

2022-2023 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.

Goals and Objectives

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

- A. *Effective Governance, Board Organization, and Communication*** – *Improve responsiveness, accountability, and transparency. Maintain a high level of town services for Concord citizens. Promote dignity and respect for all individuals, and utilize best practices for the health and safety of all.*
1. **[Priority]** Identify and hire a permanent Town Manager, determine the form of the evaluation, and conduct that evaluation at the end the first year term.
 2. **[Priority]** Identify departmental goals and review progress with the Town Manager at the beginning and end of the fiscal year.
 3. **[Priority]** Evaluate recommendations of the Personnel Bylaw Study Task Force and propose the future charge of Personnel Board.
 4. Implement the new town volunteer database and volunteer card recruitment process, and review effectiveness by the end of the 2022-2023 Select Board term. Ensure that all volunteers are acknowledged for their willingness to serve.
 5. Provide input to the Town Manager’s evaluation of Town Counsel and Labor Counsel performance and approve future appointments.
 6. Support and participate in the public review of all new Public Private Partnership Agreements.
 7. Advise the Town Manager on opportunities to improve the Town website organization and access to the information it contains.
 8. Work with the Town Manager and office staff to improve the process of preparation for Select Board meetings and timely publication of minutes.
 9. Keep town boards and committees apprised of hybrid meeting best practices while supporting a continued virtual (Zoom) meeting option if authorized.
 10. Work to improve citizen communications by reviewing/implementing the citizen correspondence policy drafted in 2020.
- B. *Financial Stability*** – *Promote fiscal responsibility, financial sustainability, town-school collaboration and integration.*
1. Continue the capital planning process begun in 2021 by conducting a review of the capital and facilities needs of the Town and the Schools, to include timetables, cost estimates, environmental impact, debt forecasting and citizen tax burden.
 2. Review quarterly progress reports from the Middle School Building Committee.
 3. Review the Town Manager’s annual plan for and use of ARPA and Federal infrastructure bill funds.
 4. Review the Town Manager’s strategies for risk and legal budget management.
 5. Review the long-term capital requirements and business plan for the Beede Center.
- C. *Diversity, Equity, Inclusion, and Belonging*** – Support economic, social, racial, and cultural diversity and

inclusion. Generate more affordable housing and reduce barriers faced by lower income residents. Balance divergent individual, neighborhood, and town-wide interests.

1. Conduct the biannual Town-wide survey with a special focus on diversity, equity, and inclusion topics.
2. Conduct diversity, equity, and inclusion training sessions for the Select Board.
3. **[Priority]** Work with the DEI Commission to research and implement diversity, equity, and inclusion best practices in town governance. Listen to diverse voices in the community and assess which additional DEI actions the Select Board should take.
4. Provide input to the housing production plan update to maximize the equity and diversity impacts of future affordable housing initiatives. Review and adopt the completed plan.
5. **[Priority]** Evaluate whether to implement the residential exemption to reduce the real estate tax burden of less affluent homeowners,
6. Submit a 2023 ATM warrant appropriation article for affordable housing if the related special legislation or equivalent state-wide funding program has not been approved.

D. *Historic and Cultural Heritage, Recreation, Agriculture and Natural Resources – Maintain Concord’s unique character.*

1. Monitor progress of both the recreational use and long-term protection of White Pond, the Gerow land, Warner Pond, and their ecosystems.
2. Implement recommendations to improve coexistence of pedestrian and cyclist users in Junction Park.
3. **[Priority]** Determine next steps relative to Estabrook Trail access based on the land court’s anticipated ruling.
4. **[Priority]** Review 250th Anniversary Executive Committee’s proposed theme, scope, budget, and organizational structure of events celebrating the 250th anniversary of the American Revolution. Set interim goals and milestones, and receive their initial report and subsequent quarterly reports. Assist in recruiting and operationalizing 250th anniversary subcommittees.
5. Review and adopt the Recreation and Open Space Strategic Plan.

E. *Sustainable Infrastructure – Develop and maintain sufficient and reliable utilities, transportation, and communication infrastructure, while managing energy resources to reduce carbon emissions, and regenerate our natural environment to meet the Town’s climate objectives.*

1. **[Priority]** Sponsor a town-wide transportation study that supports economic, social equity and recreational needs in line with Complete Streets principles.
2. Review and decide which of the recommendations of the Fiber Broadband Completion Committee report to adopt.
3. **[Priority]** Review the town’s wireless communications policies and provide a definitive plan for addressing the priority safety and access concerns of town center cellphone coverage.
4. Review the Concord Municipal Light Plant’s development plan for municipal solar generation.

F. *Economic Vitality – Protect the vitality of the town and businesses and reduce obstacles to their success.*

1. **[Priority]** Encourage the establishment and success of local businesses by taking concrete actions: deciding whether to hire an Economic Development Director, reorganizing departments to reduce bottlenecks, and/or streamlining regulatory requirements.
2. Propose next steps for the 2229 Main Street site based upon the recommendations in the NMI-Starmet Reuse Planning Committee report and advice of Town Counsel.
3. Evaluate the costs, revenues, and efficacy of using parking meters in business districts.

G. Regional and State Interests – *Advance Concord’s interests in the region and the commonwealth*

1. File home rule petition for ATM’22 Article 23 (ranked choice voting) and special legislation for ATM’22 Article 37 (local bag charge).
2. Continue to work with our State legislative representatives on:
 - a. Special legislation refiled 2021 for ATM’19 Articles 25 and 26 related to affordable housing
 - b. Home rule petition filed 2021 for ATM’20 Article 15: Senior Means-Tested Property Tax Exemption
 - c. Special legislation filed for ATM 21 Article 31 Fossil Fuel Infrastructure
3. Annually invite state legislators to meet with the Select Board.
4. Update regional dispatch center agreement. Receive Town Manager’s periodic report on actual additional revenues or resource benefits as well as direct Concord expenses.
5. Meet with Concord’s representative to statewide 250th Commission quarterly.
6. Receive an annual update on Minuteman Regional Technical High School with a focus on OPEB liabilities and Concord’s expected long-term enrollment, projected per-pupil and total long-term costs.