



**Fairhaven Select Board
Meeting Minutes
January 22, 2022**

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FAIRHAVEN,
MASS.

Present: Chairman Robert Espindola, Vice-Chairwoman Stasia Powers, Clerk Keith Silvia and Interim Town Administrator Wendy Graves Also present was Mark Rees, Special Projects Coordinator

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

Chairman Robert Espindola opened the meeting at 9:00 am in the Town Hall East Room and announced the Board will be entering into executive session.

Goal Setting Workshop

The Select Board met with Ms. Graves and Mr. Rees to review the Goals and Objectives for the upcoming Fiscal Year 2022-23. At the conclusion of the meeting, a motion was made by Ms. Powers seconded by Mr. Silvia to approve the revised preliminary goals statement based on discussions held during the workshop, to authorize Mr. Rees to update the document accordingly and distribute to Department Heads and Committee Chairs for a final comment. Once each Department has had a chance to review and update, the Goals and Objectives document will be presented at a Select Board meeting for final approval.

Ms. Powers made a motion to adjourn the meeting. Mr. Silvia seconded. Vote was unanimous. (3-0)

Respectfully submitted,

Vicki L. Oliveira

Vicki L. Oliveira
Administrative Assistant
(Approved 02/7/2022)

Attachment: Marked up Goals/objectives document based on discussions held at workshop

Town of Fairhaven

Board of Selectmen

FY21 Policy Goals with Objectives

Approved: November 4, 2019

Updated January 21, 2022

Goal 1: Human Resources Improvements

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

FY21 Objectives:

A) Complete Revision of Personnel Rules and Regulations and write Employee Handbook -HR

Revised: Present Personnel Rules and Regulations for Selectboard approval. Employee Hand book will be completed and employees will be trained ~~appropriately~~appropriately.

B) ~~Continue to W~~work with Department Directors on developing succession and cross training plans for key employees: -HR

Status: ~~Recommend carrying over as a FY23 objective~~

C) ~~Determine the feasibility of~~revamping the Employee Health Insurance program to incentive healthy living ~~of for all~~ town employees, ~~retirees~~ and dependents. -HR

Status: ~~Recommend carrying over as a FY23 Objective~~

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

Status: ~~Depending on when contracts are up for renewal, this may be a FY23 Objective~~

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

Status: ~~Recommend carrying over as a FY23 Objective~~

~~F) Conduct an Assessment Center for Sergeant and Lieutenant Promotional List. Police~~

Status: ~~Completed~~

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

Develop a training program for employees and volunteers for conflict of interest, sexual harassment, cyber security, official communications, etc.

Goal 2: Town Committees Collaboration

Recognizing that volunteers, both elected and appointed, play an integral part in improving Town government and enhancing civic engagement establish methods and practices that will enhance collaboration and coordination between various boards, improve interaction with the public, and provide educational resources to ensure compliance with applicable federal, state and local laws and regulations.

FY21 Objectives:

A) Update current Committee Handbook to reflect the most current up to date information, policies, regulations and laws and ~~put in place a system to~~ ensure distribution and acknowledgement to all current and new members of town committees/boards/commissions. **TA**

Status: Completed

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

Status: Recommend carrying over as a FY23 Objective

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

Status: Recommend carrying over as a FY23 Objective

Develop a policy regarding attendance at Selectboard appointed committees including provisions for alternative members and serving on multiple committees

Provide training opportunities to town committees/staff to become informed on laws/regulations/policies including appropriate certifications

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.

FY21 Objectives:

A) Complete Indirect Cost Allocation Agreement with Fairhaven Public Schools **TA**

~~Status: — Recommend carrying over as a FY23 Objective~~

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

~~Status: — Recommend carrying over as a FY23 Objective~~

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

~~Status: — We now have three years of budget data to use in developing this MOU. Recommend carrying over as a FY23 objective and assigning it to Town Administrator~~

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

~~Status: — Recommend carrying it over as a FY23 objective and assigning it to Town Administrator~~

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

~~Status: — Preliminary work has started on this objective. Recommend carrying over as FY23 objective including applying for a Community Compact grant.~~

~~New-Proposed-Objective: Implementing a Town wide GIS system that is user friendly and can combine all department's numerous layers (Building)ok~~

~~New-Proposed-Objective: Consistent with state regulations, Scanning of paper records (or eliminate as appropriate) to create virtual Town Hall, free up office space and reduce fire risks (Building)ok~~

Goal 4: Financial Sustainability

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

FY21 Objectives:

A) ~~Request that~~ Department Directors report at ~~least~~ annually on their efforts work to identify and apply for grants that would benefit their departments. **(all)**

