Council Chair Update

Next Council Meetings

Meetings are held in the Transit Center. Please mark your calendars with the dates of your FY20 meeting schedule:

- Snow Date for January 30th meeting is February 6th
- April 16, 2020; July 16, 2020; October 15, 2020

Please make every effort to attend the January Council meeting as it is the meeting at which the FRCOG’s FY21 budget will be presented for endorsement. A financial quorum is required.

On January 9, the Finance Committee met to review the FY21 budget. Please note that, contrary to the Budget Development Schedule, the Finance Committee will not meet on the 16th. The Committee will meet on January 23rd only if Hampshire Insurance Trust health insurance premiums exceed the currently budgeted 4% increase. If health insurance premiums are 4% or less, the Finance Committee will not meet and the budget is ready for Council review and approval.

Executive Committee Update

In its meetings since October, the FRCOG Executive Committee:

- Learned that after 5 years of work with FRCOG Planners, 7 Franklin County towns voted to participate in the activities of the Mohawk Trail Woodlands Partnership (MTWP). The Executive Committee commended the Planning department for its hard work, a sentiment echoed by the MA Energy and Environmental Affairs Secretary and the USDA Forest Service Chief in a November ceremony in Charlemont. These state and federal officials signed shared stewardship agreements to provide technical support on natural-resource-based tourism and forest management research and plans.

- Learned of the Census Bureau’s plan to add “noise” to the census data before releasing it in an effort to obscure the identity of respondents. This distortion system can dramatically change the report of demographics, such as population numbers in rural areas, thereby severely affecting state funding shares. On average, rural district demographics can be skewed by + or -10% with this noise, but some will result in changes as high as + or -25%. The Executive Committee agreed that staff should work with statewide counterparts to learn more and to draft letters of concern to the legislative delegation and the Census Bureau.

- Discussed how to handle the inclusion of information on the demographics of FRCOG Council and staff members required to complete grants offered by the MA Department of Public Health.
Held public hearings for petitions to discontinue Court Square and Woodard Road in Greenfield. Without public objection, the committee discontinued and transferred both county roads to the City Of Greenfield. Following the road actions, the committee bid Greenfield Mayor William Martin adieu, and thanked him for many years of service on the Council and Executive Committee.

Finance Committee Update

Budget for Fiscal Year 2021

At the January Council meeting, members will be asked to endorse the budget. The Council budget covers the administrative functions and expenses of the FRCOG, as well as the fee-for-service municipal programs of Collective Purchasing, Cooperative Public Health, Accounting, Cooperative Inspections, and the Emergency Communications System. Administrative staff and costs are gathered in the section of the budget called Regional Services, and this roughly connects to the Regional Services Assessments which all 26 towns are asked to fund in their FY21 budgets and Town Meetings. Participation in fee-for-service programs also comes with an Assessment, as the name implies.

FY21 budget highlights:

- 2.5% staff salary increases
- The first full year budgets for two significantly expanded programs: Cooperative Public Health has added 3 new towns, and Collective Purchasing expanded to officer services in highway products purchasing to towns formerly involved through the Hampshire Council of Governments (now dissolved).
- New staffing level in the Accounting Program.
- 1% increases to member towns Regional and Statutory Assessments
- Creation of a Salary and Recruitment Reserve to meet the challenges of expenses in the next few years following expected retirements.

A year ago the Council requested the draft assessment information be available at the same time as the budget, which is planned for January 30th meeting. Both documents will be distributed to members as part of the packet of preparatory materials on the 24th or earlier. A thorough review of the FRCOG FY21 budget will occur at the Council meeting.

Personnel Committee Update

FY21 Budget Priorities

The Personnel Committee met to discuss personnel-related budget priorities. The Consumer Price Index (CPI) for the northeast is 1.5% year to date. The committee recommended to the Finance Committee and the Finance Committee agreed to 2.5% increases to salaries for the FY21 budget. Both committees noted that staff are the FRCOG’s greatest asset; that the FRCOG does not have a step system or regularly give performance-based increases; and COLA alone does not keep up with competing organizations.
Travel Reimbursement Policy – Out of State Travel

In October the Personnel Committee offered for First Reading revisions to the FRCOG Personnel Policy regarding out of state travel. Since the First Reading, staff have identified the need for further refinement and clarity. The policy is included as a separate attachment and changes to the policy since First Reading are identified in bold. At its January meeting the Council will need to decide whether these changes are administrative in nature and the policy can move forward for Second Reading and endorsement, or are more substantive and endorsement should be delayed to a future Council meeting.

