

TOWN OF PELHAM, NEW HAMPSHIRE



SAFETY MANUAL

As Revised, June 29, 2016

TOWN OF PELHAM

SAFETY MANUAL

**TOWN OF PELHAM, NH
JOINT LOSS MANAGEMENT
COMMITTEE**

I. PURPOSE/DEFINITION OF THE COMMITTEE

Every employee has the right to a workplace free from occupational safety and health hazards. A Joint Loss Management Program is designed to prevent accidents and illnesses, and is established jointly between employees and management. Unsafe acts, unsafe conditions and accidents all demonstrate a weakness in the management system. This program provides the framework for safety to be managed like any other function through planning, organization, leadership and control. It is an established fact that a well-trained, well-disciplined and well-supervised employee in a safe and healthful environment is less likely to have an accident.

The purpose of the Joint Loss Management Committee is to bring workers and management together in a cooperative effort to promote workplace safety. The Committee shall meet regularly to develop and carry out workplace safety programs, alternative work programs that allow and encourage injured employees to return to work, and programs for continuing education of employees on the subject of workplace safety. The Committee shall develop a written safety program for submittal to the New Hampshire Department of Labor.

The Committee shall consist of no less than six (6) members. The Town Administrator, the Police Chief, and the Fire Chief shall be permanent members and shall represent the employer. Non-supervisory employee representatives from the Police Department, the Fire Department and Highway Department shall represent the employees. Other members may be invited to participate from the Collective Bargaining Unions as well as any other member of a town sanctioned committee or employee that oversees or utilizes any town property such as the Recreation Committee or the building and maintenance supervisor.

Employee representatives shall be chosen at the first meeting of the calendar year. The Committee shall elect a Chairman and Secretary and these positions will be rotated between employee and employer representatives on an annual basis.

The Committee shall meet at least quarterly, four (4) times per calendar year, on a date and a time and location to be determined by the Committee.

FORWARD

Every employee of the Town of Pelham has the right to a workplace free from safety and health hazards. A "Joint Loss Management" program is designed to prevent incidents and illnesses, and is established jointly between the employees and the management of the Town. Unsafe acts, unsafe conditions and incidents all demonstrate a weakness in the management system. This program provides the framework and structure for safety concerns to be managed like any other function of government through planning, organization, leadership, control and communication. It is an established fact that a well-trained, well-disciplined and well-supervised employee operating in a safe and healthful environment is less likely to have an incident.

This manual has been prepared in order to provide all Town of Pelham personnel with a comprehensive set of written safety policies and procedures. For this reason, the manual is published in a loose-leaf format so that additional or revised pages may be inserted without the necessity of publishing an entirely new manual.

These policies and procedures have been developed, and are expected to be followed in an effort to minimize incidents in all departments and agencies. The material in this manual will be reviewed every two years and amended as necessary. Every employee, supervisor and manager shall be expected to be thoroughly familiar with the contents of this manual and shall be held responsible for compliance with the directives contained herein.

At no time does this manual supersede any individual department policy and procedure manual that may be adopted for a specific department.

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SECTION 1
THE TOWN OF PELHAM SAFETY PROGRAM

100. Joint Loss Management Mission Statement for the Town of Pelham

The Town of Pelham values the health, welfare and safety of every employee and intends to provide a safe and healthful workplace. The Municipal Safety Program provides not only for the safety of all employees, but also for the safety of the public in regard to the operations of the various departments.

In order for the safety program to be successful there must be continuous, active support of all employees, including those in supervisory and management positions.

101. Elements of the Safety Program

To ensure that the Town of Pelham Safety Program remains effective, certain elements and objectives of the Program have been outlined. These are:

- a) To assign safety-related responsibilities to personnel.
- b) To ensure that personnel are assigned to jobs, which they are physically, qualified to safely perform.
- c) To make equipment, work areas, and work methods safe.
- d) To search out safety hazards and eliminate them immediately.
- e) To encourage Employee interest in safety and to maintain that interest. Each employee shall comply with all safety rules and regulations, which are applicable to their own actions and conduct.
- f) To control the work habits of personnel by adequate and effective supervision.
- g) To provide proper protective equipment and to make its use mandatory.
- h) To educate and train Employees as to the specific hazards of their jobs.
- i) To investigate incidents in order to determine cause and then to take the action necessary to prevent their recurrence.
- j) To prepare and maintain proper and complete incident records which will allow for evaluation of the Safety Program.
- k) To adopt and enforce safety rules, policies and procedures.

102. Responsibilities of Individuals

Joint Loss Management Committee:

The Joint Loss Management Committee will consist of equal numbers of representatives from Labor and Management, at a minimum of six members. The chairman will be elected annually from the membership of the JLMC. Meetings will be held quarterly throughout the year and more often if necessary to carry out the required functions of the JLMC.

The duties of the Committee are to advocate safety values, procedures, policies and programs. Also, the JLMC is charged to create and distribute a policy statement to all employees. Further, the Committee must maintain clearly established goals and objectives and disseminate them to employees. Workplace accidents and injuries must be reviewed to assist with establishing goals and objectives.

This committee should assist the department head with compliance of this policy, help identify training needs and review incidents within the Departments with the goal of incident prevention.

2016-2017 JLMC Members

Marie Maruca	Chairman, JLMC	Selectmen's Office	X3074
Celia Lingly	Secretary, JLMC	Police Department	X3013
Chief Joseph Roark	Police Chief, Member	Police Department	X3014
Chief James Midgley	Fire Chief, Member	Fire Department	X3050
Brian McCarthy	Town Administrator, Member	Selectmen's Office	X3074
Ralf Barrett	Support Union, Member	Highway Department	
Ronald Page	Member	Police Department	
Stan Walczak	Member	Transfer St. /Recycling Center	X3203
Susan Snide	Member	Assessing	X3080
Capt. Stephen Toom	Member	Police Department	X3012
Irja Finn	Member	Library	X3060
Frank Ferreira	Member	Highway Department	635-8526
Jeff Gowan	Member	Planning Department	X3084
Sara Landry	Member	Senior Center	635-3800
Brian Johnson	Member	Parks & Recreation	X3082

Board of Selectmen:

The responsibilities of the Board of Selectmen shall include, as a minimum, the following functions:

- a) To provide overall support, direction and commitment;
- b) To ensure that personnel responsible for implementing the provisions of this program understand it, have a copy of it, and are held accountable for

their action/inactions in accordance with established personnel policies and procedures;

- c) To provide required resources including funding for safety equipment, personal protective equipment and training materials;
- d) When needed, provide all town personnel with access to outside experts, loss prevention consultants and to insure the exchange of information between departments;
- e) To provide time as part of the normal operations of a department for inspections and the completion of reports when warranted by investigation, and to permit and encourage employees to participate in training programs;
- f) To provide other necessary support and programs as needed.

