



FAIRHAVEN SELECT BOARD

Agenda

Monday, September 19, 2022

6:30 p.m.

Town Hall – 40 Center Street – Fairhaven

FAIRHAVEN TOWN CLERK
RCUD 2022 SEP 15 PM3:41

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.

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

Log onto: or call 1-929-205-6099

Join Zoom Meeting

<https://us06web.zoom.us/j/83075464286?pwd=UzU4SjhzaGpqT2hYSWpKMINDbHBrdz09>

Meeting ID: 830 7546 4286, Passcode: 742376

A. MINUTES

1. Approve the minutes of September 6, 2022 — Open Session
2. Approve the minutes of September 6, 2022 — Executive Session

B. TOWN ADMINISTRATOR REPORT

1. Staff Updates
2. Financial Management Review
3. Fairhaven TV Haunted Halloween Event: October 27, 2022, 5pm – 8pm
4. Fairhaven/New Bedford Bridge Replacement Meeting: October 3, 2022 6:30pm, Fairhaven High School
5. Other

C. COMMITTEE LIAISON REPORTS

D. ACTION ITEM:

1. Appointment to Belonging Committee: Diane Hahn
2. Change of DBA Amendment: The Pasta House Restaurant to Bocca
3. Stormwater Pollution Prevention Plan
4. Special Education Stabilization Fund Expenditure
5. Broadband Study Committee Mission Statement

E. PUBLIC COMMENT

F. BOARD MEMBER ITEMS

G. NOTES AND ANNOUNCEMENTS

1. The next regularly scheduled meeting of the Select Board is Monday, October 3, 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 Select Board Meeting Minutes September 6, 2022

Present: Select Board members Chair Stasia Powers, Vice-Chair Leon Correy, Clerk Robert Espindola, Select Board member Keith Silvia, Select Board member Charles Murphy Sr., and Town Administrator Angie Lopes Ellison.

The meeting was videotaped by Cable Access and Zoom meeting application.

Ms. Powers opened the meeting at 6:32 pm. Ms. Powers stated the 7:00 pm, Wayne Oliveira no trespass order appeal hearing has been removed from the agenda. Mr. Oliveira has decided not to appeal.

Minutes

Motion: Mr. Murphy motioned to approve the working retreat minutes of July 30, 2022. Mr. Silvia seconded. Vote was unanimous. (5-0-0)

Motion: Mr. Murphy motioned to approve the open session minutes with amendments to the spelling of Mr. Correy's name of August 1, 2022. Mr. Silvia seconded. Vote was unanimous. (5-0-0)

Motion: Mr. Murphy motioned to approve the open session minutes with amendments to Mr. Correy's name of August 15, 2022. Mr. Silvia seconded. Ms. Powers' committee liaison report of the Bristol County Advisory Board is to read on page 3, "They have brought in 100 of the 200 new students toward the four year plan. The Advisory Board asked to change the way expenditures are shown for the yearly review." Vote was unanimous. (5-0-0)

Motion: Mr. Murphy motioned to approve the executive session minutes with amendments to the spelling of Mr. Correy's name of August 15, 2022. Mr. Silvia seconded. Vote was unanimous. (5-0-0)

Town Administrator Report

Ms. Ellison updated the Select Board on:

Staffing Update

- Daniel Lane was introduced as the new Principal Assessor upon the Select Board approval. Mr. Lane addressed the Board, telling them about himself.

Motion: Mr. Murphy motioned to approve the Town Administrator appointment of Daniel Lane as the Principal Assessor. Mr. Silvia seconded. Vote was unanimous. (5-0-0)

- Ms. Kelley Peterson was introduced as the new Recreation Center Director upon the Select Board approval. Ms. Peterson was not in attendance to address the Board.

Motion: Mr. Murphy motioned to approve the Town Administrator appointment of Kelley Lane as Recreation Center Director. Mr. Silvia seconded. Vote was unanimous. (5-0-0)

Costume Trade Drive

- The Sustainability Committee is holding a Costume Trade Drive. There is a box by the main entry of the Town Hall to donate new or gently used costumes. Ms. Ellison commends the Sustainability Committee, under the leadership of Anne Richard, for doing an outstanding job of upcycling and recycling, making sure products are reused in positive ways.

Accessibility Concerns for Town Hall – Booth Study

- Ms. Ellison reviewed the 2019 Joe Booth Study addressing the accessibility issues within the Town Hall. She will get the study updated to reflect changes already made to the Town Hall as well as updated pricing. She will also be working closely with the Commission on Disability. The 2019 study recommended the relocation of the original Tax Collectors Office by switching it with the Select Board Office to make the Tax Collector's Office more accessible to the public, since it is noted to be the busier office. This validates the recent relocation of offices being necessary. An informal poll taken by the Select Board Office in its new space sited the Collector's Office had 2-1 ratio of more traffic within a 3 week period than the Select Board Office. Taxes were not due during this time frame.

Mr. Espindola re-iterated there should be a price adjustment to the study. He noted looking at funding through capital plan in order to execute some of these changes.

Contractual Goals: 3 Months:

- Goals & objectives for the Town Administrator were presented to the Select Board. Ms. Ellison has been working toward the goals as a template. These goals will be used for her review by the Select Board in December. See attachment A.

Motion: Mr. Murphy motioned to accept the goals and objectives submitted by the Town Administrator as the goals for her review in December 2022. Mr. Silvia seconded. Vote was unanimous. (5-0-0)

Social Media Updates:

- Working toward centralizing all the official Town social media pages. The pages are managed by many individuals, through their personal pages and devices, which makes it difficult for record retention. Will also be creating one page on the Town website where all social media links will be available. Mr. Espindola asked if Boards and Committees will be included in the list. Ms. Ellison confirmed.

Mutual Aid: Mattapoisett Fire:

- Ms. Ellison acknowledged the great work the firefighters, police, and harbormaster crew did in assisting in the management of the fire at the boat yard in Mattapoisett. The Mattapoisett Town Administrator reached out stating they are extremely grateful for the mutual aid. Chief Todd Correia with his team were on hand the entire time and went above and beyond.

Office of Tourism's Old Time Holiday: December 10, 2022:

- The Office of Tourism's Old Time Holiday Event is finally back after two years being cancelled due to the Pandemic. The event is held at the town hall, library, and churches. More information to follow.

Derek Frates, Cable Access Director, mentioned his department will be hosting the 5th annual Halloween Event on October 27, 2022. It will be in person. More details to follow.

Municipal Vulnerability Program Grant:

- The Town was awarded \$40,000.00 for the next round of implementation. The funds will be used to look at evaluating our coastal vulnerability as well as risks to our infrastructure from exposure to sea level rise and coastal storms. Mr. Correy asked if this is led by the Conservation or Planning Department. Ms. Ellison stated it is best suited with the Planning Department.

Rogers School – National Register Eligibility:

- The Town received a letter stating Rogers Schools is eligible for the National Register. We will need to hire a consultant to complete the technical aspect of the work. The funding source is being researched. Mr. Doug Brady, of the Rogers School Re-use Committee, via zoom, stated they are putting together a request for proposals and will gather all the information for the Town Administrator to pass along to the Select Board in the near future.

Eversource Vegetation Management:

- We received a public notice of where vegetation management will occur. This is statutorily required. It is within the power line grid. Mr. Murphy noted you can see all the information on the website as well.

Committee Liaison Reports

Mr. Espindola reported:

- The Bikeway Committee met August 30, 2022 for a site visit on the bike path to review signage and existing surface condition. The west end of the path seemed to be the area in the worst condition, but the capital plan is calling for a 3 year phased resurfacing plan starting on the east end. The map at Arsene Street is outdated. There is informal parking at Arsene Street and David Drown Blvd. The committee questioned if the BPW would consider designating the areas for Bike Path Parking, at least during certain hours. The committee also questioned the need for pipe bollards at each intersection, given automobiles can actually drive around them.
- Broadband Study committee discussed a revised mission statement. Mr. Espindola would like this added to the next Select Board agenda. He and Ms. Ellison met with Town Counsel to discuss next steps relative to Articles 34 and 35 from Town Meeting.
- SPREDD (Southeastern Regional Planning and Economic Development District): There has been no meeting since last update, but Mr. Espindola reached out to Jeffrey Walker at SPREDD to see if they can help with administration and planning related to the Community Compact Grant received from the Commonwealth for Broadband.
- SMMPO (Southeastern Mass. Metropolitan Planning Organization): Next meeting September 20, 2022.
- South Coast Bikeway Alliance is in final stages of planning the 5th annual Pedal for the Path fundraiser. There are over 120 riders registered already.

Mr. Correy reported:

- There has been no committee meetings since the last Select Board meeting.

Mr. Silvia reported:

- The Historical Commission will be meeting tomorrow.

Mr. Murphy reported:

- Carriage house windows are in, and there is ongoing work to be done. Hope to get the Greater New Bedford Regional Vocational Technical High School students working out there now that school is back in session.
- The Whitfield-Monjiro House has very successful programs. They are very well attended and ongoing. Lagoa has not met since the last Select Board meeting.

Appeal Hearing:

Wayne Oliveira withdrew the file to appeal.

Appointment to Cultural Counsel: Lisa Breese:

Motion: Mr. Murphey motioned to appoint Ms. Lisa Breese to the Cultural Counsel until 2023. Mr. Silvia seconded the motion. Vote passed unanimously. (5-0-0)

Kelley Peterson, the new Director of the Recreation Center, arrived and told the Board a little bit about herself.

Temporary Street Closure Policy:

Mr. Espindola had questions and concerns with the policy as written; particularly to how fee was established, how confirmation of public notification would be monitored, removing the language of alcohol/marijuana prohibitions, and loud music. Mr. Espindola also asked if it was sent to town counsel for review. Ms. Ellison addressed some of the items stating she had the policy vetted by Police, Fire, and the Department of Public Works, who are most impacted by said policy and language. The policy reinforces Mass General Law regulations.

Ms. Powers tabled the vote until noted concerns are addressed. Mr. Correy asked if in doing so, will Laurel Street block party be allowed to occur. It was noted that the block party can be approved as an individual event without the policy in place.

Street Closure: Laurel Street on September 10, 2022:

Motion: Mr. Murphy motioned to approve the Laurel Street closure on September 10, 2022 from 12:00 pm to 5:00 pm and as outlined in the application. Mr. Silvia seconded. Vote passed unanimously. (5-0-0)

Open Meeting Law Complaints:

The Select Board received two Open Meeting Law complaints from Patrick Higgins regarding improper posting of agenda and items. Ms. Powers discussed the concerns and addressed Mr. Higgins concerns. She asked if the Board would approve the response to the complaints as outlined in the response letter. See attachment B.

Motion: Mr. Murphy motioned to approve and send the Open Meeting Law response letter to Mr. Higgins, regarding the understanding that the complaint was filed incorrectly. Mr. Silvia seconded the motion. Vote passed unanimously. (5-0-0)

Special Municipal Employee: Assistant Animal Control Officer:

Ms. Ellison explained that denoting positions as a special municipal employee makes it so that if the need arises the employee can work in another position.

Motion: Mr. Murphy motioned to designate the Assistant Animal Control Officer as a special municipal employee and have it added to the Chapter 220-1 list in the Code. Mr. Silvia seconded. Vote passed unanimously. (5-0-0)

Surplus Items for Town Auction on September 17, 2022:

Motion: Mr. Murphy motioned to deem the items listed in the 2022 Auction Items List as surplus and to be sold at the Town Auction on September 17, 2022. Mr. Silvia seconded. Vote passed unanimously. (5-0-0)

Town Clerk: Plymouth County Parking Ticket System:

The Town Clerk and Police Department both agree upgrading to this system will be an improvement to the present in place.

Motion: Mr. Murphy motioned to approve and enter into the agreement with the County of Plymouth, through the Plymouth County Commissioners for the parking ticket system. Mr. Silvia seconded. Vote passed unanimously. (5-0-0)

Public Comment:

Judith Legendre addressed the Board with her concerns over the no trespass order against Wayne Oliveira.

Tracy Travers addressed the Board with her concerns over the no trespass order against Wayne Oliveira as well as temperament at the Town Hall.

Doug Brady stated the Rogers School Reuse Committee will be holding a clean-up event on October 1, 2022. Rain date to be announced.

Wayne Oliveira addressed the Board with a letter from his attorney regarding the no trespass order.

Board Member Items

Mr. Correy:

- Mr. Correy addresses the public comment. He knows this town is close knit and everyone has relationships. There are certain rules that must be followed. There are not only personnel matters, but legal matters, and not all the information is disclosed to everyone. He asks the public refrain from spreading any more rumors. There is only a handful of people that actually know what is going on. People were elected to do a job, allow these people to do their job. If you don't believe said people can do the job, he is urging people to get involved as he did. The Board will answer any one at any time and he asks for the public to settle down and allow the Board to do their jobs so that Fairhaven is the best that it can be.

Mr. Murphy:

- Our Lady of Angels Feast was a success. A big thank you to the Police Department.

Mr. Silvia:

- The Town Clerk did a great job at the Rec Center for the election.

Mr. Espindola:

- Asked there be more to the packet regarding the new hires so the Board has time to familiarize themselves with the candidate.

Mr. Correy:

- Plea for people to sign up for committees. Hoping for more people to get involved.

Notes and Announcements:

The next regularly scheduled meeting of the Select Board is Monday, September 19, 2022 at 6:30 pm in the Town Hall Banquet Room.

Executive Session:

The Board is going into Executive Session pursuant to MGL CH30A, 21(a)(3) to conduct strategy with respect to collective bargaining or litigation if an open meeting may have a detrimental effect on the bargaining or litigating position of the public body and the chair so declares; and NOT to return to open session.

Motion: Mr. Murphy made the motion to enter into Executive Session pursuant to MGL CH30A, 21(a)(3) to conduct strategy with respect to collective bargaining or litigation if an open meeting may have a detrimental effect on the bargaining or litigating position of the public body and the chair so declares; and NOT to return to open session. Roll call vote: Mr. Murphy in favor, Mr. Silvia in favor, Ms. Powers in favor, Mr. Espindola in favor, and Mr. Correy in favor.

Adjourned 8:01 pm

Respectfully submitted on behalf of the Select Board Clerk. (SS)

Attachments:

- A. Town Administrator Goals & Objectives
- B. Open Meeting Law Response Letter



Town of Fairhaven
Office of the Select Board
40 Center St., Fairhaven, MA 02719

Town Administrator Goals and Objectives

Per section 5 of the Employment Contract Between Angeline Lopes Ellison and the Town of Fairhaven, I would like to submit the following goals as for consideration and acceptance as part of the December 2022 performance evaluation. These goals had been established and codified by the Select Board and would be most applicable for the Town Administrator continue to strive to achieve.

