

# Fiscal Year 2017 Strategic Plan Performance Report



# Mission Statement

*The Town of Middleborough is dedicated to providing the highest quality of services to its residents through strong leadership, progressive governance and innovative strategies. We are committed to ensuring opportunities for recreational, social and economic development while preserving our rich heritage.*

# Themes

Customer  
Service

Fiscal  
Responsibility

Quality of Life

Technology

Infrastructure

# Customer Service

## *Build relationships with taxpayers*

### ❖ *Goal: Improve Town's website*

- Working group research
  - **The working group selected CivicPlus to redesign the Town's website**
- Solicit input from residents and Town employees
  - **306 residents and town employees were surveyed**
- Look at increasing own email capabilities for residents
  - **No action was taken to increase Town email capabilities for residents**

### ❖ *Goal: Implement Online Permits to streamline process and increase responsiveness*

- Apply for permits on the internet
  - **Online permitting was instituted in the Building Department**
- Track progress of permits online
  - **Online tracking of building permits has been established**
  - **Reports are issued monthly**
  - **In the first nine months, 79% of building permits were issued the same day**
- Eliminate redundant data
  - **Redundant processes were eliminated**
  - **Data was scrutinized and workflows organized**
- An informal demonstration for the contractors and residents on how to use the new system
  - **Residents and contractors were given an informal demonstration on how to use the new online system**

# Customer Service

## ❖ *Goal: Post committee meeting minutes on-time for residents to review*

- Post on Town website by departments
  - **Committees and Boards are encouraged to post meetings in a timely fashion**

## ❖ *Goal: Continue to improve customer service in municipal departments*

- Survey residents
  - **Residents and town employees were surveyed on the Town website features**
- Employee training and professional development
  - **Several trainings took place**
  - **Professional development opportunities are ongoing**
- Streamline processes
  - **Deployed a business registration tracking system**
- Create efficiencies
  - **Deployed a fuel storage licensing database and implemented a comprehensive web-based hosted public records management application portal (Next Request)**

# Fiscal Responsibility

## *Implement sound financial policies and procedures*

- ❖ *Goal: Upgrade Utility Billing Application to increase efficiency*
  - Convert databases to new programs
    - **Proposal signed by the Board of Selectmen**
    - **Database turned over to vendor for analysis**
  - Configure interfaces for data exchange with existing applications
    - **No action has been taken to configure interfaces for data exchange with existing applications**
  
- ❖ *Goal: Implementation of new software for the collection of tax title receivables*
  - Work with the vendor and IT and Treasurer/Collector's department for implementation
    - **No action has been taken to implement new software for the collection of tax title receivables**
  
- ❖ *Goal: Establish guidelines and internal control procedures for the cash receipts portion of the Treasury software application*
  - Work with the finance team in developing guidelines and procedures
    - **Finance team has met for initial discussions to develop guidelines and procedures**

# Fiscal Responsibility

## *Implement sound financial policies and procedures (cont.)*

### ❖ *Goal: Review debt for possible refunding (to lower interest rate) to save taxpayer dollars*

- > Continue strong financial practices
  - Ongoing reviews of financial policies, debt schedule, budget management, and capacity for capital growth
- > Work with the Town's financial advisor and rating agencies
  - Met with Town's financial advisor and Standard and Poor's rating agency
  - Town maintained its AA stable bond rating
- > Complete Town outside audit during the first half of 2017
  - Worked with outside auditing firm
  - Audit completed in the spring
- > Appropriate \$200,000 from free cash to other Post-Employment Benefits (OPEB) Liability Fund
  - The Town joined the Plymouth County OPEB Trust Program (PCOT)
  - Appropriated \$200,000 from free cash to PCOT
  - \$1M was transferred to PCOT garnering a higher investment return
- > Accumulate reserves
  - Accumulated reserve totals are as followed:
    - Free cash certified at: \$3,149, 219.00
    - Retained earnings certified at: Water - \$4,670,734.00, Sewer - \$3,745,692.00, Sanitation - \$407,167.00
    - Stabilization Fund - \$2,700,000.00
- > Continue to monitor revenues and expenditures monthly
  - Ongoing quarterly review of revenues and expenditures.
  - Local Receipts exceeded projections by \$1,254,522.00

# Fiscal Responsibility

- ❖ **Goal: *Implementation of online EES system for electronic pay checks***
  - Work with IT Department for implementation
    - The EES system has been implemented
  
- ❖ **Goal: *Implementation of the FY17 Capital Improvement Program***
  - Work with bond counsel and department managers in procuring capital bonding, services, and capital items
    - Worked with bond counsel and department managers to procure capital bonding, services, and capital items
  
- ❖ **Goal: *Prepare the FY18 Capital Improvement Program***
  - Collaborate with department managers on capital project priorities
    - Capital request forms distributed to department heads and collaborated with department managers on capital project priorities
  
