

**Board of Selectmen
Minutes of Tuesday, February 16, 2021
Zoom Remote – Public Access**

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TA Tony Schiavi
ATA Glenn Cannon

Selectmen

Judy Froman, Chair
James Potter, Vice Chair
George Slade, Clerk
Jared MacDonald
Peter Meier

RECEIVED
2021 APR - 7 PM 3: 27
TOWN CLERK BOURNE

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For Participants who are calling into the meeting and wishing to speak should press *9 to notify the Chair. The Chair will recognize participants.

Please mute your phone/microphone upon entry.

All items within the meeting agenda are subject to deliberation and vote(s) by the Board of Selectmen.

Documents:

7:00 p.m. Call Public Session to order in Open Session

Madam Chair Froman called the meeting to order at 7:02 pm.

Moment of Silence for our Troops and our public safety personnel /Salute the Flag

Vision: Bourne is a proud community that embraces change while respecting the rich heritage of the town and its villages. It is a municipality based on strong fiscal government with a durable economy that recognizes the rights of all citizens, respects the environment, especially the coastal areas of the community and the amenities that it affords. Bourne embraces excellent education, and offers to citizens a healthy, active lifestyle.

Mission: Bourne will maximize opportunities for social and economic development while retaining an attractive, sustainable and secure coastline and environment for the enjoyment of residents and visitors. Through responsible and professional leadership and in partnership with others, Bourne will strive to improve the quality of life for all residents living and working in the larger community.

Judy Froman mentioned the Select Board did participate in supporting the letter to the Senator regarding getting more COVID vaccines for the Cape.

Judy Froman said this meeting is a workshop, public comment can be made before the workshop. During the workshop meeting the conversations and deliberation are amongst the Board members and Administration. Anyone in the public that has a comment or feedback can send the BOS an email.

Public Comment – Non-Agenda Items

Public comments are allowed for up to a total of 12 minutes at the beginning of each meeting. Each speaker is limited to 3 minutes for comment. Based on past practice, members of the Board are not allowed to comment or respond. Public comment on workshop items will be taken at this time.

6) Selectmen's Business

a. Discussion and vote to accept a monetary donation to the Bourne Fire Department

Tony Schiavi said we got a very generous donation by Christopher and Alice White

Judy Froman read the letter. It's a gift of \$250.

6A.

28 Porter Street
Portsmouth, NH 03801

February 3, 2021

Fire Chief David Cody
Fire Department, Town of Bourne
51 Meetinghouse Lane
Sagamore Beach, MA 02562

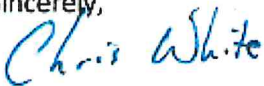
Re: Gift to the Fire Department Gift Account
Emergency Call, 6:05 am, January 31, 2021
308 Wings Neck Road, Pocasset, MA 02559

Dear Chief Cody:

My wife and I wish to deposit this check for \$250 in appreciation for the extremely prompt and professional response your Department exhibited to the alarm at our house on Wings Neck on January 31st. We understand this will go into the Department Gift Fund to be used for buying equipment beyond what might be covered in your annual budget.

Thank you for all you do to keep us safe, especially during these difficult Covid-related times. We are grateful for your Department's excellent work.

Sincerely,



Christopher and Alice White

Enclosure: Check 5205

Voted: George Slade moved and seconded by Jared MacDonald to accept the generous donation to the Town of Bourne.

Roll Call Vote: James Potter – Yes, George Slade – Yes, Peter Meier – Yes, Jared MacDonald - Yes, Judy Froman - Yes

Vote: 5-0-0.

7) Selectmen's Workshop

a. Review and discuss DRAFT request for Town Counsel legal services

- b. Discussion and vote on Town Administrator Proposed Organizational Changes**
- c. Discussion and vote on the Board of Selectmen Strategic Plan**
- d. Discussion on the process regarding parking regulations**

7. a. Review and discuss DRAFT request for Town Counsel legal services

Judy Froman said the Town Counsel's contract runs out in May. Would like to discuss what we'd like to see in a contract moving forward. This is an initial draft.

*Request for Qualification/Information
Town Counsel Legal Services
Town of Bourne*

Objective: The Bourne Board of Selectmen seek to appoint an attorney or law firm as Town Counsel on or about (beginning of our FY), 2021. Interested firms or attorneys must meet or exceed the qualifications as stated below and must be readily accessible to authorize public officials, exceptionally experienced in municipal law as further described below, possess an uncompromising adherence to the highest standards of professional conduct and ethics and be committed to rendering sound and objective legal advice and opinion.

Form of Government: Provide a brief description of Bourne and its form of government

Areas of Qualification and Services:

- 1. General municipal law and established under MA General Law and as appropriate, case law*
- 2. Municipal Finance*
- 3. State Procurement Laws - from bidding to award, development of standard contracts for goods and services, engineering, etc.*
- 4. Town Charter Interpretation and guidance*
- 5. Open Meeting Law, exceptions, public records law, and conflict of interest in a municipal setting*
- 6. Land use and real estate experience including but not limited to purchasing, divesting, eminent domain, easements, licenses and leases etc. as well as negotiation assistance*
- 7. Open Town Meeting to include drafting, reviewing and providing guidance on Town Meeting Articles and review of motions. Includes attendance at all Annual and Special Town Meetings.*
- 8. Assist with drafting, submitting, and monitoring special legislation and home rule petitions*
- 9. All aspects of Zoning to include review and assistance with Zoning changes, amendments, etc.*
- 10. MA liquor licensing laws and guidance to the Board of Selectmen during license holder hearings*
- 11. Regulations related to conservation, wetlands, stormwater compliance, solid waste and wastewater, to include both Environmental Protection Agency and the MA Department of Environmental Protection regulatory guidance and permitting*
- 12. Provide assistance, review and guidance with various types of energy contracts and projects related to solar or other forms of renewable energy*
- 13. Represent the Town of Bourne at various legal proceedings, including the appellate level, attend court appearances, administrative agency hearings and/or other litigation venues on behalf of the town.*

Add to/expand on list

James Potter suggested to expand on number 6 - the land use experience. Possibly add Knowledge/Guidance with traffic regulations and public vs. private roads.

Things to keep in mind when looking for/interviewing applicants.

George Slade suggested Ability to identify specialties within law or seek out assistance.

Peter Meier suggested Have some HR Law experience. Ability to help out on a case-by-case basis if needed.

James Potter said firms can respond how they will provide these services. Smaller firm – seek outside assistance. Larger firm – have people on staff in-house.

Qualifications: Bar admission at the state and federal level for the district of MA

Experience: years of municipal experience?

James Potter said years of experience and what their experience covers, does it cover municipalities.

Tony Schiavi suggested to add number of years of experience (5 years)

Billing: Other than hourly do we want something related to things like in-town office hours? Flat rate for access by email of authorized persons?

Tony Schiavi said not every phone call or email needs to be a chargeable time, doesn't require in-depth legal work. Maybe have a flat rate fee per month for emails and phone access for authorized personal for issues that don't require in-depth work/research.

