

**Town of Billerica**  
**Board of Selectmen Goals**  
*Revised with Selectmen's Comments*  
**FY2018**  
**Goals: Framework for Discussion Purpose**  
**September 11, 2017**

*The goals of the Board of Selectmen should provide direction and an overall vision for the Town of Billerica which will enable the Town Manager to develop the objectives to achieve these goals with clarity and focus. Together with Boards, Committees and Department heads tasks can be defined and assigned to meet these objectives.*

Effective leadership is achieved by recognizing that goals are high level statements that cannot be quantified. They must be meaningful, accepted and realistic. Goals are achieved over a period of time and do not have completion dates. An example of a goal is to "Improve Town Infrastructure"

Objectives are tools used to achieve the goal. They are specific, measurable, attainable and time bound. It may require many objectives to reach a desired goal. They will have varying timelines. An example of an objective is to "*Develop Water Distribution Improvement and Replacement Plan*".

Tasks are a means to an end. They are the assignments necessary to achieve the objectives. It is a specific piece of work that must be completed to meet an objective. Examples of tasks necessary to meet the objective used above are; Superintendent to *Develop an RFP to design a Water Distribution Improvement Plan by a certain date*, Superintendent to *recommend contract award to an engineering firm by a certain date*.

Accordingly, the BOS will focus their efforts on establishing goals which represent the purpose to be achieved by town government. Objectives to meet those goals will be established by the Town Manager and the tasks necessary to meet those objectives will be carried out by boards, committees and department heads as assigned.

The purpose of tonight's discussion is to establish goals for the future. I have attached a baseline list of goals, objectives and tasks based on FY2017 Goals and Objectives. I recommend that the Board review this list and assess the goals presented and determine if these need to be refined. Then, each Board member should provide a limited number of objectives to provide focus and control over the things the board would like to accomplish. I will take these lists and incorporate them into this list and assign tasks as well. In the next meeting the BOS and the Town Manager should agree on a number of objectives that can be achieved by the end of this fiscal year. Additional objectives may be presented at the next meeting by the Town Manager if more consultation is needed with department heads. After this process, these goals and objectives would be formally presented at a regular meeting for a vote.

The Board should compare and eliminate redundant goals and further reduce the goals to a realistic number. I recommend no fewer than three no greater than five goals. Your first reaction may be that this seems like a small number but keep in mind – if you have three goals it is accompanied with a number of objectives which are then broken down into a series of tasks. For example you could have three goals with five objectives and each objective having five tasks. This brings the total tasks up to 75 tasks. It will take some degree of discipline to resist defining objectives while establishing goals.

Listed below are four goals defined by looking through the last three years of goals. These goal statements were created with the intent of capturing all of the previous goals. All of these statements are general in nature but capture the universe of issues the Board has been tackling the past three years.

### **Goal One: Improve Efficiency of Organization**

**Objective One:** Combining /building/ZBA/planning and accompanying Clerical Support

- Task One:* Move ZBA into Building Department.
- Task Two:* Move Planning temporarily to second floor. (October 2017)
- Task Three:* Capital Improvements (December of 2017)
- Task Four:* Reorganize building and planning clerical (April 2018)
- Task Five:* Move Conservation downstairs (April 2018)
- Task Six:* Move Planning and Economic Development to Third Floor (June 2018)
- Task Seven:* Budget impacts outlined and incorporated 2019Budget (February 2018)

**Objective Two:** Start Department Efficiency and Effectiveness Audit Program.

- Task One:* Initiate first audit with Veterans Services Department. (January 2018)

**Objective Three:** Assessing Centralization of all grounds maintenance and consider positive and negative impacts to DPW. (town/school)

- Task One:* Assert control over the permitting process and all Town supported revenue resources.
- Task Two:* Implement permit process through RecTrac Software
- Task Three:* Quantified budget commitment from the School – \$195,443
- Task Four:* Implement budget amendment to phase in new parks department. (October 2017)
- Task Five:* Implement FY2019budget change for next phase of Parks and Trees Department (May 2018)
- Task Six:* Audit current fee and revenue structure.(June 2018)
- Task Seven:* Analyze revenue capacity and fee structure based on needs and projected use. .(June 2018)
- Task Eight:* Meet again with stakeholders, conduct public hearing. (March 2018)

**Goal Two: Maximize Fiscal Efficiencies and Fiscal Strength (KC I)**

**Objective One:** Establish new budget format with goals and vision

*Task One:* Set up budget structure September 2017

*Task Two:* Meet with Department Heads to establish individual goals and department vision.

*Task Three:* Implement new budget format.

**Objective Three:** Control Budget Costs (KC IV) (GS 4)

*Task One:* Town Side Budget growth restricted to 2.0% (Completed)

**Objective Four:** Continue to grow debt stabilization funds (KC IV)

*Task One:* Deposit \$1.8 Million of free cash to debt Stabilization Fund (Completed)

**Goal Three: Pro-Active Economic and Community Development (KC V)**

**Objective One:** Improve Permit Process (KC II)(JP 5)

*Task One:* Maintain the monthly permitting update meetings.