Department Head:

Each Department Head shall have complete responsibility for the Safety Program within their department and building. In addition:

- a) The Department Head shall assure that Employees are properly instructed regarding safe working methods and that Supervisors fulfill their assigned responsibilities in regard to safety instruction and supervision.
- b) The Department Head shall assure that required reports pertaining to injuries, vehicle incidents and investigations are promptly prepared and forwarded for further processing.
- c) The Department Head shall make frequent inspections of work areas for the purpose of discovering and correcting unsafe conditions or unsafe working practices.
- d) The Department Head shall encourage Employees to report immediately any unsafe conditions, equipment, etc., and shall take necessary action to correct same.
- e) The Department Head shall require all personnel to obey safety rules, procedures and policies, and shall take or recommend appropriate disciplinary action whenever deemed necessary.
- f) The Department Head shall, or require the Supervisor to, determine causes of incidents involving personnel or equipment under their supervision and to recommend measures to prevent similar incidents.

Supervisors:

The Supervisor is responsible to the Department Head for the Safety Program as it pertains to personnel and equipment under their supervision. The Supervisor is the "key person" involved in the Safety Program because they are in the best position to observe the work of Employees. Additional responsibilities include:

- a) Giving job instructions to subordinates with special emphasis on the hazards of the work to be performed.
- b) Constantly watching for and immediately correcting unsafe conditions and unsafe working practices as well as reporting to the Department Head those incidents

which are beyond the scope of their authority to correct.

- c) Promptly informing the Department Head of all incidents involving personnel or equipment under their supervision, and taking immediate steps to investigate each incident to determine its cause.
- d) Assuring that proper action is taken any time an Employee is injured. This includes:
 - i) Making sure that the injured Employee receives appropriate medical attention, depending upon the severity of the injury.
 - ii) Completing any necessary forms, reports or other documentation related to the injury and treatment of an Employee under their supervision. This includes, but is not limited to, Workers' Compensation Forms and Incident Investigation Forms.
- e) Enforcing safety rules, policies and procedures and making sure that protective equipment is worn as the hazards of the job dictate such use.
- f) Actively promoting safety to all personnel. This shall be accomplished both through word and actions, and will at all times be stressed as being of the utmost importance.
- g) Informing all Employees of their responsibilities as outlined below.

Employees:

Each Employee is always responsible for his/her own safety, the safety of fellow workers, and the safety of the general public with regard to the work being performed. In addition:

- a) An Employee shall be required to obey safety rules, policies and procedures as a condition of employment.
- b) An Employee shall wear personal protective equipment such as goggles, hard-hats, etc. as deemed necessary by the Supervisor, Department Head, or as common sense dictates.
- c) An Employee, if injured on the job, shall be required to take the necessary action of:
 - i) **Promptly** giving verbal notice to Supervisor of any injury received while on the job **REGARDLESS** of the severity of the injury or whether or not medical treatment is required.
 - ii) Filing with the Supervisor, within 24 hours following any incident or injury, a written report of the incident with a copy forwarded to the JLMC as well as the appropriate Workers Compensation forms.
- e) An Employee shall promptly inform Supervisor of any unsafe equipment, unsafe tools or other hazardous conditions.
- f) An Employee shall obtain specific instructions from a Supervisor in all cases where conditions and/or previous instructions are not completely understood.

SECTION 2 JOINT LOSS MANAGEMENT COMMITTEE

200. Purpose of Joint Loss Management Committee:

The purpose of a joint loss management committee (JLMC) is to bring workers and management together in a non-adversarial, cooperative effort to promote safety and health in each workplace. A joint loss management committee assists the employer and makes recommendations for change.

201. Establishment of Joint Loss Management Committee:

Under Statutory Authority: RSA 281- A: 60 the Town of Pelham is required to establish a Joint Loss Management Committee. Under RSA 281- A: 60 the Town of Pelham will comply with the following:

- a) All employers of 5 or more employees shall establish a working joint loss management committee composed of equal numbers of employer and employee representatives unless exempted as outlined in 603.02 (c) (9).
- b) An employer's auxiliary, mobile or satellite locations may be combined into a single, centralized joint loss management committee. This committee shall represent the safety and health concerns of all locations.
- c) Joint loss management committees shall be established at each of the employer's primary places of employment, as follows:
 - (1) The size of the committee shall be determined as follows:
 - (i) Employers with 20 or fewer employees shall have a minimum of 4 members;
 - (ii) Employers with more than 20 employees shall have a minimum of 6 members;
 - (2) Employee representatives shall be selected by employees;
 - (3) Where the employees are represented by a single, exclusive bargaining representative, the bargaining representative shall designate the members;
 - (4) Where the employees are represented by more than one labor organization or where some but not all of the employees are represented by an labor organization, each bargaining unit of represented employees and any residual group or unrepresented employees shall have a proportionate number of committee members based on the number of employees in each bargaining unit or group;
 - (5) Committee members shall be representative of the major work activities of the employer;
 - (6) Any employee who participates in committee activities in his/her role as a committee member, including, but not limited to, attending meetings, training activities, and inspections, shall be paid at his/her regular rate or pay for all time spent on such activities;
 - (7) The employer shall respond in writing to recommendations made by the Committee but verbal response that has been recorded in the committee's official minutes shall be deemed a written response; Committee members shall be trained in workplace hazard identification and incident/ incident investigation adequate to carry out the committee's responsibilities.

- d) The Joint Loss Management Committee will consist of equal numbers of representatives from Labor and Management. At a minimum the committee will include 6 members with equal representation from labor and management.
- e) The JLMC will meet at least quarterly to develop and carry out workplace safety programs and programs that are in compliance with New Hampshire Department of Labor (DOL), Occupational Health and Safety Administration (OSHA), American National Safety Institute (ANSI), and National Fire Protection Association (NFPA) Rules and Regulations, Standards, and Statutory Laws. Provide continuing education for employees on the subject of workplace safety.
- f) In addition to the JLMC, each employee is encouraged to assist the department head with compliance with this policy, help identify training needs and review incidents within the Department with the goal of incident prevention.
- g) Receiving Suggestions or Recommendations.
- h) Procedures shall be established to provide for a system of handling suggestions and recommendations that are submitted to the Committee. It is advisable to establish these when the Committee is organized. Following is a step-by-step procedure for handling recommendations:
 - 1) Recommendations submitted to Committee by Employees or Committee members.
 - 2) Discussion and acceptance, modification or rejection by the Committee.
 - 3) Accepted recommendations submitted to head of department. Rejected recommendations returned to originator with reasons therefore.
 - 4) Head of department submits written reply to Committee regarding actions taken on recommendations.
- i) Reviewing all incidents, both vehicle and personal injury.
- j) Investigating all complaints pertaining to Employee safety.
- k) Recommending training programs for Employee groups.