Flat fee or not-to-exceed amount.

Voted: George Slade moved and seconded by Jared MacDonald to instruct the Town Administrator to draft an invitation for Town Counsel legal services.

Roll Call Vote: James Potter - Yes, George Slade – Yes, Peter Meier – Yes, Jared MacDonald – Yes, Judy Froman - Yes

Vote: 5-0-0.

7. b. Discussion and vote on Town Administrator Proposed Organizational Changes

Town of Bourne Table of Organization**FY21****FY22****Administration/Board of Selectmen**

Town Administrator	1.00	1.00
Assistant Town Administrator	1.00	1.00
Administrative/Office Manager	1.00	1.00
Administrative Asst.	0.25	0.25
Part Time Secretary	0.40	0.40
Sub-Total	3.65	3.65

Building and Inspection

Building Inspector	1.00	1.00
Electrical Inspector	0.50	0.50
Plumbing Inspector	0.50	0.50
Administrative Assistant II	1.00	1.00
Administrative Assistant I	0.70	1.00
Sub-Total	3.70	4.00

Conservation

Conservation Agent	1.00	1.00
Account Clerk II*	0.20	0.20
Sub-Total	1.20	1.20

*In Planning Dept Budget

Council on Aging

Council on Aging Director	1.00	1.00
Activity Coordinator	1.00	1.00
Administrative Assistant	1.00	1.00
Bus Driver	1.00	1.00
Front Desk Clerk	1.00	1.00
Outreach/Volunteer Coordinator	1.00	1.00
Outreach Worker	1.00	1.00
Program Assistant	1.00	1.00
Sub-Total	8.00	8.00

Department of Public Works

Director	1.00	1.00
Operations Manager	1.00	1.00
Facilities Manager*	1.00	1.00
Vehicle Maintenance Manager	1.00	1.00
Crew Chief	1.00	1.00
Assistant Coordinator Finance	1.00	1.00
Custodians*	2.00	2.00
Equipment Operator I	4.00	4.00
Equipment Operator II	1.00	1.00
Facilities Electrician	0.50	0.50
Facilities Skilled Laborer	1.00	1.00
Laborers	12.00	12.00
Mechanics	2.00	2.00
Secretary II	1.00	1.00
Sewer Technician**	1.00	2.00
Administrative Asst.-Sewer	0.75	0.75
Truck Driver/Craftsman	1.00	1.00
Truck Driver	6.00	6.00
Sub-Total	38.25	39.25

*Positions to be realigned-pending approval

** One position added in FY22

Emergency Management

Civil Defense Director	0.40	0.40
Sub-Total	0.40	0.40

Engineering

Engineering technician II	1.00	1.00
Account Clerk II*	0.10	0.10
Sub-Total	1.10	1.10

*In Planning Dept Budget

Finance

Finance Director/Treasurer/Collector	1.00	1.00
Town Accountant	1.00	1.00
Assistant Treasurer Collector	1.00	1.00
Assistant Town Accountant	1.00	1.00
Account Clerk II	0.50	0.50
Administrative Assistant I	3.00	3.00
Assessing Director	1.00	1.00
Assistant Assessor	1.00	1.00
Account Clerk II	0.50	0.50
Administrative Assistant I	1.00	1.00
Data Collector	1.00	1.00
Sub-Total	<u>12.00</u>	<u>12.00</u>

Fire Department

Fire Chief	1.00	1.00
Assistant Fire Chief (Vacant)	1.00	1.00
Deputy Chiefs	4.00	4.00
Lieutenants	8.00	8.00
Firefighters	28.00	28.00
Administrative Assistant	1.00	1.00
Sub-Total	<u>43.00</u>	<u>43.00</u>

Human Resources

Human Resources Director	-	1.00
Sub-Total	<u>-</u>	<u>1.00</u>

Health Department

Health Agent	1.00	1.00
Health Inspector	2.00	2.00
Secretary II	1.00	1.00
Sub-Total	<u>4.00</u>	<u>4.00</u>

Integrated Solid Waste Management

General Manager	1.00	1.00
Operations Manager	1.00	1.00
Manager of Facilities Compliance/Tech	1.00	1.00
Landfill Crew Chief	1.00	1.00
Recycling Crew Chief	1.00	1.00
Maintenance Crew Chief	1.00	1.00
Assistant Coordinator of Finance and Rec	1.00	1.00
Heavy Equipment Operator	6.00	6.00
Heavy Equipment Operator 2	2.00	2.00
Mechanics	2.00	2.00
Truck Driver	2.00	2.00
Skilled Laborer	3.00	3.00
Laborer	4.00	4.00
Secretary II	1.00	1.00
Scale Operator	1.00	1.00
Sub-Total	<u>28.00</u>	<u>28.00</u>

Information Technology

Information Technology/MIS Director*	-	1.00
Information Technology Manager	1.00	1.00
Computer Network Technician**	1.00	-
Sub-Total	<u>2.00</u>	<u>2.00</u>

*Position Added FY22

**Position Eliminated FY22

Library

Library Director	1.00	1.00
Assistant Library Director	1.00	1.00
Information Services Library	1.00	1.00
Children's Librarian	1.00	1.00
Circulation Assistants	3.50	3.50
Technical Services Assistant	0.50	0.50
Children's Assistant	1.00	1.00
Custodian	0.50	0.50
Sub-Total	<u>9.50</u>	<u>9.50</u>

Natural Resources

Natural Resources Director	1.00	1.00
Senior Natural Resources Officer	1.00	1.00
Natural Resources Officers	3.00	3.00
Shellfish Officer	1.00	1.00
Marinas Manager	1.00	1.00
Administrative Staff	1.00	1.00
Account Clerk II	1.00	1.00
Sub-Total	<u>9.00</u>	<u>9.00</u>

Planning

Town Planner	1.00	1.00
Assistant Town Planner	1.00	1.00
Account Clerk II	0.70	0.70
Administrative Assistant 1*	0.30	-
Sub-Total	<u>3.00</u>	<u>2.70</u>

*In Building Dept Budget

Police Department

Police Chief	1.00	1.00
Lieutenants	2.00	2.00
Sergeants	7.00	7.00
Patrol Officers/Detectives	37.00	37.00
Dispatchers	4.00	4.00
Administrative Assistants	1.00	1.00
Clerks	2.00	2.00
Custodian	1.00	1.00
Sub-Total	<u>55.00</u>	<u>55.00</u>

Recreation

Recreation Director	1.00	1.00
Program Coordinator	1.00	-
*Assistant Recreation Director	-	1.00
Sub-Total	<u>2.00</u>	<u>2.00</u>

*Reclassification of Program Coordinator

Town Clerk

Town Clerk (Elected)	0.50	0.50
Assistant Town Clerk	1.00	1.00
Administrative Assistant I	1.00	1.00
Account Clerk II	1.00	1.00
Account Clerk II	0.50	0.50
Sub-Total	<u>4.00</u>	<u>4.00</u>

