

Goals

All citizens will be accorded respect, courtesy, and fair due process by Town employees and members of all boards and commissions dealing with the public. Policies will be created for key government functions, based upon generally accepted practices throughout the Commonwealth.

Promote transparency in town government. Continue to provide information about town government, including related documents (e.g. minutes, bylaws, contracts), on town's website.

Expand the communication channels among the BSB, department heads and boards/commissions - by instituting formal quarterly meetings with department heads and meetings at least semi-annually with all boards. Liaisons should meet with department heads on a monthly basis. Expand communication channels among the Select Board, keeping all members informed.

Reinforce a high level of accountability flowing down from the BSB to the departments by creating overall goals for the town government and flowing specific contributing objectives and priorities to the department heads. Performance reviews will be based upon an accounting of actual performance against the agreed-upon objectives and priorities. Refine performance tool.

Formalize a personnel and capital resource planning activity in order to effectively prioritize potential personnel additions, infrastructure requirements, capital equipment purchases, and other large discretionary acquisitions such as land purchases in an environment of limited and possibly shrinking resources. This will require department heads, boards and commissions to carefully forecast personnel, infrastructure, capital, and real property needs and priorities. These individual forecasts will be integrated and prioritized from a town-wide perspective in order to constitute comprehensive five-year and ten-year plans that will form the basis for effective town meeting actions.

Establish several realistic goals and participate in regional and statewide municipal organizations working toward improvements in local revenue distributions, effective development policies, regional management of emergency services, affordable housing policies and other resource management issues. Review potential for consolidation of services within the town.

	Goal / Project	BSB Team Leader/Liaison	Team Members	Priority	Start Date	Target Date	Deliverables	Status	Date Completed (if not ongoing project)	Notes
1	Annual Goals Workshop	BSB Chair	BSB/TA			Annually in September; status of goals to be reviewed semi-annually.				
2	Communication & Technology	Ryan Ferrara	Wes-Fowlks		Aug-18	Jul-19	Develop a more robust website for the Town. Explore use of social media for communications, outreach	Working with vendor on a new platform to upgrade the website.		
3	Transparency: Expand videotaping of meetings to include Planning Board and FinCom	Les Fox Susan Bak Kirby Dolak	Les Fox Susan Bak Kirby Dolak		Oct-18	Dec-18	Reach out to Planning Board, FinCom and Town Moderator to encourage video taping of meetings			Participants should be able to initiate recordings.

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4		Capital Asset Management Plan	Ryan Ferrara	BSB Chair and BICAO		Jul-15	Jun-19	Narrative describing each of the assets, the life cycle and current overall status of the town's infrastructure as well as plans for managing the replacement/repair of those assets. Should also include Inventory of town roads, with condition, anticipated useful life, repair schedule and potential funding for those repairs.	No Change since last year. Need to integrate Capital Asset Management Plan with the Capital Plan managed by FinCom		
5		Capital Plan	FinCom BSB Chair	Ted Kail		Sep-10	Ongoing	Excel linked spreadsheet by years and departments in detail, including annual debt service. Create live tool to see potential impact on debt service.	Ongoing		To tie together with capital asset mgmt. plan, perhaps an addl column could be added to provide description of each item and how it is used. Add debt service.
6		5 year operational plan	Ryan Ferrara	Major Dept. Heads		Sep-18	Ongoing	Comprehensive town wide plan, including staffing, budgeting and growth			Revised goal. Previously handled under the budget. The new goal encompasses a broader view of town operations.
7		Town Hall structure	Ryan	BSB		Sep-18	Dec-19	Review existing Town Hall structure to determine if there are any areas that would benefit from reorganization or additional staffing	Current structure under review. Dept. Assistants now reporting to department heads.		
8	a	Town Hall Improvements	Ryan Ferrara	Maria Neyland Bob Stemple		Jun-17	Jan-18	Grange meeting room stage	Phase 1: Demolition. Stage removed. Lobby and offices framed and finished.		Completed November 2017.
	b					Nov-18	Jan-19	Drop ceiling - replace	Phase 2: Floor, ceiling and columns		Expected to start phase 2 immediately following the mid-term elections in November 2018
	c							Replace Grange Meeting Room floor	Phase 3		
	d							Cable	Phase 4		
	e							Foundation repointing			
9	a	Disaster Recovery and Continuity of Operations	Ryan Ferrara	Major Department Heads		Feb-18	May-19	Create a written disaster recovery and continuity of operations plan.			Incorporated into Major Department Head performance objectives.

