongoing or about to happen. Think bridge collapse. EMERGENCY TRAFFIC raises the pulse level and pushes the big red buttons. It’s very unlikely you will ever have to use this phrase, but if you do, it will get even more attention than PRIORITY. Think of it as SOS.

Emergencies

We don't want any emergencies; don't want to create any; don't want to be mixed up in any. Jest aside, these are highly unlikely. Nonetheless appropriately and effectively responding to an emergency is one of the primary reasons we're all here. So, what do you do when challenged with a *non-nominal event*?

You are in the best position to make the first call for help. So, if you encounter an emergency situation that requires an ambulance, the fire service, and/or police, and have mobile phone coverage, please call the Police/Fire/Ambulance phone number for the town you're in. A list of these numbers is provided on your Assignment Document. Call 911 if there's no time to spare. If it's more expeditious, make your request directly through your NET.

Note that all 911 calls are handled by the State Police. So when they answer simply ask to be connected to the police, fire or ambulance service for the town in which you are calling. Rattling through details will simply delay effective response.

Once you have notified emergency services, contact NCS as soon as you can with the procedural phrase PRIORITY TRAFFIC and advise NCS of the situation and any actions that have been taken. For example, should you come upon a bike crash, the call would go something like this:

YOU: SAFETY NET, FARM POND – PRIORITY TRAFFIC

NET: ALL STATIONS STAND BY FOR PRIORITY TRAFFIC. SAFETY NET ANSWERING FARM POND.

YOU: FARM POND. WE HAVE A REPORT OF A CYCLIST DOWN AT 70 WEST STREET WAYLAND. EMS HAS BEEN NOTIFIED.

NET: FARM POND, WE COPY: CYCLIST DOWN 70 WEST STREET WAYLAND WITH EMS NOTIFIED. ADVISE ANY FURTHER REQUIREMENTS.

YOU: FARM POND, [Call Sign]

NET: SAFETY NET, [Call sign]

(after a sufficient pause)

NET: ALL STATIONS, THIS SAFETY NET STANDING BY FOR PRIORITY TRAFFIC. PLEASE REFRAIN FROM TRANSMISSION UNLESS YOU HAVE PRIORITY OR EMERGENCY TRAFFIC. SAFETY NET, [Call Sign] at [time]

During this period, we must keep the air clear for the unit that requested PRIORITY.

It is important to let SAFETY NET know when you no longer need to lock the frequency for your exclusive use. This decision will be yours to make based upon your determination that further critical communications will no longer be needed. Typically, this point is reached upon arrival of emergency services.

Once the situation is cleared SAFETY NET will return to an OPEN format with an appropriate announcement and routine traffic will be permitted.

If you cannot notify emergency services on your own then immediately call SAFETY NET with the procedural phrase PRIORITY TRAFFIC and report (a) your exact location, (b) the nature of the emergency, and (c) the resources required. Consider the example of the tersely-formatted exchange above. *You need not duplicate the language, but instead follow the ideas of accuracy, unambiguous language, and brevity.*

If SAFETY NET dispatched emergency services for you, they will eventually respond as to the status of the dispatch. For example, you'll receive the message: **"EMS AND POLICE DISPATCHED. ETA 10 MINUTES"**

SAFETY NET may request more information such as where the victim is being transported to and the disposition of their bicycle. Never transmit information as to a victim's medical condition or injury details. These are not needed and are

inappropriate for our purposes and format. And never transmit the name of a participant. Instead use the participant's BIB NUMBER for identification. Identifying a participant by name may violate privacy. Remember, our service is uniquely structured as one whose transmissions may be monitored and, most critically, conveyed to any other party. There is no expectation of privacy in our service, so we must self-regulate and apply privacy protections ourselves.

As we will be keeping a log of any events, please report the arrival of emergency services to the scene and also report the disposition of the participant/s involved. For example, if a participant with BIB NUMBER 123 is involved in an accident and is transported to hospital, notify SAFETY NET of the BIB NUMBER and the hospital to which the participant is being transported. The destination hospital will be provided by EMS on the scene when you identify yourself and make the request.

Fortunately this event is being held in locations having excellent emergency services. So should police, fire, or ambulance be needed, you won't have to wait long, holding the bag. However, in the appendix you will find "Accident Scene Basics", a treatise culled from larger events that offers a refresher by way of some helpful ideas you hopefully won't have to use.

For any situation requiring EMS, refer to and use the EMS REQUEST TRACKING FORM.

APPENDIX 2 CFL REST STOPS

In 2017, to improve recognition and clarity, we are no longer referring to Rest Stops by number, but instead using a plain language Tactical ID using the common name of the location.

CF START/FINISH

Tactical ID: START/FINISH

Fatima Shrine
101 Summer Street
Holliston, MA

<https://www.google.com/maps/myplaces?hl=en&vpsrc=1&ctz=240&ie=UTF8&ll=42.178082,71.444285&spn=0.009604,0.017295&t=m&z=16&iwloc=A>



LUTHERAN

12 mile Route Rest Stop

Tactical ID: LUTHERAN

Lutheran Church, Holliston
600 Central Street
Holliston, MA
(508) 429-5705
Contact at site: **Beth Mog (508) 904-3796**

Distance from FATIMA: 10 Minutes. 3.1Miles

<https://www.google.com/maps/myplaces?hl=en&vpsrc=6&ctz=240&ie=UTF8&ll=42.198401,-71.404116&spn=0.004801,0.008647&t=m&z=17&iwloc=A>



FARM POND

30/65 mile Rest Stops

Tactical ID: FARM POND Farm

Pond Recreation Area

<https://plus.google.com/116380415759928370000/about?gl=us&hl=en>

Sherborn, MA

Contact at site: **Linda Dunn 978-771-8729**

Back up: Amy Varrell (508)308-9059

Distance from FATIMA: 20 Minutes. 8.5 Miles

<https://www.google.com/maps/place/197+Lake+St,+Sherborn,+MA+01770/@42.2326894,-71.3513774,18.33z/data=!4m2!3m1!1s0x89e478690a74ea4b:0xc239806dd26fa6b2?hl=en-US>



SENIOR CENTER

25 mile mark/ **MANDATORY CHECK-IN**

Tactical ID: SENIOR CENTER

159 Goulding Street

Holliston, Ma

(508)429-0622

Contact at site: **Katie Gutwill (508) 509-0878**

Distance from FATIMA: 8 Minutes. 3.8 Miles

<https://www.google.com/maps/place/Holliston+Senior+Center/@42.1832473,-71.4062865,17z/data=!4m6!1m3!3m2!1s0x89e4774adc9ade81:0xe5ebe02ff697e06!2sHolliston+Senior+Center!3m1!1s0x89e4774adc9ade81:0xe5ebe02ff697e06?hl=en-US>



CORNELLS

36 mile mark (**WATER STOP ONLY – NO CHECK IN**) 65 mile Tactical
ID: CORNELLS

229 Hayden Rowe St, Hopkinton, MA 01748

(508) 435-6191

Contact at site: **John Beling (508) 317-3513**

Distance from FATIMA: 11 Minutes. 5.3 Miles

<https://www.google.com/maps/place/Cornell's/@42.2004438,->



LEGACY

55 mile mark/**MANDATORY CHECK-IN Tactical**
ID: LEGACY

Red Barn at Legacy Farms

29 Clinton Street

Hopkinton, MA 01748

Contact at site: **MJ Hamilton (508) 380-8465**

Back up: Kathleen Keen (610)291-4842

Distance from FATIMA: 13 Minutes. 5.1 Miles

<https://www.google.com/maps/place/29+Clinton+St,+Ashland,+MA+01721/@42.2328557,71.4863294,1340m/data=!3m1!1e3!4m2!3m1!1s0x89e4742c5b3274e5:0x72d4eca8e4ad32d>



APPENDIX 3 COMMUNICATIONS FREQUENCIES

Please refer to the ICS-205 document for frequency assignments.

Communications Contingencies

If a repeater fails, either on the SAFETY NET or INVENTORY NET side, switch to the next available repeater in the linked group. For example, if you cannot reach ALPHA, try BRAVO.

If you cannot reach any repeater in the linked group, try the other repeater (SAFETY fails over to INVENTORY; INVENTORY fails over to SAFETY) for coordination.

If all else fails, call SAFETY NET on DELTA, the GUARD frequency, or use Commercial radio.

If a total failure occurs (unlikely), call OPS by mobile phone for coordination.

Should a major event, such as a crash, occupy considerable time on the primary SAFETY NET, radio communications may switch to an alternate repeater at the direction of Event Operations. Certain channels are reserved for this purpose. These channels will not be guarded and should not be used for this event absent a request from the Event Operations staff.

APPENDIX 4 CF SITUATION TEAM

The CF Situation Team assists the Event Manager should an off-nominal event take place such as a diversion, evacuation, or crash with injury. Depending upon the circumstances, one or more members of the team will respond to the scene of the incident.

During the event, please avoid calling Situation Team members directly. Instead, please call the EVENT OPERATIONS Center at: [number]

It is likely EVENT OPERATIONS will have an answer or immediate guidance for you. If not, your request or issue will be routed to the appropriate staff or volunteer.

Situation Team Members:

TITLE	NAME	PHONE	EMAIL
EVENT MANAGER	Terry Waite		
COMMUNICATIONS AND SAFETY	Dave Gilman		
VOLUNTEERS	Patty Osten		
MEDICAL	Chris Gibbons		

APPENDIX 5 APRS SYSTEM

This year, The CFL Communications Team will be using APRS (Automated Position Reporting System) to track assets and personnel on the course. This gives event staff a real-time look at how the event is progressing and who may be in the area if an incident is reported. The use of the system will be strongly encouraged for all SAG and SWEEP units. It will be made optional for all others.

A temporary digipeater will be on line to help fill known communication gaps. While radio will be the primary method of achieving an APRS system, we do understand that this equipment can be costly. Alternative mobile apps are available for both Android and Apple devices.

For Android we encourage the use of APRSDroid and for Apple devices, a similar app called OpenAPRS is also available.

For radio units – please use the North American APRS frequency of 144.390 MHz FM per the ICS-205.

For Android users – Please see <https://aprsdroid.org/> for a free app download as well as configuration instructions.

For Apple users- Please try the OpenAPRS app in the app store at <https://itunes.apple.com/us/app/openaprs/id360574554?mt=8>.

Amateur Radio APRS users with either APRSDroid or OpenAPRS will need to create an account at <http://www.openaprs.net/>. Please do this immediately as it may take some time to process.

Those familiar with APRS know that SSIDs can be used to differentiate between units. Please configure your SSID with the following:

Mobile units: -9

Walking/rest stop: -6

Please also include your Tactical ID after your APRS call sign. Example K1MGY/SAG 2

Please leave beaconing on for the duration of your assignment. If your device supports smart beaconing, please use it.

Please let the EVENT OPERATIONS center know if you will have an APRS beacon enabled.

APPENDIX 6 VOLUNTEER LIST

Rest Stop Managers

Volunteer ID	Division	First	Last	Phone	Tactical ID
401	RIDER SUPPORT	tbd			LUTHERAN CHURCH
402	RIDER SUPPORT	tbd			FARM POND
403	RIDER SUPPORT	tbd			SENIOR CENTER
404	RIDER SUPPORT				CORNELLS

Road Marshalls

Volunteer ID	Division	First	Last	Phone	Location
301	MARSHALL				#1 mi2.6 / all
302	MARSHALL				#2 mi5.8 / all
303	MARSHALL				#3 mi6.3 / all
304	MARSHALL				#4 mi 7.0 / 12s
305	MARSHALL				#5 mi 8.2 / 12s
306	MARSHALL				#6 mi 9- 12s/mi27 - 65 & 30
308	MARSHALL				#7 mi 11-12s/mi 28-65 & 30
309	MARSHALL				#8 mi 12-12s/mi 29 - 65 & 30
310	MARSHALL				#9 mi 9.9 / 65 & 30
311	MARSHALL				#10 mi 15.7 / 65 & 30
312	MARSHALL				#11 mi 20.9 / 65 & 30
313	MARSHALL				#12 mi 24.6 / 65 & 30
314	MARSHALL				#13 mi 31.7 / 65s
315	MARSHALL				#14 mi 32 / 65s

APPENDIX 7 PARTICIPANT TRACKING WORKSHEET



**PARTICIPANT
TRACKING
WORKSHEET**

**REST STOP:
START TIME:
END TIME:
VOLUNTER NAME:**

ⁱ EMS = Emergency Medical Services (an ambulance) ⁱⁱ SAG = Support and Gear. A specially-equipped vehicle able to perform minimal roadside repair and to transport riders and their bicycle to the nearest repair station or the event finish. ⁱⁱⁱ CFL = Cycle for Life

^{iv} The Tactical ID for the communications facility that supports units involved in safety and logistics ^v
The Tactical ID for the communications facility that supports units involved in participant tracking

Police Departments:

Ashland Police Department	Chief Craig Davis	508 -881-1212
Dover Police	Chief Peter McGowan	508-785-1130
Holliston Police	Lt. Matthew Stone	508-429-1212
Holliston Auxiliary Police	Captain James Ray	508-429-1212
Hopkinton Police	Sgt. Jay Porter	508- 497-3401
Medfield Police	Chief Robert Meaney	508-359-2315
Medway Police	Sgt. Jeff Watson	508-533-3212
	(cellphone 508-328-1781)	
Millis Police	Chief Keith F. Edison	508- 376-5112
Natick Police	Chief James Hicks	508-647-9500
Sherborn	Lt. David Benton	508-653-2424
Southborough	Chief Kenneth Paulhus	508- 485-2147

Permitting Team Comments
Parade Permit- CF Cycle For Life
SB Meeting- 09/07/2021

August 2, 2021.

The DPW approves the Litter Control Plan and has no other comment on the application..

John K. Westerling
Director of Public Works, Hopkinton DPW

August 13, 2021.

I have spoken with Ms. Waite and I am satisfied with the event planning and coordination. I respectfully request that the organizer contact me one month prior to arrange for any last-minute changes or modifications, as well as for any detail requirements.

Lt. John J. Porter
Police Department.

August 3, 2021.

Facilities has no Comments

Dave Daltorio
Facilities.

August 3, 2021.

I have received the application and appreciate the details within the safety plan and have no additional comments.

Chief Slaman
Hopkinton Fire Department.

Aug 3, 2021

The Health Department approves the plan. We will monitor conditions and advise accordingly as the date approaches.

Shaun McAuliffe
Health Director



TOWN OF HOPKINTON
Office of the Select Board
18 Main Street, Hopkinton, MA 01748|508-497-9701
selectboard@hopkintonma.gov

A Complete Application must be filed a minimum of 30 days before event date

APPLICATION FOR PARADE PERMIT

Applicant's Name: Tim Richmond, Max Performance

Applicant's Address: 23 Lindor Road North Reading, MA 01864

Telephone Number: 617-797-2215 **Cell Number:** _____

Email Address: trichmond@maxperformanceonline.com

Applicant: Private/Individual Business Non-Profit Town Dept./Board/Committee

Date of Event: 9/12/2021 **(RainDate):** _____ **Time:** 8AM

Purpose of Parade Permit: 14th Annual Title 9 Women Only Triathlon

Road Closures: No road closures are requested, cyclists ride with the flow of traffic.

Description/Purpose of Event (Please provide a separate visual or map of the complete route of the proposed event along with a Public Safety Plan)

Please see attached map. Cyclists travel along the route out of the Hopkinton State Park, back entrance traveling onto Legacy Farms road to Cedar Street. We have 1 police detail at Cedar Street in the past. No road closures are requested.

Starting Point: Hopkinton State Park **Ending Point:** Hopkinton State Park

Expected number of Participants: 450

Person Responsible for Control of Litter: Joe Grant,
Bike Course Coordinator **Phone Number:** (617) 719-6982

On-site person responsible (day of event) Tim Richmond Phone Number 617-797-2215

ADDITIONAL REQUIREMENTS:

1. A copy of a **Certificate of Insurance** must be provided to the Select Board Office with this application, naming the Town of Hopkinton as an additional insured for at least \$1million dollars in the case of accident.
2. The undersigned applicant agrees that the applicant and parade participants will conform to applicable laws, by-laws and regulations, as well as special requirements that may be made a condition of the granting of a Parade Permit pursuant to this application.
3. **Map or specific description of the route** of the proposed event, along with a **Safety Plan** must be submitted along with this request.
4. **Litter Control Plan.**

I/we agree to hold the Town of Hopkinton harmless from any and all liability and will defend the Town of Hopkinton in connection there within.

Signature of Applicant:  Date: 8/12/2021



June 18, 2021

Elaine Lazarus
Town of Hopkinton
18 Main Street
Hopkinton, MA 01748

Dear Elaine:

I am writing to request your approval for the **2021 CF Cycle for Life** to travel through the town of Hopkinton. The event is a single day fundraising bicycle ride to benefit the Cystic Fibrosis Foundation. Over the past 23 years, nearly \$3.0 million have been raised by dedicated CF volunteers and participants to support the mission of the Cystic Fibrosis Foundation.

This year's 24th Anniversary ride is scheduled for Saturday, October 2, 2021. We offer three routes, 12 30 and 65 miles. The format of the ride is a split start, approximately 60 65-mile riders will leave Holliston at 8:00 am traveling through 10 towns and back. This is the only route that travels through Hopkinton. 150 - 30/12-mile riders will leave Holliston at 10:00 am. The event starts and finishes at the Fatima Shrine on Summer Street in Holliston. The 65-mile proposed cue sheet is attached, and I've spoken with Lt. Porter who believes it is possible to conduct the event on the proposed date.

I am aware that we will need to have a Certificate of Insurance naming the town of Hopkinton. Please let me know if there are any other requirements.

As always, our priority is making the ride as safe as possible by keeping to side roads when practical and providing support to all riders. We anticipate having 200 riders and 60 volunteers ensuring the safety of our riders this year.

The mission of the Cystic Fibrosis Foundation is to cure cystic fibrosis and to provide all people with the disease the opportunity to lead full, productive lives by funding research and drug development, promoting individualized treatment, and ensuring access to high-quality, specialized care.

If you have any questions, please do not hesitate to contact me at the Cystic Fibrosis Foundation in Natick at (800) 966-0444 or email us at twait@cff.org. Thank you for your past support and willingness to help. Can you please let us know about any road closures or planned construction?

Sincerely,

Terry Waite

Associate Executive Director

MASS/RI Chapter 220 1 North Main St., #104 1 Natick, MA 01760 1 508-655-6000 1
<https://www.cff.org/Mass-RI/>



August 12, 2021

Hopkinton Town Hall
Select Board
18 Main St
Hopkinton, MA 01748

Members of the Select Board,

Thank you for reviewing this letter. After a challenging year away from hosting our events at Hopkinton State Park, we're pleased to bring back the Title 9 Triathlon on September 12, 2021. This will mark our 15th Season of Triathlon events at Hopkinton State Park with access to town roads in Hopkinton, Southborough and Ashland. We would like to thank members of the board, Town Administrator, Police and Fire in working with Max Performance to make our events successful and safe. Max continues the tradition of working with the community and our volunteer initiative programs help support Hopkinton HS Swim & Dive, Hopkinton Cross Country, Hopkinton Field Hockey Teams, as well as locals from Ashland and Southborough. We're proud to promote our relationship with various community organizations. *(Please see testimonials on last page)*

Max Performance is requesting access to the town roads for only our single event **September 12th, 2021**. We anticipate the return of the May event in 2022. All other permits will be arranged by Max; including Parks and Recreation and neighboring towns. Please see the attached Permit Request for event specifics. Max Performance will continue to support many community groups, most notably the **Timlin 5k Race** with race equipment and direct setup on race weekend.

Ongoing Commitments

- **Setup of race materials and goods** at community events, including the:
 - *Sharon Timlin 5k Race* – Hopkinton High School
- **Attendance:** This year's triathlon we anticipate near 500 athletes triathlon events with family, friends and spectators also in attendance. Over half of the competitors visited Hopkinton on the weekend of the event, stay in local hotels and contribute to the local economy.
- **Charitable Contributions:**
 - *Local HS Groups: Hopkinton Swim & Dive, Cross Country, JV Field Hockey*

Please contact me directly with any questions you may have.

Regards,

Tim Richmond, Race Director, 617.797.2215



Request to Use Town Roads

Attn: Hopkinton Board of Selectmen
Town Manager
18 Main St
Hopkinton, MA 01748

From: From:
Max Performance Triathlons 23 Lindor Road
Tim Richmond, Race Director North Reading, MA 01864
trichmond@maxperformanceonline.com 617.797.2215

Date: Sunday September 12th, 2021

Goal: To host 15th Annual Hopkinton Triathlon Series in a safe and competitive manner at Hopkinton State Park using the park and town roads. The events will encourage health and wellness as well as community involvement of local volunteers who participate in our donation programs.

Roads: From Hopkinton State Park – Exit the Back entrance Right onto Howe Street, Right onto Legacy Farms Road, Right onto Cedar Street (Route 85 Northbound into Southborough), Eastbound onto Southville Road – continue east on Cordaville Road – Right onto High Street, Right onto Whittemore Drive, Right onto Sandstone Way, Right Indian Brook, Left Howe Street, Right at Rear Entrance of HSPark. It will *not* be necessary to close the roads. (Please see attached Map). Police Detail: Typically one officer at Route 85 Cedar Street & Legacy Farms Road or other designated by HPD.

Time: 8:15 – 10:00am

Additional Information:

Hopkinton State Park: All permits are secured with the Dept of Conservation and Recreation Boston.

Surrounding towns: Max will arrange any/all police details with Ashland and Southborough. Max continues to work with Environmental Police to coordinate swim safety at the State Park. Max will contract 1 EMS detail at HSP for coverage at the Boat House location.

Insurance Liability: Max will continue to name the town of Hopkinton on our 5 Million Dollar insurance liability coverage to ensure appropriate standards. This is customary for all towns involved in Max Performance races.

Town of Hopkinton Delegate

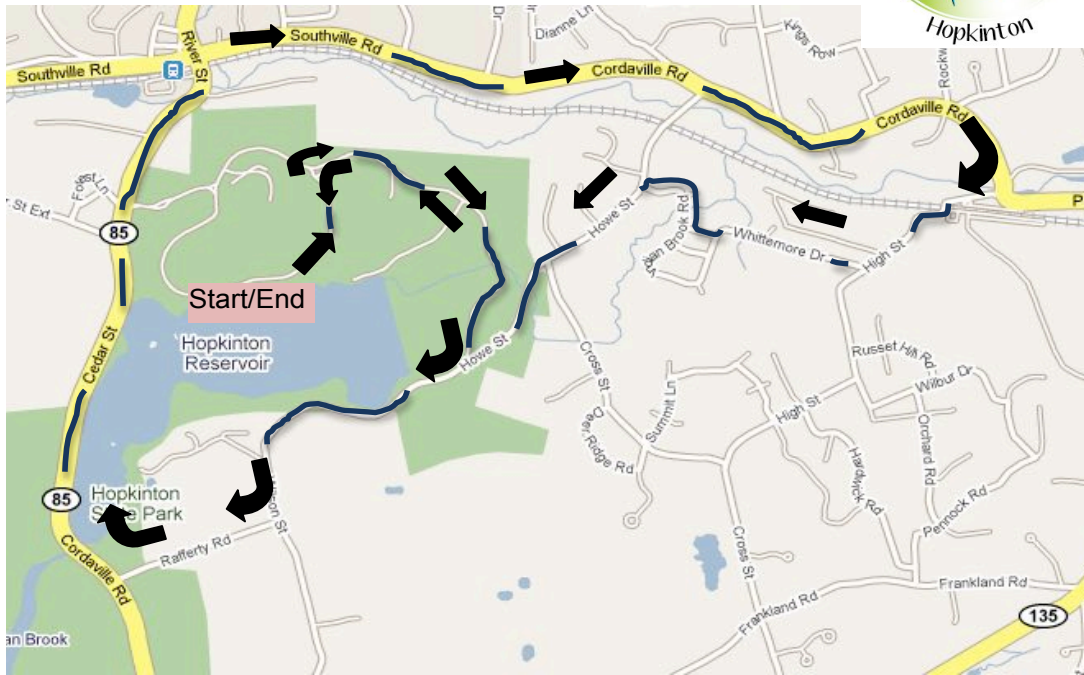
Printed Name

Date



Bike Course

Hopkinton State Park



Direction	Cue	Mile
R	Out of Transition Area	
R	Park Road	.1
R	Howe St./ Wilson Street (Exit Park)	1.3
R	Rafferty Road	2.1
R	Rt. 85 North	2.5
R	Southville Road (Southborough)	4.2
R	High Street	6.7
R	Whittemore Drive	7.1
R	Sandstone Way	7.7
R	Indian Brook Way	7.8
L	Howe Street	7.9
R	Park Road (Re-enter Park)	8.6
L	Park Road (Toward Transition)	9.8
L	Dismount Area (Slow Speed!)	10

Bike Course

The bike course is 10 Miles with a gradual climb at Mile 2. Watch for steep descent at Whittemore Drive. Please follow local traffic laws when riding the course. Race day will include detailed police officers at necessary intersections. *Note:* You will Exit/Re-enter the park at the Back Entrance of the Park. (This Entrance is typically locked during the season. Please plan your training rides accordingly).

