



**Consolidation of Buildings and Grounds Departments  
and Other Initiatives of the Town of Carver, MA and the  
Carver School Department**

**Oct 2015 – Apr 2017**

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Community Innovation Challenge Grant Program**

**Prepared by  
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Meredith, NH**



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# Introduction

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This report was prepared by Municipal Resources, Inc. based on its evaluation of the Town of Carver's proposed consolidation of the buildings and grounds maintenance programs of the Town and the Carver School Department. MRI's work took place over a period of nineteen months from October 2015 into April 2017, consisting of multiple site visits to interview key personnel and visit subject properties, gathering and evaluating data and documents, meetings with decision-makers to discuss findings and recommendations and to evaluate alternatives, and making presentations to both the Board of Selectmen and the School Committee. In the course of the project, significant off-site background research and analysis was carried out that materially contributed to Carver's decision-making.

This report traces the course of the project and provides examples of the information gathered, the analyses conducted, and the presentations made. It also discusses some of the alternatives considered by the Town Administrator and Superintendent of Schools in arriving at their decision to advocate moving forward to their respective boards, along with their branching out into computer network administration.

## Background

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In 2014, the Town of Carver commissioned a feasibility study of its concept of consolidating the buildings and grounds departments of the town and the School Department into a single organization dedicated to quality maintenance of the facilities under its care.

MRI reviewed the 2014 Feasibility Study and is confident that it accurately represents the relative characteristics of each organization with respect to its accounting for the range and volume of facilities each is charged with maintaining. Because they are representative of industry standards, we have confidence in the benchmarks applied with respect to workloads.

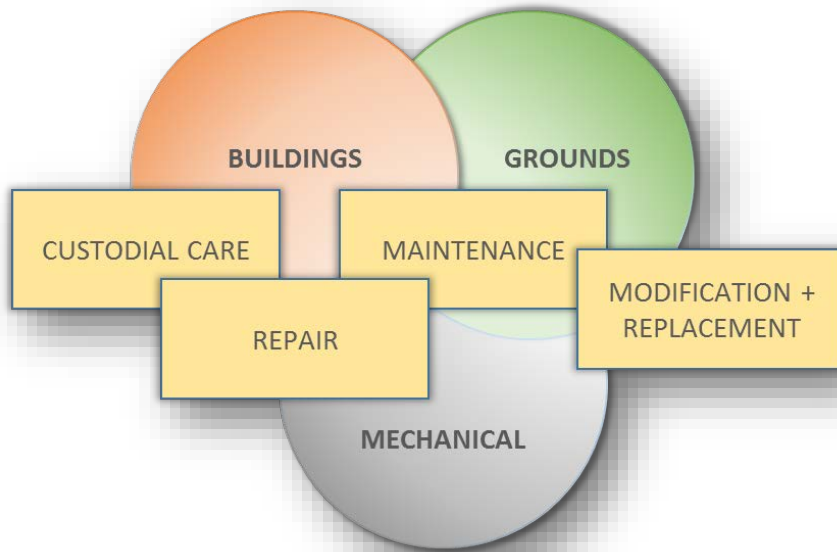
Changes to the Town of Carver's organizational framework as suggested in the feasibility study, to the extent they had been implemented prior to MRI's involvement, served as a starting point for MRI's work. From there, MRI moved forward in concert with the Town, and later with both the Town and Superintendent of Schools to construct a workable operational model.

The School Department maintains a building and grounds maintenance department, as does the Town. Both attend to cleaning their respective buildings, ensuring the functioning of all mechanical systems and conducting minor and medium grade repairs and maintenance within their staffs' ranges of expertise. The School Department's buildings and grounds department maintains all school grounds, including landscaped building surroundings, playgrounds, sports fields, walkways, driveways and parking areas. The Town department maintains the grounds immediately adjoining



its buildings in the town's center as well as two outlying fire substations and a senior center. The public works department, which is properly equipped and staffed for the job, mows and maintains the property at its garage, along with several parks, playgrounds, recreation fields and roadside aesthetic areas.

When compared, both shoulder comparable responsibilities, as depicted below.



Overall, MRI's observations, supported by the representations of the town's Facilities Director, its Superintendent of Public Works and the School Department's Facilities Director, confirm that the general cleanliness and upkeep of both parties' facilities is commendable. Further detail is available in [Appendix A – Existing Conditions](#).

## Strengths and Weaknesses

### School Department

Relying in part on the 2014 Feasibility Study's findings, we further examined the school Department's budget, workload distribution and operating methods as they relate to facilities maintenance. In general, we found that the strength of its program resides primarily with the facilities manager. He shoulders a voluminous and diverse workload quite effectively. Efficient methodologies and sound time management lie at the foundation of his success to date. However, we agree with the Feasibility Study's observation that he is overburdened and approaching an overload point that may result in widespread calamity.

The department's workforce appears to perform adequately, but is short-handed as reported in the Feasibility Study. As a result, the likelihood is that the quality and quantity of work it performs will



suffer as it increases in the future. For that reason, we support the recommendation of the study to add staff as appropriate.

The facility manager's effectiveness, while exemplary, can be enhanced. The school Department employs School Dude, a CMMS application (computerized maintenance management software) with which he manages facilities use scheduling. It is but one of the modules available in the School Dude suite. Acquisition and implementation of School Dude's facilities maintenance module will add the capacity to create and maintain preventative and reactive maintenance schedules, install a full cycle computerized work order system, provide a cloud based interface for customer requests, and contribute to history supported capital planning. MRI is familiar with School Dude and views it as a productivity enhancing tool that can absorb the maintenance scheduling requirements of the Town as well by simply enlarging the school Department's "campus". We advocate pursuing further investigation.

One of the observations of the Feasibility Study with which we strongly concur is the overburden on the facilities manager created by the administrative duties with which he is tasked. Conducting his own procurement activities, processing payroll, maintaining employee attendance records and other office bound tasks appear to consume a material amount of his time that would be better spent managing his work crews, observing and inspecting the work they do, planning, scheduling, quality control, capital projects and customer relations.

### **Town of Carver**

The Town's workforce is split into two operations. A Facilities Director sees to the cleaning, repairs and maintenance of the Town's buildings and their related grounds. One of the factors prompting consideration of consolidating departments is the anticipated retirement of the Director. A skilled and committed professional, his administrative practices, although effective, are largely manual and prone to inefficiency and are not conducive to succession planning. As mentioned above, the utility of School Dude can help to organize and regiment future custodial and maintenance tasks and workloads.

The Public Works Department, under the direction of a capable manager, maintains the balance of the Town's infrastructure assets – roads, parking lots, playgrounds, playing fields and traffic islands. The department is also proficient in maintaining the fleets of the police and fire departments, the administrative vehicles and its own on-the-road and off-road motorized equipment. Where both Town departments fall short is in their administrative efforts, which fall to the department heads due to the absence of administrative support staff.



## Focus of the Study

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This study focused on the possible ways in which the Town of Carver might consolidate the custodial and maintenance requirements of the buildings and grounds of both the Carver School Department and the Town so as to improve and/or preserve current productivity and performance at a similar or lesser cost than incurred as separate operations. MRI researched and considered alternative ranges of responsibility, organizational structures, methodologies, tools and technologies in an effort to offer the Town and the School Department choices for moving forward. Lists of alternatives were prepared that compared positives and negatives with respect to each. Extensive discussion culminated with the selection of a significant yet less than complete consolidation model to propose to the Selectmen and School Committee.

During the time period of the project, the Superintendent of Schools, who had been an opponent of collaboration with the Town, retired. The incoming Superintendent, having come from the Carver school administration, and being acutely aware of the fiscal and political difficulties facing the department, was more open to considering opportunities to work with the Town for the benefit of the School Department and the taxpayers. This change in leadership made a material difference in the forward movement of the project.

The course ultimately selected by the community will be shaped by political factors not considered here and circumstances beyond the scope of MRI's work.

## Alternatives Considered

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The following alternative approaches were chief among those discussed. Each was discussed with the Town Administrator and the Superintendent who were often accompanied by the Town's Public Works Superintendent and the School Facilities Director, and occasionally by their respective finance managers.

1. Maintaining the status quo with separate operations
  - This was a fallback option that would be the result of no forward movement being accomplished. It was the least desirable outcome.
2. Contracting services between the Town and the School Department
  - This approach was the first to be considered, given that it seemed to present the least amount of compromise and change to the status quo while still showing movement in the direction of collaboration between the parties.
3. Consolidating only the Town's Facilities and Public Works departments
  - This option was the Town's first choice if working with the School Department proved unsuccessful.