Organizational Assessment

Recognizing that several senior and long-time staff will retire in the next 3-5 years and that over the past 20 years the organization has grown and evolved without pausing to assess its best organizational structure, the Personnel Committee authorized staff to pursue an Organizational Assessment study. The study will analyze the existing structure of the FRCOG hierarchy and recommend any potential changes to it that could be implemented as retirements occur. Funding for this study will be the $25,000 already reserved in the FY20 budget for strategic planning and an additional $5,000 proposed in the FY21 budget. Additionally, staff will develop or will work with peer organizations to develop a salary survey to provide information on competitive salaries for like organizations and positions. The Personnel Committee recommended to the Finance Committee that a special reserve fund be developed to prepare for upcoming staff changes. The reserve fund could be used for the upgrade of existing salaries to make the positions more competitive, the easing of salary increases required to recruit new staff to high-level positions, or for advertising and marketing of open positions.

Executive Director Update

Advocacy, Boards, Commissions and Committees

- The rollout of the Massachusetts Rural Policy Plan continued in the past quarter with presentations at several meetings, conferences and other events. The Plan has generated an enormous amount of attention, and advocacy for and implementation of many of the recommendations is already occurring. Staff are in the process of creating a progress tracking device for the Commission that can be shared with Council members in April.

- The Transportation and Climate Initiative (TCI) is a regional consortium of 12 Northeast and Mid-Atlantic states and the District of Columbia working together to improve transportation, develop the clean energy economy, and reduce greenhouse gases from the transportation sector. Transportation emissions make up 40% of the carbon emissions of the TCI area. To achieve these reductions, TCI is investigating the use of a “Cap and Invest” program that generates revenue through “caps” on emissions, and “invests” the revenue in ways that reduce emissions. Some examples include increasing the use of clean energy vehicles, which
would require the buildout of charging infrastructure, or investing in smart growth and compact
development that greatly reduce the need to drive. The FRCOG has been monitoring and involved in TCI to
ensure that the initiative benefits rural areas, and staff recently attended a 12-state meeting about the
draft MOU that will formalize the partnership of the TCI area and develop the cap and invest program. The

**Climate Resilience**

**Affordable Access to Regional Coordination (AARC) Grant**

FRCOG was recently awarded a grant of $107,850 from the Department of Energy Resources (DOER) to increase
local knowledge of clean energy opportunities for low-income households, and to create and expand resources
for residents, landlords and regional partners working with low-income households. FRCOG staff will be
attending trainings and workshops to build our knowledge of available technologies and incentives, and will
coordinate outreach to low-income residents and landlords with Community Action, Franklin County Regional
Housing and Redevelopment Authority, LifePath, senior centers, municipalities, town energy committees, and
others. FRCOG staff will also provide direct assistance to low-income residents, landlords, and affordable
housing developers on available incentives and clean energy technologies, with help from a clean energy
consultant. The overall goal of the program will be to build and sustain local and regional capacity to increase
adoption of clean energy technologies for low-income households in order to reduce energy costs and GHG
emissions, and to improve the health, safety, and comfort of housing in the region. **More information:** Alyssa Larose at alarose@frcog.org or ext. 127.

**Franklin County Stormwater Plan**

FRCOG was recently awarded funding from the MA Executive Office of Energy and Environmental Affairs to
identify suitable locations and opportunities for using stormwater best management practices (BMPs) in our
rural region to manage stormwater and to identify existing funding opportunities and priorities for towns so that
future transportation and development projects can be leveraged to include more sustainable stormwater
management practices. The benefits of this approach include: reducing the amount of polluted stormwater
entering our rivers and streams; increasing groundwater recharge; alleviating stresses on our Towns’ aging
drainage and transportation infrastructure, and mitigating flooding.