Permanent FTE	Total	<u>227.80</u>	<u>229.80</u>
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Call Fire Department

Captain	1.00	1.00
Lieutenants	2.00	2.00
Firefighters	7.00	7.00
Sub-Total	<u>10.00</u>	<u>10.00</u>

Seasonal Employees**Natural Recourses Department**

Harbor Patrol (Seasonal)	4.00	4.00
Marina Attendants (Seasonal)	16.00	16.00
Pump-Out Boats (Seasonal)	3.00	3.00
Shellfish Propagation (Seasonal)	<u>1.00</u>	<u>1.00</u>
Sub-Total	24.00	24.00

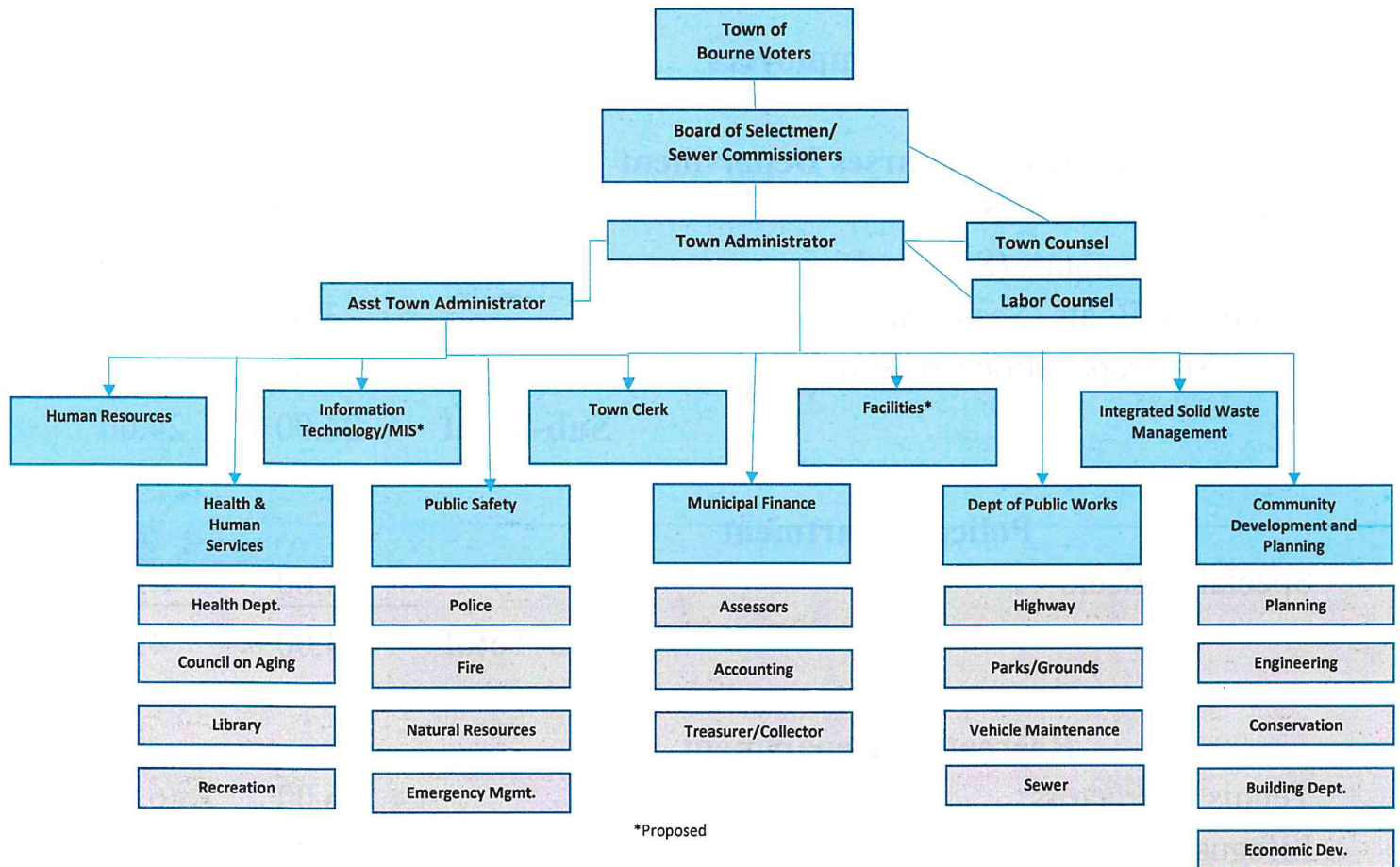
Police Department

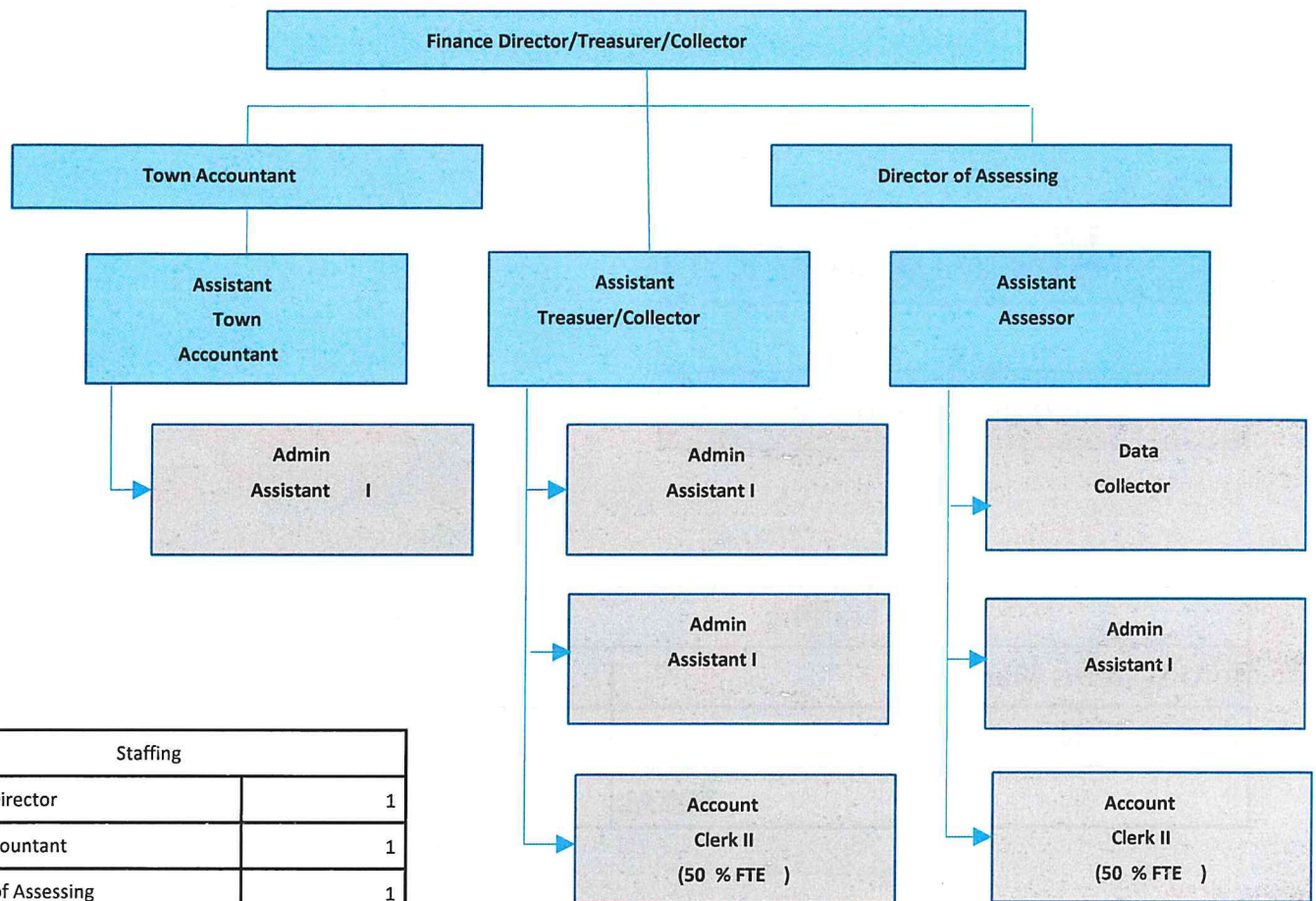
Special Officers	<u>4.00</u>	<u>4.00</u>
Sub-Total	4.00	4.00