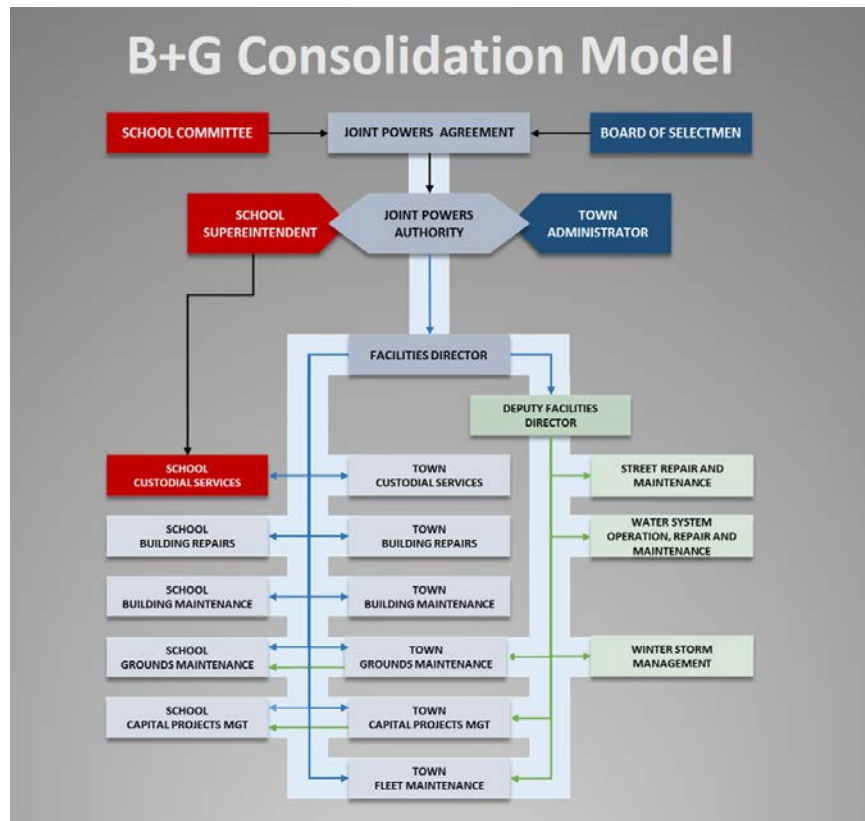
4. Consolidating all elements of the Town's and the Schools' facilities operations, i.e. buildings, grounds and fleets
  - This was the most complete consolidation considered – the one that would move all non-administrative and non-educational operations of both the Town and the School Department into a single operation that would function in a similar fashion to a college campus.
5. Consolidating all elements of the Town's and the Schools' facilities operations excluding fleets
  - This alternative lessened to outcome of the previous option by bowing to the unique nature of the School Department owning and operating its own student transportation operation.
6. Consolidating specific areas of operation, such as custodial services, building maintenance, grounds maintenance, or fleet maintenance
  - As another fallback possibility, this option warranted consideration as a way to start down the path toward a more collaborative partnership.
7. Establishing a landlord and tenant environment
  - Only briefly discussed, this option would place some number of similar facilities under the control and responsibility of either the Town or the School Department with the other paying rent that would cover administrative, custodial and maintenance costs
8. Contracting for services provided by private sector companies
  - While this approach is always an option and will continue to be used by both the Town and the School Department for specialized needs, a strong sense of ownership and confidence in direct control over performance expressed by both parties set it aside as an overall solution.

In the end, a hybrid of Alternative #4, consolidation of all elements of the Town's and the Schools' facilities operations, was chosen as the model to advance for consideration by the Board of Selectmen, the School Committee and ultimately the Town Meeting. The student transportation operation remained with the School Department as did custodial care of the schools for which the Superintendent made a compelling argument, citing the direct and personalized nature of the Department's responsibility for the health and safety of the students that is exemplified by the students' familiarity with and trust in their custodians and bus drivers along with the significantly different tasks engaged in by school custodians as compared to their office building counterparts.

The organizational structure agreed upon is shown in the diagram below and will be formalized in a Memorandum of Agreement defining the relationship. See [Appendix B – Building and Grounds Consolidation MOA](#). In brief, the MOA establishes a partnership between the School Committee and the Board of Selectmen in the form of a Joint Powers Authority comprised of the Superintendent of Schools and the Town Administrator serving as administrators over the consolidated department.



The Superintendent retains direct control over school custodial services and only the Town's fleet is incorporated, leaving the school transportation operation under the control of the School Department. As a practical consideration, the School Facilities Director, who will become the Director of the consolidated department, will retain management oversight of the school custodial services. The Superintendent of Public Works, on the basis of his expertise and experience, will take on the role of Deputy Director and directly oversee non-building related responsibilities.



Because both operations include unionized staffs, some degree of collective bargaining will have to occur in order to consummate the consolidation. Neither the Town Administrator nor the Superintendent of Schools foresee pitfalls.

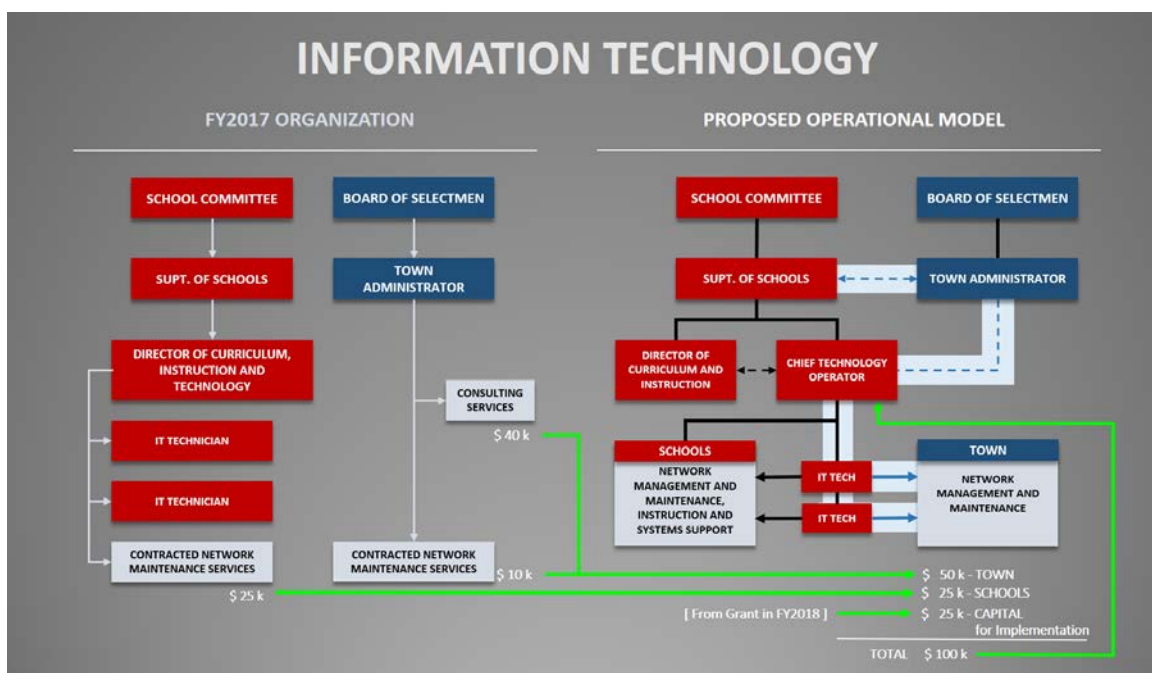
## Properties to Include in Consolidation

The properties warranting consideration for consolidation are listed below. They include buildings and their immediate grounds; play, sports and recreation areas; operations areas and spaces maintained for the aesthetic qualities they add to the community. They can be generally categorized as indoor spaces and outdoor spaces. Indoor spaces are those within a building envelope, most climate-controlled and some not. Outdoor spaces are logically all those areas not within a building envelope. Indoor and outdoor spaces that are related to and in immediate proximity to each other have been listed in [Appendix C – Subject Properties](#).



# Information Systems

Along the way, discussions between the Town Administrator and the Superintendent of Schools led to the town introducing the potential for collaborating on administration and maintenance of information technology networks. Although both parties own and operate separate networks, the Town is dependent on the School Department for its access to the Internet. Because the Town had no in-house staff to maintain its network, it was paying outside vendors \$50,000 annually to administer its network and to provide IT consulting services. The School Department, with two IT technicians on staff, was also paying \$25,000 annually for outside network administration. The Town, in looking for a more cost effective approach to meeting its network maintenance needs, proposed that the School Department could support the Town in that way and use the money the Town was spending on outside services to fund the service. At the same time, the Superintendent expressed a need for greater focus by one of his staff on curriculum and instruction which could be accomplished by sending that position's responsibility for IT oversight to a new administrator for IT operations. Combining the outside spending of both the Town and the Schools provided funding of \$75,000 toward the new position. An additional first year granted-funded implementation subsidy of \$25,000, subsequently replaced by an annual allocation of capital funding to cover ongoing hardware and software installation costs, will be sufficient to pay for the new position. Once funded and staffed, as depicted in the diagram below, the School Department's IT office will maintain both the Town's and the School Department's networks and non-specialized software under a memorandum of agreement modeled after the one designed for consolidation of the buildings and grounds operations. See [Appendix D – IT Systems MOA](#).





# Implementation

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Deciding on an outcome is merely the first major milestone passed by the Town Administrator and the Superintendent of Schools. What remained was endorsement by the Board of Selectmen, the School Committee and the Finance Committee, the latter being a major supporter at the outset of consolidation thinking.