  - Work with Capital Planning Committee in developing the program
    - Worked with Capital Planning Committee to develop FY18 Capital Improvement Program
  
  - Seek funding from Town Meeting
    - Final Capital Budget was approved by the Capital Planning Committee, which included \$1,365,678 in approved capital projects
  
- ❖ **Goal: *Explore a dedicated revenue source for facility improvements and repairs***
  - Work with the finance team, finance and capital planning committee
    - Discussions have taken place but no action has been taken
  
- **Goal: *Present a FY18 balanced budget without the use of one-time reserves***
  - A FY18 balanced budget was submitted and approved by the Board of Selectmen, Finance Committee, and Town Meeting
  - Conservative revenue projections for FY18 were instituted
  - Free cash and reserves were used for one-time expenditures



# Quality of Life

## *Ensure a safe community*

- ❖ ***Goal: Establish new and update Standard Operating Guidelines (SOG's) for the Fire Department***
  - Write new and re-write outdated SOGs
    - Ongoing review and updates of SOGs
  
- ❖ ***Goal: Improve public safety communication network***
  - Install new radio repeaters and receivers for DPW and School
    - Installed new radio repeats and receivers for DPW and School Departments
  
  - Seek funding for microwave radio network
    - Funding secured for microwave radio network
  
- ❖ ***Goal: Improve firefighter training***
  - Provide tactical combat emergency medicine care to all firefighters
    - Tactical combat emergency medicine care to all firefighters was provided
  - Provide on duty group training in: tourniquets, combat gauze, chest seals and rapid extrication
    - Established on duty group training in: tourniquets, combat gauze, chest seals and rapid extrication
  - Provide search and rescue and trench rescue training
    - Search and rescue training has been provided
    - No action has been taken on trench rescue
  
- ❖ ***Goal: Identify and utilize programs that reduce substance abuse in the community***
  - Narcan programs
    - 100 total Narcan events were administered by the Police and Fire Departments

# Quality of Life

- ❖ **Goal: *Develop strategies to reduce, solve and prevent crime and the fear of crime***
  - Proactive initiatives and crime specific enforcement and investigation
    - Created a traffic officer position
    - Directed preventative patrols of past criminal active spots
    - Conducted sting operation to catch car burglars at night
  - Maintain and utilize law enforcement partnerships
    - Attended Southeastern Massachusetts Law Enforcement Council (SEMLEC) membership meetings
    - Detectives attended District Attorney's Opiate Coalition of county investigators
    - Joined Old Colony Crime Task Force
    - Ongoing multi-jurisdictional narcotics investigations and trash dumping case with DEP
  - Evaluate and adjust incident planning
    - Member of statewide advisory team for active shooter
    - Executed Statewide activation of critical incident plan on election day
    - Agreed to join the Fire Department in Massachusetts Maritime University Critical Incident mock planning drill
- ❖ **Goal: *Maintain community trust and partnerships***
  - Strengthen community input and partnership through the Police Advisory team
    - No action has been taken to strengthen community input and partnership through the Police Advisory team
  - Outreach to at-risk populations
    - Detective outreach at Council on Aging Center
    - Provided Christmas presents to at risk elderly and youth
    - Assisted MHS with graduation activities
  - High visibility department community participation and education
    - Participated in "Ride to School" day, attended MHS events, bike patrol, Bat Run

# Quality of Life

- ❖ ***Goal: Identify and utilize programs that reduce substance abuse in the community***
  - Active participation with Drug Free Community Coalition
    - Active with Middleboro Matters and Plymouth area Police Coalition
  - Maintain highly functioning narcotics unit
    - Ongoing investigations and controlled purchases of narcotics
    - Several high profile arrests and seizure of narcotics and forfeited funds
  - Participate in OD Follow-up program within the community
    - Attended “drop-in” night in Plymouth
    - 25 Community follow-ups, 2 accepted assistance
  - Narcan and Med-box return programs
    - 318.2lbs of prescription meds were returned
  
- ❖ ***Goal: Bring the community together to strategically prevent and reduce substance use and abuse among youth and adults in Town***
  - Support the efforts of Middleborough Matters
    - Attended meeting of Middleboro Matters and participated in community outreach
  - Promote the coalition in the community
    - Published article in “Psychology Today” publication

# Quality of Life

- ❖ ***Goal: Develop and retain quality law enforcement professionals***
  - Increase training and professional development
    - Ongoing in-service veteran officer trainings and professional development
  - Ensure physical safety and mental wellness of department members
    - Conducted an after action critical incident debriefing, MPD Families engaged in one event
    - MPD officer named assistant coordinator for SEMLEC CISM Team
    - Conducted MPD family support meeting
  - Encourage operational and administrative communication improvements within the department
    - Held supervisor staff meetings and trainings in November and June
  - Maintain modern Field training Program for new recruits
    - Trained 4 new patrol officers
  