FRCOG will assess the vulnerability of Franklin County rivers and streams to uncontrolled stormwater runoff
from paved and unpaved roads in rural areas and conduct outreach later this winter to identify three pilot
communities to partner with on the project. FRCOG will work with Highway Superintendents in the selected
pilot towns to map localized flooding and wash-out problems, maintenance practices and needs, prioritize
locations for funded road maintenance, and identify opportunities for BMPs on paved and unpaved rural roads
to improve resiliency. **More information:** Kimberly Noake MacPhee at kmacphee@frcog.org or ext. 130.
Comprehensive Economic Development Strategy (CEDS)

The 2020 CEDS Plan will serve as a roadmap for economic development over the next five years in Franklin County. Select local and regional economic development projects seeking public investment will be highlighted in the Plan. For projects applying for federal EDA investment, inclusion in the Plan is required. For other projects, it is advantageous to be included, as it demonstrates regional support and/or may help identify funding sources. To submit a project for consideration, an online project proposal form must be completed by March 6th. More information: Jessica Atwood at jatwood@frcog.org or ext. 123.

Regional Brownfields Program

FRCOG’s recent EPA brownfield grant will fund our contractor, Weston & Sampson, to conduct environmental assessments on sites potentially impacted by hazardous substances, and at no cost to the town or property owner. For a site to be considered, the town must submit a request to FRCOG explaining why assessment is needed and include an Assessor's Card. The Brownfields Steering Committee then will review and prioritize requests. If you know of a commercial or industrial property at a point of transition (i.e. about to buy, sell or redevelop) and there are concerns about potential contamination, please let us know. We may be able to help. Check out the program information sheet on our website for more details. More information: Jessica Atwood at jatwood@frcog.org or ext. 123.

2020 Census Preparation

Work is underway to share materials about the importance of the 2020 Census and how residents can respond to the survey. Starting in March, the US Census Bureau will ask respondents for the first time to complete the survey online. Respondents will have other options (i.e. by telephone or eventually, a paper form to be mailed), but will be strongly encouraged to do it online. Participating locations with public access computers will be promoted and training offered to anyone interested in assisting respondents. To volunteer a potential location, to attend a training or to receive 2020 Census promotional materials, let us know. More information: Jessica Atwood at jatwood@frcog.org or ext. 123.
DLTA Survey

The FRCOG has again received District Local Technical Assistance (DLTA) funding from the Department of Housing and Community Development to help municipalities with the following priorities:

- Planning for housing and growth – housing production and economic development
- Implementation of Community Compact best practices (the expanded list of Community Compact Best Practices can be found on the FRCOG website at https://frcog.org/program-services/municipal-resources/ under District Local Technical Assistance (DLTA))
- Regional sharing of services to achieve and/or enhance efficiency

Since 2006, DLTA funding has allowed the FRCOG to assist towns on numerous projects that promote regionalization of services and local and regional planning projects.

A survey was mailed to every town’s Selectboard Chair and the Greenfield Mayor and emailed to other municipal boards, committees and staff. Other Boards and Departments are encouraged to contact the Selectboard with their priorities. Surveys are due back to Amanda Doster at the FRCOG by January 24. More information: Amanda Doster at adoster@frcog.org or ext. 120.

Purchasing Program – Heading into FY21

Former Hampshire Council of Governments Collective Bid Participants are joining the FRCOG Purchasing Program. We are excited to have a group of 48 towns going into the Spring and Summer Highway Bid Program. Our contracts will be very appealing to contractors and we expect that there will be advantageous pricing for the towns with this additional aggregation.

Fire Alarm and Sprinkler Testing services bids will go out in February with additional participation from Hampshire and Hampden counties. This will be fourth 3-year contract for this service that was added to our offerings with initial DLTA funds.

Additional FRCOG Purchasing staff capacity has allowed us to take on more individual bids for towns as well. We are busy with building and bridge construction, feasibility study proposals, building system repairs, school building upgrades, and energy efficiency projects going into the spring. More Information: Andrea Woods at bids@frcog.org or ext. 104 or Ellen Batchelder at ebatchelder@frcog.org or ext. 131.

Water & Sewer Forum

On November 1, 2019, Senator Jo Comerford, Representative Natalie Blais, and the FRCOG organized a forum on water and sewer issues affecting small, rural towns in their districts. The forum intended to identify resources to assist towns struggling with water and sewer issues, as well as to explore the possibility of regional collaboration
on these issues going forward. Over 90 people gathered at the Whately Town Hall. These included municipal officials and administrators from 25 towns, staff from state and federal agencies, staff from the federal legislative delegation, state legislators and staff, representatives from organizations that support municipalities with water and wastewater issues, state and local community development and planning organizations, and researchers.