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.

- 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
- Continue to work with Department Directors on developing succession and cross training plans for key employees
- 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

Ensure that the functions of human resources department are fully put into place consistent with town bylaws

Goal 2: 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).

- Develop a monthly Executive Summary Report of Key Financial Indicators available to the Select Board.
- Review town's financial policies in consultation with DOR, Auditors and Financial Advisor
- 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.
- Continue to implement best practices for cash management at department level with an emphasis on improving customer service and internal controls.

- Develop and implement a comprehensive plan for the use of state and federal covid relief funds consistent with regulations.

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.

- 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.
- Determine the feasibility of establishing a regional Police/Fire 911 Public Safety Answering Point
- Study the feasibility and necessity of a Revenue Sharing Agreement with Fairhaven Public Schools
- 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

By signing below, we attest that the above-mentioned goals and objectives were reviewed and accepted by both the Town Administrator and the Select Board Members.

Select Board Members

Town Administrator:

Date: _____



**Town of Fairhaven
Massachusetts
Office of the Select Board
40 Center Street
Fairhaven, MA 02719
Tel: (508) 979-4023**

September 6, 2022

Patrick Higgins
P.O. Box 290
Northport, AL 35476

RE: July 30, 2022 and August 15, 2022 Open Meeting Law Complaints

Dear Mr. Higgins:

Please be advised that the Select Board (SB) has reviewed both your Open Meeting Law complaints (the complaint) dated August 16, 2022 regarding the Select Board's meetings on July 30, 2022 and on August 15, 2022.

Although the complaint was improperly filed (it was not submitted to the chair of the public body and it was not submitted to the municipal clerk both whose emails are on the town website), the SB discussed your complaints at their September 6, 2022 meeting, and hereby respond accordingly:

July 30, 2022 OML complaint:

- **48 hour posting:** 940 CMR 29.03(1)(a) states that the posting notice to be at least 48 hours in advance of the public meeting, excluding Saturdays, Sundays and legal holidays. The posting was made on July 28 for a Saturday meeting on July 30. Due to technical issues with the timestamping machine, the handwritten time depicted the expected time. In future, the posting will reflect the 48-hour posting requirement.

Agenda specificity: 940 CMR 29.03(1)(b) states that "meeting notices shall contain the date, time and place of such meeting and a listing of topics that the chair reasonably anticipates will be discussed at the meeting. The posting was for a retreat whereas a facilitator guided the discussion. The chair could not anticipate any further topic of discussion. In maintaining its transparency, the SB will continue to be specific in posting its agenda as reasonably anticipated.

August 15, 2022 OML complaint:

Agenda Specificity: 940 CMR 29.03(1)(b) states that meeting notices shall be printed or displayed in a legible, easily understandable format and shall contain the date, time and place of such meeting, and a listing of topics that the chair reasonably anticipates will be discussed at the meeting. The list of topics shall have sufficient specificity to reasonably advise the public of the issues to be discussed at the meeting. The SB does feel it met the requirements of 940 CMR 29.03(1)(b). It is the understanding of the SB that M.G.L. Ch. 30A§21(a) codifies the reasons a public body may enter executive session, but does not govern the inclusion (or exclusion) of the names. Again for transparency, the SB will make every effort to post the name if it does not compromise the purpose of the executive session.

Regarding specification to names on the agenda for appointments, the SB packets which are posted with the agenda provided the names and supporting documents to the posting. That being said, the SB acknowledges in the spirit of transparency to take your recommendation under advisement and the SB will make a better effort to note on the agenda where the names are posted.

The Select Board hopes that this response has addressed your complaint and has been helpful.

Sincerely on behalf of the SB,

Stasia Powers,
Chair

TOWN OF FAIRHAVEN

FINANCIAL MANAGEMENT REVIEW UPDATE

AUGUST 2022



DLS
DIVISION OF LOCAL SERVICES
MA DEPARTMENT OF REVENUE

PREPARED BY:

DLS | Financial Management Resource Bureau

100 Cambridge Street, Boston, MA 02114

www.mass.gov/dls

Zack Blake, Bureau Chief

Theo Kalivas, Project Manager



DLS

DIVISION OF LOCAL SERVICES
MA DEPARTMENT OF REVENUE

Geoffrey E. Snyder
Commissioner of Revenue

Sean R. Cronin
Senior Deputy Commissioner

August 18, 2022

Select Board
Town Hall
40 Center Street
Fairhaven, MA 02719

Dear Board Members:

I am pleased to present the enclosed Financial Management Review Update for the Town of Fairhaven. It is my hope that our guidance provides direction and serves as a resource for local officials as we work together to build better government for our citizens.

If you have any questions regarding the report, please contact Zack Blake, Technical Assistance Bureau Chief, at (617) 626-2358 or blakez@dor.state.ma.us.

Sincerely,

A handwritten signature in black ink, appearing to read "Sean R. Cronin".

Sean R. Cronin
Senior Deputy Commissioner

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INTRODUCTION

At the request of the select board, the Division of Local Services (DLS) Financial Management Resource Bureau (FMRB) assessed Fairhaven's implementation of recommendations from our 2012 Financial Management Review and provided new recommendations based on current observations. As part of this update, we conducted interviews with the select board, finance committee, town administrator, finance director/treasurer/collector, accountant, assessor, and information technology director. We reviewed various documents, including the town bylaws, special acts, outside audits, credit rating reports, and other financial records. Throughout this project, we also consulted with the Division of Local Services' Bureau of Accounts (BOA), Bureau of Local Assessment (BLA), and Bureau of Municipal Finance Law (BMFL).

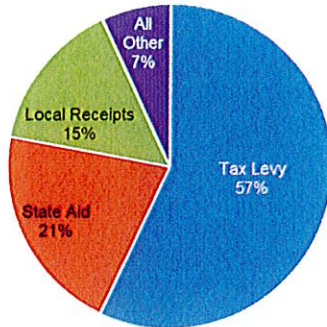
Fairhaven is located on the southern coast of Massachusetts, bordered by New Bedford on the west and Mattapoisett on the east. The town has a long maritime history and was a center of the shipbuilding and whaling industries in the 18th and 19th centuries. Modern-day Fairhaven ranges from dense business and residential areas to rural and agricultural locales along with vibrant seaside attractions. In addition, Fairhaven is the site of the corporate headquarters of the Acushnet Company (parent company of golf equipment brands Titleist, FootJoy, and Pinnacle), a major regional employment center.

The town's economic conditions have not changed dramatically since our original report in 2012. The city's unemployment rate was about 6% in 2020, an improvement from the 8.4% rate in 2012. However, that rate was likely the result of the economic downturn associated with the start of the Covid-19 pandemic in 2020. In 2019, the town had a record low unemployment rate of 3.3%, the lowest in the past 20 years. Despite lower unemployment, the 2023 per capita income of \$32,597 lags the state average of \$48,696 by \$16,099, more than double the gap from 2012 (\$23,399 versus the state average of \$31,265). Similarly, while Fairhaven's Equalized Valuation (EQV) per capita has increased to \$155,891 from \$127,934 in 2012, there is still a sizeable gap of \$86,240 compared to the state average of \$242,131, which is slightly wider than the 2012 gap of \$83,481. Essentially, while unemployment may have seen some improvement in 10 years, per capita income and property valuation continue to lag the rest of the state.

Fairhaven's FY2022 total revenue was about \$65 million, including \$55.2 million in general fund revenue, \$9 million in enterprise fund receipts, and about \$835k in community preservation act surcharges. General fund revenue is made up primarily of the tax levy (57%), state aid (21%), and

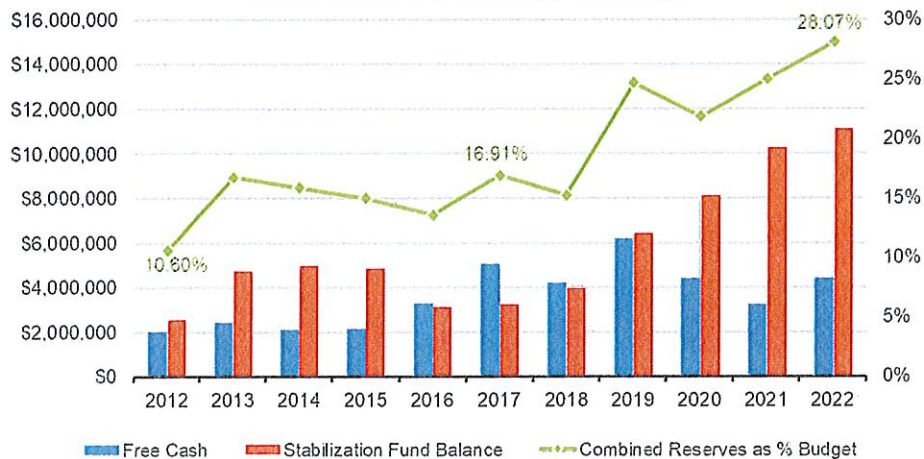
local receipts (15%). Other sources of revenue and available funds account for about 7% of total general fund revenue.

FY2022 General Fund Revenue



Over the past decade, Fairhaven has built up substantial financial reserves, maintaining consistently high levels of free cash and increasing its stabilization fund balance significantly. Healthy reserves are a key indicator for ratings agencies, which in turn can reduce the cost of borrowing for the town. In part because of its ample reserves (as well as for good financial management), Fairhaven received a bond rating of Aa+ from Standard and Poor’s when it refinanced debt from a prior borrowing in September 2021. Maintaining ample reserves and a good rating will be helpful in the future as well, especially since the town is currently evaluating options for constructing a combined fire/police public safety facility that it will need to fund with debt.

Reserves as a Percentage of Budget



Fiscal Year	Budget	Free Cash	Free Cash as % Budget	Stabilization Fund Balance	Stabilization Fund as % Budget	Combined Reserves	Combined Reserves as % Budget
2012	\$ 43,242,276	\$ 2,013,301	4.66%	\$ 2,570,795	5.95%	\$ 4,584,096	10.60%
2013	\$ 42,971,915	\$ 2,448,733	5.70%	\$ 4,750,620	11.06%	\$ 7,199,353	16.75%
2014	\$ 44,549,614	\$ 2,115,828	4.75%	\$ 4,953,577	11.12%	\$ 7,069,405	15.87%
2015	\$ 46,889,884	\$ 2,162,682	4.61%	\$ 4,862,029	10.37%	\$ 7,024,711	14.98%
2016	\$ 47,219,300	\$ 3,286,979	6.96%	\$ 3,130,563	6.63%	\$ 6,417,542	13.59%
2017	\$ 49,216,313	\$ 5,068,586	10.30%	\$ 3,254,710	6.61%	\$ 8,323,296	16.91%
2018	\$ 53,408,692	\$ 4,194,238	7.85%	\$ 3,953,770	7.40%	\$ 8,148,008	15.26%
2019	\$ 51,189,530	\$ 6,187,488	12.09%	\$ 6,431,728	12.56%	\$ 12,619,216	24.65%
2020	\$ 57,202,702	\$ 4,393,392	7.68%	\$ 8,114,944	14.19%	\$ 12,508,336	21.87%
2021	\$ 53,993,124	\$ 3,222,371	5.97%	\$ 10,273,403	19.03%	\$ 13,495,774	25.00%
2022	\$ 55,232,999	\$ 4,411,068	7.99%	\$ 11,094,632	20.09%	\$ 15,505,700	28.07%

Fairhaven's government structure is made up of an executive comprised of a five-member select board and town administrator and a legislative branch in the form of a representative town meeting. The town administrator is responsible for budget preparation as well as for the day-to-day operations of all town departments except the department of public works, which is governed by an elected, five-member Board of Public Works. A thirteen-member finance committee serves as the town's fiscal watchdog and provides budget insight and recommendations for town meeting members. The town's finance committee selection method is not typical, sometimes making the committee unwieldy and creating difficulty finding members with financial expertise. According to town bylaws, there must be two finance committee members from each town meeting precinct, as well as an at large member. A similar method is often used for electing members to a city council, a role that differs considerably in scope and authority from the advisory nature of a finance committee.

Fairhaven's executive structure is the result of implementing most of our recommended structural changes, including the creation of a town administrator position. The town petitioned the Legislature for a special act to create a town administrator, which was passed in November 2014 and adopted at a special town meeting the following December. While ultimately successful, the transition did encounter a few obstacles. In 2015, a seasoned veteran came out of retirement to take on the position as Fairhaven's first town administrator for a period of five years. After his departure the finance director/treasurer/collector was appointed acting town administrator in January 2021 and the board formed a search committee. During this period one of the three members of the select board was recalled, disrupting the interview process so the board could not effectively vote on a town administrator candidate.

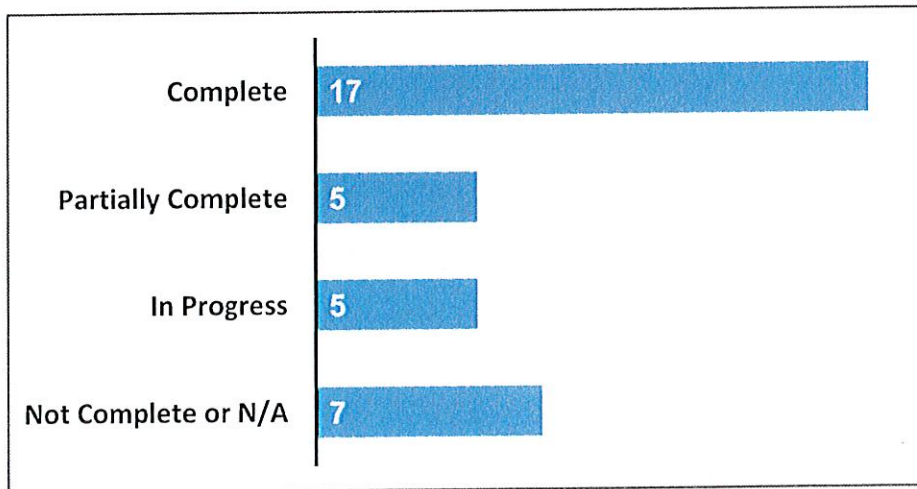
At the time of our visit, the acting town administrator/finance director had been fulfilling the town administrator role for over a year, making it difficult to establish permanent practices and procedures while juggling the considerable workload of managing both the town administrator's office and finance departments, successfully developing the FY2023 operating and capital budgets, as well as administering the town's compliance with Coronavirus Aid, Relief, and Economic Security (CARES) Act and American Rescue Plan Act (ARPA) fund usage. Once the recall process was complete the board was able to repost the town administrator position and restart the search, eventually voting to approve the current town administrator (who started May 4, 2022). With the hiring of the town administrator the finance director has returned to her normal duties and can focus on her primary role as department head and town CFO.

