

**TOWN OF CONCORD
SELECT BOARD
AGENDA
JULY 19, 2021
6:30 PM
141 Keyes Road**

Join Zoom Meeting

<https://us02web.zoom.us/j/84092395810?pwd=TnMyWmprWHBla21CczdQM0EvWVVFZz09>

Meeting ID: 840 9239 5810

Passcode: 865209

#	Time	Agenda Item
1.	6:30pm	Call to Order
2.		Chair's Remarks
3.		Annual Goal Setting Session
4.		Committee Nominations: Robert Abraham of 81 Plainfield Road to the Hugh Cargill Trust for a term to expire April 30, 2024. Sharon Jones of 8 Eaton Street, Bob Shatten of 116 Indian Spring Road, and Karen Gibson of 1641 Main Street to the Comprehensive Sustainability and Energy Committee for terms to expire on April 30, 2024. Ira Goldman of 130 Monsen Road to the Massport Community Advisory Committee for a term to expire on April 30, 2024. Happy Goethert of 606 Old Bedford Road and Melissa Maxwell of 449 Barrett's Mill Road to the Agriculture Committee for terms to expire April 30, 2024.
5.		Public Comments
6.	8:30pm	Adjourn

Note: All times are approximate and subject to change.

2021-2022 Select Board Goals
DRAFT as of 7/15/21

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: Utilization of best practices for the health and safety of all

Financial Stability: Fiscal responsibility, financial stability/sustainability, town-school collaboration and integration

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: Protecting the vitality of the town and businesses and reducing obstacles to their success

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:

*Effective Governance, Board Organization, and **Communication***

1. Provide ongoing support and advice to the Town Manager on leadership opportunities and issues. Conduct the annual evaluation of the Town Manager's performance and make determination on contract renewal.
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.
 - a. Work with the Town Manager to lay out a 5-year plan for implementing the action steps of 2030 Envision Concord.
 - b. Identify and review progress with the Town Manager at the beginning and end of the of the fiscal year.

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- c. Oversee the implementation of any additional goals identified by the Select Board.
3. Approve a charge for and seat a new Fiber Broadband Completion Committee (ATM '21 Article 41).
4. Approve a charge for and seat a new study committee to review the current charge, bylaws, and function of the Personnel Committee. Evaluate recommendations and decide future charge of Personnel Board.
5. Monitor progress on and approve the delayed (?) final project funding documents between the Town and DHCD for the Christopher Heights ALF at Junction Village.
6. Finish seating and operationalize the Concord Municipal Affordable Housing Trust.
7. Provide guidance and resources for all Town volunteers serving on boards and committees to improve consistency and efficiency of public meetings and hearings. Restart annual training session for board/committee members on OML, ethics, and meeting management.
8. Continue to promote open and transparent government through enhanced use of technology and increased public access television.
9. Work to improve citizen communications by reviewing/implementing the citizen correspondence policy drafted in 2021. Continue regular publication of the Town Manager's report.
10. Recruit new committee volunteers that reflect all segments of Concord's citizenry; revisit the Green Card assignment and appointment process as needed. Implement the committee volunteer process drafted in 2021. (Chairs' input?) Ensure that all volunteers are acknowledged for their willingness to serve.
11. Review/revise current committee structure; consider consolidation or elimination of existing committees and review APP10.
12. Support and participate in the public review of all new Public Private Partnership Agreements. Complete the TMO's review of all agreements to present to the SB.
13. Review the town's wireless communications policies and provide a definitive plan for addressing the priority safety concern of town center cellphone coverage.
14. Address issues with Town Broadband. (See also *Economic Vitality* section.)
15. Improve the functionality of the Town website.
16. Work with the Town Manager and his office staff to improve the process of preparation for Select Board meetings.

Financial Stability

1. Support and maintain 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. Gain Special Town Meeting and Town Election approval of debt exclusion funding for the new middle school with a target total project cost of \$100 million or less.
4. Identify specific anticipated Town and School strategies for financing the forthcoming new Middle School Building Project to manage the future tax burden on Concord citizens. Identify an action plan to implement these financing strategies.
5. Fully implement the adopted recommendations of the Capital Planning Task Force this year to assist the Town Manager in developing an effective long-term method for

understanding and prioritizing the capital and facilities needs of the Town and the Schools, to include timetables, cost estimates, environmental impact, debt forecasting and citizen tax burden.

6. Work with the Town Manager to control legal costs.
7. Isolate and identify any additional revenues or resources and expenses such as IT readiness, etc. for the Town directly related to the new regional emergency response center application and implementation.

Affordable Housing

1. 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
2. Submit an ATM '22 warrant appropriation article for affordable housing following recommendations from the Affordable Housing Funding Committee's previous(?) final report to the Select Board, if the related special legislation has not been approved.
3. Discuss and explore alternative means to maintain and finance affordable housing.
4. Provide input to the housing production plan update to maximize the equity and diversity impacts of future affordable housing initiatives.
5. Recognize and acknowledge that controlling the growth of real estate taxes is an important contributing factor in maintaining affordable housing.
6. Develop an alternative or successor to Concord's inclusionary housing bylaw that can achieve the same objective going forward.