- ❖ ***Goal: Maximize organizational efficiency and accountability***
  - Take steps required towards Police Department certification
    - Ongoing policy review met with Lexipol rep regarding updates to product
  - Implement and evaluate improved data collection and reporting methods
    - No action has been taken to implement and evaluate improved data collection and reporting methods
  - Research and seek out additional funding for programs via grants and other means
    - Applied for federal grants for a School Resource Officer and a Bullet Proof Vest Program
    - Awarded two 911 grants for over \$100k for 911 training
    - Researched Department of Justice Byrne Grant for increased staffing opportunities
  - Evaluate current staffing and delivery of police services impact on budget
    - Weekly administrative review of overtime and staffing levels
    - Evaluated staffing levels in preparation for FY18 budget plan
    - Overtime usage comparison program with Town Manager, Student Fellow and Assistant to the Town Manager

# Quality of Life

- ❖ **Goal: *Utilize technology and data collection***
  - Modernize police departmental operations and on-line functions for department and community members
    - Promoted online parking permit process
  - Maintain social media presence
    - Review daily and weekly submissions of social media accounts
  - Increase data sharing with community
    - 2016 statistics submitted for publication in Annual Report
    - 2016 statistics and traffic study posted on website and social media accounts
  
- ❖ **Goal: *To simulate an active shooter exercise***
  - Coordinated effort with police, fire, school and ambulance service
    - Coordinated effort between police, fire, school and ambulance service
  - Take steps required towards Police Department certification
    - Took steps required towards Police Department certification

# Quality of Life

## *Maintain and expand social services*

- ❖ ***Goal: Improving outreach and communication to residents about the services and programs of the Council On Aging (COA)***
  - Schedule weekly visits to meals on Wheels recipients to assure all needed services are in place
    - Contacted all by phone, followed up to schedule home visits
    - Targeted new recipients first to assess for additional services; there are over 100 recipients to this ongoing project
    - Continued efforts to meet with all recipients and to connect with those new to the program
  
  - Work with the census from the Town Clerk to update newsletter mailing list
    - Received the census, compared census listing to current newsletter listing, highlighted names to be added, crossed off names from the “deleted voter” listing, plan on introductory letter to baby boomers
    - Inputted changes from above action into our database “my senior center”
    - Continued input of baby boomers
  - Use a first class mailing method to clean up newsletter listing
    - The process is ongoing
  - Continue to increase Facebook participation
    - Posted to other Town Facebook pages to announce Council on Aging page and attended training in social media development and promotion
    - Daily posting was our goal, organized all photos into shared V:drive to access easier, analyzed Facebook data to evaluate most effective postings. Installed through grant funding a “digital signage” machine and monitored on site to promote all services and events to save money and staff time to no longer need to produce flyers
    - Installed through Grant Funding a “Digital Signage” machine and monitor on site to promote all services and events
    - Used to promote all events, lunch program, special requests and other community events
    - Completed and will create a new plan for promotion and increased participation
  
- ❖ ***Goal: Continue to expand programs and services to residents 55 and over***
  - Target Baby Boomer generation to assess needs and to encourage participation
    - Used census list to send a targeted letter, with website and Facebook page
    - Inputted names from census into “baby boomer” group allowing us to initiate phone calls and targeted letter
    - Received a grant to offer a Grandparent/Kinship Support Group in collaboration with the Family Resource Center
    - Planned a retirement forum to address all issues of time, money, purpose

# Quality of Life

- ❖ **Goal: Continue to improve services to allow residents to age in place at their homes**
  - Schedule weekly visits to meals on Wheels recipients to assure all needed services are in place
    - Contacted all by phone, followed up to schedule home visits
    - Targeted new recipients first to assess for additional services; there are over 100 recipients to this ongoing project
    - Continued efforts to meet with all recipients and to connect with those new to the program
    - Continued assessment for new clients
  
- ❖ **Goal: Use our computerized system, "Senior Center" to its full capacity**
  - Enroll in more training through webinars to learn the system's full capacity to allow several key staff to send reminders, announcements, cancellations, etc.
    - Director attended an intensive training at MCOA conference, outreach staff now using system, learned how to use telephone reminder system and will use when bad weather arrives
    - Trained one more position (grant funded) to input names
    - Continued efforts to input businesses for newsletter listing and also day program clients
    - Action step was completed
  
- ❖ **Goal: Improve communications with COA and first responders to better serve our elder residents**
  
- ❖ Enroll in more training through webinars to learn the system's full capacity to allow several key staff to send reminders, announcements, cancellations, etc.
  - Booked forums with Police and Fire Departments for workshops on photo IDs and Fire Safety
  - Enrolling participants into SMART 911 system, which identifies people at risk and is available in emergency situations to collaborate with Fire Department
  