## Foundation for Collaboration

The Carver School Department, as with its contemporaries, is charged by the townspeople to “maintain” proper schools for the education of the community’s children pursuant to Massachusetts law<sup>1</sup>. The law also permits the townspeople may rescind or modify that charge as they see fit.<sup>2</sup> In addition, Massachusetts law empowers the School Committee and the Board of Selectmen to collaborate by jointly providing selected common services including facilities maintenance.<sup>3</sup> Such a collaboration requires the approval of the school committee. The resulting partnership may be revoked at any time in the same manner it was consummated. This principal is contained in both the [Building and Grounds Consolidation MOA](#) and the [IT Systems MOA](#).

The term “maintenance” invokes a moral, if not a legal, duty to provide and maintain a safe, healthy and clean setting within which school children can be educated. Within the scope of this study, safety, cleanliness and healthfulness is limited to those portions of the buildings housing the students, teachers and administrators, their immediate surrounding grounds and the outdoor spaces where they play, relax and compete. As part of this evaluation, we have also looked at the maintenance of the school bus fleet used to transport students to and from school.

The Town of Carver has similar responsibilities with respect to the safety, cleanliness and healthfulness of its facilities and grounds, with the notable difference being the absence of a daily influx of hundreds of students and the accompanying traffic impacts. Its maintenance efforts focus primarily on its employee workspaces and public accessed areas. The Town also maintains several parks, sports fields and playgrounds with the same accompanying responsibility as that of the School Department.

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<sup>1</sup> MGL c71, s68 ... “Every town shall provide and maintain a sufficient number of schoolhouses ...”

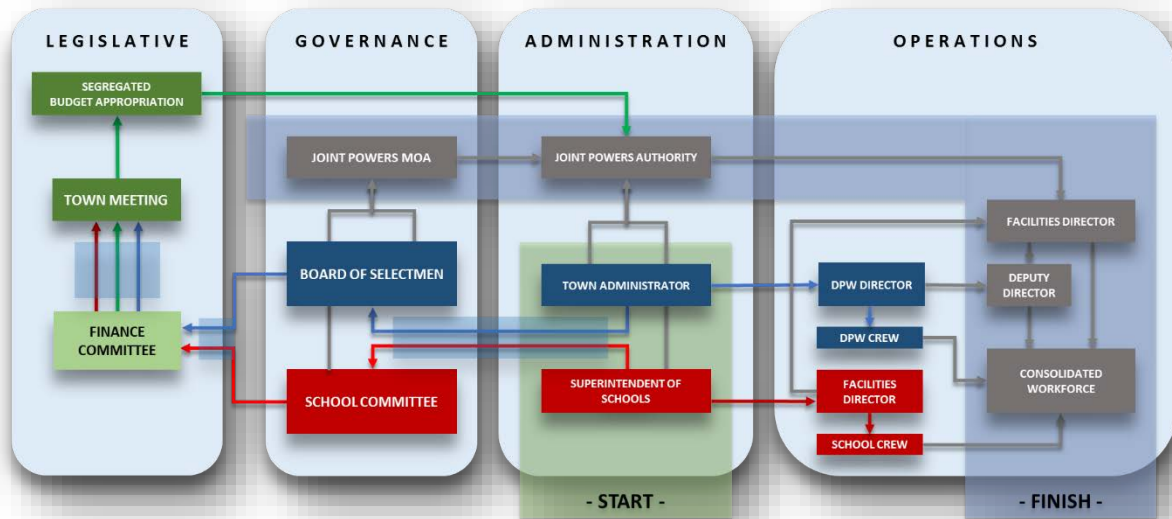
<sup>2</sup> MGL c71, s68 ... “The school committee, unless the town otherwise directs, shall have general charge and superintendence of the schoolhouses, shall keep them in good order ... ” (emphasis applied)

<sup>3</sup> MGL c71, s37M ... “any city or town which accepts the provisions of this section may consolidate administrative functions, including but not limited to financial, personnel, and maintenance functions, of the school committee with those of the city or town ...”



## Implementation Steps

The following diagram depicts the process that will be followed in gaining support and funding for both the buildings and grounds consolidation and the IT systems agreement and implementing both.



A key element to ensuring the integrity and sustainability of the buildings and grounds consolidation will be the planned future appropriation of funds to a town-wide segregated fund that legally shields the funding for this core function from diversion to other purposes.

As of April 2017, the MOAs are drafted, as is an implementation schedule for the buildings and grounds consolidation. See [Appendix E – Building and Grounds Consolidation Implementation Plan](#). Adoption of the Building and Grounds Consolidation MOA by the Board of Selectmen and the School Committee is scheduled for May 2017. Actual implementation will take place during fiscal year 2018 at a pace that ensures success.

Implementation of the IT systems arrangement is ready to begin, pending formal approval of the Board of Selectmen and the School Committee by way of adopting the [IT Systems Memorandum of Agreement](#). The arrangement is expected to be in place for fiscal year 2018.

## In Closing

This project has been an exercise in relationship building whose success rests in the hands of Town Administrator, Michael Milanoski, and the Superintendent of Schools, Scott Knief. MRI's observation of the burgeoning working relationship between the two incumbents suggests that the formal partnerships laid out in the Memorandums of Agreement born out of the project are likely to be notably successful. We wish them well and commend them both for their foresight, open-



mindedness, pragmatism, flexibility, creativity, and perhaps most importantly, their focus on solutions versus impediments – all the time having the best interests of the citizens of Carver as their top priority.

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# Appendix A – Existing Conditions

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## Carver School Department Property

MRI found the cleanliness and upkeep of both the Carver Middle High School and the Carver Elementary School to be in good order, along with the operational condition of their mechanical systems as observed and represented by the school department’s facilities director. Limited effort was being made to maintain the physical plant of the elementary school since voters had approved funding to replace the building beginning in fiscal year 2017.



Carver Middle High School



Carver Elementary School

The school administrative offices and the pre-school facility at 3 Carver Square Boulevard are also satisfactorily maintained by the department.

The school bus maintenance garage, located near the Middle High School and separately staffed, from which the School Department operates its own student transportation system, is very well maintained, as are the vehicles in its charge.



School Administration Offices

## Town of Carver Property

### In General

The cleanliness and order of town facilities rate well with the notable exception of the police and fire station building, which is seriously outdated and scheduled to be replaced as separate facilities. Custodial service is justifiably limited to areas frequented by the public or occupied by employees. Those spaces used to house vehicles, equipment of various types and machinery are maintained satisfactorily by the departments that use them.



## Fire Department Facilities

While crowded, the fire headquarters is in excellent condition due in part to the volunteer efforts of the call firefighting force. The new fire department headquarters building under construction nearby will create an additional burden for custodial service due to its size. It will also add complexity to the management of environmental systems since the new systems, which will be focused on energy efficiency, will bear



only slight resemblance to the systems in the town's other buildings.



Outlying substations are fairly young and in very good condition. Because of their infrequent occupancy and cleanup practices of the fire department, they require only light custodial attention once or twice per week.

## Police Department Facilities

The police headquarters portion of the police/fire station on Main Street undoubtedly receives the lowest rating for cleanliness, tidiness and orderliness. Overcrowding clearly contributes to its condition, as does the transitory nature of the police force on duty. It is a difficult facility to keep clean because of its



overuse as storage space in all areas observed. All areas, including hallways, are cramped; overloaded with office furniture, file cabinets, various communication and technology equipment, and various paraphernalia being retained or stored for some purpose or another. The police portion of the building is cleaned three times per week. Even daily cleaning would not set it right without a major housecleaning to set a starting point for maintenance. With the relocation of fire headquarters to the new station under construction, expansion and renovation of the building for police use, if not complete replacement with a new building, needs to be a high priority in the Town's capital plan.



## EMS Facility

Not new, and not of modern design, the EMS headquarters are neat, clean and spacious. The office, working, sleeping and areas, and restrooms and locker rooms are cleaned twice per week, which is clearly adequate. As with other departments, specialized cleaning related to EMS service delivery aftermath is



handled by the duty crew of EMTs. And, as with most other departmental work areas, the pride taken in maintaining professionally functional and clean work areas, tools and equipment is obvious.

## Public Works Operations Center

As with many public works garages, in the fashion of construction contractor work buildings, Carver's clearly displays its purpose to the visitor. Muddy boots, dirty hands and clothing, seasonal wet and dirt off vehicles and equipment all contribute to the patina of the building. It serves as a rallying point for the public works staff serving it as a work planning space, lunch room, locker room and restroom. The garage portion of the building is typical of a truck maintenance garage, appearing to be cleaned and neatened on an occasional basis by those who work in that space. Under the circumstances of its use, it is relatively clean, neat and orderly. The restrooms and locker room are cleaned daily.

## Public Library

One of Carver's most attractive government buildings, the library is relatively new and of contemporary design. Its spacious carpeted reading and research areas, its long corridors that add a measure of perspective, its towering cathedral ceilings create an interesting, attractive and functional space for its designated use. Its floors, offices, restrooms, passageways, sitting areas and stacks are cleaned daily by a pair of custodians working overlapping shifts in order that one is always available for incidental cleanups and to respond to minor building related emergencies. The high ceilings, large and specialized lighting fixtures, their placement in the building's vertical towers and the custom features of the building that require specialized attention limit the custodial staff's ability to perform tasks beyond cleaning.