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b		Ryan Ferrara	Chief White Maria Neyland			Ongoing	Updated CEMP, semi-annual meetings	Unknown		
c		Ryan Ferrara	Chief White Maria Neyland				Emergency preparedness guide for residents	No progress		
10	Master Plan 2030	Select Board and Planning Board provides oversight .	Stakeholder boards Town Planner		Jan-16	2 - 3 times per year	Implementation of Master Plan recommended goals	Town Planner to schedule periodic updates with the Select Board		BSB/Planning Board to hold meetings 2 - 3 times per year with stakeholder boards to review implementation of Master Plan.
a	1.1.4.1 Reinstate the Water Resources Committee	Les Fox			Jan-17	Dec-18	Reinstate the Water Resource Committee to proactively plan for water resource management and protection.	Water Resource <u>Working Group</u> appointed. Draft Charter completed September 2018.	10/29/18	Charter approved and four members appointed at the 10/29/2018 Select Board meeting.
b	Offer diversity and anti-bias training. 2.1.1.1 Continue and expand anti-bias and diversity training for all Boxborough employees.	Susan Bak	Chief Ryder Lauren Abraham		May-16	Dec 2018		8 hour curriculum delivered to employees during the summer of 2016. Continuing "small bites" type training under taken by the police department. Community services coordinator, working on additional training modules		
c	Communicate activities and policies widely, with the intention of reaching all households. 2.3.1.1 Develop a town wide communication and outreach plan to increase participation in Town Government	Ryan Ferrara	Wes Fowlks		Sep-18			On hold, pending availability of staff		
d	Communicate activities and policies widely, with the intention of reaching all households. 2.3.1.2 Provide a periodical e-newsletter on Town government activities, issues, and decisions encourage residents to sign up on the Town's website.	Ryan Ferrara	Well Being Committee Lauren Abraham		Jun-18	On-going	e-newsletter to residents	Quarterly newsletter, "The Boxborough Bee" developed and mailed to resident households September 2018. On the website as of 10/30/2018. Will revisit e-newsletter when new website is completed.		

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e	<p>Communicate activities and policies widely, with the intention of reaching all households.</p> <p>2.3.1.3 Explore options for internet-based resident engagement platforms</p>	Ryan Ferrara	Wes-Fowlks			On-going		Re-visit once we have new platform for Website		
f	<p>Communicate activities and policies widely, with the intention of reaching all households.</p> <p>2.3.1.4 Consider having a language translation and interpretation firm on retainer for important Town publications and events.</p>	Ryan Ferrara	Lauren Abraham		Jan. 2016	On-going	Important Town publications translated into languages representative of the community.	Used MAPA to translate the New Resident Welcome packet. Will continue to identify other publications on an as needed basis.		
g	<p>Communicate activities and policies widely, with the intention of reaching all households.</p> <p>2.3.1.5 Expand networks and cultivate new relationships with cultural and faith-based organizations to encourage participation in Town governance that reflects the town's growing diversity.</p>	Ryan Ferrara	BSB Town Moderator		Jan. 2016	On-going	Increased diversity on Boards, Committees and Commissions	<u>Increased diversity:</u> - Asian American: Library Trustee - Asian American: School Com - Indian American: Complete Streets - 2 Asian Americans: FinCom - 1 Indian American PCCC		
h	<p>Cultivate new members for Town boards and committees.</p> <p>2.3.2.1 Periodically hold informal meetings between Town board/committee members and residents to exchange ideas and information</p>	Susan Bak	BSB		Jan-16	On-going		BLF meetings held 10 months/year - open to the public. BSB liaisons with Boards, Committees and Commissions - ongoing. Consider BSB office hours for the public.		