Diversity, Equity, Inclusion, and Balance

1. Review DEI report from consultant and assist with implementation of his recommendations. Consider potential additional DEI actions the Select Board should take.
2. Research and implement diversity, equity and inclusion best practices in town governance.
3. Work with our State legislative representatives on special legislation filed for ATM 21 Article 31 Fossil Fuel Infrastructure.
4. Support the Police and Fire Department's ongoing implementation of best practices that treat all people with dignity and respect, enhance reporting and monitoring, and de-escalate volatile situations whenever possible
5. As stated in 2030 Envision Concord, assess the capacity of existing Town social service programs to meet the needs of the town population and identify funding.
6. Support proactive infrastructure planning for water, wastewater and sewer, telecommunications, energy, parking, traffic, and outdoor lighting. Re-examine the sewer improvement fee.
7. Continue to apply Concord's Sustainability Principles and 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. Develop an **integrated** plan for land use planning identifying currently owned and priority acquisitions for municipal and school facility needs, affordable housing, and 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, in reasonable balance with conservation and wildlife goals.
3. Review and implement recommendations for the recreational use and long-term protection of White Pond and the Gerow land and their ecosystems (in progress).
4. Support the Natural Resources' and other departments' efforts for ecosystem protection in our parks and on conservation land, particularly given increased reports of associated pedestrian safety and other concerns of either increased use of or misuse of bikes and other non-automobile motorized vehicles. (Is this complete? Appeal?)
5. Continue to seek resolution for public access to Estabrook Woods. (This matter currently being litigated.)
6. Launch town-wide planning for events celebrating the 250th anniversary of the American Revolution: Appoint Executive Committee to oversee the needed structure for the required advance town-wide planning. Executive Committee to produce preliminary plan within 90 days

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Economic Vitality

1. Promote town events and commercial activity in the village business districts to ensure their continued success.
2. Support the new municipal Economic Development Department goals and initiatives.
3. Provide input to the Thoreau Depot business district zoning and development processes.
4. Propose next steps for the Nuclear Metals/Starmet site based upon the recommendations in the committee report.
5. Identify and implement **opportunities** for enhancing transportation throughout town, such as increased use of shuttle buses, school buses, the rail trail, the Assabet River Pedestrian Bridge, and village center wayfinding improvements.
6. Continue to work with the business sector to establish retail diversity **support systems** including intra- and inter-town transportation.
7. Execute and approve submission of all documents related to ATM'21 Article 16: Tax Increment Financing Agreement (status of this?) and EDIP Local Incentive-Only Application to the Massachusetts EACC. (Confirm this is done with specific outcome report to SB.)
8. Work with the Town Manager on initiatives to ensure the stability, continuity and continued growth of Concord's municipal broadband Internet service.
9. Work to ensure that the Post Office remains in its present location.

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Regional and State Interests

1. Annually invite state legislators to meet with the Select Board. Work with them throughout the year on home rule petitions and other legislative issues in cooperation with the TM and clerk as needed.
2. Participate in regional organizations of which Concord is a member such as HATS,

HFAC, MPO, MAPC/MAGIC, MDOT (?), MBTA, BRSB (?), Massport, Cross-Town Connect, and the Battle Road 250th group.

3. Implement the regional dispatch center proposal dependent on grant funding.
4. Appoint Concord representative to statewide 250th Commission and continue to work with regional partners in the ad-hoc Battle Road group.
5. Maintain active relationship with Hanscom AFB.
6. Actively participate in MMA Fiscal Policy Committee.
7. 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.

Specific to First Year Post COVID-19 Pandemic Transition for Municipal Functions

1. Continue to prioritize public health and public safety in decision making to protect Concord citizens and Town employees as we emerge from the pandemic period.
2. Continue to implement and monitor evolving State and Federal COVID-19 regulations as they impact municipal operations and guidance for community-wide response.
3. Support the Economic Vitality Committee and business groups to find creative ways to assist businesses as they emerge from the pandemic challenges.
4. Take all necessary means to re-open Town offices.
5. Monitor any changes to public health and safety related to the COVID-19 pandemic that may again require immediate local response.
6. Implement a hybrid committee meeting format to the extent possible while supporting a continued zoom meeting option for town boards and committees.
7. Formally Identify municipal operational lessons learned and suggested new directions going forward as outcomes from the past 15-month pandemic challenge.
8. Review the Town Manager's annual plan for and use of ARPA funds.
9. Request a semi-annual progress report on filling the significant number of employee vacancies that were carried through the pandemic.
10. Receive a first and second-quarter update on the new post-pandemic plan for municipal office hours by department.

Approved: xx-xx-21