ADMINISTRATIVE MANUAL

of the

TOWN OF IPSWICH

Massachusetts

This Manual and the Table of General Legislative Provisions appended to it were prepared by Charles K. Cobb with the cooperation of the Office of the Town Manager and approved by the Government Study Committee during fiscal year 1998.

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TOWN OF IPSWICH, MASSACHUSETTS
ADMINISTRATIVE MANUAL (GUIDE?)

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1 INTRODUCTION

1.1 Statement of Purpose

The Administrative Manual of the Town of Ipswich has the purpose of outlining and explaining the organization and administration of the Ipswich Town government; to provide Town boards, officials, and employees with information on their duties and powers needed for the effective delivery of municipal services to the public; and to give the residents of Ipswich information on how to go about obtaining the services of the various branches of Town government. To these ends, it draws together the substance of the provisions of the Charter, the By-Laws, state legislation, and administrative orders relevant to each office. In case of need for access to the primary sources, references are provided to the Table of General Legislative Provisions appended to the publication of the CHARTER, LEGISLATION, BY-LAWS AND REGULATIONS (Town of Ipswich, 1985, as updated): e.g. (Table: 12).

The organization of the manual is based on the administrative structure established by the series of seven Reorganization Administrative Orders (RAO) issued by the Town Manager during 1991 and pictured in an organization chart issued by the Town Manager on January 31, 1992 ("TMORG013192").

1.2 Structure of Town Government (Table: 2)

1.2.1 Town Meeting (Table: 21)

The Town Meeting is the legislative body of the Town and has the sole authority over appropriations. The Annual Town Meeting (which by statute must be held between February and May, inclusive) is called by the Selectmen for 7:30 p.m. within the first seven days of April, usually the first Monday, pursuant to a warrant, issued by the Selectmen, which under the By-Laws must be opened at least 60 days before and closed at least 45 days before the time of the meeting. The Selectmen must give at least three days' notice before issuing a warrant for a special town meeting. Ballot votes are required for bond appropriations exceeding 0.1 percent of equalized assessed valuation and for debt exclusions under Proposition 2 1/2. The Town Meeting may authorize ballot votes for other matters -- always with the understanding that the Town

Meeting is "where the buck stops."

The organization, powers, and procedures at town meetings are governed by statute and the By-Laws of the Town. The quorum for any town meeting is set by the current By-Laws at 200 registered voters of the Town. The rules for the conduct of meetings are those set forth in *Town Meeting Time*, by Richard B. Johnson and others (Boston: Little, Brown & Co., 1962).

All officers, committees, and boards are required to file reports in advance of the Annual Town Meeting in accordance with Section 2 of Chapter IV of the By-Laws for inclusion in the Annual Report. If a "standing committee of the Town Meeting" does not report to the Annual Town Meeting either in writing or orally, it is automatically discharged unless the Town Meeting extends it -- but not a board or committee required by, or established by acceptance of, a statute. The Annual Report also contains the financial statements of the preceding year; reports of all boards, committees and departments; and the minutes of the town meetings held throughout the year. The Annual Town Report is delivered to all households; copies are also available at the Town Clerk's Office one week prior to the Town Meeting. The annual report of the Finance Committee is required to be filed with the Town Clerk no later than fifteen days prior to the date of the Annual Town Meeting; typically it is delivered door-to-door with the Annual Town Report to all households approximately a week before the Annual Town Meeting.

1.2.2 Elected Officials (Table: 24)

Under the Charter, which supersedes statutes otherwise applicable, the registered voters of the Town elect the Board of Selectmen, the Moderator, the Constable, the School Committee, and the Housing Authority (except one member appointed by the Governor). They also elect such other regional authorities, districts, or committees as may be established from time to time by law or interlocal agreement.

By Charter, the annual election of officers must be held within 30 days of the Annual Town Meeting, at the time and place specified for it in the warrant. Under the By-Laws, the Selectmen must schedule the election seven to 14 days after the start of the Annual Town Meeting, usually the second Monday in April.

1.2.3 Officers, Committees, and Boards (Table: 23)

Under the Charter the Board of Selectmen appoints the Town Manager and certain other officials and boards; the Town Manager appoints all other officials, boards, and committees, as well as the employees of the Town's operating departments.

1.2.4 Operating Departments (Table: 3)

The Charter establishes the Department of Public Works and the Electric Light Department. The other departments described in Sections 4 through 12 were organized by the Town Manager's Reorganization Administrative Orders, although many of them antedate the adoption of the Charter.

1.3 Legislative Sources (Table: 1)

1.3.1 Charter (Table: 11)

The Charter, the Town's third, is an act of the Legislature, Chapter 620 of the Acts of 1966. To the extent that its language is prospective, it speaks as of the date of its acceptance by vote of the Town on March 13, 1967.

1.3.2 By-Laws (Table: 12)

The General By-Laws of the Town of Ipswich were adopted by vote of the 1973 Annual Town Meeting and approved by the Attorney General. They have been amended from time to time by later town meetings. Some of the By-Laws exercise powers delegated to the Town Meeting by the Charter, the dates of annual and special town meetings, for example. Others deal with various matters whose regulation the Charter and statutes leave to the discretion of the Town.

Revised Zoning By-Laws were adopted in May 1977. They are published separately from time to time as amended.

1.3.3 Statutes (Table: 14)

The organization and conduct of town government is regulated by various provisions of the General Laws of the Commonwealth, primarily Chapters 39-41. As a special act of the Legislature, the Charter supersedes contrary provisions of the General Laws. The government of Ipswich is also affected by annual acts passed before or after the effective date of the Charter, including some that became effective only on acceptance by the Town Meeting.

1.3.4 Rules and Regulations (Table: 13)

Several town boards and officials are authorized by statute to issue rules and regulations. Sections 6 and 7 of Chapter IV of the By-Laws prescribe the procedure for notice, hearing, and publication of rules and regulations.

1.3.5 Reorganization Administrative Orders (Table: 25)

The structure of this Manual and the administrative organization chart of the Town are based on a series of seven Reorganization Administrative Orders issued by the Town Manager in 1991 in accordance with Section 11(b) of the Charter, covering the Departments of Utilities, Code Enforcement, Public Works, Human Services, Public Safety, Planning and Development, and Finance.

1.4 Government Study Committee (Table: 25)

The Government Study Committee was first authorized by the Town Meeting in 1962 to draft a charter to replace a previous charter adopted in 1949 and revoked in 1954. Since the adoption of the present Charter it has been revived from time to time to advise the Board of Selectmen on issues relating to Town government and administration. As of June 1995 it has five members appointed by the Selectmen for one-year terms. The Committee meets and confers with other Town boards and officials as necessary for the research of state and local law. In 1996, at the request of the Selectmen, it has proposed amendments to the Charter and the General By-Laws of the Town.

2 ELECTED OFFICIALS AND BOARDS (Table: 24)

2.1 General Provisions

This Section describes all elected officers of the Town, the manner and time of their election, term of office, authorities, responsibilities and interrelationships with other officials and departments. It also describes time, place, and frequency of meetings of each board.

The election of town officials is held annually on the second Monday in April, the week after the Annual Town Meeting.

The terms of office for town elected officers are determined by law. In general, elected officials continue to serve until their successors are chosen and qualified. Section 11 of Chapter 41 of the General Laws establishes procedures for filling vacancies in town offices.

All elected boards and committees are required to comply with the provisions of the Open Meeting Law and the Public Records Law, to maintain records of their proceedings, and to render written reports annually to the Town for inclusion in the Town Report. Elected officers are required to prepare annual reports of their activities and submit them to the Town Manager, on a date to be determined by the Town Manager approximately sixty days prior to the date of Town Meeting, for inclusion in the Annual Town Report.

In addition to the reporting required by Section 2 of Chapter IV of the By-Laws, state or federal regulations may also require certain elected officers submit copies of their annual reports to appropriate state or federal agencies.

2.2 Moderator (Table: 24)

The Moderator is elected at the annual town election for a term of one year. The functions of the Moderator are to preside and regulate all town meeting proceedings, decide all questions of order, and make public declaration of all votes taken on the floor of Town Meeting. In addition, the Moderator appoints three members of the Finance Committee and all five members of the Hall-Haskell House Committee.

2.3 Finance Committee (Table: 23)

By statute, any town whose property tax base exceeds $1 million is required to provide by-law for a finance committee to "consider any or all municipal questions for the purpose of making reports or recommendations to the town." G.L. c.39 §16. Under the Ipswich By-Laws, the Finance Committee consists of nine members, all of whom are registered voters of the Town. Each year three are selected at or soon after the Annual Town Meeting for three-year terms: one by the Moderator, one by the Selectmen, and one elected by the voters at the meeting. The Town Accountant *ex officio* is a nonvoting member.

