



FAIRHAVEN SELECT BOARD

Agenda

Friday, January 28, 2022

5:30 p.m.

Town Hall – 40 Center Street – Fairhaven

RECEIVED
TOWN CLERK

2022 JAN 26 P 1:44

FAIRHAVEN,
MASS.

Pursuant to Chapter 20 of the Acts of 2021, this meeting will be conducted in person and via remote means, in accordance with applicable law. This means that members of the public body as well as members of the public may access this meeting in person, or via virtual means. In person attendance will be at the meeting location listed above, and it is possible that any or all members of the public body may attend remotely, with in-person attendance consisting of members of the public.

Log on to <https://us06web.zoom.us/j/87407789268?pwd=ZTN1aU00Q2NwM0djclBsbzZnVlBIUT09>

or call 1-929-205-6099

Meeting ID: 874 0778 9268

Passcode: 346988

The meeting can also be viewed on Channel 18 or on FairhavenTV.com

This meeting will not be broadcast live for fairness to all interviewees.

A. DISCUSSION OF QUESTIONS, LOGISTICS AND PROCESS FOR INTERVIEWS

B. INTERVIEWS OF TOWN ADMINISTRATOR FINALISTS

1. Jennifer M. Callahan
2. Angie Lopes Ellison
3. Thomas M. Guerino

C. POSSIBLE ACTION/DISCUSSION

1. Vote to Select and Appoint Town Administrator Pending Successful Negotiations and any Additional Background Checks deemed Necessary
2. Vote to Authorize the Chairman and Legal Counsel to Enter into Contract Negotiations with the Selected Town Administrator

D. EXECUTIVE SESSION

1. To conduct negotiations with non-union personnel pursuant to MGL, Ch. 30A, Sec. 21(a)
(2): Town Administrator

E. NOTES AND ANNOUNCEMENTS

1. The next meeting of the Select Board is **Monday, January 31, 2022** at 5:30 p.m. if more time is needed for interviews. The next regularly scheduled meeting of the Select Board is **Monday, February 7, 2022** at 6:30 p.m. in the Town Hall Banquet Room

ADJOURNMENT

Subject matter listed in the agenda consists of those items that are reasonable anticipated (by the Chair) to be discussed. Not all items listed may be discussed and other items not listed (such as urgent business not available at the time of posting) may also be brought up for discussion in accordance with applicable law.

MGL, Ch. 30A, § 20(f) requires anyone that intends to record any portions of a public meeting, either by audio or video, or both, to notify the Chair at the beginning of the meeting.

Fairhaven Town Administrator Recruitment



HISTORY

Fairhaven, MA (16,000 pop.), is a charming seaside community located on the shore of Massachusetts' Buzzards Bay, approximately one mile from New Bedford, 35 miles east of Providence, R.I., and 50 miles south of Boston. The Town is bordered by the Acushnet River and New Bedford to the west, Mattapoisett to the east, Buzzards Bay to the south, and Acushnet to the north. Fairhaven is a community of homes, commercial development, the marine trades, and industrial companies. The Town, settled in 1653, has a rich history dating back to the days of the Pilgrims. Fairhaven was incorporated in 1812 after separating from New Bedford and grew in prosperity during the whaling days in the 1800s. The Town's most remarkable features are the magnificent European-style public buildings built between 1885 and 1906 by Standard Oil Company executive and millionaire Henry Huttleston Rogers, a native of the Town.

<https://www.fairhaven-ma.gov>

GOVERNMENT

Fairhaven has a three member elected Select Board that hires the Town Administrator. The Town has a representative Town Meeting. The Select Board serves as the Town's chief executive, acting through the Town Administrator, who is responsible for the day-to-day operations of town government. Legislation is pending to change from a three member to a five member Select Board.

Fairhaven has a number of elected positions, boards, and committees including the Select Board, School Committee, Board of Public Works, Planning Board, Board of Health, Housing Authority, Commissioner of Trust Funds, Town Clerk, Tree Warden, and Town Moderator. Fairhaven has one fire station and police department, one library, and its own school department with two elementary schools, a middle school, and a high school. The Town has an agreement with the Town of Acushnet in which Acushnet high school students can choose to attend Fairhaven High School. Approximately one third of the students at Fairhaven High School are from Acushnet, which is a source of approximately \$2.5 million dollars in annual revenue.

ECONOMIC AND COMMUNITY DEVELOPMENT

Fairhaven is a seaside community with a working waterfront. While retail trade is now the leading segment of the economy, fishing and ship maintenance are still important segments. Acushnet Company, the producer of the Titleist and FootJoy brands of golf equipment, is headquartered in Fairhaven, and there is a burgeoning healthcare-driven job cluster along Route 240. The Town's economic development goals include preserving the financial viability of the working waterfront, maintaining healthy commercial occupancies along Route 6 and other commercial areas, supporting mixed-use projects, encouraging small business incubation and growth, and collaboration with New Bedford and other area towns on workforce training and regional economic development.

The Northeast Maritime Institute, located in the Town Center, is a private college that offers training and education for careers in the maritime industry. Maritime-related business in Fairhaven represents a small but vital industry cluster and it is an important aspect of the Town's legacy and identity. As the Town is largely built-out, future development will need to consist of redevelopment. Nearly 90% of businesses in Town can be considered "small business." Apart from the commercial and industrial areas and three working farms, Fairhaven is a quiet residential community.



FINANCIAL FACTS

FY22 Budget:

Town	\$29,925,787
School	\$24,428,591
Capital	\$2,143,900

Bond Rating:

Standard and Poor's (July 2020)	AA+
Moody's	AA+

FY21 Residential Tax Rate: \$11.29

FY21 Commercial Tax Rate: \$22.53

2021 Tax Classification:

Residential	\$22,949,125	75.33%
Commercial	\$5,699,748	18.71%
Industrial	\$671,240	2.2%
Personal Prop.	\$1,145,460	3.76%

FY22 Revenue by Source:

Tax Levy	\$31,490,171	57.9%
State Aid	\$11,500,000	21.3%
Local Receipts	\$8,333,000	15.3%
Other	\$2,981,207	5.5%

Reserves:

Free Cash	\$1,695,631
Overlay	\$8,836,722

QUESTIONS AND REFERRALS

Should you have any questions regarding this opportunity, or a recommendation of a colleague that may be interested, please contact **Mary Flanders Aicardi**, Human Resources Practice Leader at 508-215-8992.

To learn more about the Collins Center for Public Management and the services provided, please visit www.umb.edu/cpm

OPEN SPACE AND RECREATION

Fairhaven strives to preserve and protect its agricultural resources and landscapes, cultural and historic places, open space, recreational, and forest and marine resources. The Town has a total area of 14.1 square miles and 29.4 miles of shore property as well as significant rural areas, including three working farms. Fairhaven is home to a town beach, a public state beach overlooking Buzzards Bay, two large public parks, many recreational fields and facilities, several recreational marinas, commercial wharves, a yacht club, historical Fort Phoenix and the Rogers buildings, and provides free walking tours of scenic and historic sites. The Fairhaven Recreation Department oversees a variety of youth sports programs, a fitness room, a summer youth program, and school vacation programs as well as adult exercise, wellness, and day trip programs each year.

FINANCES

According to Moody's Fairhaven has a robust financial position, and a strong socioeconomic profile with a sizable tax base. It has a moderate pension liability with an affordable debt burden. The Town is typically conservative with its spending, but strongly supports investing in the upkeep of its historic buildings. Like most municipalities, Fairhaven is facing potential revenue constraints due to the ongoing COVID-19 crisis as well as the overall pressure of increasing costs and infrastructure needs. The Town has made a very successful concerted effort in recent years to seek and apply for grants.

CHALLENGES AND OPPORTUNITIES

Fairhaven's current challenges include the implementation of necessary wastewater treatment plant upgrades which will be funded via the Sewer Enterprise Fund, implementing the recommendations of the Public Facilities Improvement Plan of which the first priority is a Public Safety Facility, enhancing collaboration and unifying Town staff as well as a desire for economic development that will allow the community to retain its rural charm and character.