Another significant change in Fairhaven's executive structure is the shift from a three- to five-member select board via a November 2021 special act. One of the two new members has never held local office before, while the other has been a longtime member of the school committee. Both candidates

came into office with a mandate to reexamine business as usual in Fairhaven. Together with a new town administrator, Fairhaven is well-positioned to benefit from the momentum of previous reform to continue improving operations and implementing best practices.

Fairhaven has already made great strides in implementing the FMR, with 27 of the 34 recommendations either complete, partially complete, or in progress. We commend the town for their substantial progress and look forward to the new leadership coming together as a team to tackle the remaining challenges. Please see the table below for a general summary of implementation status. The following pages include a detailed discussion of each recommendation, the town's status in implementing it, and recommendations for next steps or enhancements (if applicable). Following the discussion of prior recommendations, we have several new recommendations intended to improve upon certain aspects of town operations.

Recommendation Status Summary



PRIOR RECOMMENDATIONS

#	Recommendation	Status	Comments	Suggested Enhancements/Next Steps
1	Establish Position of Town Administrator	Complete	<p>At the time of the FMR, the town operated under a Select Board with an Executive Secretary. At DLS' recommendation, the town began the process of moving to a town administrator form of government via a special act. Fairhaven's Town Administrator Act was approved by the Legislature in November 2014 and adopted via town meeting vote in December 2014. It was subsequently amended in 2020 to clarify and refine certain sections. The act created a department for the Town Administrator comprised of an Administrative Assistant, Clerk, and Marine Resources Administrator (all full time positions).</p> <p>The special act designates the Town Administrator as the chief administrative officer of the town and the agent of the select board, giving the position supervisory authority over all town departments overseen by the select board. Other powers include:</p> <ul style="list-style-type: none"> • Appointing authority over town departments and the ability to reorganize departmental structure. • Assuming the human resources functionality of the personnel board while eliminating that body. • Serving as chief procurement officer. • Negotiating collective bargaining agreements, except for the school department. • Establishing employee compensation packages. • Developing the annual operating and capital budgets and setting a budget calendar. • Developing a Capital Improvement Program. • Monitoring operating and capital budgets. 	<p>Consider expanding staff support for town administrator's duties around human resources and procurement, in line with town bylaws. See New Recommendations.</p>
2	Combine Treasurer and Collector Positions	Partially Complete	<p>The treasurer and collector offices were unofficially combined in 2015, after the incumbent collector's retirement. The finance offices had been organized under a finance director/treasurer at that point, and the finance director simply took on direct supervision of the collector's office and activities. The two offices remain in separate locations in town hall.</p>	<ul style="list-style-type: none"> • Pursue formal integration of the collector/treasurer offices through special act, codifying the desired organizational structure for the future. • As much as feasible, combine treasurer and collector office spaces into one unified department where duties could be spread more efficiently and provide greater opportunity for cross-training.

#	Recommendation	Status	Comments	Suggested Enhancements/Next Steps
3	Modify Finance Committee	Not Complete	The makeup of the finance committee is set by town bylaw at 13 members, two from each voting precinct and one at large. This number is above-average for a town of Fairhaven's size and officials have noted that it sometimes results in a lack of desired financial expertise on the committee, as well as making engagement and member selection difficult.	<ul style="list-style-type: none"> Consider revising the member selection method in the finance committee bylaw to appointment by the town moderator. The town may wish to convene a government study committee to evaluate the best method of modifying the makeup and selection method of the finance committee.
4	Eliminate Board of Public Works and Personnel Board	Partially Complete	The select board attempted to eliminate the public works and personnel boards the same year of the town administrator act (2014). Ultimately, the vote to eliminate the public works board failed, but the personnel board was disbanded through language in the special act shifting its responsibilities to the town administrator.	<ul style="list-style-type: none"> With the select board's expansion to five members, we recommend revisiting the matter of the public works board. While the DPW seems to function well, having a town department report to a separate board takes it out of the main line of communication and chain of command of town operations. Integrating the DPW into the town administration under the town administrator would allow for closer coordination with the select board's overall goals and allow better communication and cooperation with town departments. For instance, DPW has a GIS program that could be made available to the assessing department, rather than assessing searching for its own vendor.
5	Update Job Descriptions	Complete	In 2018 the town commissioned a pay and classification study with a human resources consultant and is now making plans to have it updated.	N/A
6	Measure Department and Employee Performance	Complete	For all non-union employees there are annual performance reviews tied to their step increases. The performance review takes the form of a one-on-one meeting with the employee's supervisor. At the review, the employee's performance is rated 1 to 5 on the basis of 10 categories drawn from the stated duties in their job description. Other employees are evaluated according to their collective bargaining agreement.	N/A

#	Recommendation	Status	Comments	Suggested Enhancements/Next Steps
7	Revise New Hire Process	Complete	The town administrator is given primary appointing authority for town department heads (with approval of the select board) in the special act establishing that position, and department heads are given appointing authority over their own staff. The interview practice described in the FMR (where every candidate must first meet with a committee comprised of a select board member, the finance director, and department manager) is no longer in place.	N/A
8	Develop Board of Selectmen Policy Manual	In Progress	The board currently has a draft version of a policy manual but has yet to finalize and formally adopt it.	We recommend that the board refer to examples of FMRB's financial policies when finalizing their policy manual and ensure they at least have policies for core financial concepts such as capital planning, debt management, financial reserves, forecasting, indirect costs, investments, OPEB, fraud mitigation, procurement, reconciliations, revenue turnovers, and tax enforcement.
9	Adopt Formal Budget Process	Complete	A formal budget process is laid out in the town administrator act as part of that position's core duties under Section 2. This section calls for the town administrator to develop and submit a written budget along with a five-year revenue and expenditure forecast and an accounting of revenues and expenditures for the ensuing fiscal year's budget. The act further calls for each department head to submit a written budget request according to a standard form developed by the town administrator and for the administrator to establish deadlines within a budget calendar. It also directs the town administrator to develop a capital improvement plan.	N/A
10	Establish a Capital Improvement Program	Complete	Fairhaven's capital improvement program is established in a town bylaw. To separate them from the operating budget, the bylaw defines capital projects as "land projects, construction and renovation of buildings, major equipment and machinery purchases, road and drainage reconstruction, and the construction of special facilities such as local school projects, sewer and water mains, and water treatment and sewage disposal facilities." It also sets a cost threshold of \$20k and 5 years of useful life for something to be considered a capital purchase.	N/A
11	Adopt Stabilization and Free Cash Guidelines	In Progress	To evaluate capital projects, the bylaw also establishes the capital planning committee. See comments for Recommendation 8. These are being developed as part of an overall policy manual.	N/A

#	Recommendation	Status	Comments	Suggested Enhancements/Next Steps
12	Devise OPEB Liability Strategy	Complete	The town voted to accept the provisions of MGL Chapter 32B at annual town meeting in May 2011, establishing an Other Post Employment Benefits (OPEB) Liability trust fund through the transfer of \$50,000 from the overlay surplus account. As of a May 2019 special town meeting, the town has reaccepted MGL Chapter 32B as amended by Section 15 of Chapter 218 of the Acts of 2016. The town's plan for funding the liability has been to increase the contribution amount by \$50k annually, starting from the original \$50k contribution. In FY2022 the town appropriated \$350,000 into the OPEB trust.	While Fairhaven has completed the basic steps necessary to begin tackling its OPEB liability (establishing a trust fund and funding it annually) we would encourage the town to also develop a comprehensive OPEB Liability policy, spelling out the nature of the town's financial commitment to annual appropriation into the OPEB trust and identifying sources of revenue for that appropriation. This policy should be part of a broader set of financial policies.
13	Establish a Formal Procedure for Calculating Indirect Costs	Partially Complete	The town accountant maintains a detailed spreadsheet to calculate enterprise fund indirect costs, the bulk of which are related to the water and sewer departments. Since these departments are under the jurisdiction of the board of public works, the select and public works boards must hold discussions and agree to the specifics, which are then calculated by the town accountant.	While the spreadsheet maintained by the accountant consists of line-item details and is thorough and comprehensive, we recommend that the two elected boards (select board and public works) work toward a formal agreement identifying the specific expense categories and the basis for how costs are calculated from them. This would serve to codify calculations that have been reviewed and agreed upon and preserve them for the future. The town may wish to look to FMRB's Indirect Costs Policy as an example (attached).
14	Consider Revenue Sharing Agreement with Schools	Not Complete	As of this writing, the town administration and school department do not have a formal revenue sharing agreement. However, town officials believe that the town and schools work well together and that a formal agreement is not necessary, a position also held by the incoming town administrator. The select board and town administrator have instead focused on developing a working relationship with the school committee and superintendent based on regular communication and trust.	Revenue sharing agreements vary between communities that adopt them, with some more restrictive than others. While a highly prescriptive approach to revenues may not be called for at this time, we would encourage the select board and town administrator to consider establishing certain "ground rules" for how revenues are treated (for instance rules around new and one-time revenues) to provide guidance and avoid potential conflict. These rules can be part of an agreement between the select board and school committee.

#	Recommendation	Status	Comments	Suggested Enhancements/Next Steps
15	Initiate Department Level Entry of Accounts Payable and Payroll	Partially Complete	<ul style="list-style-type: none"> The town contracts with Harpers for payroll services, which has a remote-entry function that the finance director uses to upload the compiled weekly payroll. Departmental employees can also "punch in" via an online timesheet client called "Web-Time," which interfaces directly with Harpers. After employees submit their timesheet, it is routed to their department head for review and approval and ultimately approved by the finance director, who transmits the information to Harpers. The payroll administrator in the treasurer's office reconciles hard copies of timesheet data to Web-Time to correct any errors. Once verified, payroll is finalized by Harpers and sent back to town as a file, which the payroll clerk uploads to VADAR as a payroll warrant. The accountant then reviews the payroll warrant and posts it to the general ledger. We believe that this fulfills the recommendation for remote payroll entry. Remote-entry of accounts payable into VADAR has been implemented for the town's larger departments—Water, Sewer, Highway, Park, Sanitation, Police, Fire, Veterans Administration. After departmental submittal through VADAR, accounting reviews invoices and other supporting documentation, then issues checks to complete the AP warrant. The school department has its own software for processing accounts payable. School staff send a file to accounting that is imported into VADAR via a bridge program, after which the process is the same as town AP. For smaller departments, departmental staff send (via interoffice mail) a packet containing a "bills payable" summary sheet along with all invoices and supporting documentation to accounting. Accounting staff then review the packet and data-enter each bill into VADAR. 	The town administration should develop a timeline for all departments to transition to remote entry of payroll and accounts payable. The efficiency gains from moving at least the larger departments to remote entry are significant, but further gains can be made from moving all departments to the same workflow process.

#	Recommendation	Status	Comments	Suggested Enhancements/Next Steps
16	Implement Purchase Order (PO) System	Not Complete	Procurement in Fairhaven remains decentralized. While the school department has its own separate PO system, the town does not. Departmental purchasing is tracked via invoices, with departments remote-entering purchases into VADAR and attaching the invoice number. However, this is only true for large departments like public works and police and fire. The RFP and bid process is held at the departmental level, with no review or oversight from central management, but the incoming town administrator is MCPPO certified and must approve all major requisitions.	We encourage the town administrator to again consider a PO system that would apply universally to all departments and to the school department, providing another consistent layer of control and better ensuring adherence to procurement laws. We know that VADAR provides a PO module for its accounting software, which would allow much of the PO process to be completed through an electronic workflow. The town should reach out to their vendor and consider whether it would be appropriate to submit an item in a subsequent budget to purchase the software upgrade. For some flexibility, the town may consider establishing a dollar threshold for when a PO is needed (for example, \$5,000), ensuring that small purchases do not become unduly burdensome to process.
17	Hold Department Head and Finance Team Meetings	Complete	The acting town administrator had been holding regular department head meetings during her tenure, and we expect the incoming town administrator will do the same. The finance department also holds regular meetings during budget season to coordinate tasks, ensure deadlines are being met, and discuss challenges and how to resolve them.	N/A
18	Solicit Audit Services	Complete	The town has contracted with the accounting firm Melanson for an annual audit since 2012 and has arranged for the firm to periodically rotate its assigned auditor to maintain a fresh perspective.	Switching auditors every 8 – 10 years is generally best practice, bringing long-standing issues to light more effectively. Fairhaven has been with Melanon for 10 years, so the town may want to consider a new audit firm.
19	Revise Finance Reserve Request Procedures	Complete	Fairhaven now has a standardized, form-based process in place for requests from the finance committee's reserve fund. Departments must fill out the form and submit it to the finance director, who compiles and summarizes all requests and submits them to the town administrator for approval. The town administrator may approve, modify, or deny requests, and then forwards approved requests to the finance committee for a vote.	N/A
20	Transfer Custody of all Municipal Bank Accounts to Treasurer	Complete	When DLS made this recommendation in 2012 the treasurer and collector positions were separate. The recommendation referred specifically to four separate deposit accounts maintained by the collector independently of the treasurer, but the de facto combination of the collector into the finance director/treasurer/collector position in 2015 effectively brought these accounts under the treasurer's control. Money is turned over from these accounts via a bank transfer performed by the finance director/treasurer/collector.	N/A

#	Recommendation	Status	Comments	Suggested Enhancements/Next Steps
21	Review Payment Plans and Develop Plan to Resolve Tax Title Backlog	Complete	<p>The finance director/treasurer/collector makes it a point to set aside time to work on the tax title backlog and actively works out payment plans with delinquent taxpayers. In October 2021, the town held a foreclosure auction for multiple properties that led to a return of \$1.5 million for the town. The finance director is planning to hold another auction within the year for the properties that did not sell in the October auction.</p> <p>Fairhaven still has much to do in following our recommendations on payroll, but we acknowledge that this depends on outcomes of the collective bargaining process, and we encourage the town to continue pushing for changes in that context. The recommendation called for (a) adopting a biweekly payroll, (b) enabling remote departmental entry of timesheets, (c) halting the practice of paying withholdings through a vendor warrant, (d) having the police department calculate its off-duty detail payments, and (e) no longer sending lists of employee withholdings to departments.</p> <p>a) The town has not yet transitioned to biweekly payroll, and a handful of employees receive physical checks rather than direct deposit.</p> <p>b) As described in the review of recommendation 15, the town has remote-entry enabled for departmental timesheets through Harpers and Web-Time.</p> <p>c) Payroll withholdings are still paid through a vendor warrant, but federal and MA tax and Medicare deductions are automatically withdrawn.</p> <p>d) The police department now calculates off-duty detail payments and submits this information with the weekly payroll, in line with our recommendation. Off-duty outstanding balances are submitted to accounting quarterly for reconciliation.</p> <p>e) Accounting no longer sends withholding information to individual departments.</p>	N/A
22	Review Payroll Procedures	In Progress	<p>The assessing department website provides a link to the MassGIS website where users can navigate to Fairhaven and look up parcel data. However, the assessing department does not have its own GIS provider and still relies largely on paper maps. Assessing is currently in discussions with the planning department to find a way to integrate its GIS software with assessing. As noted above, the DPW also has its own GIS vendor.</p>	<ul style="list-style-type: none"> Where not governed by a collective bargaining agreement, implement mandatory direct deposit. Continue to pursue mandatory direct deposit and biweekly payroll during collective bargaining negotiations.
23	Integrate and Expand Geographic Information Systems (GIS)	In Progress	<p>The assessing department website provides a link to the MassGIS website where users can navigate to Fairhaven and look up parcel data. However, the assessing department does not have its own GIS provider and still relies largely on paper maps. Assessing is currently in discussions with the planning department to find a way to integrate its GIS software with assessing. As noted above, the DPW also has its own GIS vendor.</p>	<ul style="list-style-type: none"> Evaluate the GIS needs of planning, assessing, and public works. Find a GIS vendor that can meet the needs of all three departments and consolidate the town's GIS capability under one vendor. Include the IT director in the process and manage the software implementation through the IT Department.