It is the duty of the Finance Committee to investigate cost, maintenance, and expenditure of the different departments of the Town service. The Board of Selectmen and the School Committee are required to submit their budgets and recommendations to the Finance Committee on or before January 20 in each year. All articles in any warrant for a Town Meeting, other than those providing for election of Town Officers, must be referred to the Finance Committee for consideration. The Finance Committee must hold at least one public hearing on the budget warrant articles for the Annual Town Meeting; it may hold hearings on articles for a special town meeting. The Committee has the authority to summon any of the Town Officials before it for such information and investigation as it shall deem necessary, and to examine books and papers held by officials as it may consider necessary to the proper discharge of its duties.

The Committee meets at least once a week from January through March and usually every month during the rest of the year; meetings are normally on Tuesday evenings in the Town Hall.

The Finance Committee interacts with the Board of Selectmen, the Town Manager, and the School Committee as needed to make its recommendations to the voters at town meeting.

2.4 Board of Selectmen (Table: 24)

The Board of Selectmen consists of five members, each elected at large on a nonpartisan basis from the registered voters of the Town. Terms of office for the five-member Board of Selectmen shall be for a staggered three years and so arranged that the term of at least one Selectman shall expire at each regular town election. If a vacancy occurs in the office of Selectmen, whether by failure to elect or otherwise, the remaining selectmen call a special election to fill to the vacancy.

The executive authority of the Town is vested by law in the Board of Selectmen, which is responsible for formulating and implementing the general policies of the town; representing the town at public meetings and hearings; and appointing the Town Manager, election officers, registrars of voters, the Town Accountant, the Zoning Board of Appeals, the Treasurer and Collector, and in general the members of all boards and committees not appointed by the Town Manager under the Charter. Under the Charter, the Board of Selectmen also serves as the Town's Water, Sewer, and Electric Commissions. By statute, the Board is the Town's licensing authority. The Board interacts with all elected officers of the Town, all boards and committees, and through the Town Manager with the administrative organization of the Town. The Charter authorizes the Board to employ consultants, counsel, or other assistants in order to conduct investigations, studies, or surveys.

Each year the Selectmen review the municipal budget submitted to them by the Town Manager and transmit it to the Finance Committee with their recommendations no later than January 20. They are also responsible for preparing and publishing warrants for town meetings.

The Board ordinarily meets on Mondays at 7:30 PM in the Town Hall Court Room; from Memorial Day through Labor Day, the Board typically meets every other Monday.

2.5 School Committee (Table: 24)

The School Committee is composed of seven members elected by and from the voters at large at the annual town election. The terms of office are three years and are so arranged that the terms of as nearly an equal number of members as is possible shall expire at each regular town election.

The School Committee has general charge and superintendence of the public schools for the purpose of educating children in the Town. The powers of the School Committee include, but need not be limited to: appointing a superintendent of schools; setting educational policy and goals; and making all reasonable rules and regulations consistent with law for the administration and management of the public schools of the town. The School Committee also interacts with other town boards as necessary to ensure furtherance of the Committee's responsibility to educate the children of the Town.

The School Committee typically meets at 7:30 PM every other Thursday, usually in the Media Center at the High School.

2.6 Housing Authority (Table: 24)

By statute the Housing Authority composed of five members: four are elected by the voters at large for staggered five-year terms; the fifth is appointed by the Governor. The Authority appoints an Executive Director.

The Housing Authority provides and maintains public housing services in Ipswich, pursuant to Chapter 121B of the General Laws, secures state and federal resources for housing assistance, and operates programs in conjunction with state and federal requirements. In the development and planning of affordable housing efforts and other matters within its purview, the Authority interacts with the Board of Selectmen. When acting as a developer for affordable housing, the Authority interrelates with all local boards that have jurisdiction in the Chapter 40 B, comprehensive permitting process. In normal property management activities, the Authority interacts regularly with the Board of Health, the Department of Code Enforcement, the Planning Board and Town Planner, the Department of Public Works, the Town Clerk, the Assessing Department, the Treasurer/Collector, the Council on Aging, and the Town Manager.

The Housing Authority typically meets on the second Wednesday of each month at 7:30 p.m. in the Recreation Room at Agawam Village. It elects its officers at an annual meeting in May.

2.7 Constable (Table: 24)

The Town Constable is elected by and from the voters at large at the annual election for a term of one year.

The Constable is responsible for such civil processes as the delivery of legal papers and the posting of the warrants for town meetings.

If a vacancy occurs in the office of constable during any term, it may be filled by the voters of the town. In the absence of the elected Constable, a Deputy Constable may be appointed by the Board of Selectmen.

3 ADMINISTRATIVE ORGANIZATION

3.1 General Provisions (Table: 2,3)

Chapters 3 through 12 describe the administrative departments established by the Town Manager's Reorganization Administrative Orders and the agencies (officials, boards, and committees) that compose them. For each agency, they give its appointing authority, usually the Town Manager or the Board of Selectmen; the manner, time, and term of appointments to it; and its authority and responsibility and the manner in which it exercises them, including its interrelationships with other officials and agencies.

3.1.1 Coordination of Operations

Departmental and divisional activities are coordinated through directorates which represent the department or division managers from each department or division. The directors are appointed by the Town Manager. The directors of the departments meet as required to discuss departmental activities and coordinate activities to avoid duplication of functions.

Agencies within each department should also coordinate, schedule, and evaluate their work to improve service delivery and avoid duplication. Department directors normally meet weekly with the Town Manager for the purpose of developing action programs; evaluating program completion; and reviewing management, financial, personnel, and legal issues.

The director of each department is accountable to the Town Manager for the achievement of departmental activities. The director has the authority to commit department staff to work programs and to conduct directorate meetings.

3.1.2 Coordination with Boards and Committees

Departments provide administrative support to boards and committees concerned with their spheres of operation. It is an administrative obligation for the departmental liaison to a board or committee to report to management its activities, policies, and decisions so as to ensure their efficient implementation.

Administrative personnel also assist boards in pursuing their mission and responsibilities by ensuring that they receive

objective, timely, professional and accurate information relevant to their activities.

The Town Manager ensures proper staff support to boards and committees and on request discusses with the chairman of any board the level and quality of administrative support provided or to be provided. Board chairmen communicate with the Town Manager as necessary in this and other matters.

The administrative organization provides professional support to elected organization of the Town primarily through the Town Manager, School Superintendent and Housing Authority Executive Director.

Coordination of services to the Board of Selectmen occurs through the Town Manager, who is responsible for the prompt transmittal of the information in both directions. The Town Manager cannot be accountable for information transmitted otherwise than through him.

Similarly, coordination of service to the School Committee by any municipal agency will be transmitted through the School Superintendent; and coordination of service to the Housing Authority will be transmitted through the Executive Director.

3.1.3 Weekly Reports

In order to ensure that accurate and timely information concerning the administrative operations of the various Town agencies is transmitted effectively, directors of departments are required to submit to the Town Manager weekly reports summarizing the various activities of their departments for the preceding week. The reports should focus on program and service delivery, financial expenditures, achievement of performance standards, personnel actions, and related information. The Town Manager assembles these reports and submits them weekly to the Selectmen as part of his own report to the Board.

3.1.4 Annual Reports

All administrative agencies of the Town of Ipswich are required to prepare annual reports of their activities for the calendar year ending December 31 and submit them to the Town Manager on or before January 20 for inclusion in the Annual Report of the Town. Where required by state or federal regulations, certain agencies are required to submit copies of their annual

reports to appropriate state or federal agencies.

3.2 Town Manager (Table: 25)

3.2.1 Appointment and Qualifications

The Board of Selectmen appoint, for a term of three years, a Town Manager, who must be a person especially fitted by education, training and experience to perform the duties of the office, without regard to political beliefs. The Town Manager need not be a resident of Ipswich or of the Commonwealth when appointed, but must be a resident of Ipswich while serving in the office. The Town Manager may be appointed for successive terms of office.

Before entering upon the duties of the office, the Town Manager must be sworn to the faithful and impartial performance thereof by the Chairman of the Selectmen, by the Town Clerk, or by a Justice of the Peace. The Town Manager must also execute a bond in favor of the Town for the faithful performance of the duties of the office in such sum and with such surety or sureties as may be fixed or approved by the Selectmen.

3.2.2 Authority and Responsibility

The Town Manager is the chief administrative officer of the Town and is responsible to the Board of Selectmen for the proper operation of town affairs for which the Town Manager is given responsibility under the Charter, the By-Laws, the General Laws, or by a vote of the Board of Selectmen. The departments which are the subjects of Chapters 3-12 of this Manual function under the jurisdiction of the Town Manager.

The Town Manager appoints all department heads and town officers serving under the officers elected directly by the voters of Ipswich. The Town Manager consults with boards and committees as appropriate, and in accordance with the Charter, concerning the appointments of certain department managers.