## Elder Services Building

Formerly a tavern and inn, the senior center at 48 Lakeview Street is an old building without modern features or amenities. It contains office and meeting areas, a dining/congregating space and restrooms for staff and visitors. It is not heavily used and is cleaned three times per week.





## Town Hall

Renovated and expanded in 1997, this building is in pristine condition. Areas observed are clean, orderly and not overcrowded. The public access areas of the building are kept immaculate. The offices, restrooms and public spaces are cleaned daily.



## **Appendix B - Building and Grounds Consolidation MOA**

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The document contained in the following pages is a model for an agreement between the Carver, MA Board of Selectmen and the Carver School Committee. It sets out the terms and conditions of the working relationship between the parties and the administrative framework and extent of authority of those charged with overseeing the Consolidated Building and Grounds Department.





# AGREEMENT

**PARTIES:** THE CARVER, MA BOARD OF SELECTMEN AND THE CARVER SCHOOL COMMITTEE  
**SUBJECT:** CONSOLIDATED CARE, MAINTENANCE AND REPAIR OF TOWN AND SCHOOL  
BUILDINGS AND GROUNDS

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**THIS AGREEMENT** is made in conformance with M.G.L. c. 71, § 37M. It sets forth the purpose, nature and operational aspects of the relationship between the Carver Board of Selectmen (“the Town”) and the Carver School Committee (“the Schools”), collectively the Parties, as it relates to responsibility for maintenance and repair of school buildings and grounds within the Town of Carver. This agreement shall be administered by and between the Town Administrator, hereby authorized by the Board of

Selectmen, and the Superintendent of Schools, hereby authorized by the School Committee, to be collectively known as “the Administrators”. In particular, it shall apply to the maintenance and repair of all buildings and grounds, and on-site pavement management and snow removal of facilities under the care, custody and control of both the Town and the Schools. It shall not apply to custodial care of School buildings or to maintenance and operation of School student transportation services. It may, however, be amended to extend to other property and operations of common interest as the Parties mutually agree.

## DEFINITIONS

1. The following terms shall have the meanings indicated.
  - a. “Appurtenances” shall mean those accessory structures and features considered to be necessary or optional to the overall utility of a facility, as specified in Appendix A – Subject Facilities.
  - b. “Buildings” shall mean all structures having walls and a roof, that may or may not be weathertight, as specified in Appendix A – Subject Facilities.
  - c. “Facilities” shall mean buildings, grounds, related appurtenances and fleet inventory in general, including mechanical and electronic systems used in their operation, except as specified in Appendix A – Subject Facilities.
  - d. “Facility managers” shall mean those persons responsible to oversee and control the day-to-day use of facilities, designated here as school principals, the fire and police chiefs, the library director and others having operational responsibility for specific buildings, grounds or programs for which the Department provides services, as designated by the Administrators and specified in Appendix A – Subject Facilities.
  - e. “Fleet” shall mean all motorized wheeled and track vehicles owned and operated by the Parties.
  - f. “Grounds” shall mean all natural and paved surfaces and accompanying appurtenances adjacent to or functionally associated with buildings, as specified in Appendix A – Subject Facilities.
  - g. “Maintenance” shall mean the ongoing upkeep of facilities, related appurtenances and systems in an operable state as their intended use requires.
  - h. “Repair” shall mean the restoration of non or malfunctioning facilities to an operable state as required to be usable as intended.

## RECITATIONS

2. The Parties seek to apply a high standard of maintenance to all Town and School buildings and

grounds as a means of keeping them in sound working order and safe for use, and to extend the life of the community's real estate investments.

3. The Parties mutually desire to make use of both Town and School fiscal resources in the most effective and efficient manner possible, especially with regard to school and other capital facilities
4. The Parties recognize that consolidation of the buildings and grounds maintenance and repair effort through a partnership will accomplish the following advantages:
  - a. Focus the community and the funding process on sound capital planning, long term investment in facilities and effective maintenance standards
  - b. Create a framework for funding and service provision that will be resistant to competing inter and intra-departmental priorities
  - c. Provide for efficient management and staffing flexibility that will enhance the overall condition of all public buildings and grounds
5. Accordingly, the Parties, through means of this agreement, mutually agree to consolidate the provision of buildings and grounds maintenance and repair so as to provide for the same in a uniform manner with respect to all Town and School buildings and grounds, the stewardship of which has been entrusted to them by the residents of the Town of Carver.

**The Parties agree as follows:**

#### **MUTUAL COOPERATION**

6. The Parties agree to work together cooperatively and through their respective administrators to uphold and perform according to the terms of this agreement. They agree to work together to separately approve annual operating budgets and capital plans in support of this agreement and to advocate for the same with the Finance Committee and the Town Meeting in pursuit of adherence to the principals hereof.
7. The accounts of the Department shall be maintained by the Town in a manner that supports the actions of the Town Meeting. In the event the Town Meeting makes separate appropriations to annually fund the Department, the Parties shall hold such funding harmless from uses other than as mutually agreed upon in the budgeting process without prior formal and specific action by each, with reasonable written notice given to the other, to allocate a portion of the funding toward a different

purpose.

## **ESTABLISHMENT**

8. There shall be a Facilities Department which shall be fully responsible to provide for or perform all maintenance and repair of all real estate assets of the Town and the Schools. It shall be funded annually by way of one or more budget allocations approved by both Parties, subject to appropriation by the Town Meeting. It shall be responsible to repair and maintain all buildings and grounds of the Parties in good working order and safe for their intended uses.

## **OVERSIGHT AND MANAGEMENT**

9. The Administrators, acting jointly, shall constitute an oversight body that shall act in unison with respect to the following:
  - a. Selecting a Facilities Director, who shall be chosen solely on the basis of applicable education, skill and experience, and who shall be an employee of the Town; and disciplining or terminating the same as, in their mutual judgment, circumstances warrant
  - b. Confirming or not the Facilities Director's choice of a Deputy Director, who shall also be chosen solely on the basis of applicable education, skill and experience, and who shall also be an employee of the Town; and disciplining or terminating the same as, in their mutual judgment, circumstances warrant
  - c. Determining and documenting the distribution of roles and responsibilities between the Director and Deputy Director as warranted by their education, skills and experience, and with due consideration given to relative priorities
  - d. Recommending an annual operating budget for the Department and the facilities it maintains to the Parties, and a twenty (20) year capital plan, both to include proposed funding sources and mechanisms
  - e. Adopting an annual staffing plan to be recommended by the Facilities Director and Deputy Director
  - f. Causing CORI background checks to be performed on all department staff and certifying the outcomes as acceptable when such is the case
  - g. Adopting standards of maintenance and repair for all buildings and grounds specifying the levels to which the Department shall be responsible to perform. Such standards shall be incorporated into this agreement as Appendix B - Standards of Maintenance and Repair.

- h. Adopting standards of operability and performance to which all vehicles, equipment, tools and technology used by the Department to perform its duties are to be maintained
  - i. Causing a computer based work order application to be acquired and used to schedule and document all work of the Department
  - j. Reporting quarterly in writing to the Parties on the financial status of the Department, the operational condition and state of repair of the facilities it maintains, progress on capital and other significant projects, and other matters of import or interest to the Parties
  - k. Annually, preparing a report to the townspeople of the Department's activities and their related costs, along with an assessment of each facility's physical and operational condition based on a rating scale applicable to all, and a commentary on the major issues and projects facing the Department in the ensuing years
10. All decisions and work products of the Administrators shall be documented and promptly reported out to the Parties.
11. The Facilities Director shall prepare the annual operating budget and the capital plan of the Department for consideration by the Administrators. The Facilities Director shall be responsible for management of the Department's budget, purchasing, project management, interaction with regulatory agencies and contracted service providers, and causing all reports to be made timely and accurately.
12. The Facilities Director and the Deputy Director shall direct the work of the Department's workforce, and shall ensure that it is ...
- a) Adequately trained for the work to which they are individually assigned
  - b) Provided with the proper vehicles, equipment, tools, technology and sufficient numbers of coworkers to perform the work safely, effectively and efficiently
13. Because custodial care of School facilities is a factor in their longevity, safety and healthfulness, the Facilities Director shall have oversight thereof and shall be afforded regular and unimpeded input into applicable standards of care, the cost effectiveness of business and care practices, annual budget proposals and evaluation of the performance of the School custodial staff.
14. Neither of the Parties, individually or as a body, the Administrators, nor facility managers, as defined herein, shall direct, request or otherwise interfere with the work of the Department or any worker of the Department.