~~Status:—The town has hired a grants consultant to assist departments in finding and applying for grants. Recommend carrying over as a FY23 Objective~~

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

~~Status:—Recommend carrying over as a FY23 Objective~~

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

Status: **Recommend carrying over as a FY23 Objective**

~~D) Implement a town “credit card” system with appropriate internal controls. Finance~~

~~Status:—Completed~~

~~E) Improve payroll and leave tracking systems to provide for greater efficiencies and remove duplication of effort. Finance~~

~~Status:—Completed~~

F) Continue to implement Review ways best practices for cash management at department level with an emphasis on improving customer service ~~can be improved including possible POS software.~~ **Finance**

~~Status: Recommend carrying over as a FY23 Objective~~

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

~~Status: Recommend carrying over as a FY23 Objective~~

H) Consider issuing an RFP for audit services Address recommendations in Auditor's Management Letter. Finance

Status: Completed

I) Upgrade Computer Assisted Mass Appraisal (CAMA) software program with funding approved at May, 2019 Annual Town Meeting Finance

Status: Completed

J) Provide assistance and guidance to the Community Preservation Act (CPA) Committee. Finance

Status: ~~This objective should be carried over to FY23.~~

New Proposed Objective: Complete FY23 Data Collection for revaluation including hiring outside appraising and pictometry. (Assessors) need clarification

~~New Proposed Objective:~~ Develop and implement a comprehensive plan for the use of state and federal covid relief funds consistent with regulations. (TA)

Objective: Review town's financial policies in consultation with DOR, Auditors and Financial Advisor

Objective: As part of the FY23 operating budget process review the adequacy of department staffing levels to ensure department mission is carried out and to leverage grant opportunities

Goal 5: Economic Development

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

FY21 Objectives:

A) Complete the Phase V Harbor Dredging Project **Harbormaster**

~~Status: Partially completed, project is moving into Complete~~ final design phase. Construction work on CAD cell ~~to anticipated to be~~ be completed by the Fall of 2023

B) Contract with a consultant who will analyze the retail market in Fairhaven and assist in developing a strategy to strengthen that sector of our economy. **Planning & Econ. Dev.**

Status: Partially completed. As part of the Rt. 6/240 Redevelopment Plan, a consultant has been hired to update statistics and review goals. An existing grant still has funds that will be used to follow up as this plan gets closer to completion. In addition, we have been working with SRPEDD on a market study in the target area. Recommend carrying over objective to FY23 [Need Clarify with Paul](#).

C) Obtain grant funding to conduct a Rt. 6/240 Redevelopment Study. **Planning & Econ. Dev.**

Status: Partially completed. The department has secured numerous grants that are in progress or have will be issuing RFP in the near future including; Community Compact Best Practice: \$30K, Site Readiness Grant: \$75K, EEA Planning Assistance Grant: \$45K and Stop for Growth Grant: \$75K. Recommend carrying over objective to FY23 [Need to clarify with Paul](#)

D) Develop a strategy to address large vacant parcels redevelopment such the Atlas Tack Property, and the former Park Motors property **Planning & Econ. Dev.**

Status: Preliminary work has begun on this objective, recommend carrying over objective to FY23 [Need to clarify with Paul](#)

E) ~~Present Determine if~~ the Property Assessed Clean Energy (PACE) program [to the Select Board for approval/s in the town's interest to join.](#) ~~Planning & Econ. Dev.~~

Status: Planning Board and Economic Development have both endorsed joining program. Needs to be approved by Selectboard. [Check with assessors](#)

Objective: [Review/Study tax classification shift \(split tax rate\)](#)

Goal 6: Health Welfare and Safety of Town Residents

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

FY21 Objectives:

~~A) Continue and Expand Participation in the Greater New Bedford Opioid Task Force and Fairhaven Working Group on Opioid Prevention Police~~

~~Status: Ongoing, local working group meets monthly, joined regional groups for grant applications.~~

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

~~Status: Recommend carrying over this objective to FY23. Currently working with MEMA to standardize the plan.~~

C) Determine the feasibility of having a "pet friendly" emergency shelter. **Recreation**

~~Status: Working with Building Commissioner, Architect and Grants consultant on applying for a grant to implement this objective.~~

~~D) Implement new emergency communication system which will greatly enhance the ability communicate with the public regarding emergency situations. Fire~~

Status: Complete. Need to provide continuous training and approve use policy.