- ❖ **Goal: To continue to explore cost saving measures**
  - Council on Aging Board of Directors and Board of Selectmen advocated for solar panels installation on the COA building roof

# Quality of Life

- ❖ *Goal: High quality service to the residents via professional and thorough investigations, inspections, review and follow up on all matters relating to Public Health*
  - Citing, use and documentation of specific CMR's and MGL's in pursuing compliance in the area of Public Health
    - Used CMR's and MGL's to pursue compliance in all areas of public health
  - Answer public inquiries regarding all matters of Public Health
    - Answered public inquiries regarding all matters of Public Health
  - Annual flu clinic
    - No action was taken in regards to the annual flu clinic
  - Continue at home service by Public Nurses
    - The Public Health Nurse and Nurse Assistant average an estimated 1500 visits per year
  - Implement the Abandoned Housing Initiative
    - The Abandoned Housing Initiative has been implemented
    - One residential property has been selected
    - A receiver was appointed by the court



# Quality of Life

## *A commitment to our library*

- ❖ ***Goal: The Public Library will conform to the standards set by the Massachusetts Board of Library Commissioners***
  - The Town will appropriate a budget which meets the Municipal Appropriation Requirement (MAR), the Director will ensure that the Library meets all other requirements
    - **The Town appropriated a budget that met the Municipal Appropriation Requirement (MAR)**
- ❖ ***Goal: To increase our virtual presence in the community***
  - Redesign the website as the digital face of the library
    - **A design firm was hired**
  - Create templates for all promotional materials
    - **Templates were created in conjunction with the redesign of the website**
  - Send out more frequent newsletters about the library's news, resources and programs
    - **The Library increased its outreach to patrons and residents**

# Quality of Life

- ❖ ***Goal: Space Planning for the Library building***
  - New furniture to replace broken and outdated furnishings
    - Funding sources were secured to purchase new furnishings in the Children's Room
  - Replace carpet throughout the building
    - New carpeting was installed in the Reading and Children's rooms
  - Repair physical damage caused by neglect, wear and tear, and aging throughout building
    - A new hot water tank was installed
    - Wallpaper was removed & walls patched and painted
    - A high-efficiency boiler was installed
  - Records and archives clean-up, surplus furniture, etc.
    - Received filing cabinets for financial documents
    - Records and archives has been cleaned up, surplus equipment freed up and consolidated remaining files
  - Upgrade the meeting room to improve experience for patrons and presenters
    - The existing audio system has been fixed
    - Completed upgrades including installation of overhead projector, scaler and wall-mounted inputs

# Quality of Life

- ❖ *Goal: Preservation and archiving of community materials*
  - Create Digitization Policy
    - Evaluated old policy to identify way forward and goals for 2020
    - Performed environmental scan of similar policies/institutions for best practices
    - Conducted research for model policies and best practices
  - Explore singular repository solution versus multiple silos for digital materials
    - Performed environmental scan of other institution repositories and 3<sup>rd</sup> party vendors
    - Awaiting responses back from queries to similar institutions, explored website as access point
    - Researched third-party products that can handle project
  - Increase promotion of archived and digitized materials
    - Promoted materials thru press releases, newspaper articles, newsletter, website

# Quality of Life

## *Foster economic development*

- ❖ ***Goal: Update/revise subdivision rules and regulations:***
  - Clarify requirements and construction details to increase efficiency and reduce conflict with developers in both the permitting/design and construction phases
    - Review of subdivision rules and regulations are ongoing
    - Majority of details were revised, several incorporated into subdivision rules & regulations
  - Include Low Impact Development standards for subdivision roads, commercial roads and mobile home parks as required by the Town's NPDES permit for Phase II MS4 Stormwater Standards
    - Incorporation into subdivision rules and regulations is ongoing
    - Implemented on John Perkins Way subdivision
  - Develop new roadway cross section for more robust gravel/pavement requirements and expand inspection and material testing requirements to reduce current settlement problems over pipes and around drainage structures, to increase road longevity and reduce future costs to the Town
    - Majority of details are done and revised, several incorporated into subdivision rules & regulations
- ❖ ***Goal: Finalize electronic submission standards with IT and other Departments for Form A, subdivision and special permit plans***
  - Encourage petitioners to file electronically
    - Research to incorporate into subdivision rules and regulations is ongoing

# Quality of Life

- ❖ *Goal: Promote, encourage and continue to plan for economic development to expand tax base and provide jobs for Middleborough residents including development of Middleborough's large commercial projects including but not limited to:*
  