3.2.3 Powers and Duties

The powers, duties, and responsibilities of the Town Manager include, but are not intended to be limited to, the following:

1. Supervises and directs the administration of departments, boards, and offices subject to his appointment;

2. In accordance with the provisions of the Town Charter, Section 11, and except as otherwise expressly prohibited by the General Laws, may reorganize, consolidate or abolish departments, commissions, boards or offices under his direction and supervision, in whole or in part, may establish such new departments, commission, boards or offices as he deems necessary, and, in so doing, may transfer the duties, powers and appropriation of one department, commission, board or office to another;

3. Except as otherwise provided by the Town Charter, Section 11, the Town Manager shall appoint upon merit and fitness alone, and subject to the provisions of Chapter 31 of the General Laws where applicable, may remove all officers and employees of the Town under his supervision. Town officers and employee not subject to the provision of said Chapter 31 shall not be removed by him except on five days notice in writing, setting forth the cause of such removal;

4. Notwithstanding the provision of Section 108 of Chapter 41 of the General Laws, the Town Manager fixes the compensation of all officers and employees subject to removal by him. Said compensation shall not exceed the sums appropriated by the Town;

5. Attend all regular meetings of the Board of Selectmen unless excused by the Board;

6. Keep full and complete records of his office, and render as often as may be required by the Selectmen a full report of all operations during the period reported on;

7. Keep the Selectmen fully advised as to the needs of the Town and shall recommend to the Selectmen for adoption such measures requiring action by them or by the Town as he may deem necessary or expedient;

8. Have jurisdiction over the rental and use of all Town property and shall be responsible for the maintenance and repair of all Town Buildings; responsible for the preparation of plans and the supervision of work on existing buildings or on the construction of new buildings, but not for property and buildings under the control of the School Committee unless so requested of the Board of Selectmen by that Committee;

9. Administer either directly or through a person or persons

appointed by him in accordance with Section 11 of the Town Charter all provisions of general and special laws applicable to said Town, all By-Laws and all regulations established by the Selectmen;

10. Responsible for the publication of the Annual Town Report which includes, in addition to that which is required by law or by-law, the warrants and actions taken by the Town on thereon for all Town Meetings which have occurred since the last Town Meeting included in the last Annual Town Report.

11. Perform such duties consistent with his office, as may be required of him by the By-Laws of the Town or by the vote of the Selectmen;

12. Appoint all necessary Town Officers not specifically provided for within the Town Charter;

13. Act as the purchasing agent for the Town with the powers and duties provided in Chapter 41, Section 103, of the General Laws.

14. May, without notice, cause the affairs of any division or department under his control or the conduct of any officer or employees thereof to be examined; has access to all Town books and papers for information necessary for the proper performance of his duties.

15. May establish and appoint the members of such Advisory Boards or Committees as he deems necessary.

In addition to the authority to appoint all officers and employees of the Town under his supervision, the Town Manager appoints the Planning Board, Board of Assessors, Town Counsel, Civil Defense Director, and [Public] Safety Director; Recreation Committee; Cemetery and Park Commissioners; Board of Health; Town Clerk; plumbing, gas, wiring, and building inspectors; and superintendents of divisions of the Public Works Department. The Town Manager may also establish advisory committees and boards and appoint their members. Under his responsibility to the Selectmen as Electric Light Commissioners, the Town Manager has general supervision of the Electric Light Manager appointed by the Selectmen.

The Town Manager is also the chief fiscal officer of the Town, responsible for approving all warrants for the payment of town

funds and referring doubtful claims against the Town to the Selectmen for investigation. He is also responsible for submitting a detailed budget to the Selectmen on or before December 10 of each year.

3.2.4 Interrelationships

The Town Manager interacts with the Board of Selectmen on all matters noted above, and as the chief administrative officer of the Town, interacts as necessary with all other town agencies, boards, and officers. Interactions specific to the various agencies appear where they are discussed.

3.3 Appointed Officials (Table: 25,27)

The Board of Selectmen appoints the Treasurer and Collector, the Town Accountant, and the Electric Light Manager, in addition to the Town Manager. All other officials are appointed by the Town Manager. The details of the appointment and functions of all town officials are treated in Sections 4 through 12.

3.4 Appointed Boards and Committees (Table: 25,26,27)

3.4.1 Generally

The Charter, or general or special laws, have established boards and committees intended to perform specified functions in the government of the Town. Other permanent boards and committees have been established through the enactment of by-laws. From time to time the Town Meeting has authorized the appointment of other committees, usually by the Moderator. Apart from certain statutory restrictions on the holding of multiple offices, any registered voter of the Town of Ipswich is eligible to serve on a board or committee.

Whatever the source of their authority or the manner of their appointment, all boards and committees are discussed in detail in Sections 4 through 12. This Section 3 makes some general observations applicable to all of them.

3.4.2 Internal Organization of Boards and Committees

Each board or committee should annually elect from its membership a chairman, a vice chairman, and such other officers as are deemed necessary or as are required by statute. The annual

election should occur in June of each year, or as soon as possible after new members have been appointed. The Town Clerk and the Board of Selectmen must be notified of the officers of the board upon their election.

The chairman presides over all meetings of the board and represents the board in all proceedings before the Board of Selectmen or other officials. The chairman or his designee shall also be responsible for certifying the board's meeting minutes, observing the public record laws, and maintaining other records of the board.

3.4.3 Time and Place of Meetings

The chairman of each board or his designee is responsible for notifying the Town Clerk of the time and place of regularly scheduled meetings. Boards may hold special meetings in addition to those regularly scheduled, provided that the requirements of the Open Meeting Law are followed. The Town Clerk is responsible for posting all meeting schedules in accordance with the Open Meeting Law.

3.4.4 Subcommittees

Any board, may, by a majority vote of its membership, establish subcommittees consisting of one or more of its own members to address particular issues. Each subcommittee is responsible for observing the Open Meeting and Public Record Laws, reporting to the full board, and complying with all other requirements of the Charter and By-Laws.

3.4.5 Meetings of Boards and Committees with the Board of Selectmen or Town Manager

Annually, upon election, the chairman of each board or committee is responsible for meeting with the person to whom it reports for the purpose of defining an appropriate reporting relationship during the ensuing fiscal year: frequency and method of reporting, official or officials responsible for reporting, transmittal of periodic summaries of board actions, and board roles in developing related legislation or policy of interest to the board.

3.4.6 Annual Reports

Permanent boards and committees are required to report annually for the Annual Town Report, 60 days prior to the Annual Town Meeting. To avoid lapse, others are expected to report at the Annual Town Meeting and ask to be continued. The annual report should describe the year's activities for the calendar year ending each December 31. Where required by state and federal regulations, certain boards may be required to submit copies of their annual reports to appropriate state and federal agencies.

4 ELECTIONS (Table: 22)

4.1 Town Clerk (Table: 27)

The Town Clerk is appointed by the Town Manager for a three-year term.

By law the Town Clerk is the keeper of vital statistics of the Town and the custodian of the Town Seal and of all records of the Town; administers the oath of office; issues licenses and permits as approved by the Board of Selectmen and provided by law; and is responsible for the conduct of elections and all matters relating thereto, including compiling and maintaining the street and voting lists. The Town Clerk has all the powers and duties provided that office by the laws of the Commonwealth, the Charter, the By-Laws, and other votes of the Town Meeting or the Board of Selectmen.

The Town Clerk is also responsible for notifying the Town Manager, the Board of Assessors, and the Town Accountant of all funds appropriated by the Town at any Town Meeting and the purposes for which such funds were appropriated.

The Town Clerk interacts with all of the administrative agencies of the Town, boards and committees, and other elected officers, in particular regarding administering oaths of office and keeping of the Town records and minutes of board and committee meetings.

4.2 Board of Registrars of Voters (Table: 25)

The Board of Registrars of Voters consists of three members appointed to staggered terms by the Board of Selectmen. The Town Clerk serves as the clerk the Board of Registrars.

The Board of Registrars of Voters is responsible for the certification of all Town elections and petitions. The Board also is responsible for determining the eligibility of any candidate or petition submitted to the Town for consideration.

The Board meets as needed to accomplish its responsibilities.

4.3 Election Officers (Table: 25)

Annually, no earlier than July 15 nor later than August 15,

the Selectmen appoint enrolled voters of the Town as election officers for each precinct: a warden, a deputy warden, a clerk, a deputy clerk, two inspectors, and two deputy inspectors. They may also appoint in addition two inspectors, two deputy inspectors, and as many tellers as necessary to count the ballots cast. If the Selectmen fail to do so, the Registrars of Voters make the appointment. No later than April 15 the Selectmen notify the chairman of the town committee of each political party, and the latter files with the Registrars a list of enrolled members who wish to be appointed as election officers, and the Registrars submit the names of qualified persons, not more than eight for each position, no later than June 30. The details may be found in Section 12 of Chapter 54 of the General Laws.

5 DEPARTMENT OF PUBLIC UTILITIES (Table: 3)

5.1 Mission of Department

The mission of this department is to procure, generate, and deliver retail electric power; to protect the Town's surface water and groundwater supplies, treat these supplies at the Town's wells and its water treatment facility, and distribute same to retail costumers; and to maintain and operate the Town's sewage collection and treatment systems; all in compliance with applicable Federal, State, and Local Statutes, By-Laws, and Rules and Regulations. The Utilities Department manages and maintains the Electric, Water, and Sewer Divisions of the Town.