The Town has benefited from federal stimulus funding programs and has the potential to benefit from additional grant funding in the near future. A critical facet of the Town Administrator position will be to work with department heads and grant consultants and to network with State and Federal officials to maximize the grant funding the town receives. The Town Administrator will also need to oversee management of these funds to ensure that they are spent in the most efficient manner and in the best interest of the taxpayer.

CURRENT PROJECTS

- Approximately \$40+ million for wastewater treatment plant upgrades to be funded through the Sewer Enterprise Fund via sewer user fees. This project is scheduled to begin in 2026.
- A \$1.4 million high school turf field project to be funded with surplus revenue and \$200,000 from the high school's trust fund.



QUALIFICATIONS AND EXPERIENCE

The Town seeks applicants who possess a minimum of a Bachelor's degree in public administration, government or a related field and five to seven years of municipal management experience. A Master's degree is preferred. Candidates with an equivalent combination of education, training, certification and related experience are encouraged to apply.

SALARY AND BENEFITS

The successful candidate will receive an attractive compensation package including health and retirement plans, commensurate with qualifications and experience. Fairhaven values diversity and is an Equal Opportunity Employer and encourages applications from candidates from diverse backgrounds and from underrepresented groups. The anticipated salary is \$155K +/- depending on qualifications.

APPLICATION AND SELECTION PROCESS

Please submit your cover letter and resume detailing your interest and qualifications to the Collins Center for Public Management recruitment email recruitment.umb@gmail.com. Please combine all documents into a single PDF file and include your **LAST NAME and FAIRHAVEN** in the subject line. Review of resumes begins September 23, 2021.

POTENTIAL PROJECTS

- Implementation of the \$110 million Public Facilities Improvement Plan of which the first priority is a new public safety facility, expected cost of about \$50 million, which would require a Proposition 2 ½ override.
- Work with the committee to help determine best use of the former Rogers School building.

THE IDEAL CANDIDATE

To serve as the second permanent Town Administrator since this form of local government was enacted in 2014, Fairhaven is seeking a seasoned, collaborative leader with strong financial acumen, who has the ability to unify and make difficult decisions, has strategic vision, excellent communication skills, and experience with economic development and personnel management. The ideal candidate will be:

- A demonstrated and dynamic leader who is forward-thinking, fair-minded and transparent;
- An effective and experienced manager from an environment of similar complexity who has proven strong organizational and professional skills;
- A manager with exceptional financial acumen with a proven record of building balanced budgets that reflect needs while adhering to the Town's financial policies and respecting its limited resources;
- An experienced negotiator of contracts and having served as a Procurement Officer;
- An individual who has human resources, labor and employee relations, and collective bargaining experience;
- Experienced in planning, community development and economic development;
- Knowledgeable of municipal management best practices and ability to implement them;
- Experienced in guiding the development of a shared strategic vision for the community and whose words and actions provide clarity to those they supervise as well as all boards and commissions and the public;
- A leader who can work with state and federal officials closely to further the Town's goals and priorities;
- An individual who understands the value of protecting open space and historic structures;
- Someone who understands coastal resiliency issues and the importance of the blue economy; and
- A person with unquestionable ethics and integrity and committed to the standards for municipal management professionals specified by the International City Management Association (ICMA).

JENNIFER M. CALLAHAN

PROFILE

Candidate is tested Town Manager and Town Administrator; Is proven local and state official with extensive policy, administrative and public sector experience in government affairs, community relations, economic and workforce development, labor relations and capital planning; Former senior administrator of system-wide operational and performance improvement for large public sector institution; Has demonstrated leadership as seasoned executive level professional with senior management skills.

HIGHLIGHTS

- ◆ Diverse experience in local policy and administration activities of municipalities, i.e. strong understanding of local and state government procedures, processes and programs used to address complex community problems and advance local projects
- ◆ Exceptional public relations and communications skills at various public sector levels; Extensive experience working with myriad of community boards, commissions and groups; Managed citizen suggestions, complaints, surveys and implemented solutions; Administered and processed annual resident caseloads of over 1,000
- ◆ Hands-on organizational experience providing direct administrative support, strategic planning, facilitation, supervision, project management, departmental reporting and presentation development to executive leaders in private and public sectors
- ◆ Reviewed, amended and presented annual municipal, school and state budgets ranging from \$6 million to \$29 billion; Leader of the 2010 Budget Transparency Act
- ◆ Seasoned management experience of personnel and programs in private, public and nonprofit sectors i.e. government, business, education and health care; Strong ability to guide public staff in maintaining effective departmental operations
- ◆ Diverse Town Meeting experience as Town Manager/Administrator, former Selectman and School Official; History of effectively advocating for local support of new bylaws, annual budgets, town overrides, debt exclusions and operational budgets
- ◆ Responsible for coordinating and securing in excess of \$150 million in special municipal project funding i.e. major economic & community development projects
- ◆ Board Member of Chamber of Commerce; Secured \$5.5 million for business expansion, workforce development, leadership training, entrepreneurship, small business assistance, smart growth planning & business redevelopment projects
- ◆ Trained Facilitator; Advanced skills in strategic planning, program assessment and institutional performance; Directed system wide performance projects, service plans and practice guidelines to more effectively deliver & evaluate public services
- ◆ Experience leading regional partnerships and mutual service agreements i.e. municipal purchasing, emergency dispatch, recycling, academic and athletic programs, college satellite campuses and education cooperatives, town planning, workforce development and senior transportation
- ◆ Extensive collective bargaining experience on both sides of a negotiating table; Managed public employee interests through grievance procedures, labor-management meetings, arbitration, workplace complaints
- ◆ Demonstrated history of working closely with municipal and state legal counsels on many other diverse community issues
- ◆ Recommended and wrote bylaw changes and partnered closely with town planners in promoting solutions and securing funding for sustainable community development, locally initiated affordable housing projects, municipal energy projects, technical assistance and smart growth planning

HIGHLIGHTS

- ◆ Direct experience working on public and environmental health issues including environmental health hazards, toxic exposure, communicable diseases, addictions, occupational health, employee assistance; Registered Nurse (31 yrs.) and Nationally Certified Health Education Specialist (20 yrs.)
- ◆ Created strong partnerships with local, state and federal public safety and emergency management officials to address community crises i.e. prolific communications to municipal boards, public, media and respective agencies; Lead efforts for over \$5.0 million in community disaster relief funding post major fires, storms, compromised dams and contaminated water supplies
- ◆ Substantial work with infrastructure projects (roads, water, dams, sewer and bridges) i.e. securing over \$46 million in additional direct infrastructure grant funding from MassDOT, MassWorks, CDBG, MORE, STRAP, PWED, CDAG programs
- ◆ Extensive municipal and state policy experience supporting Local Aid, Chapter 70 and Chapter 90 increases; Responsible for identifying community service needs, developing capital building project scopes & working with officials to secure funding
- ◆ Garnered more than \$3.5 million in state grant funding for major recreation and conservation initiatives including the building of new parks, living history centers, playgrounds, river walks, youth education camps, bike and riding trails, heritage trees, great pond restoration, waterways maintenance & visitor education centers
- ◆ Obtained numerous first time grants for recycling, energy efficiency, solar and alternative energy projects totaling over \$3 million for both municipal & school initiatives

EDUCATION

Doctorate of Education-- Higher Education Administration, Policy & Research

University of Massachusetts at Amherst

Focal areas: Public Sector Institutional and Systems Administration, Budgeting and Management; Organizational Analysis and Leadership, Education Assessment and Reform

Dissertation: *Ethnoviolence in higher education: Student perpetrators' perspectives on self, relationships, and morality*

Master of Public Health-- Community Public Health Policy & Administration

University of Massachusetts at Amherst

National Commission: Certified Health Education Specialist for 20 years

Focal Areas: Public Health Surveillance, Environmental Health Science, Health Program Finance & Administration, Public Health Policy Management, Epidemiology, Biostatistics

