

FY 2015-FY 2016 Board of Selectmen Goals

1) LONG RANGE FINANCIAL/STRATEGIC PLANNING & SUSTAINABILITY *

- a) Work with Long Range Planning Committee to update existing multi-year financial plan while also considering opportunities to reduce the Town's structural deficit in preparation for future multi-year financial plans
 - *Deliverable – The Chair will provide an update to the Board of Selectmen following meetings of the Long Range Planning Committee*
 - *Deliverable – Work to inform the public about the projected timeline of future overrides and debt exclusions*
- b) Continue pursuit of regionalization opportunities, remaining open to new opportunities as they present themselves
 - *Deliverable – Follow up on areas that currently include veterans' services, technology, transportation, and the expansion of mutual aid agreements*
- c) Work with legislators and other communities for a more equitable distribution of state resources
- d) Identify and communicate the Town's legislative priorities to the local delegation
 - a. Priorities to include working with utility companies to explore system upgrades and better coordination amongst varying utilities
 - b. Work to see that MassDOT's commitment to a successful East Arlington Mass. Ave. rebuild is maintained throughout the project
 - c. Continue to urge state leaders for a solution the Minuteman School Building issue that is led by the Commonwealth (DESE)
- e) Work with the Budget and Revenue Taskforce to identify potential financial impacts of future building projects at the Ottoson, Stratton, Arlington High School and Minuteman Regional High School
- f) Review progress made regarding recently adopted water/sewer rate structure and billing plan

2) CAPITAL PROJECTS AND MAINTENANCE

- a) Public safety buildings – (Community Safety Building envelope – FY2013)
 - *Deliverable – Work with Town Manager and PTBC to complete this phase of the project and review a post project analysis to be developed by the Town Manager and the PTBC*
- b) Public safety buildings – (Central Fire Station – FY2015)
 - *Deliverable – Begin construction portion of project in FY2015*
- c) Finalize an inventory of publicly owned parcels that identifies jurisdictional issues and establishes parcel boundaries and investigate inclusion of data within the Town's GIS database
 - *Deliverable – Finalize and review parcel listing*
- d) Work with newly created Facility Maintenance Committee and support its efforts of advising the Town Manager on building needs and budget constraints as they relate to town owned facilities
- e) Finalize process of determining proper future use of 1207 Massachusetts Avenue
- f) Monitor progress of the Stratton School Building Committee and provide support as appropriate
- g) Monitor the implementation of Mt. Pleasant Cemetery improvements as outlined within the capital plan

3) LONG RANGE COMMUNITY PLANNING, LAND USE, COMMUNITY DEVELOPMENT, AND TOURISM

- a) Work with Town Manager and Director of Planning & Community Development on Master Plan and continue to promote participation throughout the process
 - *Deliverable – Review and consider the final Master Plan report*
- b) Work with ATED to review the committee's priorities and help develop a sustainable model through which these priorities can be achieved
- c) Work to support efforts focused on economic development, business retention, and tourism through working with the Economic Development Planner
- d) Monitor the potential development of the Mugar property and conserve the wetlands contained therein

- e) Continue to work with the Arlington Commission on Arts and Culture to support promotional opportunities for arts and culture in Arlington
- f) Work with the Cemetery Commission and ARB to explore cemetery expansion opportunities
- g) Work with Town Manager and other stakeholders on identifying land for storm debris and snow storage
- h) Communicate and coordinate with neighboring communities to identify issues that have regional impacts, the following included:
 - Work with Cambridge, Somerville, and the MWRA to eliminate all CSO discharges into the Alewife Brook within the next 20 years. Uphold Town Meeting vote to restore Alewife Brook to a Federal Class B waterway
 - Work with DCR and MassDOT on Alewife Greenway to protect the Town's interests and ensure that appropriate state agencies uphold their commitment to maintenance and vegetation management

4) TRANSPORTATION AND PARKING

- a) Continue to communicate and work with residents, businesses and relevant agencies to move Mass. Ave. corridor project forward
- b) Review and act upon Arlington Center parking policy with a focus on enhancing customer service and increasing the vitality of the Arlington Center commercial district
- c) Review parking regulations in East Arlington while considering options for management of neighborhood parking and the relevant impacts of street cleaning schedules and commuter parking
- d) Continue working with the Route 128 Business Council on regional transportation opportunities and investigate increased cooperation with the Lexpress service
- e) Review, monitor and evaluate hackney licensing processes on an annual basis
- f) Work with ABAC and TAC to promote and encourage multimodal transportation in Arlington and support corresponding infrastructure improvements throughout Town
- g) Develop parking regulation strategy for Mt. Pleasant Cemetery

5) PUBLIC COMMUNICATIONS AND CUSTOMER SERVICE

- a) Continue exploring options for customer service enhancement including enhanced use of website and Request/Answer Center.
- b) Receive quarterly reporting from the Request/Answer center with a focus on volume and response time. How long before request is acknowledged? Also monitor long term unanswered requests
- c) Develop Selectmen's Policy Handbook and/or investigate what currently exists in a similar fashion
- d) Work with Town Manager and Public Information Officer to investigate traditional and alternative means to enhance public communication
- e) Continue to enhance accessibility and transparency of Board of Selectmen proceedings through the integration of technology
- f) Implement electronic packets for the Board of Selectmen and develop appropriate policies and procedures

**Sustainability – "Sustainability is the ability of communities to consistently thrive over time as they make decisions to improve the community today without sacrificing the future" – Tad McGalliard, ICMA*

