

2020-2021 Select Board Goals

Process

The Concord Select Board annually affirms its values and guiding principles to align its goals and objectives for improving government as it interacts with the Town Manager, committees, task forces, citizens and other units of government. In so doing, the Board aims to lead and establish strategic priorities, to provide support and guidance and encouragement where appropriate and to be collaborative, open and inclusive at all times.

Values and Guiding Principles

Governance: Effective, Responsive and Transparent Governance

Public Health and Safety: Exemplary of Best Practices for the Safety of All

Financial Stability: Fiscal Responsibility and Financial Stability/Sustainability

Infrastructure: Sufficient and Sustainable, Well-maintained and Reliable

Quality of Life: High Level Maintenance of Town Services for Concord Citizens

Balance and Equity: Balance and Equity among divergent individual, neighborhood and town-wide interests

Diversity: Conscious Decision Making to Support Economic and Social Diversity and Inclusion

Historic and Cultural Heritage: Preservation and Promotion of Historic and Cultural Heritage

Agricultural and Natural Resources: Protection and Enhancement

Sustainability and Resilience: Sustainable Management of Energy Resources, Reduction of Carbon Emissions, and Regeneration of Our Natural Environment.

Economic Resilience: To Protect the Vitality of the Town and Businesses

Regional and State Interests: Advancement of Concord's Interest in the Region and the Commonwealth

Goals and Objectives

Specifically, the Board supports short and long-term goals and objectives in the following categories:

Specific to COVID-19 Pandemic

1. Prioritize public health and public safety in decision making to protect Concord citizens and Town employees during this pandemic period.
2. Implement and monitor evolving State and Federal COVID-19 regulations as they impact municipal operations and guidance for community-wide response.
3. Acknowledge the flexibility required to traditional schedules and procedures to safely respond to the impact of COVID-19 realities on matters before the Select Board and Town, taking extra care with communications to keep everyone informed and encourage engagement.
4. Encourage Town employees and committee volunteers to be mindful of their own well-being during this pandemic as they manage both personal and professional stresses in the continued delivery of quality municipal service to Concord citizens.
5. Work with the Town Moderator to produce a safe, effective, transparent Town Meeting during the COVID-19 pandemic.
6. Support the Economic Vitality Committee and business groups to find creative ways to assist businesses during the COVID-19 pandemic.

Effective Governance, Board Organization, and Communication

1. Provide ongoing support and advice to the Town Manager on leadership opportunities and issues and conduct the annual evaluation of the Town Manager's performance.
2. Continue to support the Town Manager, town departments and town committees as they implement action steps from the *2030 Envision Concord Comprehensive Long-Range Plan* and other new priority areas in their current year goals. Identify and review progress with the Town Manager at the beginning and end of the of the fiscal year. Similarly, oversee the implementation of any additional goals identified by the Select Board.
3. Monitor progress on and approve the final project funding documents between the Town and DHCD for the Christopher Heights ALF at Junction Village.
4. Seat the Junction Village Open Space Task Force and the Concord Municipal Affordable Housing Trust.
5. Provide guidance and resources for all Town volunteers serving on boards and committees to improve consistency and efficiency of public meetings and hearings. Continue training for residents serving on boards and committees.
6. Promote open and transparent government through enhanced use of technology and increased public access television. Review the charter of the PEG Access Advisory Committee in response to rapid changes in video production technology, distribution channels and remote meeting practices.
7. Work to improve citizen communications by implementing a citizen correspondence policy and resume regular publication of a Town Manager's report.
8. Recruit new committee volunteers that reflect all segments of Concord's citizenry; review the Green Card assignment process. Ensure that all volunteers are acknowledged for their willingness to serve.
9. Support and participate in the public review of all new Public Private Partnership Agreements.
10. Review the town's wireless communications policies.

Financial Stability

1. Instill integrated fiscal policies among the Select Board, the Finance Committee, and the School Committee to manage the tax burden on Concord Citizens.
2. Support management of Town services and budgets to maintain Concord's Aaa bond rating and to avoid Proposition 2-1/2 Overrides.
3. Encourage the Capital Planning Task Force to develop a more effective long-term method for understanding and prioritizing the Capital and Facilities needs of the Town and the Schools, to include timetables, cost estimates, and environmental impacts.

Balance, Equity and Diversity

1. Continue to work with our State legislative representatives on special legislation filed for ATM'19 Articles 25 and 26 related to affordable housing.
2. File a request for special legislation for ATM'20 Article 15: Senior Means-Tested Property Tax Exemption and Article 50: Authorize Special Legislation for Additional Liquor Licenses.
3. Submit an ATM'21 warrant appropriation article for affordable housing following recommendations from the Affordable Housing Funding Committee final report to the Select Board.

4. Provide input to the housing production plan update to maximize the equity and diversity impacts of future affordable housing initiatives.
5. Support the Police Department's ongoing implementation of best policing practices that treat all people with dignity and respect, enhance reporting and monitoring, and deescalate volatile situations whenever possible.
6. Assess the capacity of existing Town social service programs to meet the needs of the town population and identify funding.
7. Support proactive planning for wastewater infrastructure, water, telecommunications, energy, parking, traffic, and outdoor lighting.
8. Continue to apply Concord's Sustainability Principles in town decision-making, where appropriate, and seek economic, social and environmental resiliency in both public and private sector development.

Maintaining Concord's Unique Character, Historic and Cultural Heritage, Agriculture and Natural Resources

1. Encourage collaboration among town departments for an integrated approach to land use planning to determine priorities, including conservation and acquisition of land to preserve Concord's rural and agricultural culture.
2. Enhance accessibility to recreation and conservation resources in Concord for all citizens.
3. Review and implement recommendations for the recreational use and long-term protection of White Pond and the Gerow land and their ecosystems.
4. Encourage the Natural Resources Department to continue working on and educating the public on the balance needed for general citizen use and dog friendly access, with ecosystem protection in our parks and on conservation lands.
5. Continue to monitor progress on Nagog Pond litigation.
6. Continue to seek resolution for public access to Estabrook Woods; this matter currently being litigated.
7. Launch town-wide planning for events celebrating the 250th anniversary of the American Revolution

Economic Vitality

1. Promote town events and commercial activity in the village business districts to ensure their continued success.
2. Provide input to the Thoreau Depot business district zoning and development processes.
3. Propose next steps for the Nuclear Metals/Starmet site based upon the recommendations in the committee report.
4. Identify and implement opportunities for transportation throughout town, such as shuttle buses, rail trail and the Assabet River Pedestrian Bridge.
5. Continue to work with the business sector to establish retail diversity support systems including intra- and inter-town transportation.
6. Execute and approve submission of all documents related to ATM'21 Article 16: Tax Increment Financing Agreement and EDIP Local Incentive-Only Application to the Massachusetts EACC.

Regional and State Interests

1. Meet regularly with state legislators.
2. Participate in regional organization of which Concord is a member such as HATS, HFAC, MPO, MAPC, MBTA, BRSB, MAGIC, and Cross-Town Connect.
3. Maintain active relationship with Hanscom AFB.
4. Actively participate in MMA Fiscal Policy Committee.
5. Receive an update on Minuteman Regional Technical High School.

Approved: 10-19-20