202. Duties and Responsibilities of Joint Loss Management Committee

The committee shall:

- a) Meet at least quarterly to carry out their duties and responsibilities. Minutes of meetings shall be kept and made available for review of all employees;
- b) The committee shall elect a chairperson annually.
- c) Develop and disseminate to all employees a committee policy statement;
- d) Maintain current and disseminate to all employees the clearly established goals and objectives of the committee;
- e) Review workplace incident and injury data to help establish the committee's goals and objectives;

- f) Establish specific safety programs, which shall include, but not be limited to, the following:
 - (i) Designation, by name and title, of a person who shall be knowledgeable of site-specific safety requirements and be accountable for their implementation and adherence;
 - (ii) Provisions for health and safety inspections at least annually for hazard Identification purposes;
 - (iii) Performance of audits at least annually regarding the Inspection findings; and
 - (iv) Communication of identified hazards, with recommended control measures, to the person(s) most able to implement controls;
- g) Ensure that the required and necessary safety and health training for employees shall be provided so they may perform their work in a safe and healthy manner and environment. This training shall be conducted at no cost, and without any loss of pay, to the employees;
- h) Assist with the identification and definition of temporary, alternate tasks.

SECTION 3
DEPARTMENTAL SAFETY PROGRAM ACTIVITIES

300. Supervision and Coordination of Safety Program Activities:

- a) The Town Selectmen:
 - 1) The Town Selectmen shall supervise and coordinate the Town's Safety Program and advise the Town JLMC of problem areas and changes in safety procedures as they may be identified.
- b) The Departmental Head:

The Department Head shall be responsible for the operation of the Safety Program as it pertains to that department.

301. Scheduling of Safety Meetings:

- a) The JLMC will meet at least quarterly to carry out their duties and responsibilities. Minutes of the meeting shall be kept and made available for review by all employees.

302. Purpose of Safety Meetings:

Safety meetings are an integral part of the Safety Program. Their function is:

- a) To arouse and maintain interest in incident prevention.
- b) To develop attitudes sympathetic to the Safety Program.
- c) To educate Employees in every factor entering into the safe performance of their job duties.

303. Subjects Which Should Be Covered:

- a) Safety meetings should pertain to safety matters wherever possible with the exception being for brief announcements or discussions of interest to all Employees, which are necessary from time to time.
- b) Emphasis shall be on inspections of Town buildings with occasional safety education and training. Some of the most important subjects, which should be covered, are listed below. They need not be taken up in the order given, but those, which are pertinent to the most serious problems of the particular group, should receive primary attention.
- c) Incidents:
 - i) Thorough coverage of incidents that have occurred within the departments with emphasis being on cause and procedures for preventing recurrence
 - ii) What to do in case of an incident
 - iii) Procedures for reporting incident and/or injuries, etc.
- d) Unsafe Acts or Unsafe Conditions: Discussion as to any unsafe acts or unsafe conditions that have been noted.

- e) Other Safety Related Topics: Discussions or talks on falls, safe lifting, motor vehicle safety, artificial respiration, tool safety, materials handling, good housekeeping, fire prevention, use of personal protective equipment, home safety, etc.
- f) Miscellaneous: The JLMC may determine any other items as needed.

304. Safety Meetings:

- a) The chairperson of the Safety Committee shall normally follow an established order of business in conducting meetings. Following is a recommended outline:
 - 1) Roll call.
 - 2) Reading of minutes from previous meeting.
 - 3) Old business - with emphasis on follow-up of reported unsafe conditions listed in minutes of previous meeting.
 - 4) Program (film, talk, demonstrations, etc.)
 - 5) Review of all incidents that have happened since the last meeting.
 - 6) Report of unsafe conditions or unsafe acts from Employees present.
 - 7) Inspections of Town buildings and facilities

305. Safety Material:

- a) Bulletin Boards:

Each operating department shall procure and maintain bulletin boards that include the display of safety materials. One or more persons should be designated as responsible for posting material received and for keeping it current. Posters will be distributed to the departments.
- b) Pamphlets and Booklets:

Occasionally departments shall be furnished with a supply of safety pamphlets or booklets for distribution to all Employees within the department. In many cases the material contained in these pamphlets are suitable for presentation at safety meetings.
- c) Safety Films:

Some safety films are available locally from various sources on a loan basis without rental charge. The Town JLMC or designee can also secure free films from the insurance company.
- d) Safety Signs:

Signs pertaining to safety precautions or restrictions should be procured by the department and posted in applicable areas.

306. Training Programs

In order to assure success, a regular training program for departments should be well planned. A training program that is not properly planned will result in poor reception by Employees and the end result could be worse than if there had been no training at all.

- a) One or more persons should be designated as being responsible for planning the safety-training program in each department.
- b) A variety of unique teaching/training methods are needed to maintain Employee interest. The program may include the following:
 - i) Safety film.
 - ii) Talk on an appropriate incident prevention subject. The speaker may be a member of the department or an outside expert.
 - iii) Demonstration of artificial respiration, first aid, etc., with hands-on experience by Employees.

SECTION 4 REPORTING OF JOB INJURIES

400. Reporting of Job Injuries by Employees:

a) Verbal Report to Supervisor.

Employees shall be required to report injuries to their Supervisor as soon as possible after the injury occurs. It should be emphasized that this applies to **ALL** job injuries regardless of the severity of the injury or whether or not medical treatment was required.

b) Written Report to Departmental Office.

In addition to a verbal report to the Supervisor, the injured Employee is required to prepare a written report and submit it to the Supervisor **within 24 hours** of any injury or incident. The following paragraph gives further explanation of such reports. Supervisors shall take follow-up action to see that injured Employees have reports prepared.

401. Reporting of Job Injuries by Departments:

a) Initial Reports of Injury.