- ❖ **Town officials are in ongoing discussions with owner of Middleborough Park @ 495 to fully develop the Park**
  - Middleborough Park @ 495
  - Mt Waldo Property
  - Commercial Development District
  - Southpointe Corporate Center
  - Cavossa/Gabriel/Sagesta Properties
  - Washburn Mill
  - Downtown infill development
  - Rte. 28
  
- ❖ **Zoning Board of Appeals approved \$170,000 square foot freezer expansion at Ocean Spray on Bridge Street**
- ❖ **Planning Board reviewed Turner Brothers 25,000 sq. foot new construction proposal at the Middleborough Park @495**

# Quality of Life

- ❖ ***GOAL: Downtown development***
  - Provide analysis and support for the Mass Downtown Initiative study and SRPEDD analysis to create a plan on steps to address the vacancies and attract businesses to the downtown
    - The analysis was completed and presented to Town officials. Implementation is ongoing.
    - Worked with SRPEDD on their Supplemental Market Analysis & Business District Assessment Report
    - Meetings took place to devise a strategy to implement recommendations
  - Create a working group to assist with analysis and implementation on proposed initiatives
    - Outreach has taken place with downtown business owners
  - Assist with development of the Community Development Corp. and with implementing its fundraising goals and projects
    - Ongoing discussions are taking place with Middleborough on the Move (MOM)
- ❖ ***GOAL: Increase quality affordable and market rate housing***
  - Continue working with Middleborough Affordable Housing Committee to develop new initiatives to create affordable housing as outlined in the Housing Production Plan
    - No action has been taken to create affordable housing as outlined in the Housing Production Plan
  - Work with the ZBA, DHCD and developer of Mayflower Manor to ensure that the affordable housing component of the development is in the best interest of the Town
    - The Zoning Board of Appeals approved this 44 unit 40B project

# Quality of Life

- Seek out developers for appropriate sustainable development of quality housing
  - No action has been taken to seek out developers for appropriate sustainable development of quality housing

## ❖ *GOAL: Promote Middleborough as a great place to live, work and visit.*

- Complete the CGI Communications videos and promote on Town's website and social media
  - CGI Communications videos was created and promoted on Town's website and on social media
- Continue promotion of the Town and assisting with events with the Tourism Committee, Middleborough on the Move, and Middleborough Friends
  - The OECD office provided support to Tourism Committee and Middleborough on the Move
  - Efforts to work with Tourism Committee and Middleborough on the Move to foster tourism and economic development are ongoing
  - More than 20,000 people attended Tourism Committee events in FY17
- Oversight of the Oliver Estate renovation and promotion of the site for tours and events
  - Successful events have taken place at the Oliver House. Working in partnership with the Oliver Estate Advisory Committee and the Oliver Estate Historical Society. The Estate has attracted hundreds of visitors
  - The exterior renovation project has been completed
- Continue mapping of bike paths with the Bicycle Committee
  - Bicycle Committee had regular meetings
- Seek out grant funding for housing, downtown development and community growth
  - No action has been taken to seek out grant funding for housing, downtown development and community growth

# Quality of Life

- Promote Native American Village sites along the Route 44 corridor
  - Ongoing discussion with a potential developer, town officials, and Native American tribes to preserve a property along Route 44
  - Appraisal of the property has been completed
  
- Strengthen public/private partnerships
  - The Town fosters public/private partnerships with the business community and nonprofit organizations
  
- ❖ *Goal: To redevelop the Chase Chevrolet site*
  - Work with potential developers on siting a retail development
    - The Town had several productive conversations with a potential developer. The developer withdrew his proposal due to financial constraints



# Quality of Life

## *Improvements and expansion of parks and public lands*

### ❖ *Goal: To Make Improvements at parks*

- Improvements at Masi Field House
  - Purchased big screen television for activities
  - Energy audit completed
  - Air conditioning has been installed
- Installation of a Handicap Ramp at the Field House
  - Ramp has been installed
  - Curb cut has been completed

### ❖ *Goal: Replace Lower Playground at Peirce Field*

- Install modern outdoor exercise area
  - Solicitation letters were sent to nonprofit organization and business community

### ❖ *Goal: Improvements at Oliver Mill Park*

- Add handicap accessible tables with cement pad
  - Accessible tables with cement pad were installed
- Add granite posts at fish ladders
  - Repaired post hit by car and obtained metal fence information
  - Additional posts were added
  - Additional granite posts at fish ladders were installed

# Quality of Life

- Seek Community Preservation Act funds (CPA) for the replacement of bridges
  - Engineering has been completed
  - Vetted and selected Fuss & O'Neil to assess stonework
  - Historic stonework study has been completed
  - The project is ongoing and will continue in 2018
  
- ❖ **Goal: *Pool improvements at Peirce Playground***
  - Add second portable lifeguard tower
    - Peirce Trustees funded second portable lifeguard tower
  - Add shaded seating
    - Shaded seating has been completed
  