E) Establish neighborhood resilience hubs/networks **Fire**

~~Status:~~ Recommend carrying over this objective to FY23

F) Re-establish the Local Emergency Response Committee **Fire**

~~Status:~~ Recommend carrying over this objective to FY23

G) Update existing fire program software to include pre-fire planning and hazard assessments. **Fire**

Status: Partially Complete, system is running and storing pre-plans and hazard assessments. Continue to FY23. Work is ongoing. Clarify with Fire Chief

~~H) Survey high school and middle school students regarding health related behaviors and needs Health~~

~~Status: This objective should be removed.~~

~~I) Promote Skincare Health for residents and visitors Health~~

~~Status: This objective should be removed.~~

J) Continue top Developdevelop protocols and procedures to provide effective and up to date security to cyber threats. **Info. Tech.**

Status: Partially complete, incident response plan has been completed, additional training and coordinating with key leaders needs to take place, recommend carrying over as a FY23 objective.

K) Request the state to install traffic control signals at the intersection of Alden Road and Route 6 Develop and implement traffic and speeding control measures throughout the town **Police**

~~Status: This objective is on going with continued efforts throughout the town including using new message boards.~~

~~Proposed new objective: Creation of a full time Licensed Social Worker to address citizens with domestic, mental and substance abuse issues (Police)~~

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

~~Proposed new objective: Continue with COVID response and testing as needed. Continue to work and prepare for future pandemics. (Fire)~~

~~Proposed new objective: Begin construction to upgrade main Sewer Treatment Plant at Arsene Street to reduce nitrogen levels discharged from the plant in compliance with an EPA consent order including anillary requirements such as moving the recycling operations.~~

~~Enhance/expand recreational opportunities for town residents including appropriate messaging to the public to promote these activities.~~

Goal 7: Civic Engagement

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

FY21 Objectives:

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

~~Status: This objective should be carried over to FY23~~

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

~~Status: Partially completed. New members have produced TV series on Public Access. This is ongoing effort and should be continued as FY23 objective~~

~~C) Integrate Community Television into the Town Fiber Optic System Community TV~~

~~Status: Completed~~

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

~~Status: Partially Complete. On line complaints module has been initiated where residents can file and track their complaints. Recommend carrying over this objective to FY23~~

E) Study the pros and cons of creating a non-profit organization to operate the Town's Government and Public Access Channels. ~~(On hold pending final resolution of FCC regulations governing franchise fees paid to cable T.V. operators)~~ Community TV-Cable TV Committee

~~Status: Still on hold. Recommend removing this objective.~~

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

Study feasibility of implementing Civic Plus /Civic Optimize software (civic engagement software)

Goal 8: Long Term Planning

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

FY21 Objectives: (See Economic Development Goal for related objectives)

~~A) Apply to join the "Complete Streets" Program Planning & EC Dev~~

~~Status: Town was successful in being accepted into this program. Objective needs to carry over into FY23 for implementation of \$516K grant from Complete Streets program for construction.~~

~~B) become a certified Municipal Vulnerability Preparedness (MVP) community and apply for at least one "action" grant Conservation & Sustainability~~

Status: ~~Completed, should be carried over to FY23 as an objective to apply for an action grant under the program~~

C) Begin implementation of the Facility Improvement Plan by commencing the planning for the construction of a new Public Safety Complex and reviewing other aspects of the plan to see if modifications are necessary due to changing circumstances. **Police/Fire**

Status: ~~Ongoing, a site readiness grant has been awarded to determine feasibility of town-owned site for the facility. Funding for site preparation, design and construction has been requested in FY23 CIP~~

D) Re- Establish an Open Space and Recreation Committee and develop a web based inventory of conservation, recreation and open space assets. **Recreation**

Status: ~~Uncertain~~

E) Monitor progress and provide assistance, as necessary, for the rehabilitation and re-purposing of the Rogers and ~~Oxford School~~ properties. **TA**

Status: ~~Rogers School is currently under construction to be converted in elderly affordable housing and applications for housing are being accepted. Oxford School is currently out for RFP.~~

F) Promote Flood Risk Education and Awareness and Availability of Flood Insurance Building

Status: ~~Ongoing, NFIP FIRM Maps were approved at Town Meeting. Recommend carrying over to FY23~~

G) ~~Using funding from the Green Communities Program complete four energy efficiency projects in town and school buildings. Conservation & Sustainability~~

Status: ~~Completed, objective should be modified in FY23 so that the town should continue to maintain Green Community Status and to apply for additional grants.~~

H) ~~Using META Grant funding, explore additional opportunities for energy conservation and related storage of in-house generated electricity. Conservation & Sustainability~~

Status: ~~Complete. Information from the project is being used to explore additional opportunities for energy conservation and storage.~~