Bachelor of Art-- Sociology

Boston University

Honors: Symington Sociology Scholar

Bachelor of Science-- Nursing Science

Boston University and the Florence Nightingale School of Nursing & Midwifery, UK

Honors: Case University Scholar

Commonwealth BORN: Licensed Registered Nurse for 31 years

EXPERIENCE

Town of Oxford, Oxford, MA

2018-present

Town Manager

Effectively implemented new financial policies (OPEB, Stabilization, Capital Stabilization, Free Cash) and significantly raised revenues and reserves. Applied for unprecedented \$18M in grants and secured \$14M in funding assistance. Overhauled budget presentations, town meeting materials and town meeting preparations. Implemented 5 Year Capital Program and completed record number of overdue deferred maintenance projects by increasing free cash certifications and leveraging grant support. Successfully negotiated 3 collective bargaining contracts with market rate adjustments to improve employee retention, increase town's regional competitiveness and improve applicant pools. Established new DPW personnel classification system and job description overhaul for all DPW positions which had not been addressed for 40 years. Negotiated budget neutral positions for health

EXPERIENCE

insurance premiums for past 3 years resulting in major budget savings and renegotiated property and IOD insurance premiums resulting in \$300k in budget savings. Increased both police and fire staffing and opened second fire station to improve emergency response times. Negotiated several favorable marijuana industry host agreements and new solar lease and tax agreements to generate close to \$1.0M in recurring annual revenues. Converted town's highway lighting to LED saving over \$130k and then successfully navigated town to become Green Community. Reorganized information technology department saving over \$300k annually and directed major cybersecurity infrastructure upgrades. Negotiated new contracts for communications systems and made major improvements for public works and public safety radio communications. Organized legislative briefings and garnered state support for local town and school budget priorities. Reduced IOD claims, improved employee safety, education and training resulting in reduced insurance premiums and improved employee health. Implemented strategic staffing and retirement succession plan and hired important new positions (human resource specialist and directors of planning & economic development, public health, facilities maintenance). Significantly improved town-school relations with joint meetings, cooperative endeavors and equity in funding requests. Presided over reasonable increases to school operations averting all public requests for overrides for first time in over a decade. Implemented major aspects of town's Master Plan initiatives to improve downtown, address public infrastructure and enhance cultural opportunities (Movies on Main, Scarecrows on Common and Art in the Park) for residents. Office of Inspector General: Certified in Public Contracting Finance & Mgt. Services.

Town of Millville, Millville, MA

2016-2018

Town Administrator

Successfully negotiated insurance claim & constructed off site modern Town Hall saving taxpayers \$1.6M; Over \$2.7M (*MassWorks, Complete Streets, PARC, Community Compacts, MOBD, Demolition, Public Safety, Accelerated School Repair*); Established "One-Stop" Municipal Service Model by reconfiguring all town departments; Established new Finance Team & produced town's first 3 Year Budget Forecast & Plan; Conducted full review & implementation of financial management policies & procedures; Provided technology upgrades to all financial departments(*replaced 28 year old accounting system*); Negotiated new inter-municipal agreements & regional contracts saving \$350k; Tripled new growth by overhauling Assessors Department; Instituted aggressive collections policies for \$250k in new revenue & a 98% collection rate; Established structured budget contributions to stabilization & OPEB funds; Implemented 5 year Capital Plan; Converting to online permitting platform; Established Enforcement Taskforce collecting \$70k in violations; Passed several new enforcement bylaws; Set up Town-wide Capital Fund and two new stabilization funds (*Matching Grant & Capital*); Negotiated New 3 Year Police Contract; Updated building & planning fee schedules & revamped applications; Directed completion of town's first Development Guides, Zoning Diagnostic, Open Space Recreation Plan and Master Plan; Passed Comprehensive Marijuana bylaw.

Massachusetts General Court, Boston, MA

2003-2011

House of Representatives, 18th Worcester District

Full time Legislator 8 years representing five communities with constituent base of 40,000; Policy Leader in Municipal Affairs, Economic Development; Ethics Reform, Government Accountability, Budget Transparency, Public Health, Education; Reviewed, amended and approved annual fiscal state budget appropriations of \$23-\$29B; Proposed, drafted, filed, supported & enacted public policy for towns and Commonwealth; Highly successful state and federal grant initiator, author and advocate; Provided expert written and verbal testimony on a myriad of government matters; Regularly communicated to state agencies and officials concerning complex local affairs; Directed and managed legislative and policy committee staff as well a district support team; Highly visible local leadership via public outreach i.e. district office, regional listening tours, office hours and constituent opinion surveys; Experienced formal public speaker for a variety of audiences and events; Highly interactive communications skill set to promote vision, message and information about important public concerns and policies by conducting radio/TV/newspaper interviews, publishing newsletters, promoting websites and by developing fact sheet, reports and presentations; Organized regional summits and symposia on public education, economic development, health care, workforce development, environment, transportation, infrastructure and housing; Demonstrated ability to meet new and competing deadlines while pursuing an aggressive public schedule of activities, events and appointments.

EXPERIENCE

Town of Sutton, <i>Sutton, MA</i> Sutton Board of Selectmen; MMA	1999-2002
Town of Sutton, <i>Sutton, MA</i> Sutton School Committee; MASC; Fed Relations Network	1996-1999
Town of Sutton, <i>Sutton, MA</i> Long Range Planning Committee; CMRPC	1999-2002
UMass Memorial Healthcare, <i>Worcester, MA</i> <u>Senior Performance Improvement Administrator</u> Provided senior level strategy, operational planning and administration in deploying multi-campus patient-provider projects, i.e. budget analysis, financial targeting and revenue goals; Managed medical quality improvement (QI) projects and annual plans for multiple hospital divisions/departments; Developed departmental plan metrics and measurement tools; 4 year Director of New England Quality Symposium i.e. budgeting and marketing largest interstate quality educational conference; Certified in Total Quality Techniques; Supervised complete development and implementation of major Clinical Practice Guidelines across multi-campus system for several thousand physicians and case management staff; Managed multiple institutional physician and national clinical project databases and presentation portfolios; Conducted system-wide quality studies by compiling, reviewing, and reporting clinical and financial data findings & results; Compiled, analyzed and wrote reports and developed presentations for senior leadership & staff; Assessed and organized division/departmental reports for compliance with outside agencies.	1994-2000
UMass Graduate School of Nursing, <i>Worcester, MA</i> <u>Assistant Professor & Consultant</u> Lectured on state and federal nursing, health care quality and public health policy measures; Served on area institutional boards, including Worcester Nursing Pipeline Consortium and Worcester State College Nursing Advisory Committee; Created executive level stakeholder presentations outlining institutional needs for program development; Provided curricular assessment and strategic plans for administrative leaders to define and implement a Post-Master's Certificate Program in Health Care Quality; Garnered approval for new regional LPN program and secured tens state of the art resources for teaching & training.	2002-Appointed
UMass Medical Center, <i>Worcester, MA</i> <u>Senior Medical Peer Review Coordinator</u> Developed and conducted systematic medical record review process for all clinical divisions and departments to comply with external regulatory agencies; Analyzed and reported medical review results to Executive Medical Leadership Team; Collaborated with external benchmarking agencies on Clinical Improvement Studies; Managed data collection for research studies, administrative reports and audits.	1993-1994
UMass Medical Center, <i>Worcester, MA</i> <u>Resource Nurse-Orthopedic Surgical Trauma Care</u> Rotating nursing management responsibility in supervising 40-bed unit, i.e. planning and evaluating staff assignments, admissions screening, delegating work and conducting full patient admission assessments for unit; Provided licensed clinical nursing care to multi-trauma, orthopedic & surgical patient population at Level I Trauma Center; Massachusetts Nurses Association; American Nurses Association.	1988-1993
Southern Worcester County VNA, <i>Webster-Dudley, MA</i> <u>Maternal Child Health Manager</u> Managed all aspects of assessment, budgeting, development, implementation, and evaluation of a new community-based nursing maternal child health program; Performed community needs assessment for agency including data collection, survey analysis and interview reporting from area health institutions; Developed maternal child health assessment and education tools for program; Planned and coordinated actual program referral process; Developed program directory of regional support services using assessment data; Represented agency in all joint community programs; Nationally Certified in Child Health & Developmental Assessment.	1986-1988

NONPROFIT

Holidays with Heart Hunger Relief, Sutton, MA

1994-2019

Founding Director

Coordinated all aspects of a regional hunger relief program with multiple agencies and over 2,500 volunteers across Central Massachusetts Region; Develop and implement annual giving campaign with fundraising goals that provide budget foundation for the purchase of fresh produce from Massachusetts' farms; Organized the purchase, distribution and donation of over 690 tons of farm produce to nonprofit organizations and town pantries across Central Massachusetts; Chief sponsor of An Act Relative to Farm-to-Family Hunger Relief to create a statewide model to better connect farms to hunger relief organizations.