The Director of the Utilities Department is appointed by the Selectmen and is supervised by the Town Manager.

5.2 Electric (Table: 3)

The electric department consists of four divisions under the direct management of the Utilities Director. They are headed respectively by the Distribution Foreman, with five linemen; the Power Plant Superintendent, with eleven operators; the Meter Superintendent, with two meter readers; and the Office Manager, with four clerks.

5.3 Water and Sewer (Table: 3)

The Water and Sewer Manager reports to the Utilities Director. He supervises the Waste Water Treatment Superintendent, with three operators; the Water Distribution Foreman, with an equipment operator and a water craftsman; and the Primary [pumping and well] Operator, with three operators.

5.4 Town Engineer (Table: 3)

The Town Engineer is appointed by the Town Manager as needed. As of 1996 this position has been vacant for several years.

5.5 Cable Television Advisory Committee (Table: 25)

The Cable Television Advisory Committee, consisting of five members appointed by the Board of Selectmen for one-year terms, was established by a vote of the 1981 Annual Town Meeting to advise the

Board of Selectmen on matters relating to the licensing and supervision of a contract for providing cable television services in the town consistently with Chapter 166A of the General Laws. In accordance with the terms of the contract, the Selectmen may designate the CATV Advisory Committee to exercise certain contract powers. The Committee also acts as a sounding board for citizen complaints and suggestions relating to the cable television services. Under the direction of the Town Manager the Committee refers subscribers' complaints to the cable operator for appropriate resolution.

The Committee meets on an as-needed basis. It interacts with the Town Manager to provide advice and recommendations to the Board of Selectmen on licensing for the cable contract.

EDITORIAL COMMENT:

Before acting on any proposal for new or amended contracts for cable service, every member of this committee should read *Being Digital*, by Nicholas Negroponte (New York: Knopf, 1995).

6 DEPARTMENT OF PUBLIC SAFETY (Table: 3)

6.1 The Mission of the Department of Public Safety

The mission of this department is to plan, organize, and provide police and fire protection for the Town; to provide surveillance of the Town's harbors and waterways to ensure safety therein; to develop emergency response plans and to execute same in the event of a natural disaster or other emergency; to oversee the development, protection, and harvesting of the Town's shellfish resources; to provide domestic animal control services; to oversee the administration of emergency ambulance contract services; and to plan and implement a system of combined emergency dispatching of services for the Town.

6.2 Police (Table: 3)

The Police Department is headed by the Chief of Police, who is appointed by the Town Manager and is also the Director of Public Safety. The department includes a Deputy Chief, and in current figures four sergeants, seventeen patrolmen, a permanent intermittent patrolman, four matrons, a crossing guard, and ten special police officers. The Police Department oversees and administers the Ambulance Service Contract; provides security for Town Meetings; and provides details for Town Road construction projects as required. Special policemen are employed on a part-time basis to cover special details and seasonal coverage.

6.3 Ambulance Contract

The ambulance contract is made by the Selectmen and administered by the Chief of Police. Currently paramedic-level service is provided, with EMT basic-level as backup in the event of multiple simultaneous service calls.

6.4 Fire (Table: 3)

The Fire Department consists of the Fire Chief, appointed by the Town Manager, four lieutenants and twelve privates. Approximately thirty call fire fighters are appointed by the Town Manager on the recommendation of the Chief. The Fire Department is under the direction of the Director of Public Safety and interacts with the Town Manager as needed.

The department makes safety inspections of fire alarms, oil burners, buildings, LP gas facilities, and underground tanks, as well as all hydrants.

6.5 Harbors

6.5.1 Harbor Master

The Chief of Police also serves in the capacity of Harbor Master for one-year terms as appointed by the Town Manager. The Town Manager also appoints two Assistant Harbor Masters. Their responsibilities include but are not limited to: patrolling Ipswich waterways, enforcing all applicable town, state, and federal rules, regulations, by-laws, and statutes governing the speed limits, safe conduct, and operations; reporting all irregularities promptly to appropriate authorities and property owners; maintaining the Town's Harbor Master boat; maintaining inventory records of departmental equipment, materials and supplies; cooperating with US Coast Guard and other appropriate state and federal agencies; attending meetings of the Waterways Advisory Committee and of Board of Selectmen relative to waterways management; approval and assignment of specific locations for all moorings; recording locations of all moorings and developing a system to identify vessels and owners; maintaining dock ramps and floats at the Town Wharf and installing the same; fabricating, installing, and maintaining the positioning of all navigation aids; aiding craft in distress, recovering boats adrift, and conducting waterborne searches and rescue missions; and preparing and administering departmental budgets.

The Harbor Master works in conjunction with the Police Department, the Fire Department, the Shellfish Constable, the Shellfish Advisory Board, the Waterways Advisory Committee, the Public Works Department, and the United States Coast Guard.

6.5.2 Waterways Advisory Committee (Table: 25)

The Waterways Advisory Committee was established by the Board of Selectmen. It consists of five members appointed by the Selectmen for one year terms. The committee studies, plans, and makes recommendations regarding the development, protection, maintenance, and improvements of the foreshore, jetties, channels, wharves, town landings, launching ramps, and other marine improvements of interest to the Town. The committee also makes recommendations regarding the promulgation of rules and regulations and fees to be charged for the use of the town wharf and mooring

areas. The Board meets on an as-needed basis.

The Waterways Advisory Committee works with the Harbor Master and the Town Manager to provide advice and recommendations concerning rules and regulations relative to waterways facilities under the jurisdiction of the Town Manager. Its administrative support comes principally through the Harbor Master. It also interacts with the Conservation Commission, the Plum Island Advisory Board, the Board of Health, and others to secure protection and management of the waterways of the town as natural resources.

6.6 Emergency Management

The Emergency Management division is staffed by a part-time director and an assistant, both appointed annually by the Town Manager, who is in contact with the North Shore Emergency Management Council and Area I Headquarters of the Massachusetts Emergency Management Agency. The Captain of the Auxiliary Police is also a member of the division.

The responsibilities of the division include: assistance and maintenance for disasters, floods, fires, blizzards, nuclear accidents, military attacks, and so forth, including what used to be called "civil defense." The unit is prepared at all times to help direct traffic; pump cellars; administer first aid; resuscitate persons; deliver emergency supplies; provide generators; keep order; and monitor radiation and deadly gases.

The primary interaction of the Emergency Management Director is with the Director of Public Safety. Interaction with other Committees or Boards of the Town occurs as needed. In the event of an emergency declared by the Town Manager, the Director of Emergency Management may be given formal direction of all Town emergency operations.

The Emergency Operating Center is open every Monday evening from 7:00 to 9:00 p.m. at the Ipswich Middle School.

6.7 Animal Control (Table: 3)

The Animal Control Officer is appointed annually by the Town Manager and functions under the direction of the Director of Public Safety. The responsibility of the Animal Control Officer is to enforce the Town's leash law and pick up stray animals. The animals

are taken to the Town Dog Pound either to be claimed by an owner or to be adopted. The officer also serves as "Animal Inspector" and performs such tasks as euthanizing sick, wounded or injured animals and disposing of the remains; assisting local veterinarians with immunization programs; and working closely with the Ipswich Humane Society.

6.8 Shellfish

6.8.1 Shellfish Constable (Table: 3)

The Shellfish Constable is appointed annually by the Town Manager and is responsible for enforcing town and state regulations regarding the taking of shellfish in Ipswich waters. The Shellfish Constable and two assistants work in conjunction with the Advisory Board to supervise the clam flats and ensure that only licensed clammers are digging and that clams are dug only in permitted areas. They also assist in identifying and controlling sources of pollution. The division interacts with the Shellfish Advisory Board, the Harbor Master, the Massachusetts Department of Environmental Protection, and the Environmental Police.

6.8.2 Shellfish Advisory Board (Table: 25)

The Shellfish Advisory Board was established by the Selectmen, as Shellfish Commissioners, to advise them and the Shellfish Constable on the adoption and enforcement of shellfish regulations. It has seven members, appointed annually. Other responsibilities of the Board are to generate policy concerning the maintenance, development, and preservation of the clam flats. The board meets monthly. As needed, the Board interacts with the Department of Public Safety.

6.9 Combined Dispatch (Table: 3)

The Dispatch Center functions within the Ipswich Police Department and interacts with the Director of Public Safety. The dispatching officer serves as the on-duty coordinator of emergency services and has the authority to dispatch emergency vehicles as needed in response to 911 calls.

7 FINANCE DEPARTMENT

7.1 Mission of the Finance Department

The department comprises the officers and boards responsible for the fiscal and financial condition of the Town, including all matters connected with the collection and distribution of funds.

Its director is the Town Accountant, under the general supervision and direction of the Town Manager.

In order to manage the town and school budgets to comply with the levy limits established by Proposition 2 1/2, the Board of Selectmen, the School Committee, and the Finance Committee meet during each year to cooperatively discuss financial matters of the Town; their chairmen rotate the assignment of presiding over each joint meeting.

