

CALENDAR YEAR 2018 GOALS OF THE GROTON BOARD OF SELECTMEN

I - CATEGORY: GOVERNMENT

I.A. – Align Employee and Committee Goals and Objectives with Board of Selectmen and Town Manager Goals and Objectives

Selectman Assigned – Jack Petropoulos

Process to Meet Goal: Adopt a Goals and Objectives summary and schedule for use in coordinating paid employee goals with those identified for use by the Board of Selectmen. Identify Selectmen appointed Committees that should operate against a set of annual goals and determine if the goals are determined by the Board of Selectmen or the Committees.

Measurable Benchmark: Paid Employee – Summary of goals that link through the organization. Committees – List of goals by Committee with highlighting of those that link through various groups.

I.B. – Develop Strategic Plan for the Town of Groton.

Selectman Assigned – Barry Pease

Process to Meet Goal: Establish a Planning Sub-Committee of the Board of Selectmen to draft a Strategic Plan for the Town of Groton.

Measurable Benchmark: Sub-Committee is established within one month after Board of Selectmen decisions on priorities. The Sub-Committee shall draft the Strategic Plan that will focus on all facets of Town Government, including establishing an economic growth strategy with an eye on increasing revenues. The Strategic Plan shall begin development in 2018.

I.C. – Implement Recommendations of the Operational Audit

Selectmen Assigned – All Board Members

Process to Meet Goal: Selectmen receive and discuss final report from Audit Review Committee, and determine priorities on recommendations. Review the findings of the Audit and Sustainable Budget Committee and determine what recommendations should be implemented.

Measurable Benchmark: Various recommendations of the Audit are implemented in 2018.

I.D. – Continue to Develop Strong Working Relationship with the School Committee

Selectman Assigned – All Members

Process to Meet Goal: Bi-Annual meetings between the Board of Selectmen and School Committee shall be held to discuss issues, including the Budget, that impact both the Town and Regional School District.

Measurable Benchmark: Creation of a cohesive budget document that combines anticipated Capital and Operational budget needs of the Town of Groton and GDRSD. Informational sharing (via presentation or handout) at October, 2018 Fall Town Meeting. Prioritization and funding strategy in FY 2020 budget process; pending confirmation of Dunstable's intent to fund joint projects.

I.E. – Creation of a Formal Stance/Policy and Processes regarding Recreational Marijuana

Selectman Assigned – Alison Manugian

Process to Meet Goal: Hold Community forums and conduct surveys on residents' positions. Determine opportunities and risks. Work with the Planning Board on the zoning update.

Measurable Benchmark: The Board of Selectmen and Planning Board should work in a cooperative manner by holding forums and workshops to gather public input in determining final zoning. In addition, the results of the Town wide survey should be incorporated as well. Final zoning should be in place once the Commonwealth adopts its regulations.

I.F. – Create and Formalize Policies to Ensure Committees are in Compliance with Open Meeting Law and Public Records Law

Selectmen Assigned – Alison Manugian

Process to Meet Goal: Email is considered a Public Record under Massachusetts General Laws. The Town should create an email policy that requires a majority of the elected and appointed Board members to have a townofgroton.org email address. The Town Manager, Town Clerk and IT Department should be directed to determine the best and most cost-effective way to implement said policy, including retention of email to comply with the Public Records Law. Committees are required to keep minutes of all meetings, which must be approved and filed to be available per the Public Records Law. Expectations for minutes – content and format, and filing should be codified.

Measurable Benchmark: Adoption by the Board of Selectmen by June 30, 2018 of the following policies: Email Use; Committee OML Compliance.

II - CATEGORY: MUNICIPAL BUILDINGS/INFRASTRUCTURE

NONE AT THIS TIME. BOARD TO REVISIT PRESCOTT SCHOOL GOAL ON JANUARY 30, 2018

III - CATEGORY: BUDGET AND FINANCE

III.A. – Enhance the Concept of Performance Based Compensation

Selectman Assigned – All Members

Process to Meet Goal: Through Collective Bargaining and Individual Employment Contracts, a process should be developed that will compensate Town employees based on the performance of the Employees. The Town Manager should develop a compensation plan that is adopted by the Unions and ratified by the Board of Selectmen.

Measurable Benchmark: Compensation Plan for those affected employees is in place by July 1, 2018.

III.B. – Increase Value of Town Services Through Regionalization

Selectman Assigned – Barry Pease

Process to Meet Goal: Review various regionalization opportunities to determine viability for the Town of Groton. To increase the value for Town residents, regionalization opportunities should be explored that either save tax payer dollars, or improve the delivery of services in either the short-term or long-term. Department Heads should be directed to explore various opportunities.

Measurable Benchmark: Board of Selectmen will identify a Pilot regional project by January, 2018. Board of Selectmen will work with DLS and MMA to gain political alignment for assistance in achieving a successful regionalization project by end of January, 2018. An understanding of the logistical/legal plans will be determined by end-March, 2018. A report will be given to the 2018 Spring Town Meeting to outline the initial project and its success/progress. Potential regionalization opportunities beyond the pilot will be identified in Summer of 2018, and discussed at a Board of Selectmen meeting in September, 2018. A successful pilot will determine a baseline process for future regionalization projects. Budget impacts will be identified and discussed during the FY 2020 Budget Process.

III.C. – Develop an Agreed Upon OPEB Funding Strategy for both the Town of Groton and the Groton Dunstable Regional School District

Selectman Assigned – Alison Manugian

Process to Meet Goal: The Town's Finance Team should work in conjunction with the Groton Dunstable Regional School District Administration (including representatives from the Dunstable Municipal Government) to review OPEB Liability of the Town and School District and develop a funding strategy to address this liability. Public workshops should be scheduled in an effort to educate the public.

Measurable Benchmark: The Fiscal Year 2020 Operating Budget shall implement an approved Strategy.

III.D. – Develop and Adopt a Procedure to Assure that all Board Decisions that Carry Significant Financial Impact are made through a Rigorous Process of Best Practice and Public Exposure.

Process to Meet Goal: An appointed member of the Board shall develop and propose a draft process to the full Board. The process will be debated and iterated on through one or more public meetings of the Board. A final Financial Decision-Making Process (likely to be renamed) will be agreed, adopted and utilized.

Measurable Benchmark: A member of the Board is appointed by January 15, 2018 to create a draft. A draft is proposed to the Board by February 10, 2018. A final procedure is adopted by March 31, 2018. The agreed procedure is applied to all implicated decisions thereafter.

IV - CATEGORY: AFFORDABLE HOUSING DEVELOPMENT

IV.A. – Support Efforts to Create More Housing that is Smaller and Less Expensive for our Seniors Who Wish to Downsize and Remain in Groton While on a Fixed Income

Selectman Assigned – Becky Pine and Joshua Degen

Process to Meet Goal: Work with the Town's Affordable Housing Trust and the Town's Housing Coordinator to determine a reasonable annual goal and make that the target for growth each year. Consult with Planning Board about possible opportunities to encourage or allow construction of smaller age-restricted housing. Seek information from local Realtors about local demand for smaller housing and about parcels of land available for development.

Measurable Benchmark: Schedule Agenda items at future meetings to discuss Affordable Housing for Seniors in an effort to support developing 5 to 10% more housing over the next several years.