Ongoing.

*Task Two:* Assess permitting process and timeline. (January 2018)

*Task Three:* Explore policy and bylaw changes to improve permitting (Spring 2018)

**Objective Three:** Complete Master Plan.

*Task One:* Complete Draft Plan.

Draft complete still finalizing Economic Development portion. Projected to finish before Fall 2017 Town Meeting.

*Task Two:* Adopt by BOS.

Will be done before Fall 2017 Town Meeting.

*Task Three:* Adopted by Planning

Will be done before Spring Fall Town Meeting.

*Task Four:* Adopted by Town Meeting.

Will be done before Spring 2018 Town Meeting.

*Task Five:* Develop Sidewalk Development and Maintenance Strategy. (Ongoing)

**Objective Four:** Develop Abandoned Property Strategy.

*Task One:* Establish new policy to address public nuisance properties. (Spring 2018)

**Goal Four: Improve Communication and Customer Service (KC III)**

**Objective One:** Improve Communication with Constituents

*Task One:* Continue Neighborhood Meetings (Completed)

*Task Two:* ) Implement see-click-fix concept. September 2017

*Task Three:* Implement Constituent Service Software program Romulus (January 2018)

*Task Four:* Harness Data from Romulus Constituent Software (June 2018)

*Task Five:* Implement Town Managers Blog (July 2017)

*Task Six:* Implement Electronic BOS Update (August 2017)

*Task Seven:* Implement Social Media Dissemination of Town Manager's Report (August 2017)

*Task Eight:* Implement regular YouTube videos to communicate issues to constituents (November 2017)

**Objective Two:** Improve Communication with Town Meeting Representatives

*Task One:* Meet with new Town meeting Members.

*Task Two:* Post and Disseminate Town Meeting Documents to TM members explore using Romulus

**Objective Four:** Improve Town Hall Customer Service

*Task One:* Customer Service Training (October 2017)

*Task Two:* Increase on-line forms and applications. (January 2018)

*Task Three:* Implement Call Dash Board Log in Town managers Office (September 2017)

**Goal Five: Improve Infrastructure (KC VI) (GS 2)**

**Objective One:** Start Allen Road Project (DB 1.a.ii)

*Task One:* Begin Phase One – Allen Road portion (Ongoing ahead of schedule completion date October 2018).

*Task Two:* Complete installation of Dry Sewer (Completed December 2016)

**Objective Two:** Start Phase One MassWorks Project (completion Date October 2017) (DB 1.a.iii) (Completed)

*Task One:* Lay all conduit in the ROW. (Completed)

*Task Two:* Lay conduit to the customers (Ongoing on schedule)

*Task Three:* Install seven manholes (Completed)

*Task Four:* Put down binder Coat on Boston Road (Completed)

*Task Five:* Install all inroad drainage (Completed)

**Objective Three:** Begin Middlesex Turnpike Project.

*Task One:* Resolve all wetland issues. (Completed)

*Task Two:* Obtain 145 easements. (Completed)

*Task Three:* Advertise Project in September. (Completed)

*Task Four:* Award Project (Bid process done award to be completed)

*Task Five:* Begin Construction (Fall 2017)

**Objective Four:** Complete Sewer Needs Area One (34B) Connections

*Task One:* Achieve 95% connections by end of FY2017. (Only 64% after 3 years)

**Objective Five:** Complete Sewer Needs Area 2 and 8 (35) (completion date November 2017)

*Task One:* Achieve 80% construction (Completed)

*Task Two:* Complete three miles of water lines. (Completed)

**Objective Six:** Begin a portion Sewer Needs Area Three sidewalk and signal on Pond Street (November 2017)

*Task One:* Install Sewer lines. (Completed)

*Task Two:* Install Water lines. (Completed)

*Task Three:* Install Signal. (Completed signal operational on May 30th)

**Objective Seven:** Fund Sewer needs Area 3

*Task One:* Complete design. (Completed)

*Task One:* Get Bond Authorization Approval. (Completed)

**Objective Eight:** Complete Republic Road Intersection

*Task One:* Complete Construction and Signalization. (Completed)

*Task Two:* Complete River Street Intersection. (Completed)

*Task Three:* Complete timing adjustments with DOT. (Completed)

**Objective Nine:** Complete 25% design on Boston Road North

*Task One:* Meet with traffic Consultant to review Design. (Completed)

*Task Two:* Submit 25% to DOT. (To be done by August 2017)

**Objective Ten:** Improve Traffic and Pedestrian Safety in Center

*Task One:* Complete striping at crosswalks approved by BOS.

(Completed)

*Task Two:* Complete BETA study of Charnstaffe and Parker Streets.

(Completed)

**Objective Eleven:** Work toward completion of Bikepath Design.

*Task One:* Submit 25% Design. (Completed)

*Task Two:* Conduct Public Hearing. (Completed)

*Task Three:* Fully fund 75% Design. (Completed Fall 2016)

**Objective Twelve:** Complete privately funded projects.

*Task One:* Complete Alpine Street sewer. (to be Completed in Fall of 2017)

*Task Two:* Complete Rangeway Road sewer and water main.