Recreation Department

Tennis Instructors	6.00	6.00
Lifeguards	10.00	10.00
Basketball/Volleyball Instructors	6.00	6.00
Slide to Learn Program	2.00	2.00
Fall/Winter Basketball Instructor/referees	<u>13.00</u>	<u>13.00</u>
Sub-Total	<u>37.00</u>	<u>37.00</u>

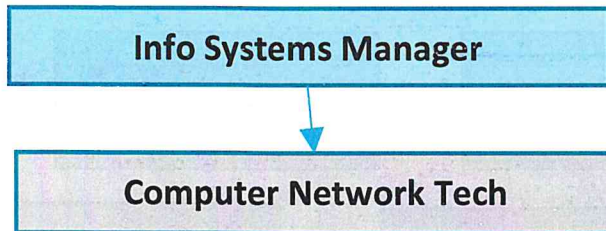
Seasonal /Part-Time	Total	<u><u>75.00</u></u>	<u><u>75.00</u></u>
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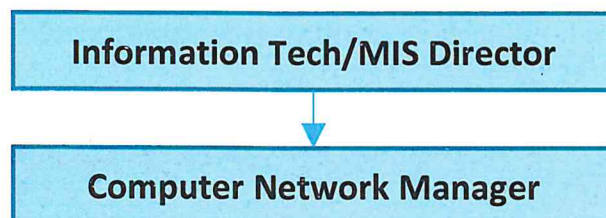
Staffing	
Finance Director	1
Town Accountant	1
Director of Assessing	1
Asst Town Accountant	1
Assistant Treasurer	1
Assistant Assessor	1
Data Collector	1
Account Clerk (2)	1
Admin Asst I	4
TOTAL	12

CURRENT:

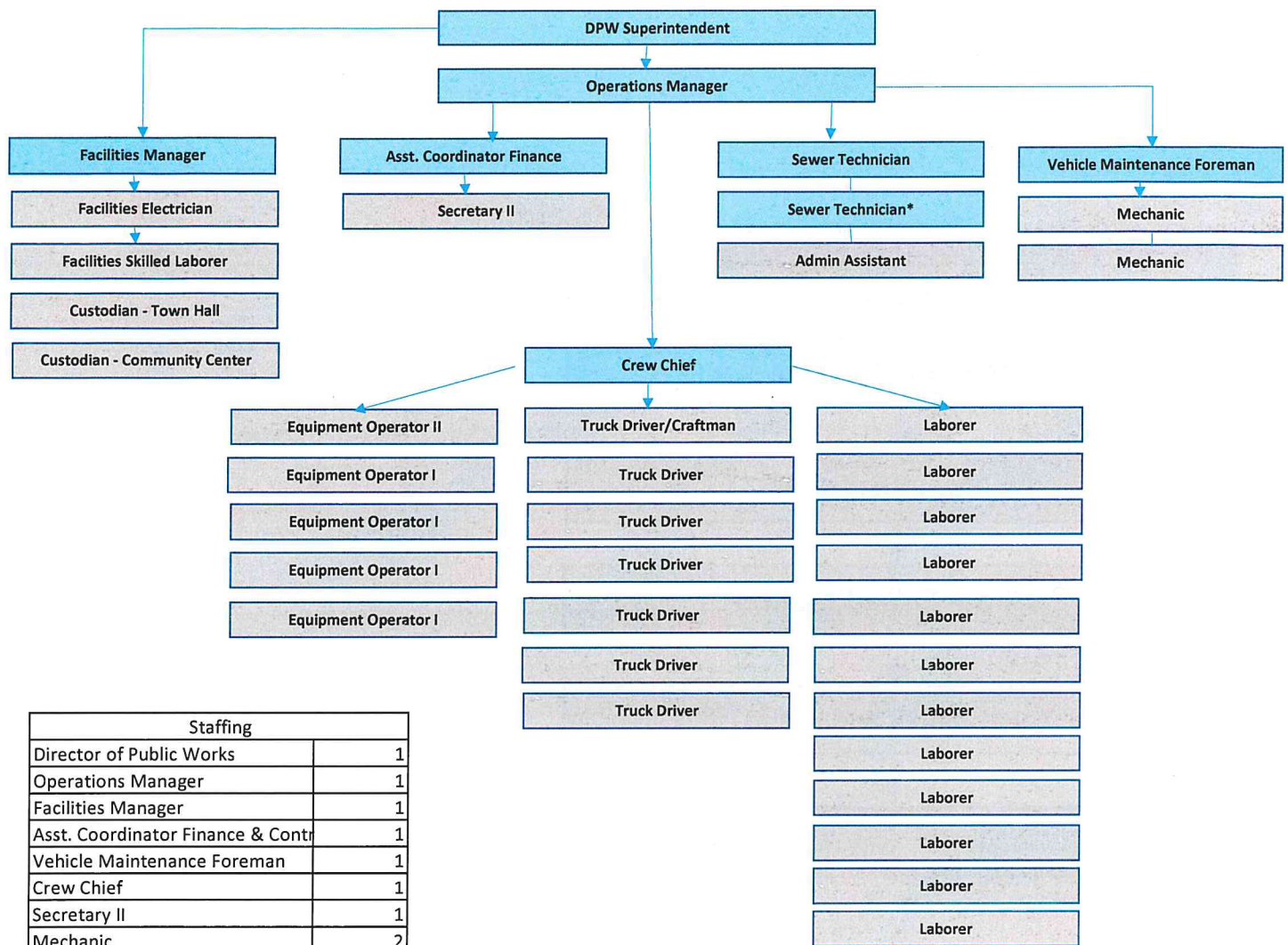


Staffing	
Info Systems Manager	1
Computer Network Tech	1
TOTAL	2

PROPOSED:

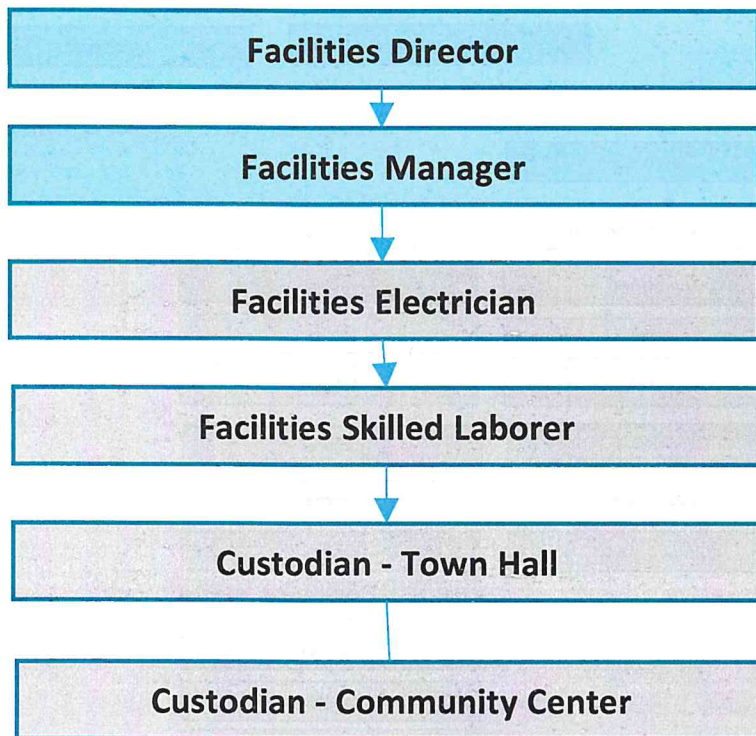


Staffing	
Information Tech/MIS Director	1
Computer Network Manager	1
TOTAL	2



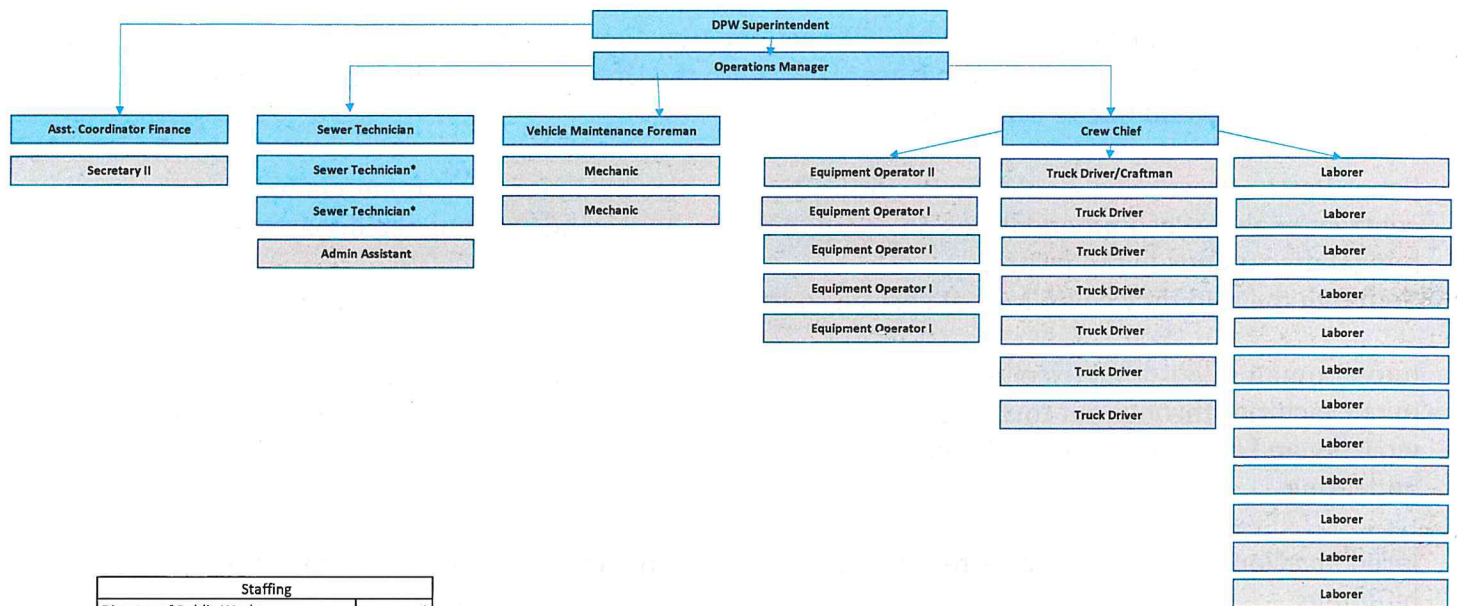
Staffing	
Director of Public Works	1
Operations Manager	1
Facilities Manager	1
Asst. Coordinator Finance & Contr	1
Vehicle Maintenance Foreman	1
Crew Chief	1
Secretary II	1
Mechanic	2
Sewer Technician	1
Sewer Technician*	1
Equipment Operator II	1
Equipment Operator I	4
Truck Driver/Craftman	1
Truck Driver	6
Facilities Electrician - part time	0.5
Facilities Skilled Laborer	1
Laborer	12
Custodian - Town Hall	1
Custodian - Community Center	1
Admin Assistant	0.75
TOTAL	39.25

PROPOSED:



Staffing	
Facilities Director	1
Facilities Manager	1
Facilities Electrician	0.5
Facilities Skilled Laborer	1
Custodian - Town Hall	1
Custodian - Community Center	1
TOTAL	5.5

PROPOSED:



Staffing	
Director of Public Works	1
Operations Manager	1
Asst. Coordinator Finance & Contracts	1
Vehicle Maintenance Foreman	1
Crew Chief	1
Secretary II	1
Mechanic	2
Sewer Technician	1
Sewer Technician*	1
Equipment Operator II	1
Equipment Operator I	4
Truck Driver/Craftman	1
Truck Driver	6
Laborer	12
Admin Assistant	0.75
TOTAL	34.75
*proposed	

Judy Froman questioned if there was a conversation with DPW Superintendent regarding adding a Facilities Director.

Tony Schiavi said the DPW Superintendent knows he has a lot to cover. From a functionality standpoint it isn't very efficient. We don't have the level of focus on the facilities and equipment, maintenance and upkeep, that we need. As we look to take on the potential of an Energy Performance Contract to make major changes in the systems in our town and school buildings, it could overload the DPW Superintendent.

