

2015 Board of Selectman Goals Summary

In the ongoing effort to provide guidance for the Departments in Town the Board conducted a wide reaching discussion on achievable goals for 2015. Subsequent to the April meetings the Board further refined the focus of these goals and the following broad overview is the result:

1.) Improve Communications and Efficiencies.

Within this broad area the BOS is seeking to improve its communication with the community. A review of the various sub-committees assigned by the BOS will be conducted to determine ongoing need, adherence with required standards and functional recommendations. Maximize efficiencies where possible.

2.) Warrant Articles and Research Projects

The Board has identified a number of research projects which will be assigned to individual Departments. These items will be prepared for presentation and public discussions during the year. That process may result in a number of warrant articles for consideration. These topics include but are not limited to, employee contract negotiations, Zoning amendments and strategic planning.

3.) Infrastructure Focus:

Ensure the major projects already approved are completed in a timely manner. Exeter Road paving project, drainage projects and Fire Engine purchase, etc. Continue to plan for future needs.

4.) Budget Presentation:

The focus on the 2016 budget preparation must remain the ongoing highest priority.

Selectman's Goals From April 7, 2015 Meeting

The Board identified the following issues as goals for the Board to address this year:

- 1.) Contract negotiations; reach agreement with the various unions on terms for new contracts
- 2.) Become more proactive in communicating with the public with regards to the value of service the Town provides across all Departments.
- 3.) Better communication with the Public on the Budget and the need for various services.
- 4.) Facilitate a discussion and give direction on bonding a large number of additional infrastructure improvements at one point in time vs. project by project.
- 5.) Conduct a Non-Union salary study, identify any gaps that exist and a plan to address these gaps.
- 6.) Discuss pursuing legislative and Town Meeting approval to borrow from the Town Trust fund under no-interest terms. (Current law requires borrowing at prevailing bank rates). Some members feel this is a missed opportunity for the Town to address current needs.
- 7.) Discuss and reach consensus on pursuing a zoning change to the Southwesterly side of Ashworth Ave., from Residence-B (RB) to Business Seasonal (BS).
- 8.) Discuss pursuing acquiring the Marina area for Town ownership. This will allow access to Town residents to recreational opportunities along the river and ocean access. And the possibility of public/private economic development partnership opportunities
- 9.) Continue to pursue options to address the impact to taxpayers for providing unreimbursed services to State owned properties (Beach, Liquor Store, Tolls, etc.)
- 10.) Identify the number of Selectman Committees and ensure all are appropriately staffed and operating under approved guidelines, and meeting requirements for agendas and minutes. Provide staff support where appropriate and necessary.

In addition the Board met with the department heads of the various departments to discuss their input and individual goals. The following is what was discussed with in each department.

Department of Public Works:

The board discussed many of the issues relating to the Department with Director Jacobs and the consensus of the discussion indicated the Director and the Board were seeking for DPW to take a more proactive approach to the functions in DPW. Specifically the following goals for 2015 were identified:

- 1.) Focus on a 3 year plan for improvement of roads and infrastructure; create a project list to allow for focus and public education. This list should include roadway repair and maintenance and address underground infrastructure improvements.
- 2.) Develop a manpower staffing review, especially in the Highway Department, and make appropriate proposals to fill identified gaps.
- 3.) Address the Air Quality concerns in the Waste Water Treatment Plant and propose solutions.
- 4.) Develop and propose a plan for the Vehicle inventory ("Rolling Stock") to address that vehicles are used for proper functions and improve ongoing maintenance.
- 5.) Develop a plan to address sidewalk maintenance.
- 6.) Implement a crack sealing program.

Fire Department:

Acting Chief Ayotte appeared with Acting Deputy Chief Kennedy to discuss the Fire Department. After that discussion the following areas were identified as goals for this year:

- 1.) Work with the BOS team to come to agreement on employee contracts.
- 2.) Continue improvement in the Fire Prevention Office to address streamlining operations and eliminate backlogs.
- 3.) Expand working with the Building Inspector and Planning Office to improve the customer service experience. Seek opportunities to use technologies and online access to improve the customer access and experience.
- 4.) Research and identify staffing level needs.
- 5.) Collect data on the number of mutual aid services, received and supplied, and establish an estimated cost for these services.

Police Department:

Chief Sawyer and Deputy Chief Hobbs appeared and discussed the Boards concerns. These areas were identified by the BOS to address:

- 1.) Work with the BOS team to come to agreement on employee contracts.
- 2.) Parking issues; the most significant area of concern is along the numbered streets and Boars Head. Chief Sawyer agreed the numbered streets are a safety concern and a better solution is required, public input is required.
- 3.) Seek to quantify the costs associated with providing service to State owned properties (Liquor store, Tolls, Highways, Beach areas).
- 4.) Identify staffing level gaps, develop a plan to address these gaps.
- 5.) Collect data on the number of mutual aid services, received and supplied and establish a cost for these services.

Finance:

Director Pulliam appeared to meet with the Board. The following goals were identified:

- 1.) Work on improving the detail of information supplied during the review process.
- 2.) Explore presentation alternatives for the budget process.
- 3.) Make recommendations for accounting standards in the compensated absence fund.
- 4.) Work with Departments to collect data study of mutual aid responses and costs of these services.
- 5.) IT area improvements: Explore 365 Live implementation
- 6.) IT area improvement: Plan for the upgrade of the gateway firewall

Recreation:

Director Martin appeared to discuss the Department.

- 1.) Identify and justify staffing level needs.
- 2.) Perform a job task analysis of each current position.
- 3.) Seek information on the Westport Motel lot (for sale) and determine the potential number of parking spots which could be created if acquired.
- 4.) Perform a revenue projection analysis if this lot were to be acquired vs. the cost of purchase; what is the anticipated ROI.

- 5.) Work with the schools on their building project. Can their “community school” project fit with the needs for unserved populations in the recreation area?
- 6.) Continue to improve the quality of life for citizens of the Town.

Building Department:

Building Inspector Schultz appeared to discuss the department:

- 1.) Conduct a review of the fees charged and where changes may be needed; compare with other communities to remain competitive.
- 2.) Continue working with Fire, Planning and DPW to align the customer service experience. Increase online access and continue to improve the application/inspection process.

Planning Department:

Town Planner Jason Bachand appeared to speak with the Board.

- 1.) Continue to open the lines of communications between the Planning Board and the BOS.
- 2.) Compare Fee structure and recommend any changes to remain competitive with area communities.
- 3.) Facilitate a discussion of the pros and cons of increasing the use of impact fees on development.

Assessing Department:

Assessor Tinker appeared and spoke with the Board.

- 1.) Implement and complete the Town wide reevaluation process.
- 2.) Keep the Board informed of the progress of this project.