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i	<p>Cultivate new members for Town boards and committees.</p> <p>2.3.2.2 Reach out to new Boxborough residents with students enrolled in the Acton-Boxborough School District to welcome them to town and provide information</p>	Ryan Ferrara	Town Clerk			On-going	Updated packet.	Welcoming packet mailed to new resident households, not just residents with students enrolled at A-B.. Updated 10/30/2018.		
j	<p>Cultivate new members for Town Boards and committees.</p> <p>2.3.2.3 Establish and maintain a citizen skills bank or volunteer database as a resource to Town boards and committees.</p>	Ryan Ferrara	Cheryl Mahoney		Jan-16	On-going		<p>Town processes resident interest forms to help connect residents with open volunteer opportunities.</p> <p>Continue to maintain informal process. Data base is not necessary at this time.</p>		
k	<p>Cultivate new members for Town Boards and committees.</p> <p>2.3.2.4 Include information on Town boards and committee openings, roles and responsibilities and opportunities to get involved at Town events and prominently on the Town's website.</p>	Ryan Ferrara	Wes-Fowlks		Jan-16	On-going		Volunteer opportunities are posted on the web site.		
l	<p>3.1.1.1 Create and designate an Economic Development Committee.</p>	Maria Neyland			Jul-17	Dec 2018	Appoint a committee to create a long-term vision for the town's commercial areas, prioritizing enhances quality of life over expanding the commercial tax base.		Spring 2018	Committee was appointed Spring 2018.
m	<p>4.2.1.1 Continue to explore the creation of or finding locations for new Police and Fire Department facilities and Department of Public Works facilities.</p>	Ryan Ferrara	Les Fox Maria Neyland		Oct-16		<p>Improved facilities for DPW, Fire and Police.</p> <p>Develop and execute a plan for Fire and Police facilities</p> <p>Work w/ business owners to assess land availability</p>	<p>Boxborough Building Committee (BBC) established October 2016</p> <p>DPW facility purchased February 2018</p>		BBC continues to explore available options for Police and Fire. DPW Completed.

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	n	7.1.2.1 Coordinate local transportation options to provide an on-demand shuttle that can serve commuters, reverse commuters and local daytime trips	Ryan Ferrara			Jan-16			Re-visit this option. May not be feasible		
	o	7.1.2.2 Explore new and innovative options to serve residents' commuting needs such as ride-or-car sharing services.	Ryan Ferrara			Jan-16			Re-visit this option. May not be feasible. No staff to handle this.		
11		Disposition of Foreclosed & Tax Title Properties	Ryan Ferrara	Town Hall department heads		Fall 2011	Winter 2018	Possible revenue to town	No action taken since December 2015		Input provided by Cons Com, Ag Com, BoH and Housing Board in late 2015. Need to get input from WRC. Assessor, Treasurer/Tax Collector and Town Accountant recently directed to collect data for evaluation by the TA and Select Board.
12		Stow Road Task Force	Ryan Ferrara	Les Fox Al Murphy		Fall 2011	2019	Develop a plan for moving forward with affordable housing project	Initial RFP has been reviewed by special counsel. Project taking new approach via zoning.		Scope of work prepared for consultant to develop zoning proposal. TA to prepare contract.
13		Policies and procedures for Boards, Committees and Commissions	Susan Bak	Select Board		Sep-18	2019	Update policies and procedures to ensure they current and reflect the mission of the BSB.	First draft of BSB policies and procedures, completed. Needs additional review by Select Board for approval.		New goal as of September 2018.
14		Drug and Alcohol testing policy	Ryan Ferrara Maria Neyland	Police, Fire, Dispatch		Sep-18	2019	Create a written policy for union employees.			New goal as of September 2018