BV Chamber of Commerce, Northbridge, MA

2016-2018; 1996-2012

Board Director & Committee Chair

Directed leadership efforts on workforce development, post-secondary education & business technology for a 13 town regional chamber of commerce; Advocated Quinsigamond College campus location in Northbridge; Conducted business survey research & analysis on higher education and technology needs of region; Organized content, presenters and sponsors for regional technology initiatives; Tech Summer Institute, Tech Expo and Technology Tour targeting educators, businesses, investors & policymakers; Promoted establishment of two new regional college satellite campuses; Coordinated annual publication of "The Blackstone Valley Education & Training Resource Guide"; Cofounder of FutureWORKS a regional four college collaborative program offering undergraduate and graduate classes to residents of the Blackstone Valley; Secured numerous state grants for technical assistance, entrepreneurship, business development as well as a direct appropriations for Chamber activities.

**COMPUTER
LITERACY**

Microsoft Office, Word, Excel, Access, Power Point, Canva, VISIO and other software programs.

REFERENCES

Personal and professional references available upon request.

Jennifer Callahan

September 23, 2021

Mary Flanders Aicardi, Human Resource Practice Lead
Collins Center for Public Management
UMass Boston, Healey Library, 10th Floor, Room 25
100 Morrissey Blvd.
Boston, MA 02125 USA

Dear Ms. Flanders Aicardi:

I am submitting the attached resume for the Fairhaven Town Administrator position recently advertised on the Massachusetts Municipal Association website. My twenty-six years of experience in local and state administration, public policy, capital planning, labor relations and government affairs has well prepared me for this municipal leadership role. As a former finalist for the position, I remain very interested in Fairhaven, despite the unusual turmoil associated with the previous search. I understand the Town is undergoing possible changes relative to its governance and leadership structures which appear well on the path for positive community transformation. Since I consider myself a professional who serves as a catalyst for dynamic community change and one who has the leadership skills to help guide diverse interests, I find this kind of community transformation to be both appealing and positive as a candidate for the position.

My relationship with local governments runs deep and my creativity in securing resources for public service and community development needs is well known to many municipal and state administrative leaders and officials. My familiarity with the community, its location, its history and demographics, coupled with the broader management duties and expectations of the position, make Fairhaven a very appealing professional career opportunity for me to pursue at this time.

In terms of municipal experience, I am a former Selectman, School Board Official and Town Administrator and am currently employed as Oxford's first woman Town Manager. In these positions, I have had the opportunity to serve as an elected leader, community advocate, Chief Administrative Officer and Chief Procurement Officer. As both a municipal Manager and Administrator, my leadership priorities have been to stabilize government operations, implement financial management best practices, significantly increase overall reserves and identify new revenue sources. I have also vigorously pursued regional-based services, renegotiated contracts, established new inter-municipal agreements and developed sound grant proposals which have resulted in over

\$14M (Oxford) in actual new funding assistance for essential projects which could never be met through the annual operating budget.

As Oxford's Town Manager, I replaced an administration which had left town government in turmoil and had created significant employee morale issues resulting in an overall hostile work environment for many personnel. I have made professionalizing the existing workforce and implementing strategic staffing plans a priority to dramatically improve overall employee satisfaction. I truly embrace an "open door" policy for staff, boards and committees and departmental leaders to provide support, address potential problems in a timely manner and to provide constructive feedback on a continual basis.

As both a town manager and administrator, I have made improving municipal school relations a top priority. I have had very cooperative relations with every superintendent and have headed efforts to conduct joint meetings to discuss budgets, capital planning and shared services. This has resulted in greater equity in capital planning, realistic operational funding and the effective avoidance of operational overrides and unanticipated "surprises" on town meeting floor.

In recognition of my public service efforts towards improving regional economic development opportunities, I have served as a Board Director for the Blackstone Valley Chamber of Commerce for two non-consecutive terms and have lead efforts on workforce development, tourism and post-secondary education. I also worked as a Senior Performance Improvement Administrator at UMass Medical Center for six years. Professionally, I have worked as a licensed public health provider which has provided me with unique insight and skills to effectively address the current pandemic. Additionally, I have been a trained facilitator and strategic planning consultant using Total Quality Methods to improve public services and drive key results.

In addition to being a former elected municipal and school official, I have also had the honor of serving in the Massachusetts General Court for 8 years, founded and managed a regional nonprofit hunger relief program for over 25 years and had advancing administrative and teaching roles within the Commonwealth's University System. The diversity associated with these roles has provided me with unique organizational insight and experience in working closely with public leaders to oversee, administer and implement strategic plans, programs and budgets.

I have had human resource responsibilities in various settings. I have represented and managed the interests of individuals and groups through grievance procedures, contract negotiations, labor management meetings, arbitration, alleged workplace harassment complaints and discrimination cases. Whether serving 15,000 residents as a Town Manager, 3,200 residents as a Town Administrator or representing 40,000 constituents across five towns as a Legislator, I understand not only how to target communication activities, but also how to develop and promote messages for effective public outreach. I also have an extensive history of assisting communities address crises, to maintain open lines of communication during emergencies and to proactively involve the public in priority projects.

In public and private sector roles, I have demonstrated sound analytical judgment, effective management, successful policymaking, thoughtful leadership and the art of negotiation to executive teams, elected officials, community leaders, employees and residents alike. Most importantly, I have personally embraced a public service path in life and thrive on building positive partnerships to improve the quality of life of communities. Indeed, I look forward to and would greatly appreciate the opportunity of further discussing this important position with you.

Sincerely,

A handwritten signature in black ink, reading "Jennifer M. Callahan". The signature is written in a cursive, flowing style.

Jennifer M. Callahan

Town Administrator Screening Committee
Attn: Collins Center for
University of Massachusetts Boston
100 Morrissey Blvd.
Boston, MA 02125

I am writing to express my interest in the posted Town Administrator position. I would like to discuss my candidacy and how my skills can assist Fairhaven, as a seaport community. Working and utilizing my skill sets to service the town, build a strong collaborative staffing model, and enhance economic opportunities will augment a cohesive community. Meeting the challenges of the local area, I can bridge the gap with regional approaches to economic development (partnerships with Acushnet and New Bedford) while maintaining the rural residential community. Having lived in the area I understand Fairhaven's challenge to balance its maritime identity while increasing its revenue source. Having served in other similar sized communities will make the transition seamless. I welcome the opportunity to support the Select board in fulfilling their vision and goals to partner with state and federal agencies and to further advance its community development.

I possess well over 10 years of experience in municipal government, 17 in public higher education management and I have a track record for providing effective leadership and direction. In addition to a strong managerial, policy and human resource experience, my skills include municipal finance, personnel administration, and labor relations. I hold a Master Certificate in Local Government Leadership, and Management and a Certified Public Purchasing Officer (MCPPO) which will aid in the development of the waste water treatment upgrades and moving the town into shovel ready projects for future grant funding.