1) Workers' Compensation Report (form 8aWCA) to be prepared by Employee.

i) When **any injury** occurs, the injured Employee will prepare a Workers' Compensation Report in the departmental office as soon as possible and **no later than 24 hours** after the time the injury occurred.

ii) This report shall be prepared for **all job injuries** even though medical treatment was not required. Information contained in this report is important because it provides the basis for any future claims that the injured Employee might have in connection with the injury.

2) First Report of Injury.

i) In the event of a lost time or medical treatment injury, the injured Employee's Supervisor will immediately have the departmental office file a First Report of Injury.

ii) If the injured Employee is too disabled to come to the departmental office to fill out any required reports, the Supervisor or other person designated as the head of department will obtain the required information and have the report prepared.

iii) The Report will not be delayed pending the return to work of the disabled Employee.

iv) The departmental office will then promptly forward the Report to the Selectmen's Office.

v) From the information contained in the Incident Investigation Report and the First Report of Injury, the Selectmen's Office will prepare and distribute necessary reports to the workers' compensation insurance company and other interested agencies.

- b) Subsequent Reports.
 - 1) Pertaining to Lost-Time Injuries.
 - i) Telephone Reports.
 - ii) When an Employee has not returned to work at the time the Workers' Compensation Report is prepared, a telephone or e-mail report must be given to the Town Selectmen via the Town Administrator, by the Supervisor, and again when the injured Employee does return to work.
 - iii) A telephone or e-mail report to the Town Selectmen via the Town Administrator will also be required when an injured Employee, who returned to work after the injury, later had to leave because he was too disabled to work.

402. Verification of Statements:

- a) Whenever an Employee claims to have been injured in the course of their employment, the Town's obligated to provide, if necessary, an initial medical examination to determine whether or not the injury was, in fact, received as a result of employment.
- b) When the Supervisor is not an actual eyewitness to an incident resulting in an injury, he/she shall make every effort to verify the statements of the injured Employee as part of the incident investigation procedure to assure that:
 - i) The injury occurred on the job, and
 - ii) Circumstances described by the injured Employee are correct.
- c) If there is reason to doubt statements made by the injured Employee, or evidence indicates that all or part of the statements are false, the Employee will be informed of these findings.
- d) If the Employee persists in claiming that the injury was job connected, a Workers' Compensation Report must still be submitted. The Supervisor or Department Head will also attach a memorandum to the Report detailing the reasons why he/she believes that the Employee's statements are not correct.
- e) Employees who make false statements concerning job injuries (which statements can be documented as being false), are subject to dismissal from their jobs as well as being held liable for the repayment of any compensation or medical payments received by them in connection with the injury.

403. Report of Injuries by Non-Employees on Any Town Property

- a) Initial Report of Injury
 - i) When any injury occurs on any Town of Pelham Property, an Incident Reporting Form will be filled out by a staff member reporting the injury/incident. This report shall be turned into the Selectmen's Office within 72 hours of the incident. A phone call will also be made to notify the Town Administrator of any severe type of injuries/incidents.
 - ii) This report shall be prepared for all injuries even though medical treatment was not required. Information contained in this report is important because it provided the basis for any future claims that the injured party might have in connection with the injury.

SECTION 5 FUNDAMENTALS OF INCIDENT PREVENTION

500. Fundamental Activities for Incident Prevention:

- a) Successful incident prevention requires a minimum of four fundamental activities:
 - i) Studies of all working areas in order to detect, eliminate, or control physical hazards, which contribute to incidents.
 - ii) A study of all operating methods and practices.
 - iii) Education, instruction, training, and discipline to minimize human factors, which contribute to incidents.
 - iv) Thorough investigation of incidents in order to determine other circumstances, which may contribute to incidents.

501. Incidents are Preventable:

It must be emphasized that incidents do not happen without cause, and the identification, isolation and control of these "causes" are the underlying principles of all incident prevention techniques.

502. Causes of Incidents:

Causes of incidents are divided into three major categories:

- a) Acts of Nature (floods, hurricanes, etc.).
- b) Unsafe Physical or Mechanical Conditions.
- b) Unsafe Acts of People.
- c) Lack of Proper Supervision

503. Unsafe Acts:

- a) The majority of unsafe acts of persons may be assigned to one or more of the following classifications:

Failure to follow instructions or proper job procedures.

- 1) Failure to take necessary safety precautions when performing maintenance on equipment, i.e. cleaning, oiling, adjusting, or repairing equipment that is moving, electrically energized, or pressurized.
- 2) Failure to use available protective equipment such as gloves, goggles, hard-hats, etc.
- 3) Failure to wear safe personal attire.
- 4) Failure to secure a work area or warn others of the safety hazards in the work area.
- 5) Failure to use equipment properly.

- 6) Failure to maintain the proper function of safety devices.
- 7) Failure to exercise common sense when performing job duties.
- 8) Improper use of hands or body parts.
 - i) Taking an unsafe position or posture.
 - ii) Operating or working at unsafe speeds.
 - iii) Unsafe placing, mixing, combining of hazardous substances.
 - iv) Using tools or equipment known to be unsafe.
 - v) Driving errors.
 - vi) Horseplay.
- b) Unsafe acts are usually brought about by one of the following:
 - 1) Lack of knowledge, skill, coordination or planning.
 - 2) Improper attitudes.
 - 3) Physical or mental limitations.

504. Temporary lack of safety mindedness at time of incidents. Unsafe Conditions:

- a) Most unsafe or hazardous conditions can be grouped into one of the following classifications:
 - 1) Defectiveness, inferiority, or unsuitability of tools, machinery, equipment, or materials.
 - 2) Hazards of surroundings. (Poor housekeeping)
 - 3) Hazards of methods or procedures being implemented.
 - 4) Hazards of improper employee placement. (Person not mentally or physically compatible with job requirements.)
 - 5) Inadequate safeguarding of machinery, equipment, work areas, etc.

505. Control of Incident Causes:

There are three main methods utilized in the control of incident causes. These are sometimes referred to as "**The Three E's of Safety**" and are outlined in the section below.

- a) **Engineering:**
 - 1) Environmental causes of incidents or unsafe conditions can be eliminated through the application of engineering principles.
 - i) When an operation is mechanically and physically safe, it helps reduce the risk of unsafe acts by Employees. Machines are less apt to fail than humans.