- ❖ **Goal: *Expand Recreational Programming***
  - Offer basketball clinic
    - Met with prospective coaches to develop staff, developed itinerary, set schedule, and advertised program
  - Two on Two basketball tournament for different age groups
    - Developed itinerary and advertised program
    - Met with high school coaches for enrollment collaboration
  
- ❖ **Goal: *Passage of a Wetland Bylaw***
  - Educate the public on the benefits of establishing a bylaw
    - No action was taken to educate the public on the benefits of establishing a bylaw

# Quality of Life

- ❖ ***Goal: Promote the benefits of conservation land and the Stewardship Program***
  - Volunteers attend public events throughout the year
    - Volunteers attended public events throughout the year
    - Stewardship outreach at Herring Festival
    - Community clean up took place at Pratt Farm
  
- ❖ ***Goal: Improve handicap access to the Town's infrastructure and buildings***
  - Work with the Disability Commission and the Department of Public Works
    - Handicap sidewalk improvements were made on Nickerson Avenue, School and Union Streets
    - Ongoing dialogue with Disability Commission
    - New sign for Washburn land and trail signs at Pratt Farm have been installed
    - The Town was successful in receiving an accessibility trails grant for Pratt Farm
  
- ❖ ***Goal: Finalize Woloski Park property acquisition***
  - Work with federal and state agencies as well as non-profit organizations to prepare for an open space use
    - Town continues to work with state and local governments and nonprofit agencies
    - Appraisals sent to owners
    - Relocation consultant chosen
  
- ❖ ***Goal: Develop strategies to implement the goals and objectives outlined in the Open Space and Recreation Plan***
  - Establish a Land Use Committee
    - Conservation Department spoke to individuals from the stewardship group who are interested in serving
  
  - Solicit input from residents
    - No current action took place but public testimony after the 2013 public survey has been reviewed

# Quality of Life

## ❖ *Goal: Adopt sustainable practices that reduce expenses and pollution*

- Use energy audits results to reduce the energy usage of Town buildings.
  - Energy audits were completed on Town buildings (Town Hall, Town Hall Annex, Lincoln D. Lynch School, Masi Fieldhouse)
  - Audits were compiled and completed
  
- Reduce pollution as well as fuel and maintenance costs by replacing older vehicles with plug-in vehicles acquired through grant funding.
  - Three all-electric grant awards from MassDEP has been awarded to the Town
  - Monitored lease deals for Town vehicles
  - Three electric vehicles added to Town fleet, budgeting the total amount of plug-in vehicles to 7 with 2 more awaiting approval in the FY18 budget
  
- Look for areas to place solar panels for cleaner energy and reduce electricity costs.
  - Buildings and areas identified
  - Awaited new rules for DOER solar funding
  - Monitored talks between state and Municipal Lighting Plants (MLPs) to implement some funding

## ❖ *Goal: Apply for Green Communities Designation*

- Develop a baseline energy use report
  - Draft completed
  - Refined draft and looked for grant funding to finalize report
  - Draft prepared, researched, and awaited state grant for final technical assistance
  
- Develop a fuel-efficient vehicle policy
  - Researched policies from other communities
  - Developed a draft for presentation to Board of Selectmen and School Committee

# Quality of Life

- Adopt the stretch code at Town Meeting
  - Town Meeting adopted the stretch code
  
- Create a 5-year 20% energy reduction plan
  - Researched other Town documents and preparing a draft.
  - Draft prepared, researched, and awaiting state grant for final technical assistance

# Technology

*Boost productivity and responsiveness by maximizing efficiencies*

- ❖ **Goal : Archive all Town email accounts to comply with MA public records requirements**
  - Migrate in-house Exchange to Web-Based Office 365 Online Electronic Mail
    - Completed the in-house exchange to web-based Office 365 Online Electronic Mail
  
- ❖ **Goal: Replace/upgrade equipment and network infrastructure at the Council On Aging and Park Department facilities to optimize system reliability and security**
  - Replace end of life/obsolete equipment
    - Completed rewire /switch replacement at Council On Aging
    - Completed switch replacement at Park Department
  
  - Upgrade devices to increase system functionality
    - Installed connectivity devices to communicate securely with South Fire Station and East Grove Street pumping station
  
  - Configure new equipment to optimize technological upgrades
    - Configured network connection to South Fire Station and East Grove pumping station