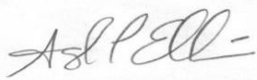
Below are some additional skills and assets that I would bring to the position, in addition to those outlined in my resume:

- Diversity, Equity and Inclusion training and development
- Proven ability to develop and maintain relationships with internal and external partners
- Exceptional inter-personal skills and the capacity to interact with staff, constituents, and customers
- Proficient in managing fiscal duties and negotiating contracts.
- Customer service approach to public engagement and conflict resolution

I believe I will be an asset to Fairhaven. I have held many administrative positions with a strong managerial focus on management, supervision, program and policy development and conflict resolution while fostering a cohesive partnership with other departments, agencies, and stakeholders. These skills correlate to your advertised description and position statement.

I welcome the opportunity to use my skills and extensive experiences in Fairhaven. I look forward to hearing from you soon.

Sincerely,



Angie Lopes Ellison

Angie Lopes Ellison

Sturbridge, MA 01518

SUMMARY OF STRENGTHS:

Leadership Skills
Training and Development
Team Building

Policy Development
Diversity | Inclusion
Programming Client Service

Process Improvement
Conflict Resolution | Mediation
Negotiation Skills

EXPERIENCES:

City of North Adams

Nov 2020- present

City Administrator

- Chief Administrative Officer accountable for the efficient daily administration of functions and activities of the city operations
- Direct the city in Human Resource Management, administering related policies & systems
- Assist and develop strategic initiatives, capital improvements, and major projects and risk management
- Investigates problem situation in city operations and taking necessary action to resolve issue
- Provide guidance and advice to Mayor and City Council on various municipal matters including collective bargaining, fiscal and budget development, management of annual budget, and employee issues
- Manage risk assessment, and regulatory compliance in operations and policy development
- Serve as Chief Procurement Officer, Airport Manager, Hearing Officer,
- Manage and oversee functions of recreational areas including Campground, Ice Rink and Windsor Lake

Town of Uxbridge

Feb 2018- Jun 2020

Town Manager

- Chief administrative and operating officer for the municipality
- Accountable for the efficient daily administration, functions and activities of the town's departments and employees in compliance with federal, state, and local ordinances
- Appointed and supervised department heads and staff members as well as various boards and committee
- Chief Human Resources and Personnel Manager, interpreted, administered, and enforced all related policies & systems
- Served as Chief Procurement Officer and oversaw the Facilities Management function
- Steered economic development team and directed the Capital Plan and other critical resources
- Responsible for a \$44.5M budget and over 200 employees
- Administered town, state and federal policies and ensured compliance with all applicable regulations and ordinances
- Oversight and management of fiscal duties, including but not limited to bids, grants and contract negotiation, collective bargaining, purchasing, and budget preparation

Town of Blandford

Aug 2016- Jan 2018

Town Administrator

- Manage day-to-day affairs of the town's departments and employees
- Administration and ensuring compliance with town policies
- Advise and update board on town business and issues requiring action.
- Oversee timely preparation of budget, bids, grants, etc. and ensure fiscal responsibility.
- Oversight and management over collective bargaining and purchasing
- Knowledge of municipal regulations, business, finance and personnel management

Two Steps Ahead Consultancy

Jul 2008- Jan 2019

Independent Consultant

- Develop training and educational workshops on issues Diversity, Equity and Inclusion, Staff development, personnel, and performance evaluation.
- Provide consultation, education, and training to individuals and paraprofessional staff at schools and organizations to ensure compliance and proper policy implementation
- Collaborate with institutional stakeholders to access challenges and opportunities for improvement

University of Massachusetts, Boston

(Jan 2002-Jun 2007)

Associate Dean of Students Affairs

2002- 2007

- Advised the Dean on matters of policy concerning students, personnel, and human resources
- Counseled clients on personal, social, and behavioral issues.
- Administered the campus wide discipline system, including grievance and ethical integrity
- Assisted in the development and implementation of programs and policies
- Assisted and advised with implementation of strategic planning and divisional goals
- Primary contact and advisor to the Office of Service Learning and Community Outreach, Office of Student Life, Campus Ministries, undergraduate and graduate student governance bodies, and organizations
- Management of leadership development curriculum “Beacon Leadership Project”
- Provided consultation to faculty and staff in efforts to build a pluralistic community

Dean of Students and VP Division of Student Affairs

2002- 2003

- Served as the Chief Student Affairs Officer and an Officer of the President’s Cabinet
- Approved and administered HR functions, including leave and benefits administration in conjunction with the Human Resource department.
- Provided leadership, administration, management, and supervision of the Division as well as strategic planning and initiatives
- Established shares responsibilities with the Office of Affirmative Action, Disability Services, International students, Academic Advising and Financial Aid
- Engaged external services, agencies, and community to enhance success

Framingham State University

Assistant Dean of Student Service and Multicultural Affairs

Jan 2000- Jan 2002

- Developed and promoted diverse and inclusive plans, goals, and strategies for University services
- Trained staff and student on issues of diversity, inclusion, equity, and social justice
- Managed Student Grievance, Judicial Affairs, and the Office of Multicultural Affairs
- Managed and provided supervision for the Office of Student Life, Issues and Wellness, Career Services and the Graduate Assistant for Multicultural Affairs
- Supported Dean in leadership, administration, management, budgeting, planning, supervision, assessment and evaluations
- Executed programs for the development of international and students of color and community
- Administered and budgeted the Dean’s Emergency Loan Program

CIVIC ENGAGEMENT POSITIONS

2008- 2015

- **President, Friends of the Joshua Hyde Library:** support the Library through fundraising and outreach to the community, utilizing technology, and innovation for greater access to information for the community
- **Board of Selectmen:** elected position, which developed policies, approved budget, and supervised Town Administrator; Worked with various departments and established “trunk a treat” for community; served on numerous committees
- **Burgess Elementary School Committee:** elected position with oversight of elementary school policies and budget. Focused on community and educational advancement of all members; served on various committees
- **Tantasqua Regional School Committee:** elected position addressing the regional high school and junior high school. Worked with various other towns and communities to go beyond “meeting standards” of state; served on two committees
- **Sturbridge Senior Center:** volunteer position with the focus on assisting members of the senior center, provided social interaction, and assisted with meals on wheels for those home bound.

EDUCATION:

Master Certificate , Local Government Leadership & Management	<i>Suffolk University, Boston, MA</i>
Master of Arts , American Studies	<i>University of Massachusetts, Boston, MA</i>
Bachelor of Arts , Political Science	<i>Southeastern Massachusetts University, Dartmouth, MA</i>

Language Skills

Working knowledge of English, Cape Verdean Creole, Portuguese, Spanish and French

MILITARY SERVICE:

Army National Guard, Honorable Discharge

CREDENTIALS AND AFFILIATIONS:

Massachusetts Certified Public Purchasing Official (MCPPO), Massachusetts Municipal Association (MMA), Massachusetts Municipal Personnel and Human Resource Association (MMPA|MAHR) , Municipal Managers Association (MMMA), Small Town Administrators and Managers (STAM), Association of Student Judicial Affairs Officers (ASJA), American College Personnel Association (ACPA), Association of Student Conduct Administration (ASCA), National Association of Student Personnel and Administrators (NASPA)

SKILLS: MS Excel, Word, PowerPoint, Database Management, Outlook, MAC, PC, Zoom, Webinars

REFERENCES: Upon request

November 30, 2021

Mary Flanders Aicardi
University of Massachusetts - Boston
Collins Center for Public Management
Boston, MA

(508) 509-1377

VIA ELECTRONIC SUBMISSION- Fairhaven Town Administrator
Mary.Aicardi@umb.edu

Dear Ms. Aicardi and members of the Fairhaven Town Administrator Search Committee:

Please accept this brief statement of qualifications as an indication of my objective to be selected for the position of Municipal Administrator for the Town of Fairhaven, recently noted in a recent edition of the MMA Beacon online.:

I have enhanced my credentials and have held increasingly responsible professional positions **Currently**, I am serving as the Director of the Greenfield, MA Housing Authority, while I am selective in applying for a new municipal management position in a community of such size and complexity as to utilize my broad and extensive experience. The Chair of the Authority is aware of my search effort. I am also assisting the Town of Wareham in a consulting capacity to the Town Administrator by conducting a thorough review of the organizational and financial status of the Wastewater Department, including project management of all contracted construction/planning services. Note this was more fulltime in nature in 2019 and 2020, until COVID 19 shutdowns wherein there was much remote activity. I have also recently served as an Interim Town Administrator in a rural Vermont community on a part-time basis.