Peter Meier questioned if there would be any Collective Bargaining issues. They are part of the DPW Bargaining Unit. If you create a separate department would this need a separate Bargaining Unit.

Tony Schiavi said because of the type of work they do they can be kept in with the DPW Bargaining Contract. When that contract expired in June 2022, and we renegotiate it, we would want to recognize the facilities as an entity in that Collective Bargaining Contract.

Peter Meier questioned bumping rights between the two departments.

Tony Schiavi said we can talk about those issues with the Union and see what they recommend, and the language they would like to see in the contract.

James Potter questioned would the Facilities Director also be making recommendations on service contract, making recommendations on doing things in-house and growing the department, and for budget discussions in the future.

Tony Schiavi said they could look at service contracts, and how much do we want to take on in-house.

Judy Froman said it is an excellent addition creating a facilities department, we have a lot of investment in our facilities throughout town. Taking care of the facilities is a fulltime job. Keeping the facilities in working and healthy order and looking to what might need to be done next, replacement timeframe, and budgeting.

Jared MacDonald said facilities is becoming a large position, with new facilities and maintaining older buildings.

Tony Schiavi spoke about the IT Department. The IT Department is a critical part of making the town function day to day. Proposing to the BOS to formally recognize the establishment of this department. Move the appropriation out from data processing under the Finance Department put it into a separate IT line. On the org chart, we took the two existing positions we have, Information Systems Manager and Computer Network Technician; looking to change the title of those two to Information Technology MIS Director and a Computer Network Manager. Recommend we include both of these items in the process so we have a record of why these changes were made.

Mr. Schiavi spoke about the process. Section 5 in the Charter under Administration organization Section 5.2 talks about the organization of Government and the Town Administrations ability to organization, reorganize, consolidate, or abolish town agencies, or transfer appropriations.

In section 5.3 the process is for the BOS, before they approve any plan suggested by the Town Administrator, to hold one or more public hearings giving seven days notice ahead of that hearing. The notice would provide the detail of the proposal from the Town Administrator. The discussion would be discussed in public hearing. The Board can vote then or within 14 days, after that close the public hearing. Then they can vote the final plan. If three or more members vote for the proposal it would take affect 60 days following the Selectmen's vote of the final plan.

If the Board votes to move this to the next step, it would direct the Town Administrator to prepare the public notice for the public hearing.

Since a lot of this is in the FY22 budget, the effectiveness of this wouldn't take place until the 1st of July

Voted: George Slade moved and seconded by Jared MacDonald to direct the Town Administrator to issue a notice of public hearing to recognize the following departments: **1** – Department of Public Works by removing the facilities function and creating a separate Facilities Department, and Information Technology to remove the data processing appropriation from the Finance Department and create a newly established Technology Department.

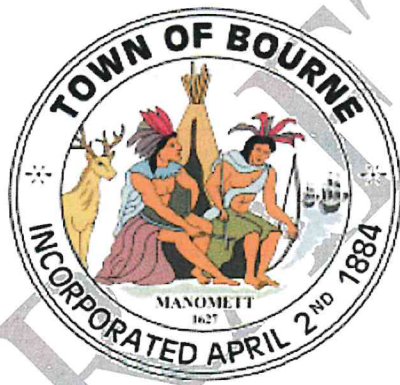
Roll Call Vote: James Potter - Yes, George Slade - Yes, Peter Meier - Yes, Jared MacDonald - Yes Judy Froman - Yes.

Vote: 5-0-0.

7. c. Discussion and vote on the Board of Selectmen Strategic Plan

Tony Schiavi said at the last meeting the Board had some inputs of additional initiatives they wanted added to the Strategic Plan. Mr. Schiavi went over those changes.

Bourne Board of Selectmen Strategic Plan



SECTION 1.0 - Overview

1.1 Purpose: The purpose of this Strategic Plan is to codify and express the organizational process which will define the Town's direction toward a future state as defined by the Vision Statement. It will serve as a guide to make informed decisions regarding the allocation of resources to pursue that future state and ensure that we are successful by focusing on identified focus areas and accomplishing a variety of Strategic Goals and the Initiatives associated with each.

1.2 Scope: Although this plan will serve as a primary guide for the Board, Town Administrator and Staff, it is important that there is synchronization throughout and between various other important plans, documents and policies. These should include, at a minimum, the following:

- The Local Comprehensive Plan
- Open Space and Recreation Plan
- Housing Production Plan
- Comprehensive Wastewater Management Plan
- Capital Improvement Plan
- Five Year Financial Plan
- Financial Policies
- Annual Operating and Enterprise Budgets

Keeping these plans in the forefront when developing lower-level parts of this plan, e.g., Initiatives, will assist in avoiding divergent paths when addressing important issues facing the town now or in the future.

1.3 Desired Outcome: In addition to the broad purpose statements above, this Strategic Plan also serves to accomplish other important outcomes, such as:

- Helping to build consensus and stakeholder engagement
- Clarifying priorities to provides focus and clarity
- Establishing accountability across town government
- Providing a framework for analysis when considering our Strengths, Weaknesses, Opportunities and Threats (SWOT)
- Creates a system for evaluating and gauging progress

1.4 Structure: The structure used in developing this plan is one that starts out broadly with the Vision and then becomes more refined and defined with each succeeding step in the process. This cascading approach is constantly surrounded by a set of community values. Everything we do must be looked at through the lens of these values to ensure that we stay true to them as we work toward our Vision. The diagram below provides a visual reference for how this cascading Strategic Plan will be structured.

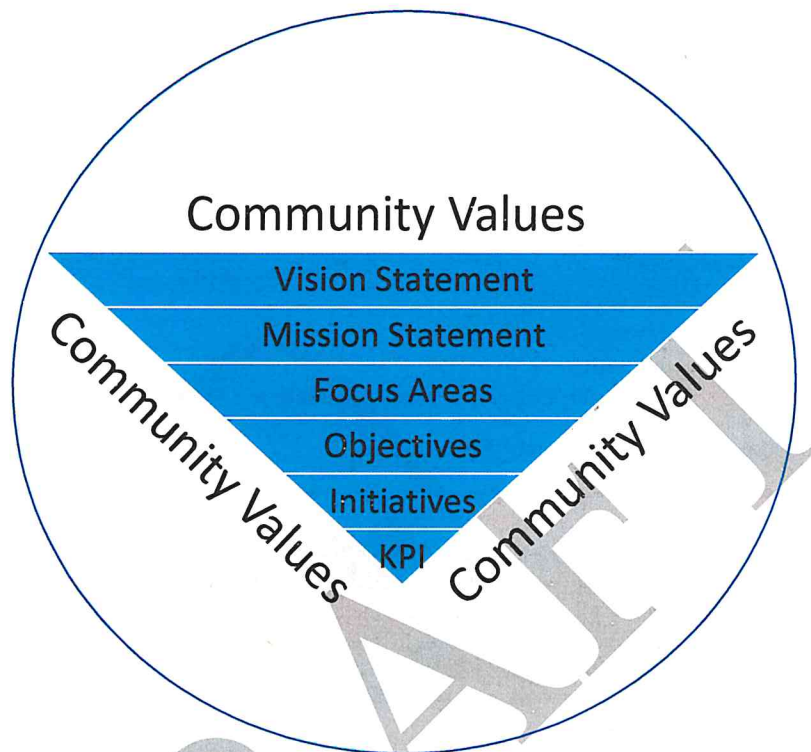


Diagram 1.0

Vision: Broadly defines a desired future state of our community; What do we want people to think of when they here Town of Bourne?