For topography and detailed views, please visit:
<http://www.mapmyrun.com/run/united-states/ma/hopkinton/534124833493280572>



Hopkinton JV Field Hockey



Hopkinton HS Cross Country



Tim:
Thanks for the wonderful race today. You surely "dot the "I"s and cross the "T"s" on all of the details. Everything was safe, efficient and all of the participants were polite as were the volunteers (I did not see any of them on their Smartphones which meant to me they were paying attention to their responsibilities).

In appreciation, Janit Romayko

Tim,

Thank you so much for putting on such amazing race. It is great to see the smiles all around.

Thank you again for everything you do.

Lisa



**Season Opener Duathlon/Triathlon &
Title 9 Women Triathlon
By Max Performance**

May & September Events

Safety/Medical/Operational Plans

Medical	Page 2
Swim	Page 4
Bike	Page 7
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Swim Bike, Run Maps	Page 14-16
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Hopkinton State Park Events Medical Safety Plan

Medical Plan

Our events provide Emergency Medical Services (EMS) on site through Ashland Fire Department and Hopkinton Fire (or independent EMS providers). The local hospital and Fire Departments on call will be notified of the event prior to the date. All emergency personnel on site will be in contact via Ham Radio operators to maintain open channels of communications. Max Performance works with Central Mass Ham Radio Operators, who assist with the early miles of the Boston Marathon each year. (Please see attached Communication Plan from Lead Ham Radio Operator)

Highlights of the Medical/Safety Plan are detailed below:

▪ Pre-Race Checklist

The onsite safety director will complete the Pre Race Checklist to ensure:

- Medical personnel are on-site and in place
- Ham Radios distributed by Communication Director to: EMS trucks, Race Director, Park Supervisor, Watercraft Operators.
- Lifeguards are in place
- Hopkinton/Ashland/Southborough Police Departments are in place and ready
- Transition area is secure and swim to Transition Area is set up
- Event timer is present and equipment is ready to start

▪ Medical Personnel

EMS will be located at the swim start and swim exit. One EMS unit will shift to the Finish Line after the Swim Start is clear. Additional on call units will be available the day of the race if multiple incidents occur at locations on the courses. All EMS will be in contact with the Race Directors via Ham Radio to coordinate specific needs throughout the day.

▪ Open Communication System

All Race Directors, Police Personnel and specified trained volunteers will be part of the Open Communication System. This system will begin with a pre-race check of all two-way radios, a briefing on roles/duties, an announcement of the start of the race, updates on the path of lead participants and concludes when the last participant crosses the finish line. Status reports to all race directors, volunteers, and police Personnel will ensure a safe and smooth flow to the race with no communication breakdowns. Ham Radio Operators are also on course with direct contact between RDs and Police & Fire Personnel.

• Max Performance Personnel

Max has each segment of the event broken down into Personnel responsible for Swim Course, Bike Course, & Run Course, Medical, etc. Please see below (page 22) for example. All personnel are confirmed 2 weeks prior to each event.

- **First Alert Plan**

In the event of an emergency, the Open Communication System will facilitate a First Alert to the EMS located on site. The nature of the incident will be assessed and if determined necessary by medical personnel on site and race directors, additional on-call EMS units will be brought in to provide support. We have 2 towns onsite, never leaving the race short staffed for EMS.

Communication Begins with Lead Race Director > Net Command > Local PD Dispatch.

(Please see next page)

Hopkinton State Park Events

Swim Plan

Overall Approach

The overall approach in continuing to develop a swim course that is safe and fun. The main ingredients considered in ensuring that these goals are met:

- adequate size for the number of expected participants
- allowed for swimmer and EMS ease of entry and exit
- was compatible with the number of waves needed
- allowed ease of viewing by life guards from shore and kayaks in the water
- was within reasonable distance of the transition area
- continued success at this swim location from previous Max Performance Events
- continued success with Environmental Police and Local municipality watercraft in the event a swimmer is removed

Further comments on how the above components would be handled, along with additional swim details, follows.

Safety

The following measures were taken to maximize a safe swim for all participants:

- **Site Selection**
The site was chosen in part because it already exists as a swimming location. This precedent ensures that numerous factors already exist like, regular water testing, cleanliness, swimming is a key ingredient of the park/site, water is clear of debris, park officials are already comfortable with swimming there, etc.
- **Chip timing system on swim entry and exit**
a.k.a. lost swimmer system – accounting for each swimmer in this manner ensures that all participants are accounted for. Volunteers will be counting swimmers entering and exiting the water. The swimmers will be counted by race cap color. The volunteer counts will be compared with each other and the timing system results (see below) to ensure 100% accountability.

The Timing Race Director (TRD) will immediately do a match on the computer of all entering and exiting swimmers. Should less than a 100% match occur in the two comparisons (manual or electronic), the TRD will immediately compare swim entrants with the participants recorded who crossed the bike exit timing mat. This helps account for chip errors. If the “lost swimmer” is still not present, the TRD will immediately notify the head Race Director and every means of investigating the missing person will immediately be undertaken. If warranted EMS watercraft will be used to pursue. The use of lifeguards in the water and on shore will also ensure 100% swimmer accountability, as explained below.

- **Watercraft**

Watercraft personnel are provided by Environmental Police and Boating in Boston. Each boat is staffed with an operator and lead swim director to monitor and initiate the below plan for distressed swimmers. Watercraft are located along the perimeter of the swim course divided into two equal parts. (See Attached Swim map). Lifeguards are positioned on the interior to monitor swimmers progress. All watercraft have Radio to communicate with the Lead Race Director on shore.

- **Lifeguards**

We utilize a minimum of 1 lifeguard for every 50 participants. We typically use 12 guards for the Hopkinton race. 10 lifeguards will be in kayaks on the lake and two will be on shore. Kayakers will be dispersed throughout the course to ensure safety, adherence and traffic flow.

- **Distressed Swimmer Plan**

Lifeguards identify distressed swimmers, kayak to the location and provide flotation device.

- Swimmer is provided with rest opportunity determined by lifeguard from panic or difficulty catching breath.
- If swimmer exhibits decreased ability to make progress, no progress, flailing arms, or unconscious, the lifeguard will signal to watercraft via whistle to pull the athlete from the water.
- The swimmer is taken to shore to be examined by EMS staff at the Boating in Boston Boat Ramps – all medical transports would occur from this location if necessary.

- **Lifeguard Equipment**

All lifeguards have either certified rescue tubes or certified rescue ring buoys. Each device will also have a towline. All lifeguards are certified on the use of such equipment.

- **Whistles**

All Race Directors, lifeguards and swim-related volunteers have certified whistles for use if an incident requires immediate attention.

- **Colored Caps**

Different colored caps will be given to the different waves. This process will occur pre-race via registration and reinforced via loudspeaker prior to event start. The TRD and swim volunteers will also ensure that all colored caps start in their respective waves.

- **Manageable Waves (Time Trial Start in 2021)**

To promote spacing & distancing, we will be instituting a time trial swim start where 2 swimmers enter the water to begin the race every 10 seconds. This decreases congestion, limits the typical thrashing of a swim start and promotes distancing in the COVID era of racing. It also has been well received by our swim support staff who

MAX Performance

visually can spot distressed swimmers. This style of swim start typically clears 60 athletes in 5 minutes time.

- **Body Marking**

Each participant will have their race number on their body; arm, back of hand, thigh and calf to be viewable by Race Directors if needed throughout the day.

- **Swim Course Layout and Map**

The swim course will be point-to-point, starting at the Boat Ramps and finish at the upper beach. The course will be marked with large orange buoys. The course will also be outlined in the participant Athlete Packet. [See enclosed file for swim layout.]

- **Athlete Packet**

A comprehensive AP will be given to each participant. The AP will contain swimming safety tips, course layout, wave instructions, cap designations, “what to do if...” and other relevant swim-related information to help ensure race organization, participant knowledge, safety and rule observance.

(Please see next page)

Hopkinton State Park Events

Bike Plan

Overall Approach

In the development of the Bike Course, we looked to make a course that was safe, fun and challenging for the participants. The bike course was developed with the assistance of the Hopkinton, Ashland, Southborough Police Department to ensure the following:

- public safety amongst participants, as well as motorists
- making consistent right hand turns to limit cross traffic
- cycling on roads at a time of day less traveled by motorists
- spreading the racers over the course of 10 miles
- maintaining USA Triathlon standards, single file bike riding, no drafting

Safety

The following measures were taken to maximize a safe Bike Course for all participants:

- **Course Details**

The 10-mile course was chosen carefully to facilitate a 1 loop course with consistent right hand turns. The course has only minimal turns to allow for increased rider and motorists safety, while making for a fun, yet challenging layout.

- **Traffic**

With assistance from PD, participants will be separated from auto traffic using open roads with visible signage and appropriate course marking. PD will direct auto traffic at locations throughout the course, as trained volunteers will direct participants in the appropriate direction with highly visible signs/flags. High traffic will have detailed police officers to limit/control the flow of motorists.

There will be 2 official race vehicles on course, including a mechanic vehicle to pickup or assist athletes. Race vehicles will be communicating with the Bike Race Director throughout the bike portion of the event via two-way radio. 1 race vehicle will always escort the last bikers back to the park. (SAG vehicle)

- **On-Course Safety**

Volunteers will be positioned at every turn throughout the course, with each station utilizing Ham Radio operators to communicate the arrival of cyclists and alert EMS in the unlikely event of an on course incident. To facilitate a safe course design, there are zero bike/bike crossovers and zero bike/run crossovers. Police are positioned at key intersections to handle auto traffic. Volunteers direct athletes.

- **Rider Safety**

All cyclists are required to wear their race bib and place their designated numbers on their bikes. Combined with body markings; all participants will be clearly identified on course. Additional information on cycling safety tips/USAT rules will be outlined in the Athlete Packet.

- **Athlete Packet**

A comprehensive AP will be given to each participant. The AP will contain information on course layout, cycling tips/safety, and USAT cycling guidelines. The topics addressed will increase safety, participant knowledge and rule observance.

- **Liter Control Plan**

The Bike Course Coordinator serves as the SAG vehicle on race day. This is the 'last cyclists' accounted for vehicle who also provides cleanup of any trash that may have been left behind by athletes. Typically, we don't see trash but a handful of water bottles which are accidentally dropped throughout the morning.

(Please see next page)

Hopkinton State Park Events

Run Plan

Overall Approach

The Run Course was developed to ensure a safe, fun, yet challenging course for our participants. The run course was created with the direct assistance of PD personnel/Town Officials in Ashland and Hopkinton State Park personnel to reach the following goals:

- attain public safety amongst participants and spectators
- create a course that is primarily on closed roads/park roads, free of motorists
- to allow the participants a safe looped course inside the stat park

Safety

The following measures were taken to maximize a safe Run Course for all participants:

- **Course Details/Transition Area**
The 5k course was chosen carefully with review by local Town Officials. The looped route consists primarily of closed town/park roads with limited motorists' access.
- **Transition Areas**
Participants will be directed with appropriate signage during their Bike/Run Transition. Signs will clearly mark "In/Out" for respective disciplines and trained volunteers will direct participants.
- **Traffic**
With assistance from PD, participants will be separated from auto traffic using mainly closed roads. PD will direct auto traffic at locations where auto traffic may occur. Trained volunteers will direct racers in the appropriate direction with highly visible signs/flags. To increase safety measures, there are zero high traffic intersections on the run course with zero crossovers of the cycling course.
- **Aid Stations**
Participants will be encouraged to utilize Aid Stations located at the appropriate distance every 1.5 miles. Trained volunteers will be positioned at the Aid Stations with two way communication devices to alert EMS personnel in the unlikely event of an on course incident. Aid Stations will also provide appropriate water and endurance drinks. In addition, Athletes will receive information in their Athlete Packet regarding proper hydration and nutrition to increase knowledge and safety.
- **Athlete Packet**
A comprehensive AP will be given to each participant. The AP will contain information on course layout, hydration tips and running safely. The topics addressed will increase safety, participant knowledge and overall enjoyment of the course.

(Note: The 1st Run leg for Duathletes will begin as the first wave, 3 minutes before the first swim waves starts)

Hopkinton State Park Events

Transition Area Plan

Transition Area

The Transition Area (TA) Plan emphasizes safety, organization and security. A designated TA Race Director is assigned the TA to ensure accountability.

The TA was developed to allow for ample space for bikes per bike rack, the space between bike racks and the overall TA square footage. The TA area is surrounded by heavy steel barricades, multi-colored flags and traffic looper cones in an organized yet equitable fashion.

The TA RD will supervise three volunteers to ensure proper conduct, organization and security. All participants will be directed to exit at one end only of the TA. At the exit, volunteers will match bike numbers with body markings or other appropriate identification to ensure that the bike belongs to the exiting participant.

The Athlete Packet portrays the TA details via picture, explain TA rules and help educate and reinforce safety and compliance to the participants.

A picture of the TA in the main parking area at Hopkinton Reservoir will follow and is posted online at our website.

(Please see next page)

Hopkinton State Park Events

Weather Plan

Weather Considerations:

We make every effort to produce a challenging, fun, yet safe race for our participants. We reserve the right to modify a portion of the course/race based on weather conditions. In the event of a large-scale weather emergency, the race may be cancelled to protect the safety of our participants. In such a case, participants will be notified via text message & voicemail through a reverse 911 system, in addition to social media postings.

Weather Related Topics:

- **Heavy Rain**

In the event of consistent heavy rain the week prior to the race, the body of water will be tested the day prior to the event to determine if the water is safe to swim. We reserve the right to alter the overall structure of the race, with strong consideration for a Duathlon in this situation.

- **Large Scale Natural Disaster**

Acts of God, large-scale disasters, or local emergencies will cancel our event. We feel it is necessary to protect the safety of our participants and will consider all possible alternatives prior to canceling the race.

- **Lightning/Fog:**

Heavy storms with lightning or fog may occur and will postpone the race to allow for weather to pass. The Race Directors will collaborate with local weather officials via National Weather Service and determine if the race can proceed further after a delayed start.

- **Refund Policy**

We at Max Performance strive to make our events challenging and enjoyable, however safety is our number one priority. In the event of a weather emergency or act of god, the race may be cancelled indefinitely. We will not be able to issue a refund for the race under these circumstances.

- **National Weather Service**

Max Coordinates directly with Ham Operators who have direct access to the National Weather Service to provide alerts in the event of Hurricane or Weather Emergencies.

Refund Policy/Transfer Policy is posted on our website at:

<http://www.maxperformanceonline.com/events.html>

MAX Performance

Hopkinton State Park Events

Volunteer Plan

Volunteers will be directed by a designated Volunteer Race Director (VRD). Emphasis will be on enforcing communication protocols and in assigning Volunteers commensurate with the respective discipline requirements, i.e. Swim, Bike, Run, TA, Finish line, Registration, Awards, Safety, Food and Parking.

Each Volunteer will wear the same shirt and be under guidance of the respective Race Director assigned to their specific discipline. Volunteers will come from our organization, the local community, athletic clubs, online registration, participant family, etc. All Volunteer assignments will be made prior to race day and adjusted as necessary prior to race start.

All Volunteer planning and mapping occurs within the weeks leading up to the race. Our flow charts outline in detail the roles that each volunteer fills and their responsibilities.

(Please see sample of our Volunteer Packet at end of document)

(Please see next page)

Hopkinton State Park Events

Parking Plan

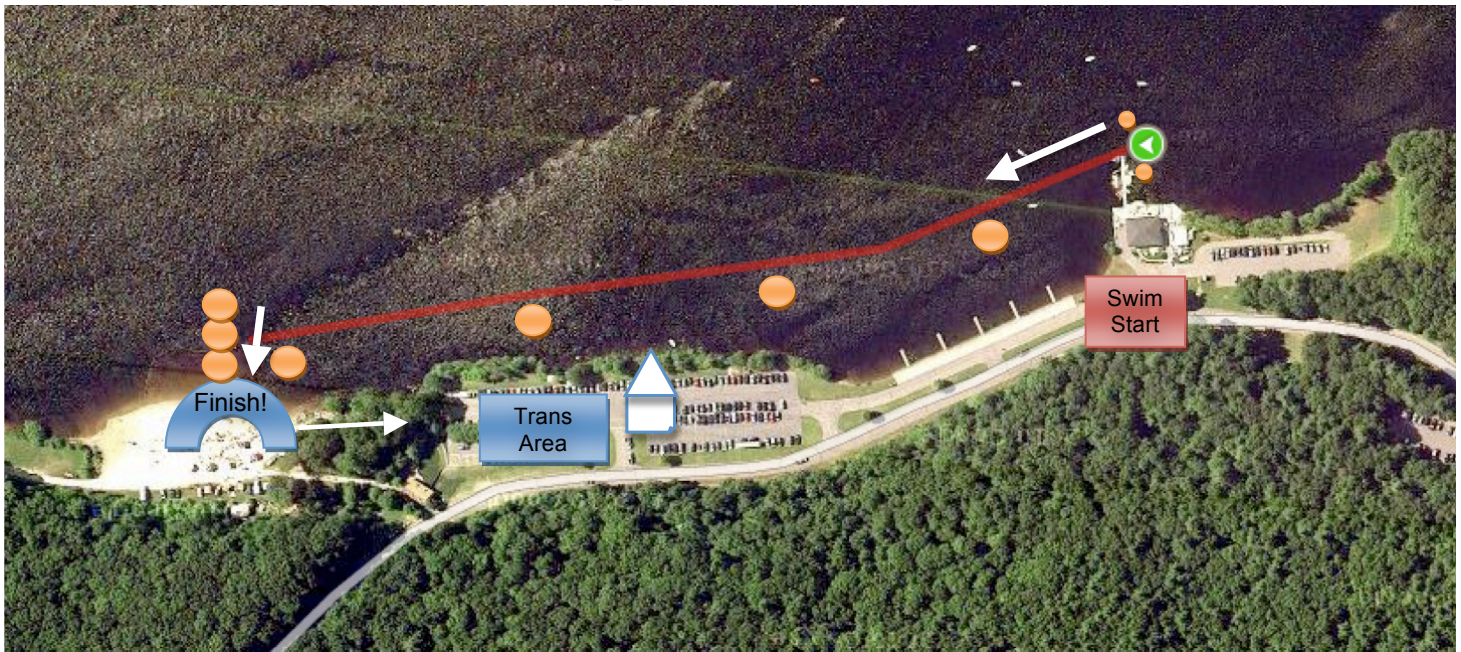
Parking Plan

In an effort to increase the safety of park visitors, race participants and race personnel, Max Performance has constructed the following Parking Plan that will be executed in any future events held at Hopkinton State Park. With a coordinated effort by Max Performance, volunteers and State Park Personnel, we can safely place athlete's vehicles in ideal parking locations, while accommodating any park visitors the morning of an event. Please see notable points below:

- **Increased Volunteers Dedicated to Parking:** Max will dedicate 5-6 volunteers to follow the Parking Plan described below. Pre-race training will include discussion of specific areas athletes will be permitted to park and that no parking is permitted any of the State Park Roads.
- **Hopkinton State Park Staff:** 4 park staff personnel will be arranged and paid for by Max Performance prior to the event. Duration: 5:45AM – 12:00PM. Roles would be at the discretion of the Park Supervisor, but may include assisting volunteers in the direction of athletes to the appropriate parking locations, bathroom opening/cleaning.
- **Strict Parking Lot Guidelines:** On the morning of the event, staff and Max cones/barricades and/or State Park Traffic cones will be used to restrict access to Ash Street & Birch Street. Volunteers will direct all athletes to appropriate Parking Lots in the following precise sequence (*Please See attached Map*):
 - Birch Street: Approx 100 spaces.
 - Dogwood Street: Approx 120 spaces.
 - Lower Beach Parking Lot: Approx 250 spaces.
 - Ash Street: Approx 50 spaces.
 - Parking Lots will be opened up at the discretion of Hopkinton State Park personnel who know the park roads best. If Split Rock is unoccupied, this lot would be utilized as well.
 - By pushing all of the early arrival athletes to Lower Beach, it ensures this parking lot is filled first.
- **Detailed Police/EPO officer on site:** A detailed officer will be hired to enforce Parking Restrictions the morning of the event. Of particular attention, any side of the road parking on Ash/Birch Street.

(Please see attached Parking Plan)

Swim Course – Triathlon Hopkinton State Park



- The course is a Point-to-Point Swim beginning at the Outdoor Rec Boat House. ¼ Mile in Distance
- A Pre-race Meeting will occur in the Transition Area at 7:45. We will then walk together as a group down to the Swim Start.
- Swimmers will be cued up by wave (cap color) – look for your colored sign, held by our wonderful volunteers.
- Each wave will begin in the water, starting between the Orange Start Buoys.
- Keep all Orange buoys on your Left – as you swim close to the shore line.
- As you approach the finish, you'll sight 3 orange buoys in a row. This is where you'll turn left, head for the beach and run under Max's Huge Finish Arch (*what a rush!*).
- Follow the tree-lined path back into the Transition Area. Great Job!
- Spectators have great views on the beach at the Swim Finish

(Please see next page)

MAX Performance

Bike Course

Hopkinton State Park



Direction	Cue	Mile
R	Out of Transition Area	
R	Park Road	.1
R	Howe St./ Wilson Street (Exit Park)	1.3
R	Rafferty Road	2.1
R	Rt. 85 North	2.5
R	Southville Road (Southborough)	4.2
R	High Street	6.7
R	Whittemore Drive	7.1
R	Sandstone Way	7.7
R	Indian Brook Way	7.8
L	Howe Street	7.9
R	Park Road (Re-enter Park)	8.6
L	Park Road (Toward Transition)	9.8
L	Dismount Area (Slow Speed!)	10

Bike Course

The bike course is 10 Miles with a gradual climb at Mile 2. Watch for steep descent at Whittemore Drive. Please follow local traffic laws when riding the course. Race day will include detailed police officers at necessary intersections. *Note:* You will Exit/Re-enter the park at the Back Entrance of the Park. (This Entrance is typically locked during the season. Please plan your training rides accordingly).

For topography and detailed views, please visit:

<http://www.mapmyrun.com/run/united-states/ma/hopkinton/534124833493280572>

Run Course

Hopkinton State Park



Begin at Reservoir Parking Lot (Transition Area)

Direction	Cue
R	Out of Transition-Park Road (Up hill)
R	Park Road
R	Park Road
Turnaround	Mile 1.1
R	Park Road
R	Parking Lot <i>Onto Grass -Beach Ahead</i>
R	Park Road
R	Out of Park onto Howe Street
R	Re-enter Park toward Foot Bridge
Across	Foot Bridge
L	At end of Foot Bridge
Across	Beach
Finish	Next to Transition Area

Run Course

The run course is relatively flat with a short hill coming out of the Transition area. There is one turnaround point located at Mile 1.1. Follow the contour of the Parking Lot as you reach lower beach (Mile 2). Restroom is located on Right side near beach. Aid stations will be located along the run course.