As the enclosed resume indicates, until September of 2019, I served as the Town Administrator for the Town of Bourne (February 17, 2005 - September 30, 2019). I have served as a Massachusetts and Vermont Municipal Administrator, Economic and Community Development Director, and as previously indicated, most recently (September 30, 2019) as the Town Administrator for the Town of Bourne. Bourne is a full-service community of 20,000 residents (40,000 in the summer months), currently with a budget of \$72 million. In addition to the General Fund and Education budget, Bourne also owns and successfully manages a municipal regional integrated solid waste facility (\$11.7 million) and a wastewater enterprise fund. I was charged with budget and union negotiations and work under the provisions of the Bourne Home Rule Charter, as amended. The Town currently boasts a combined "Free Cash and Stabilization balances of \$12.95 million as opposed to the Town being \$1.5 million in the red in 2005 when I was hired. The Town's bond rating from Standard and Poor's was raised from AA- to AA+ during my tenure with being on track for a AAA rating in FY 21. The Town was also deeply involved with finding creative ways to provide new market rate, affordable and workforce and 55+housing units I also served as the Chair to the Cape Cod Regional Transit Authority and was a member of the Barnstable County Substance Abuse Council. I formally served as the Executive Director of the Massachusetts Rural Development Council, Inc., a member state of the National Rural Development Partnership (9.5 years).

I have also served or am serving as a municipal selectman (Bellows Fall Village Corporation Trustee, Town of Vernon Selectboard) and a finance committee member.

Each of the above positions have necessitated the acquisition of a comprehensive toolbox of skills and expertise including Diversity, Equity and Inclusion training, negotiating, administrative, public budget preparation and presentation, wage and classification preparation, preparation of policy and administrative documents, staff oversight, annualized goal, benchmark/work plan, various meeting preparation and other varied abilities that are utilized in an ever-changing public environment.

Also, as noted within my resume, I have been involved in both exempt and non-exempt negotiations, prepared grants and compliance reports for state and federal agencies, served both as a hearing officer and appealer, and have worked within the parameters of local, state and national policies. I am also experienced in the management and functioning of municipal enterprise funds. The current need to find assistance and flexibility to local business is also a major concern due to the ongoing pandemic. I work well with citizen and local government committees and advocacy groups. I am trained in matters of diversity and inclusion and matters of equity.

I have also worked with many State and Federal Departments and agencies and am quite familiar with procurement on small and large scales, project management, facility maintenance plans and the like. I am also comfortable in any public forum setting.

Further, I am at ease with and have experience in working with groups of extremely diverse constituencies. I have been recruited to present as an invited speaker or panelist locally and at national functions. Thus, my extensive and varied experience in Municipal Government, human resources, public-sector administration, public policy, budget, contract negotiation, public housing, capital budgeting, and team building create a confluence, which will be beneficial to the entire community of Fairhaven, as it moves forward to continue its reputation of professional excellence within the municipality. I am also cognizant of the special challenges and attributes of Southcoast Massachusetts especially surrounding, equity, transit, housing, and economic development related issues, and coastal erosion issues.

I look forward to the opportunity in discussing how my experience and qualifications meet the needs of and will maintain professional operations within the Town of Fairhaven, as it moves toward securing a permanent Municipal Administrator.

It is anticipated that the salary will be commensurate with the responsibilities depicted within the position profile, take into consideration with the growth pressures of the community, course, be aligned with the level of professionalism required, and comparable to area communities.

Respectfully,

Thomas M. Guerino

Thomas M. Guerino

THOMAS M. GUERINO

CURRENT/RECENT: City of Greenfield, MA Housing Authority - Executive Director - (11/20 - present) Town of Wareham, MA - Fee Based Consultant to Town Administrator for Wastewater Contracts and Organizational Development - Current Contractual (10/2019 - present) Town of Vernon, VT - Interim Town Administrator 02/20 - 10/20

Town of Bourne, MA - Town Administrator - Feb. 17, 2005 to September 30, 2019

- Chief Administrative and Executive Officer of full-service municipality 20,000.
- Prepare and Administer \$72M annual budget plus an \$12.7M Regional Landfill Enterprise Fund, pursuant to Town Charter.
- Strong Chartered Town Administrator. Excellent Budgetary skills.
- Instituted town wide performance appraisal system.
- Reorganized the Zoning and Planning staffing organization. Reorganized Finance Department, Community Building organization and COA.
- Brought town from \$2M deficit in FY05 to undesignated fund balance of \$6.6M in FY07.
- Halted use of Free Cash and Stabilization Funds for general operations without repayment plan over 24 months.
- Orchestrated and justified general overrides - infrequent and only as absolutely necessary.
- Increased public safety staffing. Expanded shellfish propagation program. Professionalized marina operations.
- Revised long-term financial model. Worked in collaboration with the School Department
- Created Capital Expenditure working group, Wastewater working group, Department Head working subcommittees, and Integrated Solid Waste Management (ISWM) Futures Working Group.
- Lead collective bargaining with 9 separate units. Prevailed on a vast majority arbitration challenges.
- Revised several antiquated policies and created new travel and vehicle use policy while reducing and then stabilizing size of municipal fleet.
- Entered into 20 Power Purchase Agreement (SREC I) wherein 85% of the municipal and school department electrical load is “behind the meter”
- Opened communications within municipal departments and made the Administrator’s office accessible to employees and the general public.
- Brought self-insured health insurance budget under control through union negotiations.
- Established and funded Facilities Maintenance Department. Created Capital Stabilization Account.
- Guided Board of Selectmen into professional goals-setting sessions. Working well with an 80% board change over 8 months including a recall of two former members.
- Hired several department leaders including Director of Facilities, Human Resources, and Director of Finance, Police and Fire Chiefs, Health and Conservation Agents. Disciplined and Terminated employees as necessary and appropriate.

Town of Putney, Vermont - Interim Municipal Manager - May 2004 - Feb. 2005

- Chief Administrative/Financial/Human Resource/ Officer for full-service community.
- Charged with administrative, human resource, financial, and development functions.
- Administer and prepare general fund and special appropriation budget.
- Oversight of all invoice and payroll functions.
- Project Director and administrator of multi-million dollar capital improvement budget including water and wastewater system development and upgrade, new library (charged with selling existing library building), moved toward new EMS station.
- Revised benefit program to improve and reduce health and illness leave benefit costs.
- Chief procurement officer. Retained by community to assist in reviewing current governance structure and recommend upgrades or transition to more appropriate form/staffing core.

Massachusetts Rural Development Council - Executive Director

- Served as a leading advocate and spokesperson for 177 small and rural Massachusetts communities related to policy and regulatory change requirements and the principles of New Governance. Chief operating professional.
- Creatively facilitated more than 180 divergent teams on National, State, and local levels, utilizing distinctive models for facilitation, achieving consensus, and team building.
- Led program effort in providing technical assistance to USDA - Rural Development in missionary change from program administration to customer service outreach provider.
- Participated and trained in intensive diversity and inclusion program.
- Successfully constructed/participated and provided leadership with teams that continue today, ranging from welfare reform to entrepreneurial training, and local government participation methods.
- Developed curriculum for National Partnership meetings in CO, DC, FL, AK, MA, NH, PA, OH, WY.
- Leader in formulating professional development training curriculum. Was responsible for creating opportunities for and oversight of Graduate student interns/work study students.
- Team member in creation of National guideline for Outcomes Standards and Success Measurement.
- Created policy guidelines as team member for new National Network Management Team. Elected to such in 1998, under new name of National Rural Partnership Executive Board.
- Expanded revenue source as Federal Participation declined through fundraising and legislative action.
- Member Board of Directors for Central Massachusetts Regional Employment Board (Workforce Central).
- Member Executive Committee Better Access Through Organized Networks (BATON/MASSCARES - EOHHS - Hampshire County).
- Representative to Federal Reserve Bank Community Development Advisory Council.
- Member Technical Advisory Committee for Northeast Center for Rural Econ. Development (Penn. State).