(Completed)

*Task Three:* Complete Lowell Street Sidewalks.

*Task Four:* Traffic Signal at Rangeway and Chelmsford (to be completed in Fall of 2017)

**Objective Thirteen:** Frost Street Drainage project.

*Task One:* Complete Design. (Completed, exploring remedies for construction methods)

**Objective Fourteen:** Maintain Paving program.

*Task One:* Repave Treble Cove Road Area (rt 4). (Completed)

*Task Two:* Repave Springs Road. (Completed)

*Task Three:* Repave Orchard Road. (Completed)

*Task Four:* Repave Apple Street. (Completed)

*Task Five:* Repave Toma Road. (Completed)

**Objective Fifteen:** Complete Town Hall Project.

*Task One:* Install Decorative Lights (Completed)

*Task Two:* Complete punchlist. (Completed)

**Objective Sixteen:** Replace Fuel Tanks.

*Task One:* Complete Engineering Study of Water Treatment Staging Area. (Completed)

*Task Two:* Secure Funding for Fuel Tanks. (Completed)

**Objective Seventeen:** DPW Facility Feasibility Study.

*Task One:* Wetland flagging and assessment study of VVP. (Flagging done assessment ongoing)

*Task Two:* Reallocate conservation restriction VVP. (dependent on task one)

**Objective Eighteen:** I/I Removal Projects.

*Task One:* Fund \$140,000 of I/I removal. (Completed)

**Objective Nineteen:** Begin Construction of New High School. (GS 3)

*Task One:* Secure PFA. (Completed)

*Task Two:* Complete Design. (Completed)

*Task Three:* Site Prep Work (Summer 2016). (Completed)

*Task Four:* File sub bids. (Completed)

*Task Five:* Begin Construction (February 2017) (Completed)

**Objective Twenty:** Publicizing Infrastructure. (DB 1.a.i, 1.b.ii.ii)

*Task One:* Post Roadway Management Plan Online. (Completed)

*Task Two:* Post Sewer Needs Area Map and Immediate Schedule Online. (Completed)

This list is a compilation of goals as established through the Town Managers Review Process.

BOS GOALS

**Deslaurier:**

Areas for Improvement:

- Communication Strategy
- Staff development and retention
- Policy codifying

Board Member Goals

- Boston Road Master Plan
- Complete Streets Targeting
- Senior Housing Strategy
- Human Resource Training for all town employees

**Simolaris:**

Areas for Improvement:

- Handle town operations more effectively
- Keep BOS apprised of his coming strategies

Board Member Goals:

- Road work already started completed (?)
- Watch the amount of workers that tax payers are supporting
- Effective preservation of open space for future generations

## **Rosa:**

### Areas for Improvement:

- Make sure the board is informed
- Work to better the relations with Town Employees

### Board Member Goals:

- Keep the budget under 2%
- When replacing the Pinehurst Fire Station make sure it stays in Pinehurst and build it with an ambulance bay.
- Look into consolidating the school grounds department and the town cemetery, parks and trees.
- Continue to find ways to save money without impacting services.
- Convert the old Ditson School to a senior center extension and move the Recreation Department into that building essentially making it a community center.
- Provide funding for sewer loose ends.
- Increase manning in the DPW
- Look for ways to preserve open space
- Protect the open space we have
- Improve crosswalks
- Keep the bike path moving forward
- Formulate a plan to fund the removal of telephone pole that are in side walks
- Formulate a plan to fund side walk repairs

## **Giroux:**

### Areas for Improvement:

- Responsiveness to phone/email questions or requests.
- Patience when responding to Town Meeting Representatives.
- Increase use of Social Media

### Board Member Goals:

- Develop / update plan to move or improve the DPW facility.
- Develop plan for the use of the old Ditson School
- Develop / continue with sidewalk improvement program
- Yankee Doodle Bike Path
- Continue efforts to allow the town to receive credits for water returned to the Concord River.

## **Conway:**

### Areas for Improvement:

- Timeliness in closing issues brought up by citizens. While John is working to improve upon this area, it continues to need improvement.
- Need to delegate more. Being Town Manager is a very demanding job. John needs to lean on his team more and delegate various tasks that don't require his personal attention.
- Need to improve upon automation and innovation in providing services (such as streamlining the permitting process for new businesses).

### Board Member Goals

- Maximize fiscal efficiencies and fiscal strength (continue to strive to keep tax levy significantly below maximum allowed.) Continue to maintain exceptionally high bond rating.
- Improve efficiency of permitting for new businesses, home owners, etc. (Reduce average time to receive permits by 50%)
- Improve responsiveness to citizens/improve customer service
- Continue to create a financially advantageous environment for our senior citizens and veterans.
- Pro-Active economic and community development.
- Begin developing a housing plan/outlook for the future. We have built or are building 3 new schools in the past 10-15 years. It is time we start thinking about how we build additional housing for seniors, affordable, etc.