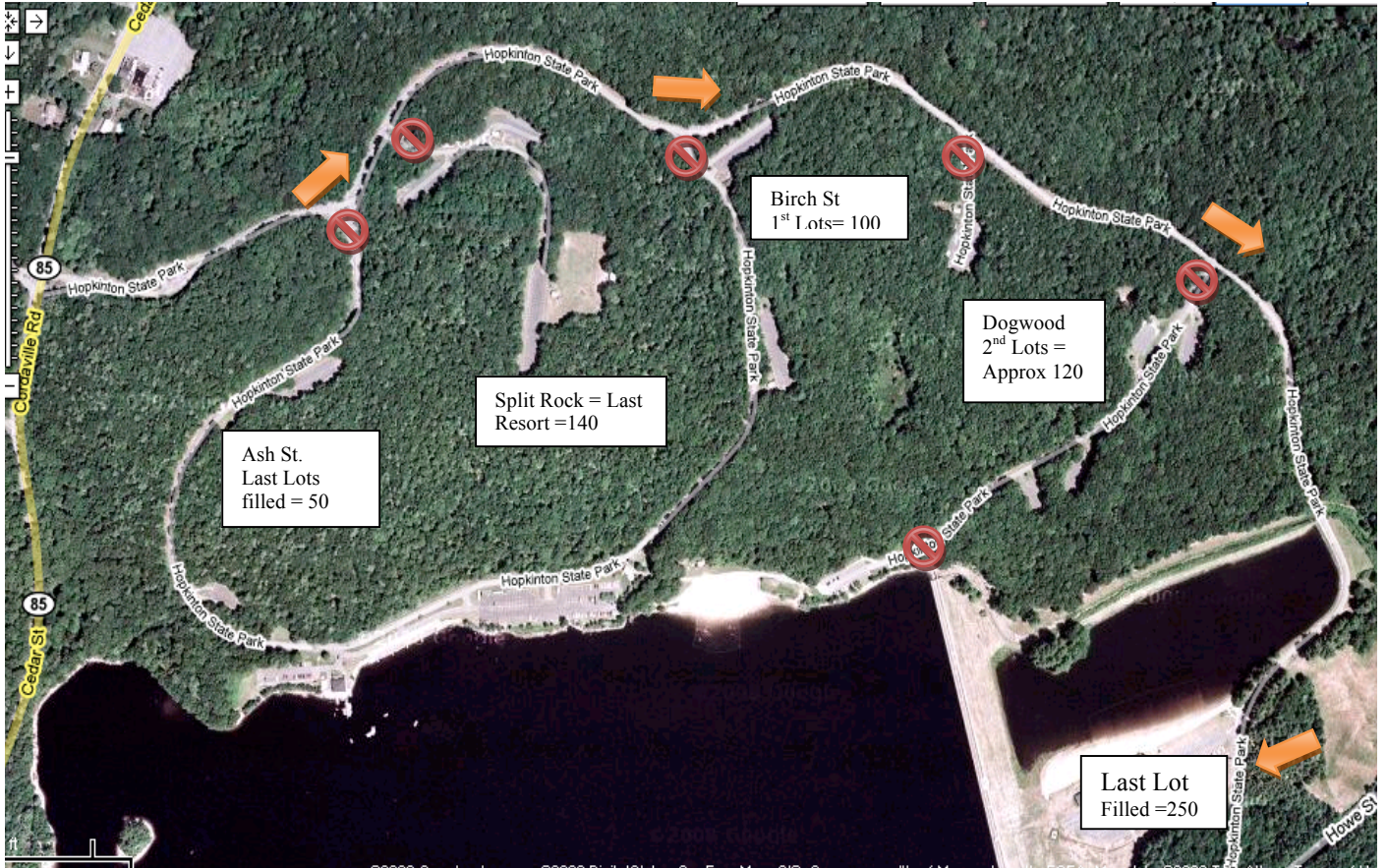
For topography and detailed views, please visit:

<http://www.mapmyrun.com/run/usa/ma/hopkinton/493323252563>

Parking Plan Hopkinton State Park

In an effort to increase the safety of park visitors, race participants and race personnel, Max Performance implemented the follow Parking Plan with success in 2009-2015. This plan worked well and we will continue to use this plan moving forward. With a coordinated effort by Max Performance, volunteers and State Park Personnel, we can safely place athlete's vehicles in ideal parking locations, while accommodating any park visitors the morning of an event. Please see notable points below:

- **Increased Volunteers Dedicated to Parking:** Max will dedicate 5-6 volunteers to follow the Parking Plan described below. Pre-race training will include discussion of specific areas athletes will be permitted to park and that no parking is permitted any of the State Park Roads.
- **Hopkinton State Park Staff:** 4 park staff personnel will be arranged and paid for by Max Performance prior to the event. Duration: 6:00AM – 12:00PM. Roles would be at the discretion of the Park Supervisor, but may include assisting volunteers in the direction of athletes to the appropriate parking locations, bathroom opening/cleaning.
- **Strict Parking Lot Guidelines:** On the morning of the event, staff and Max cones/barricades and/or State Park Traffic cones will be used to restrict access to Ash Street & Birch Street. Volunteers will direct all athletes to appropriate Parking Lots in the following precise sequence (*Please See attached Map*):
 - Birch Street: Approx 100 spaces.
 - Dogwood Street: Approx 120 spaces.
 - Ash Street: Approx 50 spaces. Lower Beach Parking Lot: Approx 250 spaces.
 - Parking Lots will be opened up at the discretion of Hopkinton State Park personnel who know the park roads best. If Split Rock is unoccupied, this lot would be utilized as well.
 - In an organized and safe manner, all early arrivals will begin parking on Birch Street. When this road is filled it will be closed and move to Dogwood and so on.
- **Detailed Police/EPO officer on site:** A detailed officer will be hired to enforce Parking Restrictions the morning of the event. Of particular attention, any side of the road parking on Ash/Birch Street.
- **Increased Signage:** Max will provide an increased number of “No Parking” signs to be placed along State Park Roads inside of Hopkinton State Park, particularly on Saturday Packet Pickup.



(Please see next page)

Communication Plan Hopkinton State Park

Triathlon Logistics / Operations (Ham Radio – 448.775 / 444.275)

Net Control Station

Race Director (Tim Richmond)
Bike Course Coordinator (Joe)

Transition Area

Bike Course:

- Station 1 - Wilson St / Rafferty Rd / Route 85
- Station 2 - Route 85 @ Southville Rd
- Station 3 - Pleasant St @ High St
- Station 4 - High St @ Whittemore Dr
- Station 5 - Whittemore Dr / Sandstone Way / Indian Brook Rd
- Station 6 - Indian Brook Rd @ Howe St
- Station 7 - Howe St @ Park Entrance / Exit

Run Course:

- Station 8 - Park Road (Right turn)
- Station 9 - Park Road (T intersection)
- Station 10 - Park Road Turnaround (WATER)
- Station 11 - Park Road at Parking Lot
- Station 12 - Park Road Entrance / Exit (WATER)
- Station 13 - Foot Path into Park

Public Safety Liaison / Coordination / Command (LPS-8)

Race Director (Tim Richmond)
Bike Course Coordinator (Joe)
Triathlon Ops (Ham Radio Liaison)

Hopkinton Dispatch (PD / FD / EMS)
Southboro Dispatch (PD / FD / EMS)
Ashland Dispatch (PD / FD / EMS)

Detail Ambulance(s)
Other Detail Units (as applicable)

Dept. of Conservation & Recreation
Environmental Police

INCIDENT RADIO COMMUNICATIONS PLAN		Incident Name		Date/Time Prepared		Operational Period Date/Time			
		Title 9 Triathlon		10 Sept 2015 23:00 EDT		13 Sept 2015 07:00-12:00 EDT			
Net	Function	Channel Name/Trunked Radio System / Talkgroup	Assignment	RX Freq N or W	RX Tone/NAC	TX Freq N or W	Tx Tone/NAC	Mode A, D or M	Remarks
1	Command	LPS-8	Liaison / Coordination / Command	State 700/800 MHz Trunked Radio System				A	Public Safety Agencies & Triathlon Coordinators
2	Command	LPS-7	Dispatch Center Comms	State 700/800 MHz Trunked Radio System				A	Emergency Communications with Dispatch Centers
3	Tactical	DCR Recreation 15	Park Comms	151.3700 N	71.9	151.3700 N	71.9	A	Communications with DCR
4	Tactical	Town Channels	Public Safety Operations	Local Town Frequencies				A	Public Safety Operations
5	Tactical	Westboro 70cm	Stations 1-6	448.7750 W	D244	443.7750 W	D244	A	Ham Radio Operators Checkpoints & Race Officials
5	Tactical	Portable 70cm	Stations 7-13	444.2750 W	103.5	449.2750 W	103.5	A	Ham Radio Operators Checkpoints & Race Officials
6	Tactical	VTAC12	Non-Hams	154.4525 N	156.7	154.4525 N	156.7	A	Non-Ham Volunteers Checkpoints & Race Officials
6	Tactical	UTAC41	Non-Hams	453.4625 N	156.7	458.4625 N	156.7	A	Non-Ham Volunteers Checkpoints & Race Officials
Prepared By (Communications Unit)				Incident Location - Hopkinton State Park and area, Hopkinton / Southboro / Ashland, MA					
John Ruggiero				County Middlesex / Worcester		State MA		Latitude 42-15-30 N Longitude 71-31-05 W	

The convention calls for frequency lists to show four digits after the decimal place, followed by either an "N" or a "W", depending on whether the frequency is narrow or wide band. Mode refers to either "A" or "D" indicating analog or digital (e.g. Project 25) or "M" indicating mixed mode. All channels are shown as if programmed in a control station, mobile or portable radio. Repeater and base stations must be programmed with the Rx and Tx reversed.

MAX Performance

Sample Volunteer Packet & Link

(Distributed to all Volunteers week of event)

https://drive.google.com/open?id=1hTCDc7ot4MS6PF8n2j7a_6e-g7T0gHsu&authuser=trichmond%40maxperformanceonline.com&usp=drive_fs

Sample Athlete Packet & Link

(Distributed to Athletes 2 weeks prior to the event)

https://maxperformanceonline.com/wp-content/uploads/2019/08/Title-9-Tri-Athlete-Packet-2019_online.pdf

MAX *Performance*

Title 9 Triathlon Race Coordinators

Head Race Director

Tim Richmond 617-797-2215

Medical/Safety Coordinator

Jim Hunt 978-870-7533

Duathlon Start Coordinator

Peter Cutting 978-855-1313

Jim Hunt 978-870-7533

Bike Course Coordinator

Joe Grant: 617-719-6982

Run Course Coordinator

Pete Taglino: 631-560-0647

Registration Coordinator.

Ashley Horn: (860) 424-1564

Transition Area Coordinator

Megan Gurley: 781-201-9556

Sponsor / Finish Line Coordinator

Stiena Wakeman 774-281-0791

Volunteer Coordinator

Tim Richmond

Parking Coord

Pete Taglino: 631-560-0647

Tom Latourneau

Radio Operations Coord

John Ruggerio: 508-982-0617

COVID ERA SAFETY MEASURES

There are several protocols that we will continue to implement this year and ask athletes to follow all guidelines that are laid out:

- Masks: in accordance with current CDC guidance - masks are required for those who are unvaccinated. Unvaccinated athletes will be asked to wear a mask upon arrival & up to the swim start, re-masking after you finish the total event. Please honor this guidance.
- Time Trial Swim Start - two athletes at a time, every 10 seconds to spread it out. This is different from the mass start style which may cause congestion, it also provides increased sight lines for lifeguards patrolling in the water.
- Spacing in TA - you'll notice plenty of distancing inside TA this year, we typically provide 8 athletes per bike rack and we are allocating 4 athletes to increase distancing.
- Body Marking & Aid Stations - suggestions noted in athlete packet include self body marking at home to limit contact, as well as self supported aid stations and bring your own hydration.
- Sanitizing stations – hand sanitizers and wipes will be provided throughout the grounds and outside of the portable restrooms.

Additional measures can be implemented if there is any rollback of the State of Massachusetts's reopening plans. Max Performance has provided input to the state as part of a coalition of race directors in the Return to Racing – Winter 2020/Spring 2021.

Permitting Team Comments
Parade Permit- Title 9 Women Only Triathlon
SB Meeting- 09/07/2021

August 18, 2021.

The DPW approves the Litter Control Plan and has no other comment on the application..

John K. Westerling
Director of Public Works, Hopkinton DPW

August 18, 2021.

The Police Department has worked with this organization and these race routes in the past. There have been no issues and there will be no road closures. We ask that the vendor contact me one month prior to the event to confirm the detail placement, signage and notifications.

Lt. John J. Porter
Police Department.

August 17, 2021.

Facilities has no Comments

Dave Daltorio
Facilities.

August 19, 2021.

The FD has no comment on this plan.

William R. Miller
Hopkinton Fire Department

August 19, 2021.

As most of the activities related to "health" will operate within the Town of Ashland, the health department provides no comment.

The Department recommends that the organization work with the Town of Ashland and DCR to monitor the reservoir for cyanobacteria.

Shaun McAuliffe
Health Director



Elaine Lazarus <elaine1@hopkintonma.gov>

Heeney cultural council resignation

Michelle Heeney <miheeney@gmail.com>

Wed, Aug 25, 2021 at 2:35 PM

To: selectboard@hopkintonma.gov, Sterling Worrell <culturalchair@hopkintonma.gov>

Hello,

I would like to start by saying thank you to everyone who has helped me during my time in the Hopkinton cultural council, especially chair Cassidy, selectboard vice chair Ritterbusch, and selectboard chair Nastullah.


With a heavy heart I must resign from my position for two reasons the first is that my permanent address has moved to Spencer, MA and the second is that I must physically relocate to Ithaca, NY to begin a PhD program at Cornell university.

I have appreciated all of the things I have learned for my brief time in the Hopkinton town government. I wish this town and you all nothing but growth and success in the future.

All my best,
Michelle Heeney

**DISCLOSURE BY NON-ELECTED MUNICIPAL EMPLOYEE OF FINANCIAL INTEREST
AND DETERMINATION BY APPOINTING AUTHORITY
AS REQUIRED BY G. L. c. 268A, § 19**

MUNICIPAL EMPLOYEE INFORMATION	
Name:	William Miller
Title or Position:	Fire Chief
Municipal Agency:	Fire Department
Agency Address:	73 Main Street, Hopkinton, MA 01748
Office Phone:	508-497-2323
Office E-mail:	wmiller@hopkintonFD.org
	My duties require me to participate in a particular matter, and I may not participate because of a financial interest that I am disclosing here. I request a determination from my appointing authority about how I should proceed.
PARTICULAR MATTER	
Particular matter E.g., a judicial or other proceeding, application, submission, request for a ruling or other determination, contract, claim, controversy, charge, accusation, arrest, decision, determination, or finding.	<p>My wife's brother is a Lieutenant in the Department (Bill Krauss). In my role, I am responsible for overseeing and supervising all the Lieutenants in the Department, including my brother-in-law. Additionally, if we are both responding to the same incident, I hold a higher rank and can direct his actions during the response efforts. I also assign Lieutenants and Firefighters to duty groups (i.e., scheduling), assist in scheduling overtime, and sign payroll warrants.</p> <p>As the Department manager, I will advise the Town Manager during the Hopkinton Permanent Firefighters Association's negotiation of its collective bargaining agreement and any revisions or amendments thereto. I will further participate in any grievance process, as outlined in the collective bargaining agreement and state law.</p> <p>I am also responsible for the hiring, promoting, and firing Department employees. While I typically am responsible for the review of all lieutenants within the Department, I will be delegating the review of Lieutenant Krauss to the Deputy Chief or, in the case the Deputy Chief position is vacant, other municipal employees.</p> <p>Finally, Lt. Krauss' son and his son's fiancée are both employed by the Department. As Lt. Krauss' appointing authority, I may be called on to make a determination pursuant to G.L. c.268A, §19(b)(1) that the financial interest Lt. Krauss, his son, or his son's future wife have in a particular matter is not so substantial as to be deemed likely to affect the integrity of the services which the municipality may expect from the employee.</p> <p>Please note that I have submitted a Section 23(b)(3) form disclosing my relationship to my nephew and his fiancée.</p>

<p>Your required participation in the particular matter:</p> <p>E.g., approval, disapproval, decision, recommendation, rendering advice, investigation, other.</p>	<p>It is within the scope of my job duties to take the actions outlined above. There is no risk of undue favoritism or improper influence in the performance of my actions. I can act impartially in assigning duty groups, assisting in overtime scheduling, directing the actions of Lieutenants and firefighters, signing payroll warrants and reviewing ethics disclosures. My actions are also constrained by prior agreements with the firefighter's union, including the collective bargaining agreement. Thus, I cannot favor any particular employee over another. All payroll warrants are prepared by Department staff. To the extent that I believe an error has occurred with regard to my brother-in-law's salary, I would speak with the Department staff regarding the matter. I also believe that I can act fairly and impartially in advising the Town Manager during union negotiations and the resolution of grievances.</p>
	FINANCIAL INTEREST IN THE PARTICULAR MATTER
<p>Write an X by all that apply.</p>	<p><input type="checkbox"/> I have a financial interest in the matter.</p> <p><input checked="" type="checkbox"/> My immediate family member has a financial interest in the matter.</p> <p><input type="checkbox"/> My business partner has a financial interest in the matter.</p> <p><input type="checkbox"/> I am an officer, director, trustee, partner or employee of a business organization, and the business organization has a financial interest in the matter.</p> <p><input type="checkbox"/> I am negotiating or have made an arrangement concerning future employment with a person or organization, and the person or organization has a financial interest in the matter.</p>
<p>Financial interest in the matter</p>	<p>The amount of the financial interest in supervising my brother-in-law is unknown.</p>
<p>Employee signature:</p>	
<p>Date:</p>	<p>9-2-2021</p>

DETERMINATION BY APPOINTING OFFICIAL

	APPOINTING AUTHORITY INFORMATION
<p>Name of Appointing Authority:</p>	
<p>Title or Position:</p>	
<p>Agency/Department:</p>	

Agency Address:	
Office Phone:	
Office E-mail	
	DETERMINATION
Determination by appointing authority:	As appointing official, as required by G.L. c. 268A, § 19, I have reviewed the particular matter and the financial interest identified above by a municipal employee. I have determined that the financial interest is not so substantial as to be deemed likely to affect the integrity of the services which the municipality may expect from the employee.
Appointing Authority signature:	
Date:	
Comment:	

Attach additional pages if necessary.

The appointing authority shall keep this Disclosure and Determination as a public record.

Form revised February, 2012

Board/Committee Appointments - Select Board Meeting 9-7-2021

Committee Name: Council on Aging

Total Number of Members: 7 full members, 2 associate members

Number of Expiring Terms/Vacancies: 1 full member, 2 associate members

Term Length: 3 years

Applicants:

New Person: Susan Pearson

Person seeking reappointment: Gale Levine (full member)

Committee Name: Marathon Committee

Total Number of Members: 12 At Large Members

Number of Expiring Terms/Vacancies: 1

Term Length: 3 years

Applicants:

New Person: Paula Garland

Person seeking reappointment: Alex Danahy

Total Number of Members: 9 Department/Board Representatives

Number of Expiring Terms/Vacancies: 9

Term Length: 1 year

Applicants:

Police Department (3): Joe Bennett, John Porter, 1 vacant

Fire Department (2): Bill Miller, 1 vacant

Department of Public Works (1): Mike Mansir

School Department (1): Tim Persson

Parks & Recreation Commission (1): Liisa Jackson

Board of Health (1):

Committee Name: Permanent Building Committee

Total Number of Members: 5

Number of Expiring Terms/Vacancies: 1

Term Length: 3 years

Applicants:

New Person:

Person seeking reappointment: David Godfroy

Committee Name: Personnel Committee

Total Number of Members: 5

Number of Expiring Terms/Vacancies: 1

Term Length: 3 years

Applicants:

New Person:

Person seeking reappointment: Patricia Duarte

Committee Name: Veterans Celebration Committee

Total Number of Members: 8

Number of Expiring Terms/Vacancies: 5

Term Length: 3 years

Applicants:

New Person: Steven Jackson

Person seeking reappointment: Seldon MacNeill

Application Form

Profile

Gale _____ Levine _____
First Name Middle Initial Last Name

Email Address

Home Address

Suite or Apt

City

State

Postal Code

Primary Phone

Alternate Phone

Retired _____
Employer Job Title

Which Boards would you like to apply for?

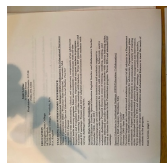
Council on Aging: Submitted

Interests & Experiences

Please tell us about yourself and why you want to serve.

Why are you interested in serving on a board or commission?

I have been volunteering at the Senior Center for approximately four years. I have enjoyed the experience very much; we have a robust senior center and I am interested in continuing to be a part of it.



Upload a Resume

Gale Levine
35 Front Street
Hopkinton, Massachusetts 01748
(508) 259-4366
galec100@aol.com

EDUCATION

Framingham State College
M. Ed./English
Westfield State College, Westfield, MA
B.A./English

TEACHING and SUPERVISORY EXPERIENCE

Special Education in Institutional Settings (SEIS/Collaborative for Educational Services)
UMass Connections BIRT, Worcester State Hospital, Worcester, MA
Teacher Coordinator/Special Education Social Studies Teacher
August 2011-Present

Collaborate with administrative, clinical, and supervisory components of an adolescent mental health recovery program. Meet and consistently communicate with off-site Supervisor and Evaluation Team Liaison. Supervise and support teachers in program. Facilitate Learning Team and other meetings with teachers. Write IEP planning notes and attend IEP meetings. Prepare and deliver adapted and modified lessons for students with varying challenges and learning styles.

Franklin High School, Franklin, MA

Special Education Teacher, Special Education English Teacher and Mathematics Teacher
September 2008- June 2011

Provided language arts and mathematics instruction and academic support in Connections, a sub-separate program for students with emotional, behavioral, and/or academic challenges. Prepared lessons in areas of listening, speaking, reading, and writing. Delivered specially-designed instruction to students with various learning styles. Served as liaison for students in the Connections program. Wrote IEPs and attended IEP meetings.

Special Education in Institutional Settings (SEIS/Education Collaborative)

Chauncy Hall Academy, Westboro, MA

Special Education Teacher

February 2001-June 2008

Provided language arts instruction and academic support in all subjects in a Department of Mental Health residential treatment program for adolescents. Prepared lesson plans and materials. Adapted and modified instruction to accommodate a variety of learning styles. Developed and implemented positive behavioral management and intervention. Wrote planning notes for IEPs and attended IEP meetings. As coordinating teacher, collaborated with program administration and educational liaisons to meet the needs of students in the program.

Application Form

Profile

Susan K Pearson
First Name Middle Initial Last Name

[Redacted]
Email Address

[Redacted] [Redacted]
Home Address Suite or Apt

[Redacted] [Redacted] [Redacted]
City State Postal Code

[Redacted] [Redacted]
Primary Phone Alternate Phone

-- please make a selection --
Employer Job Title

Which Boards would you like to apply for?

Council on Aging: Submitted

Interests & Experiences

Please tell us about yourself and why you want to serve.

Why are you interested in serving on a board or commission?

As I find myself an empty nester, I welcome the opportunity to continue to serve my community. When my youngest went off to college in the fall of 2019, I reached out to the senior center as I noticed there was a need for more volunteers. Since then, I have enjoyed my time there and look forward to helping out these essential members of our community.

[resume2021_SKP_CouncilOnAging.docx](#)

Upload a Resume

Susan K. Pearson

[REDACTED], Hopkinton, MA 01748
[REDACTED]
[REDACTED]

VOLUNTEER EXPERIENCE

Hopkinton Senior Center, Hopkinton, MA

August 2019 - Present

Waitstaff for lunch service, occasional volunteer for Memory Café, member of organized card group

Volunteer weekly in the dining room, preparing for lunch service to senior citizens. Enthusiastically engage with staff and diners while serving meals.

Baypath Elder Services

November 2020 - Present

Meals on Wheels driver

Deliver meals weekly to seniors in the program. Weekly check-in with clients to ensure viability.

American Red Cross

December 2020 - Present

Donor Ambassador

Provide excellent and enthusiastic customer service to enhance the blood donor experience. Engage with blood donors to promote blood donation and set the stage for a long-term commitment to regular blood donations. Assist donors with re-hydrating after donation and observe for post-donation reactions. Express gratitude and ensure each blood donor is sincerely thanked for their donation.

Project Just Because, Hopkinton, MA

January 2014 - July 2018

Board Member of local non-profit organization helping MetroWest neighbors in need.

Member of Development and Fundraising committee which was formally created out of a strategic planning retreat I organized in February 2015. Co-wrote strategic plan for organization and formalized necessary committees: Governance, Development/Fundraising, and Operations. Managed all aspects of annual "365" campaign. Co-chaired charity golf tournament netting over \$50,000.

Fay School Parents Association (PA), Southborough, MA

October 2013 & 2014

Fall Cocktail Party Chair

Organized all facets of the annual Fay Friday parent receptions. Worked with PA Hospitality Chair and Treasurer resulting in a festive affair welcoming parents from around the world at the Hopkinton Country Club. Events were successful and significantly favorable to budget both years.

Emma Willard School Alumnae Advisory Council (AAC), Troy, NY

1993 - 2014

Co-President, AAC

Sept 2012 - June 2014

Co-managed alumnae council by chairing three meetings each year and dovetailing AAC agenda with the school's overall goals. Discussed AAC strategy initiatives with the Head of School. Led the Regional Activities Committee resulting in new and unique events in regions across the country, while personally driving the Northeast region.

Class Reunion Chair/Co-Chair

1993, 1998, 2003, 2013, 2018

Oversaw the details regarding our class reunions with EWS staff and other committee members. Initiated classmate interest, created themes, executed details during the reunion weekend.

Hopkinton Girl Scouts, Hopkinton, MA

2006 - 2012

Troop Leader

Sept 2006 - May 2011

Led, advised, and created program for nine girls. Taught important aspects of scouting at each level, starting with Daisies through their 5th grade year when they completed their Junior level. Key tenets used to build the program were respect for self, environment, being honest, fair, friendly, and helpful.

Susan K. Pearson - page 2

Service Unit Coordinator

Sept 2010 - May 2012

Oversaw entire Hopkinton Girl Scout organization comprised of 60 troops and 400+ scouts. Managed Service Unit board - overseeing monthly leader meetings which provided all necessary information regarding 11 major events run by the leaders and their scouts including town wide food drive, World Thinking Day, and the annual bridging event.