- Member Performance and Accountability Committee for the Strategic Accountability Task Force (NRDP).
- Selected to participate in International Learning Cluster on Partnering @ Johns Hopkins University.
- Leader in drafting, submission and “lobbying” the passage of the NRDP act of 2002 and subsequent Congressional Authorization and budgetary earmark. Extensive work with appropriation subcommittees and entire Massachusetts Delegation.

OTHER PROFESSIONAL EXPERIENCE

Selected consultant to maintain and redefine the Human Resources function and provided staff training/oversight for active personnel office.

Massachusetts Municipal Consulting Group - recruitment and wage/classification specialist/Assessment Centers panelist

Town of Rockingham / Bellows Falls Village Corporation, Vermont

Municipal Manager/Economic Development Director

Town of Warren, MA - Town Administrator/Coordinator -Local Assessment Committee (MGLA Chapter. 21D)

Massachusetts Municipal Circuit-Rider Administrator

EDUCATION/OTHER CAREER EXPERIENCE

- Certified Massachusetts Public Housing Administrator
- University of Southern Maine, Portland, Maine, Bachelor of Arts (Magna Cum Laude)
- Greenfield Community College, Associates Degree in Liberal Arts
- Partnering for Results - Extensive training - Johns Hopkins University
- Grant Reviewer - National Institutes of Health (NIH)
- Substantial legislative and administrative advocacy experience at State and National level
- Extensive Professional Development course work and seminar training in facilitation, Americans with Disabilities Act, team building, achieving consensus, outcomes framework, diversity and inclusion benchmark and achievement measurements, financial, administrative compliance, grants writing and administration, New Governance, throughout entire professional tenure.

COMMUNITY SERVICE

North Quabbin Area Opioid Task Force

City of Greenfield - Community Preservation Committee

TRI-County Continuum of Care member

Selectboard- Town of Vernon - currently filling unexpired term

Cape Cod Regional Transportation Authority (Chair 2015 through October 2019)

Member of the Metropolitan Planning Organization (MPO - Through October 2019)

Future Connector Executive Task Force - The FIX - Canal Bridges task force

Bourne Financial Development Corporation

Town of Fairhaven

Select Board

FY23 Policy Goals with Objectives

Updated January 22, 2022

Goal 1: Human Resources Improvements

To strengthen the Town's Human Resources operation in ways that will enhance employee productivity, create an atmosphere of mutual respect and team work, develop an equitable and competitive compensation and benefits plan, and foster employee accountability for job performance.

FY23 Objectives:

A) Present Personnel Rules and Regulations for Select Board approval from which an Employee Hand book will be written. All town employees will be provided training on these new personnel documents. (TA/HR)

B) Continue to work with Department Directors on developing succession and cross training plans for key employees: (TA/HR)

C) Revamp the Employee Health Insurance program to incentive healthy living for all town employees, retirees and dependents. (TA/HR)

D) With policy guidance of the Select Board, negotiate collective bargaining agreements with Police/Fire/Clerical Unions. With assistance of the BPW negotiate contracts with Highway/Sewer/Water Unions. All contracts are due to expire on June 30, 2022(TA/HR)

E) Continue to develop written regulations for eligibility to the town's benefits program (Health, Dental and Life Ins) for both active and retired employees and their spouses/dependents. (TA/HR)

F) Ensure that the functions of human resources department are fully put into place consistent with town bylaws. (TA)

G) Develop a training program for employees and volunteers on conflict of interest, sexual harassment, cyber security, official communications, and other laws, policies and regulations as appropriate and necessary. (HR)

Goal 2: Town Committees Collaboration

Recognizing that volunteers, both elected and appointed, play an integral part in improving Town government and enhancing civic engagement establish methods and practices that will enhance collaboration and coordination between various boards, improve interaction with the public, and

provide educational resources to ensure compliance with applicable federal, state and local laws and regulations.

FY23 Objectives:

A) Update current Committee Handbook to reflect the most up to date information, laws policies, and regulations and ensure distribution and acknowledgement to current and new members of town committees/boards/commissions. (TA)

B) As part of the annual committee report submission process include a questionnaire requesting information as to adequacy of resources, opportunities for collaboration and future projects/work plans (TA)

C) Continue to improve that effectiveness of Select Board committees by ensuring that they have written direction as to their purpose, type of membership and term. Meet at least annually with committee chairs to discuss status of committees' mission and work (SB/TA)

D) Develop a policy regarding attendance at meetings by members of committees appointed by the Select Board including provisions for alternative members and limitations on serving on multiple committees (SB/TA)

E) Promote training opportunities to town committee members and staff to become informed on laws/regulations/policies and best practices in committees' areas of responsibility. Encourage achievement of relevant certifications and licenses. (SB/TA)

Goal 3: Inter and Intra Governmental Cooperation

Identify and advance opportunities for cooperation between Town departments, Fairhaven Public Schools, neighboring municipalities, non-profit organizations and regional governments as ways to improve services and reduce costs.

FY23 Objectives:

A) Complete Indirect Cost Allocation Agreement with Fairhaven Public Schools (TA/Finance)

B) Study the feasibility and necessity of a Revenue Sharing Agreement with Fairhaven Public Schools (TA/Finance)

C) Pursuant to the Memorandum of Understanding on Cable Access Television with Fairhaven Public Schools and Town of Fairhaven, document necessary current and projected expenses for the purpose of ascertaining the appropriate distribution of franchise fees between the Schools and the Town. (TA/Finance)

D) Review possible ways that the town and school building maintenance can be made more efficient and effective, by applying for Community Compact Grant to study feasibility of establishing a consolidated facility management operation. (TA/BPW/Schools)

E) Determine the feasibility of establishing a regional Police/Fire 911 Public Safety Answering Point (PSAP) (Police)

F) Implement an integrated Town wide GIS system that is user friendly and can combine all department's numerous layers (Building/ IT/ involved Departments)

G) Consistent with state regulations, develop and implement a program of electronic scanning of paper records (or eliminate as appropriate) with the intent to create virtual Town Hall, free up office space and reduce fire risks (Building/Town Clerk)

Goal 4: Financial Sustainability

Establish long term financial sustainability for the Town by adherence to approved financial policies regarding reserve levels, balanced budgets and capital financing, financial forecasting, controlling fixed costs (pension, OPEB, Health Insurance) and augmenting revenues (tax base expansion, grants, user fees).

FY23 Objectives:

A) Department Directors shall annually report on their work to identify and apply for grants that would benefit their departments.

B) Develop a monthly Executive Summary Report of Key Financial Indicators available to the Select Board, Finance committee and the public. (Finance)

C) Construct an informational tool ("calculator") that provides tax payers with graphic information as to what services and functions their tax dollars are being allocated to. (TA/ Finance)

D) Continue to implement best practices for cash management at department level with an emphasis on improving customer service and internal controls. (Finance)

E) Implement requirements of new Other Post-Employment Benefits (OPEB) bylaw. (Finance)

F) Determine the appropriate time period for issuing an RFP for audit services (SB/TA)

G) Develop and implement a comprehensive plan for the use of state and federal covid relief funds consistent with regulations. (TA)

H) Review town's financial policies in consultation with DOR, Auditors and Financial Advisor. (TA/Finance)

I) As part of the FY23 operating budget process review the adequacy of department staffing levels to ensure department mission is accomplished and to leverage grant opportunities. (TA)

Goal 5: Economic Development

Diversify and expand the Town's property tax base by implementing strategies and programs consistent with the Town's Masterplan that will help existing businesses and industries grow and make Fairhaven an attractive place for new businesses and industries to locate within the town. Included in this goal is the redevelopment of underutilized commercial properties along the various retail corridors in Town and the Atlas Tack property.