Representatives from Greenfield, Erving, Deerfield, Ashfield, Montague, and the FRCOG presented on specific water and sewer infrastructure issues, and all forum attendees participated in small group discussions about next steps for each topic. The FRCOG is currently working to identify ways it can assist towns with some of the identified concerns.

A full report from the forum, including extensive notes and articulated action steps can be found here: https://senatorjocomerford.org/wp-content/uploads/2019/11/20191101-water-and-sewer-forum-report.pdf

More information: Amanda Doster at adoster@frcog.org or ext. 120.

**Drone Services Available**

The FRCOG has renewed contracts with three vendors to provide drone services to the FRCOG and to Franklin County municipalities on an hourly or per-project fee basis. Drones are now commonly used for planning, engineering and emergency response. Examples include: inspecting hard-to-reach areas of buildings, bridges and culverts to assess condition, documenting the extent of storm damage to infrastructure, updating assessors’ maps to verify as-built drawings, mapping the installation of underground sewer/water/gas lines, building and health code enforcement, and visual representations of town planning projects. **More information:** contact Andrea Woods for pricing and contract information at bids@frcog.org or ext. 104, and Ryan Clary for project scoping assistance at gis@frcog.org or ext. 124.

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**Homeland Security & Emergency Preparedness**

**WRHSAC Message Mapping Template**

Communities have tremendous responsibility for managing and coordinating emergency response. During the early stages of an emergency, it is very difficult to develop timely, effective and consistent public messages. In fact, public messaging is often not addressed. This can result in public actions that hinder rather than help the response.
The Western Region Homeland Security Advisory Council (WRHSAC) has developed an easy to use guide and template for developing crisis communication. The Message Map Template helps public safety and municipal officials save valuable time during the early stages of an emergency when the main focus is on other aspects of the response. Messages built using the template are short, simple and easy to understand. They provide key information to address the public’s concern. The messages decrease the public’s confusion about an incident and builds trust in the emergency response.

The Message Map Template and other supporting materials are available on WRHSAC’s website at: www.wrhsac.org/projects-and-initiatives/message-mapping/. More information: Raine Brown at raine@frcog.org or ext. 138.

Franklin County Emergency Communication System (FCECS) Update

The FCECS Oversight Committee is working on restoring/improving the functionality of two towers. The tower in New Salem is not receiving information due to a line of sight issue. To resolve this, we are installing a new microwave path originating from a different tower. The New Salem tower will also receive a new antenna, which will help redistribute the signal to areas that are underserved. The tower at Poets Seat, which was struck by lightning, is receiving new microwave equipment that will improve radio coverage in Montague and Greenfield. We expect these projects to be completed by February 1st.

Public Safety Radio System Migration

Since the September 5th countywide meeting, EOTSS has been busy finalizing their engineering study for the statewide CoMIRS project. This study is taking a bit longer than expected, but that is partially due to change orders that EOTSS requested from the vendor. Those change orders include additional engineering to ensure that the migration of Franklin County to CoMIRS happens efficiently and to determine the best way to use pagers on the CoMIRS system. EOTSS has discovered that there may be a capacity shortage in the region that will necessitate an infrastructure upgrade and/or a re-phasing of the Franklin County migration schedule. Further work is being done by EOTSS now to assess the issue. As we learn more, we will keep the FCECS Oversight Committee and FRCOG Council updated.

EOTSS has completed its procurement process for radios and other equipment for the CoMIRS system. The pricing secured by EOTSS will be made available to Franklin County and the pricing will be in effect for three years. As part of Franklin County’s transition to CoMIRS, EOTSS will provide, on a one-time basis, mobile and portable radios to each department per the inventory of equipment needs completed last year. EOTSS will provide the lowest cost model of portables and radios to each department, which is a combination of Motorola and Kenwood equipment. Each department/municipality will have the ability to upgrade the equipment and/or purchase other add-on equipment at the department/municipality’s cost. Municipalities will also be responsible for the cost of installation and programming of the equipment. The FRCOG will manage the overall purchase on behalf of EOTSS and the municipalities. The FRCOG will be providing more information about this and will schedule a vendor demonstration at the FRCOG offices in the coming weeks. It is our hope to do this in time for municipalities to include whatever costs necessary to FY21 budgets.