## **FACILITY USE AND SCHEDULING**

15. The use and scheduling of those facilities under the operational control of the Schools, as specified in Appendix A – Subject Facilities, shall be the responsibility of the Schools, along with determining applicable user fees.
16. The use and scheduling of those facilities under the operational control of the Town, as specified in Appendix A – Subject Facilities, shall be the responsibility of the Town, along with determining applicable user fees.
17. Any portions of user fees intended to support maintenance and repair of facilities shall be credited by the Parties to support of the Facilities Department.
18. School facility managers shall provide the Facilities Department with a list of scheduled events for each calendar quarter no later than one (1) month prior to the beginning of the subject quarter. The facility managers shall immediately inform the Department of schedule changes that require its attention, or render it unneeded.
19. In the event that the transmittal of notices of schedule changes leaves insufficient time for the Department to completely perform customary preparation for an event, the Department will so advise facility managers and offer an achievable performance alternative that addresses the priorities of the facility manager without foregoing safety measures, which if accepted by the facility manager, shall become the standard of performance for the subject event only.
20. Fees imposed for non-governmental and intergovernmental use of facilities shall be set by the Town and the Schools for the properties

## **RESOLUTION OF DISPUTES AND FAILURES TO AGREE**

21. In the event the Administrators are unable to come to agreement within a reasonable period of time with respect to any of their joint oversight or management responsibilities, the matter in dispute or lacking agreement shall be finally resolved by the Chairs of the Parties and the Moderator in a public meeting held for that purpose, unless otherwise permitted to be conducted in executive session under the Open Meeting Law, each having one vote to cast. The judgment as to what constitutes “a reasonable period of time” shall be made in the same manner as resolutions of disputes.

## **ACCESS AND DIRECTION BY FACILITY MANAGERS AND OTHERS**

22. The Parties, acting individual or as a body, and facility managers shall direct all concerns regarding the level of maintenance and repair provided by the Department to the Facilities Director or the Deputy

Director as appropriate. Concerns regarding the standards of maintenance and repair adopted by the Administrators shall be addressed only with the Administrators.

## **TERM**

23. This agreement shall take effect on July 1, 2017, shall extend for a period of twenty (20) years, and shall automatically renew for consecutive equal periods unless terminated by either party as provided herein.

## **TERMINATION**

24. This agreement may be terminated for convenience by either Party by giving written notice to the other no later than twelve (12) months prior to the intended termination date, which shall be June 30 of the year following the written notice. This agreement may be terminated for cause by either Party giving the same period of notice as noted above in the event either Party or its employees unrelentingly commit transgressions with respect to oversight and management of the Department.
25. In the event of termination, the Parties agree to relinquish to each other all vehicles, equipment, tools, supplies, technical and other manuals, and other mutually relied upon goods, whether on-hand or financially committed to, based on the apportionment of the same as listed in the inventory contained in Appendix C - Transitional Inventory.
26. Any dispute as to the above apportionment due to termination shall be resolved first, by vote of the Parties meeting in joint session, and second, in the event of no decision after two (2) roll call votes, by the Town Moderator casting a deciding vote.

## **AUTHORITY MAINTAINED**

27. Nothing in this agreement shall be construed to circumscribe, modify, alter or amend the respective authorities of the Parties or keep them from retaining all functions and actions authorized by the Bylaws of the Town of Carver or State or Federal law beyond the terms hereof.

## **NOTICES**

28. Notices regarding any matter concerning the content, terms, adherence to, performance of, or amendment of this agreement shall be given in writing to:

For the Town:

Chair, Carver Board of Selectmen

Town Hall, 108 Main Street, Carver, MA 02330

For the Schools:

Chair, Carver School Committee

School Administrative Office, 3 Carver Square Blvd, Carver, MA 02330

## **ENTIRE AGREEMENT AND AMENDMENTS**

29. This agreement constitutes the entire and sole agreement between the parties pertaining to its subject matter. It may be amended only in writing and confirmed by formal documentation of the legal actions of the Parties attached to the amendment.



**SIGNATURES**

For the School Department:

X \_\_\_\_\_  
Chair

\_\_\_\_\_  
Print Name

\_\_\_\_\_  
Date

X \_\_\_\_\_

\_\_\_\_\_  
Print Name

X \_\_\_\_\_

\_\_\_\_\_  
Print Name

X \_\_\_\_\_

\_\_\_\_\_  
Print Name

X \_\_\_\_\_

\_\_\_\_\_  
Print Name

For the Town:

X \_\_\_\_\_  
Chair

\_\_\_\_\_  
Print Name

\_\_\_\_\_  
Date

X \_\_\_\_\_

\_\_\_\_\_  
Print Name

X \_\_\_\_\_

\_\_\_\_\_  
Print Name

X \_\_\_\_\_

\_\_\_\_\_  
Print Name

X \_\_\_\_\_

\_\_\_\_\_  
Print Name

## APPENDIX A – Subject Facilities

The following list of buildings, grounds, appurtenances and systems comprises the facilities that are the responsibility of the Facilities Department to maintain and repair subject to this agreement. Specific exceptions are also listed below.

(Tables are exemplary)

### FACILITIES COVERED BY THIS AGREEMENT

#### Town Facilities:

NAME + LOCATION	DESCRIPTION	EXCEPTIONS
Town Hall 108 Main St.	Municipal office building comprised of offices, conference rooms, meeting rooms, the emergency operations center, mechanical and custodial spaces, hallways, elevators, stairways and entryways.	None
Public Works Garage Pond St.	Fleet ... All wheeled and track rolling stock, special purpose equipment	
Police Department 112B Main St.	Fleet ... All marked and unmarked cruisers, command vehicles	
Fire Department 99 Main St.	Fleet ... All fire apparatus, command vehicles, pickup trucks, trailers	Any property with product warranties in effect. Boats, SCBAs, pumps, ladders, firefighting tools and equipment.
Emergency Medical Services 110A Main St.		
Emergency Management (EOC) 108 Main St.		

#### School Facilities:

NAME + LOCATION	DESCRIPTION	EXCEPTIONS
School District Administrative Offices 3 Carver Square Blvd		
School Bus Garage Pond St.		

NAME + LOCATION	DESCRIPTION	EXCEPTIONS
Elementary School 85 Main St.		
Middle/High School 60 South Meadow Rd.		

## APPENDIX B - Standards of Maintenance and Repair

The following list of buildings, grounds, appurtenances and systems defines the standards of maintenance and repair that the Department shall be required to sustain.

(Table is exemplary. Actual standards will likely require significantly more space to articulate. This table can serve as a guide or a table of contents.)

### Town Facilities:

NAME + LOCATION	DESCRIPTION
<Name> <Street Address>	

### School Facilities:

NAME + LOCATION	DESCRIPTION
ALL Schools Various Locations	All pavement areas of the School Department, including the parking lots and on-site driveways will be maintained and repaired by the Department of Public Works as directed by the Director of Public Works. This includes the salting and sanding and plowing of snow on all parking lots, and on-site roadways. Removal of snow from parking lots, walkways and paths will be a high priority for all school facilities. Ice and snow removal from designated walks will continue to be the maintenance responsibility of the custodial staff in each building.

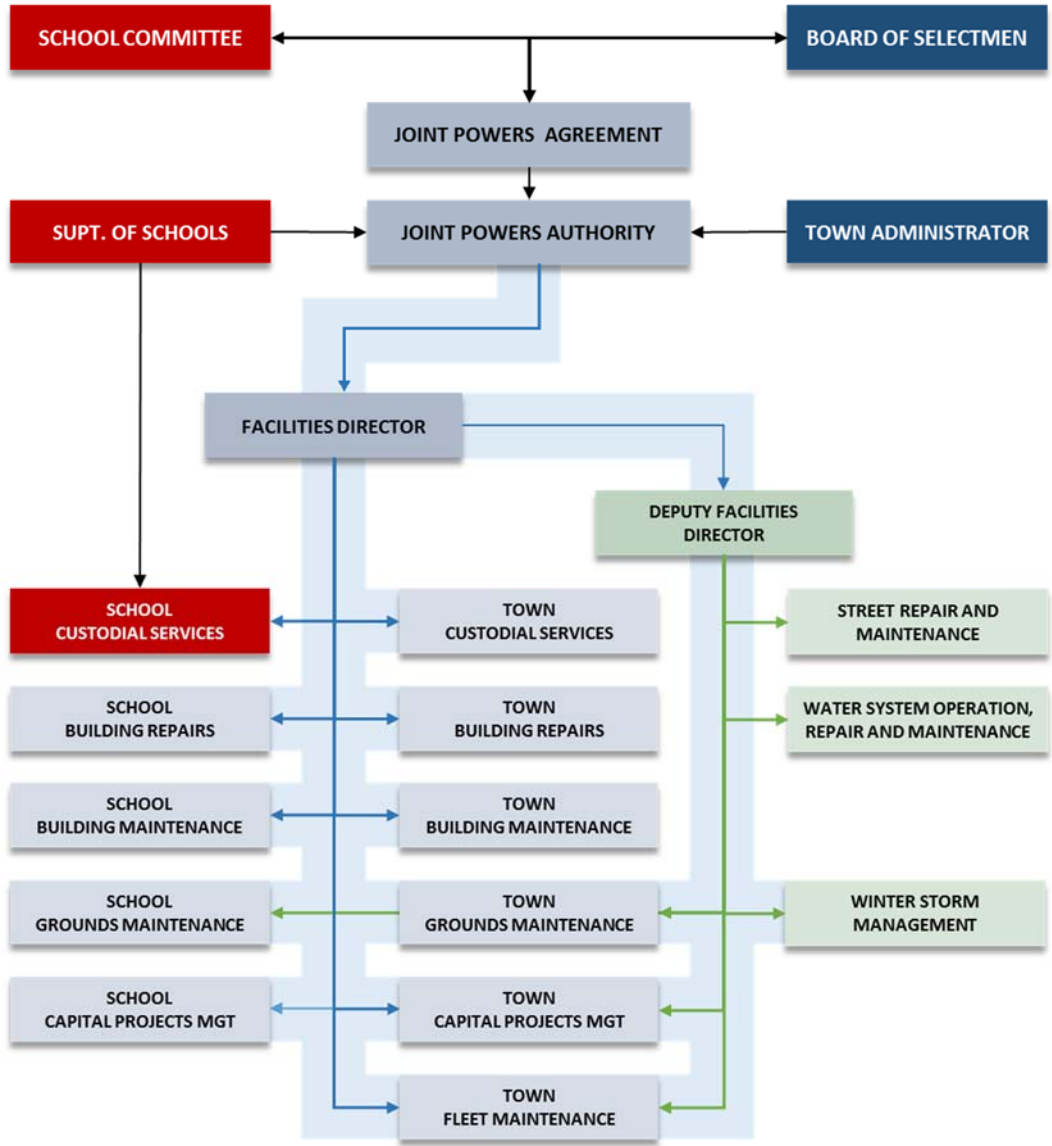
## APPENDIX C - Transitional Inventory

The following inventory of assets under the control of the Facilities Department indicates the origin of each asset and sets the template for reversion to each's original owner in the event of termination of this agreement.