FY 2015-FY 2016 Town Manager Goals

1) FINANCIAL AND OPERATIONAL EFFICIENCY

- a) Work with Board of Selectmen and other Town officials to update and monitor the existing multi-year financial plan while researching and developing opportunities to reduce the Town's structural deficit in preparation for future multi-year financial plans
 - *Deliverable – Prepare multi-year planning analysis for presentation to key stakeholder groups*
- b) Continue to evaluate current methods of delivering various services to ensure that the most productive, cost efficient method is used
- c) Continue to work with legislators and other communities for a more equitable distribution of state resources
- d) Continue to pursue grant funding and other revenue enhancing opportunities
- e) Continue to investigate regionalization initiatives that provide both financial incentives and service delivery improvement to Arlington residents.
 - *Deliverable – Follow up on areas that currently include veterans' services, technology, transportation, and the expansion of mutual aid agreements*
- f) Investigate possibility of Innovation Award Program, to award employees who propose cost saving measures for their department
- g) Continue the progress that has been made in developing a performance management program through the grant awarded by the Collins Center
- h) Work with the Budget and Revenue Taskforce on identifying financial impacts of future building projects at the Ottoson, Stratton, Arlington High School and Minuteman Regional High School.
- i) Continue managing process of implementing new water and sewer rate structure along with changes to billing frequency

2) CAPITAL PROJECTS

- a) Manage Community Safety Building Repairs (FY 2013)
 - *Deliverable – Work with the PTBC to complete this phase of the project and develop a post project analysis with the PTBC for review by the Board of Selectmen*
- b) Manage Central Fire Station Construction (FY 2015)
 - *Deliverable – Complete building project on schedule and on budget*
- c) Develop an inventory of publicly owned parcels that identifies jurisdictional issues and parcel boundaries
 - *Deliverable – Finalize creation of inventory and provide to the Board of Selectmen for review*
- d) Work with newly created Facility Maintenance Committee on maintenance budgeting for the Town owned buildings
- e) Monitor progress of the Stratton School Building Committee and provide support as appropriate
- f) Work with the Board of Selectmen to determine the future use of the property located at 1207 Massachusetts Avenue
- g) Work with the Director of Public Works to manage the implementation of Mt. Pleasant Cemetery improvements as outlined within the capital plan

3) PLANNING, LAND USE, COMMUNITY DEVELOPMENT, AND TRANSPORTATION

- a) Work with the Board of Selectman, Redevelopment Board, and Planning and Community Development Department to continue the progress to date on the Master Planning process
- a) Continue to work with Selectmen regarding comprehensive commercial district parking study
 - *Deliverable – Provide Board of Selectmen with Arlington Center Parking proposal for their action*

- b) Work with ATED and the Economic Development Officer to further economic development, business retention, and tourism
- c) Continue working with residents, businesses and relevant agencies to begin improvements to Mass Ave. corridor.
- d) Work to monitor potential development of the Mugar property and conserve the wetlands contained therein
- e) Work with the Board of Selectmen to review parking regulations in East Arlington while considering options for management of neighborhood parking and the relevant impacts of street cleaning schedules and commuter parking
- f) Continue to work with the Arlington Commission on Arts and Culture to support promotional opportunities for arts and culture in Arlington
- g) Work with ABAC and TAC to promote and encourage multimodal transportation in Arlington and support corresponding infrastructure improvements throughout Town
- h) Work with appropriate Town departments to identify site for temporary debris and snow storage
- i) Work with the Board of Selectmen and the Cemetery Commission to develop parking regulation strategy for Mt. Pleasant Cemetery

4) INFORMATION TECHNOLOGY

- a) Work with the Director of Information Technology to implement the 3 year IT Strategic Plan
 - *Deliverable – Implement plan*
- b) Work with departments to implement online bill payments
 - *Deliverable – Complete implementation of online bill paying*
- c) Work to integrate newly established GIS data and mapping tools into departmental operations
 - *Deliverable – Demonstrate integration of GIS tools into departmental operations*
- d) Implement wireless internet access in the Board of Selectmen’s Office and Chambers

5) PUBLIC COMMUNICATION AND CUSTOMER SERVICE

- a) Work with the Director of Information Technology and Public Information Officer to investigate the upgrade and integration of the Town’s Request/Answer Center with the anticipated GIS system if appropriate
- b) Work with Public Information Officer to continue to investigate the integration of social media into daily as well as emergency communications
- c) Work with Public Information Officer to further develop uses of traditional media to communicate with public

6) ENERGY EFFICIENCY/SUSTAINABILITY

- a) Continue work with the Energy Working Group, leveraging Arlington’s designation as a Green Community, to improve the Town’s energy efficiency.
- b) Work with the Regional Energy Manager and the Energy Working Group to move forward with installing solar panels on town and school buildings and town property
 - *Deliverable – Provide Board of Selectmen and School Committee with presentation in regard to planned solar projects and move forward with project implementation*
- c) Work with the Energy Working Group to plan for expenditure of the remaining balance in the \$200,000 energy efficiency fund as approved by the 2012 Town Meeting
 - *Deliverable – Building upon success of initial expenditures, continue to use energy audit and other pertinent information to plan projects which have both financial and environmental benefits to the Town*

7) ORGANIZATIONAL

- a) Begin bargaining with bargaining units for successor agreements to begin in FY2016
- b) Continue to recruit and hire qualified, professional, and excellent employees at all levels of the organization