



Fairhaven Board of Selectmen

November 11, 2018 Meeting Minutes

Present: Chairman Daniel Freitas, Vice Chairman Charles Murphy, Clerk Robert Espindola and Town Administrator Mark Rees.

Chairman Freitas called the meeting to order in the Town Hall Auditorium at 10:30 a.m. The meeting was recorded by Cable Access.

FY20 POLICY GOALS AND OBJECTIVES

Mr. Rees reviewed with the Board a status update of FY19 Goals and Objectives (Attachment A). The Board discussed possible FY20 Goals and Objectives (Attachment B). Mr. Rees will finalize these goals and objectives for preliminary approval at the Selectmen's November 19, 2018 meeting.

PREPARATION FOR NOVEMBER 13, 2018 SPECIAL TOWN MEETING

Mr. Rees told the Board he met with Mr. Zachary Mayo, the possible developer of the Rogers School project and his advisor Mike Ristuccia and he agreed to postpone consideration of the rezoning article for the property, Article 11, on the warrant until the spring town meeting to allow the Planning Board time to draft more appropriate zoning for this type of historical re-use development. Mr. Rees said that barring last minute information, he will recommend the Board vote to change its recommendation of Article 11 from "adoption" to "pass over" at their pre-town meeting meeting at 6:30 on November 13, 2018.

Mr. Espindola made a motion to make no recommendation at the Special Town Meeting for Article 13, Petition the Legislature to change the Package Store/All Alcohol License Issued to Total Confections, LLC 115 Huttleston Avenue. Mr. Freitas seconded. Mr. Murphy abstained. Vote passed (2-0-1)

At 12:35 p.m. Murphy made a motion to adjourn. Mr. Espindola seconded. Vote was unanimous.

Respectfully submitted,

Mark Rees, Town Administrator
(Minutes Approved 11/19/2018)

Documents appended:

A: FY19 Goals and Objectives

B: FY20 Goals and Objectives

Attachment A

Board of Selectmen

FY 19 Policy Goals with Objectives

Approved: October 30, 2017

STATUS UPDATE, NOVEMBER 7, 2018

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.

FY19 Objectives:

A-Complete the process of establishing a Human Resources Department Completed

B-Revise Personnel Rules and Regulations and write Employee Handbook In process

C-Complete Wage and Classification Plan for Non-union Employees Completed, pending distribution of funds at the November 13, 2018 special town meeting

D-Complete Classification Plan for Clerical Union Employees Completed, Clerical Union did not ratify.

E-Work with Department Directors on developing succession and cross training plans for key employees: Town Hall Staff are trained to back up other offices when necessary so that closed offices are kept to a minimum. Have not developed formal succession plans for key employees.

F-Determine the feasibility of revamping the Employee Health Insurance program to incentives healthy living of town employees and dependents. The wellness committee has begun to do this work from a conceptual stage, but needs to move into program design and implementation.

G-Establish a citizen committee to study the pros and cons of making the Town Clerk position an appointed position. Completed

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.

FY19 Objectives:

A-Conduct, at least Semi-Annually, a meeting of all chairs (or their representatives) of town boards, commissions and committees to discuss matters of mutual interest and ways to collaborate. Not done

B-Write a hand book for volunteers who serve on town boards that provides for a code of conduct, responsibilities and information on Federal State and Local laws that may impact them. Completed

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.

FY19 Objectives:

A-Complete Indirect Cost Allocation Agreement with Fairhaven Public Schools In Process

B-Complete Revenue Sharing Agreement with Fairhaven Public Schools Not Started

C-Complete Memorandum of Understanding on Cable Access Television with Fairhaven Public Schools In Process

D-Work with State and Regional Partners on advocating for the South Coast Rail Extension Have communicated with state and regional partners on the Town's support of the Phase I option, which is progressing through the permitting process. Expected service to begin in 2022.

E-Determine the Feasibility of a Veterans Services District: Both Acushnet and Fairhaven Board of Selectmen have given preliminary approval for a veteran's district to be share between both Towns. The respective of administrators of both communities are drafting an agreement that would formally establish the district. The draft agreement will be presented to both boards for final approval with implementation on July 1, 2018

F-Determine the Feasibility of a Regional Emergency Dispatch Center: From the Police Department status update report: "There have been many discussions about this topic for numerous years. The number one challenge we face in accomplishing this goal is finding mutual public safety organizations and outlets willing to form long term partnerships to establish a regional dispatch center. However, we currently share the same radio frequency with our surrounding towns that serve our needs during incidents that require mutual aid assistance". Regarding the Police regional radio system, the three towns involved, Fairhaven, Acushnet and Mattapoisett are in the process of implementing a significant upgrade that will substantially improve emergency communications.