#	Recommendation	Status	Comments	Suggested Enhancements/Next Steps
24	Format Bill Envelopes	In Progress	At present, residential tax bills are still addressed to the old owner "care of" the new owner, resulting in potential returned mail and unpaid tax bills when old owners have mail forwarded to their new address. However, the finance director and the assessor are in the process of reaching out to VADAR and to the town's bill printer to review options for reformatting the bills to only show the new owner's name through the bill envelope, preventing the issue with returned mail.	N/A
25	Abandon Practice of Updating Hard Copy of Property Record Cards	Not Complete	The assessing department continues to update physical property record cards after inspections. When going into the field to do an inspection, the assessor prints the parcel's entry in Patriot and brings it with him to the inspection to note changes. When returning to the office, the changes on the printout are entered into Patriot, but the marked-up printout is then filed away physically. As long as proper back-up procedures are in the place for the CAMA system, the annotated printout is duplicative to the parcel entry in Patriot and leads to an unnecessary use of filing space and diversion of staff time.	We continue to recommend that the assessing office halt the practice of filing away what are essentially the assessor's inspection notes. Instead, the department should rely solely on the Patriot CAMA system and print hard copies as necessary. During our discussions with the assessor, he mentioned future plans to find a vendor that would allow for equipping staff with tablets that could allow for the remote entry of permit inspection data in the field, bypassing the need to create a hard copy entirely. We encourage the town to consider pursuing this under the guidelines of Chapter 30b and eventually propose an enhancement to the appropriate line item to allow for the purchase of such a service.

#	Recommendation	Status	Comments	Suggested Enhancements/Next Steps
26	Execute Service Contract (IT)	Complete	<p>In 2012, Fairhaven's IT needs were met by a consultant. At the time, we recommended signing a service contract with the consultant establishing each party's rights, obligations, methods of dispute resolution, and scope of services. With the formation of an in-house Information Technology Department, we consider the recommendation implemented.</p> <p>The IT department is a joint town-school department, with the director reporting to both the town administrator and the school superintendent and funded within the town's operating budget but operationally situated within the school department. The department is made up of the director, a network administrator, and two full-time techs, and until recently included a social-media position. The techs fulfill a help-desk type role for department personnel and manage requests through a web-based ticketing system called Spiceworks. Within the department is a \$30k budget item to replace town and school hardware and software, and the department also manages the town's photocopier service contracts. The IT director also serves as the system administrator for VADAR and is responsible for adding new users and setting up permissions.</p>	N/A
27	Store Backups Offsite (IT)	Complete	<p>The IT department has implemented a backup routine for town data, with regular backups stored at the LeRoy Wood School. Incremental backups occur daily, and full backups weekly. In addition, there are weekly offsite backups to servers in the high school.</p>	N/A
28	Adopt Four-Year Replacement Schedule for Computer Equipment (IT)	Complete	<p>The IT director maintains an inventory of hardware assets and replaces them according to a 5-year refresh cycle. Recently, the department has focused on updating employee workstations. Purchases are made from a line item in the department's operating budget.</p>	N/A
29	Maintain Log of Maintenance Requests (IT)	Complete	<p>The IT department's cloud-based help desk application (Spiceworks) manages incoming ticket requests and allows IT techs to sort, categorize, and respond to them in order of priority, as well as to keep track of repeat issues.</p>	N/A

#	Recommendation	Status	Comments	Suggested Enhancements/Next Steps
30	Outline Disaster Recovery Plan (IT)	In Progress	There is no disaster recovery plan currently in place, but the IT director is evaluating grant opportunities to fund the development of one.	The Select Board should consider applying for a Community Compact IT Grant to secure funding for a consultant to develop a disaster recovery plan and for any other eligible IT purposes. Please see mass.gov/how-to/apply-for-a-community-compact-it-grant for more information, including how to apply and deadlines for application.
31	Complete Five-Year Financial Forecast (DPW)	N/A	While the department of public works is governed by a separate board the select board cannot directly enforce any management practices on the department. We recommend continuing to work toward bringing the DPW under the management of the select board and town administrator.	N/A
32	Implement Rate Adjustments at the Start of the Fiscal Year (DPW)	N/A	See Rec 31.	N/A
33	Issue Utility Bills on a Monthly Cycle (DPW)	N/A	See Rec 31.	N/A
34	Pursue Outstanding Amounts Due (Natural Resources Dept)	Complete	The original report called on the harbormaster to pursue past due amounts for fishing vessels at Union Wharf, citing lax collection practices. Since then, responsibility for these receipts has been transferred to the treasurer/collector's office, who have implemented standard delinquent account procedures in line with all other collections.	N/A

NEW RECOMMENDATIONS

Plan for Succession in Accounting Department

We recommend Fairhaven plan for the eventual succession of its town accountant. Under the direction of the town administrator, the accountant should review how personnel complete core tasks and how well these align with their job descriptions. With this information, the department can take the following key steps:

- Develop procedure manuals with step-by-step instructions, prioritizing the most critical tasks. The town should reach out to vendors for training and support materials if use of proprietary software (such as SoftRight or Patriot) is key to fulfilling an employee's job duties.
- Confer with peer communities regarding departmental operating structure and their experience hiring and retaining qualified candidates.
- Research the viability of regional agreements or outsourcing for certain services, as appropriate.

Cross Train the Accounting Clerks - Fairhaven's accounting personnel consists of the town accountant and two part-time accounts payable clerks, one working 19 hours per week and the other 11 hours. The clerks are not cross trained in each other's or the accountant's primary duties and focus their time on processing accounts payable warrants.

We recommend that the accountant evaluate which of her duties may be appropriate to cross train one or both clerks in for the sake of continuation of service in the case of an unexpected absence. In addition, relevant professional development opportunities should be made available to both clerks. If appropriate, the accountant should consider preparing one of the clerks for elevation to assistant town accountant. Otherwise, any future vacancies in the office should be filled with an assistant town accountant position in mind.

Consider an Assistant Town Accountant - We recommend establishing a position of assistant town accountant. Accounting is a key financial office responsible for maintaining a community's general ledger, processing financial transactions, and producing the reports necessary to develop the annual budgets, among other tasks. Even a relatively short vacancy in the office can set the town back significantly for vital tasks such as closing out the year or submitting the balance sheet to DLS, which

can lead to delays in certifying free cash. The specific duties and responsibilities of such a position should be left to discussions between the town accountant and town administrator, but the position should provide for sharing many of the day-to-day responsibilities of the office and prepare the incumbent to fill the town accountant role in the accountant's absence. With an assistant town accountant taking on some routine tasks, the accountant would be better able to look ahead to long-term departmental goals and to providing support during the budget process (such as with revenue and expenditure projections or other research as needed).

Establish a Joint Grants Management/Procurement Position in Town Administrator's Office

We recommend the town consider hiring a full-time position jointly responsible for grants management and procurement support in the town administrator's office. As a grants manager, the position would be responsible for researching grant opportunities, writing and preparing materials for grant submissions, communicating with grantors, and ensuring that grant funds are distributed appropriately. As procurement support, the incumbent could conduct initial review of requisitions before the town administrator, be a liaison with departments, and provide the town administrator with general administrative support regarding procurement. Since the town administrator is MCPPO certified and is the town's chief procurement officer (CPO) she can exercise final review over all procurement issues. We recommend that the town hire an MCPPO certified individual or, upon hire, provide the employee with the opportunity to attain MCPPO status.

Include the IT Director in Budget Meetings

We recommend including the IT director in any regular budget-related meetings held by the finance director and finance department heads. Information technology has taken on an outsized importance in the administration of municipal budgeting, with accounting, treasury, collections, and assessing relying on a suite of inter-connected applications and databases to fulfill their intended functions. When these systems are in conflict or not working as intended, it can be extremely disruptive to the normal processes of financial management, including errors in tax billing or delays in the budget process. The presence of the IT director will make the finance team more efficient at identifying issues before they occur or solving unforeseen problems. In addition, enhancements to service in these departments (as well as many others) often have an IT component, and the IT director's expertise will be advantageous in evaluating their worth to the town.

Provide Monthly Year-to-Date Revenue and Expenditure Reports to the Select Board

We recommend that the town administrator or finance director provide the select board with monthly updates on the town's expenditures relative to appropriations and revenue collections relative to estimates. This will ensure that the board remains generally informed on the financial state of the town and is made aware of any budget issues that may require action or their considerations. These updates could be in the form of a line-item report for each expenditure item as it appears before town meeting, showing the amount of the total appropriation, the amount expended as of the end of the month, the percentage expended of the total appropriation, and the remaining available for expenditure. A separate section should show revenue items in the form and amounts used to balance the budget for submission to DLS in the tax recapitulation process, with total amount estimated, amount collected as of the end of the month, percentage collected of the total, and the amount uncollected. On a quarterly basis, the administrator may consider adding the report as an item on the select board's meeting agenda and making a brief presentation on where the town stands on expenditures and revenues as of the end of that quarter.

Engage a Consultant to Assist with ARPA Compliance

We recommend the town engage the services of a suitable consultant (while adhering to all procurement laws covered in MGL Chapter 30) to help with processing the necessary paperwork for the receipt and use of federal funds in accordance with the American Rescue Plan Act (ARPA) of 2021. Like many small and medium-sized towns in the commonwealth, Fairhaven's financial departments run lean and there is little room for additional tasks beyond daily operations and budget development. Keeping current with ARPA compliance has been a significant burden on town staff and hiring an outside manager would relieve pressure on the town's ability to maintain normal operations. We understand that the town has been evaluating a few options for hiring an ARPA consultant, and we would encourage the board to make it a priority.

Consider Hiring a Human Resources Generalist or Human Resources Director

We recommend the town consider creating a position of human resources generalist in the town administrator's office. With the town administrator's assumption of all duties previously relegated to the personnel board, additional staff support would help ensure that she does not become unduly burdened by administrative tasks related to human resources and can focus on broader policy-level issues. We should note that Chapter 61 of Fairhaven's bylaws calls for the town administrator to "appoint a Human Resources Director who by experience and education is qualified to administer this chapter and any plans, policies, rules or regulations promulgated pursuant to this chapter." The

bylaw goes on to require the establishment of a personnel system for the administration of personnel records, recruitment methods, maintaining classification and compensation plans, and personnel policies. Hiring an additional full-time position to meet this need is justified considering the administrative burden in developing and maintaining such a system. In addition, with personnel costs generally in excess of 70% of a municipal budget, a human resources manager is critical to mitigating the risks associated with labor-related legal issues and effectively managing related costs. A human resources generalist could be later developed into a human resources director, depending on the select board's interpretation of the Personnel bylaw.

ACKNOWLEDGEMENTS

In preparing this Review, DLS spoke with the following individuals:

<u>Name</u>	<u>Position</u>
Stasia Powers	Select Board Chair
Leon E. Corry III	Select Board Vice Chair
Robert J. Espindola	Select Board Member
Padraic Elliott	Finance Committee Chair
Angie Lopes-Ellison	Town Administrator
Wendy Graves	Finance Director/Treasurer/Collector
Anne Carreiro	Town Accountant
Delfino Garcia	Principal Assessor
Chris Camara	IT Director

SAMPLE POLICIES

FINANCIAL RESERVES

PURPOSE

To help the Town stabilize finances and maintain operations during difficult economic periods, this policy establishes prudent practices for appropriating to and expending reserve funds. With well-planned sustainability, the Town can use its reserves to finance emergencies and other unforeseen needs, to hold money for specific future purposes, or in limited instances, to serve as revenue sources for the annual budget. Reserve balances and policies can also positively impact the Town's credit rating and consequently its long-term borrowing costs.

APPLICABILITY AND SCOPE

Applies to:	<ul style="list-style-type: none">▪ Select Board, Finance Committee, Town Administrator, and Capital Planning Committee in their budget decision-making roles▪ Finance Director and Board of Assessors job duties
Scope:	<ul style="list-style-type: none">▪ Goals for and appropriate use of general reserves, including free cash, stabilization funds, and overlay surplus

POLICY

The Town is committed to building and maintaining its reserves to have budgetary flexibility for unexpected events and significant disruptions in revenue-expenditure patterns and to provide a source of available funds for future capital expenditures. Adherence to this policy will help the Town withstand periods of decreased revenues and control spending during periods of increased revenues. The Town will strive to maintain overall general fund reserves (i.e., free cash and stabilization funds combined) in the level of 10 to 15 percent of the annual operating budget.

A. Free Cash

The Division of Local Services (DLS) defines free cash as "the remaining, unrestricted funds from operations of the previous fiscal year, including unexpended free cash from the prior year." DLS must certify free cash before the Town can appropriate it.

The Town will strive to realize year-to-year free cash certifications equal to three to five percent of the annual general fund budget. To achieve this, the Finance Director with assistance from the Town Administrator will propose budgets with conservative revenue projections, and department heads will carefully manage their appropriations to produce excess income and budget turn backs. As much as practicable, the Town will limit its use of free cash to building reserves, funding nonrecurring costs (i.e., one-time expenditures, such as capital projects and emergencies), and offsetting the Town's unfunded liabilities. Furthermore, the Town will strive to keep its year-end unappropriated free cash balance at a minimum of 33 percent of the annual certification.

B. Stabilization Funds

A stabilization fund is a reserve account allowed by state law to set aside monies to be available for future spending purposes, including emergencies or capital expenditures, although it may be appropriated for any lawful purpose. The Town has established four stabilization funds, as detailed below.