PROFESSIONAL EXPERIENCE

Quaker Oats Company, Marlboro, MA

June 1996 - Feb 1999

Customer Marketing Manager, Quaker® Snacks

Managed profit and loss, monthly forecast and annual budgets for Chewy Granola Bars and Quaker Rice Cakes for the Northeast division of Quaker Oats. Worked with national counterpart to develop unique marketing events and promotions specifically targeted to our Northeast grocery customers. Presented new product offerings to various distribution channels including grocery and wholesale.

Tenneco Packaging, Inc., Pittsford, NY

September 1994 - May 1996

Associate Product Manager, Hefty® & Basics® Waste Bags

Managed \$57MM consumer waste bags sales with P&L responsibilities for two brands. Responsible for annual plans consisting of volume forecasts and comprehensive consumer promotion plans. Consistently met or exceeded targets.

L&F Products, Montvale, NJ

July 1991 - September 1994

Associate Product Manager, Resolve® Carpet Cleaner

Responsible for brand management, profit and loss, and volume forecasting on brand with 6% growth on \$45MM annual sales. Designed and negotiated consumer promotion plans for growth brand. Managed advertising campaign, product development and monthly budget.

Assistant Product Manager, Lysol® Toilet Bowl Cleaner

Developed and maintained annual sales forecast. Responsible for profit and loss and consumer and trade promotions for mature brand. Identified problem markets and executed trade promotions resulting in sustained increased sales in the Northeast, focusing on rising Hispanic demographic.

EDUCATION

Simon Graduate School of Business Administration, University of Rochester,

Rochester, NY

Master of Business Administration, Marketing

June 1991

ERASMUS Program Coordinator. Managed activities for 40 international business students from Erasmus University, Rotterdam, The Netherlands.

Dickinson College, Carlisle, PA

Bachelor of Arts, English

May 1987

Wheel and Chain Senior Women's honorary society. Selected as one of ten senior women honored for leadership and dedication to Dickinson College.

INTERESTS

Community Service, Working with Seniors, Tennis, Fitness, Photography, Sailing

Application Form

Profile

Alex

First Name

T

Middle Initial

Danahy

Last Name

[Redacted]

Email Address

[Redacted]

Home Address

[Redacted]

Suite or Apt

[Redacted]

City

[Redacted]

State

[Redacted]

Postal Code

[Redacted]

Primary Phone

[Redacted]

Alternate Phone

[Redacted]

Employer

[Redacted]

Job Title

Which Boards would you like to apply for?

Marathon Committee: Submitted

Interests & Experiences

Please tell us about yourself and why you want to serve.

Why are you interested in serving on a board or commission?

I have volunteered for the Marathon since I was in high school and served on the committee for over a decade now. Growing up here in Hopkinton with a family that served the town for served 70 years with Colella's Supermarket I learned the value of giving back to the community that helped raise and shape me into who I am today. The Marathon Committee gives me the opportunity to continue that legacy of giving back in the best way I can! I truly hope you accept my re-appointment and let me to continue to give back to my community.

Upload a Resume

Application Form

Profile

Paula _____ Garland _____
 First Name Middle Initial Last Name

 Email Address

 Home Address

 Suite or Apt

 City

 State

 Postal Code

 Primary Phone

 Alternate Phone

Self _____ Owner, Garland Consultants _____
 Employer Job Title

Which Boards would you like to apply for?

Lake Maspenock Weed Management & Control Advisory Group: Submitted
 Marathon Committee: Submitted

Interests & Experiences

Please tell us about yourself and why you want to serve.

Why are you interested in serving on a board or commission?

I would like to serve on the Weed Management and Control Board because I own a home (50 Downey St) on the north basin of Lake Maspenock and I'm directly affected by the weeds. The weeds are especially thick in the north basin. Also, because my home is facing west, the weeds that are churned up from boating are blown to our shores. Each summer, from early July onward, it's a daily task to rake piles of weeds from the lake, put them into large trash barrels (several) then make weekly trips to the dump to dispose of them. As for the Marathon Committee, I'm a life-long runner and a veteran of 30 marathons, including several Boston Marathons. As such, I've got an interest in giving back to the community. I love everything about the Boston Marathon and I would love nothing more than to help in any way that I can. Thank you.

[PGResumeScrum.8.3.2021.pdf](#)
 Upload a Resume

PAULA E. GARLAND

SCRUM MASTER

CAREER OBJECTIVE

Scrum Enthusiast with a record of implementing cross functional solutions that foster communication and collaboration within teams. Introduce and facilitate the adoption of the Scrum Framework in a way that improves the capability for teams to self-organize and address complex problems. This is done through the adaptation of the Scrum Empirical Process (transparency, inspection, adaptation), which maximizes business value.

WORK EXPERIENCE

Garland Consulting August, 2012 - current / Hopkinton, MA

Construction:

- Left corporate workforce to build a custom home on a steep lakeside lot. Searched for a trustworthy, open-minded, agile builder; someone open to questions as opposed to someone who'd say, "Nope, can't be done."
- Compared estimates using a detailed excel worksheet to remain within budget a compare apples to apples. After 3 sets of plans from 2 architects, chose a builder. He was agile; he was perfect.
- Used the three pillars of empirical process control, (transparency, inspection, adaptation) during the project to make multiple changes/improvements to the the product (home), resulting in a better, no, phenomenal product with a savings of \$200K. Agile works!

Sales:

- Represented variety of manufacturers within Outdoor Sports Industry including trail running shoes and women's winter sports apparel (Inov-8, SKHOOP). Territory: New England & New York. Maximized sales and championed brand awareness through local events with local businesses. Grew a small team of reps so we could increase our product categories and territories as well as attend local and national trade shows.
- Represented men's custom clothing, J.Hilburn, and also women's clothing, Cabi (Carol Anderson by invitation).

Starpoint Solutions, Brown Brothers Harriman 11/2007 - 5/2008 / Boston, MA

Sr. Software Engineer

- Worked alongside product managers to re-architect the FundWorldview mutual fund application resulting in a 10% improvement in page speed after implementation.
- The app allows mutual fund trading worldwide. It uses an Oracle database on the front end and DB2 mainframe on the back end.

Raytheon, September 2008 - September 2012 / Billerica, MA

Sr. Oracle BPEL Developer, Designer, Project Manager

- After many mergers & acquisitions in adjacent markets, Common Product Data Management (cPDM), moved Raytheon from CAD drawings to part-centric Bill of Materials (BOM), making engineers productive and saving millions of dollars.
- Designed and built streamlined, cross-functional, enterprise database to partner Engineering, Operations, Supply Chain, and Quality for storing, controlling and managing production data.
- Red Team: managed Red Team after cPDM Phase One implementation. Set up War Room for critical path issues by gathering experts from Oracle, IBM, tech support, or whomever was needed to resolve the mission critical issues.

Starwood Hotels & Resorts, 9/2003 - 10/2007 / Braintree, MA

Sr. Java Developer

- Selected for Valhalla Project Team. Worked on project from inception; as a designer, developer through Alpha and Beta testing, load testing and User Acceptance. Valhalla replaced existing Starwood Property Reservation System using Service Oriented Architecture (SOA) which included the following engines: Availability, Booking, Groups, Inventory, Promotions and Rates across all 800+ properties. The system used web services to communicate between engines.
- Presented powerpoint presentations of various phases, both high level and low level, to senior management teams throughout the project.

Garland Consulting, 4/1998 - 7/2003/Hopkinton, MA

Consultant Software Engineer

TJX Companies, Westboro MA (1/2002 – 7/2003)

Automated warehouse processing from manual system using DB2 and CICS. Incorporated new division into Imports online system. Environment: DB2, CICS, COBOL, IMS

Fidelity Investments, Boston, MA (6/2001 – 12/2001)

Institutional Brokerage Group: Technical Operations:

StreetScape website architecture.

Managed StreetScape portal installs. Production support for Review & Release, Compliance & Controls, Order Entry client server products. Environment: UNIX, NT, SQL, Java, JavaScript, HTML

Fidelity Brokerage and Retail Systems Technology, Boston, MA (4/1998 – 6/2001)

Private Label System:

Installed SunTrust Securities using NDM. Added second settlement to Private Label to enable correspondents to have same-day settlement. Designed, wrote, documented and installed system to prevent unsecured debits in the Private Label System.

PROFESSIONAL ORGANIZATIONS

Business Networking International (BNI): member of the Hopkinton chapter (Pacesetters) for 2 years and held the Membership Chair for most of that time.

Scrum Alliance: supports agile as the only member-driven nonprofit certifying body in the agile space.

PROFESSIONAL CERTIFICATIONS:

Certified Scrum Master ([CSM](#)) , Certified Scrum Product Owner ([CSPO](#))

VOLUNTEER

Girls On The Run (GOTR): coach and Liaison for Town of Hopkinton. Ran the program in 2 schools: Elmwood and Hopkins Elementary schools. GOTR is a life-changing program for 8- to 13-year-old girls that promotes girl empowerment by teaching life skills through lessons and running. It culminates with a 5K.

Boston Marathon: volunteered for various jobs for the **last 18 years** (finish line drug testing, packet pickup team lead, BAA office, clock security, etc.).

HOBBIES

biking, (both road and mountain), swimming, hiking (Chamonix to Zermatt, 100 miles in Italian Alps, 100 miles in Glacier, MT, rim to rim in Grand Canyon), completed 30 marathons (8 Boston), completed 2 Ironman triathlons, completed 2 x 50 mile runs.

Application Form

Profile

David _____ A. _____ Godfroy _____
First Name Middle Initial Last Name

Email Address

Home Address

Suite or Apt

City

State

Postal Code

Primary Phone

Alternate Phone

Dimella Shaffer _____ Principal _____
Employer Job Title

Which Boards would you like to apply for?

Permanent Building Committee: Appointed

Interests & Experiences

Please tell us about yourself and why you want to serve.

Why are you interested in serving on a board or commission?

I am an architect with 25 years of experience working on Commercial and Institutional Buildings. I have served on the PBC for many years and was unaware my term ended. I would like to continue to serve.

Upload a Resume

Application Form

Profile

Patricia

First Name

Duarte

Middle Initial

Last Name

[REDACTED]
Email Address

[REDACTED]
Home Address

[REDACTED]
Suite or Apt

[REDACTED]
City

[REDACTED]
State

[REDACTED]
Postal Code

[REDACTED]
Primary Phone

[REDACTED]
Alternate Phone

www.DecisionInsightInc.com

Employer

Owner / Principal Consultant

Job Title

Which Boards would you like to apply for?

Personnel Committee: Submitted

Interests & Experiences

Please tell us about yourself and why you want to serve.

Why are you interested in serving on a board or commission?

I have a background in HR and currently work fulltime in the field serving public and private organizations and institutions. I have served on the town's personnel committee for a number of years now and am interested in continuing.

[PD_Bio_and_Client_List_Aug_2021.pdf](#)

Upload a Resume



Patricia Duarte, Principal / Owner
[Decision Insight](#)

Patricia Duarte is the owner and Principal Consultant at Decision Insight Inc. Founded in 2003 as an independent consultancy specializing in organizational development, strategic HR management, training, and executive search. With an extensive background in Human Resources acquired through a 20-year corporate career at global technology companies in the Midwest and Silicon Valley, Patricia developed and applied her skills and interests in organizational system design and support, leadership development, coaching and recruitment. From hands-on practitioner in all HR areas including compensation, benefits, employee relations, DEI and training, to senior level management and leadership roles, Patricia's ability to identify and address system wide challenges in support of organizational objectives while ensuring the needs and interests of individuals at all levels were included, led to expanding career opportunities including a seat on the board of a of a publicly traded tech start-up venture in Toronto, Canada. As an African American woman in a white male dominated industry, Patricia was an active champion for diversity, equity, and inclusion.

In 2003 Patricia founded Decision Insight to collaborate with like-minded leaders and individuals committed to high impact, mission driven work. In 2006 Patricia joined the consultant pool at [TSNEMissionWorks](#) as an external member of the Consulting and Executive Transition (CET) program working with nonprofit organizations in Boston and throughout New England. Her work with TSNE has included numerous executive director transition projects, interim HR leadership roles and/or special projects in social services, housing / real estate, domestic/sexual violence, culture and arts, urban farming, to name a few.

A Liberal Arts major at the University of Cincinnati, College of Arts and Science, Patricia is also a certified practitioner of various assessment tools and facilitation methods including Institute of Cultural Affairs (ICA) Technology of Participation (ToP) Group Facilitation Methods, Executive Transition Management, High Impact Hiring, and Lominger Leadership Development Architecture.

Patricia holds several board and community leadership positions including Vice President of the Metrowest YMCA Board, Personnel Committee Chair, Town of Hopkinton, MA Personnel Committee Chair, HR Advisory, The Community Builders Board HR Advisory Committee . Patricia is also co-producer and co-host of a weekly program on HCAM-TV Hopkinton MA public access channel and was the founder of local community Facebook group of over 3,400 highly engaged residents.

SELECTED CURRENT AND RECENT CLIENT ENGAGEMENTS

<u>Inquilinos Boricuas en Accion (IBA)</u> Boston, MA	Interim HR Director part time / 30 staff
<u>Boston Area Rape Crisis Center</u> Cambridge, MA	Interim Sr. Director of Human Resources part time / 50 staff
<u>Boston Psychoanalytic Society & Institute</u> Newton, MA	HR Consultant Defined projects and “on call” support
<u>University of Massachusetts Dartmouth</u> Dartmouth, MA	HR Assessment and Executive Search for Vice Chancellor of Talent & Diversity
<u>Worcester Polytechnic Institute (WPI)</u> Worcester, MA	Interim HR Director; Search for HR Exec Director Private science and engineering college
<u>TSNE Mission Works</u> Boston, MA	Executive Transitions Program Org transition and executive search
<u>Metrowest YMCA</u> Framingham, MA	HR Director Search \$10m operating budget; 3 sites
<u>Gardening the Community</u> Springfield, MA	Executive Leadership Transition
<u>Advocates Inc.</u> Framingham, MA	Sustainability Planning: Leadership Competencies Board competencies and succession
<u>The Community Builders</u> Boston, MA	Interim HR Leader; HR VP Search / Transition Affordable housing, non-profit, operate in 14 states

Application Form

Profile

Steven
C
Jackson

First Name
Middle Initial
Last Name

[Redacted]

Email Address

[Redacted]
[Redacted]

Home Address
Suite or Apt

[Redacted]
[Redacted]
[Redacted]

City
State
Postal Code

[Redacted]
[Redacted]

Primary Phone
Alternate Phone

[Redacted]
[Redacted]

Employer
Job Title

Which Boards would you like to apply for?

Veterans Celebration Committee: Submitted

Interests & Experiences

Please tell us about yourself and why you want to serve.

Why are you interested in serving on a board or commission?

This would be the first board/commission/committee I've ever taken part of but I served as active duty enlisted in the Army from 99-03 and after using the GI Bill for college I worked as a contractor with the numerous Federal government clients supporting various software initiatives. Since moving to MA (I originally hail from Indiana, my wife and I met while I was in the Army, and we've moved various places, settling now in MA), I have taken on private sector work which has left a bit of a hole in the public service side of me. I feel I could contribute to this committee with a bit of time, talent, or treasure with a bit of public service background. I appreciate the consideration and wish you all the best.

[Steven C Jackson Development CV 2021.pdf](#)

Upload a Resume

STEVEN C JACKSON

ABILITIES

LANGUAGES

PHP, Go/Golang, HTML, CSS/SASS, React, JavaScript/ES6, C/C++, Ruby, Python, BASH, jQuery

FRAMEWORKS|CMS|TEMPLATING

Drupal 4-9, Laravel 3-6, Ruby on Rails 3-5

React, Vue, Twig, Blade

DATABASES

RELATIONAL: MySQL / MariaDB, Postgres

NOSQL: Light MongoDB, CouchDB

TOOLS

DEVOPS: Docker, Ansible, Travis CI, Gitlab/GitHub Pipelines

VERSION CONTROL: Git, SVN

PROJECT MANAGEMENT: Jira, Confluence, Trello

EDUCATION

MASTER OF SCIENCE, APPLIED COMPUTER SCIENCE

Kennesaw State University

2008-2010

BACHELOR OF SCIENCE, COMPUTER SCIENCE

Augusta University

2003-2007

RED HAT CERTIFIED SYSTEMS ADMINISTRATOR

CERTIFICATE NUMBER

100-141-068

EXPERIENCE

RED SKY DEVELOPMENT, SOFTWARE ARCHITECT, 2016-PRESENT (Owner)

- € Architect decoupled/headless Drupal systems and external API integrations with Fitbit (and other wearable technologies), Salesforce, Mautic, 3Play and other RESTful API endpoints using Twig, React, and Vue-based front-end solutions
- € Stand-up and maintain cloud-based solutions on AWS (IAM, EC2, various zones) and Acquia architectures to include continuous integration and continuous delivery via Gitlab and GitHub pipeline systems as well as Ansible playbooks for infrastructure deployment
- € Produce cost-saving, custom caching solutions which lead to a faster experience for the end users and a large cost-saving solution for the client against expensive external API calls

STEVEN C JACKSON

- € Write custom modules/PHP for use in configuration management in order to be easily deployed across multiple Drupal sites (versions 6 through 8) which lowers cost and limits re-work/re-implementations
- € Implement PSD, AI, and other produced designs using Twig, React, Vue, Blade, and other handlebar-based front-end solutions
- € Create backend tools and scripts using Golang to help with the speed, automation, and delivery of websites from inception to production
- € Teach and lead existing development teams on the use, development, and deployment of Drupal-based solutions
- € End-clients include CVS Health, FOH/HHS, U.S. Dept. of the Treasury
- € <https://cvshealth.com>, FOH Felix Bot-based Wellness system ([review](#), [case study](#), [internal doc](#)), FOH [Project Boundary](#) iBeacon-based mobile wellness app, various white-label and intranet implementations

SECURITIES AND EXCHANGE COMMISSION, SENIOR DRUPAL DEVELOPER, 2018-PRESENT

- € Integrate ServiceNow with Drupal 8 functionality by leveraging JSON:API on the parent Drupal site as the source of truth to provide data for System Access Requests
- € Create decoupled/headless Drupal 8 microsites using Gatsby/React and GraphQL with SCSS modules for styling and using a Drupal 8 backend
- € Developed “QuickLinks” – per-user customizable menu based on a curated site list
- € Implement SOLR Search in a Drupal 8 environment using multiple processors including Elevate/Best Bets, Stemming, and custom Views searching
- € Convert static file system to Drupal 8’s now core Media system via writing a custom module for migration of the data
- € Create and maintain custom code and configuration for multiple SEC sites
- € <https://www.sec.gov>, <https://www.investor.gov>, plus two intranets

FEDERAL BUREAU OF INVESTIGATION, SENIOR DRUPAL DEVELOPER, 2017-2018

- € Co-Architect new Implementation of the International Biosecurity and Prevention Forum (IBPF) to provide a decoupled Drupal solution to use the site data in the official site as well as for use in mobile applications
- € IBPF is uniquely suited to serve the needs of agencies and personnel across the globe to share and discuss information related to biosecurity. In this implementation, users may now share public and private files, have public and private forum discussion, connect with one another in a secure manner and have algorithm-tailored content delivered to them.
- € Streamlined code integration to use as much as an iterative and continuous delivery process as is allowable
- € Implement designs and front-end functionality based on design deliverables stemming from joint meeting between developers, designers and stakeholders
- € <https://www.ibpforum.org> D7 and D8 sites

STEVEN C JACKSON

FEDERAL OCCUPATIONAL HEALTH, SENIOR SOFTWARE DEVELOPER, 2013-2019

- Architect logical design and leading team of developers using agile and iterative approaches to replace proprietary, multi-million dollar Health and Wellness licensed system with a custom, decoupled/headless RESTful, Drupal 8 and open-source-software-based, socially gamified solution evening out costs over a couple years and saving taxpayer money thereafter
- Work with a small team of presidential fellows to provide a 21st century solution to an age-old problem of getting people to exercise more – used iOS and iBeacons to promote health and wellness by writing custom gamification to encourage healthy habits
- Develop custom PHP, Bootstrap, and Drupal 7 websites
- Develop custom Drupal Modules for integration with external data and presenting in a unique and dynamic dashboard format
- Front-End Development working with jQuery and custom Drupal themes to present content in more dynamic and robust ways
- Back-End development focusing on contributed module configuration and custom module development
- FOH Felix Bot-based Wellness system ([review](#), [case study](#), [internal doc](#)), FOH [Project Boundary](#) Wellness App

U.S. DEPARTMENT OF TREASURY, SENIOR DRUPAL DEVELOPER, 2015-2016

- Working with designers to understand and architect a Drupal 8 solution for the architecting and theming of a redesign of Treasury.gov and set a template/design guide for child organizations
- Implementing rapid release of a Drupal 8 site for workplace.gov with iterative releases after based on user feedback
- Pushing multi-release front- and back-end updates for thenew10.treasury.gov Drupal 7 site which highlights the process of choosing a new face for the \$10 bill

DRUPAL CONNECT, SENIOR DRUPAL DEVELOPER, 2010-2013

- Create new sites and support existing sites developed in house or third-party
- Develop custom Drupal Modules
- Deploy LAMP (Linux, Apache, MySQL, PHP) Servers configured for Drupal sites
- Create, update, and maintain Linux servers hosting multiple sites
- Develop custom Subdomain and Linux User creations modules for use in managing sites and system users
- Manage sites with Aegir platform
- Back-End development focusing on contributed module configuration and custom module development
- Many sites for clients including NBC, Sony, Georgetown University, Waste Management

STEVEN C JACKSON

MORRIS DIGITALWORKS, SOFTWARE ENGINEER , 2007-2013

- Develop and deploy PHP/HTML/MTL Real Estate Websites
- Facilitate the import and export of third party feeds using Perl and BASH into a custom C system
- Deploy Drupal websites for multiple publication properties
- Migrate Drupal 4 and 5 custom modules to Drupal 6
- Configure Drupal for scalability using Pressflow and Views queries
- Train engineers to manage and setup custom feed importation

U.S. ARMY , SIGNAL SUPPORT SYSTEMS SPECIALIST, 1999-2003

- Implement and maintain Battalion (~200 users / 75 workstations) Windows Domain
- Enforce Domain Security
- Troubleshoot Hardware and Software
- Provide radio, satellite, and retransmission support for exercises around the globe

STEVEN C JACKSON

CODE & COMMUNITY

GITHUB

<http://github.com/jacksinn>

DRUPAL

<https://www.drupal.org/u/jacksinn>

- <https://www.drupal.org/project/wolframalpha>
- https://www.drupal.org/project/jwt_link
- <https://www.drupal.org/project/jpiim>

CONFERENCE PRESENTATIONS

- Presented Cobra topic for Go/Golang at (NYC) Bowery Golang Meetup August 2017
- Presented Features Module Topic at Atlanta Drupal Camp 2014
- Presented Features Module Topic at SouthEast Linux Fest DrupalCamp 2011
- Co-Presented Drupal Workshop at POSSCON 2011
- Co-Presented Internationalization Topic at DrupalCamp Atlanta 2010
- Presented Aegir Topic at SouthEast Linux Fest DrupalCamp 2010
- Present Monthly Augusta Drupal User Group Meetings
- Host Monthly Augusta Linux User Group Meetings

PUBLICATIONS

Wrote 'BASH.ED', a BASH beginner's programming guide (free download)

<http://www.lulu.com/product/paperback/bashed/6074963>

Research: Software Process Model and Metrics Adoption for Small Software Organizations

<http://www.scribd.com/doc/12596450/Software-Process-Models-and-Metrics-for-Small-Software-Organizations>

Research: PostgreSQL and MySQL: Comparing Licensing, Functionality, and Reliability

<http://www.scribd.com/doc/23956013/PostgreSQL-and-MySQL-Comparing-Licensing-Functionality-and-Reliability>

Application Form

Profile

Seldon L Macneill
First Name Middle Initial Last Name

[Redacted]
Email Address

[Redacted]
Home Address

[Redacted]
Suite or Apt

[Redacted]
City

[Redacted]
State

[Redacted]
Postal Code

[Redacted]
Primary Phone

[Redacted]
Alternate Phone

OLD GUARD NE INC
Employer Job Title

Which Boards would you like to apply for?

Veterans Celebration Committee: Submitted

Interests & Experiences

Please tell us about yourself and why you want to serve.

Why are you interested in serving on a board or commission?

re appointment

Upload a Resume

Application Form

Profile

Joseph

First Name

S

Middle Initial

Tobin

Last Name

[REDACTED]
Email Address

[REDACTED]
Home Address

[REDACTED]
City

[REDACTED]
Primary Phone

Retired

Employer

[REDACTED]
Alternate Phone

Counselor, Theatrical union
steward, Radio personality and
management

Job Title

[REDACTED]
Suite or Apt

[REDACTED]
State

[REDACTED]
Postal Code

Which Boards would you like to apply for?

Housing Authority: Submitted

Interests & Experiences

Please tell us about yourself and why you want to serve.

Why are you interested in serving on a board or commission?