7.2 Town Accountant (Table: 25)

The Town Accountant is appointed by the Board of Selectmen for a three-year term and is subject to the general supervision and control of the Town Manager. Besides serving as Director of the Finance Department, the Accountant prepares and maintains the Town's books of original entry in compliance with the Uniform System of Municipal Accounting of the Massachusetts Department of Revenue; assembles the capital and municipal budget documents and all supporting financial data; prepares all financial reports and cash reconciliations required for the Town and the Department of Revenue; and prepares financial statements as required by state and federal agencies to ensure grant eligibility and compliance. The Accountant is also responsible for maintaining the financial data-processing system. The Accountant is an ex officio non-voting member of the Finance Committee.

7.3 Treasurer/Collector (Table: 25)

The Treasurer and Collector is appointed by the Board of Selectmen for a three year term and is subject to the general supervision and direction of the Town Manager.

As Treasurer this official disburses the town payroll, vendor payments, and trust and government-agency transactions. The Collector is responsible for the collection not only of taxes but

of all accounts due and payable to the town as submitted therefor by other town officials and agencies.

The Treasurer and Collector meets periodically with the Board of Selectmen as needed to discuss matters within the purview of the office and interacts on a regular basis with the Board of Assessors concerning collection of assessed taxes and betterments; the Town's tax title counsel concerning tax titles; the Finance Director for operations of computer hardware and software matters and for day-to-day supervision; the Utilities Department concerning collection of water, sewer, and electric revenues, liens, and betterments; and with all other departments for the receipt of miscellaneous revenues.

7.4 Board of Assessors (Table: 27)

The Board of Assessors consists of three members appointed by the Town Manager for staggered three year terms. The Assessing Division is directed by a member of the Board designated by the Town Manager as a full-time assessor.

By authority of Chapter 59 of the General Laws, the Board of Assessors annually makes a fair cash valuation of all real and personal property subject to taxation in the Town. It annually provides the Selectmen with the information necessary for the holding of hearings on the classification and exemption of property. The Board annually determines the tax rate necessary to meet all sums voted by the Town Meeting, subject to approval by the Massachusetts Department of Revenue, and prepares the assessment list and forwards it to the Collector with their warrant for the collection of the taxes assessed. After the bills have been issued, the Board hears all applications for abatement of taxes assessed.

The Board ordinarily meets weekly on Mondays at 6:00 PM in the Assessor's Office. It also interacts with the Town Manager, primarily through the assessing staff, who perform the necessary administrative functions necessary to implement the Board's determinations.

7.5 Budgeting, Purchasing, and Risk Management (Table: 25)

Under the Charter the Town Manager is the purchasing agent of the Town, exercising the powers provided by law for that purpose. In practice he appoints an Assistant Purchasing Agent who provides

purchasing services for the Town, including the preparation of bid specifications and documents, as well as the necessary risk management services with respect to group health and life insurance and accident and casualty insurance policies. He normally delegates school purchasing responsibilities to one or more School Department officials.

By vote of the 1982 Annual Town Meeting, purchasing procedures are governed by G.L. c.40 §4G.

7.6 Trust Fund Commissioners (Table: 25)

Under the Charter the Board of Selectmen appoints three Trust Fund Commissioners, for staggered three-year terms, who by statute "have the management of all trust funds given or bequeathed for the benefit of the town or the inhabitants thereof." The Commissioners meet monthly.

Under a 1994 revision of Chapter X of the By-Laws, the Trust Fund Commissioners manage and control all trust funds not under the control of the Cemetery and Park Commissioners or the Library Trustees, and direct the Treasurer regarding the investment and expenditure of the funds. They are required to make an annual report on the status of public funds, identifying the bequests and the purposes to which they are restricted. They also may serve as a resource available to advise persons who wish to make gifts of money or property in trust of the Town and to advise the Selectmen, the Director of Finance, the Treasurer, and the Finance Committee regarding the acceptance and administration of such gifts.

7.7 Parking Clerk (Table: 3)

The Parking Clerk is appointed by the Town Manager for a three year term and functions under the Town Manager's authority. Under the provisions of G.L. c.90 §20A 1/2, the Parking Clerk collects parking-ticket fines; as Deputy Collector, collects a few older past due motor vehicle excise bills.

The Parking Clerk is available at Town Hall on the first Monday of every month from 10 AM to 2 PM. If the first Monday is a holiday, the Clerk's hours will be fulfilled on the Monday following.

8 DEPARTMENT OF PUBLIC WORKS (Table: 3)

8.1 Administration and Mission

The mission of this department is to plan, organize, and maintain the Town's roads, bridges, sidewalks, and drainage systems; snow and ice control; to administer contracts for emergency clearance of street tree hazards or damage and for refuse collection and recycling operations; to develop and maintain the Town's cemeteries and parks; to maintain assigned vehicles and equipment in operable and safe condition; and to provide for the maintenance and repair of assigned town buildings and facilities; all compliance with applicable Federal, State, and Local Statutes, By-Laws, and Rules and Regulations.

The Director of Public Works operates out of an office in the Town Hall with a secretary and manages highway, forestry, snow and ice removal, building maintenance, and cemeteries and parks. In waste pickup and recycling the department is assisted by the Solid Waste Advisory Committee.

8.2 Highway

The Highway Division maintains and repairs the Town's streets and drainage systems, operating from the Highway Garage on County Road. The Highway foreman supervises tree climbers, equipment operators, and truck-driver-laborers. The winter schedule consists mainly of snow and ice removal and routine maintenance that does not require excavations. The rest of the year the division is busy with road construction, street sweeping, patching streets, repairing sidewalks, repairing drains, cleaning catch basins, and maintaining signs.

8.3 Snow and Ice Control

During the winter months the Public Works divisions join forces to plow roads, haul snow, sand and salt roadways, fill sand barrels, clean catch basins, clear snow away from hydrants, and answer citizen complaints.

8.4 Equipment Maintenance

All Public Works vehicles are serviced and repaired at the Town Garage on County Road by this division, which is headed by a

diesel mechanic. Records of costs of maintenance, gas, and oil are kept in the Public Works Administration Office in the Town Hall.

8.5 Cemeteries and Parks

Under the Charter as amended in 1982 the Board of Cemetery and Parks Commissioners consists of three members appointed by the Town Manager for staggered three year terms. It is supported by a full-time superintendent, several full-time employees, and seasonal staff, appointed by the Town Manager.

The responsibilities of the Board are to develop policy, rules, and regulations for the maintenance and use of the Town's cemeteries and parks, and open spaces. The division interacts primarily with the Director of Public Works, the Human Services Department, and the local veterans groups and funeral homes. It receives revenue from the purchase of cemetery lots, perpetual care, foundations, tent rentals, and grave openings.

8.6 Refuse Collection and Recycling

This division supervises the Transfer Station and the contracts for weekly trash collection and bi-weekly recycling. Since 1989 the Transfer Station on Town Farm Road has provided recycling bins for cans, glass, paper, magazines, cardboard, tires, and batteries. There is also an area for white goods and metals. Leaves and yard debris may be hauled there year-round. There is a Salvation Army bin for used clothing. Telephone books may be recycled at designated times. There is now bi-weekly curbside recycling for newspapers, cans, glass, and plastic.

On the regular weekly trash day, one large item (except white goods or metals) may now be left for collection.

8.7 Solid Waste Advisory Committee (Table: 25)

The Solid Waste Advisory Committee, appointed annually by the Board of Selectmen, works to increase the recycling options for Ipswich residents and educates the general public about the need for and benefits of recycling.

8.8 Forestry

The Forestry Division, which was closed at the end of fiscal 1990 because of budget constraints, was reactivated in July 1994.

Two men do usual forestry work out of the Town Garage and under contract clear lines for the Electric Department.

8.9 Building Maintenance

Under the supervision of the Public Works Director, this division performs routine maintenance and minor repairs at the Town Hall, Police Department, Memorial Building, and the Town Garage.

8.10 Cape Ann Transit Authority (Table: 25)

The Cape Ann Transit Authority was established in 1979 under the provisions of G.L. c.161B, governing the organization and operation of regional transit authorities. A town becomes a member by majority vote of the Town Meeting and is represented on the advisory board of the authority by the chairman of the Board of Selectmen, the Town Manager, or their delegate. Besides Ipswich, the Authority serves Essex, Gloucester, and Rockport with bus and seasonal trolley service and provides van service for elderly and handicapped residents. It is also a conduit for Commuter Rail funding.

8.11 Commuter Rail Committee (Table: 25)

The Commuter Rail Committee consists of seven members appointed by the Selectmen for one year terms. The Committee was first established in 1965 to negotiate contracts for the continuation of rail service between Ipswich, Boston, and points between. It also serves as an advocacy group for the commuters of the Town.

Commuter rail service is provided by Amtrak under contract to the Massachusetts Bay Transportation Authority and the Cape Ann Transit Authority.

The Committee meets from time to time as required.