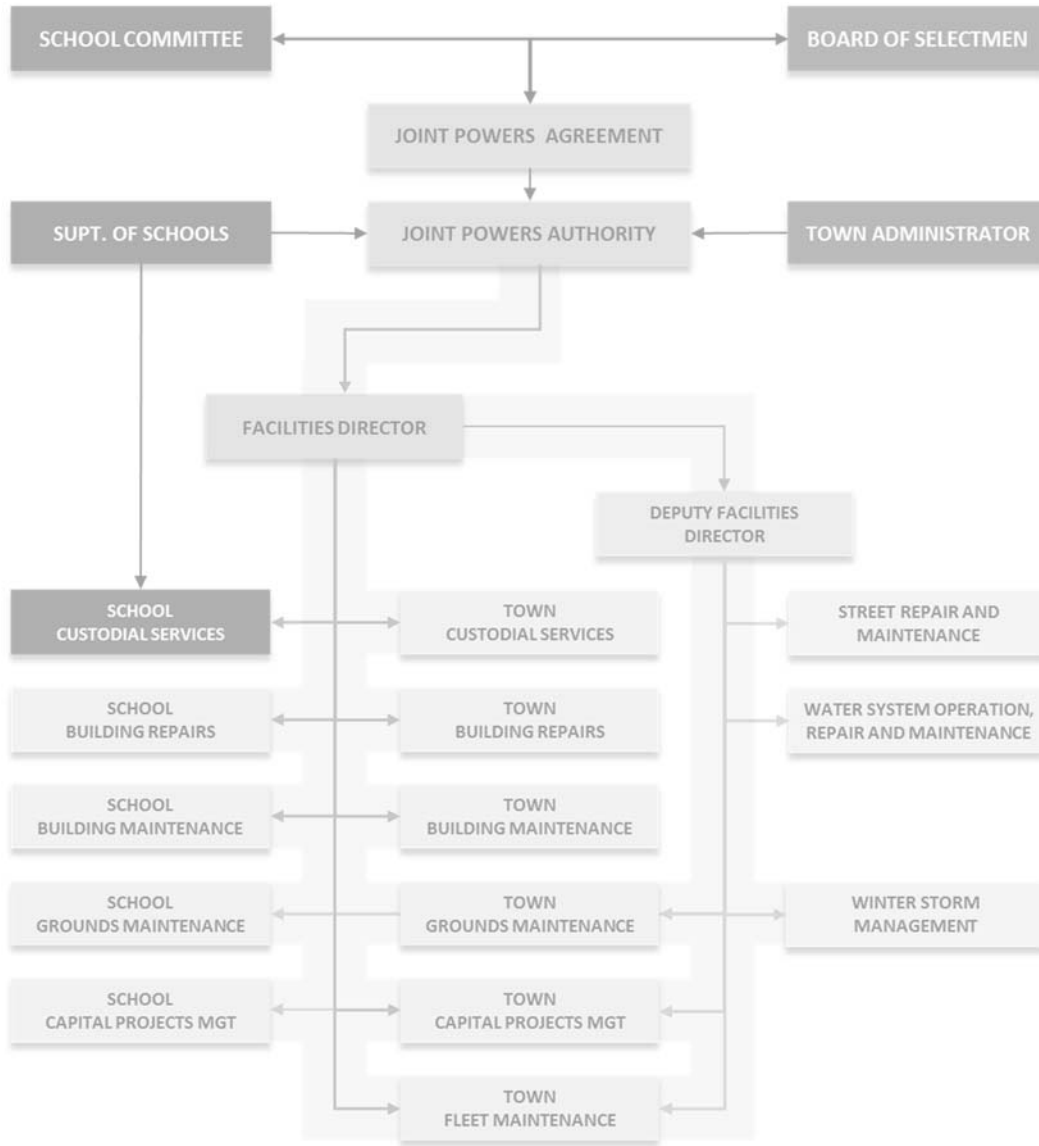
ASSET	TYPE	DESCRIPTION
1. <Name>	<Vehicle, Equipment, Tool, Technology>	<Town, Schools>

# APPENDIX D - Organization Chart

## ROLES AND RESPONSIBILITY AREAS ...



STAFFING ...



## APPENDIX E - Certified Votes of the Parties

What follows are copies of the votes taken in public meetings by the Parties, certified by the Town Clerk.



# Appendix C – Subject Properties

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The following is a list of those properties that will be cared for by the buildings and grounds consolidated department.

## Carver School Department ...

### Buildings and immediate grounds

- Carver Elementary School – building, accessory structures and appurtenances
- Carver Middle High School – building, accessory structures and appurtenances
- School Department Administration offices – building
- School bus and vehicle maintenance facility – building

### Driveways and parking areas

- Carver Elementary School
- Carver Middle High School
- School Department Administration offices
- School bus and vehicle maintenance facility

### Sports fields, playgrounds and miscellaneous

## Town of Carver ...

### Buildings and immediate grounds

- Fire Department facilities
  - New headquarters
  - Station #2
  - Station #3
- EMS Headquarters
- Police Department Headquarters
- Public Works operations center
- Public Library
- Elder Services building
- Town Hall

### Parks, playgrounds and miscellaneous

- Town Common
- Parks
- Sports fields
- Playgrounds

### Driveways and parking areas

- Fire Department facilities

- Carver Elementary School
- Carver Middle High School

### Utilities

- Water supply wells
- Wastewater facilities

- New headquarters
- Station #2
- Station #3

- EMS Headquarters
- Police Department Headquarters
- Public Works Operations Center
- Public Library
- Elder Services building
- Town Hall
- Town Common
- Parks
- Sports fields
- Playgrounds

### Utilities

- Water supply wells
- Wastewater facilities



## Appendix D – IT Systems MOA

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The document contained in the following pages is a model for an agreement between the Carver, MA Board of Selectmen and the Carver School Committee. It sets out the terms and conditions of the working relationship between the parties and the administrative framework and extent of authority of those charged with overseeing the administration and maintenance of the technology networks of the parties.



# AGREEMENT

**PARTIES:** THE CARVER, MA BOARD OF SELECTMEN AND THE CARVER SCHOOL COMMITTEE  
**SUBJECT:** MANAGEMENT AND MAINTENANCE OF TOWN INFORMATION TECHNOLOGY  
SYSTEMS AND FACILITIES/INFRASTRUCTURE MAINTENANCE SYSTEMS

---

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**THIS AGREEMENT** is made in conformance with M.G.L. c. 71, § 37M. It sets forth the purpose, nature and operational aspects of the relationship between the Town of Carver, represented by the Carver Board of Selectmen (“the Town”) and the Carver School Department, represented by the Carver School Committee (“the Schools”), collectively the Parties, as it relates to responsibility for management and maintenance of information technology systems of the Town of Carver. This agreement shall be administered by and between the Superintendent of Schools, hereby authorized by the School

Committee, and the Town Administrator, hereby authorized by the Board of Selectmen, to be collectively known as the Administrators. In particular, it shall apply to the management, maintenance, repair and replacement of all technology hardware and software employed by the Schools and the Town in administering their respective operations and providing services within their jurisdictions. It does not apply to curriculum related technology or specialized systems associated with venues unique to the school environment, such as sports and arts spaces, nor to user software unique to a particular discipline, such as public safety dispatch or records management or to facilities operating systems. It may, however, be amended to incorporate or exclude other technology systems as mutually agreed.