- ii) It may be necessary to make mechanical revisions or modifications to eliminate existing unsafe conditions and, in some cases, to prevent unsafe acts.
- iii) Design of machine guards, automobile brakes, traffic signals, pressure relief valves, and handrails are varied examples of safety engineering at work.

b) **Education and Training:**

- 1) Just as safety engineering is the most effective way of preventing environmental incident causes (unsafe conditions), safety education is the most effective tool in the prevention of human causes (unsafe acts).
 - i) Personnel will gain useful knowledge and develop safe attitudes through adequate instruction in safety principles.
 - ii) Safety consciousness developed in personnel through education will be supplemented and broadened by specific, additional instruction in safe working habits, practices and skills.
 - iii) Training gives each employee a personal safety tool by developing in them habits of safe practice and operation. This is very important.

c) **Enforcement and Supervision:**

- 1) Incidents can be prevented through adequate safety engineering and education.
 - i) Strict enforcement of safety practices is imperative, as incidents are frequently the direct result of violations of safety principles.
 - ii) Department Heads and Supervisors are responsible for enforcing safety standards and regulations.
 - iii) Violations of safety practices should be backed by prompt corrective action.

506. Elimination of Unsafe Conditions:

One of the most effective means of preventing incidents is to eliminate unsafe conditions. To talk safety while unsafe conditions exist and remain unaddressed will obviously create a barrier to Employee understanding of, acceptance of, and cooperation in the program.

a) **Supervisor Involvement:**

- 1) The Supervisor must take the initiative in safety-related matters. This should be done without additional instruction from higher authority.
- 2) The principle goal of the Supervisor should be to search out hazardous conditions and eliminate them **before** they cause work interruption or injury. Too often an unsafe condition is allowed to exist simply because it has not caused an incident--yet. The job **must be** made safe as possible.

- b) If the elimination of an unsafe working condition is beyond the Supervisor's authority, it is his/her responsibility to bring it to the attention of their immediate Supervisor or Department Head. Procedures for Elimination of Unsafe Conditions.
- 1) Remove all obstacles and impediments to the safe movement of personnel, vehicles or machines.
 - 2) Repair damaged floors, broken steps, broken glass, cracked walls and ceilings.
 - 3) Replace worn or damaged tools.
 - 4) Install guards for moving parts of machinery, fans, etc.
 - 5) Provide protective equipment such as goggles and hard-hats.
 - 6) Insist on good housekeeping practices - remove debris, waste material and obsolete or useless equipment.
 - 7) Replace worn electrical wiring and fixtures.
 - 8) Post signs warning of hazards in certain areas.

507. Control of Work Habits:

Regardless of the degree of safety built into a job, unsafe actions on the part of human beings will always be a cause of injuries. Teaching Employees good work habits means showing them how to do their tasks with less risk to themselves, less spoilage of materials, and less damage to equipment.

- a) Showing the "Why" as Well as the "How".

An Employee, from time to time, may need to be reminded **why** a safety procedure is in place. It may be necessary to insist that an Employee repeat a certain step or work practice to stress the seriousness with which safe practices are regarded by the department.

Demonstrations of "Right" and "Wrong" ways of performing tasks should be conducted as a basis for showing **how** one work habit is preferred over another.

- b) Providing Adequate and Constant Supervision.

- 1) It is important to provide watchful supervision on subsequent performances.

- c) Implementing Disciplinary Action for Failure to Comply.

- 1) When the right way has been presented and agreed to by the individual workers, it is essential that failure to comply be noted. No matter how skillful an Employee may be in performing his duties, if they are not performed safely, the Employee will not be performing acceptably.
- 2) Flagrant or repeated disregard of safety rules should be met with appropriate disciplinary action, including discharge if necessary.

508. Safety Orientation of New Employees:

- a) Attitudes Which Promote Safety Consciousness.
 - 1) It is imperative that the Department Head, Supervisor, and fellow Employees exhibit proper attitudes about incident prevention and safety to all new Employees.
 - 2) The new Employee must also be told that unsafe workers will not be tolerated. In addition, Employees should be told that they are always required to obey safety rules and instructions, wear protective equipment whenever required, and attend safety meetings. These are necessary conditions to be met in order to continue employment with the Town.
- b) Previous Experience is Never an Adequate Substitute for Proper Instruction.
 - 1) It will never be taken for granted that the previous experience and apparent qualifications of the new Employee mean that "somewhere along the way" they have learned to do the job in a safe manner.
- c) The Supervisor Will Do Reviews and Follow Up with the New Employee.
 - 1) The Supervisor will meet with the new Employee, being sure to point out the possible hazards involved in doing the job.
 - 2) If possible, the new Employee should be assigned to work with a safety-minded Employee during the first few weeks.
 - 3) The Supervisor will check on the new Employee at frequent intervals.
 - i) The new Employee will be asked about any problems that may have arisen.
 - ii) The new Employee will be reminded of safe work practices.
 - iii) The Supervisor with regard to any tendency of overlooking safety procedures will promptly and vigorously warn the new Employee.
 - iv) New employee will be issued a copy of the Safety Program
 - v) Complete Safety Orientation Form (appendix A)
 - vi) Complete Employee Safety Responsibilities Signature Form (appendix B)

Section 6 HANDLING OF INJURIES, INCIDENT REPORTING, and INVESTIGATION OF INCIDENTS

600. Purpose:

A workers' compensation injury is defined as an incidental injury or death arising out of and in the course of employment and all occupational diseases arising out of and in the course of employment. There are definitive State requirements for reporting these injuries, which are summarized in this section and to which conformance by all employees are mandatory.

Naturally, the first thing to do when an incident occurs is to ensure that proper medical treatment is provided.

Incident investigation is important and necessary if future incidents are to be prevented. Investigations are primarily concerned with finding the "cause" of the incident and are not necessarily concerned with fixing "blame".

Investigations must be kept objective, factual, and free from the "punishment" motive, otherwise they will do more harm than good. This is not to say that responsibility may not be fixed where personal failure has caused the incident, or that such person should be excused from the consequences. Investigations also provide information through which recommendations for corrective action can be developed. Corrective action may involve additional training, mechanical revision, and direct supervision or enforcement measures.

However, the investigation itself is concerned only with the facts and the investigating individual or group is best kept free from involvement with the consequences.

b) The Principle Purposes Of Incident Investigation.

- 1) To determine the cause of an incident so that similar incidents may be prevented through mechanical improvement, better supervision, and/or Employee instruction.
- 2) To publicize the particular hazard among Employees and their Supervisors and to direct attention to incident prevention in general.
- 3) To determine facts bearing on legal liability.