A majority of FCECS users have returned the redrafted the FCECS agreement between towns and the FRCOG that reflects the expected transition to CoMIRS. Thank you. More information: Dan Nietsche at dnietsche@frcog.org or ext. 105.
**Pediatric Surge Annex**

25% of our population consists of children under 18, but a nationwide assessment of community hospitals’ ability to adequately treat critically ill pediatric patients in the emergency department revealed that only 20% are prepared. Many hospitals in western Mass. don’t have inpatient pediatric beds or any pediatric physicians on staff. If a mass casualty incident involved children were to occur here, Baystate Medical Center is the only trauma center to which the children could be sent, and their emergency department is overworked on a normal day. This means all of our hospitals must be prepared to stabilize pediatric patients long enough for beds to become available at Baystate or children’s hospitals in Boston or other northeast states.

Through a project funded by the Western Region Homeland Security Advisory Council, six of the nine acute care hospitals in western Massachusetts now have a pediatric surge annex to append to their individual hospital emergency operations plans. The six hospitals that agreed to work on this project now have an annex that includes plans for utilizing space differently; obtaining specialized equipment, supplies, and pharmaceuticals; creating a pediatric safe area for waiting family members or unaccompanied minors; and a list of recommended trainings and just-in-time resources for hospital staff to take advantage of. **More information:** Tracy Rogers at emergencyprep@frcog.org or ext. 118.

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**Land Use & Natural Resources**

**Regional Pollinator Plan**

FRCOG will collaborate with seven Franklin County towns to establish a Regional Pollinator Habitat Corridor — the first of its kind in Massachusetts — and the Commonwealth recently announced $70,000 in funding to help it take flight. Heath, Shelburne, Conway, Bernardston, Montague, Wendell, and Orange will work with FRCOG to create pollinator habitat maps, update land-use regulations to include requirements for native plantings for development and pollinator-friendly landscape management practices, and Create a Pollinator Habitat Corridor Implementation Toolkit. Local level strategies such as these are critically needed to respond to climate change, genetic modification, pesticide use, and habitat loss. Sustainability of our food systems and local farms is linked to pollinators. A 2017 Massachusetts Department of Agricultural Resources plan identified a critical need to evaluate, sustain, and enhance pollinator populations in the state. The Pollinator Habitat Corridor plan will be expandable, so that with additional funding and interest from other Franklin County towns the regional pollinator corridors can be expanded across the county. **More Information:** Kimberly Noake MacPhee at kmacphee@frcog.org or ext. 130.

Nationwide, wild pollinators and managed bee varieties used for crop pollination have experienced challenges to their ability to survive and flourish.
**Mohawk Trail Woodlands Partnership (MTWP) Project**

The purpose of the Mohawk Trail Woodlands Partnership Project (MTWP) is to bring recognition and additional financial and technical resources to 21 municipalities in Franklin and Berkshire Counties to:

- Increase natural resource based economic development
- Increase forest land conservation and sustainable forestry practices on private lands
- Improve fiscal stability and sustainability of the municipalities

State legislation to create a Special Designation for the 21-town region and formally establish the MTWP was passed as part of the Environmental Bond Bill and was signed by Governor Baker on August 9, 2018. Fourteen (14) communities in the Mohawk Trail Woodlands Partnership region have voted to opt in. Consequently, the FRCOG and BRPC are assisting these towns with the formation of the MTWP Board that will assume responsibility for future activities of the Mohawk Trail Woodlands Partnership in accordance with the State legislation. On November 21, 2019, the Chief of the U.S. Forest Service and the MA Secretary of Energy & Environmental Affairs signed a Shared Stewardship Agreement to provide technical assistance to the MTWP to support the goals of the Partnership. Also in support of the MTWP, the Executive Office of Energy & Environmental Affairs (EEA) has offered grant funding of up to $20,000 to each community that has voted to participate in the partnership. Eligible activities must advance the MTWP goals of supporting natural resource-based economic development or increasing forest conservation. More Information: Peggy Sloan at psloan@frcog.org or ext. 133, or visit the Mohawk Trail Woodland Partnership Project at http://www.mohawktrailwoodlandspartnership.org.

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**Training & Education**

**Local Officials Workshops**

Our Local Officials Workshop opened a new year with a workshop on safety for libraries and other lightly-staffed municipal offices. Two dozen people attended to learn about de-escalation and personal protection, with speakers from Clinical & Support Options and the Deerfield Police Department. The series rolled out this fall with a Municipal Financial Management workshop hosted by the MA DOR Division of Local Services on October 3. In November we had an interesting session Mosquito Control District services and costs, in response to the recent statewide Eastern Equine Encephalitis outbreak. Materials from all the municipal workshops are available at: [https://frcog.org/program-services/municipal-resources/](https://frcog.org/program-services/municipal-resources/).