I) ~~Draft Policy on Acceptance of Land for Conservation Purposes Conservation & Sustainability~~

Status: ~~Complete~~

J) ~~Conduct a comprehensive review of all Waterways Related bylaws and Rules and Regulations and consolidate them into one document. Conservation & Sustainability~~

Status: ~~Almost completed, needs approval by the Dept. of Fish and Game.~~

New Proposed Objective: Develop a 40 R Overlay Bylaw that guides sustainable economic development and builds new capacity for growth in appropriate areas through new zoning which will allow for higher density residential above commercial. This objective would also explore using other planning tools such as Transient Orientated Development (TOD), Transfer of Development Rights (TDR) and Form Based Codes. (Planning and Economic Development)

New Proposed Objective: Conduct a comprehensive Street Tree inventory and develop an Urban Management Plan and local Public Tree Bylaw. Development of the inventory and plan will add to the local bylaw, help develop a tree care manual, enable better decision making and preserve historic trees

as long as possible and potentially lead to a full time certified arborist position and designation as a Tree City USA (Planning and Ec. Dev.)

~~New Proposed-Objective: Update the Hazard Mitigation Plan which is due to be updated in 2023. Apply for grants as appropriate (Conservation & Sustainability/ Planning and Ec. Dev.)~~

Review Capital Planning Committee bylaw in regards to composition and project review process.

GOAL 9: Improve Municipal Services:

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

FY21 Objectives

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

~~Status: Carry over to FY23. Funding request is back before the CPC Committee.~~

~~B) Develop recommendations for Tennis Courts relocation at Cushman Park BPW~~

~~Status: Recommend removal of this objective. Stakeholders do not want to move these courts~~

C) Continue to Improve access and facilities at Livesey Park and Town Beach by-**BPW**

~~Status: Partially Complete, new parking lot has been constructed at Livesey Park and funding has been secured to revamp the skate park. CPC funding is being requested to construct pickle ball courts. CIP funding has been requested to install handicap accessible mats at Town beach.~~

D) Develop intergenerational programs in the areas of photography, dining, recreation and student interaction with elders. **COA**

~~Status: This objective should be carried over to FY23. Covid related restrictions prevented implementation of this objected.~~

E) Fully implement Boat Mooring Software Harbormaster

~~Status: Completed. Possible FY23 objective is to integrate this software into the Town's overall permitting software.~~

F) Produce 20th Century Maritime History Web Pages Tourism

~~Status: Remove this objective. Preliminary research indicated this project was not viable~~

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

~~Status: Recommend carrying over objective to FY23~~

H) Begin the implementation of town-wide on line land use permitting software by procuring the system and installing first in the Building Department. Building

~~Status: Completed. Building Department went on line in March of 2021. Conservation will be added by the end of FY22. Funding for ZBA component requested in FY23 Budget.~~

I) ~~Reinstitute the Beautification Committee and~~ provide sufficient resources for the BPW to enhance and improve the attractiveness of the Town through street scape improvements ~~Committee to carry out its responsibilities.~~ **TA**

~~Status: Recommend carrying over objective to FY23~~

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

~~Status: This is an ongoing objective and should be carried over to FY23. Police have installed safety cameras in the area and am working with Planning and Developers. Building Department has started to do safety inspections in multi-family units, many of which are in North Fairhaven.~~

K) Hire a consultant to study the building of a Municipally Owned Fiber Optic Utility for town residents and businesses. Sel.

~~Status: Partially Completed. A consultant has been hired. Next step is to develop an implementation strategy starting with approval of municipal light plant legislation.~~

~~L) Develop a mapping tool that allows property owners to determine the possibility of wetlands on or adjacent to their property and provides information regarding compliance with wetland protection laws. Conservation and Sustainability~~

~~Status: Should be carried over as a FY23 objective. Funding is being requested to implement this objective.~~

~~New Proposed Objective: Proceed with the West Island dredging project now that the feasibility study is complete. Apply for grants as appropriate. (Harbormaster)~~

~~New Proposed Objective: Begin planning for reconstruction of Union Wharf's North Side, Apply for grants as appropriate (Harbormaster)~~

~~New Proposed Objective: Purchase and install a fiber optic based town/school telephone system that will significantly improve reliability and standardize telephone services throughout the town, subject to CIP funding approval (information technology)~~

~~New Proposed Objective: Address historical signage/markings in town by replacing outdated sign in front of town hall and installing monument recognizing Herman Melville's departure on the Whaling Ship Acushnet from Fairhaven. (Special Projects Coordinator)~~