I am most interested in serving my fellow residents as a member of the Housing Authority. Coming back (hopefully soon!) from COVID and the end of the recent eviction moratorium will likely produce a large number of housing applications as we move forward. I have been a resident of Hopkinton Senior Housing for 3.5 years, and will welcome any questions or inquiries. Thank you for your consideration. ##

Upload a Resume



**TOWN OF HOPKINTON
OFFICE OF THE TREASURER/COLLECTOR
18 MAIN STREET
Hopkinton, Massachusetts 01748
Telephone 508-497-9715
Fax 508-497-9786
E-mail address: cheymanns@hopkintonma.gov**

August 5, 2021

TO: Norman Khumalo, Town Manager

FROM: Chris Heymanns, Treasurer/Collector *CH*

VIA: Timothy M. O'Leary, Chief Financial Officer *TO*

SUBJECT: Quarterly Deposit & Investment Report, Period Ending 06/30/21

General Funds of the Town are primarily invested in Money Market Bank Accounts and the Massachusetts Municipal Depository Trust (MMDT). All general fund investments are invested in accordance with the Town's policy of safety, liquidity and yield, in accordance with MGL chapter 44 section 54. As shown, on Enclosure 1, the General Fund deposit balance as of the report date was \$53,564,339.51. Interest income for the three months of the reporting period was \$19,044.03. The amount of funds invested varied considerably during the period, making the determination of the earned interest rate problematic; but as a benchmark, the interest earned on accounts with stable balances represented an average annualized rate of 0.19% of the beginning balance. The low interest rate trend has continued into this quarter with little change expected in the near future due to the persistence of COVID-19 market impacts.

Deposits outside the general fund include trust funds, performance bonds, and student activities funds in the amount of \$1,350,357.60 as of the report date; with interest earned over the three-month reporting period of \$120.58.

The amount of funds invested varied considerably during the period, making the determination of the earned interest rate problematic; but as a benchmark, the interest

earned on accounts with a stable balance ranged from an annualized rate of 0.03% to 0.11% of the beginning balance, with variation mostly based on the size of the account and again reflective of the low interest rates due to the COVID-19 recession.

At the end of fiscal year 2021, the Town is in a strong and stable cash position. The Town's residents continue to be the financial foundation of the community with the Fiscal Year 2021 tax collection rate currently standing at 98% of bills issued. In June, the town executed a short term general obligation borrowing of \$5.27 million to support capital projects for the Schools, Police Department, Fire, and Facilities Departments. Other notable events included the receipt of payment for the Legacy Farms Host Community Agreement, a transfer of \$410,000 to the Town's Other Post-Employee Benefits (OPEB) Trust Fund account, and the receipt of \$966,614 from the American Rescue Plan for COVID-19 relief.

Trust Funds are invested at a conservative target allocation of 30/70% split between equities and fixed income. The Stabilization and Capital Stabilization accounts are segregated to a more conservative target allocation of 10/90% equity to fixed income. These allocations continue our strategy of a conservative approach, with equity exposure commiserate to the liquidity requirements for each account.

The Town's investments experienced modest gains this quarter with the Trust Funds returning a quarterly investment gain of 1.32%, while the Stabilization and Capital Stabilization accounts saw a quarterly gain of 0.82%. These returns are in line with the conservative strategy employed to protect these crucial reserves.

The Other Post-Employee Benefits (OPEB) Trust Fund is invested in accordance with MGL chapter 203C, the Prudent Investor Rule. This fund receives more equity exposure due to the low liquidity requirement of the investments with the goal aimed at generating long term gain to aid in reaching the Town's funding requirement. Over the period of the report, OPEB Trust Fund investments experienced a quarterly gain of 5.03%. These investment returns fall in line with the trend seen in the overall market during the quarter.

Enclosures: (1) Town of Hopkinton Investment and Deposit Report
(2) Town of Hopkinton Trust Funds Portfolio Holdings
(3) Town of Hopkinton Stabilization and CPA Portfolio Holdings
(4) Town of Hopkinton OPEB Trust Holdings

Town of Hopkinton Deposit and Investment Report

DEPOSIT ACCOUNTS	BEGINNING BALANCE APRIL 1, 2021	ACTIVITY IN	ACTIVITY OUT	APR INT	MAY INT	JUN INT	ENDING BALANCE JUNE 30, 2021	\$ CHANGE	% CHANGE QTR	% CHANGE ANNUALIZED
GENERAL FUND:										
UNIBANK - CHECKING (INCLUDES AP INT)	2,492,999.82	41,240,759.31	(36,787,229.59)	53.42	69.17	104.59	6,946,756.72	227.18	0.01%	0.04%
UNIBANK - MONEY MARKET	1,543,387.53	12,625,700.00	(9,406,802.19)	305.89	592.74	576.40	4,763,760.37	1,475.03	0.10%	0.38%
ONLINE - SCHOOL	879.40			0.02	0.02	0.02	879.46	0.06	0.01%	0.03%
ONLINE - TOWN UNIPAY	2,061.25	297,283.31	(297,281.75)	0.22	0.17	0.35	2,063.55	0.74	0.04%	0.14%
ONLINE - TOWN CITIZEN SELF	4,351.99	4,105,917.73	(4,102,469.83)	1.44	6.34	0.74	7,808.41	8.52	0.20%	0.79%
CENTURY - MONEY MARKET	4,723,408.70	2,567,500.00	(5,000,000.00)	922.24	812.99	313.42	2,292,957.35	2,048.65	0.04%	0.17%
CENTURY - LOCKBOX	26,886.66	2,548,677.62	(2,567,890.49)	1.23	1.02	0.94	7,676.98	3.19	0.01%	0.05%
MIDDLESEX SAVINGS	332,960.08	403,429.06	(838.05)	15.80	23.75	28.97	735,619.61	68.52	0.02%	0.08%
AVIDIA - MONEY MARKET	3,151,387.64			1,813.64	1,875.18	1,815.76	3,156,892.22	5,504.58	0.17%	0.70%
ROCKLAND TRUST - MONEY MARKET	2,159,307.82			266.22	275.12	266.28	2,160,115.44	807.62	0.04%	0.15%
MMDT - POOLED INVESTMENTS	33,466,997.18			3,363.60	2,922.81	2,606.18	33,475,889.77	8,892.59	0.03%	0.11%
MMDT - UNEMPLOYMENT	1,344.40			-	-	-	1,344.40	-	0.00%	0.00%
UNIBANK - COA DEBIT CARD	3,733.67	5,000.00	(6,021.48)	0.09	0.10	0.10	2,712.48	0.29		
UNIBANK - DEBIT CARD	3,891.14	14,116.68	(14,788.95)	0.09	0.11	0.09	3,219.16	0.29	0.01%	0.03%
PARK & RECREATION SAVINGS TOTAL:	110,368.96	219,654.90	(323,387.04)	3.57	2.55	0.65	6,643.59	6.77	0.01%	0.02%
GENERAL FUND TOTAL:	48,023,966.24	64,028,038.61	(58,506,709.37)	6,747.47	6,582.07	5,714.49	53,564,339.51	19,044.03	0.04%	0.16%
PERFORMANCE BOND/53G:										
UNIBANK - PERFORMANCE BONDS	992,137.57			24.46	22.83	26.91	992,211.77	74.20	0.01%	0.03%
MIDDLESEX - FLETCHER GRANITE	12,221.66			0.50	0.52	0.50	12,223.18	1.52	0.01%	0.05%
MIDDLESEX - LEGACY 53G PERFORMANCE	33,238.00			1.37	1.41	1.37	33,242.15	4.15	0.01%	0.05%
MIDDLESEX - REC	50,957.78			2.09	2.16	2.09	50,964.12	6.34	0.01%	0.05%
PERFORMANCE BOND/53G TOTAL:	1,088,555.01	-	-	28.42	26.92	30.87	1,088,641.22	86.21	0.01%	0.03%
TRUSTS:										
CARVER - TRUST	6,537.59			0.27	0.28	0.27	6,538.41	0.82	0.01%	0.05%
TBG TRUST	11.36			-	-	-	11.36	-	0.00%	0.00%
LAW ENFORCEMENT TRUST	6,227.17			0.15	0.14	0.17	6,227.63	0.46	0.01%	0.03%
DICKERMAN TRUST	1,241.26			0.03	0.03	0.03	1,241.35	0.09	0.01%	0.03%
WHITE SCHOLARSHIP TRUST	6,109.83			0.15	0.14	0.17	6,110.29	0.46	0.01%	0.03%
LEO TOUJIAN SCHOLARSHIP TRUST	1,183.56			0.05	0.05	0.05	1,183.71	0.15	0.01%	0.05%
HISTORICAL TRUST	10,766.02			0.44	0.46	0.44	10,767.36	1.34	0.01%	0.05%
MMDT PERPETUAL CARE	14,745.91			1.49	1.35	1.20	14,749.95	4.04	0.03%	0.11%
TRUST TOTAL:	46,822.70	-	-	2.58	2.45	2.33	46,830.06	7.36	0.02%	0.06%
STUDENT ACTIVITY:										
HIGH SCHOOL - STUDENT ACT	146,052.69	42,800.25	(40,519.20)	6.12	6.26	6.34	148,352.46	18.72	0.01%	0.05%
MIDDLE SCHOOL - STUDENT ACT	50,123.00			2.06	2.13	2.06	50,129.25	6.25	0.01%	0.05%
HOPKINS SCHOOL - STUDENT ACT	12,167.03			0.50	0.52	0.50	12,168.55	1.52	0.01%	0.05%
ELMWOOD SCHOOL -STUDENT ACT	4,235.54			0.17	0.18	0.17	4,236.06	0.52	0.01%	0.05%
STUDENT ACTIVITY TOTAL:	212,578.26	42,800.25	(40,519.20)	8.85	9.09	9.07	214,886.32	27.01	0.01%	0.05%
DEPOSIT ACCOUNT TOTAL:	49,482,291.17	64,290,493.76	(58,870,615.61)	6,790.89	6,623.08	5,757.41	54,921,340.70	19,171.38	0.04%	0.16%
INVESTMENT ACCOUNTS										
TRUSTS:										
AFFORDABLE HOUSING - TRUST	575,795.74			3,685.37	3,652.67	1,036.34	584,170.12	8,374.38	1.45%	5.95%
MARY ROCHE TRUST	6,177.96			39.90	39.56	11.22	6,268.64	90.68	1.71%	7.02%
COMEY MEMORIAL TRUST	5,303.14			34.25	33.96	9.63	5,380.98	77.84	0.66%	2.65%
CHARLES CLAFIN TRUST	11,857.82			76.60	75.92	21.53	12,031.87	174.05	2.49%	10.33%
CHAS MARY HOLMAN TRUST	6,994.24			45.20	44.77	12.72	7,096.93	102.69	0.17%	0.69%
SARAH B. CROOKS TRUST	59,618.33			374.94	371.61	105.43	60,470.31	851.98	1.43%	5.84%
CEMETARY PERPETUAL CARE	115,073.01			742.45	735.87	208.78	116,760.11	1,687.10	1.47%	5.99%
CEMETARY PREPECTUAL CARE PRINCIPAL	142,628.35			920.82	912.65	258.93	144,720.75	2,092.40	1.47%	6.00%
B MCGOVERN LIBRARY TRUST	1,872,630.80			10,306.48	10,215.02	2,898.19	1,896,050.49	23,419.69	1.25%	5.10%
CONSERVATION WETLANDS TOTAL:	20,701.28			133.48	132.29	37.54	21,004.59	303.31	0.01%	0.06%
TRUSTS TOTAL:	2,816,780.67	-	-	16,359.49	16,214.32	4,600.31	2,853,954.79	37,174.12	1.32%	5.38%
STABILIZATION & CPA										
STABILIZATION	3,897,555.01			15,369.92	14,320.43	2,236.94	3,929,482.30	31,927.29	0.82%	3.32%
SCHOOL STABILIZATION	2,128,997.33			8,271.19	7,706.41	1,203.79	2,146,178.72	17,181.39	0.81%	3.27%
CAPITAL STABILIZATION	338,205.19			1,365.86	1,272.58	198.79	341,042.42	2,837.23	0.84%	3.40%
COMMUNITY PRESERVATION TOTAL:	948,493.37			3,818.65	3,557.91	555.74	956,425.67	7,932.30	0.84%	3.39%
STABILIZATION TOTAL:	7,313,250.90	-	-	28,825.62	26,857.33	4,195.26	7,373,129.11	59,878.21	0.82%	3.32%
OTHER POST-EMPLOYEE BENEFITS TOTAL:	4,016,782.20	410,000.00	-	127,602.51	21,372.71	52,958.93	4,628,716.35	201,934.15	5.03%	21.68%
INVESTMENT ACCOUNT TOTAL:	14,146,813.77	410,000.00	-	172,787.62	64,444.36	61,754.50	14,855,800.25	298,986.48	2.11%	8.73%
DEPOSIT AND INVESTMENT TOTAL:	63,629,104.94	64,700,493.76	(58,870,615.61)	179,578.51	71,067.44	67,511.91	69,777,140.95	318,157.86		

Town of Hopkinton Deposit and Investment Report

OPEB Investment Allocations:	Trust Fund Allocations:	Stabilization & CPA Allocations
Domestic Equity	Domestic Equity	Domestic Equity
International Equity	International Equity	International Equity
Fixed Income	Fixed Income	Fixed Income
Cash and Equivalents	Cash and Equivalents	Cash and Equivalents
Alternative Investments	Alternative Investments	Alternative Investments
32.18%	27.34%	6.94%
19.73%	1.47%	0.21%
37.81%	59.43%	56.55%
0.37%	11.76%	36.30%
9.91%	0.00%	0.00%

Portfolio Holdings

As of 6/30/2021

Town of Hopkinton Trust Funds UA (xxxx2706) - PPS Custom NFS

Holdings by Asset Sub-Type

Initial Purchase Date	Description	Symbol	Quantity	Price	Value (\$)	Pct. Assets (%)	Est. Tax Cost (\$)	Principal (\$)	Est. Annual Income (\$)	Current Yld/Dist Rate (%)*
Common Stock										
2/8/2019	Emerson Electric Co	EMR	877.986	96.24	84,497.37	2.96	67,830.76	62,430.76	1,773.53	2.10
7/10/2017	McDonald's Corp	MCD	325.942	230.99	75,289.34	2.64	62,575.83	53,191.52	1,681.86	2.23
2/5/2018	Hp Inc	HPQ	2,486.638	30.19	75,071.60	2.63	61,424.94	53,893.16	1,927.64	2.57
5/7/2021	Eli Lilly & Co	LLY	300.161	229.52	68,892.95	2.42	58,763.79	58,509.64	1,020.55	1.48
1/13/2020	Bristol-Myers Squibb Company	BMJ	900.409	66.82	60,165.33	2.11	58,538.25	56,858.98	1,764.80	2.93
3/19/2018	Merck & Co Inc	MRK	769.040	77.77	59,808.24	2.10	48,500.99	36,086.84	1,999.50	3.34
5/4/2021	Abbott Laboratories	ABT	501.000	115.93	58,080.93	2.04	58,617.15	58,617.15	901.80	1.55
10/2/2017	Pfizer Inc	PFE	1,478.526	39.16	57,899.08	2.03	53,519.17	35,584.28	2,306.50	3.98
2/5/2018	Bank of America Corp	BAC	1,188.475	41.23	49,000.82	1.72	37,193.87	31,977.96	855.70	1.75
9/5/2017	Johnson & Johnson	JNJ	292.788	164.74	48,233.90	1.69	38,409.61	24,616.46	1,241.42	2.57
3/7/2018	American International Group Inc	AIG	885.904	47.60	42,169.03	1.48	46,944.00	40,466.88	1,133.96	2.69
8/31/2015	PepsiCo Inc	PEP	270.733	148.17	40,114.51	1.41	29,988.85	18,261.29	1,164.15	2.90
1/13/2020	Unilever PLC	UL	674.619	58.50	39,465.21	1.38	37,848.96	35,244.70	1,234.62	3.13
4/3/2017	Coca-Cola Co.	KO	646.449	54.11	34,979.36	1.23	28,896.95	16,365.26	1,086.03	3.10
2/8/2019	Consolidated Edison Inc	ED	455.519	71.72	32,669.82	1.15	37,029.99	23,301.16	1,412.11	4.32
2/8/2019	Southern Co	SO	537.785	60.51	32,541.37	1.14	28,770.95	13,170.19	1,419.75	4.36
2/8/2019	General Mills Inc	GIS	422.949	60.93	25,770.28	.90	21,066.27	8,423.05	862.82	3.35
5/5/2021	Procter & Gamble Co	PG	184.000	134.93	24,827.12	.87	24,694.82	24,694.82	640.17	2.58
2/8/2019	Altria Group Inc	MO	516.152	47.68	24,610.13	.86	23,560.07	3,010.79	1,775.56	7.21
10/2/2018	Kimberly-Clark Corp	KMB	180.688	133.78	24,172.44	.85	22,319.19	10,011.27	823.94	3.41
Total Common Stock					\$958,258.84	33.60%	\$846,494.41	\$664,716.17	\$27,026.42	2.82%
Preferred Stock										
4/15/2016	General Electric Co Bond Perpetual 3.44888%	369604BQ5	18,000.000	98.35	17,703.00	.62	19,127.34	19,127.34		
Total Preferred Stock					\$17,703.00	.62%	\$19,127.34	\$19,127.34		.00%
Bond Fund										
9/18/2020	iShares 0-5 Year TIPS Bond ETF	STIP	685.811	106.31	72,908.57	2.56	71,438.61	69,988.67	1,467.64	2.01

Portfolio Holdings

As of 6/30/2021

Town of Hopkinton Trust Funds UA (xxxx2706) - PPS Custom NFS

Holdings by Asset Sub-Type

Initial Purchase Date	Description	Symbol	Quantity	Price	Value (\$)	Pct. Assets (%)	Est. Tax Cost (\$)	Principal (\$)	Est. Annual Income (\$)	Current Yld/Dist Rate (%)*
Bond Fund										
5/24/2021	Franklin Liberty Short Duration U.S. Government ETF	FTSD	767.442	94.93	72,849.43	2.55	73,121.61	73,079.53	928.60	1.27
6/1/2021	iShares Mbs ETF	MBB	49.000	108.23	5,303.27	.19	5,297.04	5,297.04	99.96	1.88
Total Bond Fund					\$151,061.27	5.30%	\$149,857.26	\$148,365.24	\$2,496.20	1.65%
Corporate Bond										
10/1/2020	Duke Energy Corp New Note Call: Make Whole 0.90000% 09/15/2025	26441CBJ3	120,000.000	98.87	118,641.60	4.16	120,003.44	120,003.44	1,080.00	.91
8/14/2020	Verizon Communications Inc 1.25588% 05/15/2025 Note	92343VEP5	115,000.000	103.08	118,538.55	4.16	117,887.94	117,887.94	1,444.26	1.22
6/19/2020	AT&T Inc Note 1.29900% 06/12/2024	00206RGD8	115,000.000	102.55	117,935.95	4.14	114,916.05	114,916.05	1,493.85	1.27
8/5/2020	General Electric Co MTN 1.11888% 03/15/2023	36966THT2	115,000.000	101.20	116,382.30	4.08	114,704.23	114,704.23	1,286.71	1.11
6/2/2020	Pfizer Inc Note 0.44888% 09/15/2023	717081EQ2	115,000.000	100.47	115,538.20	4.05	114,942.50	114,942.50	516.21	.45
1/16/2020	Georgia Power Co Ser 2019a Note 2.20000% 09/15/2024 Call: Make Whole	373334KK6	88,000.000	104.07	91,582.48	3.21	88,399.87	88,399.87	1,936.00	2.11
2/5/2020	Bank of America Corp Ser L MTN 2.50300% 10/21/2022 Call: Make Whole	06051GFZ7	68,000.000	100.67	68,454.24	2.40	68,837.90	68,837.90	1,702.04	2.49
3/5/2019	Merck &co Inc Note Call: Make Whole 2.40000% 09/15/2022	589331AT4	44,000.000	102.02	44,887.48	1.57	43,457.48	43,457.48	1,056.00	2.35
4/29/2020	Bank of America Corp Ser M MTN 1.17575% 04/24/2023	06051GGJ2	44,000.000	100.72	44,318.56	1.55	43,771.56	43,771.56	517.33	1.17
2/11/2019	Georgia Power Co Note Call: Make Whole 2.85000% 05/15/2022	373334JX0	43,000.000	102.29	43,983.41	1.54	42,309.51	42,309.51	1,225.50	2.79
2/11/2019	McDonald's Corp MTN Call: Make Whole 2.62500% 01/15/2022	58013MEM2	43,000.000	101.28	43,551.69	1.53	42,785.00	42,785.00	1,128.75	2.59
3/15/2021	Merck &co Inc Note Call: Make Whole 0.75000% 02/24/2026	58933YAY1	25,000.000	99.47	24,866.25	.87	24,649.10	24,649.10	187.50	.75
6/6/2016	Baltimore Gas &elec Co Note 3.50000% 11/15/2021 Call: Make Whole	059165ED8	21,000.000	100.39	21,082.32	.74	22,670.73	22,670.73	735.00	3.49
Accrued Interest					2,812.31	.10				
Total Corporate Bond					\$972,575.34	34.10%	\$959,335.30	\$959,335.30	\$14,309.16	1.48%

Portfolio Holdings

As of 6/30/2021

Town of Hopkinton Trust Funds UA (xxxx2706) - PPS Custom NFS

Holdings by Asset Sub-Type

Initial Purchase Date	Description	Symbol	Quantity	Price	Value (\$)	Pct. Assets (%)	Est. Tax Cost (\$)	Principal (\$)	Est. Annual Income (\$)	Current Yld/Dist Rate (%)*
Government Agency										
2/11/2021	Federal Agric Mtg Corp MTN 0.12000% 03/01/2023	31422XBB7	50,000.000	100.01	50,002.50	1.75	50,000.00	50,000.00	60.00	.12
11/9/2020	Federal National Mtg Assn Note 0.45000% 11/25/2024	3135GA4M0	45,000.000	99.49	44,771.85	1.57	45,000.00	45,000.00	202.50	.45
2/2/2021	Federal Home Loan Ba Ser 2n-2026 0.52000% 02/17/2026	3130AKXA9	45,000.000	98.38	44,272.80	1.55	44,955.00	44,955.00	234.00	.53
11/13/2020	Federal Home Ln Mtg Corp MTN 0.62500% 05/27/2026	3134GXCD4	45,000.000	97.79	44,005.50	1.54	45,000.00	45,000.00	281.25	.64
Accrued Interest					138.91	.00				
Total Government Agency					\$183,191.56	6.42%	\$184,955.00	\$184,955.00	\$777.75	.42%
Treasury Bond										
10/30/2019	United States Treasury Floating Rate Note 10/31/2021	912828YN4	100,000.000	100.10	100,103.00	3.51	100,064.58	100,064.58	345.00	.34
10/30/2019	United States Treasury Floating Rate Note 07/31/2021	9128287G9	98,000.000	100.02	98,018.62	3.44	97,982.93	97,982.93	259.70	.26
6/12/2020	United States Treas Note Note 0.16400% 04/30/2022	912828ZK9	55,000.000	100.09	55,051.15	1.93	55,030.22	55,030.22	87.45	.16
11/5/2020	United States Treas Note Note 0.20400% 01/31/2022	912828Z45	50,000.000	100.09	50,045.00	1.75	50,083.86	50,083.86	99.50	.20
11/30/2020	United States Treas Note Note 0.10500% 10/31/2022	91282CAS0	45,000.000	100.06	45,024.75	1.58	45,001.74	45,001.74	45.00	.10
5/25/2021	United States Treas Note Note 0.08400% 04/30/2023	91282CBY6	25,000.000	100.00	25,000.75	.88	25,003.42	25,003.42	19.75	.08
Accrued Interest					147.49	.01				
Total Treasury Bond					\$373,390.76	13.09%	\$373,166.75	\$373,166.75	\$856.40	.23%
CD										
7/24/2019	Ally Bank Midvale UT CD 2.15000% 08/01/2022	02007GKY8	43,000.000	1.02	43,956.32	1.54	42,806.50	42,806.50	924.50	2.10
4/1/2020	American Express National Bank Brok CD 1.35000% 04/07/2022	02589AB84	42,000.000	1.01	42,420.00	1.49	42,000.00	42,000.00	567.00	1.34
7/28/2020	Enerbank USA Ut CD 0.50000% 07/10/2024	29278TPU8	40,000.000	1.01	40,222.80	1.41	39,958.65	39,958.65	200.00	.50

Portfolio Holdings

As of 6/30/2021

Town of Hopkinton Trust Funds UA (xxxx2706) - PPS Custom NFS

Holdings by Asset Sub-Type

Initial Purchase Date	Description	Symbol	Quantity	Price	Value (\$)	Pct. Assets (%)	Est. Tax Cost (\$)	Principal (\$)	Est. Annual Income (\$)	Current Yld/Dist Rate (%)*
CD										
7/28/2020	Sallie Mae Bank Murray UT CD 0.35000%	7954506S9	40,000.000	1.00	40,098.80	1.41	39,904.90	39,904.90	140.00	.35
	07/17/2023									
Accrued Interest					587.53	.02				
Total CD					\$167,285.45	5.87%	\$164,670.05	\$164,670.05	\$1,831.50	1.10%
Money Market Mutual Fund										
	Fidelity Govt Money Market Capital Reserves CI	FZAXX	19,778.420	1.00	19,778.42	.69	19,778.42	19,777.77	1.98	.01
	Fidelity Govt Money Market Premium CI	FZCXX	8,758.350	1.00	8,758.35	.31	8,758.35	8,750.85	.88	.01
Total Money Market Mutual Fund					\$28,536.77	1.00%	\$28,536.77	\$28,528.62	\$2.85	.01%
Total Portfolio					\$2,852,002.99	100%	\$2,726,142.88	\$2,542,864.46	\$47,300.28	1.66%

Portfolio Holdings

As of 6/30/2021

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An investment in a money market fund is not insured or guaranteed by the Federal Deposit Insurance Corporation ("FDIC") or any other governmental agency; although the fund seeks to preserve the value of the investment at \$1 per share, it is possible to lose money. Non-bank deposit investments are not FDIC- or NCUA-insured, are not guaranteed by the bank/financial institution, and are subject to risk, including loss of principal invested.