FY23 Objectives:

A) Complete final design of Phase V, Harbor Dredging Project and complete construction of CAD cell by fall of 2023. (Harbormaster)

B) Present the Property Assessed Clean Energy (PACE) program to the Select Board for approvals. (Planning and Ec. Dev.)

C) Objective: Review/Study tax classification shift (split tax rate) (SB/TA/Assessors)

D) Develop a written strategy including measureable outcomes to redevelop, in a manner consistent with the Town's Master plan, the Atlas Tack Property and the former Park Motors property. (Planning & Econ. Dev.)

E) Create new land use regulations and take other actions consistent with the Town's Master Plan to guide sustainable economic development and build new capacity for growth in appropriate areas. (Planning and Ec. Dev.)

Goal 6: Health Welfare and Safety of Town Residents

A primary responsibility for local government is to promote and ensure the health, welfare and safety of its residents. This is done by providing a variety of services and programs that address public health and safety concerns in a coordinated manner between town departments and between local, state and federal agencies.

FY23 Objectives:

A) Continue to Revise and Improve the Town's Emergency Management Response Plan including training town employees in NIMS incident command protocols. (Fire)

B) Determine the feasibility of having a "pet friendly" emergency shelter. (Recreation)

C) Establish neighborhood resilience hubs/networks (Fire)

D) Re-establish the Local Emergency Response Committee (Fire)

E) Continue to update existing fire program software to include pre-fire planning and hazard assessments. (Fire)

F) Continue to develop protocols and procedures to provide effective and up to date security against cyber threats. (Information Technology)

G) Request the state to install traffic control signals at the intersection of Alden Road and Route 6 (SB/Police)

H) Expand on efforts to recruit volunteers for Emergency Management. Provide training for logistical support and shelter operations to new volunteers (Fire)

I) Continue with COVID response and testing as needed. Continue to work and prepare for future pandemics. (Fire)

J) Begin construction to upgrade main Sewer Treatment Plant at Arsene Street to reduce nitrogen levels discharged from the plant in compliance with an EPA consent order including ancillary requirements such as moving the recycling operations. (BPW)

K) Enhance/expand recreational opportunities for town residents including effective messaging to the public to promote these activities. (Recreation)

Goal 7: Civic Engagement

Recognizing that what makes a municipality a community is the degree of civic engagement by its residents, implement methods and programs to improve communication and involvement between the Town government and residents with a focus of volunteer recruitment, transparency of information, timely response to citizen concerns, and use of modern communication technology, including public access television and social media.

FY23 Objectives:

A) Develop and Implement a standardized reporting system where by Departments report regularly on their activities to the Town Administrator which is then presented to the Select Board and posted on the Towns Website. (TA)

B) Promote expanded programing by volunteers and community organization on the Public Access Channel (Community TV)

C) Develop ways and means, including review of town bylaws and best practices to effectively enforce town bylaws governing zoning violations, sign regulations, dog behavior, littering, excessive noise etc. Building/Police/TA)

D) Study the pros and cons of creating a non-profit organization to operate the Town's Government and Public Access Channels. (Cable Advisory Committee)

E) Produce Public Service Announcement (PSA) and Frequently Asked Questions (FAQ) videos for town departments to assist them in their public messaging efforts. (Community Television)

F) Study feasibility of implementing civic engagement software that will allow town residents to easily and effectively communicate with the town to access services, register concerns and become informed on governmental activities. (TA)

Goal 8: Long Term Planning

There are number of dynamic changes that will be impacting Fairhaven now and into the future, including the condition of the town's aging infrastructure, sea-level rising, community demographics, energy consumption, and federal/state environmental regulations. To begin addressing these matters, an emphasis must be placed on long-term planning, including work on the Town's Master Plan, Hazard Mitigation Plan, Open Space and Recreation Plan and Capital Improvement Plan.

FY23 Objectives:

- A) Expend an action grant of \$516,000 through the Complete Street Program to begin the infrastructure modifications necessary to advance the objectives of the program. (BPW/Planning & Ec. Dev.)
- B) Begin implementation of the Facility Improvement Plan by commencing the planning and preparation for the construction of a new Public Safety Complex and reviewing other aspects of the Facilities Improvement Plan to see if modifications are necessary due to changing circumstances. (Police/Fire/TA/SB)
- C) Re-establish the Open Space and Recreation Committee and develop a web-based inventory of conservation, recreation and open space assets. (Recreation)
- D) Monitor progress and provide assistance, as necessary, for the rehabilitation and re-purposing of the Rogers School properties. (SB/Planning and Ec. Dev.)
- E) Promote flood risk education and awareness including possible mitigation measures to residents and businesses who may be at risk of flooding. (Building/Conservation & Sustainability)
- F) Ensure that the town continues to maintain Green Community Status so as to continue to be eligible to apply for additional energy saving grants (Conservation & Sustainability)
- G) Develop a 40 R Overlay Bylaw that guides sustainable economic development and builds new capacity for growth in appropriate areas through new zoning which will allow for higher density residential above commercial. This objective would also explore using other planning tools such as Transient Orientated Development (TOD), Transfer of Development Rights (TDR) and Form Based Codes. (Planning and Economic Development)
- H) Conduct a comprehensive Street Tree inventory and develop an Urban Management Plan and local Public Tree Bylaw. Development of the inventory and plan will add to the local bylaw, help develop a tree care manual, enable better decision making and preserve historic trees as long as possible and potentially lead to a full time certified arborist position and designation as a Tree City USA (Planning and Ec. Dev.)
- I) Update the Hazard Mitigation Plan which is due to be updated in 2023. Apply for grants as appropriate (Conservation & Sustainability/ Planning and Ec. Dev.)
- J) Review Capital Planning Committee bylaw in regards to membership composition and project review process. (SB/TA)

GOAL 9: Improve Municipal Services:

The Town is in the business of delivering services to residents and businesses and, as such, departments should continually strive to improve municipal services in the most, consumer friendly, efficient and effective manner possible.

FY23 Objectives

- A) Assess/Repair Sidewalks on Walnut and William Streets (BPW)

B) Continue to improve access and facilities at Livesey Park and Town Beach by revamping the skate park, construct pickle ball courts, and install handicap accessible mats at Town beach. (BPW)

C) Develop intergenerational programs in the areas of photography, dining, recreation and student interaction with elders. COA/Recreation

D) Determine most suitable site for a dog park and apply for grant funding for construction. (TA)

E) Continue to expand the use of the land use permitting software to include Conservation/Sustainability and the Harbormaster's mooring software by the end of FY22. Request funding for ZBA component in the FY23 Budget. (Building/Conservation/Harbormaster)

F) Provide sufficient resources for the BPW to enhance and improve the attractiveness of the Town through street scape improvements including weed control, welcoming signs and flowers/shrubs. (BPW)

G) Develop an implementation strategy starting with approval of municipal light plant legislation, to advance the building of a municipally owned fiber optic utility for residents and businesses. SB

H) Proceed with the West Island dredging project now that the feasibility study is complete. Apply for grants as appropriate. (Harbormaster)

I) Begin planning for reconstruction of Union Wharf's North Side, Apply for grants as appropriate (Harbormaster)

J) Purchase and install a fiber optic based town/school telephone system that will significantly improve reliability and standardize telephone services throughout the town, subject to CIP funding approval (information Technology)

K) Address historical signage/markings in town by replacing outdated sign in front of town hall and installing monument and/or signage recognizing Herman Melville's departure on the Whaling Ship Acushnet from Fairhaven. (Historical Commission)