601. Handling Emergencies:

Judgment is a key factor in handling any emergency. Employees are expected to exercise their best judgment based upon circumstances. The following is a list of guidelines to follow. However, if there is any question whatsoever about the seriousness of an injury, call for help and take every due precaution to preserve life.

- a. The employee/supervisor/management personnel shall call the appropriate emergency service (medical, fire, police, or rescue). **Call 911.**
- b. The employee shall notify his/her supervisor.
- c. The employee will follow reporting and investigation requirements.

602. Cases to be Investigated:

The immediate supervisor, or other designated individual, will investigate all incidents

and near misses that occur within their jurisdiction of authority. The purpose of the investigation shall be to determine what happened, why it happened, and what steps should be taken to prevent a reoccurrence of the incidents. An incident investigation report shall be filed in writing with the Board of Selectmen within 72 hrs.

- a. Every incident, which results in death, disabling injury or Town property damage, shall be investigated. All incidents resulting in death shall be reported to the Department of Labor within 8 hours of the incident.
- b. Near-misses or incident resulting in non-disabling injuries will also be investigated because they are equally important from the safety standpoint. An incident that results in only slight injury to a person may easily result in death to the next person.

603. Persons Making Investigations:

- a. Department Heads:
 - i. Department Heads are responsible for immediately notifying the Board of Selectmen whenever a "lost-time" injury occurs.
 - ii. Every incident will be formally investigated. The Department Head, their designee, the Supervisor or a member of the Departmental Safety Committee shall make investigation of all incidents and injuries.
- b. Supervisors:
 - i. A Supervisor shall be required to investigate and document every incident and near miss, which involves personnel or equipment under his or her supervision. This should be for the purpose of taking or recommending corrective action, or preventing recurrence of similar incidents.

604. Procedures for Making Investigations:

Each investigation should be started as soon as possible after the incident. A delay of only a few hours may permit important evidence to be destroyed, or removed, intentionally or unintentionally.

The following guides are to be used by persons conducting investigations:

1. Arrive at Incident Scene Promptly.

In order to obtain facts while they are still fresh, investigators should arrive at the scene as soon as possible after an incident has been reported.

2. Conduct Interviews With Involved Parties.

The injured person, the Supervisor and all witnesses will be interviewed to obtain results, and allow each person to relate what happened in his own way. The investigator, if necessary, should make only brief notes, at this time. Complete, formal statements, if required, can be made later.

3. Note Conditions and Evidence.

Record information as to conditions present at the time of the incident. These could relate to weather, mechanical defects, or other unsafe working conditions. Also note any physical evidence that is available. If possible, photographs should be taken of the scene.

4. Note Any Reference to Unsafe Acts.

Note any reported unsafe acts that may have contributed to the incident.

605. Reports of Investigation:

Written reports of investigation will be as complete as possible, preferably in narrative form. The report should include information that would answer the following questions and submitted to the Town Administrator who will forward to the JLSC:

WHO was injured or WHAT was damaged?

- HOW did the incident happen?
- WHERE and WHEN did it happen?
- WHO saw it happen?
- WHAT persons, equipment, materials and conditions were involved?
- WHY did the incident happen?

(The investigator must be particularly thorough in determining the WHY of each incident.)

- WHAT could and should have been done to prevent it and similar incidents?

**SECTION 7
BLOOD BORNE PATHOGENS POLICY**

700. All Bodily Fluids Treated as Infectious:

Employees are to treat all human blood and body fluids as if known to be infectious for HIV, HBV, and other blood borne pathogens.

701. Precautions:

Universal precautions shall be observed in all situations where there is a potential for contact with blood or other potentially infectious material.

702. Use of Protective Equipment With Bodily Fluids:

Employees responding to an emergency or situation where blood or body fluids are present shall wear single use disposable gloves, such as surgical or examination gloves, wash hands after removal of gloves, and wear eye protection when blood or other potentially infectious materials might be splashed. (Kits are provided in many Town buildings and vehicles).

703. Safe Handling of Disposal:

Work procedures shall include safe handling and disposal of needles and sharps, used bandages and gauze, linens, and all other emergency items that come in contact with blood or other potentially infectious materials.

704. Mandatory Training: Mandatory training for all employees shall be scheduled at the discretion of the Department Head.

SECTION 8
HAZARD COMMUNICATION POLICY

800. Hazardous and Toxic Substances:

- a) Employees who might be exposed to toxic substances during the course of their work shall be informed of the nature and hazards of these substances in accordance with N.H. RSA 277-A "Worker's Right to Know Law."
- b) Engineering and administrative controls shall be implemented, whenever feasible, to maintain concentration levels below the levels established by the American Conference of Governmental Industrial Hygienists (ACGIH), 1995-96 and published in "Threshold Limit Values for Chemical Substances and Physical Agents in the Work Environment".
- c) When engineering and administrative controls are not feasible to achieve acceptable levels, protective equipment shall be used to keep the exposure of employees below the established limits.

801. PURPOSE:

- a) This Administrative Regulation sets forth policy and procedures relating to Hazard Communication compliance by compiling hazardous chemical lists, by using Material Safety Data Sheets (MSDS's), by ensuring that containers are labeled, and by providing employees with training.

802. POLICY:

- a. All Department Heads and Supervisors or their designee will coordinate the Hazard Communication Program within their respective departments by ensuring that containers are labeled properly, compiling a hazardous chemicals list, and providing employees with training.
- b. The Safety Committee will review and update the program, as necessary. Copies of the written program will be located within each Town building.
- c. Under this program, employees will be informed of:
 - i. The contents of the hazard communication standard;
 - ii. The hazardous properties of in-house chemicals with which they work;
 - iii. Safe handling procedures;
 - iv. Measures to take to protect you from these chemicals

803. List of In-House Hazardous Chemicals:

The Department Heads or their designee will ensure that a list of all hazardous chemicals used in any Town building is compiled, and will update the list as necessary.

The list of chemicals identifies all of the chemicals used in each facility. Each list

also identifies the corresponding MSDS for all chemicals. A master list of these chemicals will be located at the Town Office, Fire Department and Safety Complex.

804. Material Safety Data Sheets:

- a. MSDS's provide employees with specific information on chemicals they may be exposed to. The Department Heads will maintain a binder in each facility with an MSDS on every substance on the list of hazardous chemicals MSDS Index. A master MSDS manual will be maintained at the Pelham Fire Department.
- b. Each Department Head or their designee shall be responsible for acquiring and updating MSDS's. The Department Heads shall contact the chemical manufacturer or vendor if additional research is necessary or if an MSDS has not been supplied with an initial shipment received by the Town.