## DEFINITIONS

1. The following terms shall have the meanings indicated.
  - a. "Information technology systems" ("IT systems") shall mean all hardware, appurtenances, interconnecting devices including wireless components, and software that comprise all elements of the networks of both the Schools and the Town and their access to the Internet.
  - b. "Hardware" shall mean the mechanical, magnetic, electronic, and electrical components and any interconnecting materials commonly making up an IT system.
  - c. "Software" shall mean any and all computer applications necessary or beneficial to the operation of computer networks and applications in common non-curriculum use by Town and School employees.
  - d. "Appurtenances" shall mean those accessory components and features considered to be necessary or optional to the overall utility of the IT systems.
  - e. "Interconnecting devices" shall mean indoor and outdoor cables, wires, connectors, and wireless components used to connect hardware components and appurtenances.
  - f. "Management" shall mean the ongoing operation of pertinent systems at or above a specified standard of performance.
  - g. "Maintenance" shall mean the ongoing upkeep of IT systems in an operable state as their intended use requires.
  - h. "Repair" shall mean the restoration of non or malfunctioning IT systems to an operable state as required to be usable as intended.
  - i. "Replacement" shall mean the act of removing and installing hardware and software due to outdated technology, damage, failure or other causes warranting removal from the IT systems.

- j. “Functional Manager” shall mean that person, or his or her designee, in each facility or department reporting to either the Superintendent of Schools or the Town Administrator, having operational responsibility for specific functional areas of either the Schools or the Town to which the Technology Office provides services, as designated by the Administrators and listed in Appendix A – Subject Systems and Functional Managers Technology Office.

## RECITATIONS

2. The Parties seek to apply a high operational standard to all School and Town IT systems as a means of keeping them in sound working order, performing at levels that enhance the efficiency of work by users, safe for use, and keeping pace with reliable contemporary technology.
3. The Parties mutually desire to make use of both School and Town fiscal resources in the most effective and efficient manner possible, specifically with regard to School and Town IT systems.
4. The Parties recognize that consolidation of the IT systems management, maintenance, repair and replacement effort through a partnership shall accomplish the following advantages:
  - a. Focus the community and the funding process on sound capital planning, long term investment in IT systems, and workforce performance through the use of effective and efficient technology
  - b. Create a framework for funding and service provision that shall be resistant to competing inter and intra-departmental priorities
  - c. Provide for qualified management that shall enhance the overall performance of School and Town IT systems along with building/facilities and capital infrastructure in the Town
  - d. Provide for cohesive and effective system design and evolution through consistent knowledgeable planning
5. Accordingly, the Parties, through means of this agreement, agree to consolidate the provision of IT systems management, maintenance, repair and replacement so as to provide for the same in a uniform manner with respect to all School and Town IT systems.

The Parties further agree as follows:

## MUTUAL COOPERATION

6. The Parties agree to work together cooperatively and through their respective administrators to uphold this agreement and to perform according to its terms and conditions. They agree to work together to separately approve annual operating budgets and capital plans in support of this

agreement and to advocate for the same with the Capital Outlay Committee and the Town Meeting in pursuit of adherence to the principals hereof.

7. The financial accounts supporting activities subject to this agreement shall be maintained by the Schools in a manner that supports the actions of the Town Meeting. In the event the Town Meeting makes separate appropriations to annually fund the Department, the Parties shall hold such funding harmless from uses other than as mutually agreed upon in the budgeting process without prior formal and specific action by each to allocate a portion of the funding toward a different purpose.

## **ESTABLISHMENT**

8. The School District shall be fully responsible for performing or providing for all management, maintenance, repair and replacement of all IT system assets of the Town and the Schools through an organizational element to be known as the “Technology Office”, which shall be funded by way of an annual operating budget and a capital plan approved by both Parties and subject to appropriation by the Town Meeting.

## **OVERSIGHT AND MANAGEMENT**

9. The Administrators, acting jointly, shall constitute an oversight body that shall act in unison with respect to the following:
  - a. Determining an organizational framework for the Technology Office to be attached to this Agreement as Appendix D – Organization Chart and amended from time to time as circumstances warrant
  - b. Adopting, subject to approval of the Parties, a job description for the Chief Technology Operator and approving job descriptions for other staff
  - c. Selecting a Chief Technology Operator, who shall be chosen solely on the basis of applicable education, skill and experience, and who shall be an employee of the Schools; and disciplining or terminating the same as, in their mutual judgment, circumstances warrant
  - d. Confirming or not the Chief Technology Operator’s choice of subordinate staff, who shall also be chosen solely on the basis of applicable education, skill and experience, and who shall be employees of the Schools; and disciplining or terminating the same as, in their mutual judgment, circumstances warrant
  - e. Recommending to the Parties an annual operating budget in support of the principals and purpose of this agreement, and a ten (10) year capital plan, both of which shall include proposed

funding sources and mechanisms

- f. Adopting an annual staffing plan to be recommended by the Chief Technology Operator
  - g. Causing CORI background checks to be performed on all department staff and certifying the outcomes as acceptable when such is the case
  - h. Adopting standards of management, maintenance, repair and replacement for all IT systems, components, appurtenances and such, and specifying the levels to which the Technology Office shall be responsible to perform. Such standards shall be incorporated into this agreement as Appendix B - Standards of Management, Maintenance, Repair, Replacement and Performance and reviewed and updated annually
  - i. Adopting standards of operability and performance to which all IT systems, components, appurtenances and such shall perform and be maintained in support of the workforce achieving its purposes
  - j. Causing a computer based work order application, i.e. "Help Desk" to be used to schedule and document all work of the Technology Office. The "Help Desk" shall, at a minimum, log and monitor all requests for assistance until they are closed out based upon priority policy and all other work performed, routine or otherwise, performed by the Technology Office staff. All work shall be documented via timesheets and work orders, as appropriate, which shall include the costs of labor, equipment, parts and services consumed
  - k. Causing periodic meetings with all stakeholders to solicit input and user feedback regarding needs and performance
  - l. Causing, not less frequently than quarterly, written reports to be provided to the Administrators regarding the financial status of the Technology Office, the operational condition and state of repair of the systems it maintains, progress on capital and other significant projects, and other matters of import or interest to the Administrators
  - m. Causing the production of an annual report of the Technology Office's activities and their related costs, along with an assessment of each system's physical and operational condition based on a rating scale applicable to all, and a commentary on the major issues and projects facing the Technology Office in the ensuing years
10. All decisions and work products of the Administrators shall be documented and promptly reported out to the Parties.
11. The Chief Technology Operator shall prepare the annual operating budget and the capital plan of the Technology Office for consideration by the Administrators. The Chief Technology Operator shall

further be responsible for management of the Technology Office's budget, purchasing, project management, interaction with regulatory agencies and contracted service providers, and causing all reports to be made timely and accurately.

12. The Chief Technology Operator shall direct the work of the Technology Office's workforce, and shall ensure that staff is ...
  - a) Adequately trained for the work to which each is individually assigned
  - b) Provided with suitable transportation and the proper equipment, tools, technology and sufficient numbers of coworkers to perform the work safely, effectively and efficiently
  - c) Sufficiently insulated from third party direction and demands

#### **ACCESS AND DIRECTION BY FUNCTIONAL MANAGERS AND OTHERS**

13. Functional Managers shall direct all concerns regarding the level of management, maintenance, repair and replacement provided by the Technology Office to the Chief Technology Operator. Concerns regarding the standards of management, maintenance, repair and replacement adopted by the Administrators shall be addressed only with the Administrators.
14. During the term of this agreement, separate internal budget accounts shall be maintained for the school and town IT systems and no transfer of funds shall be made from a School to a Town account or vice versa without the approval of the Parties.
15. Neither of the Parties nor members thereof, the Administrators, nor any of the Functional Managers as defined herein shall direct, request or otherwise interfere with the work of the Technology Office or any of its staff.

#### **RESOLUTION OF DISPUTES AND FAILURES TO AGREE**

16. In the event the Administrators are unable to come to agreement within a reasonable period of time with respect to any of their joint oversight or management responsibilities, the matter in dispute or lacking agreement shall be finally resolved by the Chairs of the Parties and the Moderator in a public meeting held for that purpose, unless otherwise permitted to be conducted in executive session under the Open Meeting Law, each having one vote to cast. The judgment as to what constitutes "a reasonable period of time" shall be made in the same manner as resolutions of disputes.

#### **NO CIRCUMSCRIPTION OF AUTHORITY**

17. Nothing herein shall be construed to limit or prevent the School Committee or the Board of Selectmen from retaining and exercising any and all functions and actions authorized by the Town of



Carver Charter or General law beyond the terms of this agreement.

## **TERM**

18. This agreement shall take effect on July 1, 2017, shall extend for a period of twenty (20) years, and shall automatically renew for consecutive equal periods unless terminated by either party as provided herein.

## **TERMINATION**

19. This agreement may be terminated by either Party, without or without cause, effective on the last day of June not less than twelve (12) months following written notice given to the other.
20. In the event of termination, the Parties agree to relinquish to each other possession or control of all equipment, appurtenances, tools, supplies, technical and other manuals, and other mutually relied upon goods, whether on-hand or financially committed to, based on the apportionment of the same as listed in the inventory contained in Appendix C - Transitional Inventory.
21. Any dispute as to the above apportionment due to termination shall be resolved first, by vote of the Parties meeting in joint session, and second, in the event of no decision after two (2) roll call votes, by the Town Moderator casting a deciding vote.

## **AUTHORITY MAINTAINED**

22. Nothing in this agreement shall be construed to circumscribe, modify, alter or amend the respective authorities of the Parties or keep them from retaining all functions and actions authorized by the Bylaws of the Town of Carver or State or Federal law beyond the terms hereof.