General Stabilization: The Town will endeavor to achieve and maintain a minimum balance of six to eight percent of the current operating budget in its general stabilization fund. Withdrawals from the fund should only be used to mitigate emergencies or other unanticipated events that cannot be supported by current general fund appropriations. When possible, withdrawals of funds should be limited to the amount available above the six percent minimum target. If any necessary withdrawal drives the balance below this minimum, the withdrawal should be limited to one-third of the fund's balance, and the Town Administrator will develop a detailed plan to replenish the fund to the minimum level within the next two fiscal years.

Special Purpose Stabilization Funds:

- **Capital Stabilization:** This fund's minimum target level shall be one to two percent of the general fund budget. By sustaining funding in this type of reserve, the Town can balance debt with pay-as-you-go practices and protect against unforeseen capital costs.
- **Assessor Stabilization:** Established to offset annual interim-year valuation adjustments and the costs associated with the five-year revaluation process. This stabilization is funded through an appropriation of free cash every five years.
- **Water Emergency & Capital Stabilization:** Established to offset future costs to the water enterprise fund infrastructure.

C. Retained Earnings

The finances of the Water, Sewer, and Trash Departments are managed under individual enterprise funds, separately from the general fund, which allows the Town to effectively identify each operation's true costs—direct, indirect, and capital—and set user fees at levels sufficient to recover them. Under this accounting, the Town may reserve each enterprise fund's generated surplus (referred to as retained earnings) rather than closing the surplus to the general fund at year-end.

For each enterprise fund, the Town will maintain a minimum reserve amount of 25 percent of the operation's total budget, which represents three months' worth of expenditures. These reserves shall be used to provide rate stabilization and to fund major, future capital projects. Whenever any major infrastructure improvement is being planned for any enterprise operation, it may be necessary to revise its minimum target upward. To maintain the target reserve levels for the enterprise funds, the Water/Sewer Commissioners must annually review, and when necessary, adjust user rates.

D. Overlay Surplus

The purpose of the overlay reserve is to offset unrealized revenue resulting from abatements and exemptions. It can be used for other purposes only after it is determined to have a surplus. Therefore, unlike the other types of general fund reserves, this policy does not set a funding target for the

overlay. Rather, each year as part of the budget process, the Board of Assessors will vote to raise an overlay amount on the annual tax recapitulation sheet based on the following:

- Current balance in the overlay account
- Five-year average of granted abatements and exemptions
- Potential abatement liability of cases pending before, or on appeal from, the Appellate Tax Board
- Timing of the next DLS certification review (scheduled every five years)

At the conclusion of each fiscal year, the Board of Assessors will submit to the Town Administrator and Finance Director an update of the overlay reserve with data that includes, but is not limited to, the gross balance, potential abatement liabilities, and any transfers to surplus. If the balance exceeds the amount of potential liabilities, the Select Board may request that the Board of Assessors vote to declare those balances surplus and available for use in the Town’s capital improvement plan or for any other one-time expense.

REFERENCES

[M.G.L. c. 40 § 5B](#)

[M.G.L. c. 59 § 25](#)

[M.G.L. c. 44 § 53F½](#)

Monson’s policies on Capital Planning and Forecasting

DLS Best Practices: [Free Cash](#), [Reserve Policies](#), and [Special Purpose Stabilization Funds](#)

DLS Informational Guideline Releases 08-101: [Enterprise Funds](#), 17-20: [Stabilization Funds](#), and 17-23: [Overlay and Overlay Surplus](#)

Government Finance Officers Association Best Practices: [Fund Balance Guidelines for the General Fund](#) and [Working Capital Targets for Enterprise Funds](#)

EFFECTIVE DATE

This policy was adopted on [date].

INDIRECT COST ALLOCATION

PURPOSE

To reimburse the general fund for all expenditures incurred on behalf of the water, sewer, and trash enterprise funds, this policy provides guidelines for equitably calculating and allocating those indirect costs.

APPLICABILITY AND SCOPE

Applies to:	<ul style="list-style-type: none">▪ Town Administrator, Finance Director, and Water/Sewer Superintendent job duties▪ Finance Director, Treasurer/Collector in their related administrative functions▪ Select Board, Finance Committee, and Town Administrator in their budget analysis and decision-making responsibilities
Scope:	<ul style="list-style-type: none">▪ Encompasses the analysis, calculation, and accounting of the water, sewer, and trash enterprise fund indirect costs

Background

Under authority established in [M.G.L. c. 44 § 53F½](#) the accounting transactions for the water, sewer, and trash enterprise funds are recorded and managed separately from the general fund. Revenues and expenses are not commingled with those of any other governmental activity, and consequently there are separate financial statements for each. Consolidating each enterprise funds direct and indirect costs, debt service, and capital expenditures into its own distinct, segregated fund allows the Town to demonstrate to the public the true, total cost of providing the service.

POLICY

As part of the annual budget process, the Finance Director will calculate the indirect costs to the general fund of the water, sewer, and trash enterprises and review them with the Town Administrator and Water/Sewer Superintendent. The Town Administrator, Finance Director, and Water/Sewer Superintendent will annually agree in writing to the indirect cost allocation methods and amounts prior to finalizing the budget. Indirect cost expenses will be determined using the most up-to-date cost information available to the Finance Director at that time. Based on the results, the Finance Director will record transfers between the relevant funds annually by June 15 of each fiscal year. The Finance Director will maintain written procedures detailing the costs and their calculation methodologies.

A. Cost Categories

The indirect cost calculation will account for the following enterprise-related expenditures budgeted in the general fund:

- Water, sewer, and trash department **personnel costs** for active and retired employees, including pensions, insurances, Medicare taxes, unemployment, and workers' compensation
- **Administrative services** performed on behalf of the enterprise's department by other departments, such as:

- Accounts payable, payroll, and general ledger services provided by the Accounting Department
- Collections, banking, investment, tax title, benefits, and payroll services provided by the Treasurer/Collector Department's
- Personnel administration services provided by the Treasurer's Department
- The following **expenses**:
 - Information technology costs
 - Vehicle and property insurances
 - Legal services
 - Independent audit services
 - Actuarial services related to other postemployment benefits (OPEB)
 - Other costs that may be agreed to and documented

The Finance Director will calculate indirect costs based on the most recent fiscal year's appropriations and using either the actual, proportional, estimated support, or transactional methodology (described in Section B below) as appropriate for the particular cost category.

B. Explanation of Calculation Methodologies

1. **Actual cost**, involves identifying the specific costs attributable to the enterprise based on documented schedules or bills payable, including debt service and insurance premiums.
2. The **proportional** method is a straightforward calculation of the utility's net-of-debt budget as a percentage of the total combined net-of-debt budget of the utility and the general fund. The resulting percentage is then applied against the total budget (including employee benefits) of each Town department that provides support to the utility or against the total cost of the specific type of expenditure.
3. A department or official may be able to provide a reasonable **estimate of support** (i.e., an estimate of the work hours spent supporting the utility). For example, the Finance Director estimates an average of two hours weekly, or five percent of her time, on water, sewer, and trash-related activities (e.g., creating warrants, bookkeeping). This percentage would then be applied against the Finance Director's salary and benefits, including health and life insurance, Medicare, retirement, and any workers' compensation.

$$\frac{\text{Hours worked on enterprise activities per year by individual(s)}}{\text{Total hours worked per year by individual(s)}} \times \text{Salary and benefits of individual(s) working on enterprise activities} = \text{Indirect Departmental Salaries}$$

4. The **transaction-based** method is calculated based on the number of transactions attributed to a service as a percentage of the whole. An example would be the total sewer bill collections processed by the Treasurer/Collector's Office as a percentage of the total number of collections of all types processed by that office. This percentage is applied against the Treasurer/Collector's total budget,

including health and life insurance, Medicare, retirement, and any workers' compensation attributable to the department.

$$\frac{\text{Number of enterprise-related transactions}}{\text{Total number of all like transactions processed by the non-enterprise department}} \times \text{Total budget plus benefits of the department processing the enterprise transactions} = \text{Indirect Departmental Salaries}$$

C. Calculations by Cost Category

The text in this section provides sample calculations for discussion purposes. Before adopting this policy, Section C should be reviewed and updated as necessary, and it should be expanded for any other costs that may be agreed to, such as information technology, legal services, etc.

1. **Health and Life Insurances**

Costs for health and life insurances will be calculated using the actual method by adding up the actual amounts paid by the Town for the participating enterprise employees during the current fiscal year.

2. **Medicare**

The Town's Medicare cost represents the employer match of the Medicare tax charged to employees hired after April 1, 1986. Using the actual cost method and based on employee W-2s, the costs will be calculated as 1.45 percent of the total gross wages paid by the Town on behalf of eligible enterprise fund employees during the preceding calendar (not fiscal) year.

3. **Retirement**

Indirect pension costs will be calculated using the proportional method. The Town's total annual contributory retirement assessment is multiplied by the respective proportion of each of the total enterprise fund department employee's compensation to the total employee compensation as reported to the Public Employee Retirement Administration Commission.

4. **Audit**

External audit costs will be based on the proportional method. The water, sewer, and trash enterprise fund departments shall pay the proportion of the cost of the Town's annual independent audit based on effort of the Town's independent auditor.

5. **Administrative Services**

The indirect costs for enterprise-related administrative services performed by the Accounting, Treasurer/Collector, and Town Administrator Departments will be calculated using the estimate of support method. It will be based on each department's annual estimate of the time required to perform the services for each enterprise fund.

REFERENCES

[M.G.L. c. 44 § 53F½](#)

Division of Local Services Informational Guideline Release 08-101: [Enterprise Funds](#)

Government Finance Officers Association Best Practices: [Indirect Cost Allocation](#) and [Evaluating Service Delivery Alternatives](#)

EFFECTIVE DATE

This policy was adopted on [date].

OTHER POSTEMPLOYMENT BENEFITS LIABILITY

PURPOSE

To ensure fiscal sustainability, this policy sets guidelines for a responsible plan to meet the Town's obligation to provide other postemployment benefits (OPEB) for eligible current and future retirees. It is designed to achieve generational equity among those called upon to fund this liability and thereby avoid transferring costs into the future.

APPLICABILITY AND SCOPE

Applies to:	<ul style="list-style-type: none">▪ Select Board, Finance Committee, and Town Administrator in their budget decision-making duties▪ Bartholomew & Company (Investment Manager)▪ Treasurer/Collector and Finance Director job duties
Scope	<ul style="list-style-type: none">▪ Budget decisions related to the Town's OPEB liability▪ Liability mitigation

BACKGROUND

In addition to salaries, the Town compensates employees with benefits earned during years of service to be received upon retirement. One such benefit is a pension, and another is a set of retirement insurance plans for health, dental, and life, which are collectively referred to as other postemployment benefits, or OPEBs. OPEBs represent a significant liability for the Town that must be properly measured, reported, and planned for financially.

POLICY

The Town is committed to funding the long-term cost of the benefits promised its employees. To do so, the Town will accumulate resources for future benefit payments in a disciplined, methodical manner during the active service life of employees. The Town will also periodically assess strategies to mitigate its OPEB liability. This involves evaluating the structure of offered benefits and their cost drivers.

A. Accounting for and Reporting the OPEB Liability

The Finance Director will obtain actuarial analyses of the Town's OPEB liability every two years and will annually report the Town's OPEB obligations in the financial statements that comply with the current guidelines of the Governmental Accounting Standards Board. The Town Administrator will ensure that the Town's independent audit firm reviews compliance with the accounting and reporting provisions of this policy as part of its annual audit and reports on these to the Select Board.

B. Trust Management and Investment

The Town has established an OPEB Trust Fund and designated as its trustee the Treasurer. As fund custodian, the Treasurer/Collector will manage the OPEB Trust Fund in conformance with the Town's

investment policy and the state's prudent investor laws. On an annual basis, the Town will analyze its option to invest the OPEB trust with the [State Retiree Benefits Trust Fund](#).

The Town has chosen Bartholomew & Company as its investment manager. To make sure Bartholomew & Company follows the OPEB and Investment policies, the Finance Director will do the following:

- Meet with the investment manager at least semiannually to monitor the performance of the fund and the compliance with the Town's policies.
- Monitor the fund's performance by comparing the investment manager's results to a blended benchmark to be determined in conjunction with the investment manager.
- Rebalance the portfolios at least annually or more frequently if appropriate.
- Review the OPEB policy every year to ensure it remains in compliance with governing regulations.

C. Mitigation

On an ongoing basis, the Town will assess healthcare cost containment measures and evaluate strategies to mitigate its OPEB liability. The Finance Director will monitor proposed laws affecting OPEBs and Medicare and analyze their impacts. The Treasurer/Collector will regularly audit the group insurance and retiree rolls and terminate any participants found to be ineligible based on work hours, active Medicare status, or other factors.

D. OPEB Funding Strategies

To address the OPEB liability, decision makers will analyze a variety of funding strategies and subsequently implement them as appropriate with the intention of fully funding the obligation. The Town will derive funding for the OPEB Trust Fund from taxation, free cash, and any other legal form. To ensure that the Town's enterprise operations remain self-supporting, the Water & Sewer Commissioners will factor their OPEB contributions into the setting of user fees.

Achieving full funding of the liability requires the Town to commit to funding its actuarially determined contribution (ADC) each year. Among strategies to consider for funding the ADC:

- Annually appropriate at least \$50,000 from the levy toward the general fund OPEB liability.
- Appropriate annually increasing dollar amounts or percentages of yearly revenues for the general fund and three enterprise fund operations.
- Determine and commit to appropriating an annual portion of free cash.
- Transfer unexpended funds from insurance line items to the OPEB Trust Fund.
- Appropriate amounts equal to the Town's Medicare Part D reimbursements.
- Once the pension system is fully funded, on a subsequent annual basis, appropriate to the OPEB Trust Fund the amount equivalent to the former pension-funding payment or the ADC, whichever is less.

REFERENCES

[M.G.L. c. 32B, § 20](#) and [20A](#)

[M.G.L. c. 44, § 54](#) and [55](#)

[M.G.L. c. 203C](#)

Monson Investment Policy

Division of Local Services Information Guideline Release 19-10 [Other Postemployment Benefits Liability Trust Fund](#)

GASB Statements 75: [Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions](#) and 74: [Financial Reporting for Postemployment Benefit Plans Other Than Pension Plans](#)

Government Finance Officers Association Best Practice: [Ensuring Other Postemployment Benefits \(OPEB\) Sustainability](#)

EFFECTIVE DATE

This policy was adopted on [date].