805. Labels:

- a. The Department Heads or their designee shall ensure and verify that all containers received for use are properly labeled (**NFPA 704 label**) as to the contents, note the appropriate hazard warning and list the name and address of the manufacturer, importer, or responsible party.
- b. If you transfer chemicals from a labeled container to a portable **container** that is intended only for your **immediate use, labels are not required on the portable container.**

806. Training:

- a. Department personnel who work with or are potentially exposed to in-house hazardous chemicals will receive initial training on the Hazard Communication Program and the safe use of those hazardous chemicals by the Department Heads or his or her designee.
- b. Employees will be required to sign a form to verify that they have received training, received written material, and understand the policies on hazard communication.

807. Contractor Employees:

- a. Each contractor bringing chemicals on-site must provide the Town with the appropriate hazard information on these substances, including the labels used and the precautionary measures to be taken in working with these chemicals.

808. Handling Chemicals

- a. All Employees should be aware that all chemical products may be potentially harmful or dangerous if improperly mixed or applied or when used without protective equipment or in a manner not consistent with the manufacturers guidelines. Many commonly used products not commonly regarded as "hazardous" are, in fact, chemicals and can cause injury if not properly used. Extreme care should be used at all times by personnel who are working with acids, caustics, solvents, pesticides, toxic, petroleum based or other chemical products (specific rules for certain activities and/or use of specific chemicals are provided in departmental safety policies and procedures).

- b. Basic safety information relating to the usage of chemicals is outlined as follows:
- c. Material Safety Data Sheets (MSDS) will be obtained from the manufacturer or supplier for all hazardous chemical products used by the City.
- d. The MSDS will be kept in the appropriate departments and made available to Employees on request.
- e. Always consult the MSDS before working with a new product. The MSDS provides information on the product such as: the physical and health hazards, proper handling methods, spill cleanup data, fire fighting information and required protective equipment.
- f. Never mix chemical products unless it's safe to do so. Many common products are incompatible or become unstable when mixed. Consult the MSDS or ask a knowledgeable superior.
- g. First aid information is provided on the MSDS. Take the MSDS and/or product label with you to the doctor or hospital if you suffer an injury or illness due to contact with or exposure to a chemical.
- h. All containers of chemicals must be labeled.
- i. When using small quantities of a chemical, use the entire chemical or return it to the original container.
- j. Never leave any quantity of hazardous material in an unlabeled or improper container.
- k. No food or drink shall be allowed in areas where potentially toxic or harmful chemicals are stored, mixed or otherwise handled.
- l. Caution should be used to avoid spills or splashes when handling chemicals. Spilled chemicals should be cleaned up and properly disposed of immediately.
- m. Wash hands frequently.
- n. Wear protective clothing, respiratory protection, rubber gloves, and protective goggles and face shield when required. The safe way to handle chemicals is as if they are all dangerous.
- o. Ensure adequate ventilation. Do not use chemicals, which release toxic, noxious or harmful vapors or fumes in a confined space or an area, which is not adequately ventilated.
- p. Keep fire and flames away from flammable materials. Smoke only in authorized areas.
- q. In case of a chemical fire, use only the correct extinguishing agent. Be aware of noxious or toxic fumes. If a fire cannot be safely and quickly extinguished, notify the Fire Department and leave the area.
- r. If you are exposed to a chemical product, take immediate first aid precautions and seek medical assistance. First aid information is provided on the MSDS. Take the MSDS and/or product label with you to the doctor or hospital.
- s. If acid or caustic materials come in contact with the eyes or skin, flush immediately with large amounts of water. Get medical attention for any eye injury.

**SECTION 9
LOCK-OUT/TAG-OUT
POLICY**

- 900. Lock-out/Tag-out:** Electrical equipment shall be effectively disconnected, and disconnected switches locked in the "off position prior to making repairs, adjustments, lubricating, cleaning, or performing any work where there is a danger of being injured from contact with live parts, or from equipment activation.
- a) All stored energy hazards produced by mechanical means, such as hydraulic pressure, pneumatic pressure, steam pressure, vacuum, and electricity shall be released, locked-out, or otherwise rendered non-hazardous prior to commencement of any work which could subject the employee to potential injury.
 - b) Padlocks shall be made available to employees for the purpose of locking-out equipment when required.
 - c) Only the individual who is working on the equipment shall be allowed to remove the lockout device.
 - d) Employee training will be provided in Lock-out/Tag-out procedures.
 - e) Contractors must provide the Town with appropriate Lock-out/Tag-out procedures when working on Town equipment or facilities. Notification to the Town will be made upon the installation of a Lock-out/Tag-out device on Town property or equipment.

SECTION 10
PERSONAL PROTECTIVE EQUIPMENT/NOISE EXPOSURE
POLICY

1000. Responsibility

It is the responsibility of the Department Head or his/her designated representatives to determine by examination of the job description to see which Employees are exposed to hazards and see that they are afforded proper safety equipment and personnel protective equipment (PPE).

Protective equipment, including personal protective equipment for eyes, face, hearing, head, and extremities, protective clothing, respiratory devices, and protective shields and barriers, shall be provided, used, and maintained in a sanitary and reliable condition wherever it is necessary by reason of hazards of processes or environment, chemical hazards, radiological hazards, or mechanical irritants encountered in a manner capable of causing injury or impairment in the function of any part of the body through absorption, inhalation or physical contact.

- a) The employer shall be responsible for assessing the hazards, and providing and requiring the use of appropriate personal protective equipment where indicated based upon that assessment.
- b) Where employees furnish their own personal protective equipment, the employer shall be responsible to assure its adequacy and to ensure that the equipment is properly maintained and in a sanitary condition.
- c) Employees working over or near water, where the danger of drowning exists, shall be provided with a U.S.Coast Guard-approved life jackets or buoyant work vests.

1001. Personal Protective Equipment:

- 1. Head Protection:
 - a) Approved ANSI hard-hats shall be furnished to and shall be worn by personnel who are working in and around areas where there is a possibility of head injury.
- 2. Eye Protection:
 - a) Goggles, face shields, or other suitable eye protection shall be required for wear by Employees whenever there is danger of exposing the eyes to flying particles chemical substances, harmful light rays, dirt or grease falling from under vehicles, blood/bodily fluids, or other conditions considered harmful by the Supervisor.
 - b) Suitable eye protection devises will be purchased and furnished by the department.
- 3. Hand Protection:
 - a) Employees may be required to use appropriate work gloves in completing their duties.
 - b) The department shall furnish specialized hand protection such as rubber gloves, welding gloves, etc.

