

## **FY 2014-FY 2015 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*
- b) Continue pursuit of regionalization opportunities, remaining open to new opportunities as they present themselves
  - *Deliverable – Follow up on agreed upon service areas discussed at the Regionalization Summit facilitated by the Metropolitan Area Planning Council. These areas include animal control, technology and transportation.*
- 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 with the Utility Pole Committee to coordinate their efforts to manage unsafe and unsightly poles
- e) Work with the Finance Committee, Capital Planning Committee, School Committee and the Town Manager 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) School building projects -Thompson School Construction Project
  - *Deliverable – Oversee the completion and opening of the Thompson School*
- b) Public safety buildings – (Community Safety Building envelope – FY2013 )
  - *Deliverable – Work with Town Manager and PTBC to complete this phase of the project*
- c) Public safety buildings – (Central Fire Station – FY2014 & FY2015)
  - *Deliverable – Begin design portion of renovation project and prepare project for bid in FY2015*
- d) Rink – Work with legislative delegation to execute agreement to acquire ownership of rink
- e) Create an inventory of publicly owned parcels that identifies jurisdictional issues and establishes parcel boundaries
  - *Deliverable – Creation of parcel listing*
- f) 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
- g) Initiate process of determining proper future use of 1207 Massachusetts Avenue

### **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, as well as work with Vision 2020 to ensure that their mission and goals are aligned with the Master Plan
- b) Work with ATED, Community Stakeholders, and the Economic Development Officer to focus on economic development, business retention and tourism
  - *Deliverable – Develop and implement a façade improvement program for business districts*
- c) Work to implement strategy that will manage potential development of Mugar property and conserve the wetlands contained therein
- d) Continue to monitor the progress of the development of the Symmes property and work with neighborhood as project nears completion
- e) Facilitate Arts & Cultural initiatives and investigate means of promoting the mission of the Cultural Commission as prescribed by the Town's bylaws.

- *Deliverable – Work with Cultural Commission on creating an inventory of existing public art 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 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) Communicate and work with residents, businesses and relevant agencies to move Mass. Ave. corridor project forward
- b) Work towards development of comprehensive commercial district parking strategy
- 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) Advocate for sustained MBTA service levels, monitor upcoming changes to bus routes, and oversee the installation of bus shelters
- e) Review, monitor and evaluate hackney licensing processes on an annual basis
- f) Work with ABAC and TAC in regard to multimodal transportation improvements throughout Town

**5) PUBLIC COMMUNICATIONS AND CUSTOMER SERVICE**

- a) Continue exploring options for customer service enhancement including enhanced use of website and Request/Answer Center. Particular focus on integration of public safety into automated/web services
- b) Receive quarterly reporting from the Request/Answer center with a focus on volume and response time. How long before request is acknowledged?
- 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

*\*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 2014-FY 2015 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 agreed upon service areas discussed at the Regionalization Summit facilitated by the Metropolitan Area Planning Council. These areas include animal control, technology and transportation.*
- 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 Board of Selectmen and other Town officials on identifying financial impacts of future building projects at the Ottoson, Stratton, Arlington High School and Minuteman Regional High School.
- i) Manage process of implementing new water and sewer rate structure along with changes to billing frequency

## **2) CAPITAL PROJECTS**

- a) Work with School Department on the Thompson School reconstruction process
  - *Deliverable – Oversee the completion and opening of the Thompson School*
- b) Manage Community Safety Building Repairs (FY 2013)
  - *Deliverable – Work with the PTBC to complete this phase of the project*
- c) Manage Central Fire Station Design (FY 2014) and Construction (FY 2015)
  - *Deliverable – Complete design of building and prepare project to go out to bid in FY 2015*
- d) Oversee the completion of conversion of streetlights from High Pressure Sodium to LED
  - *Deliverable – Complete building project on schedule and on budget*
- e) With major Rink upgrades completed, finalize transfer of ownership to Town from Commonwealth
- f) Develop an inventory of publicly owned parcels that identifies jurisdictional issues and parcel boundaries
  - *Deliverable – Create inventory*
- g) Complete conversion of fire alarm systems to wireless
- h) Work with newly created Facility Maintenance Committee on maintenance budgeting for the Town owned buildings

## **3) PLANNING, LAND USE, COMMUNITY DEVELOPMENT**

- 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
  - Work with Selectmen regarding comprehensive commercial district parking study
    - *Deliverable – Issue RFP for parking study in Arlington Center and implement short term actions recommended by the Transportation Advisory Committee*

- Work with ATED and the Economic Development Officer to further economic development, business retention, and tourism
  - *Deliverable – Develop and implement a façade improvement program*
- Work with residents, businesses and relevant agencies to begin improvements to Mass Ave. corridor.
- Work with Board of Selectmen and the ARB to monitor the progress of the development of the Symmes property and work with the neighborhood as the project nears completion
- Monitor Alewife Greenway project to minimize impacts to neighborhood and maximize benefits to the community
- Work to implement strategy that will manage potential development of Mugar property and conserve the wetlands contained therein

#### **4) INFORMATION TECHNOLOGY**

- a) Work with the Director of Information Technology to develop 3 year IT Strategic Plan
  - *Deliverable – Complete development of 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*

#### **5) PUBLIC COMMUNICATION AND CUSTOMER SERVICE**

- a) Work with the Information Technology Director 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 the Public Information Officer to upgrade the functionality and aesthetics of the Town’s website
- c) Work with Public Information Officer to investigate the integration of social media into daily as well as emergency communications
- d) 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 investigate possibilities for renewable energy production on town buildings and town property
  - *Deliverable – Draft action plan for soliciting vendor proposals for solar installation*
- c) Work with the Energy Working Group to plan for the expenditure of the \$200,000 energy efficiency fund as approved by the 2012 Town Meeting
  - *Deliverable – Using existing energy audit data, plan for and implement energy efficiency measures*

#### **7) ORGANIZATIONAL**

- a) Continue work on a comparative compensation study and use the data gathered by consultant to inform future negotiations between the Town and its bargaining units
- b) Continue to recruit and hire qualified, professional, and excellent employees at all levels of the organization