Mission Statement: Describes the role of government in achieving the vision.

Values: Our guiding principles; directs how decisions are made and the internal culture. Provides a important lens to view all our decisions and ensures we chose the appropriate path toward accomplishing the vision.

Focus Areas: General categories necessary to achieve the community vision.

Objectives/Goals: Goals within a focus area that will help achieve the vision.

Initiatives: Defined action steps designed to meet the various objectives/goals.

Key Performance Indicators: The measures used to indicate progress toward an objective/goal that is being me through a specific initiative.

1.5 Issues facing Bourne: Communities face constantly face a variety of issues that can be near, mid, and/or far term. Understanding and acknowledging those issues are critical in developing a plan that will address them. Broadly speaking, this plan identifies them as:

- Financial stability and security
- Infrastructure – (facilities, water, sewer, roads, etc.)
- Resource security and sustainability
- Future workforce availability
- Housing of various types
- Building community connections
- Community and economic development
- Land use planning and policy
- Transportation – trains, buses, bridges, boats, automobile and bikes

SECTION 2.0 – Vision, Mission, Values, and Focus Areas

2.1 Town of Bourne Vision

Bourne is a proud community that embraces change while respecting the rich heritage of the town and its villages. It is a municipality based on strong fiscal government with a durable economy that recognizes the rights of all citizens, respects the environment, especially the coastal areas of the community and the amenities that it affords. Bourne embraces excellent education, and offers to citizens a healthy, active lifestyle.

2.2 Town of Bourne Mission Statement

Bourne will maximize opportunities for social and economic development while retaining an attractive, sustainable and secure coastline and environment for the enjoyment of residents and visitors. Through responsible and professional leadership and in partnership with others, Bourne will strive to improve the quality of life for all residents living and working in the larger community.

2.3 Community Values

- Customer Focus
- Integrity
- Innovative Thinking
- Accountability
- Stewardship
- Excellence
- Sustainability
- Inclusiveness

2.4 Focus Areas

- Strong and diverse local economy
- Flexible, responsive and integrated government services
- Healthy, Safe, and Active Community
- Community and neighborhood livability
- Inclusiveness

SECTION 3.0 Goals

1. Operate as a best practice, customer focused and engaging government
2. Support sound transparent fiscal management practices and policies
3. Through thoughtful planning and execution, provide services that enhance and ensure the health, safety and welfare of our citizens, visitors and businesses
4. Support and maintain thriving neighborhoods and spaces consistent with the town's Local Comprehensive Plan
5. Initiate and support economic development efforts that leverage the town's unique characteristics to create, attract, and retain jobs and businesses that ensure a diverse local economy
6. Provide support for high quality education opportunities that support and enhance the well being of our students and our community
7. Embrace, foster and pursue sustainable development practices and initiatives while ensuring environmental stewardship in our unique coastal setting
8. Develop and maintain our physical infrastructure in a way that actively supports the town's priorities and maximizes the useful life of both new and existing infrastructure.

SECTION 4.0 Initiatives by Goal**4.1 Operate as a best practice, customer focused and engaging government**

- 4.1.1 – Deliver exceptional services that are effective, equitable, innovative and offered at the best possible value for residents, visitors and businesses**
- 4.1.2 – Revamp the town website for ease of use, structure and searchability**
- 4.1.3 – Develop a social media presence on various platforms to share information**
- 4.1.4 – Study the current Organizational structure and consider changes to create “the most efficient organization” to meet the town's needs**
- 4.1.5 – Review and update policies and procedures – update and/or rescind as required**
- 4.1.6 – Implement the Audit recommendations related to IT vulnerability and intrusion testing**
- 4.1.7 – Implement electronic/on-line systems for all types of licenses and permits.**

4.2 Support sound transparent fiscal management practices and policies

4.2.1 – Update financial policies in FY2021

4.2.2 – Develop annual budget process to achieve Government Finance Officers Association certification

4.2.3 – Strengthen the towns financial position; while posturing the town for an increase to its bond rating

4.2.4 – Eliminate the town's use of Free Cash to supplement the Operating budget

4.2.5 – Eliminate the use of the town's operating budget to borrow for capital items

4.2.6 – Identify and evaluate alternative approaches to funding and financing capital investments

4.2.7 - Recover additional federal revenue from the Certified Public Expenditure* (CPE) program

4.2.8 – Seek to provide and enhance public access to town records, reports and budget/capital plan information

4.3 Through thoughtful planning and execution, provide services that enhance and ensure the health, safety and welfare of our citizens, visitors and businesses

4.3.1 – Attract and promote multi-generational activities, entertainment and recreation opportunities and programs

4.3.2 – Maintain, upgrade and invest in our parks, fields, playgrounds and courts through a thoughtful Parks and Recreation Master Plan

4.3.3 – Develop a yearly road and sidewalk improvement plan, including funding

4.3.4 – Utilize technology, local and regional partnerships and the Citizen Engagement Committee to draw attention and increase local and tourism traffic in Bourne

4.3.5 – Develop and invest in trails, recreational opportunities and/or unique amenities that will attract visitors to Bourne

4.4 Support and maintain thriving neighborhoods and spaces consistent with the town's Local Comprehensive Plan

4.4.1 – Establish a committee to identify the town's best assets and where appropriate a plan to improve those assets – open space, recreation and other unique amenities

* Certified Public Expenditure – a program that allows municipalities to recoup from federal sources that portion of medicaid that isn't initially reimbursed so that 100% of the ambulance fee is paid.

4.4.2 – Ensure Bourne's connection to the Cape Cod Rail Trail by supporting engineering, design and construction

4.4.3 – Continue to pursue Complete Streets initiatives to invest in and maintain pedestrian and bike friendly infrastructure, planning and aesthetic elements throughout downtown and the villages.

