

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 engage and inform the public about the projected timeline of future overrides and debt exclusions and the corresponding service level impacts*
- 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. Work to see that MassDOT's commitment to a successful East Arlington Mass. Ave. rebuild is maintained through the conclusion of the project
 - c. Continue to urge state leaders for a solution to the Minuteman School Building issue that is led by the Commonwealth (DESE)
 - d. Work with the state and federal legislative delegation in regard to the current proposal at the Mugar property and broader concerns with the impact of Chapter 40B on Arlington
- e) Work with the Budget and Revenue Taskforce to identify potential financial impacts of future building projects at Arlington High School and Minuteman Regional High School
- f) Review progress made regarding recently adopted water/sewer rate structure and billing plan
- 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

2) CAPITAL PROJECTS AND MAINTENANCE

- a) Public safety buildings – (Community Safety Building envelope – FY2013)
 - *Deliverable – Work with Town Manager and PTBC to perform a post project analysis*
- b) Review 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 – Review parcel listing and work to clarify any existing jurisdictional issues*
 - *Deliverable – Produce a sub-list of properties under the jurisdiction of the Board*
- c) Work with the Town Manager and the School Department on the creation of the newly approved joint Town/School Facilities Department
- d) Issue RFP for the short term lease of the property at 1207 Massachusetts Avenue and consider long term strategy of selling the property as authorized by Town Meeting
- e) Monitor the implementation of Mt. Pleasant Cemetery improvements as outlined within the capital plan
- f) Work to populate and cooperate with the newly created Community Preservation Committee as it works to receive, consider, and recommend eligible projects to the 2016 Annual Town Meeting
- g) Work with the School Department, Town Manager, and the PTBC on the Stratton School renovation design during FY2016
- h) 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
- i) Public safety buildings – (Community Safety Building interior – FY2016)
 - *Deliverable – Work with the Town Manager and the PTBC to begin the construction portion of this project with a focus on bringing the project in on-time and on-budget*

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
- b) Work with ATED 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 Planner
- 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 development of a cultural district proposal
- f) Consider the development of a strategy for aligning the planning and fundraising 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 to move the Mass. Ave. Corridor project toward its completion
- b) Work with the Parking and Implementation and Governance Committee on implementing the Arlington Center Parking Management Strategy as adopted by the Board
- c) Continue working on regional transportation opportunities and work to maintain and enhance cooperation with the Lexpress service
- d) Review, monitor and evaluate hackney licensing processes on an annual basis
- e) Work with ABAC and TAC to promote and encourage multimodal transportation in Arlington, support corresponding infrastructure improvements throughout Town, and explore bike sharing opportunities

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) Continue development of Selectmen's Policy Handbook and establish a policy outlining the manner and frequency in which it will be reviewed
- d) Work with Town Manager and Public Information Officer to maintain and expand 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) Review electronic packets for the Board of Selectmen and consider updates to policies and procedures
- g) Explore the implementation of remote participation for both Board members and residents and the technology that would be necessary to make it practical

**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 including the newly offered Community Compact program initiated by the Baker Administration
- 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 Minuteman Regional High School.
- h) Continue managing process of implementing new water and sewer rate structure along with changes to billing frequency
- i) Work with the Board and the Cable Advisory Committee to negotiate new licensing agreements with the Town's three cable service providers

2) CAPITAL PROJECTS

- a) Manage Community Safety Building Repairs (FY 2013)
 - *Deliverable – Work with the PTBC to develop a post project analysis with the PTBC for review by the Board of Selectmen*
- b) Assist Board in review of inventory of publicly owned parcels that identifies jurisdictional issues and parcel boundaries
 - *Deliverable – Clarify any jurisdictional issues and provide sub-list of properties under Board jurisdiction*
- c) Work with the PTBC and the School Department on the Stratton School Design in FY2016
- d) Work with the Director of Public Works to manage the implementation of Mt. Pleasant Cemetery improvements as outlined within the capital plan
- e) Work with the Board to issue an RFP for the short term lease of the property at 1207 Massachusetts Avenue and consider long term strategy of selling the property as authorized by Town Meeting
- f) 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
- g) Work with the newly populated Community Preservation Committee as it works to receive, consider, and recommend eligible projects to the FY2016 Town Meeting
- h) Manage Community Safety Building Repairs (CSB Interior - FY2016)
 - *Deliverable – Complete building project on schedule and on budget*

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 newly formed Master Plan Implementation Committee to begin the implementation of the key strategies and recommendations contained within the Master Plan

- a) Work with ATED and the Economic Development Officer to further economic development, business retention, and tourism
- b) Work with the Parking and Implementation and Governance Committee on implementing the Arlington Center Parking Management Strategy as adopted by the Board
- c) Continue working with residents, businesses and relevant agencies as the Mass Ave. Corridor project nears completion
- 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 development of a 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 implement the 3 year IT Strategic Plan
 - *Deliverable – Implement plan*
- b) Work with departments to implement online bill payments
 - *Deliverable – Expand 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) Complete bargaining with the one bargaining unit remaining for a successor agreement to begin in FY2016
- 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) Implement the newly created joint Town/School Facilities Department
- e) Recruit a new Deputy Town Manager due to the departure of Andrew Flanagan