*"Current yield", if reflected in this report, is the percentage of interest (bonds) or dividends (stocks) that the security is yielding based on the security's current price. It is calculated by dividing a bond's current interest rate, or a stock's dividends paid over the prior 12 months, by the current market price of the security as of the date of this statement. Current yield, if reflected in this report, is provided for informational or illustrative purposes only and is not an accurate reflection of the actual return an investor will receive because bond and stock prices are constantly changing due to market factors. "Distribution rate" applies to securities that are not listed or traded on a national securities exchange (i.e., nontraded real estate investment programs). Distribution rates and payments are not guaranteed and may be modified at the program's discretion. Distributions may consist of return of principal (including offering proceeds) or borrowings. A breakdown of the distribution components and the time period during which they have been funded from return of principal, borrowings, or any sources other than cash flow from investment or operations can be found in your tax forms, which the sponsor will provide. When distributions include a return of principal, the program will have less money to invest, which may lower its overall return. When distributions include borrowings, the distribution rate may not be sustainable. Please refer to the relevant prospectus or offering memorandum for additional information and disclosures about the nature of and potential source of funds for distributions relating to nontraded securities.

All returns are shown net of fees unless otherwise indicated. Commonwealth relies upon data, formulas, and software to calculate the performance of portfolios. Periodic software enhancements may possibly cause inconsistencies with some performance calculations. Please notify your advisor if you have reason to believe calculations are incorrect to help ensure proper performance calculations going forward.

Certain assets listed in this report (identified as "Additional Assets" or "Advisor Manually Entered Account(s)") may not be held through Commonwealth and may not be covered by SIPC. Such assets are not subject to fee billing and are excluded from account performance calculations. Descriptions and valuations of Additional Assets or Advisor Manually Entered Account(s) are based upon information provided by you (or by a third party acting on your behalf) to your advisor, have not been verified by Commonwealth, and may not be accurate or current. The "unknown" label located in the value field indicates that no current value for the holding(s) has been able to be obtained. If you have a custodial statement indicating the current value, and wish to see it listed on future reports, please provide it to your advisor.

Portfolio Holdings

As of 6/30/2021

Town of Hopkinton Stabilization & CPA UA (xxxx1726) - PPS Custom NFS

Holdings by Asset Sub-Type

Initial Purchase Date	Description	Symbol	Quantity	Price	Value (\$)	Pct. Assets (%)	Est. Tax Cost (\$)	Principal (\$)	Est. Annual Income (\$)	Current Yld/Dist Rate (%)*
Common Stock										
2/5/2018	Bank of America Corp	BAC	2,472.647	41.23	101,947.24	1.38	66,942.17	65,021.11	1,780.31	1.75
2/5/2018	Hp Inc	HPQ	3,315.084	30.19	100,082.39	1.36	67,295.74	65,368.20	2,569.85	2.57
3/7/2018	American International Group Inc	AIG	1,934.426	47.60	92,078.68	1.25	83,164.53	80,759.21	2,476.07	2.69
5/29/2018	Emerson Electric Co	EMR	893.393	96.24	85,980.14	1.17	60,953.81	58,363.71	1,804.65	2.10
6/5/2020	Rockwell Automation Inc	ROK	245.638	286.02	70,257.38	.95	56,764.03	55,840.07	1,051.33	1.50
6/5/2020	Eli Lilly & Co	LLY	276.462	229.52	63,453.56	.86	39,972.40	39,165.59	939.97	1.48
6/1/2017	McDonald's Corp	MCD	269.070	230.99	62,152.48	.84	47,428.20	45,009.17	1,388.40	2.23
7/10/2017	Pfizer Inc	PFE	1,131.311	39.16	44,302.14	.60	36,808.93	33,927.91	1,764.85	3.98
6/1/2017	Johnson & Johnson	JNJ	264.364	164.74	43,551.33	.59	35,068.90	33,336.62	1,120.90	2.57
1/13/2020	Bristol-Myers Squibb Company	BMJ	634.893	66.82	42,423.55	.58	40,458.60	39,427.08	1,244.39	2.93
11/1/2017	Merck & Co Inc	MRK	478.852	77.77	37,240.32	.51	28,033.91	25,696.99	1,245.02	3.34
6/5/2020	Abbott Laboratories	ABT	317.463	115.93	36,803.49	.50	28,494.77	27,984.89	571.43	1.55
6/1/2017	Southern Co	SO	406.280	60.51	24,584.00	.33	19,712.26	10,123.48	1,072.58	4.36
6/13/2018	Consolidated Edison Inc	ED	324.288	71.72	23,257.94	.32	24,756.06	20,940.31	1,005.29	4.32
9/5/2017	Altria Group Inc	MO	460.380	47.68	21,950.92	.30	26,308.79	19,998.37	1,583.71	7.21
5/14/2015	PepsiCo Inc	PEP	146.368	148.17	21,687.35	.29	15,877.05	14,868.49	629.38	2.90
4/3/2017	Coca-Cola Co.	KO	393.607	54.11	21,298.07	.29	17,435.88	16,901.25	661.26	3.10
11/1/2017	General Mills Inc	GIS	325.968	60.93	19,861.23	.27	17,633.07	15,332.22	664.97	3.35
6/5/2020	Procter & Gamble Co	PG	111.628	134.93	15,061.97	.20	13,261.59	12,905.06	388.38	2.58
1/13/2020	Unilever PLC	UL	253.782	58.50	14,846.25	.20	14,289.50	13,833.91	464.45	3.13
1/18/2018	Kimberly-Clark Corp	KMB	108.633	133.78	14,532.92	.20	12,795.71	11,443.41	495.37	3.41
Total Common Stock					\$957,353.32	12.99%	\$753,455.92	\$706,247.06	\$24,922.55	2.60%
Preferred Stock										
4/15/2016	General Electric Co Bond Perpetual 3.44888%	369604BQ5	32,000.000	98.35	31,472.00	.43	34,004.16	34,004.16		
Total Preferred Stock					\$31,472.00	.43%	\$34,004.16	\$34,004.16		.00%

Portfolio Holdings

As of 6/30/2021

Town of Hopkinton Stabilization & CPA UA (xxxx1726) - PPS Custom NFS

Holdings by Asset Sub-Type

Initial Purchase Date	Description	Symbol	Quantity	Price	Value (\$)	Pct. Assets (%)	Est. Tax Cost (\$)	Principal (\$)	Est. Annual Income (\$)	Current Yld/Dist Rate (%)*
Bond Fund										
4/30/2021	Franklin Liberty Short Duration U.S. Government ETF	FTSD	2,694.552	94.93	255,780.35	3.47	256,691.09	256,543.35	3,260.41	1.27
9/18/2020	iShares 0-5 Year TIPS Bond ETF	STIP	2,351.999	106.31	250,041.01	3.39	244,603.63	239,979.68	5,033.28	2.01
6/18/2021	iShares Mbs ETF	MBB	55.000	108.23	5,952.65	.08	5,944.66	5,944.66	112.20	1.88
Total Bond Fund					\$511,774.01	6.94%	\$507,239.38	\$502,467.69	\$8,405.89	1.64%
Corporate Bond										
6/12/2020	AT&T Inc Note 1.29900% 06/12/2024	00206RGD8	435,000.000	102.55	446,105.55	6.05	432,136.69	432,136.69	5,650.65	1.27
6/12/2020	Pfizer Inc Note 0.44888% 09/15/2023	717081EQ2	425,000.000	100.47	426,989.00	5.79	424,513.35	424,513.35	1,907.74	.45
7/9/2020	General Electric Co MTN 1.11888% 03/15/2023	36966THT2	395,000.000	101.20	399,747.90	5.42	391,512.28	391,512.28	4,419.58	1.11
10/1/2020	Duke Energy Corp New Note Call: Make Whole 0.90000% 09/15/2025	26441CBJ3	395,000.000	98.87	390,528.60	5.30	395,127.34	395,127.34	3,555.00	.91
11/10/2020	Bristol-Myers Squibb Co Note 0.53700% 11/13/2023	110122DT2	380,000.000	100.11	380,429.40	5.16	380,253.84	380,253.84	2,040.60	.54
8/10/2020	Verizon Communications Inc 1.25588% 05/15/2025 Note	92343VEP5	280,000.000	103.08	288,615.60	3.92	287,700.00	287,700.00	3,516.46	1.22
1/16/2020	Georgia Power Co Ser 2019a Note 2.20000% 09/15/2024 Call: Make Whole	373334KK6	162,000.000	104.07	168,595.02	2.29	162,736.13	162,736.13	3,564.00	2.11
7/15/2020	Bank of America Corp Ser M MTN 0.92075% 03/05/2024	06051GHE2	160,000.000	100.93	161,480.00	2.19	160,319.96	160,319.96	1,473.20	.91
2/5/2020	Bank of America Corp Ser L MTN 2.50300% 10/21/2022 Call: Make Whole	06051GFZ7	127,000.000	100.67	127,848.36	1.73	128,564.90	128,564.90	3,178.81	2.49
3/15/2021	Merck &co Inc Note Call: Make Whole 0.75000% 02/24/2026	58933YAY1	95,000.000	99.47	94,491.75	1.28	93,666.58	93,666.58	712.50	.75
3/5/2019	Merck &co Inc Note Call: Make Whole 2.40000% 09/15/2022	589331AT4	81,000.000	102.02	82,633.77	1.12	80,001.27	80,001.27	1,944.00	2.35
4/29/2020	Bank of America Corp Ser M MTN 1.17575% 04/24/2023	06051GGJ2	81,000.000	100.72	81,586.44	1.11	80,579.46	80,579.46	952.36	1.17
2/11/2019	Georgia Power Co Note Call: Make Whole 2.85000% 05/15/2022	373334JX0	78,000.000	102.29	79,783.86	1.08	76,747.47	76,747.47	2,223.00	2.79
2/11/2019	McDonald's Corp MTN Call: Make Whole 2.62500% 01/15/2022	58013MEM2	78,000.000	101.28	79,000.74	1.07	77,610.00	77,610.00	2,047.50	2.59
6/6/2016	Baltimore Gas &elec Co Note 3.50000% 11/15/2021 Call: Make Whole	059165ED8	39,000.000	100.39	39,152.88	.53	42,102.78	42,102.78	1,365.00	3.49
Accrued Interest					6,537.50	.09				
Total Corporate Bond					\$3,253,526.37	44.14%	\$3,213,572.05	\$3,213,572.05	\$38,550.40	1.19%

This report is incomplete without the accompanying disclosure page.

Report Generated on: 7/1/2021 10:55:38 AM Eastern Time

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ENCL (3)

Portfolio Holdings

As of 6/30/2021

Town of Hopkinton Stabilization & CPA UA (xxxx1726) - PPS Custom NFS

Holdings by Asset Sub-Type

Initial Purchase Date	Description	Symbol	Quantity	Price	Value (\$)	Pct. Assets (%)	Est. Tax Cost (\$)	Principal (\$)	Est. Annual Income (\$)	Current Yld/Dist Rate (%)*
Government Agency										
2/11/2021	Federal Agric Mtg Corp MTN 0.12000% 03/01/2023	31422XBB7	190,000.000	100.01	190,009.50	2.58	190,000.00	190,000.00	228.00	.12
11/9/2020	Federal National Mtg Assn Note 0.45000% 11/25/2024	3135GA4M0	155,000.000	99.49	154,214.15	2.09	155,000.00	155,000.00	697.50	.45
2/2/2021	Federal Home Loan Ba Ser Ts-2028 0.50000% 02/16/2028	3130AKYL4	155,000.000	99.35	153,986.30	2.09	155,000.00	155,000.00	775.00	.50
11/13/2020	Federal Home Ln Mtg Corp MTN 0.62500% 05/27/2026	3134GXCD4	155,000.000	97.79	151,574.50	2.06	155,000.00	155,000.00	968.75	.64
Accrued Interest					470.87	.01				
Total Government Agency					\$650,255.32	8.82%	\$655,000.00	\$655,000.00	\$2,669.25	.41%
Treasury Bond										
6/12/2020	United States Treas Note Note 0.16400% 04/30/2022	912828ZK9	220,000.000	100.09	220,204.60	2.99	220,120.87	220,120.87	349.80	.16
10/9/2019	United States Treasury Floating Rate Note 07/31/2021	9128287G9	202,000.000	100.02	202,038.38	2.74	201,967.82	201,967.82	535.30	.26
10/30/2019	United States Treasury Floating Rate Note 10/31/2021	912828YN4	200,000.000	100.10	200,206.00	2.72	200,163.60	200,163.60	690.00	.34
6/23/2020	United States Treas Note Note 0.20400% 01/31/2022	912828Z45	200,000.000	100.09	200,180.00	2.72	200,297.36	200,297.36	398.00	.20
10/28/2020	United States Treas Note Note 0.10500% 07/31/2022	91282CAA9	200,000.000	100.06	200,112.00	2.71	200,014.20	200,014.20	200.00	.10
5/25/2021	United States Treas Note Note 0.08400% 04/30/2023	91282CBY6	100,000.000	100.00	100,003.00	1.36	100,013.68	100,013.68	79.00	.08
Accrued Interest					387.86	.01				
Total Treasury Bond					\$1,123,131.84	15.24%	\$1,122,577.53	\$1,122,577.53	\$2,252.10	.20%
CD										
10/27/2020	Enerbank USA Ut CD 0.20000% 10/20/2023	29278TRP7	135,000.000	1.00	134,840.70	1.83	134,192.70	134,192.70	270.00	.20
10/26/2020	New York Community Bank CD 0.25000% 10/16/2023	649447TZ2	130,000.000	1.00	129,998.70	1.76	129,870.00	129,870.00	325.00	.25
10/22/2020	First Commercial Bank CD 0.40000% 06/28/2024	31984GFG9	125,000.000	1.00	125,333.75	1.70	124,817.50	124,817.50	500.00	.40
10/23/2020	State Bank India New York NY CD 0.15000% 10/20/2022	856285UP4	125,000.000	1.00	125,026.25	1.70	124,737.16	124,737.16	187.50	.15

Portfolio Holdings

As of 6/30/2021

Town of Hopkinton Stabilization & CPA UA (xxxx1726) - PPS Custom NFS

Holdings by Asset Sub-Type

Initial Purchase Date	Description	Symbol	Quantity	Price	Value (\$)	Pct. Assets (%)	Est. Tax Cost (\$)	Principal (\$)	Est. Annual Income (\$)	Current Yld/Dist Rate (%)*
CD										
7/28/2020	Sallie Mae Bank Murray UT CD 0.35000% 07/17/2023	7954506S9	95,000.000	1.00	95,234.65	1.29	94,774.13	94,774.13	332.50	.35
7/24/2019	Ally Bank Midvale UT CD 2.15000% 08/01/2022	02007GKY8	78,000.000	1.02	79,734.72	1.08	77,649.00	77,649.00	1,677.00	2.10
4/1/2020	American Express National Bank Brok CD 1.35000% 04/07/2022	02589AB84	78,000.000	1.01	78,780.00	1.07	78,000.00	78,000.00	1,053.00	1.34
Accrued Interest					1,199.95	.02				
Total CD					\$770,148.72	10.45%	\$764,040.49	\$764,040.49	\$4,345.00	.57%
Money Market Mutual Fund										
	Fidelity Govt Money Market Capital Reserves CI	FZAXX	57,323.000	1.00	57,323.00	.78	57,323.00	57,321.71	5.73	.01
	Fidelity Govt Money Market Premium CI	FZCXX	16,363.440	1.00	16,363.44	.22	16,363.44	16,361.68	1.64	.01
Total Money Market Mutual Fund					\$73,686.44	1.00%	\$73,686.44	\$73,683.39	\$7.37	.01%
Total Portfolio					\$7,371,348.03	100%	\$7,123,575.97	\$7,071,592.37	\$81,152.56	1.10%

Portfolio Holdings

As of 6/30/2021

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*"Current yield", if reflected in this report, is the percentage of interest (bonds) or dividends (stocks) that the security is yielding based on the security's current price. It is calculated by dividing a bond's current interest rate, or a stock's dividends paid over the prior 12 months, by the current market price of the security as of the date of this statement. Current yield, if reflected in this report, is provided for informational or illustrative purposes only and is not an accurate reflection of the actual return an investor will receive because bond and stock prices are constantly changing due to market factors. "Distribution rate" applies to securities that are not listed or traded on a national securities exchange (i.e., nontraded real estate investment programs). Distribution rates and payments are not guaranteed and may be modified at the program's discretion. Distributions may consist of return of principal (including offering proceeds) or borrowings. A breakdown of the distribution components and the time period during which they have been funded from return of principal, borrowings, or any sources other than cash flow from investment or operations can be found in your tax forms, which the sponsor will provide. When distributions include a return of principal, the program will have less money to invest, which may lower its overall return. When distributions include borrowings, the distribution rate may not be sustainable. Please refer to the relevant prospectus or offering memorandum for additional information and disclosures about the nature of and potential source of funds for distributions relating to nontraded securities.

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Portfolio Holdings

As of 6/30/2021

Prior Month End

Town of Hopkinton OPEB Trust UA (xxxx2696) - PPS Custom NFS

Holdings by Asset Class (Primary)

Initial Purchase Date	Description	Symbol	Quantity	Price	Value (\$)	Pct. Assets (%)	Est. Tax Cost (\$)	Principal (\$)	Principal Gain/Loss (\$)	Current Yld/Dist Rate (%)*
Domestic Equity										
3/31/2017	Alger Focus Equity Fund CI Z	ALZFX	6,769.688	63.19	427,776.58	9.24	250,702.20	216,363.69	211,412.90	.03
2/27/2019	Carillon Eagle Growth & Income Fund CI I	HIGJX	16,404.258	24.76	406,169.43	8.77	335,390.38	300,719.08	105,450.35	1.63
11/6/2018	Ivy Mid-Cap Income Opportunities Fund CI I	IVOIX	12,358.734	19.12	236,298.99	5.11	176,626.68	165,179.83	71,119.16	1.35
12/18/2020	BlackRock Mid-Cap Growth Equity Portfolio CI Institutional	CMGIX	4,611.227	48.03	221,477.23	4.78	203,216.78	203,216.78	18,260.45	.00
9/4/2018	American Century Small-Cap Value Fund I CI	ACVIX	13,011.737	11.48	149,374.74	3.23	108,907.95	97,255.15	52,119.59	.37
6/12/2020	Neuberger Berman Small-Cap Growth Fund Institutional CI	NBSMX	1,920.181	57.01	109,469.52	2.37	79,050.59	77,947.91	31,521.61	.00
Total Domestic Equity					\$1,550,566.50	33.50%	\$1,153,894.58	\$1,060,682.44	\$489,884.06	.68%
International Equity										
10/25/2016	First Eagle Overseas Fund CI I	SGOIX	9,343.494	27.64	258,254.17	5.58	230,843.24	205,440.00	52,814.17	.44
10/25/2016	John Hancock Funds International Growth Fund CI I	GOGIX	5,452.788	40.43	220,456.22	4.76	143,475.32	138,400.00	82,056.22	.19
10/25/2016	Artisan Developing World Fund Advisor Shares	APDYX	6,074.506	28.42	172,637.46	3.73	83,775.86	76,073.77	96,563.70	.00
7/10/2019	Causeway International Small-Cap Fund Institutional CI	CIISX	6,966.538	13.84	96,416.89	2.08	77,477.60	71,878.00	24,538.89	2.97
8/28/2017	Brown Capital Management International Small Company Fund Institutional Shares	BCSFX	2,640.396	27.46	72,505.27	1.57	38,523.87	37,724.71	34,780.56	.00
Total International Equity					\$820,270.01	17.72%	\$574,095.89	\$529,516.48	\$290,753.54	.54%
Alternative										
9/25/2020	JPMorgan Hedged Equity Fund CI I	JHEQX	10,666.189	25.98	277,107.59	5.99	255,103.02	253,438.76	23,668.83	.71
1/21/2021	American Beacon Ahi Managed Futures Strategy Fund Y CI	AHLYX	15,691.533	11.63	182,492.53	3.94	172,920.69	172,920.69	9,571.84	2.93
Total Alternative					\$459,600.12	9.93%	\$428,023.71	\$426,359.45	\$33,240.67	1.59%
Domestic Bond										
10/25/2016	Guggenheim Total Return Bond Fund Institutional CI	GIBIX	14,133.219	29.08	410,994.01	8.88	392,081.94	355,400.00	55,594.01	2.89
10/25/2016	Performance Trust Strategic Bond Fund	PTIAX	9,977.339	23.11	230,576.30	4.98	227,323.83	203,790.80	26,785.51	3.71
1/22/2018	Voya Intermediate Bond CI I	IICIX	14,750.840	10.38	153,113.72	3.31	149,248.42	136,912.25	16,201.47	3.33
1/4/2019	Destra Flaherty & Crumrine Preferred & Income Fund CI I	DPIIX	7,706.495	19.08	147,039.92	3.18	132,210.00	119,533.37	27,506.55	4.16

This report is incomplete without the accompanying disclosure page.

Report Generated on: 7/1/2021 10:50:12 AM Eastern Time

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Portfolio Holdings

As of 6/30/2021

Prior Month End

Town of Hopkinton OPEB Trust UA (xxxx2696) - PPS Custom NFS

Holdings by Asset Class (Primary)

Initial Purchase Date	Description	Symbol	Quantity	Price	Value (\$)	Pct. Assets (%)	Est. Tax Cost (\$)	Principal (\$)	Principal Gain/Loss (\$)	Current Yld/Dist Rate (%)*
Domestic Bond										
10/25/2016	Artisan High Income Fund Advisor Shares	APDFX	14,175.127	10.31	146,145.56	3.16	140,234.65	118,125.00	28,020.56	5.22
1/22/2021	Diamond Hill Short Duration Securitized Bond Fund CI I	DHEIX	11,471.601	10.18	116,780.90	2.52	116,569.80	115,024.19	1,756.71	2.93
1/22/2021	Voya Securitized Credit Fund CI I	VCFIX	11,386.101	9.78	111,356.07	2.41	110,489.77	109,484.57	1,871.50	3.21
10/25/2016	Shelton Tactical Credit Institutional	DEBIX	8,203.892	11.23	92,129.71	1.99	89,108.28	77,978.67	14,151.04	4.08
3/12/2021	Fidelity Inflation-Protected Bond Index Fund	FIPDX	6,834.768	11.23	76,754.44	1.66	74,585.94	74,585.94	2,168.50	.10
Total Domestic Bond					\$1,484,890.63	32.08%	\$1,431,852.63	\$1,310,834.78	\$174,055.85	3.37%
International Bond										
7/12/2019	Janus Henderson Developed World Bond Fund CI I	HFAIX	20,593.831	9.89	203,672.99	4.40	200,537.28	188,585.43	15,087.56	1.99
10/16/2019	Lord Abbett Emerging Markets Corporate Debt Fund CI F	LCDFX	5,595.152	15.51	86,780.81	1.87	85,841.15	81,836.63	4,944.18	4.00
Total International Bond					\$290,453.80	6.28%	\$286,378.43	\$270,422.06	\$20,031.74	2.59%
Cash and Equivalents										
	Fidelity Govt Money Market Capital Reserves CI	FZAXX	22,935.300	1.00	22,935.30	.50	22,935.30	22,934.99	.31	.01
Total Cash and Equivalents					\$22,935.30	.50%	\$22,935.30	\$22,934.99	\$0.31	.01%
Total Portfolio					\$4,628,716.36	100%	\$3,897,180.54	\$3,620,750.19	\$1,007,966.17	1.73%

Portfolio Holdings

As of 6/30/2021

Prior Month End

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To: Select Board

From: Norman Khumalo



Date: September 2, 2021

Ref: Staff Report - Select Board September 7, 2021 Meeting

1. *Main Street Corridor Project*: David Daltorio (Town Engineer/Facilities Director) and Michelle Murdock (Project Specialist) provided the following update:

Work Performed Last Two Weeks

- Contractor continues to mobilize, order materials and coordinate with the Town and VHB on shop drawing/ material reviews.
- Drainage installation continued west of the 85/135 intersection.
- Some Foundations for Traffic Signals and Controls have been installed at the Wood Street intersection and in front of public safety.
- Final locations of six (6) Underground Electric Vaults have been confirmed between 85/135 and Wood Street.
- Upon request of the Town Eversource Gas remarked out all gas lines and services from Wood Street to Ash Street.

