



Town of Fairhaven

Select Board

FY23 Policy Goals with Objectives

Adopted: February 7, 2022

Goal 1: Human Resources Improvements

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

FY23 Objectives:

- A) Present Personnel Rules and Regulations for Select Board approval from which an Employee Hand book will be written. All town employees will be provided training on these new personnel documents. (TA/HR)
- B) Continue to work with Department Directors on developing succession and cross training plans for key employees: (TA/HR)
- C) Revamp the Employee Health Insurance program to incentive healthy living or all town employees, retirees and dependents. (TA/HR)
- D) With policy guidance of the Select Board, negotiate collective bargaining agreements with Police/Fire/Clerical Unions. With assistance of the BPW negotiate contracts with Highway/Sewer/Water Unions. All contracts are due to expire on June 30, 2022(TA/HR)
- E) Continue to develop written regulations for eligibility to the town's benefits program (Health, Dental and Life Ins) for both active and retired employees and their spouses/dependents. (TA/HR)
- F) Ensure that the functions of human resources department are fully put into place consistent with town bylaws. (TA)
- G) Develop a training program for employees and volunteers on conflict of interest, sexual harassment, cyber security, official communications, and other laws, policies and regulations as appropriate and necessary. (HR)

Goal 2: Town Committees Collaboration

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

FY23 Objectives:

- A) Update current Committee Handbook to reflect the most up to date information, laws policies, and regulations and ensure distribution and acknowledgement to current and new members of town committees/boards/commissions. (TA)
- B) As part of the annual committee report submission process include a questionnaire requesting information as to adequacy of resources, opportunities for collaboration and future projects/work plans (TA)
- C) Continue to improve that effectiveness of 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 (SB/TA)
- D) Develop a policy regarding attendance at meetings by members of committees appointed by the Select Board including provisions for alternative members and limitations on serving on multiple committees (SB/TA)
- E) Promote training opportunities to town committee members and staff to become informed on laws/regulations/policies and best practices in committees' areas of responsibility. Encourage achievement of relevant certifications and licenses. (SB/TA)

Goal 3: Inter and Intra Governmental Cooperation

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

FY23 Objectives:

- A) Complete Indirect Cost Allocation Agreement with Fairhaven Public Schools (TA/Finance)
- B) Study the feasibility and necessity of a Revenue Sharing Agreement with Fairhaven Public Schools (TA/Finance)
- C) Pursuant to the Memorandum of Understanding on Cable Access Television with Fairhaven Public Schools and Town of Fairhaven, document necessary current and projected expenses for the purpose of ascertaining the appropriate distribution of franchise fees between the Schools and the Town. (TA/Finance)
- D) Review possible ways that the town and school building maintenance can be made more efficient and effective, by applying for Community Compact Grant to study feasibility of establishing a consolidated facility management operation. (TA/BPW/Schools)
- E) Determine the feasibility of establishing a regional Police/Fire 911 Public Safety Answering Point (PSAP) (Police)
- F) Implement an integrated Town wide GIS system that is user friendly and can combine all department's numerous layers (Building/ IT/ involved Departments)

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

Goal 4: Financial Sustainability

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

FY23 Objectives:

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

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

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

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

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

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

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

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

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

Goal 5: Economic Development

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

FY23 Objectives:

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

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

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

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

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

Goal 6: Health Welfare and Safety of Town Residents

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

FY23 Objectives:

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

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

C) Establish neighborhood resilience hubs/networks (Fire)

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

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

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

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

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

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

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

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

Goal 7: Civic Engagement

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

FY23 Objectives:

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

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

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

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

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

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

Goal 8: Long Term Planning

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

FY23 Objectives:

A) Expend an action grant of \$516,000 through the Complete Street Program to begin the infrastructure modifications necessary to advance the objectives of the program. (BPW/Planning & Ec. Dev.)

B) Begin implementation of the Facility Improvement Plan by commencing the planning and preparation for the construction of a new Public Safety Complex and reviewing other aspects of the Facilities Improvement Plan to see if modifications are necessary due to changing circumstances. (Police/Fire/TA/SB)

C) Re-establish the Open Space and Recreation Committee and develop a web based inventory of conservation, recreation and open space assets. (Recreation/Planning & Ec. Dev/Conservation & Sustainability)

D) Monitor progress and provide assistance, as necessary, for the rehabilitation and re-purposing of the Rogers School properties. (SB/Planning and Ec. Dev.)

E) Promote flood risk education and awareness including possible mitigation measures to residents and businesses who may be at risk of flooding. (Building/Conservation & Sustainability)

F) Ensure that the town continue to maintain Green Community Status so as to continue to be eligible to apply for additional energy saving grants (Conservation & Sustainability)

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

H) Conduct a comprehensive Street Tree inventory and develop an Urban Management Plan and local Public Tree Bylaw. Development of the inventory and plan will add to the local bylaw, help develop a tree care manual, enable better decision making and preserve historic trees as long as possible and potentially lead to a full time certified arborist position and designation as a Tree City USA (Planning and Ec. Dev.)

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

J) Review Capital Planning Committee bylaw in regards to membership composition and project review process. (SB/TA)

GOAL 9: Improve Municipal Services:

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

FY23 Objectives

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

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

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

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

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

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

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

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

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

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

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