In addition, the FRCOG provided fall training to Planning Board and Zoning Board of Appeals members in collaboration with the Citizen Planner Training Collaborative (CPTC). Two courses were offered: “Writing Fair and Defensible Decisions” and “Zoning with Overlay Districts”.

Have ideas for the upcoming workshop series? Let us know by contacting Amanda Doster, Regional Projects Coordinator, at adoster@frcog.org or ext.120.
Age-Friendly Community Planning

The FRCOG, LifePath, and the Massachusetts Healthy Aging Collaborative co-sponsored a packed-house workshop on Age-Friendly Community Planning in December 2019. 70 people from across the region spent the day learning about the 8 domains of age-friendly communities, what resources are available, and what towns can do to address needs. There was a great deal of interest in continuing the work both through shared learning and with actual projects at the local level. An overarching theme of concern was housing for our residents as they age, allowing them to stay in their communities. Note that this work is now an official Massachusetts Community Compact Best Practice.

To see all the notes and resources from the meeting, click here: https://frcog.org/age-friendly-resources/. More information: Phoebe Walker at walker@frcog.org or extension 102.

Cooperative Public Health Service Continues to Grow

The member towns of the Cooperative Public Health Service Health district recently welcomed the Town of Bernardston as a new member. The CPHS district will do the community sanitation, food safety, public health nursing and communicable disease responsibilities for the town, and the Board of Health will continue to cover the Septic and Private Well work for Bernardston.

In related news, FRCOG is happy to welcome Lisa Danek Burke, longtime local septic engineer and former Rowe Health Agent, to the role of Cooperative Public Health Service Regional Health Agent. Lisa joins full-time district staff Randy Crochier and Lisa White, and seasonal Title 5 Agent, Nicole Zabko. Lisa will be working 22.5 hours a week, and can be reached at ldburke@frcog.org or 413-774-3167 x 141.

The CPHS district currently serves as the comprehensive health department for the towns of Bernardston (except Title 5 work), Buckland, Charlemont, Colrain, Gill, Hawley, Heath, Leyden, Monroe, Rowe, and Shelburne. The towns of Erving, Deerfield, and Conway are members of the district for public health nursing only (see map).
**Traffic Counting**

It’s that time of year again! The FRCOG conducts traffic counts free of charge for our member municipalities on a first come first served basis. Counts typically occur between April and October, and can be used to support grant applications, town planning projects, and any number of other local initiatives. We start putting the schedule together in February, so we’ll be soliciting your requests soon. **More information:** Laurie Scarbrough at lscarbrough@frcog.org or ext. 139.

**Valley Flyer Marketing**

Expanded passenger rail service commenced on August 30 with a 2-year pilot program that provides two additional roundtrips per day during the week between Greenfield and Springfield, and one additional roundtrip on weekends and holidays. This new service makes it possible to travel to New York City and back in the same day during the week. During the fall, the FRCOG and Pioneer Valley Planning Commission hired “the watsons”, a marketing firm based out of New York City, to develop ads, promotions, tag lines and other marketing tools to boost ridership. The watsons bring a wealth of experience in marketing, as well as knowledge of the local area having been the agency of record working on CTRail and CTRides. Watch for the Valley Flyer to start appearing in your social media feeds within the next month! **More information:** Maureen Mullaney at mmullaney@frcog.org or ext. 129.

**Staff Updates & Changes**

**Staff Changes**

- After seven years in our Partnership for Youth, FRCOG’s **Amanda Doster** has transitioned to a new role as our Regional Projects Coordinator. Though her office space and email will stay the same, she will be working on new projects in support of our member towns, including sewer and water infrastructure issues, local official education, shared services, and more. We are pleased to have her in this new role!
- As noted above, **Lisa Danek Burke** recently assumed the role of Regional Health Agent for the CPHS health district. Other new faces in our offices, and yours, are **Allison Gage**, Land Use and Natural Resources Planner; **Rachel Mason**, Homeland Security Assistant, and our two new town accountants, **Debbie Jones** and **Dara LaPlante**. We welcome them all to the FRCOG!