Construction Cost and Quantities through 8/14/21

Construction - \$1,840,000

Work Completed - rounded (does not include every bid item)

- Catch Basins - 55
- Drain Manholes - 37
- Reinforced Concrete Pipe - 2,500 feet
- Ductile Iron Pipe - 584 feet
- Hot Mix Asphalt - 716 tons
- Gravel - 1,900 cubic yards
- Rock Excavation - 557 CY

Community Contact (7/31/21 thru 9/1/21)

- Project Update: Town Review Gas Leak related to Main Street Corridor Project distributed via email Tuesday, August 3.
- Construction Advisory #13 distributed via email Friday, August 13.
- Construction Advisory #14 distributed via email Friday, August 27.

- Project Update: Planning Ahead for Underground Utility Work distributed via email Friday, August 27.
- A total of 21 issues/concerns were received and processed from both project abutters and the general public. Issues were communicated via phone or email and were resolved in the same manner with input from the contractor as needed.

Issues addressed were related to:

- Email sent to Marshall Ave. residents for whom we have contact information to advise of upcoming spraying by Central Mass. Mosquito Control Project
- Gas leak at the intersection of Main and Pleasant Street
- Flooding on Main Street
- Property damage due to flooding/how to file a claim
- Idling of construction vehicles for more than the allowed time
- Removal and replacement of speed limit signs on Main Street
- Thank you from the resident for the information about upcoming undergrounding work
- Resident appreciates the addition of webcams to the project website and the detailed reports on construction progress

Work Anticipated Week of September 7, 2021

- Continuation of the Drainage Installation along Main Street (work will take place in the vicinity of 48-52 Main Street, 90, 92, 95 and 96 Main Street and 4 and 5 West Main Street)
- Potentially starting the installation of underground electric vaults between 85/135 intersection and Wood Street.
- MassDOT survey crews to continue to locate limited of easements within the corridor
- Delivery of Drainage and Undergrounding of Utility Materials

This work may impact traffic and require lane and sidewalk closures limiting access to driveways and entrances to businesses.

Please expect delays and seek alternate routes when possible.

Continuous and Upcoming Work

- Undergrounding of Utilities - Work is expected to begin in 1 to 2 weeks and it could take 4-6 weeks to complete. Work will begin with the installation of six underground electric manholes (vaults) on Main Street between Wood Street and the intersection of 85/135. The vaults range in size but will generally require the excavation of 8' x 15' and, in some cases as large as 15' x 11' pits, with the installation of each vault scheduled to take three days. More details on this work are available in the [Project Update](#) sent out on August 27, 2021.
- An upcoming Project Update is scheduled to be released with details on traffic management plans and schedule of work operations related to the installation of the large Electric Manhole Vaults.
- MassDOT Survey Crews are scheduled to be within the corridor from Ash Street to Wood Street to continue to locate limits of easements.

- Eversource Gas has informed the Town they are scheduled to complete their Main Street Gas Project within two weeks.
- Upon final completion of the Eversource Gas Main Street Project Verizon will schedule installation of proposed utility poles.
- Project cameras with live stream link went live at the end of June.
[135W-Marathon Start](#)
[135 West - Intersection 135 and 85](#)
[135 West - Intersection 135 and Wood](#)
[85N - Intersection 135 and 85](#)
- All work may impact traffic and require lane and sidewalk closures limiting access to driveways and entrances to businesses. Contractor is required to coordinate directly with impacted abutters in advance of this work.
- The ongoing work will likely require periodic lane closures. During this situation one lane of travel is scheduled to remain open at all times with alternating traffic being directed around the work zone. Police details will be directing vehicles, pedestrians, and bikers through the project work areas during regular working hours.

Miscellaneous

- The Project website will continue to be updated throughout the Project. Visit the website to sign up for Project Updates. A QR Code has been developed for quick access.
 - Project photos have been added to the website
<https://hopkintonmainstreet.com/construction-photos.htm>
 - Overall project schedule continues to be updated and refined as contractor mobilizes.
2. *Comcast Cable License Renewal:* The Comcast Cable license process has begun. The Town is assisted by Bill August, Special Cable Licensing Counsel. Tactically, the Town notified Comcast that it will proceed with a common ‘dual track’ use of both formal and informal renewal procedures while hoping to resolve through the informal renewal procedures, if reasonably possible. The next key deliverable in this process is conducting a cable television license renewal public hearing required pursuant to 47 USC 546 and 207 CMR 3.00 for the purpose of further identifying the Town of Hopkinton’s cable-related needs and interests. Since Comcast’s “renewal commence letter” was dated April 26, 2021, the Town must hold the hearing by October 25, 2021. To that end, I am respectfully requesting that the Select Board, as the License Issuing Authority, delegate the task of holding the hearing to the Town Manager. Since Comcast’s “renewal commence letter” was dated April 26, 2021, the Town must hold the hearing by October 25, 2021. Under this delegation, the Select Board retains the final decision-making authority concerning license renewal decisions. In essence, the Town Manager will be conducting the hearing in an advisory capacity and for the purposes of gathering information on behalf of the Select Board. The Town Manager will coordinate the production of a stenographic record of the hearing, as required by regulations of the Massachusetts Department of Telecommunications and Cable; make arrangements for a videotape of the hearing; coordinate the requisite two newspaper notices and arrangements for Verizon’s transcription of the hearing. In addition to conducting the hearing, the Town Manager, in consultation

with HCA MTV and the IT Department, will assist with ongoing cable license renewal ascertainment of needs, and other renewal-related negotiations work, under the direction of the Board of Selectmen as cable license Issuing Authority. Efforts are underway to review cable needs with the Local Access Corporation and Town/School IT departments.

3. *Select Board Work Session and Goal Setting:* The Select Board's Work Session is scheduled for September 13, 2021, 6:00 p.m.-9:00 p.m. The agenda will include:
 - a. The traits of an effective Select Board
 - b. Communication Tendencies
 - c. How to build trust when we disagree
 - d. Definitions of effective problem statements
 - e. Problem statement generation...what are we solving for this year
 - f. Impactful goal setting training/What are our goals for the year?

4. *MWRA Water Connection Investigation:* As part of investigating future water sources, staff has begun meetings with our counterparts in Southborough to investigate exploring the feasibility of connecting to the Massachusetts Water Resources Authority (MWRA) indirectly through the Town of Southborough. We have engaged PARE Engineering to evaluate if Southborough's existing water distribution system is capable of supplying Hopkinton via an indirect connection to MWRA and identify upgrades required to make an indirect connection feasible (both in the Southborough and Hopkinton water supply systems). PARE will also prepare a conceptual design and an opinion of probable construction cost for the proposed system upgrades.

5. *New Staff - Engineering Inspector:* For a while, the Town Manager, Department of Public Works (DPW) Director, Town Engineer/Facilities Director, and Human Resources have been evaluating the level of service and cost of outsourced engineering inspection work in relation to town projects. Following this review, we have decided to create an in-house Inspector of Construction, Utilities, and Permitting position. This position will be responsible for technical and administrative engineering inspection work in the field and office. Specifically, the position will assist with inspecting and coordinating a range of projects to support the DPW and the Engineering/Facilities Department, including designing, managing, and inspecting capital improvement projects. This decision is based on the following:
 - a. Workload: On average Dave and John supervise and inspect 15 projects annually across town alongside their regular director duties. On average the Town hires 8 private engineers to inspect and review construction projects. Current and upcoming projects that require inspection and town oversight include a new water main installation on Woody Island, MS4 Stormwater compliance, pavement management, fire station HVAC upgrade, police station roof replacement, EMC drainage improvements, EMC Skatepark, Terry Farmhouse renovations, Main Street Parking Lot, Sandy Beach Projects, and other miscellaneous projects related to trail construction, and energy efficiency projects. The Engineering/Facilities Department is also on occasion responsible for the management and oversight of construction projects funded by CPC and on behalf of Parks & Recreation, Upper Charles Trail Committee, and other Town departments.

- b. Improved level of support for town departments and reviewing boards: Additional support will free up the Town Engineer and Public Works Director to provide enhanced support to town departments and boards.
 - c. Quality construction supervision and outcomes: Protecting public safety and ensuring compliance with town approvals requires regular on-site inspections during construction. This applies to both town projects and projects performed by others on behalf of the Town. As to the latter, the Main Street project and Eversource gas and electric utility work come to mind. The Main Street project is inspected by MassDOT and the Town has limited direct oversight of the contractor's operations. As to the Eversource electric project, the town had to negotiate an agreement with Eversource to hire a private engineer to inspect their work. On the Main Street gas project, the Town had to engage an inspector on a limited budget for part-time inspections. The proposed Inspector will be the Town's representative in the field on a daily basis so the Town has control and oversight of Town infrastructure being installed by others.
 - d. Spend control: DPW projects and the Eversource gas project are currently being inspected by engineering firms at a rate of over \$100 per hour and annual costs of tens of thousands of dollars. The Town will save on these inspection costs and those savings will cover the salary of the Inspector.
 - e. Other operational benefits: During the construction off-season, the position can support DPW and Engineer/Facilities with the development of Record/As-Built drawings, curator for the filing, storage, and maintaining town utility plans, and asset management and capital planning tasks.
6. *Release of Executive Session Minutes*: Pursuant the Select Board Rules of Procedure, the Town Manager has reviewed a list of executive session minutes with the Chair to be released and will announce said list at the meeting.

SELECT BOARD LIAISON LIST FY 2022 - Approved	Brendan	Irfan	Mary Jo	Amy	Muriel	Norman	Elaine
FINANCE							
Appropriation Committee						X	
Board of Assessors			X				
Town Manager's Budget Advisory Team					X		
Capital Improvement Committee						X	
Cable Advisory Committee						X	
PUBLIC SAFETY							
Animal Control							X
Fire Department	X						
Police Department	X						
PERMITTING							
Board of Appeals					X		
Conservation Commission		X					
Planning Board					X		
Board of Health			X				
Permanent Building Committee		X					
EDUCATION							
School Committee		X					
Reg. Voc. Tech School Committee	X						
School Reentry Advisory Group	X						
PUBLIC SERVICES							
Cemetery Commission			X				
HUMAN SERVICES							
Town Clerk's Office						X	
Personnel Committee						X	
Council on Aging			X				
Veterans Services						X	
ADA Oversight Committee				X			
Veterans Celebration Committee	X						
Tax Relief Committee			X				
CULTURAL/RECREATIONAL							



TOWN OF HOPKINTON
BOARD OF APPEALS

Town Hall
18 Main Street - 3rd Floor
Hopkinton, MA 01748
508-497-9745
www.hopkintonma.gov

Select Board
RECEIVED
TOWN OF HOPKINTON
2021 AUG -4 AM 11:30
TOWN CLERK'S OFFICE

Mark J. Hyman, Chair
John Coutinho, Vice Chair & Clerk

zba@hopkintonma.gov

#21-023

August 4, 2021

NOTICE OF DECISION

Notice is hereby given that the Board of Appeals of the Town of Hopkinton, MA, on August 4, 2021, filed the following Decision in the Office of the Town Clerk:

- A Decision granting Special Permits to Gregory C. Leal, 349 Wood Street, Hopkinton, MA, pursuant to Sections 210-128.B and 210-119 of the Zoning Bylaw to construct an addition to an existing garage at **349 Wood Street, Hopkinton, MA**, that does not meet the minimum setback requirements.

A copy of the Decision may be obtained at the Office of the Town Clerk or the Department of Land Use, Planning & Permitting at the Town Hall, 18 Main Street, Hopkinton, MA. Appeals of the Decision, if any, shall be made pursuant to M.G.L. Chapter 40A, Section 17, and shall be filed within twenty (20) days after the date of filing of the Decision with the Office of the Town Clerk.

HOPKINTON BOARD OF APPEALS
Mark Hyman, Chairman



TOWN OF HOPKINTON

BOARD OF APPEALS

Town Hall
18 Main Street - 3rd Floor
Hopkinton, MA 01748
508-497-9745
www.hopkintonma.gov

Select Board

RECEIVED
TOWN OF HOPKINTON

2021 AUG 11 AM 10:40

TOWN CLERK'S OFFICE

Mark J. Hyman, Chair
John Coutinho, Vice Chair & Clerk

zba@hopkintonma.gov

#22-002

August 11, 2021

NOTICE OF DECISION

Notice is hereby given that the Board of Appeals of the Town of Hopkinton, MA, on August 11, 2021, filed the following Decision in the Office of the Town Clerk:

- A Decision granting a Special Permit and Variance to Kevin C. and Erica A. Seekell, 21 Hillcrest Drive, Hopkinton, MA, pursuant to Sections 210-119, and 210-11B of the Zoning Bylaw for the expansion of an existing deck on the rear of the house at **21 Hillcrest Drive, Hopkinton, MA**, that does not meet the minimum setback requirements and is over the maximum percentage of lot coverage allowed.

A copy of the Decision may be obtained at the Office of the Town Clerk or the Department of Land Use, Planning & Permitting at the Town Hall, 18 Main Street, Hopkinton, MA. Appeals of the Decision, if any, shall be made pursuant to M.G.L. Chapter 40A, Section 17, and shall be filed within twenty (20) days after the date of filing of the Decision with the Office of the Town Clerk.

HOPKINTON BOARD OF APPEALS
Mark Hyman, Chairman

8B/TM



TOWN OF HOPKINTON

BOARD OF APPEALS

RECEIVED
TOWN OF HOPKINTON
2021 AUG 26 AM 11:05
OFFICE OF LAND USE & PERMITTING

Town Hall
18 Main Street - 3rd Floor
Hopkinton, MA 01748
508-497-9745
www.hopkintonma.gov

Mark J. Hyman, Chair
John Coutinho, Vice Chair & Clerk

zba@hopkintonma.gov

#21-022

August 26, 2021

NOTICE OF DECISION

Notice is hereby given that the Board of Appeals of the Town of Hopkinton, MA, on August 26, 2021, filed the following Amended Decision in the Office of the Town Clerk:

- An Amended Decision granting a finding to Global Companies, LLC, 800 South Street, Suite 200, Waltham, MA, to amend the Special Permit granted by the Board on July 30, 2018 solely with respect to the relief granted pursuant Section 210-180B, to allow the two signs to be located as depicted on the submitted plans entitled "Alltown fresh, Elevations and Signage Details", prepared by Global Partners, dated May 6, 2021, and "Alltown", prepared by Harrison French Associates, dated July 1, 2021, in lieu of the sign approved in the 2018 Decision for property located at **84-92 West Main Street, Hopkinton, MA.**

A copy of the Decision may be obtained at the Office of the Town Clerk or the Department of Land Use, Planning & Permitting at the Town Hall, 18 Main Street, Hopkinton, MA. Appeals of the Decision, if any, shall be made pursuant to M.G.L. Chapter 40A, Section 17, and shall be filed within twenty (20) days after the date of filing of the Decision with the Office of the Town Clerk.

HOPKINTON BOARD OF APPEALS
John Coutinho, Clerk



**TOWN OF HOPKINTON
BOARD OF APPEALS**

Town Hall
18 Main Street - 3rd Floor
Hopkinton, MA 01748
508-497-9745
www.hopkintonma.gov

SB/TM
RECEIVED
TOWN OF HOPKINTON
2021 AUG 26 AM 11:05
TOWN CLERK'S OFFICE

Mark J. Hyman, Chair
John Coutinho, Vice Chair & Clerk

zba@hopkintonma.gov

#22-001

August 26, 2021

NOTICE OF DECISION

Notice is hereby given that the Board of Appeals of the Town of Hopkinton, MA, on August 26, 2021, filed the following Decision in the Office of the Town Clerk:

- A Decision issued to Michael Sheehan, Director of Real Estate, 71 Frankland Investments, LLC, 103 Clayton Street, Dorchester, MA to uphold the Cease and Desist Notice dated May 4, 2021, with the Appellant/Owner having until October 30, 2021 to complete its operation and cease the use entirely for the property located at **71 Frankland Road, Hopkinton, MA.**

A copy of the Decision may be obtained at the Office of the Town Clerk or the Department of Land Use, Planning & Permitting at the Town Hall, 18 Main Street, Hopkinton, MA. Appeals of the Decision, if any, shall be made pursuant to M.G.L. Chapter 40A, Section 17, and shall be filed within twenty (20) days after the date of filing of the Decision with the Office of the Town Clerk.

HOPKINTON BOARD OF APPEALS
John Coutinho, Clerk



TOWN OF HOPKINTON
BOARD OF APPEALS

Town Hall
18 Main Street - 3rd Floor
Hopkinton, MA 01748
508-497-9745
www.hopkintonma.gov

2021 SEP -1 AM 8:51

Select Board

Mark J. Hyman, Chair
John Coutinho, Vice Chair & Clerk

zba@hopkintonma.gov

#22-004

September 1, 2021

NOTICE OF DECISION

Notice is hereby given that the Board of Appeals of the Town of Hopkinton, MA, on September 1, 2021, filed the following Decision in the Office of the Town Clerk:

- A Decision granting Special Permits to Brady-Built, Inc., 160 Southbridge Street, Auburn, MA, pursuant to Sections 210-128A of the Zoning Bylaw to construct a sunroom addition to a dwelling on a nonconforming lot at **111 Hayward Street, Hopkinton, MA**, that does not conform to the street line setback requirements.

A copy of the Decision may be obtained at the Office of the Town Clerk or the Department of Land Use, Planning & Permitting at the Town Hall, 18 Main Street, Hopkinton, MA. Appeals of the Decision, if any, shall be made pursuant to M.G.L. Chapter 40A, Section 17, and shall be filed within twenty (20) days after the date of filing of the Decision with the Office of the Town Clerk.

HOPKINTON BOARD OF APPEALS
John Coutinho, Clerk



Charles D. Baker, Governor
Karyn E. Polito, Lieutenant Governor
Jamey Tesler, Acting Secretary & CEO
Jonathan L. Gulliver, Highway Administrator



July 27, 2021

Hopkinton North Woods Coalition
Ms. Kathy Hervol
khervol@greenbergfarrow.com

RE: Hopkinton- Westborough- Reconstruction of I-90/I-495 Interchange
MassDEP File No. 188-1712
ACOE File No. NAE-2014-02585;
MassDOT Project No: 607977

Dear Ms. Hervol and Representatives of the Hopkinton North Woods Coalition,

MassDOT appreciates the input and feedback provided throughout the development of the I-90/I-495 Interchange Improvement Project. Over the past few months, we have been working hard to address stakeholder and regulatory concerns. During this time, we have met with regulators, conducted additional field assessments, and revised technical environmental documents. The updated design reflects the work of numerous agencies and environmental professionals.

This letter serves as response to the comments you submitted to MassDEP and the Army Corps of Engineers regarding water quality, wildlife impacts and noise. In addition to this letter, we requested a meeting with the Hopkinton North Woods Coalition via email from the project team on May 13th and on July 21st of this year to continue this conversation, provide an update on the progress to date and listen to your concerns. As the project moves forward, public input will continue to be solicited through public meetings and information sessions.

Water Quality

The existing stormwater management system does not provide recharge or water quality treatment within vicinity of the I-90/I-495 Interchange. Water quality improvements have been incorporated into the design of this project through several measures. Permanent stormwater Best Management Practices (BMP's) were selected to meet the MassDEP requirements for stormwater discharges to Areas of Critical Environmental Concern and Outstanding Resource Waters (ORW's).

Several infiltration-based Best Management Practices (BMP's) are proposed that will: reduce peak flows and volume of runoff to the critical resource areas; provide recharge to the groundwater; and to treat stormwater for total suspended solids, nitrogen, phosphorus, metals, and pathogens. The infiltration-based BMP's were designed to capture and treat more than the required volume of stormwater runoff prescribed by MassDEP's Stormwater Management Standards.

MassDOT will utilize best management practices in source control measures including anti-icing practices and regular training of employees and hired contractors to improve the efficiency and effectiveness of snow and ice operations within this roadway network. As you aware from prior public meetings, MassDOT administers a Salt Remediation Program. This program responds to and investigates concerns from private well owners related to salt. MassDOT will continue to engage with you to address groundwater well quality concerns specific to future snow and ice removal operations within this roadway network.

Ten Park Plaza, Suite 4160, Boston, MA 02116
Tel: 857-368-4636, TTY: 857-368-0655
www.mass.gov/massdot

Soil erosion and sediment controls will be installed prior to the start of construction in accordance with the U.S. Environmental Protection Agency's National Pollutant Discharge Elimination System (NPDES) Permit requirements. A qualified professional will conduct regular inspections of erosion and sedimentation controls.

Wildlife

Proposed BMP's and stormwater outfalls have been set back at least 100 feet from ORW's and vernal pool boundaries as required by the Stormwater Management Standards. As referenced in the WPA/401 WQC Variance Application, impacts to Vernal Pool 14 (VP-14) could not be avoided. A restoration plan for VP-14 is being developed in accordance with MassDEP's permitting requirements.

Noise

The Federal Highway Administration's procedure for abatement of highway traffic noise requires that a noise barrier must be both feasible and reasonable to receive federal funding. Although a noise barrier was determined to be feasible for the Roosevelt Farms residential neighborhood along the southwest quadrant of the I-90/I-495 Interchange, it failed to meet MassDOT's reasonability criteria for noise reduction and cost effectiveness. Alternative noise abatement measures were considered, such as traffic management (e.g., traffic control devices, time-use restrictions, prohibition of certain vehicle types, or modified speed limits), alteration of roadway alignment, and acquisition of property for buffer zones were not feasible based on the existing right-of-way constraints and increased environmental impacts.

To minimize construction related noise, an Acoustical Engineer will be retained to prepare a project specific Noise Control Plan. Noise monitoring will be required to establish construction noise level limits and to document compliance with the approved Noise Control Plan. The Noise Control Plan will establish a 24-hour hotline for noise related concerns.

MassDOT is committed to improving safety and operations on this critical system interchange and strives to make these improvements while minimizing impacts to the neighboring community, surrounding environmental resources and the travelling public. If there is any additional assistance needed, please contact Ryan McNeill, Project Manager, @ E.Ryan.McNeill@dot.state.ma.us.

Sincerely,



Carrie E. Lavalley, P.E.
Acting Chief Engineer

Cc:

Heidi Davis, MassDEP
Dan Vasconcelos, USACE, New England District
MA Representative Carolyn Dykema
MA Senator Karen Spilka

US Senator Elizabeth Warren
Town of Hopkinton Board of Selectmen
Town of Hopkinton Planning Board
Town of Hopkinton-Board of Health
Town of Hopkinton Conservation Commission



400 Reservoir Avenue, Suite 3D
Providence, RI 02907
401.714.0306 | oneatlas.com

August 13, 2021

Irfan Nasrullah, Chair
Town of Hopkinton Select Board
18 Main Street
Hopkinton, Massachusetts 01748

**SUBJECT: Public Notification Requirements
Submittal of a Temporary Solution Status Report
Hopkinton Gas, Inc.
1 Grove Street, Hopkinton, Massachusetts
Release Tracking Number (RTN) 2-0507
ATC Project No. 3010000235J**

Dear Mr. Nasrullah:

On behalf of Hopkinton Gas, Inc., ATC Group Services LLC dba Atlas Technical (Atlas) is providing notice of the submittal of a Temporary Solution Status Report pursuant to 310 CMR 40.1403(3)(e) at the referenced property.

The Status Report is being submitted electronically to the MassDEP and is available for public review using the following website: <http://db.state.ma.us/dep/cleanup/sites/search.asp>. Copies of the site plan and conclusions of the Status Report are attached.

If you should have any questions concerning this submittal, please do not hesitate to contact the undersigned.