8.12 Mosquito Control Advisory Committee (Table: 20)

The Mosquito Control Advisory Committee is established by the Town Manager in the exercise of his Charter authority to appoint advisory boards and committees. It consists of seven to thirteen members, who need not necessarily be residents of Ipswich, appointed by the Town Manager for terms of one year, normally to expire each year at the end of May.

The purposes of the Mosquito Control Advisory Committee are: a) to advise the Town Manager and the Board of Selectmen on issues related to mosquito control, particularly those programmatic issues such as recommendations for the ensuing year's management plan; b) to serve as a sounding board and clearinghouse for citizen suggestions and complaints with respect to the administration of the mosquito control management plan being executed by the Essex County Mosquito Control District; and c) and to issue public information press releases to the public and to assist the public and other town boards and officials in gaining a better understanding of the mosquito control management plan and optional elements which may be subject to consideration in the future, e.g. open water marsh management practices, upland spraying of fresh water mosquito larvae, and use, misuse, and side effects of various chemical agents used in mosquito control. The Advisory Committee has no authority to commit the Town to an adjustment in the assessment to be levied for the Essex County Mosquito Control Project (ECMCP) other than that which would result under the normal operations of ECMCP enabling legislation and Proposition 2 1/2.

The Committee assists Ipswich residents and property-owners in securing compliance by the ECMCP with their wishes with respect to spray operations and open marsh water management practices.

The Advisory Committee meets as needed at the call of the chair. Each year it is responsible for developing a management plan, working with the superintendent of the ECMCP; once developed, the plan shall be presented to the Board of Selectmen, who have fifteen days in which to comment on it before its submission by the ECMCP superintendent to the ECMCP Advisory Board and the State Reclamation Board for their respective reviews and approvals.

From time to time the Mosquito Control Advisory Committee may hold joint meetings with the Conservation Commission, Board of Health, Open Space Committee, and other town boards and officials to discuss matters of mutual interest and concern.

9 DEPARTMENT OF CODE ENFORCEMENT

9.1 Mission of Code Enforcement Department

The mission of the department is to provide for the proper review and processing of development project plans; to enforce all applicable town regulations, governing by-laws, including zoning, and the State Building Code concerning building construction and inspection; to issue such permits as may be required for plumbing, gas, and wiring installations in new or renovated buildings; to provide for the necessary review, inspection, and enforcement action to ensure sanitary working and living conditions in commercial buildings, restaurants, and private domiciles; to provide for the surveillance of percolation tests and evaluation of results of such tests to determine suitability of the land for use of septic tanks; and to provide for adequate inspection all weight and liquid measurement devices to ensure their accuracy within established limits.

Description and analysis of these functions awaits a comprehensive treatment of the Zoning By-Laws and health regulations and their enforcement.

9.2 Building Inspector; Zoning Enforcement (Table: 27)

The Building Inspector is appointed annually by the Town Manager by authority of the Charter. The responsibilities of the office are governed by Chapter 143 of the General Laws and the State Building Code. The Building Inspector is the Director of the Code Enforcement Department.

9.3 Plumbing and Gas Inspector (Table: 27)

The Plumbing and Gas Inspector is appointed annually by the Town Manager by authority of the Charter. The responsibility of the office is to inspect all plumbing and gas fittings in the process of construction, alteration, or repair for which permits have been granted, in accordance with the General Laws and the State Plumbing Code. The Inspector reports to the Director of the Code Enforcement Department and interacts with other boards as necessary.

9.4 Wiring Inspector (Table: 27)

The Wiring Inspector is appointed annually by the Town Manager

by authority of the Charter. The Wiring Inspector has supervision over wires over and under streets or buildings and inspects electric wiring in buildings in accordance with the terms of the General Laws and the State Electrical Code.

The Wiring Inspector reports to the Director of Utilities, the Director of Code Enforcement, and interacts with other boards as necessary.

9.5 Health

9.5.1 Health Agent (Table: 3)

Under the Charter the Health Agent is the agent of, and may be a member of, the Board of Health, with all the powers conferred by law on agents of boards of health of Towns, but is appointed by and is subject to the general supervision and direction of the Town Manager. The term of office is three years.

9.5.2 Board of Health (Table: 27)

The Board of Health is composed of three members who are appointed by the Town Manager for staggered three-year terms.

The Board's function is to preserve and maintain the Town's public health standards and protect its environmental resources by educational means and by enforcement of various local, state, and federal regulations and the General Laws, in particular Chapter 111.

The Board ordinarily meets on the first Monday of each month at 7:30 PM in the Town Hall. It interacts with the Director of Code Enforcement concerning issues related to the public health of the Town and also with the Town Manager to ensure implementation of the Board's rules, regulations, and decisions by the administrative staff of the Health Division. As necessary, the Board interacts with other boards of the town on issues of concern to the public health, including the Planning Board, Conservation Commission, Historical Commission, the Ipswich Housing Authority, and the Public Works Department.

9.6 Sealer of Weights and Measures (Table: 3)

The Sealer of Weights and Measures is appointed annually by the Town Manager to enforce the law pertaining to weighing and

measuring devices, reporting to the Director of the Code Enforcement Department and other boards as necessary.

9.7 Zoning Board of Appeals (Table: 25)

The Zoning Board of Appeals consists of five members appointed by the Board of Selectmen for staggered five year terms. The Selectmen also appoint two alternates to one-year terms.

The Zoning Board of Appeals the "permit granting authority" under the Zoning Act (Chapter 40A of the General Laws). In this capacity it hears and decides appeals by persons aggrieved by the inability to obtain permits or by other administrative actions, including those of other officers or boards of the Town; hears and decides applications for special permits under the Zoning By-Law of the Town; and hears and decides petitions for variances. In exercising these powers it may affirm, reverse, or modify any decision appealed from. The Board also acts as a board of appeals on matters of subdivision control under the applicable sections of Chapter 41 of the General Laws and decides on comprehensive permits on regional planning under Chapter 40B. The applicable laws, by-laws, and regulations must be consulted for details as they are too complex to be summarized in this Manual.

The Zoning Board of Appeals usually meets on the second Thursday of each month at 7:30 PM in the Town Hall. Further meetings may be scheduled when necessary to dispose promptly of pending cases.

In developing policies and legislation on issues and problems of comprehensive zoning in the Town, the Zoning Board of Appeals interacts with the Board of Selectmen. To accomplish the Board's responsibilities, it may also interact with the Planning Board, the Conservation Commission, the Board of Health, the Historical Commission, and the Public Works Department.

10 DEPARTMENT OF PLANNING AND DEVELOPMENT

10.1 Mission of The Planning and Development Department

The mission of this Department is to provide for professional land-use management, working in cooperation with the Department of Code Enforcement and the Planning and Zoning Boards; to work with the Conservation Commission, the Historical Commission, the Master Plan Commission, the MAPC representative, and the Fair Housing Committee providing counsel and guidance in the performance of their functions; and to assist as requested in drafting and assembling grant proposals and overseeing their execution.

10.2 Town Planner (Table: 26)

A Town Planner was appointed in 1986 to work with the newly created Master Plan Commission, as well as with the Planning Board, the Historical Commission, and other boards as required. After a hiatus in 1994, the Town Manager appointed a new Town Planner in 1995.

10.3 Planning Board (Table: 27)

The Planning Board consists of five members appointed for five-year staggered terms and one associate member appointed for a two-year term.

The Planning Board gives advice and recommendations to the Board of Selectmen regarding proposed changes in the Town's Zoning By-Law and concerning the use and planning of Town property. The Board is responsible for regulating subdivisions in accordance with Chapter 41, Sections 81A-81GG of the General Laws.

The Board meets bi-weekly on Thursday evenings in the Town Hall. It also conducts site visits as necessary. It interacts with the Board of Selectmen, principally through the Planning and Development department and its related committees, concerning zoning, subdivisions, and land use planning, and with the Zoning Board of Appeals, the Conservation Commission, the Board of Health, the Historical Commission, the Fair Housing Committee, the Utilities Department, and Town Counsel in the furtherance of its responsibilities. The Board receives administrative support from the Town Manager, primarily through the Planning and Development Department and the Town Counsel's office. It also utilizes the

service of contract engineers for the review of drainage plans and for construction inspection of subdivisions and non-residential site developments.

10.4 Conservation Commission (Table: 26)

The Conservation Commission consists of seven members, appointed by the Town Manager with the approval of the Selectmen for staggered three-year terms. The Commission is staffed by a part-time Conservation Agent appointed by the Town Manager.

The Commission's powers are governed by Section 8C of Chapter 40 of the General Laws. The purpose of the Commission is to protect, promote, and enhance the quantity and quality of the natural resources within the Town, especially wetlands, wildlife, and water resources, through planning, acquisition, land management, regulation, scientific research, and public education. The Commission conducts research in local land areas and coordinates the activities of unofficial bodies organized for similar purposes. The Commission may receive gifts, bequests or devises of property or interests in real estate in the name of the Town, subject to approval of the Board of Selectmen. It may also receive monetary gifts for development of a Conservation Fund, and may expend the same, subject to the General Laws and the approval of the Board of Selectmen and of the Town Manager.