## **NOTICES**

23. Notices regarding any matter concerning the content, terms, adherence to, performance of, or amendment of this agreement shall be given in writing to:

For the Town:

Chair, Carver Board of Selectmen

Town Hall, 108 Main Street, Carver, MA 02330

For the Schools:

Chair, Carver School Committee

School Administrative Office, 3 Carver Square Blvd, Carver, MA 02330

## **ENTIRE AGREEMENT AND AMENDMENTS**

24. This agreement constitutes the entire and sole agreement between the parties pertaining to its subject matter. It may be amended only in writing and confirmed by formal documentation of the legal actions of the Parties attached to the amendment.

**SIGNATURES**

For the School Department:

X \_\_\_\_\_  
Chair

\_\_\_\_\_  
Print Name

\_\_\_\_\_  
Date

X \_\_\_\_\_

\_\_\_\_\_  
Print Name

X \_\_\_\_\_

\_\_\_\_\_  
Print Name

X \_\_\_\_\_

\_\_\_\_\_  
Print Name

X \_\_\_\_\_

\_\_\_\_\_  
Print Name

For the Town:

X \_\_\_\_\_  
Chair

\_\_\_\_\_  
Print Name

\_\_\_\_\_  
Date

X \_\_\_\_\_

\_\_\_\_\_  
Print Name

X \_\_\_\_\_

\_\_\_\_\_  
Print Name

X \_\_\_\_\_

\_\_\_\_\_  
Print Name

X \_\_\_\_\_

\_\_\_\_\_  
Print Name

## APPENDIX A – Subject Systems

The following list of IT systems comprises those that are the responsibility of the Technology Office to manage, maintain, repair and replace subject to this agreement. Specific exceptions are also listed below.

(Tables are exemplary)

### SYSTEMS COVERED BY THIS AGREEMENT

#### Town IT Systems

NAME + LOCATION	SYSTEM DESCRIPTION	EXCEPTIONS	FUNCTIONAL MANAGER
Town Hall 108 Main St			
Public Works Garage Pond St.			
Police Department 112B Main St			
Library 2 Meadowbrook Way			
Fire Department 99 Main St			
Emergency Medical Services 110A Main St.			
Emergency Management (EOC) 108 Main St.			

#### School IT Systems

NAME + LOCATION	SYSTEM DESCRIPTION	EXCEPTIONS	FUNCTIONAL MANAGER
School District Administrative Offices 3 Carver Square Blvd			
School Bus Garage Pond St.			
Elementary School 85 Main St.			
Middle/High School 60 South Meadow Rd.			

**APPENDIX B - Standards of Management, Maintenance, Repair, Replacement and Performance**

25. The Technology Office shall be required to establish and maintain the following standards as they pertain to its management, maintenance, repair and replacement of IT systems and components and their levels of performance.

(Table is exemplary. Actual standards will likely require significantly more space to articulate. This table can serve as a guide or a table of contents.)

FOCUS AREA	ELEMENT	STANDARD
Systems Management	Networks	
	Internet	
	Intranet	
Maintenance	Networks	
	Internet	
	Intranet	
Repair	Networks	
	Internet	
	Intranet	
Replacement	Networks	
	Internet	
	Intranet	
System Performance	Networks	
	Internet	
	Intranet	

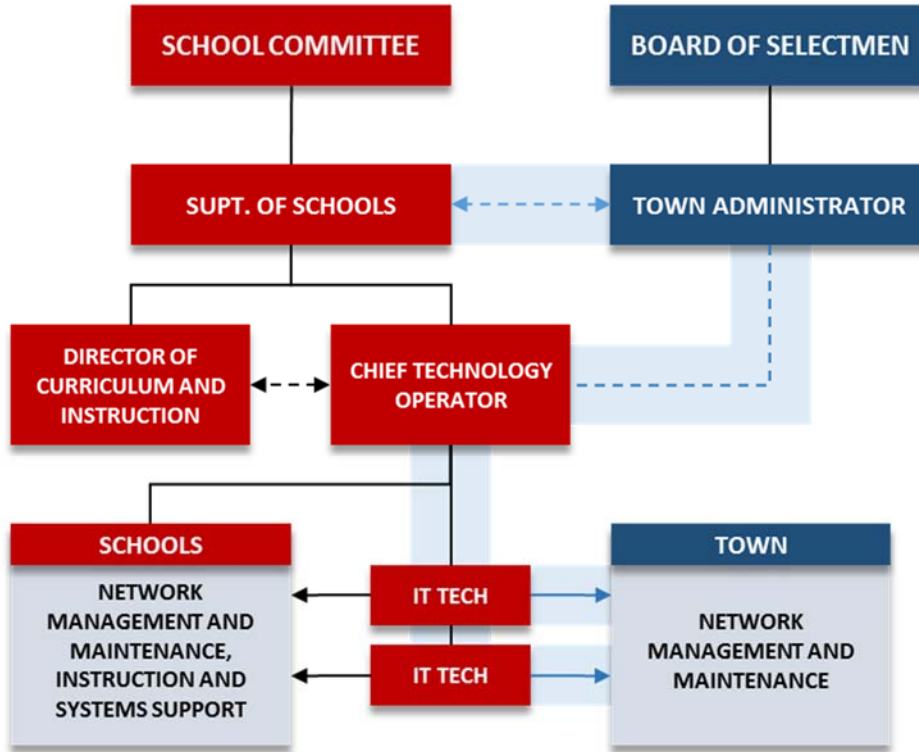
## APPENDIX C - Transitional Inventory

26. The following is a detailed inventory of the IT systems hardware, appurtenances, interconnecting devices including wireless components, and software for which the Town shall rely upon the Schools to manage, maintain, repair and replace on its behalf under the terms and conditions of this agreement.

< Insert or attach a detailed inventory including location and serial numbers of all hardware, software, hardware and software service agreements, warranties and service providers. >

APPENDIX D – Organization Chart

### OPERATIONAL MODEL



# Appendix E – Buildings and Grounds Consolidation Implementation Plan

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The following pages contain a plan for implementing the consolidation of the Town and School Department buildings and grounds maintenance operations.





CONSOLIDATED TOWN/SCHOOLS FACILITIES DEPARTMENT -- IMPLEMENTATION PLAN

Carver, MA

SECTOR ...	TASK ...	ASSIGNED TO ...	DURATION ... 58 Weeks	TIME SPAN	FY 2017																	FY 2018					
					TOWN MTG WEEK																						
					Feb 06	Feb 13	Feb 20	Feb 27	Mar 06	Mar 13	Mar 20	Mar 27	Apr 03	Apr 10	Apr 17	Apr 24	May 01	May 08	May 15	May 22	May 29	Jun 05	Jun 12	Jun 19	Jun 26	Jul 03	Jul 10
WK 1	WK 2	WK 3	WK 4	WK 5	WK 6	WK 7	WK 8	WK 9	WK 10	WK 11	WK 12	WK 13	WK 14	WK 15	WK 16	WK 17	WK 18	WK 19	WK 20	WK 21	WK 22	WK 23	WK 24	WK 25	WK 26		
<b>GOVERNANCE</b>																											
1.	APPROVE implementation plan • Confer with department heads	Town Admin + Supt. of Schools	3 wks	wk # 1 - 3	█	█	█																				
2.	APPROVE Memo of Agreement • Consult legal counsel • Confer with Selectmen, School Comm.	Town Admin + Supt. of Schools	3 wks	wk # 1 - 3	█	█	█																				
3.	ENDORSE Memo of Agreement • Meet in joint session • Joint presentation of Implementation Plan and MOA	Selectmen + School Comm + Moderator Town Admin + Supt. of Schools	1 wks	wk # 14																							
4.	APPROVE budget segregation concept • Joint presentation of Implementation Plan, MOA and budget segregation model	Finance Committee Town Admin, Selectmen Chair, Supt. of Schools + School Committee Chair	1 wks	wk # 14																							
5.	PREPARE Joint Segregated Budget • Consult with department heads • Obtain Superintendent sign-off	Town Administrator	3 wks	wk # 53 - 55																							
6.	ADOPT Joint Segregated Budget • Meet in joint session • Joint presentation of budget	Selectmen + School Committee	2 wks	wk # 57 - 58																							
7.	RECOMMEND Joint Segregated Budget to Town Meeting • Joint presentation of budget	Finance Committee Town Admin, Selectmen Chair, Supt. of Schools + School Committee Chair	1 wks	wk # 59																							
8.	APPROPRIATE Joint Segregated Budget	Town Meeting	1 wks	wk # 61																							
9.	APPROVE Memo of Agreement - APPOINT JPA Administrators • Meet in joint session • Joint presentation of Implementation Plan and MOA	Selectmen + School Comm + Moderator Town Admin + Supt. of Schools	1 wks	wk # 64																							
<b>ADMINISTRATION</b>																											
10.	RESOLVE collective bargaining details • Meet with all units • Document agreements • Consult labor counsel as needed • APPROVE agreements	Town Administrator + Supt. of Schools Selectmen + School Committee	4 wks	wk # 16 - 19																							
11.	CONVENE JPA (Joint Powers Authority Inaugural Meeting)	Joint Powers Administrators	1 wks	wk # 65																							

OVERLAY THIS TIMEFRAME TO FY2018

