

FY 2016-FY 2017 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 engage and inform the public about the projected timeline of future overrides and debt exclusions and the corresponding service level impacts*
 - *Deliverable – Work to better utilize existing financial tools and documents (AVB & Financial Plan) to educate residents about the correlation between service levels and taxation*
- 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 and work to host a second regionalization forum*
- 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. Continue to urge state leaders for a solution to the Minuteman School Building issue that is led by the Commonwealth (DESE & MSBA)
 - c. Work with state and federal legislative delegation to urge the FAA to consider options which might mitigate the impact of the noise of flights over East Arlington
- e) Work with the Budget and Revenue Taskforce to identify potential financial impacts of future building projects at Arlington High School and projects related to increasing school enrollment
- f) Review progress made regarding recently adopted water/sewer rate structure and billing plan and also investigate reduction of MWRA debt shift as a means of offsetting tax bill impacts of debt exclusions
- g) Work with the Cable Advisory Committee on negotiating and coming to agreement on new licensing agreements with the Town's three cable service providers, paying particular attention to the need for senior rates

2) CAPITAL PROJECTS AND MAINTENANCE

- a) Public safety buildings – (Community Safety Building interior – FY2016)
 - *Deliverable – Bring the project to final closeout, remaining under budget*
- b) Continue to work with the Town Manager and the School Department on the creation of the newly approved joint Town/School Facilities Department with a focus on asset inventory and programming of maintenance scheduling
- c) Work with the Arlington High School Building Committee to begin MSBA process and determine the preferred plan for renovating/reconstructing Arlington High School
- d) School building renovation/construction – (Stratton Renovation, Thompson Expansion, Gibbs Renovation)
 - *Deliverable – Work with the Town Manager, PTBC, and the School Department to see that all of these projects are designed, bid, and constructed on-time and under budget*
- e) Consider proposals for the sale of the property at 1207 Massachusetts Avenue
- f) Monitor the implementation of Mt. Pleasant Cemetery improvements as outlined within the capital plan
- g) Work with the ARB and the Central School Feasibility Committee to consider upgrades to the Central School space focused on improving the space used as a Senior Center
- h) Work with the Town Manager and the PTBC to hire an architect and begin plans for a renovation of the DPW facility
- i) Work with the Town Manager, the Friends of the Robbins Town Hall Gardens, and the Community Preservation Committee to plan for the improvement of Town Hall and the Gardens

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

- a) Work with the newly created Master Plan Implementation Committee to begin the implementation of the key strategies and recommendations contained within the Master Plan, including an immediate focus on the work of the Zoning Recodification Committee and the Residential Study Group
- b) Work with the Arlington Tourism and Economic Development Committee to review the committee's priorities and the committee's structure with a focus on developing a sustainable model through which these priorities can be achieved
- c) Continue to support efforts focused on economic development, business retention, and tourism through working with the Economic Development Coordinator, with a particular focus on reducing the number of retail storefront vacancies in Arlington's commercial districts
- d) Work to oppose the current proposal for the Mugar property, protect the wetlands contained within the property, and work toward the best outcome for the property, the neighborhood, and the Town
- e) Continue to work with the Arlington Commission on Arts and Culture to support promotional opportunities for arts and culture in Arlington and the approval of a cultural district
- f) Consider the development of a comprehensive policy for aligning the planning and implementation of the numerous special events now happening across Town
- g) Work with the Cemetery Commission and ARB to consider the impending shortage of cemetery space
- h) Work with Town Manager and other stakeholders on identifying land for storm debris and snow storage
- i) 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 as the Arlington Center Safe Travel project moves toward its completion
- b) Continue to communicate and work with residents, businesses, and relevant agencies as Massachusetts Ave, Phase 2 moves into the design phase
- c) Work with the Parking and Implementation and Governance Committee on implementing the Arlington Center Parking Management Strategy as adopted by the Board and work to establish a Parking Benefit District as enabled by the Municipal Modernization Act
- d) Continue working on regional transportation opportunities and work to maintain and enhance cooperation with the Lexpress service
- e) Work with the Planning and Community Development Department as it studies means of getting residents to Alewife with the recently awarded First Mile, Last Mile grant
- f) Review, monitor and evaluate hackney licensing processes on an annual basis
- g) Work with ABAC and TAC to leverage the Complete Streets program and promote and encourage multimodal transportation in Arlington, support corresponding infrastructure improvements throughout Town, and explore bike sharing opportunities
- h) Work with Disabilities Commission and Department of Public Works to implement recently approved Handicapped Parking Space expansion program and continue to aggressively fund and implement ADA accessible curb ramp improvements

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? Monitor long term unanswered requests and explore further metrics that provide value to the Board