- c) Foot Protection: Employees are required to wear safety shoes whenever they are working in an area where heavy objects, machinery, tools or other potential hazard pose an increased risk that foot injuries may occur.

4. Clothing:

- a) Employees are required to dress appropriately. Standard dress will be trousers and shirt. Shorts and T-shirts may be worn in certain circumstances.
- b) Employees are further required to use appropriate personal protective clothing and equipment when necessary.

5. Training:

Training in Personal Protection Equipment and Noise Exposure will be provided.

SECTION 11
RECORD KEEPING

1100. Record Keeping: An annual log of all workplace injuries and illnesses, for which an employer's first report of injury is submitted to the department of labor, shall be kept at the place of employment and made available to a safety inspector upon request.

- a) Employers having existing records or logs of injuries and illnesses, required by other agencies, may provide them to meet this requirement.
- b) The log shall include, at a minimum, the following information:
 - 1) Date of injury;
 - 2) Name of employee;
 - 3) Occupation of employee;
 - 4) Description of the injury or illness;
 - 4) Whether lost time was involved; and
 - 5) The date employee returned to work.
- c) All Department Heads will submit an annual report of injuries, exposures and illnesses to the Selectmen's Office no later than December 31st of each year.

**THIS SAFETY MANUAL IS NOT INTENDED TO SUPERSEDE ANY CURRENT POLICY AND
PROCEDURE MANUAL IN PLACE BY ANY TOWN DEPARTMENT.**

APPENDIX

**TOWN OF PELHAM
SAFETY ORIENTATION FORM**

Employee Name: *(Please Print)* _____

Position: _____ Date Hired: _____

Check Appropriate Employee Status:

New Employee: Full-time: Part-time/Seasonal: Rehire:

Check Completed Items:

- Purpose of orientation
- Reporting of incidents to supervisor immediately
- Tour of facilities and equipment
- Vehicle Safety

First Aid/Kit:

- Obtaining treatment
- Location in facilities
- Emergency Telephone Numbers

Potential hazards on the Job:

- What they are?
- How to use equipment safely
- Care and use of personal protective equipment

What to do in event of emergencies:

- Exit locations and evacuation routes
- Use of fire-fighting equipment (extinguisher, hose)
- Specific procedures (medical, chemical, fire, etc.)
- Emergency Telephone Numbers

The total safety program:

- Function of Joint Loss Management Committee
- Introduced to Joint Loss Management Committee Representative
- Safety policies and procedures

Personal work habits:

- Proper lifting techniques
- Horseplay, good housekeeping, no smoking policy
- Safe work procedure
- Proper use of equipment

We have discussed the items checked above. I will consciously try to perform my assigned duties safely.

Supervisor's Signature _____ Date _____

Print Name _____ Department _____

Employee's Signature _____ Date _____

Print Name _____ Department _____

**TOWN OF PELHAM
EMPLOYEE SAFETY RESPONSIBILITIES SIGNATURE FORM**

As an employee of the Town of Pelham I will:

Observe all Town safety rules and apply the principles of incident prevention in my day-to-day duties.

Report any job-related injury, illness or property damage to my supervisor and seek treatment promptly.

Report hazardous conditions (unsafe equipment, floors, and material) and unsafe acts to my supervisor or Joint Loss Management Committee representative promptly.

Observe all hazard warnings and no smoking signs.

Keep aisles, walkways and working areas clear of slipping/tripping hazards.

Know the location of fire/safety exits and evacuation procedures.

Keep all emergency equipment such as fire extinguisher, fire alarms, fire hose, exit doors and stairways clear of obstacles.

Not report for work under the influence neither of alcoholic beverages or drugs nor to consume them while on Town property.

Refrain from fighting, horseplay, or distracting my fellow workers.

Observe safe operating procedures for all equipment I am authorized to operate. Follow proper lifting procedures at all times.

Ride as a passenger in a vehicle only if it is equipped with a passenger seat.

Be alert to see that all guards and other protective devices are in their proper places when operating equipment.

Not wear frayed, torn or loose clothing, jewelry, or long unrestrained hair near moving objects or other sources of entanglement, or around electrical equipment.

Actively participate in the Town's efforts to provide a joint loss management program.

I have read, understand, and agree to abide by the Town of Pelham Safety Manual and all its contents.

I hereby acknowledge that I have received a copy of the employee safety responsibilities form, and that my responsibilities were explained to me.

Employee Signature _____ Date _____

Print Name _____ Department _____

**TOWN OF PELHAM
INCIDENT REPORTING FORM**

(To be completed within 24 hours by Staff Member reporting/involved)

DATE OF INCIDENT: _____

TIME OF INCIDENT: _____

LOCATION OF INCIDENT: _____

NAME: _____ Phone: _____

ADDRESS _____

DATE OF BIRTH _____

NATURE OF INCIDENT WITH BRIEF DESCRIPTION:

WITNESS (PATRONS AND/OR STAFF MEMBER ON DUTY)

NAME	ADDRESS	PHONE #
<i>(Please Print)</i>		

ACTION TAKEN: _____

RECOMMENDATIONS: _____

RESULTS: _____

SUBMITTED BY: _____ DATE: _____
(Please Print)

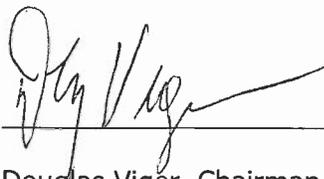
SIGNATURE: _____ DEPT: _____

Copies to: Town Administrator Joint Loss Management Committee Chair

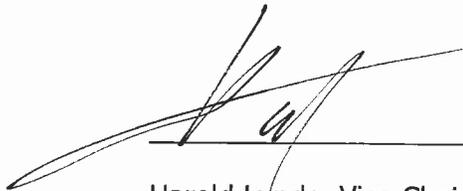
Town of Pelham Safety Manual

As Revised, June 29, 2016

Approved this 2nd day of August, 2016



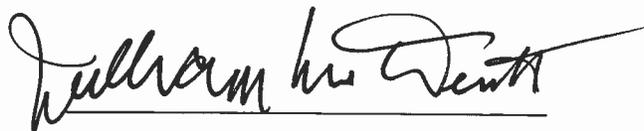
Douglas Viger, Chairman



Harold Lynde, Vice Chairman



Paul Leonard, Selectman



William McDevitt, Selectman



S. Amy Spencer, Selectman