# Technology

## ❖ *Goal: Codification of Town Bylaws*

- Work collaboratively with the Bylaw Study Committee to update, organize and codify the Town of Middleborough's General Bylaws, Zoning Bylaws, Town Charter and acceptance of state laws and special acts pursuant to the Town Meeting vote of April 27, 2015; including extensive review of all Town General Bylaws for substantive changes to be presented at the 2017 Annual Town Meeting for approval
  - Submitted Town's response to vendor General Code's manuscript and editorial / legal analysis on August 30, 2016
  - Awaited vendor's submission of preliminary draft including editing, stylization and incorporation of changes requested by Town as a result of its review of the editorial and legal analysis
  - General Code provided the Bylaw Study Committee with a Preliminary Draft in January of 2017; the Bylaw Study Committee held several public meetings and submitted final changes to General Code by February of 2017; General Code prepared a Final Draft of the Code of the Town of Middleborough dated March 1, 2017 and provided Changes Made During Codification Project document for distribution at the Annual Town Meeting of April 24, 2017.
  - General Code provided the Bylaw Study Committee with an updated Final Draft of the Code of Middleborough dated June 2017 and updated Changes Made During the Codification Project and Warrant Articles for inclusion on the Fall Special Town Meeting

## ❖ *Goal: Database for Business Registrations*

- Implement a business registration tracking system under the supervision of the Information Technology Department to include business and organization contact information, renewals for business registration, a listing of all active and expired registrations, and detailed reports of businesses by owner, location and nature/purpose of the business; Town Clerk's Office will be responsible for entering all data
  - Database has been deployed; Town Clerk's office entered data into tracking system

# Technology

- ❖ **Goal: Database for Fuel Storage Licenses and Certificates of Registration**
  - Coordinate with the Information Technology Department and Fire Department on deploying a fuel storage licensing database to maintain all required information for certificates of registration for fuel storage; Town Clerk's Office to enter all data
    - Database was deployed; Town Clerk's office entered data into tracking system
    - Town Clerk's office finished data entry into tracking system
- ❖ **Implement a comprehensive web-based hosted service capable of managing public records requests**
  - Secure funding for web-based hosted service
    - Participated in webinar demonstrations from vendors who will be submitting quotes for public records request management application
    - Secured vendor; Board of Selectmen executed service agreement on December 5, 2016; coordinated training sessions for all departments
- ❖ **Goal: Upgrade Tightrope System at Middleborough Community Cable Access Media (MCCAM) to bring system up to HD output capabilities**
  - Continue research on system upgrade needs
    - Research on system upgrade needs has been completed
- ❖ **Goal: Expand "Go LIVE" capabilities**
  - Select next location in town to have LIVE capabilities available.
    - "Go LIVE" location was at Nichols Middle School
    - "GO LIVE" will be part of the Tightrope system upgrade including moving the base of the Ed Channel to Town Hall at MCCAM (will remain controlled by MET)
    - "Go LIVE" installation done, testing taking place
- ❖ **Goal: Increase public access opportunities at (MCCAM)**
  - Community outreach to promote new programming
    - PSA (Public Service Announcement) and Facebook postings to bring new programming to MCCAM
    - Researched what other cable access studios are doing to bring in new programming
    - Attended local tourism events and set up booth to have MCCAM presence at events
    - Worked with Krazy Days organizers to promote MCCAM and opportunities at MCCAM during the Krazy Days event



# Infrastructure

## *Improvements to public buildings*

- ❖ ***Goal: Design and construction of a new Police Station***
  - Engage the services of an Owner's Project Manager (OPM)
    - The Police Building Committee and Board of Selectmen selected Daedalus as the Owner's Project Manager (OPM)
  - Engage the services of an Architect
    - The Police Building Committee and Board of Selectmen selected Kaestle Boos Associates (KBA) as the Architect
  - Begin construction in the spring of 2017
    - The Police Building Committee and Board of Selectmen selected A.P. Whitaker as General Contractor
    - Construction began in April
- ❖ ***Goal: Reuse study of current Police Station***
  - Apply for grants for a feasibility and architectural study.
    - The Police Station Building Committee had preliminary discussions on potential reuse
    - An application for CPA funding was submitted to the Community Preservation Committee (CPC)
- ❖ ***Goal: Reopen the Green School***
  - Encourage use by boards and commissions
    - The Historical Commission and Community Preservation Committee have had regular scheduled meetings at the Green School

# Infrastructure

- ❖ **Goal: *Conduct a feasibility study for a new DPW Building***
  - Reconvene the Building Committee
    - **The DPW Building Committee reconvened for their first meeting in May**
  - Solicit proposals for a feasibility study
    - **Funding was secured at Annual Town Meeting**
  - Engage the services of an engineering and construction services firm
    - **The DPW Building Committee discussed next steps in moving the project forward in FY18**
  
- ❖ **Goal: *Installation of a new roof at the Early Childhood Center***
  - Work with the owner's project manager and general contractor to complete the work prior to the start of school in September of 2016
    - **Installation of a new roof at the Early Childhood Center has been completed**

