

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.		Updated June 17, 2019		Next review February 2020
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 BSB to explore the use of the email list and social media.	Working with vendor on a new platform to upgrade the website.		On-going New committee established: ATA, Chief of Police, Town Clerk and Abby Reip.

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3		Capital Asset Management Plan	Ryan Ferrara	BSB Chair BICAO Dept. Heads		Jul-15	Jun-19	Develop a plan to determine the best course of action to pursue this goal. Consider hiring a consultant to do the initial plan and update every 5 years.			On-hold.
4		5 year operational plan	Ryan Ferrara	Major Dept. Heads		Sep-18	FY2021	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.
5	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.
	b		Ryan Ferrara	Fire Chief Wes Fowlks			Ongoing	Updated CEMP, semi-annual meetings			On-hold pending the hiring of a new Fire Chief
	c		Ryan Ferrara	Fire Chief Wes Fowlks				Emergency preparedness guide for residents			On-hold pending the hiring of a new Fire Chief
6		Disposition of Foreclosed & Tax Title Properties	Ryan Ferrara	Town Hall department heads		Fall 2011		Possible revenue to town	Assessor and Treasurer/Collector met with the Select Board to discuss preliminary steps. Need to develop a strategy for next steps		Pending. Input provided by Cons Com, Ag Com, BoH and Housing Board in late 2015. Need to get input from WRC.
7		Stow Road Task Force	Ryan Ferrara Les Fox			Fall 2011	2019	Develop a plan for moving forward with affordable housing project	On hold. May need this site for Public Safety facility, if all other options don't pan out		Scope of work prepared for consultant to develop zoning proposal. TA to prepare contract.

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8		Policies and procedures for Boards, Committees and Commissions	Susan Bak	Policy Advisory Committee Select Board		Sep-18	2019	Update policies and procedures to ensure they current and reflect the mission of the BSB.	All Select Board policies under review.		On-going.
9		Drug and Alcohol testing policy	Ryan Ferrara Maria Neyland	Police, Fire, Dispatch		Sep-18	2019	Create a written policy for union employees.	No progress		New goal as of September 2018

Master Plan 2030

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	Master Plan 2030	Select Board and Planning Board provides oversight .	Stakeholder boards Town Planner			Jan-16	Semi-annual	Implementation of Master Plan recommended goals	On hold until we have a new Town Planner in place		BSB/Planning Board to hold semi-annual meetings with stakeholder boards to review implementation of Master Plan.
1	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 charter approved and committee appointed.	10/29/18	Completed
2	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 Director, working on additional training modules		Town wide training modules temporarily on hold while CoA/Community Services Director transitions into her new role.
3	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 BSB	Staff			Sep-18		e-newsletter to residents	Select Board member Fowlks developed and rolled out a Facebook page, Instagram and Twitter.		On-going

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4	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		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.		Completed
5	Communicate activities and policies widely, with the intention of reaching all households. 2.3.1.3 Explore options for internet-based resident engagement platforms	Ryan Ferrara	Wes-Fowlks				On-going	Utilize Social Media outlets.	Re-visit once we have new platform for Website		On-going
6	Communicate activities and policies widely, with the intention of reaching all households. 2.3.1.4 Consider having a language translation ad interpretation firm on	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.	2/28/19	Completed
7	Communicate activities and policies widely, with the intention of reaching all households. 2.3.1.5 Expand networks and cultivate new relationships with cultural and faith-based	BSB	Town Moderator			Jan. 2016	On-going	Increased diversity on Boards, Committees and Commissions	Increased diversity on the following Boards, Committees and Commissions: Library Trustees ABRS School Committee FinCom PCCC		On-going

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8	Cultivate new members for Town boards and committees. 2.3.2.1 Periodically hold informal meetings between Town board/committee members and residents to	BSB				Jan-16	On-going		BLF meetings held 10 months/year - open to the public. BSB liaisons with Boards, Committees and Commissions - ongoing.		On-going
9	Cultivate new members for Town boards and committees. 2.3.2.2 Reach out to new Boxborough residents with students enrolled in the	Ryan Ferrara	Town Clerk				On-going	Updated packet.	Welcoming packet mailed to new resident households, not just residents with students enrolled at A-B.. Packet updated 10/30/2018.		On-going
10	Cultivate new members for Town Boards and committees. 2.3.2.3 Establish and maintain a citizen skills bank or volunteer database as a resource to Town boards and committees.	Ryan Ferrara	Cheryl Mahoney			Jan-16	On-going		Town processes resident interest forms to help connect residents with open volunteer opportunities. Continue to maintain informal process. Data base is not necessary at <u>this time.</u>		On-going
11	Cultivate new members for Town Boards and committees. 2.3.2.4 Include information on Town boards and committee openings, roles and responsibilities and	Ryan Ferrara	Wes-Fowlks			Jan-16	On-going		Volunteer opportunities are posted on the web site.		
12	3.1.1.1 Create and designate an Economic Development Committee.	Maria Neyland				Jul-17	Dec 2018	Appoint a committee to create a long-term vision for the town's commercial areas, prioritizing	Completed	Spring 2018	

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13	4.2.1.1	<i>Continue to explore the creation of or finding locations for new Police and Fire Department facilities and Department of Public Works facilities.</i>	Ryan Ferrara	Les Fox Maria Neyland		Oct-16		Improved facilities for DPW, Fire and Police. Develop and execute a plan for Fire and Police facilities Work w/ business owners to assess land availability	Boxborough Building Committee (BBC) established October 2016 DPW facility purchased February 2018		On-going. BBC continues to explore available options for Police and Fire. DPW Completed.
14	7.1.2.1	<i>Coordinate local transportation options to provide an on-demand shuttle that can serve commuters, reverse commuters and local daytime trips</i>	Ryan Ferrara			Jan-16			The Town terminated our contract with Cross Town Connect as it did not serve the needs of the community. Expanded use of CoA Van.		On-going
15	7.1.2.2	<i>Explore new and innovative options to serve residents' commuting needs such as ride-or-car sharing services.</i>	Ryan Ferrara			Jan-16			The Town terminated our contract with Cross Town Connect as it did not serve the needs of the community.		On-going