G-Reach out to neighboring communities regarding regionalization of the Animal Shelter: From the Police Department status update report: "The two neighboring communities with whom we intended to partner are currently utilizing the services of other municipalities that are meeting their needs and expectations."

H-Determine the most cost effective way to network town and school buildings: A secure private fiber optic network will be installed beginning in November of this year and will connect all town and school buildings as well as public works infrastructure. The Fiber Optic system will greatly enhance audio, video and data communications throughout town government.

I-Review possible ways that the town and school building maintenance can be made more efficient and effective. I recently met with the School Superintendent and BPW Superintendent and we agreed to apply for a state "Community Compact" grant to hire a consultant to study the feasibility of establishing a consolidated facilities maintenance function similar to what we did with information technology.

J. Conduct a comprehensive review of all Waterways Related bylaws and Rules and Regulations and consolidate them into one document. From the Harbor Master status update report: "We are working on

combining all of our rules and regulations to come up with one set of 'Waterway' rules and regulations. We have formally hired a company to manage the development of this plan. We are scheduled to have our first meeting with in the next few weeks."

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).

FY19 Objectives:

A-Request that Department Directors report at least semi-annually on their efforts to identify and apply for grants that would benefit their departments. While a formal grant tracking program has not been established, the following grant updates are provided from various departments:

Harbor Master: Bouchard Settlement grant for the purpose of propagation of shellfish, Pump Out grant that reimburses the town 75% for boat pump out services, Seaport Council grants that have so far provided \$2 million in funds to improve Union Wharf and in conjunction with Police and Fire applying for a Federal Port Security Grant.

Health Agent: DEP Recycle Grants with cooperation with BPW and Schools, Tobacco cessation grants with 8 neighboring communities, hoarding prevention grant and summer intern program.

Recreation Department: CPC funding for outdoor fitness stations and possible grant application for "10 minute walk" program through the National Recreation and Parks Association.

Council on Aging: Formula Grant from the State, \$40,000, Association for the Relief of Aged Women (ARAW) Grant \$67,000, MassDPT grant for new van: \$52,592, various small grants from \$3,000 to \$300.

Planning Director: Submit a Municipal Vulnerability Preparedness (MVP) grant application to become a certified MVP Community which then allows us to apply for grants to address goals in the Town's Hazard Mitigation Plan.

Fire Department: Applied for a FEMA "SAFER" Grant to hire two FF/EMT, award notice pending, Applied for \$10,000 reimbursement from MEMA for damage done by the March 2-3 storm, MAASCR ambulance grant \$36,659, SAFE and Senior SAFE Grants: \$6,923, EMA Grant to purchase trailer to transport shelter supplies.

B-Expand the Capital Improvement Plan to include Water and Sewer Enterprise Funds: Completed.

C-Develop a monthly Executive Summary Report of Key Financial Indicators: Continued the practice of distributing monthly expense "exception" report and quarterly revenue and fund balance reports. Need to reformat to be a more useable report.

D-Explore the feasibility of implementing "Open Check Book" or similar software to promote transparency of town financial activity. Not Started

Goal 5: Economic Development

Diversify and expand the Town's property tax base by implementing strategies and programs 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.

FY19 Objectives:

A-Complete the Economic Development Plan and begin implementation The Economic Development Plan has been completed and approved by the Board of Selectmen. The Director of Planning and Economic Development has been meeting with the Economic Development Committee to begin implementation of the plan. Goal 1 of the Plan is "Preserve the commercial viability of the working water front and seek balance with neighboring land uses..." To that end the Planning Director has started to work on a Waterfront Development Plan and working with the City of New Bedford on a Joint Municipal Harbor Plan Update.

B-Promote Tourism by improving access to the waterfront, supporting restaurant and lodging sectors, strengthening our ties with our sister cities in Japan and Portugal, partnering with New Bedford (including the water taxi service), and looking at the feasibility of bicycle ride sharing program The Office of Tourism through its website, visitor guide and various advertisements has actively promoted the town's water related resources such as beaches, boat ramps, shellfish beds, etc. as well as restaurant and lodging options. The Town participated in various functions throughout the year related to our two sister city relationships. The Office of Tourism has partnered with the New Bedford Office of Tourism and the South Eastern Massachusetts Visitor's Bureau to promote a regional approach to attracting visitors to the area. The water taxi service between New Bedford and Fairhaven continued to operate and the Town entered into an agreement with VeoRide to implement a bike sharing program. The Office of Tourism has organized the Huttleston Market Place to promote small businesses and tourism.

C-Develop a strategy to address the Atlas Tack Property: The Town does not have site control of the Atlas Tack Property. We continue to monitor the EPA progress towards completing the close out of the super fund project which will then allow us to explore redevelopment options.