The Conservation Commission is responsible for implementing the provisions of Chapter 131, Section 40, of the General Laws in protecting flood plains, seacoasts, and other wetlands within in the town, and the Ipswich Wetlands Protection By-Law (Chapter XVIII of the General By-Laws, adopted at the 1990 Annual Town Meeting).

With the Recreation Committee, the Commission is responsible for developing and adopting, subject to the approval of the Selectmen, the Town's Open Space and Recreation Plan. The Commission may adopt policies and promulgate land management plans for properties of the Town reserved for conservation purposes.

The Commission meets bi-weekly and conducts "Saturday Morning Site Inspections" as appropriate.

The Conservation Commission interacts with the Board of Selectmen for the purposes of developing policies and legislation for the town designed to protect, promote and enhance the quantity and quality of the natural resources within the Town.

The Commission interacts with the Town Manager in all matters relating to the receipt of gifts, bequests or devises of property or interests in real property in the name of the Town. Administrative support to the Commission is primarily through the Conservation Agent, who coordinates the activities of other administrative departments to ensure effectiveness of the Commission's deliberations. As required, the Commission interacts with the Planning Board, the Zoning Board of Appeals, the Board of Health, and the Historical Commission, in order to accomplish the Commission's work.

10.5 Historical Commission (Table: 26)

The Historical Commission consists of seven members appointed by the Town Manager with the approval of the Selectmen for staggered three-year terms.

The purpose of the Historical Commission is to preserve, protect, and develop the historical and archaeological assets of the Town in accordance with Section 8D of Chapter 40 of the General Laws. The Commission may conduct research for places of historic and archaeological value, in cooperation with the state archaeologist. It coordinates the activities of unofficial bodies organized for similar purposes and may, subject to appropriation and approval by the Town Manager, advertise, prepare, print, and distribute books, maps, charts, plans, and pamphlets which it deems necessary for its work.

The Commission may hold hearings, and may propose contracts for execution with individuals, organizations, and institutions for services furthering the objectives of their programs, such as historical preservation covenants. The Commission may recommend that the Town acquire property by gift, purchase, grant, bequest, devise, lease or otherwise a fee (or lesser interest in real or personal property) of significant historical value.

The Historical Commission surveys and compiles a listing of all historical sites and buildings within the Town, public and private, determines the functions and structures of all historical organizations within the Town, and holds seminars with other historical organizations. It further determines the requirements for repair, reconstruction, and protection of historical landmarks, and assists and cooperates with public commissions in the conduct of public historical events. It also administers and enforces the provisions of "The Demolition Delay By-Law."

The Historical Commission meets monthly. The Commission advises the Selectmen on policies and legislation concerning the preservation, protection and development of historical or archaeological assets in the Town. The Commission interacts with and receives administrative support through the Planning and Development Department and the Building Inspector, and interacts with the Town Manager to effectuate publication of its activities and acquisition of interests in historical properties.

The Historical Commission also interacts with the Planning Board, the Zoning Board of Appeals, the Public Works department, the Conservation Commission, and the Board of Health, as necessary when those boards are considering properties of historical or archaeological value.

10.6 Historic District Study Committee (Table: ??)

A Historic District Study Committee has been appointed from time to time by the Town Moderator as directed by the Town Meeting.Its purpose is to protect, preserve, identify, and promote the historical assets of the Town and to develop, in conjunction with the State, programs to ensure that the goals of historic preservation are considered in planning for future land use/growth management of the Town.

The Historic District Study Committee primarily supports the Historical Commission in evaluating the feasibility of establishing an Historic District. It also interacts with the Planning Board. It meets as needed for the accomplishment of its task.

A proposed historic district by-law was rejected by a Special Town Meeting on October 17, 1994.

10.7 Industrial Development Finance Authority (Table: 26)

The Industrial Development Finance Authority consists of five members, appointed by the Board of Selectmen for staggered five-year terms. At least one member is to be experienced in financial matters, one in real estate matters, and one in town government.

The Industrial Development Finance Authority is responsible for coordinating and approving industrial development projects for financing by means of tax-exempt industrial development finance bonds in accordance with the provisions of Chapter 40D of the General Laws.

The Authority meets on an as-needed basis. It interacts with the Selectmen on matters concerning industrial development finance activities within the town, including policies and legislative initiatives.

10.8 Industrial Development Commission (Table: 27)

At the 1966 Annual Town Meeting the Town accepted Section 8A of Chapter 40 of the General Laws, authorizing the establishment of an Industrial Development Commission. The Commission was active in the 1970s but has not had members since the defeat in 1981 of a proposal for the issue of industrial park bonds.

When active, the Commission has nine members appointed by the Town Manager, serving staggered terms of three years.

The functions of such a commission are to promote and develop the industrial resources of the Town; to conduct research into industrial conditions; investigate and assist in establishing educational or commercial projects, including projects involving private enterprise, for the purpose of expanding or strengthening the local economy; and co-ordinate the activities of unofficial bodies organized for those purposes.

The Commission meets as needed, and interacts primarily with the Department of Planning and Development as well as with the Town Manager.

10.9 Master Plan Commission (Table: 29)

The Master Plan Commission was established by vote of Special Town Meeting on October 21, 1985. It was charged with developing a Master Plan to update earlier planning documents with the assistance of a professional planner and with proposing revisions to the Zoning By-Law. Originally the Commission was to report to the 1996 Annual Town Meeting and dissolve on June 30, 1987, unless continued by Town Meeting vote. It is still at work in 1996.

The Master Plan Commission consists of twelve members serving one-year terms. Two members are appointed by each of the following boards: the Board of Selectmen, the Planning Board; the Zoning Board of Appeals, the Conservation Commission, the Historical Commission, and the Finance Committee. In 1992 a member appointed by the Ipswich Housing Authority was added.

The Master Plan Commission reviews and updates of the Master Plan, makes recommendations to the Planning Board for changes in the Zoning By-Law and procedures of those town boards involved in growth and development, and assists other boards in maintaining the natural and historical features and character of the Town.

The Commission meets as needed, usually monthly. It interacts with the Board of Selectmen, primarily through the Planning Board, on those matters specifically related to the Town's Master Plan, and also with the Ipswich Partnership on downtown revitalization. It has prepared a bibliography of all previous town studies, which is available through the Town Manager or the Planning Office. As of 1996 it had subcommittees or "focus groups" on the Local Economy, Culture, Land Use/Growth Planning, Town Infrastructure, and Neighborhoods.

10.10 Metropolitan Area Planning Council Representative (Table: 27)

The Metropolitan Area Planning Council includes one representative from each city and town of the Metropolitan Area Planning District, of which Ipswich is a statutory member. The Ipswich representative is appointed by the Town Manager.

10.11 Fair Housing Committee (Table: 25)

The Fair Housing Committee is composed of three members appointed by the Board of Selectmen for one-year terms. The Committee seeks commitment to the enforcement of anti-discrimination laws and the promotion of equal choice and access to housing for all persons. It provides advice to the Selectmen on the Town's efforts to promote fair treatment and equal opportunities for safe and sanitary housing for citizens of the Town, regardless of race, color, age, sex, religion, welfare status, marital status, national ancestry, physical or mental disability. The Committee interacts primarily with the Selectmen on Planning and Development, Human Resources, and Code Enforcement issues and with the Town Manager to ensure implementation of the Fair Housing Plan, through the variety of methods indicated in the work program. The Town Manager provides staff support to the Committee through the Planning and Development department, and other appropriate staff.

The Committee meets as necessary with the Planning Board, the Zoning Board of Appeals, the Conservation Commission, the Board of Health, the Historical Commission, and the Housing Authority to

ensure compliance with the fair housing policies of the Town.

10.12 Ipswich Bay Circuit Committee (Table: 27)

The Ipswich Bay Circuit Committee consists of seven members appointed annually by the Town Manager. It maintains the Ipswich portion of the Bay Circuit route, a series of open-space corridors from Newburyport to Hingham in a loop around greater Boston, sponsored by the regional advisory Bay Circuit Committee, to which the Board of Selectmen appoints an Ipswich delegate for a one-year term.

The Ipswich Committee interacts with the Conservation Commission, the Master Plan Commission, regional Planning Agencies, and the state Department of Environmental Management as appropriate in the furtherance of their objectives.

10.13 Ipswich River Watershed District Advisory Board (Table: 25)

The Board of Selectmen appoints one representative annually to the Ipswich River Watershed District Advisory Board, a regional board which monitors the condition of the Ipswich River watershed.

10.14 Plum Island Advisory Committee (Table: 25)

The Plum Island Advisory Committee has three members appointed annually by the Selectmen to advise on the uses of the Town's end of Plum Island.

10.15 Hall-Haskell House Committee (Table: 28)

The Hall-Haskell House Committee, established by the 1981 Annual Town Meeting, is charged with administering the use and maintenance of the Hall-Haskell House as a civic center; for promoting the Town's interests in horticulture, agriculture, and architectural and historic preservation; and for providing information to visitors. Its five members are appointed annually by the Moderator and include one member from each of the two garden clubs, a member from the Chamber of Commerce, and two members at large.