# Infrastructure

- ❖ ***Goal: Move forward the Middleborough High School Building project***
  - Work cooperatively with the School Project Building Committee, Owner's Project Manager and design architects
    - The School Building Committee met monthly with the project management and design architect teams
    - Community forums were held
    - All project submittals were submitted on time to the Massachusetts School Building Authority (MSBA)
    - Funding to purchase 8 acre Wood Street property was secured at a June Special Town Meeting
  - Analyze cost benefit analysis for new construction vs renovation
    - A comprehensive analysis has been completed
    - The School Building Committee, School Committee, and Board of Selectmen voted for new construction over renovation
  - Prepare for Proposition 2 ½ debt exclusion vote for the fall of 2017
    - The Board of Selectmen voted to hold a special election in November of 2017

## ***Maintain roadway network in safe operating condition***

- ❖ ***Goal: Maintain Road network of 170 miles***
  - Implement 2<sup>nd</sup> year of five year capital plan
    - Second year of five year capital plan was implemented

# Infrastructure

- Spend in excess of \$1m in Chapter 90 Funds and a percentage of Free Cash on the following streets:
  - **The list of streets below were completed in FY17**
  - Resurfaced Miller Street (Cushman to Perry Street)
  - Resurfaced Thompson Street (Plain Street to Halifax Town Line)
  - Resurfaced Purchase Street (Carver Town Line to Rocky Meadow Street)
  - Resurfaced Court End Avenue
  - Resurfaced Alden Road
  - Resurfaced Bourne Street
  - Resurfaced Wareham Street (Center Street - Barden Hill)
  - Resurfaced Vine Street
  - Resurfaced Mitchell Street
  - Resurfaced Maple Ave
  - Resurfaced Wholan Park
  - Resurfaced Margery Street
  - Resurfaced Lois Street

# Infrastructure

- Submit 25% design of Everett Square traffic improvements to MassDOT
  - **25% design of project has been submitted**
- Reconstruction of Jackson Street Parking Lot
  - **The project has been completed**
- Reconstruction of Town Hall Parking Lot
  - **The project has been completed**
- Continue sweeping and roadside mowing schedule
  - **The sweeping and roadside mowing program took place throughout the year**
- Continue to remove hazardous trees from roadside layout
  - **Hazardous trees have been removed from roadsides throughout the year**

# Infrastructure

- ❖ ***Goal: Make progress on the rotary replacement and interim modification project***
  - Continue to advocate for the project with state and federal officials
    - Worked with state and local officials to prioritize the project
  - Continue to advocate for prioritization of rotary replacement and interim modifications in State Transportation planning and financing
    - Town officials met with Middleborough's legislature delegation and Secretary of Housing and Economic Development Jay Ash
    - Support letters were forwarded to state officials and the Town's legislative delegation
    - Board of Selectmen advocated both publically and privately to state and local officials for the rotary replacement project

## *Automate solid waste and recycling collection*

- ❖ ***Goal: Continue to provide safe and efficient collection of solid waste and recycling***
  - Continue to promote the reduction of trash and increase in recycling
    - Cart tracking software was recently updated to assist in a more efficient program
    - Continually monitored program to improve service
  - Assist in providing a safe transfer station at the landfill
    - Partnered with Waste Management to continually improve service and safety

# Infrastructure

## *Maintain and upgrade sewer system*

- ❖ ***Goal: Prepare for release of EPA's new Municipal Separate Storm Sewer System (MS4 )permit***
  - Develop Notice of Intent (NOI) for submittal to EPA
    - Met with the Town's consultant to strategize permit requirements
    - Funding has been secured
  - Obtain Funding for MS4 Permit requirements
    - Additional funding to be requested at Special Town Meeting
  
- ❖ ***Goal: Substantially complete ongoing \$25m Wastewater Treatment Plant upgrades***
  - Work in partnership with the general contractor, owner's project manager and design engineers
    - More than 50% of project has been completed
  
- ❖ ***Goal: Complete Wood Street sewer main replacement project***
  - Solicit bids
    - Pipe work complete. Roadway has been resurfaced
  - Award contract
    - Contract has been awarded

# Infrastructure

## *Provide safe drinking water*

- ❖ *Goal: Begin construction of the new Mizares Well Site, New Water Treatment Plant and Water Elevated Storage Tank*
  - Successfully procure services
    - Water main partially installed to new Mizares well site.
    - Design under review
  
  - New Water Treatment Plant contract was awarded to Winston Contractors
  - Construction has begun
  
  - The elevated water storage tank soil samples has been completed
  - Foundation design has been completed
  
- ❖ *Goal: Begin the town wide leak detection project*
  - Solicit bids
    - Bids have been solicited
  - Procure services
    - Board of selectmen approved contract
    - Services have been procured
  - Complete project by the end of FY17
    - Project has been completed