Goal 6: Health and Welfare of Town Residents

Since the health and welfare of the Town's residents is of paramount importance to the community and given that the on-going opioid addiction crises is not abating, develop an interdepartmental approach involving the Board of Health, School Department, Fire & EMS department, Police Department and other stakeholders that will develop education, referral, treatment and response protocols that will effectively address this serious public health and quality of life issue. Document this process as a possible template to address present and future community health and welfare issues. In addition, identify other initiatives that promote the health and welfare of town residents.

FY19 Objectives:

A-Continue and Expand Participation in the Greater New Bedford Opioid Task Force: The Town is actively engaged with the Greater New Bedford Opioid Task Force and this last year under the leadership of the

Police Chief has established a local Opioid Task Force consisting of representatives from the Board of Health, Fire Department, School Department and non-profit service providers. An outreach program that conducts in-home visits with substance abusers and their families has been implemented to provide them with assistance and resources in fighting addiction. In the Police Department all sworn officers have been certified in the administration of naloxone and the Fire Department has begun a program to provide secure locations for home drug storage and disposal of unused drugs.

B-Continue to Revise and Improve the Town's Emergency Management Response Plan

The Fire Department continues to work with other town departments to improve and update the Town's Emergency Management Plan which was substantially re-written last year. In addition to that the Town's Emergency Command Center at the Fire Department has been upgraded with improved telecommunications and video capabilities. The Fire Department also acquired surplus truck from the Federal Government that is capable transporting individuals in the most difficult of environments.

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.

FY19 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 Board of Selectmen and posted on the Towns Website. Although this status report and supporting department reports accomplishes part of this objective, more work needs to be done to fully implement the objective.

B-Start programing on the Public Access Channel: Channel 95, the Community/Public Access Channel has been recently activated and Fairhaven Cable Access Department has begun an outreach initiative to recruit residents to produce content on the channel.

C-Complete the installation of the Town's new Website. The new website went live in January of 2018 and Town Departments were provided with training to allow them to update their department pages on an ongoing basis. The School Department and Municipal Government have also partnered to hire a Media Communications Specialist to ensure a unified presence in social media to support the Town's vision and mission

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 and Capital Improvement Plan.

FY19 Objectives:

A-Complete and adopt the Town Master Plan and begin implementation: The Plan has been completed and an implementation strategy needs to be developed.

B-Complete and adopt the Hazard Mitigation Plan and begin implementation The Plan has been completed and an implementation strategy needs to be developed.

C-Complete and adopt the Public Facilities Improvement Plan and begin implementation. The Plan has been mostly completed, however, the financial plan to implement the program has not yet been developed..

D-Complete and adopt the Open Space Plan and begin implementation. The Plan has been completed and an implementation strategy needs to be developed.

E-Successfully negotiate a discharge permit with EPA/DEP that brings the town into compliance but minimizes financial impact to rate payers to the extent possible. Negotiations with the EPA/DEP on the discharge permit were successfully completed and the BPW and Selectmen signed the agreements earlier this year.

F-Subject to Board of Selectmen approval, begin implementation of the Rogers School Re-use Action Plan This objective was put on hold pending the review of a proposal received as a result of a Request for Proposals to turn the property into multi-family housing. The review of the proposal by a 3rd party consultant indicated that the project was viable and an article has been prepared for the November 13, 2018 special town meeting authorizing the Board of Selectmen to sell the property.

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 efficient and effective manner possible.

FY19 Objectives

A-Departments will identify two services they provide to the public, or would like to provide, and submit a plan to the Town Administrator identifying specific ways the delivery of those services can be improved (including reducing the costs of providing those services.)

See individual department reports

B-Recommend approval of the "Green Communities" program to the May 2018 Annual Town Meeting Town Meeting in May 2018 approved the "stretch" building code, one of the criteria necessary to become part of the Green Communities Program. The Board of Selectmen and School Superintendent approved vehicle fuel efficiency and energy reduction plans which were also required to participate in the program. The formal application was submitted to the state by the deadline of October 29, 2018 and we are waiting on a response.

C-Recommend approval of the "Complete Streets" program to the May 2018 Annual Town Meeting. No work has commenced on this objective.

D-Determine the Feasibility of installing a Dog Park

The Board of Selectmen appointed a Dog Park Study Committee for this purpose and the committee is currently looking at possible locations and grant funding.

Attachment B

Board of Selectmen

FY20 Policy Goals with Objectives

Approved: XX/XX/XXXX

Blue: Carry Over objective

Green: New objective

Note: Once this document is given preliminary approval by the Board of Selectmen specific objectives will be assigned to department(s) and a quarterly tracking system will be put in place.

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.

FY20 Objectives:

Revise Personnel Rules and Regulations and write Employee Handbook

Work with Department Directors on developing succession and cross training plans for key employees:

Determine the feasibility of revamping the Employee Health Insurance program to incentives healthy living of town employees and dependents..