FAIRHAVEN TV'S 5TH ANNUAL

HAUNTED HALLOWEEN PARTY

JOIN US AT OUR FREE HALLOWEEN EVENT ON
THURSDAY, OCTOBER 27TH AT TOWN HALL

5:00PM - 8:00PM

FAIRHAVENTV.COM/HAUNTEDHALLOWEENPARTY



New Bedford / Fairhaven Bridge Replacement of the US Route 6 over the Acushnet River Bridge. Virtual / In-Person Public Information Meeting

What is happening? The purpose of this meeting is to provide the public with the opportunity to become fully acquainted with the proposed Bridge Replacement project, US Route 6 over the Acushnet River. All views and comments submitted in response to the meeting will be reviewed and considered to the maximum extent possible.

How will this affect you? The proposed project includes the replacement of US Route 6 over the Acushnet River, this is a movable span bridge. The existing Route 6 corridor will be maintained. A full roadway closure and detour at the movable span will be necessary during portions of the project. The Navigation Channel will be maintained through short-term closures. Navigation will be required and coordinated with USCG.

Attend Virtually

October 3, 2022

6:30PM – 8:00PM

To register: www.mass.gov/massdot-highway-design-public-hearings

Attend In-Person

October 3, 2022

6:30PM – 8:00PM

Fairhaven High School, Auditorium

12 Huttleston Avenue

Fairhaven, MA 02719



Please note this meeting will be transcribed by a stenographer.

Visit www.mass.gov/massdot-highway-design-public-hearings for more information.



This meeting is accessible to people with disabilities and those with limited English proficiency. MassDOT provides reasonable accommodations and/or language assistance free of charge upon request, as appropriate. To request accommodation or language assistance, please contact MassDOT's Chief Diversity and Civil Rights Officer by phone (857) 368-8580, fax (857) 368-0602, relay 7-1-1, or by email to MassDOT.CivilRights@dot.state.ma.us. Requests should be made as soon as possible prior to the meeting, and for more difficult to arrange services including sign-language, CART or language translation or interpretation, requests should be made at least ten business days before the meeting.

Project inquiries may also be emailed to Dot.feedback.highway@state.ma.us

Please submit any written statements regarding the proposed undertaking to: **Carrie A. Lavalley, P.E., Chief Engineer, MassDOT, 10 Park Plaza, Boston, MA 02116, Attention: Major Projects, PROJECT FILE NO. 612557**

THE COMMONWEALTH OF MASSACHUSETTS
MASSACHUSETTS DEPARTMENT OF TRANSPORTATION – HIGHWAY DIVISION
NOTICE OF A PUBLIC INFORMATION MEETING
Project File No. 612557

A Public Information Meeting will be held at the Fairhaven High School to discuss the proposed **Bridge Replacement, F-01-002=N-06-001, US Route 6 over the Acushnet River project in Fairhaven, MA and New Bedford, MA.**

WHERE: **Fairhaven High School, 12 Huttleston Ave, Fairhaven, MA 02719**

WHEN: **6:30 PM, Monday, October 3, 2022**

PURPOSE: The purpose of this meeting is to provide the public with the opportunity to become fully acquainted with the proposed **Bridge Replacement project, F-01-002=N-06-001, US Route 6 over the Acushnet River**. All views and comments submitted in response to the meeting will be reviewed and considered to the maximum extent possible.

PROPOSAL: The proposed project includes the replacement of US Route 6 over the Acushnet River, this is a movable span bridge. The existing Route 6 corridor will be maintained. A full roadway closure and detour at the movable span will be necessary during portions of the project. The Navigation Channel will be maintained through short-term closures. Navigation will be required and coordinated with USCG.

A secure right-of-way is necessary for this project. Acquisitions in fee and permanent or temporary easements may be required. The **Commonwealth of Massachusetts** is responsible for acquiring all needed rights in private or public lands. MassDOT's policy concerning land acquisitions will be presented in the meeting.

Project inquiries, written statements and other exhibits regarding the proposed undertaking may be submitted to Carrie E. Lavalley, P.E., Chief Engineer, via e-mail to dot.feedback.highway@state.ma.us or via US Mail to Suite 7210, 10 Park Plaza, Boston, MA 02116, Attention: **Major Projects**, Project File No. **612557**. Statements and exhibits intended for inclusion in the public meeting transcript must be emailed or postmarked no later than ten (10) business days after the meeting is posted to the MassDOT website listed below.

This meeting is accessible to people with disabilities. MassDOT provides reasonable accommodations and/or language assistance free of charge upon request (e.g interpreters in American Sign Language and languages other than English, live captioning, videos, assistive listening devices and alternate material formats), as available. For accommodation or language assistance, please contact MassDOT's Chief Diversity and Civil Rights Officer by phone (857-368-8580), TTD/TTY at (857) 266-0603, fax (857) 368-0602 or by email (MassDOT.CivilRights@dot.state.ma.us). Requests should be made as soon as possible prior to the meeting, and for more difficult to arrange services including sign-language, CART or language translation or interpretation, requests should be made at least ten business days before the meeting.

This Public Information Meeting or a cancellation announcement will be hosted on the internet at www.mass.gov/massdot-highway-design-public-hearings.

JONATHAN GULLIVER
HIGHWAY ADMINISTRATOR

CARRIE E. LAVALLEE, P.E.
CHIEF ENGINEER

Committee Liaison Report – Bob Espindola – September 6th, 2022

The Fairhaven Bikeway Committee The Committee has not met since our last meeting but there was a public hearing held on Thursday night last week relative to the Safe Routes to School Project that is proposed to reconstruct the sidewalks and travel lanes between the bike path crossing Scoticut Neck Road and the Leroy L. Wood Elementary School.

Vinnie Furtado was on the Panel and Town Engineer Michael Carter was present. I pulled the selected slides from the presentation to illustrate what the project is about and the full set of slides can be found on the Mass DOT website at the following link.

The project is a budgeted at nearly \$2M, with 80% paid by the Federal Government, 20% by the State and the Town would be responsible for Right of Way issues related to Town Property.

The schedule calls for 75% and 100% design to be completed simultaneously for “Expediting” purposes and for Advertising in October of 2023 and construction in the spring of 2024.

Anyone can comment in writing up to 10 days after the public hearing so that would be up until September 25th and the details on how to do that are included in the slide presentation.

Broadband Study Committee. The Broadband Study Committee has not met since our last Select Board meeting. One development, however, is that the Mass Broadband Institute has finally announced. The BSC has been waiting for this announcement to see if there is an opportunity to expand the scope of the Fairhaven Housing Authority project the Town received the \$250K grant for.

MBI seems to be leaning toward passing the \$50M program funds through the Regional Planning Authorities (RPA's) like SRPEDD. I have reached out to Jeffrey Walker, Executive Director of SRPEDD and he said that he had a meeting scheduled this week and will contact me in the coming weeks to set up a meeting to discuss how the Town of Fairhaven may be able to leverage these funds through SRPEDD. Fairhaven Housing Authority Director Krisanne Sheedy will be included in discussions once the concepts have been framed out.

The Digital Access program outlines the following goals ...

Partners will work with local and regional organizations to implement digital equity projects in six program areas:

1. WiFi Access Initiative
2. Public Space Internet Modernization Initiative
3. Connectivity Initiative for Economic Hardship
4. Digital Literacy Initiative
5. Device Distribution and Refurbishment Program
6. Education, Outreach and Adoption

<https://broadband.masstech.org/digital-equity-programs>

Southeastern Regional Planning and Economic Development District (SRPEDD) SRPEDD traditionally holds no meeting in the month of August.

Southeastern Mass. Metropolitan Planning Organization (SMMPO). The meeting scheduled for September 20th has been cancelled.

The South Coast Bikeway Alliance Pedal for the Path fund raiser held on Sunday, September 11th, was very successful with 137 riders participating. All of them passed through Fairhaven where they were treated to a free Lemonade right at the bike path by Dorothy Cox's who set up along the bike path which was very appreciated by all the riders on a hot day.





Leroy Wood Elementary School Design Public Hearing

*Safe Routes to School
Sconticut Neck Road*

Thursday September 15, 2022 7:00PM – 8:00PM

Project File No. 609518



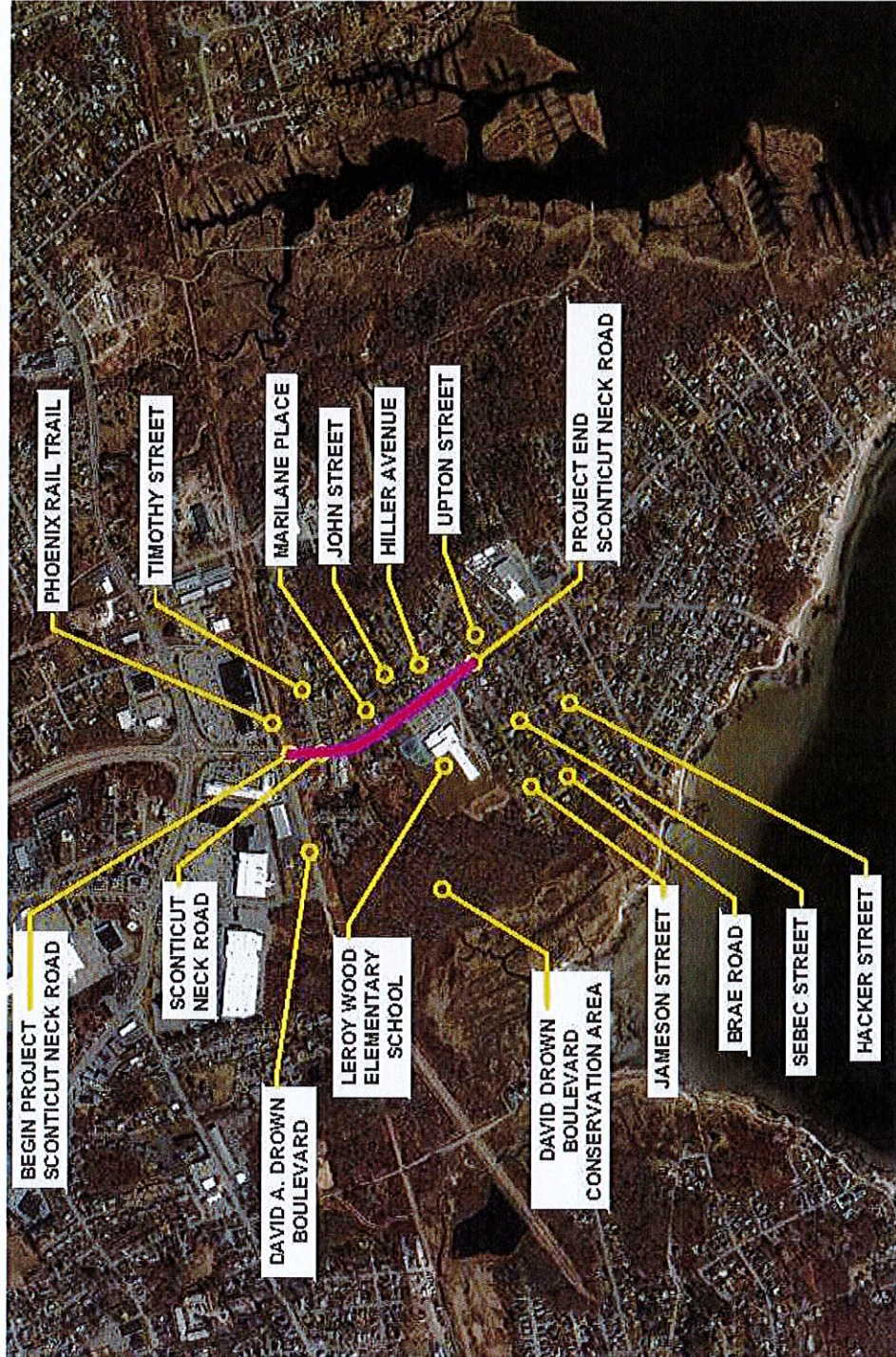
Introduction

- **MassDOT Highway Division**
- **Project Manager** – Linda Walsh
- **ROW Bureau** – Craig Sheehan (Municipal), Lisa Szamreta (State)
- **District - 5** – Richard Bilski
- **Producers** – Michael McNutt, Courtney Sulerud
- **Design Consultant** – Keith Lincoln, P.E., Chappell Engineering
- **Stenographer** – David Fraser, Arlington Typing & Mailing
- **Town of Fairhaven** – Vincent Furtado, Public Works Director
Michael Carter, Town Engineer