4.4.4 – Seek to redevelop unused, underused and blighted properties through cooperation with property owners and economic development organizations/agencies and by regulatory means where necessary

4.4.5 – Actively pursue and seek to increase residential and mixed use in the downtown and other appropriate locations

4.4.6 – Actively participate in Joint Base Cape Cod committees and seek opportunities for partnerships and to stay abreast of base projects/initiatives

4.5 Initiate and support economic development efforts that leverage the town's unique characteristics to create, attract, and retain jobs and businesses that ensure a diverse local economy

4.5.1 – Develop and fund staff/consultant capacity to support Economic Development initiatives

4.5.2 – Explore pre-permitting and marketing of key priority sites

4.5.3 – Study developing a town sponsored business improvement grant program to include a public/private partnership

4.5.4 – Actively search out businesses focused on innovation, technology and tourism

4.5.5 – Explore and identify potential zoning reform that would support long-term economic development goals

4.5.6 – Explore, develop and implement a Bourne "way finding" strategy

4.5.7 – Complete Downtown parking study project and identify recommendations for implementation

4.5.8 – Ensure the Water Districts are kept fully informed of commercial and residential development projects and that adequate supply and infrastructure is available when needed

4.6 Provide support for high quality education opportunities that support and enhance the well being our students and our community

4.6.1 – Investigate establishing regular and recurring meetings with the School Committee

- 4.6.2 – Analyze and implement joint school/town initiatives-eg Energy Performance Contract and other Shared resources**
- 4.6.3 – Work with Mass Maritime Academy to further develop existing and new partnerships that will maximize cooperative investments**
- 4.6.4 – Partner with Mass Maritime Academy to increase awareness of available activities, events and amenities to bring students and resident populations together**
- 4.6.5 – Seek to find opporunties to partner with the Upper Cape Technical School on projects and initiatives that support students in their desired trade**
- 4.7 Embrace, foster and pursue sustainable development practices and initiatives while ensuring environmental stewardship in our unique coastal setting**
 - 4.7.1 – Attract and promote a diverse range of housing options that meets the needs of Bourne as a desirable place to live, work, visit and recreate.**
 - 4.7.2 – Bring the town into compliance with MS4 Stormwater permit**
 - 4.7.3 – Pursue Phase II resiliency activities in concert with SNEP and identify potential resiliency infrastructure financing options**
 - 4.7.4 – Begin preparation for marsh restoration at either Puritan Rd or Gray Gables**
 - 4.7.5 – Begin implementation of necessary steps to achieve a Green Community Status**
 - 4.7.6 – Support and participate in various Transporation Climate Initiatives**
- 4.8 Develop and maintain our physical infrastructure in a way that actively supports the town's priorities and maximizes the useful life of both new and existing infrastructure.**
 - 4.8.1 – Develop an implementation and use plan for the town's facility management software package**
 - 4.8.2 – Develop a scope and proposal to initiate a Inflow and Infiltration study of the town's sewer infrastructure**
 - 4.8.3 – Identify strategic infrastructure improvements needed to make priority areas/parcels permit ready and able to support and drive development interest**
 - 4.8.4 – Strengthen transportation infrastructure by advocating and pursuing commuter rail, expanded Cape Cod RTA Intra-town, bus or trolley system to provide better access to Bourne businesses, arts, culture and recreation amenities**
 - 4.8.5 – Seek opportunities for Transit Oriented Development around transportation networks**

4.8.6 – Work with various local, state and federal agencies to ensure the development of a Bourne friendly interchange around the new bridges to enhance the appeal, convenience, and accessibility important parts of Bournes commercial and tourist destinations

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James Potter said a topic worth covering in the Strategic Plan is how we dovetail our Comprehensive Wastewater Management Plan and our current sewer system with the Economic Development. We need to have more conversations about the economic impact with the new wastewater facility vs. the sewer enterprise. We need some strategic plan with how economic development affect sewer rates.

Peter Meier spoke about the IMA.

James Potter said we can put together a committee to help study the Enterprise Fund. Strategically we need to see what that will look like in a year or two. It has to start now because the rates are going to be a big issue and we need to have a direction on which way we want to go.

Judy Froman suggested to consider adding a 4.5.9 that indicates a discussion regarding sewer rates and the viability of the Enterprise Fund to be studied by an identified group.

We will pass this as is with the understanding that 4.5.9 will be refined and ready for final approval at the next sewer commissioners meeting.

Voted: George Slade moved and seconded by Jared MacDonald to approve the strategic plan with the proviso that item 4.5.9 would be refined and imbedded in at the next Board of Sewer Commissioners meeting.

Roll Call Vote: James Potter – Yes, George Slade – Yes, Peter Meier – Yes, Jared MacDonald – Yes, Judy Froman - Yes

Vote: 5-0-0.

7. d. Discussion on the process regarding parking regulations

Judy Froman said this item is on the agenda because each summer we have parking issues and parking conversations. Would like to have a future meeting that would involve the Police Chief, Fire Chief, DPW, and Sam Haines to have discussions regarding parking. Would like to know what type of things we should discuss at that meeting. Would like to discuss some continuity in terms of parking allowed near beach and water access points, parking along the causeway going out to Mashnee Island. How do we move forward from here to make sure we are proactionary instead of reactionary, and we have protocol to follow.

George Slade said it would be good to have the people that would have to enforce this at the meeting.

Jared MacDonald suggested to possibly have a map on the website that is color coded or marked that shows where people can and cannot park, where there is beach sticker parking, and where no beach sticker is needed to park.

James Potter suggested to build a routine where we have a discussion with Road Commissioners and Public Safety regarding road issues and the issues with parking. This issue is ever changing.

Peter Meier said we need to be proactive on some temporary or offsite parking to get them out of parking in the neighborhoods, to keep the roads passable for emergency vehicles. Would also like to look at ADA or handicap parking spots at each of our beaches and town owned parking lots.

Tony Schiavi spoke about the dangerous intersections and spots where people miss Stop signs. It would be good to have a formal process regarding those and who should be contacted regarding the road issues. Mr. Schiavi also spoke about a Roadway Traffic Safety Committee that the Selectmen appointed that could evaluate all the road issues/requests (cross walks, stop signs, lights, speed limits) that are brought forward. Then they can bring to the Selectmen what they determine after analyzing any particular issue.

8) Correspondence

George Slade brought the Board and the public up to date on the correspondence

- A. Letter & Talent Bank Form from Paul Abbott applying for position on Cable Advisory Television Committee
- B. Letter from the United States Department of Commerce, U.S. Census Bureau
- C. Copy of response from Fire Chief Cody to Michael & Debra Dennen regarding Amerigas gas leak on November 11, 2020
- D. Letter from Ann Marie Ellis concerning the gas leak on November 11, 2020
- E. Letter from Terri Guarino, Bourne Health Agent, with notification of a vacancy in the Elected Board of Health due to the passing of the Chair, Kathleen Peterson.

These items are available for viewing in PDF format under today's calendar date on the town's website.

9) Adjourn

Voted George Slade moved and seconded by Jared MacDonald to adjourn.

Roll Call Vote: James Potter – Yes, George Slade – Yes, Peter Meier – Yes, Jared MacDonald – Yes, Judy Froman - Yes
Vote 5-0.

Respectfully submitted – Carole Ellis, secretary.