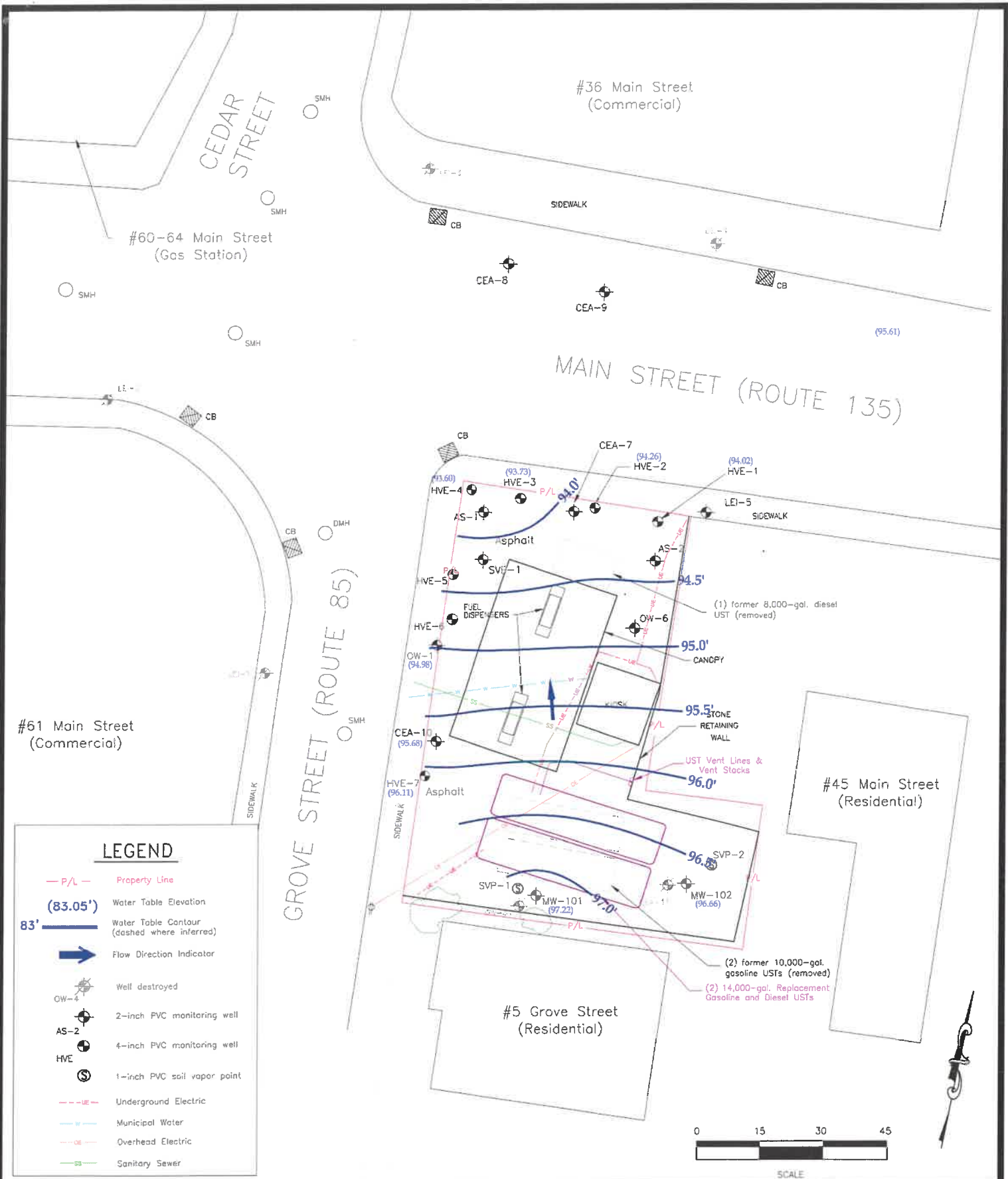
Respectfully submitted,

ATLAS TECHNICAL

Patrick D. Corcoran, LSP
Senior Project Manager

Attachments: Site Plan
Conclusions of the Temporary Solution Status Report

cc.: MassDEP



GROUNDWATER CONTOUR PLAN
 April 12, 2021
 HOPKINTON GAS
 1 GROVE STREET
 HOPKINTON, MASSACHUSETTS

PROJECT NUMBER: 3010000235J	FIGURE NUMBER: 3
SCALE: 1 inch = 30'	CHECKED BY: PDC
DRAWN BY: JKS/GP	REVISED BY: BAM
DRAWING FILE: \Clients - Projects\G - M\Hopkinton Gas\CAD	

ATC

10 State Street, Suite 100
 Woburn, Massachusetts 01801
 Tel.(781) 932-9400



REMEDIAL ACTION PERFORMANCE EVALUATION [310 CMR 40.0892(2)(C)]

Based on the activities conducted during the monitoring period and/or presented in previous submittals, the following evaluation is presented:

- A review of current and historical groundwater analytical data summarized in **Table 1** reveals a decreasing trend in dissolved-phase VPH concentrations within the former source area since implementation of the CRA and subsequent amendments (soil excavation and MNA).
- Based on a review of recent historical analytical data, groundwater impacts above applicable standards have been limited to the vicinity of well SVE-1 and OW-1.
- As indicated on **Table 3**, secondary indicators including dissolved manganese, dissolved iron, sulfate, nitrate, DO, ORP, and methane concentrations are indicative of natural attenuation. pH is inconclusive with respect to natural attenuation.
- Based on the monitoring data collected and observations made during the current reporting period, and the Substantial Hazard Evaluation update presented in the May 2020 TS Status Report, the conditions upon which the Temporary Solution are based continue to be maintained.



TOWN OF HOPKINTON

INSPECTIONAL SERVICES

TOWN HALL 18 MAIN STREET
HOPKINTON, MASSACHUSETTS 01748
Tel: 508-497-9745

August 17, 2021

George Connors
Connorstone Engineering
10 Southwest Cutoff
Northboro, MA 01532

Re: Revised Address Assignments – 37 East Street, Hopkinton

Dear Mr. Connors,

In response to a request to assign individual addresses to the existing and future proposed Buildings at the Laborers Training Facility at 37 East Street, please see the following assignments and attached plan.

37A East Street – Conti Building
37B East Street – Pool Building
37C East Street – Future Headquarters Building
37D East Street – COIA Building
37E East Street – Merloni Building
37F East Street – Future Crane Building

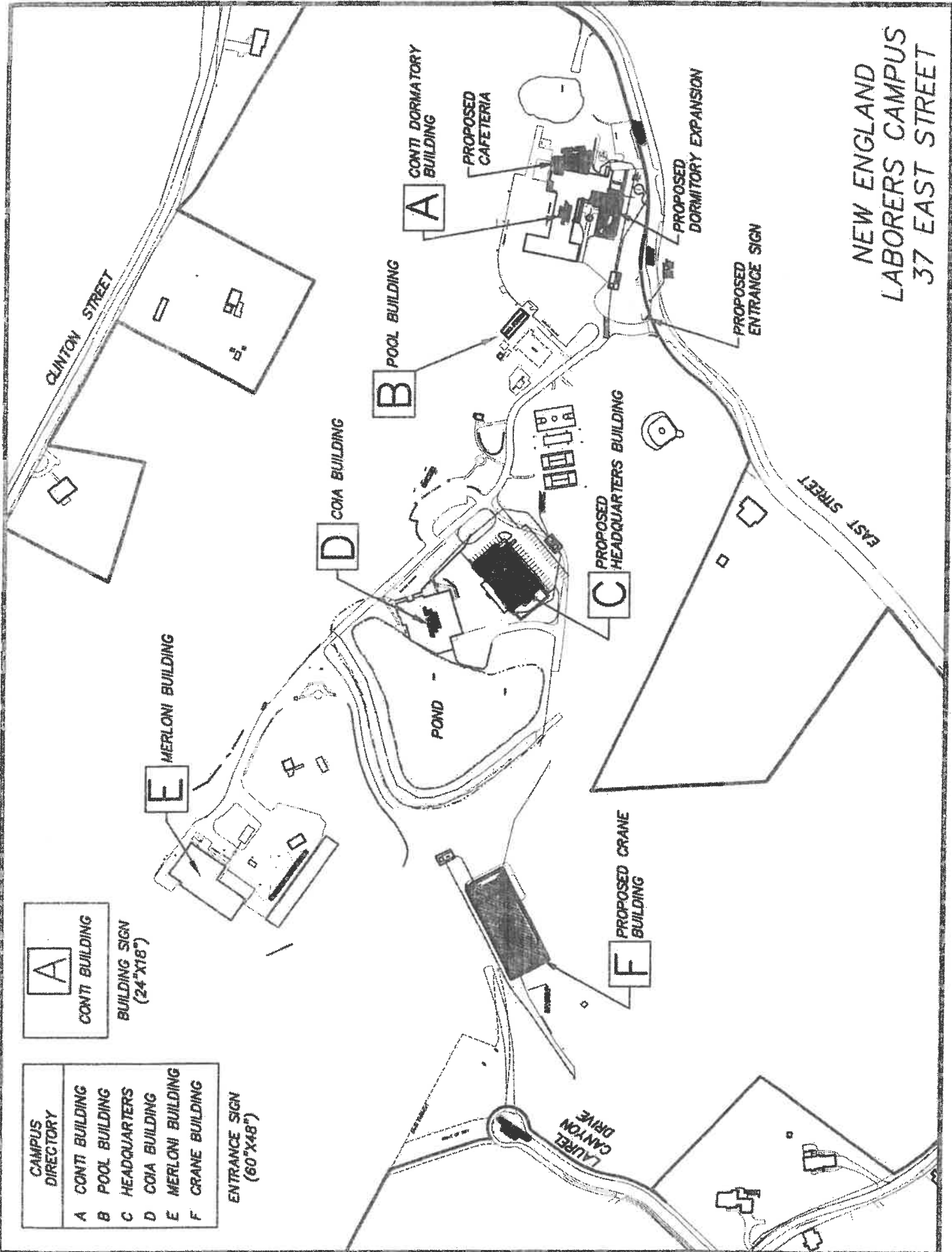
Please contact me if you have any questions.

Respectfully,

Charles E. Kadlik
Director of Municipal Inspections

Cc:	Hopkinton Post Office	Treasurer/Collector	DPW
	Police Department	Selectmen/Town Manager	Town Clerk
	Fire Department	Board of Health	Board of Appeals
	Board of Assessors	Conservation Commission	

NEW ENGLAND
LABORERS CAMPUS
37 EAST STREET



A
CONTI BUILDING
BUILDING SIGN
(24"X18")

CAMPUS DIRECTORY	
A	CONTI BUILDING
B	POOL BUILDING
C	HEADQUARTERS
D	COIA BUILDING
E	MERLONI BUILDING
F	CRANE BUILDING

ENTRANCE SIGN
(60"X48")



MBTA Advisory Board

177 Tremont Street, Boston, MA 02111

Tel: (617) 426-6054 Fax: (617) 451-2054

August 18, 2021

TO: Chief Elected Officials

FR: Brian Kane, Executive Director, MBTA Advisory Board
Marc Draisen, Executive Director, Metropolitan Area Planning Council

RE: **Municipal Elections to the Boston Region Metropolitan Planning Organization**

IMPORTANT DATES:

- **Nomination Papers Due – Friday, October 1, 2021, by 5:00 PM, to <https://mapc.seamlessdocs.com/f/MPO2021Nomination>**

We are pleased to forward a copy of the election procedures for the elected municipal seats on the Boston Region Metropolitan Planning Organization (MPO). The MPO is responsible for planning and programming financial resources for a multi-modal transportation system for the 101 municipalities in the Boston region. (An overview of MPO member responsibilities is included as Attachment C of the Official Notice of Elections.)

There are four seats on the MPO up for election:

- One (1) city from the Boston MPO region.
- One (1) town the Boston MPO region.
- One (1) municipality from the North Suburban Planning Council (NSPC) sub-region.
- One (1) municipality from the Three Rivers Interlocal Council (TRIC) sub-region.

Any municipality located in the two above mentioned sub-regions, or any city or town, may seek nominations to run for those respective open sub-regional seats.

The MPO has 22 voting members, which currently include:

State members

Massachusetts Department of Transportation (MassDOT) with three seats appointed by the Secretary of Transportation, at least one of which is from its:

Highway Division;

Massachusetts Bay Transportation Authority (MBTA);

Massachusetts Port Authority (Massport).

Regional members

Metropolitan Area Planning Council (MAPC);
MBTA Advisory Board;
Regional Transportation Advisory Council (RTAC).

Current municipal members

City of Boston with two seats

Twelve (12) elected municipalities, one seat each from the eight MAPC sub-regions.

Inner Core Committee: Somerville

Three Rivers Inter-local Council: Norwood

South West Area Planning Committee: Medway

MetroWest Regional Collaborative: Framingham

North Suburban Planning Council: Woburn

North Shore Task Force: Beverly

Minuteman Advisory Group on Inter-local Coordination: Acton

South Shore Coalition: Rockland

Two (2) cities filling at-large seats: Newton and Everett

Two (2) towns filling at-large seats: Arlington and Brookline

All elected municipal seats (including the sub-regional seats) are elected by all of the 97 municipalities in the Boston Region MPO area. Each of the 97 municipalities may vote for one (1) municipality for each of the four (4) open sub-regional seats.

The election will be conducted by electronic sub mission of ballots, which will be due by October 26, 2021, exact date and time TBD.

In order to qualify to be on the ballot, each chief elected official who wishes to be a candidate must secure the signatures of five chief elected officials in the region, including their own. **Chief elected officials may only sign nomination papers for one municipality per open seat. Nominations are due to MAPC by 5:00 PM on Friday, October 1, 2021 and must be submitted to <https://mapc.seamlessdocs.com/f/MPO2021Nomination>**

A copy of the official notice and procedures for nomination and election to the MPO are attached. We appreciate your interest in this important matter and look forward to your participation. If you have questions, please call Eric Bourassa (617) 933-0740 or Brian Kane at (617) 426-6054.

Attachments

Official Notice, including Attachments A - C

Official Notice

2021 Boston Region MPO Municipal Election Procedures

At the Metropolitan Area Planning Council's (MAPC) Fall Council meeting the elections will be announced for four (4) of the twelve (12) elected municipal seats on the Boston Region Metropolitan Planning Organization (MPO).

The municipalities running for these seats will be elected to the MPO by the chief elected officials of the 97 municipalities which constitute the Boston metropolitan region. Pursuant to the MPO Memorandum of Understanding, approved on July 7, 2011, MAPC and the MBTA Advisory Board (Advisory Board) administer the election of the municipal representatives to the MPO.

Boston MPO Seats Up for Election in 2021:

One (1) city from the Boston MPO region.

One (1) town the Boston MPO region.

One (1) municipality from the North Suburban Planning Council (NSPC) sub-region.

One (1) municipality from the Three Rivers Interlocal Council (TRIC) sub-region.

Terms of election on the MPO are for three years.

Nomination Process

Nominees for the elected municipal seats shall be the chief elected official of the municipality. In cities this is the Mayor or, if the city does not have the office of Mayor, then the Chair of the Council, with the exception of Plan E cities (ex: Cambridge) in which case it shall be the City Manager. In towns, the chief elected official is the Chair of the Select Board. The MPO will accept the Chair's nomination of a candidate whether or not the full Select Board has voted it.

A nominee for an open municipal seat must receive five nominations made by any chief elected official from the Boston region, regardless of which sub-region they are from. A chief elected official may nominate his or her municipality and that nomination shall count as one of the five nominations needed to place a municipality on the ballot. Each chief elected official may only nominate one municipality per open seat.

Nominations are due on Friday, October 1st, 2021 to MAPC by 5:00 PM and must be submitted electronically at <https://mapc.seamlessdocs.com/f/MPO2021Nomination>

MAPC will follow-up with the nominating municipal CEOs by phone or email to confirm their nomination.

Nomination papers shall include a statement of candidacy (250 word limit) of the community, also due at this time.

Voting Process

Each of the 97 municipalities may vote for one (1) municipality for each of the four (4) open seats.

Ballot

A ballot will be prepared by MAPC and the Advisory Board based on the certification of nominations. The ballot shall contain a list of the nominated municipalities. Candidate communities shall appear on the ballot in an order drawn by lot by designated officers of MAPC and the Advisory Board. The subregion of each of the communities shall be identified on the ballot. The ballot will be submitted electronically to MAPC by the municipal CEO.

Opportunities for Discussion with Representatives of the Candidate Communities

The Metropolitan Area Planning Council and the MBTA Advisory Board shall provide appropriate opportunity for the electorate to meet representatives of candidate communities. In 2021, this may be accomplished by holding a virtual Candidates Forum if needed.

Election

The election will be held through the submission of ballots electronically to MAPC. Electronic ballots will be emailed from MAPC to the chief elected official of each municipality in the Boston MPO region. Ballots will then be filled out and signed by the chief elected official and submitted to MAPC by the date of the MAPC Fall Council meeting, tentatively scheduled for October 27, 2021. A forthcoming correspondence will explain the ballot submittal process in more detail and provide the deadline.

The MPO seat is held by the municipality. The chief elected official (or their official designee) shall represent the municipality throughout the municipality's term of office.

The designated officers of MAPC and of the Advisory Board shall certify the results of the election to the chairman of the MPO by 12 noon on the Monday following the election.

MAPC Sub-regions

SUBREGION	COMMUNITIES
North Shore Task Force	Beverly, Danvers, Essex, Gloucester, Hamilton, Ipswich, Manchester-by-the-Sea, Marblehead, Middleton, Nahant, Peabody, Rockport, Salem, Swampscott, Topsfield, Wenham
North Suburban Planning Council	Burlington, Lynnfield, North Reading, Reading, Stoneham, Wakefield, Wilmington, Winchester, Woburn
Minuteman Advisory Group Interlocal Coordination (MAGIC)	Acton, Bedford, Bolton, Boxborough, Carlisle, Concord, Hudson, Lexington, Littleton, Lincoln, Maynard, Stow, Sudbury
MetroWest Regional Collaborative	Ashland, Framingham, Holliston, Marlborough, Natick, Southborough, Wayland, Wellesley, Weston
South West Advisory Planning Committee (SWAP)	Bellingham, Dover, Franklin, Hopkinton, Medway, Milford, Millis, Norfolk, Sherborn, Wrentham
Three Rivers (TRIC)	Canton, Dedham, Dover, Foxborough, Medfield, Milton, Needham, Norwood, Randolph, Sharon, Walpole, Westwood
South Shore Coalition	Braintree, Cohasset, Hingham, Holbrook, Hull, Marshfield, Norwell, Rockland, Scituate, Weymouth
Inner Core	Arlington, Belmont, Boston, Brookline, Cambridge, Chelsea, Everett, Lynn, Malden, Medford, Melrose, Milton, Newton, Quincy, Revere, Saugus, Somerville, Waltham, Watertown, Winthrop

Boston MPO 97 Cities and Towns

Cities

Beverly	Lynn	Revere
Boston	Malden	Salem
Braintree	Marlborough	Somerville
Cambridge	Medford	Waltham
Chelsea	Melrose	Watertown*
Everett	Newton	Weymouth
Franklin*	Peabody	Woburn
Gloucester	Quincy	
Framingham		

** MAPC Legal Counsel has rendered an opinion that Franklin and Watertown are defined as cities for the purpose of the MPO Election.*

Towns

Acton	Hopkinton	Randolph
Arlington	Hudson	Reading
Ashland	Hull	Rockport
Bedford	Ipswich	Rockland
Bellingham	Lexington	Saugus
Belmont	Lincoln	Scituate
Bolton	Littleton	Sharon
Boxborough	Lynnfield	Sherborn
Brookline	Manchester	Southborough
Burlington	Marblehead	Stoneham
Canton	Marshfield	Stow
Carlisle	Maynard	Sudbury
Cohasset	Medfield	Swampscott
Concord	Medway	Topsfield
Danvers	Middleton	Wakefield
Dedham	Milford	Walpole
Dover	Millis	Wayland
Essex	Milton	Wellesley
Foxborough	Nahant	Wenham
Hamilton	Natick	Weston
Hingham	Needham	Westwood
Holbrook	Norfolk	Wilmington
Holliston	North Reading	Winchester
	Norwell	Winthrop
	Norwood	Wrentham

Overview of MPO Member Responsibilities

Background:

The Metropolitan Planning Organization is established as a required part of the transportation planning process under federal law. It is responsible for planning and programming financial resources for a multi-modal transportation system for the Boston region. The MPO was established in 1973.

The Boston MPO Memorandum of Understanding (MOU) that details the governing structure and process of the MPO can be viewed at www.bostonmpo.org/mou

Specific Responsibilities:

The MPO must prepare and approve several plans and programs on an annual basis. These include:

- The Unified Planning Work Program (UPWP), which programs funds for transportation planning programs in the region;
- The Transportation Improvement Program (TIP), which programs federal, state, and local funding for surface transportation projects (highway and transit).

The MPO also prepares and approves several other plans and programs as necessary. These include:

- The Regional Transportation Plan (RTP), which provides a 25-year plan for the Region's transportation needs and priorities and;
- The conformity of all surface transportation plans and programs with applicable federal laws (including air quality, and the Americans with Disabilities Act).

MPO Meetings:

Meetings are held as needed to accomplish the MPO's business. There are approximately two MPO meetings a month and all but four are held in Boston, during the day, at the state transportation building. Four MPO meetings will be held (one per quarter) outside of Boston. MPO meetings typically begin at 10 AM on the first and third Thursday of the month, and last approximately three hours. The MPO has the authority to establish necessary committees to accomplish its responsibilities. Recent experience suggests that the municipal members of the MPO or their designees attend at least two meetings per month to accomplish the work of the MPO.

As of August, 2021, all MPO meetings are being held virtually, and a virtual component will be included at least until the expiration of *An Act Extending Certain COVID-19 Measures Adopted During the State of Emergency* on April 1, 2022.



TOWN OF HOPKINTON
BOARD OF APPEALS

Town Hall
18 Main Street - 3rd Floor
Hopkinton, MA 01748
508-497-9745
www.hopkintonma.gov

TM (SB)

RECEIVED
TOWN OF HOPKINTON
2021 AUG 27 AM 10:35
TOWN ENGINEER J. PAUL

Mark J. Hyman, Chair
John Coutinho, Vice Chair & Clerk

zba@hopkintonma.gov

August 27, 2021

REOPEN PUBLIC HEARING NOTICE

The Town of Hopkinton Board of Appeals will reopen a public hearing on **Wednesday, September 22, 2021 at 7:00 P.M.**, to hear all persons interested in the Application for Special Permit and/or Variance filed by **Ty and Caitlin Fairneny, 41 Parker Point Road, Hopkinton, MA**. The Applicants seek after-the-fact relief from the Hopkinton Zoning Bylaw for installation of a swim spa and hot tub at **41 Parker Point Road, Hopkinton, MA**, that does not meet the minimum setback requirements. The property is shown on Assessors Map R11 Block 7 Lot 0. The hearing will be held pursuant to the provisions of Chapter 53 of the Acts of 2020, as amended. Please email zba@hopkintonma.gov, call the Department of Land Use, Planning & Permitting at 508-497-9745, or check the online meeting calendar and Agenda for this meeting at www.hopkintonma.gov to confirm location and/or obtain Zoom meeting access information. This legal notice is also posted on the Massachusetts Newspaper Publishers Association (MNPA) website at <http://masspublicnotices.org>.

John Coutinho
Clerk

Re: 22-003



TOWN OF HOPKINTON
BOARD OF APPEALS

Town Hall
18 Main Street - 3rd Floor
Hopkinton, MA 01748
508-497-9745
www.hopkintonma.gov

JM (88)
TO: [unclear]
2021 AUG 31 AM 10:52
[unclear]

Mark J. Hyman, Chair
John Coutinho, Vice Chair & Clerk

zba@hopkintonma.gov

August 31, 2021

PUBLIC HEARING NOTICE

The Town of Hopkinton Board of Appeals will hold a public hearing on **Wednesday, September 22, 2021 at 7:00 P.M.**, to hear all persons interested in the Petition for Special Permit and/or Variance filed by **Toll Brothers, 116 Flanders Road, Suite 200, Westborough, MA**. The Petitioner seeks relief from the Hopkinton Zoning Bylaw to construct a new single family home at **62 Chamberlain Street, Hopkinton, MA** that does not meet the minimum front setback requirements. The property is shown on Assessors Map R23 Block 117 Lot 0, and is owned by REC Hopkinton, LLC, 77 West Main Street, Suite 213, Hopkinton, MA. The hearing will be held pursuant to the provisions of Chapter 53 of the Acts of 2020, as amended. Please email zba@hopkintonma.gov, call the Department of Land Use, Planning & Permitting at 508-497-9745, or check the online meeting calendar and Agenda for this meeting at www.hopkintonma.gov to confirm location and/or obtain Zoom meeting access information. This legal notice is also posted on the Massachusetts Newspaper Publishers Association (MNPA) website at <http://masspublicnotices.org>.

John Coutinho
Clerk
Re: 22-007

28 Hayden Rowe
Hopkinton, MA 01748
August 26, 2021

Mr. Thomas Pratt
Vice Chairman
Hopkinton Cemetery Commission
18 Main St.
Hopkinton, MA

Dear Mr. Pratt:

Effective as of tomorrow, August 27, 2021, I will no longer be a resident of Hopkinton and thus must resign my office as Cemetery Commissioner. I have enjoyed the many years of service on the Commission, and it has been a true pleasure working with you and the other board members over the years. I know the Commission will continue to serve the Town of Hopkinton with diligence and dedication.

Sincerely,



Claire B. Wright

Cc: Hopkinton Select Board