Fairhaven Public Hearing

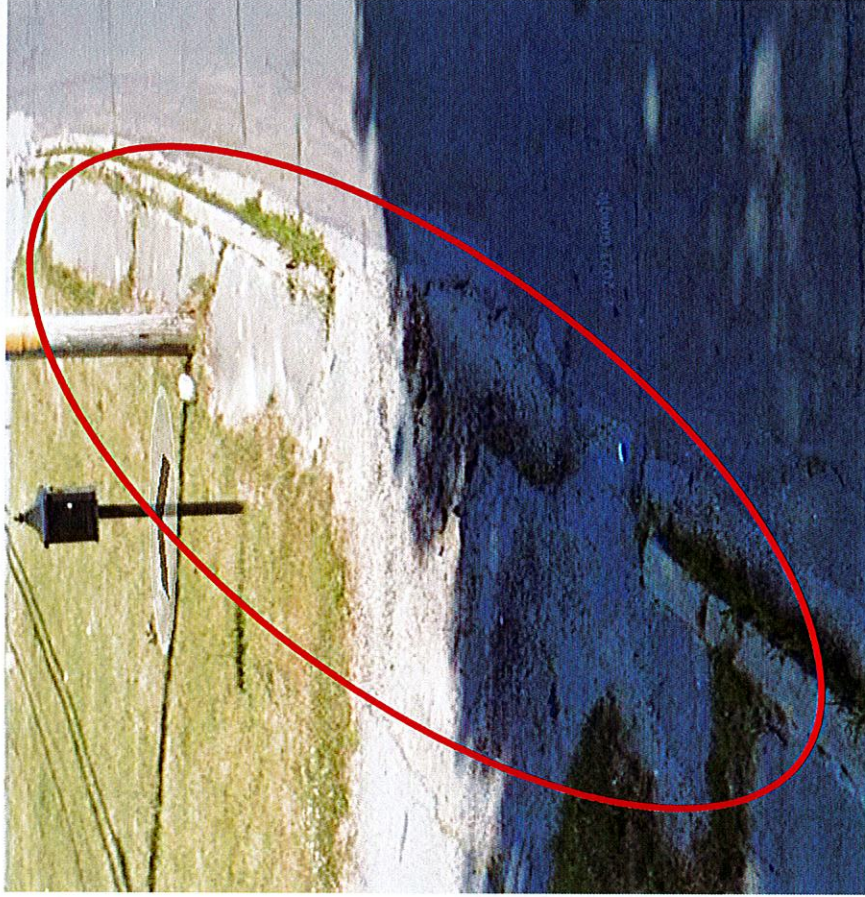
Project Location



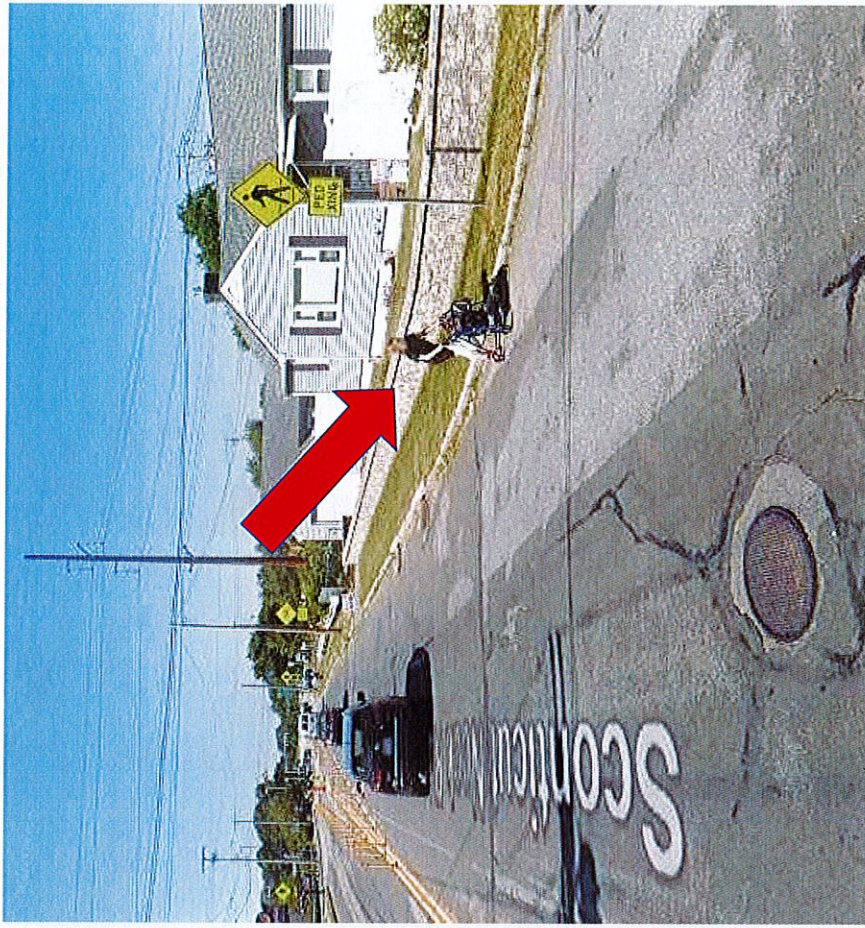
Existing Conditions

- **Sidewalks in Poor Condition**
 - Sidewalks and pedestrian curb ramps do not meet ADA standards
 - Sidewalk not continuous on Sconticut Neck Road
- **Missing Bicycle Accommodations**
 - Bicycle Accommodations Lacking from Phoenix Rail Trail to Leroy Wood School
- **Utility Poles Interfering with Pedestrian Travel**
 - Poles in Sidewalks Block Pedestrian Path
- **Excessively Wide Roadway**
 - Encourages Higher Speeds

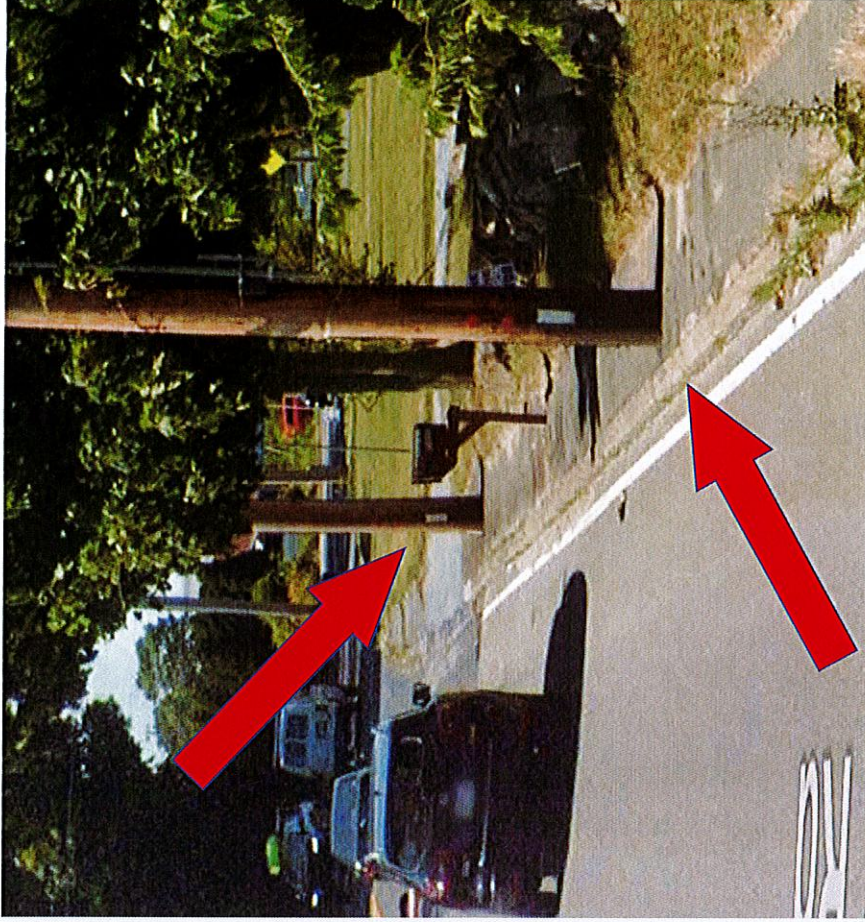
**Deteriorated Sidewalk
Curb Reveal Lacking**



**Sidewalk Missing Timothy Street to Phoenix
Rail Trail**



Poles in Sidewalk Forces Pedestrians into the Roadway

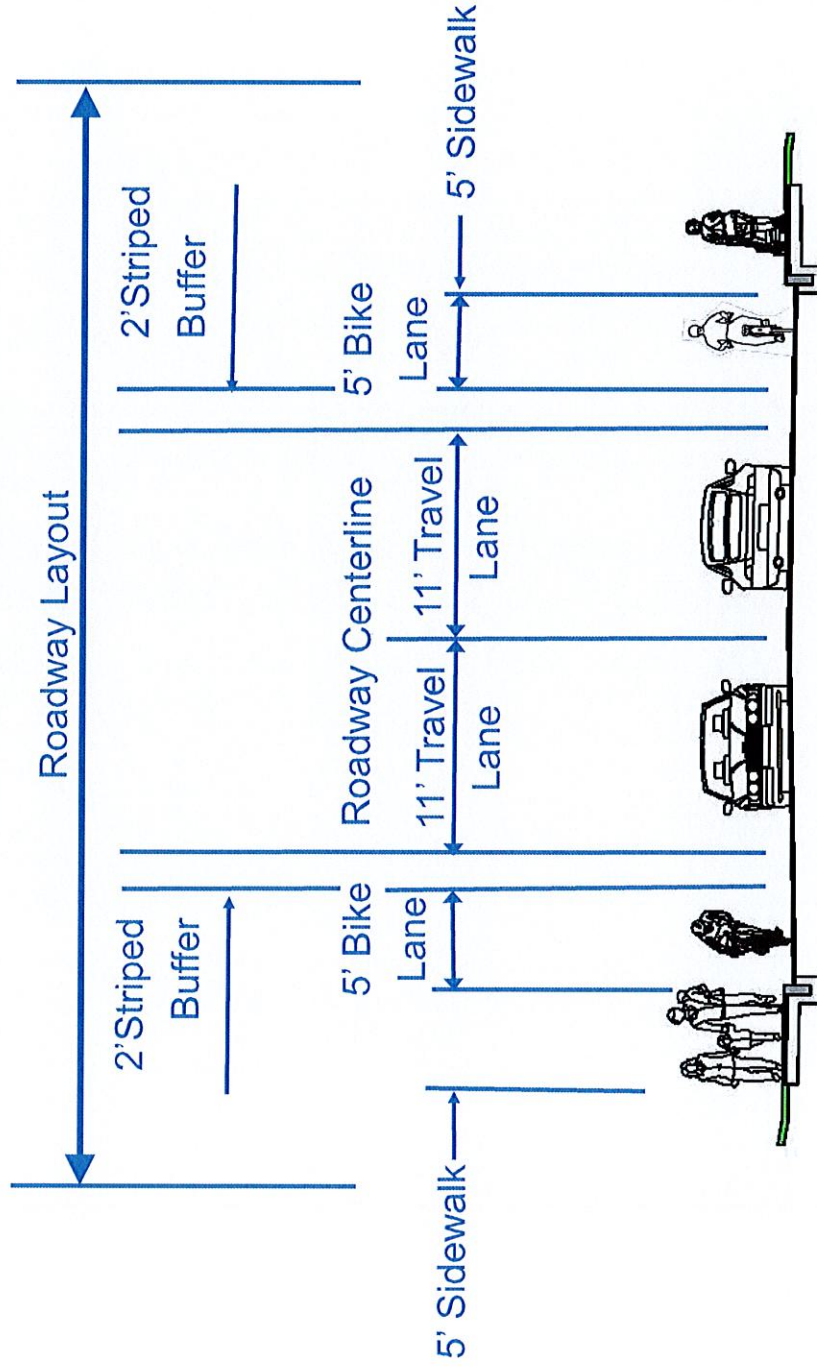


Project Goals

- Improve Safety for all Users with Specific Emphasis on School Access
- Construct ADA Compliant Pedestrian Curb Ramps
- Provide Pedestrian and Bicycle Accommodations
- Reduce Travel Speeds

Proposed Improvements

Typical Roadway Cross Section



Scotcut Neck Road

Project Cost

Total Project Cost Estimated at \$1,941,711

80% Federal Funds

20% State Funds

ROW Costs are the Responsibility of the Municipality and State

How to reach us?



- **Email Comments to:**
MassDOTProjectManagement@dot.state.ma.us
- **Submit written comments to:**
Carrie Lavallee, P.E. Chief Engineer
MassDOT
10 Park Plaza
Boston, MA 02116
Attention: Project Management, PROJECT FILE NO. 609518
- **Mail In Comments to:**
The last sheet of handout is a mail –in – Sheet. Mail comments must be postmarked within ten (10) business days for inclusion into the public hearing transcript and will become part of official Record.
- **For project information visit the MassDOT Design Public Hearing web site at:**
<https://www.mass.gov/massdot-highway-design-public-hearings>
or use the QR Code from your screen to send comments or questions.



Digital Equity Programs

MBI and the Baker-Polito Administration are committed to closing the digital divide and ensuring digital equity for all residents. The COVID-19 pandemic has brought heightened attention to the importance of broadband access and adoption in almost every facet of daily life. Access to affordable broadband service is no longer considered a luxury, but an essential utility. The need for broadband in the 21st century is often compared to the need for electricity or phone service in previous centuries. Achieving digital equity in the Commonwealth is a critically important goal for our future prosperity. The lack of digital equity impacts our society in profound ways – hindering our citizens’ access to economic prosperity, health care, educational attainment, and civic and social engagement.

Learn more about digital equity in the state in the Massachusetts Strategic Broadband Plan </massachusetts-broadband-strategic-plan>

Digital Equity Partnerships Program

The Digital Equity Partnerships Program will designate qualified organizations as Partners to implement digital equity projects that meet the goals outlined in the Commonwealth’s ARPA COVID recovery legislation (codified as Chapter 102 of the Acts of 2021), that created a \$50 million fund to bridge the digital divide. Partners will work with local and regional organizations to implement digital equity projects in six program areas:

1. WiFi Access Initiative
2. Public Space Internet Modernization Initiative
3. Connectivity Initiative for Economic Hardship
4. Digital Literacy Initiative
5. Device Distribution and Refurbishment Program
6. Education, Outreach and Adoption

Find out more about the Digital Equity Partnerships Program </digital-equity-programs/digital-equity-partnerships-program>

View the Grant Solicitation for Digital Equity Partnerships </solicitation-digital-equity-partnership-program>

Municipal Digital Equity Planning Program

MBI is preparing to launch the Municipal Digital Equity Planning Program in Fall 2022 to enable municipalities to engage in planning activities and develop strategic documents related to digital equity and bridging the digital divide. The goal of this program is to:

1. Guide municipal decision-making and investments related to services and infrastructure; and
2. Prepare municipalities to apply for state or federal digital equity grants.

MBI is currently prequalifying consultants to assist municipalities with digital equity planning activities.

Learn more about the Municipal Digital Equity Planning Program </digital-equity-programs/municipal-digital-equity-planning-program>

View the RFQ for Consultants to provide Municipal Digital Equity Planning Services </request-qualifications-municipal-digital-equity-planning-services>

Recovery Plan Programs

These programs are part of the \$774 million economic recovery plan announced by the Administration in October <<https://www.mass.gov/news/baker-polito-administration-announces-partnerships-for-recovery-774-million-economic-recovery>> 2020, called “Partnerships for Recovery,” to boost internet connectivity statewide. That plan included funding that was designated for an expansion of internet access and digital equity programs, which are outlined below.

Gateway Cities & Outer Cape Wireless Internet and Digital Equity

Launched in December 2020, this program was created to establish and maintain wireless access projects, including indoor and outdoor access to wireless internet service and support for digital equity projects in Gateway Cities and the Outer Cape. MBI awarded grants to:

Essex County Community Foundation (ECCF) to support projects in Haverhill, Lawrence, Salem, Methuen, Lynn and Peabody;

The Metropolitan Area Planning Council (MAPC) to support projects in Chelsea, Everett, Malden, Revere and Quincy;

The City of Fitchburg to support wireless access projects; and

OpenCape to support wireless access projects.

Mass Internet Connect

Launched in January 2021, Mass Internet Connect (MIC) is a program to assist unemployed job seekers working with MassHire that face one or more technology barriers, including accessing or using a computer or the internet.

Find out more about Mass Internet Connect </digital-equity-programs/mass-internet-connect>

WiFi Hotspots in Unserved Communities

Launched in April 2020, this program continues to support unserved communities in western and central Massachusetts with outdoor and indoor hotspots, helping provide critical connectivity to communities that are waiting for high-speed internet networks to be built through the state's Last Mile program. Since the inception of the program, MBI has supported community hotspots in over 26 towns. Discover the current list of active WiFi hotspots in these towns.