10.16 Ipswich Coastal Pollution Control Committee (Table: 25)

This committee, formed in 1991 in response to growing concern about the effect of coastal pollution on shellfish and coastal recreation, consists of eleven members appointed by the Selectmen for one-year terms. It issued a report on the Wastewater Treatment Plant in March 1995.

10.17 Temporary Sewer Advisory Committee (Table: 25)

This committee was established by vote of the 1994 Annual Town Meeting, to consist of not more than seven members: appointed one by the Sewer Commissioners, two by the Moderator, one by the Town Manager, one by the Finance Committee, one by the Master Plan Commission, and one by the Conservation Commission.

Its purpose is to gather and evaluate technical information on the Town's sewer collection and treatment system, identify problems, recommend standards and procedures for sewer extension permits, and report its findings to the 1995 Annual Town Meeting. It submitted an interim report to the Sewer Commissioners and the Annual Town Meeting on 4/3/95.

10.18 Open Space and Recreation Committee (Table 28)

This committee, established by a Special Town Meeting in October 1992. consists of seven members appointed by the moderator. It is charged with updating the Town's Open Space and Recreation Plan every five years, and also with insuring that the Town has the opportunity to acquire parts of church properties being considered for sale that are of significant value for recreation, ground water, or scenery. In 1994 it received a small appropriation to evaluate and assess the properties and also a grant from the State Riverways Program to develop a conceptual plan for a riverwalk in the downtown area, working with property owners, merchants, and town officials. It interacts with the Master Plan Commission and the Ipswich Partnership and with other town boards and departments with responsibilities detailed in the 1994 Open Space and Recreation Plan, available at the Town Clerk's office.

The Special Town Meeting of October 17, 1994, also established The "Ipswich Open Space, Recreation, and Water Supply Protection Fund" to provide funds needed from time to time to defray costs of obtaining options, appraisals, and other professional services to purchase significant parcels of real estate in Ipswich.

10.19 Coastal Pollution Control Committee (Table 28)

This committee consists of eleven members appointed annually by the Selectmen. In 1995 it completed its final report on the sources of coastal pollution and recommendations for solutions and their implementation, having taken advantage of several state and federal research grants. It has suspended activity pending the decision of the Selectmen on what action to take on its recommendations.

11 DEPARTMENT OF HUMAN SERVICES

11.1 Mission of the Human Services Department

The mission of this department is to provide recreational facilities and programs for the Town's citizens; to work with the Council of Aging in coordinating or carrying out programs designed to meet problems in aging, in cooperation with the programs of the Department of Elderly Affairs; and to coordinate and assist the Eastern Essex Veteran's Services District administration in the performance of its duties in providing aid and assistance to resident veterans of military service. The Department is directed by the Recreation Director.

11.2 Recreation (Table: 27)

The Ipswich Recreation Department as established under a 1981 Charter amendment consists of one full-time professional director, several part-time and seasonal staff, and a Recreation Committee of seven members appointed by the Town Manager for staggered three year terms.

The Recreation Committee provides a comprehensive and varied program of public recreation activities, services, and resources as well as a variety of pro-active team-building programs. These services and programs are provided to citizens and visitors at all age levels, from pre-school through senior citizens, for the quality use of leisure time in a productive and healthy manner.

The Recreation Committee works with the School Department to provide direction for a wide and diverse array of recreational programs spread throughout the fiscal year.

The Recreation Committee meets monthly or as it deems necessary to accomplish its purposes. It interacts with the Town Manager, primarily through the Recreation Director, to ensure that rules and regulations concerning playgrounds, athletic fields, and the development and delivery of recreational activities are effective.

The Recreation Committee interacts with the Cemetery and Parks Commission, the Board of Selectmen, the Trust Fund Commission, and other boards as necessary.

11.3 Council on Aging (Table: 25)

The Council on Aging consists of seven members appointed by the Board of Selectmen for staggered three-year terms. The office is staffed by a part-time Executive Director, a part-time outreach worker, and two half-time hostesses.

The purpose of the Council on Aging is to represent and to meet the needs of the elderly people residing in the Town. It surveys the elderly population to determine their needs, problems, and concerns; develops criteria for the development of programs and support services in accordance with an assessment of needs; participates in programs offered by the Commonwealth's Department of Elder Affairs; and seek grants to address elderly issues.

The Council meets on the first Wednesday of every month at 4:00 PM at the Council's office. It interacts primarily with the Town Manager through the Director of the Human Services Department, who provides administrative staff support to the Council. It also provides advisory information to the Director concerning delivery of programs and support services, as well as financial management issues. It also works with the Health Agent, the Board of Health, the Ipswich Housing Authority, and private organizations such as Senior Home Care and Action, Inc.

11.4 Veterans' Services (Table:)

Under the provisions of Chapter 115 of the General Laws, a board of directors composed of one Selectman from each of the town of Ipswich, Wenham, Hamilton, and Essex appoints the Veterans' Agent for the regional office, which is situated in Ipswich.

Veterans' Service provides assistance in obtaining benefits from federal, state and local programs for veterans and their dependents, as well as aiding them financially when necessary for ordinary living expenses and medical needs.

The department interacts with the Town Manager through the Human Services Director, with Finance Director and the Town Treasurer to provide for the emergency financial needs of the veteran in an acceptable manner under law and in a timely fashion, and also with the Board of Assessors to assist veterans who are entitled to real estate tax abatements.

11.5 Action, Inc. (Table:)

Action, Inc. is a non-profit agency that serves the Town through Human Service Programs to needy residents. It is managed by a regional board composed of area directors appointed for one-year terms from the member towns. The Board of Selectmen appoints one member annually to represent the Town of Ipswich.

Action, Inc. functions independently of the Town but works in cooperation with the Town Manager and the Ipswich Housing Authority.

11.6 Ipswich Cultural Council (Table:)

The Ipswich Cultural Council was organized in 1991 to replace the former Ipswich Arts Council. It consists of nine members appointed by the Selectmen for staggered three-year terms. No member may serve more than two consecutive terms.

The Council decides the distribution of arts lottery funds or other funds that may be available to it and may also conduct other activities to promote and encourage the arts.

The Council interacts with the Board of Selectmen and the Town Manager to discuss policies designed to promote and encourage the arts within the Town, and also for the purpose of receiving administrative support, financial assistance, and the utilization of property. The Council also interacts with the Department of Human Services for the purpose of sponsoring exhibits, displays, and related activities.

12 IPSWICH PUBLIC LIBRARY

12.1 Mission of The Library Department

The Mission of this Department is to provide and maintain adequate library programs of service to the community. The Library also seeks to maintain and improve levels of communication between the School Department and other departments of the Town.

12.2 The Library Trustees (Table: 25)

The Board of Trustees for the Town Library consists of nine members appointed by the Selectmen for staggered three year terms.

The Board is empowered to administer funds and establish general policies for the operation of the Town Library. The Trustees address the Selectmen and the Town Meeting on behalf of the interests, issues and concerns of library and work to deliver a high-quality program of library service and to expand the public access to informational resources. The Trustees also seek to secure and receive grants for programs, services, and library needs.

The Library Trustees meet on the third Monday of every month. They interact with the State Board of Library Trustees on regulatory matters, state certification, and long-range planning, and with the Board of Selectmen and the Finance Committee on budget reviews.

12.3 The Library Director (Table: 27)

The Library Director, appointed by the Town Manager with the approval of the Trustees, works with the Trustees in formulating and implementing library policy, and manages a library staff consisting of an Assistant Director and full- or part-time employees responsible for Reference Services, the Children's Department, Circulation, Technical Services, and Buildings and Grounds.

13 TOWN COUNSEL (Table: 27)

The Town Counsel is appointed annually by the Town Manager.

The Town Counsel's responsibilities are to draft all bonds, deeds, leases, obligations, conveyances, and other legal instruments, and do every professional act which may be required of him by vote of the Town Meeting, by the Moderator, by the Board of Selectmen, by the School Committee, or by the Town Manager. When required by any of the aforesaid officials, Counsel furnishes a written opinion on any legal question that may be submitted to him. He also furnishes legal advice to any officer of the Town who may require his opinion on any question concerning the duties incumbent on such officer by virtue of his office. He prosecutes all suits ordered to be brought by the Town or Board of Selectmen, and appears at any court in the Commonwealth in defense of any action or suit brought against the Town or its officers in their official capacity. He also tries and argues any and all causes in which the Town is a party before any tribunal whether in law or in equity in the Commonwealth, or before any Board of Referees or Commissioners, and appears at any and all hearings on behalf of the Town wherever his services may be required.

Town Counsel functions under the direction of the Town Manager and interacts with the Board of Selectmen as required for advice on questions of law relating to any matter before the Board, the form of proposed votes or motions, or the legality of any action proposed to be taken by the Board.