- c) Maintain and update the Selectmen's Policy Handbook and establish a policy outlining the manner and frequency in which it will be reviewed
- d) Review all board applications for licenses and permits
- e) Work with Town Manager and Public Information Officer to maintain and expand traditional and alternative means to enhance public communication
- f) Continue to enhance accessibility and transparency of Board of Selectmen proceedings through the integration of technology
- g) Review electronic packets for the Board of Selectmen and consider updates to policies and procedures
- h) Explore the implementation of remote participation for both Board members and residents and the technology that would be necessary to make it practical
- i) Work with Town Manager to implement and monitor Community Choice Aggregation program

**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 2016-FY 2017 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*
 - *Deliverable – Improve use of existing financial tools and documents (AVB & Financial Plan) to educate residents about the correlation between service levels and taxation*
- 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 including grants available to Community Compact program participants
- 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 and organize a second regionalization forum*
- f) Analyze the newly offered ICMA Insights program as a potential performance measurement tool for the organization
- g) Work with the Budget and Revenue Taskforce on identifying financial impacts of future building projects at Arlington High School and projects related to increasing school enrollment
- h) Continue managing process of implementing new water and sewer rate structure along with changes to billing frequency and work with the Board to investigate a reduction to the MWRA debt shift as a means of offsetting tax bill impacts of debt exclusions
- i) Work with the Board and the Cable Advisory Committee to negotiate new licensing agreements with the Town's three cable service providers, paying particular attention to the need for senior rates

2) CAPITAL PROJECTS

- a) Manage Community Safety Building Repairs (FY 2016)
 - *Deliverable – Bring the project to final closeout, remaining under budget*
- b) School building renovation and construction – (Stratton Renovation, Thompson Expansion, Gibbs Renovation)
 - *Deliverable – Work with the PTBC and the School Department to see that all of these projects are designed, bid, and constructed on-time and under budget*
- c) Work with the Director of Public Works to manage the implementation of Mt. Pleasant Cemetery improvements as outlined within the capital plan
- d) Work as a member of the Arlington High School Building Committee to begin the MSBA process and determine the preferred plan for renovating/reconstructing Arlington High School
- e) Work with the PTBC to hire an architect and begin plans for a renovation of the DPW facility
- f) Work with the Board to consider proposals for the sale of the property at 1207 Massachusetts Avenue
- g) Work with the ARB and the Central School Feasibility Committee to consider upgrades to the Central School space focused on improving the space used as a Senior Center
- h) Work with the Friends of Robbins Town Hall Gardens, and the Community Preservation Committee to plan for the improvement of the Town Hall and Gardens

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

- a) Work with the Board of Selectman, Redevelopment Board, the Planning and Community Development

Department and the Master Plan Implementation Committee to continue the implementation of the key strategies and recommendations contained within the Master Plan, including an immediate focus on the work of the Zoning Recodification Committee and the Residential Study Group

- a) Work with ATED and the Economic Development Coordinator to further economic development, business retention, and tourism, while specifically focusing on retail vacancies in Arlington's commercial districts
- b) Work with the Parking and Implementation and Governance Committee on implementing the Arlington Center Parking Management Strategy as adopted by the Board and work to establish a Parking Benefit District as enabled by the Municipal Modernization Act
- c) Continue working with residents, businesses and relevant agencies as the Mass Ave. Corridor Phase 2 project begins the design phase
- d) Work with the Board to oppose the current proposal for the Mugar site, protect the wetlands within the property, and work toward the best outcome for the property, the neighborhood, and the Town
- e) Continue to work with the Arlington Commission on Arts and Culture to support promotional opportunities for arts and culture in Arlington and the approval of the cultural district proposal
- f) Work with ABAC and TAC to promote and encourage multimodal transportation in Arlington, support corresponding infrastructure improvements throughout Town, and explore bike sharing opportunities
- g) Work with appropriate Town departments to identify site for temporary debris and snow storage

4) INFORMATION TECHNOLOGY

- a) Work with the Director of Information Technology to renew the 3 year IT Strategic Plan
 - *Deliverable – Develop new 3 year IT Strategic Plan*
- b) Work with departments to implement online bill payments
 - *Deliverable – Continue implementation of online bill paying to further departments*
- c) Work to integrate newly established GIS data and mapping tools into departmental operations
 - *Deliverable – Demonstrate integration of GIS tools into departmental operations*

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 GIS system if appropriate
- b) Work with Public Information Officer to continue to maintain and expand 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 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 audits and other pertinent information to plan projects which have both financial and environmental benefits to the Town*

7) ORGANIZATIONAL

- a) Prepare to begin bargaining with all bargaining units for a new contract beginning in FY2019
- b) Continue to recruit and hire qualified, professional, and excellent employees at all levels of the organization
- c) Work to integrate the Director of Assessments into the financial team overseen by the Town Manager and work to implement further improvements and efficiencies regarding the Town's financial management structure
- d) Continue to implement the newly created joint Town/School Facilities Department