Find out more about the WiFi Hotspots in Unserved Communities </digital-equity-programs/wifi-hotspots-unserved-communities>

Contact <https://broadband.masstech.org/contact>

Map Gallery </map-gallery>

Public Notices </news-and-updates/public-notice>

Procurements </procurements>

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Main Campus: 75 North Drive Westborough, MA 01581 (508) 870-0312
Boston Office: 2 Center Plaza, Suite 200 Boston, MA 02108 (617) 371-3999

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Board and Committee Volunteer Application

BELONGING COMMITTEE

Submitted on Wednesday, September 7, 2022 - 6:01pm

Full Name: *Diane Hahn*

Address: *86 Francis St*

How long have you been a Fairhaven resident? *23 1/2 years*

What Board(s) or Committee(s) are you interested in joining? What is your reason for joining?

I am interested in joining the belonging committee. I have been on the committee when it was first established but then I had some medical issues that needed to be addressed. Now that I am well I wish to get back on the committee. What initially I was concerned about was my oldest son's inclusion and acceptance and public housing because he is on the autism spectrum and needs those kinds of services.

Have you attended a meeting of this Board or Committee? *Yes*

Have you (or are you currently) served on any Town of Fairhaven Boards? If so, please indicate what Board and number of years:

Interests and Qualifications (tell us about yourself):

SELECT BOARD'S MEETING

MONDAY, September 19, 2022

CHANGE OF DBA AMENDMENT

Application submitted by:

**The Pasta House Inc., d/b/a The Pasta House Restuarant
100 Alden Road
Fairhaven, MA 02719
Submitted by Mario Ribeiro**

****All documents required for Amendment on file in the Select Board's office.**



The Commonwealth of Massachusetts
 Alcoholic Beverages Control Commission
 95 Fourth Street, Suite 3, Chelsea, MA 02150-2358
 www.mass.gov/abcc

**RETAIL ALCOHOLIC BEVERAGES LICENSE APPLICATION
 MONETARY TRANSMITTAL FORM**

APPLICATION FOR AMENDMENT-Change of Business Entity Information

DO NOT MAKE PAYMENT OR COMPLETE THIS FORM FOR CHANGE OF DBA AMENDMENT

APPLICATION SHOULD BE COMPLETED ON-LINE, PRINTED, SIGNED, AND SUBMITTED TO THE LOCAL LICENSING AUTHORITY.

ECRT CODE: RETA

Please make \$200.00 payment here: ABCC PAYMENT WEBSITE

PAYMENT MUST DENOTE THE NAME OF THE LICENSEE CORPORATION, LLC, PARTNERSHIP, OR INDIVIDUAL AND INCLUDE THE PAYMENT RECEIPT

ABCC LICENSE NUMBER (IF AN EXISTING LICENSEE, CAN BE OBTAINED FROM THE CITY)

ENTITY/ LICENSEE NAME

ADDRESS

CITY/TOWN

STATE

ZIP CODE

For the following transactions (Check all that apply):

- | | | | |
|--|--|---|---|
| <input type="checkbox"/> New License | <input type="checkbox"/> Change of Location | <input type="checkbox"/> Change of Class (i.e. Annual / Seasonal) | <input type="checkbox"/> Change Corporate Structure (i.e. Corp / LLC) |
| <input type="checkbox"/> Transfer of License | <input type="checkbox"/> Alteration of Licensed Premises | <input type="checkbox"/> Change of License Type (i.e. club / restaurant) | <input type="checkbox"/> Pledge of Collateral (i.e. License/Stock) |
| <input type="checkbox"/> Change of Manager | <input type="checkbox"/> Change Corporate Name | <input type="checkbox"/> Change of Category (i.e. All Alcohol/Wine, Malt) | <input type="checkbox"/> Management/Operating Agreement |
| <input type="checkbox"/> Change of Officers/
Directors/LLC Managers | <input type="checkbox"/> Change of Ownership Interest
(LLC Members/LLP Partners,
Trustees) | <input type="checkbox"/> Issuance/Transfer of Stock/New Stockholder | <input type="checkbox"/> Change of Hours |
| | <input type="checkbox"/> Other <input type="text"/> | | <input checked="" type="checkbox"/> Change of DBA |

**THE LOCAL LICENSING AUTHORITY MUST MAIL THIS
 TRANSMITTAL FORM ALONG WITH
 COMPLETED APPLICATION, AND SUPPORTING DOCUMENTS TO:**

**Alcoholic Beverages Control Commission
 95 Fourth Street, Suite 3
 Chelsea, MA 02150-2358**



The Commonwealth of Massachusetts
 Alcoholic Beverages Control Commission
 95 Fourth Street, Suite 3, Chelsea, MA 02150-2358
 www.mass.gov/abcc

APPLICATION FOR AMENDMENT-Change of Business Entity Information

Change of Corporate Name

Change of DBA

- Payment Receipt (Req. for Chg of Corp Name only)
- Monetary Transmittal Form
- DOR Certificate of Good Standing (Req. for Chg of Corp Name only)
- DUA Certificate of Compliance (Req. for Chg of Corp Name only)
- Change of Corporate Name/DBA Application
- Vote of the Entity
- Business Structure Documents
 - If Sole Proprietor, **Business Certificate**
 - If partnership, **Partnership Agreement**
 - If corporation or LLC, **Articles of Organization** from the Secretary of the Commonwealth

Change of Corporate Structure

- Payment Receipt
- Monetary Transmittal Form
- DOR Certificate of Good Standing
- DUA Certificate of Compliance
- Change of Corporate Structure Application
- Vote of the Entity
- Business Structure Documents
 - If Sole Proprietor, **Business Certificate**
 - If partnership, **Partnership Agreement**
 - If corporation or LLC, **Articles of Organization** from the Secretary of the Commonwealth

1. BUSINESS ENTITY INFORMATION

Entity Name

Municipality

ABCC License Number

The Pasta House inc

Fairhaven

00001-RS-0384

Please provide a narrative overview of the transaction(s) being applied for.

We are changing the name of the business to Bocca, we will be operating under the same corporation.

APPLICATION CONTACT

The application contact is the person who should be contacted with any questions regarding this application.

Name

Title

Email

Phone

Mario Ribeiro

President

mario@thepastahouse.net

508-993-9913

2. CHANGES TO BUSINESS ENTITY INFORMATION

2a. Change of Corporate Name

Last-Approved Corporate Name:

Requested New Corporate Name:

2b. Change of DBA

Last-Approved DBA:

Requested New DBA:

Bocca

2c. Change of Corporate Structure

LLC, Corporation, Sole Proprietor, etc

Last-Approved Corporate Structure

Requested New Corporate Structure

Signature:

Date:

9/6/22

Title:

President

Stormwater Pollution Prevention Plan (SWPPP)

Fairhaven, Massachusetts


BOARD OF PUBLIC WORKS 5 ARSENE STREET

Prepared by: BETA GROUP, INC.
Prepared for: Town of Fairhaven

June 2022

SWPPP Certification

I certify under penalty of law that this document and all attachments were prepared under my direction or supervision in accordance with a system designed to assure that qualified personnel properly gathered and evaluated the information submitted. Based on my inquiry of the person or persons who manage the system, or those persons directly responsible for gathering the information, the information submitted is, to the best of my knowledge and belief, true, accurate, and complete. I am aware that there are significant penalties for submitting false information, including the possibility of fine and imprisonment for knowing violations.

Signature:  Date: 9/12/2022
Printed Name: Brian Wotton Title: Chair of Board of Public Works

Signature: _____ Date: _____
Printed Name: Stasia Powers Title: Chair of Board of Selectmen

Office of the Superintendent
FAIRHAVEN PUBLIC SCHOOL DISTRICT

ADMINISTRATIVE CENTER
128 Washington Street
Fairhaven, MA 02719

Phone: 508-979-4000
Fax: 508-979-4149
Website: www.fairhavenps.org



Tara M. Kohler
Superintendent of Schools

Mark L. Balestracci
Assistant Superintendent of Schools

Nicole V. Potter
School Business Manager

Tanya L. Dawson
Interim Director of Student Services

To: Ms. Angie Lopes Ellison, Town Administrator
Town of Fairhaven Select Board

From: Tara M. Kohler, Superintendent of Schools

Date: September 16, 2022

Re: Request for Transfer

On behalf of the Fairhaven Public School District, please consider my request for \$58,000 to be expended from the Special Education Stabilization Fund. Per MGL Section 13 E, this expenditure would require a majority vote of the School Committee and the Select Board. Please be advised the School Committee voted on September 14, 2022, to expend \$58,000 from the Special Education Stabilization Fund.

This request is due to the unexpected increase of \$58,000 that was disclosed to you during last year's budget process.

<https://www.doe.mass.edu/finance/circuitbreaker/stabilization.html>

Advisory on Special Education Stabilization Fund

Section 24 of Chapter 218 of the Acts of 2016 provides for the establishment of a Special Education Stabilization fund. The law enables municipal and regional districts to establish a reserve fund that can be used in future years for unanticipated or unbudgeted costs of special education, out of district tuition, transportation and recovery high school tuition.

Establishing, Funding and Making Payments from the Stabilization Fund

In order to establish the fund the law requires a majority vote by both the School Committee and local legislative body. In the case of regional school districts the local legislative body means a majority vote of the legislative bodies in a majority of the member communities of the district. Once the fund is established, the school committee may include a separate line item in their annual budget request to appropriate monies into the stabilization fund. For regions, the amount to be appropriated to the stabilization fund is included in each member municipality's assessment. The balance in the reserve fund cannot exceed two percent of the annual net school spending of the school district.

Funds in the reserve fund can only be expended or transferred out after a majority vote of both the School Committee and Selectmen or City Council or in the case of regional school districts, a majority vote of the boards of selectmen or city councils of a majority of the member communities of the district.

Other areas districts may choose to consider when establishing the fund are:

- Maximum balance in the fund
- A limit on the amount that can be expended in a fiscal year

Reporting of Activity in the Stabilization Fund

Annual appropriations into a stabilization fund should not be reported as an expenditure on the End of Year Financial Report. There is no reporting requirement for increasing the balance in the fund.

Expenditures from the fund should be reported as an additional appropriation of the school committee in the appropriate function codes on Schedules 1 and 3 of the End of Year Financial Report. Expenditures are made directly from the stabilization fund so a transfer into the general fund is not required.

Questions about this advisory should be directed to Jay Sullivan, associate commissioner, district & school finance, at 781-338-6594 or John.J.Sullivan@mass.gov 



SECTION 13E

GENERAL LAWS

Chapter Section [GO >](#)

▾ Part I

▸ Title I

▸ Title II

▸ Title III

▸ Title IV

▸ Title V

▸ Title VI

▾ Title VII

▸ Chapter 39

▾ Chapter 40

Section 1

Section 13E: School district reserve funds to pay for unanticipated or unbudgeted costs for special education, out-of-district tuition or transportation

[Print Page](#)

[< Prev](#)

[Next >](#)

Section 13E. Any school district which accepts this section, by a majority vote of the school committee and a majority vote of the legislative body or, in the case of a regional school district by a majority vote of the legislative bodies in a majority of the member communities of the district, may establish and appropriate or transfer money to a reserve fund to be utilized in the upcoming fiscal years, to pay, without further appropriation, for unanticipated or unbudgeted costs of special education and recovery high school programs, out-of-district tuition or transportation. The balance in such reserve fund shall not exceed 2 per cent of the annual net school spending of the school district.

Funds shall only be distributed from the reserve funds after a majority vote of the school committee and a majority vote of the board of selectman or city council, or, in the case of a regional school district by a majority vote of the board of selectmen or city council in a majority of the member communities of the district.

The district treasurer may invest the monies in the manner authorized in section 54 of chapter 44 and any interest earned thereon shall be credited to and become part of the fund.

Fairhaven Broadband Study Committee Mission

The mission of the Fairhaven Broadband Study Committee Mission is to provide continuity between past committee work and the Municipal Light Plant Board which will be formed at a future date. This will include initiatives to advance the planning and evaluation for a potential deployment of an open access fiber network which is owned by the residents of Fairhaven.

BSC Working List - Things to consider completing prior to Transition of BSC to MLP

1. What needs to be done before Town Meeting in the Fall?
2. Coordination with Mass Broadband Institute regarding grant opportunities
3. Execution of the Community Compact Cabinet Grant project
4. Updates of the Broadband Master Plan
5. What to do about the website and future management thereof
6. Community Engagement
7. Write an RFP for Open Access Partner
8. RFP for full build out. (TBD)

Town of Fairhaven Broadband Study Committee

The Broadband Study Committee shall be charged with the following:

- Assist the Town Administrator in the preparation of a request for proposals (RFP) in compliance of MGL Chapter 30B for the purpose of engaging a consultant to study the feasibility, benefits and costs of a municipally owned and controlled town wide fiber optic system that would deliver electronic content to residents and businesses in a manner that both enhances services and controls costs.
- Evaluate the proposals submitted and make recommendations to the Town Administrator and Board of Selectmen regarding which consultant to hire and the reasons therefore.
- Once the consultant is contracted be the primary party the consultant would work with in developing the report including assisting in gathering information, public outreach and coordinating with other town agencies.
- Review the draft report of the consultant and advise the consultant as to content and format, but not on conclusions, findings or recommendations (unless determined to be based on erroneous information)
- Be present at the Board of Selectmen's meeting when the final report is presented and comment on areas of agreement or disagreement.

The committee shall be comprised of seven (7) individuals as follows;

1. Selectmen Representative (appointed by the Board)
2. Member of the Economic Development Committee (appointed by the committee)
3. Member of the Cable Advisory Committee (appointed by the committee)
4. Town Administrator appointee (to understand potential impact on Town Staffing (Direct or third-party coordination))
5. Three At-Large Members from the community
 - a. Desirable qualifications for At-Large Members would be
 - i. Technical Knowledge of the subject
 - ii. Knowledge of Finance
 - iii. Knowledge of Project Management
6. Two Non-Voting Associate Members
 - a. In the event that there is no quorum of the 7 full voting members, associate members may act as voting members for the purposes of quorum for that meeting. The alternate member(s) will be chosen by seniority in service as alternate members on the committee

Terms shall be one year, reappointed annually. If a newly appointed member or alternate member does not get sworn in within 3 months of appointment, they will no longer be a member of the committee. Members shall not have more than 6 absentees in a calendar year or they may be removed from the committee.

This is an Ad hoc committee and will serve until the work of the committee is completed as determined by the Board of Selectmen after which the committee will be disbanded.

- Adopted by vote of the Board of Selectmen on December 17, 2018.
- Amended by vote of the Board of Selectmen on February 27, 2019 to change the name from Municipal Fiber Study Committee to Broadband Study Committee.
- Amended by vote of the Select Board on January 10, 2022 to include Associate members.