Successfully negotiate collective bargaining agreements with Police/Fire/Clerical Unions. Assist BPW in negotiations with Highway/Sewer/Water Unions.

Analyze the possibility of changing the Tree Warden from an elected position to an appointed position.

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.

FY20 Objectives:

Conduct, annually, a meeting of all chairs (and their membership) of town boards, commissions and committees to discuss matters of mutual interest and ways to collaborate.

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.

FY20 Objectives:

Complete Indirect Cost Allocation Agreement with Fairhaven Public Schools

Complete Revenue Sharing Agreement with Fairhaven Public Schools

Complete Memorandum of Understanding on Cable Access Television with Fairhaven Public Schools

Determine the Feasibility of a Veterans Services District

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.

Conduct a comprehensive review of all Waterways Related bylaws and Rules and Regulations and consolidate them into one document.

Install and make operational the Fiber Optic Network

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).

FY20 Objectives:

Request that Department Directors report at least annually on their efforts to identify and apply for grants that would benefit their departments.

Planning Director: Submit a Municipal Vulnerability Preparedness (MVP) grant application to become a certified MVP Community which then allows us to apply for grants to address goals in the Town's Hazard Mitigation Plan.

Develop a monthly Executive Summary Report of Key Financial Indicators

Explore the feasibility of implementing "Open Check Book" or similar software to promote transparency of town financial activity.

Goal 5: Economic Development

Diversify and expand the Town's property tax base by implementing strategies and programs 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.

FY20 Objectives:

Begin Implementation of the Economic Development Plan:

Promote Tourism by improving access to the waterfront, supporting restaurant and lodging sectors, strengthening our ties with our sister cities in Japan and Portugal, partnering with New Bedford (including the water taxi service), and looking at the feasibility of bicycle ride sharing program. Develop a methodology to measure economic impact of Tourism in Fairhaven.

Develop a strategy to address the Atlas Tack Property, beginning with working with the EPA to gain site control of the property.

Goal 6: Health and Welfare of Town Residents

Since the health and welfare of the Town's residents is of paramount importance to the community and given that the on-going opioid addiction crises is not abating, develop an interdepartmental approach involving the Board of Health, School Department, Fire & EMS department, Police Department and other stakeholders that will develop education, referral, treatment and response protocols that will effectively address this serious public health and quality of life issue. In addition, identify other initiatives that promote the health and welfare of town residents.

FY20 Objectives:

Continue and Expand Participation in the Greater New Bedford Opioid Task Force and Fairhaven Working Group on Opioid Prevention:

Continue to Revise and Improve the Town's Emergency Management Response Plan including training of town employees in incident command protocols.

Determine the feasibility of having a "pet friendly" emergency shelter.

Study ways that communications to and from residents in emergency situations can be improved.

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.

FY20 Objectives:

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 Board of Selectmen and posted on the Towns Website.

Make fully operation the Public Access Channel

Study the pros and cons of creating a non-profit organization to operate the Town's Government and Public Access Channels

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 and Capital Improvement Plan.

FY20 Objectives:

Begin implementation of the Town Master Plan (ask appropriate departments to determine what objectives in the plan they can begin to implement and incorporate them into this document)

Begin implementation of the Hazard Mitigation Plan (ask appropriate departments to determine what objectives in the plan they can begin to implement and incorporate them into this document)

Complete and adopt the Public Facilities Improvement Plan and begin implementation.

Begin implementation of the Open Space and Recreation Plan (ask appropriate departments to determine what objectives in the plan they can begin to implement and incorporate them into this document)

Subject to Board of Selectmen approval, begin implementation of the Rogers School Re-use Action Plan or successfully negotiate the sale of the school

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 efficient and effective manner possible.

FY20 Objectives

Departments will identify a minimum of two services they provide to the public, or would like to provide, (which could include an objective(s) in this document) and submit a plan to the Town Administrator identifying specific ways the delivery of those services can be improved (including reducing the costs of providing those services.)

Recommend approval of the "Complete Streets" program and the development of a comprehensive strategy to control speeding.

Working with the Dog Park Study Committee, determine the Feasibility of installing a Dog Park

Upon acceptance into the Green Communities Program begin implementation of energy reduction plan and efficient vehicle use policy.

Implement an integrated, on line, permitting system that encompasses the Building Department, Board of Health, Board of Public Works, Assessors, Conservation Commission, Zoning Board of Appeals and Planning Board.

Reinstitute the Beautification Committee and provide sufficient resources for the Committee to carry out its responsibilities.

Address concerns of residents of North Main Street/Benoit Square neighborhood regarding traffic, graffiti, parking, and vacant/deteriorated buildings.

Prepare a Request for Proposal to hire a consultant to study the building of a Municipally Owned Fiber Optic Utility for town residents and businesses.

DRAFT