

BOARD OF SELECTMEN

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TO: Department Heads, Chairman's of Boards and Committees
FROM: Board of Selectmen
RE: Selectmen Goals and Objectives
DATE: January 4, 2012

Attached please find a copy of the Board of Selectmen's Goals and Objectives for 2012 that have been formalized. The Board asks that you please review this list and consider ways the goals may be achieved with focus on any that relate to your department.

If you have any questions, please do not hesitate to contact the office.

Adopted 1/3/2012
WALPOLE BOARD OF SELECTMEN
GOALS AND OBJECTIVES
2012

Any policy or program developed hereunder shall be presented to the Board of Selectmen for consideration and approval prior to implementation.

GOAL #1: Promote enhanced economic development opportunities in Walpole designed to diversify and expand the overall tax base in our community.

1. Direct Economic Development Officer to develop branding campaign for business attraction and to prepare a Walpole business recruitment package including itemized incentive options for new or expanding businesses;
2. Direct the EDO, EDC and Health Director to develop a plan for Brownfields properties redevelopment & reuse;
3. Direct the EDC to schedule meetings with property owners of targeted development sites;
4. Implement business recognition program so that we are awarding recognition as set forth in the program.
5. Develop and present a structure blight bylaw for Board of Selectmen consideration;
6. Prioritize Capital Budget program for Spring Brook revitalization in Downtown;
7. Pursue biotech rating utilizing existing zoning with the Commonwealth.

GOAL #2: Develop long- & short-term facilities planning system

1. Finish analysis of Town owned parcels to determine whether they are suitable for sale or other purpose and take action on the parcels so identified.
2. Fund a comprehensive municipal facilities study using prison mitigation monies.
3. Propose overlay districts in conjunction with the Planning Board and MPIC for water protection districts to streamline permitting process for desirable and "Clean" uses.
4. Create an overlay district and/or develop action items to create economic development incentives for the Route 1-Grossman's property.
5. Move forward with the Route 1A Economic Development Study and have a long and short term plan/action list to lay the groundwork for future implementation.

6. Locate final site of Senior Center, working with Friends of the Council on Aging;
7. Maintain Capital budget program for existing facility upkeep.

GOAL #3: Advance affordable housing alternatives

1. Meet with, and charge, Housing Partnership Committee with providing an update regarding the implementation of Planned Production Plan;
2. Review current library feasibility study and prepare action plan following neighborhood input session(s).

GOAL #4: Pursue enhanced field conditioning, ponds management programming and green community designation

1. Perform citizen outreach and education of green communities program;
2. Request Planning Board include green communities zoning needs as a possible zoning by-law proposal;
3. Review trash contract and negotiate/implement single stream recycling in new contract unless other format is more cost effective.
4. Prioritize ponds management programs and encourage development of long-term planning for ponds needs;
5. Develop field playing surface enhancement tasks & Measurements;

GOAL #5: Enhancement of municipal operations and administration

1. Implement utilization of Town ballots for non-binding questions to determine public opinion on key issues;
2. Have Police Department create and implement a substitute for the DARE program in the Walpole Public Schools and provide support for the Task Force to create and implement such program(s).
3. Determine Library re-use.
4. Continue website refurbishment, including addition of e-mail links for Board of Selectmen members as well as development of an online permitting system;
5. Establish partnership with Chamber of Commerce to develop Town operations seminars to familiarize residents and business owners with functions in Town government;
6. Continue to pursue Phase 4 roadway and sidewalk surface enhancement program and investigate and inventory specific high-cost project needs.
7. Work with Planning Board to determine feasibility of reconstituting the Town Planner and Economic Development Director positions.

GOAL # 6: Invest in Walpole's future through today's financial planning

1. Establish budget priorities with Town Administrator prior to December 31, and update as needed based upon available revenues and essential service needs;
2. Review options relative to stabilization fund and OPEB trust fund allocations;
3. Prepare for possible implementation of sales tax roll-back budget reductions;
4. Conduct open hearings by the Board of Selectmen regarding proposed FY'12 Budget;
5. Recommend budget review oversight team as part of the FY'2012 budget process -- comprising of two members of Board of Selectmen whose participation shall rotate every 6 months, two members of Finance Committee and School Committee, as well as the Town Administrator and School Superintendent.

GOAL # 7: Education

1. Work with the School Committee and Superintendent of Schools to better understand the challenges facing the Walpole Public Schools' ability to cap most class sizes at 25 and to maintain and improve the quality of teaching and learning.
2. Schedule two combined board meetings each year to discuss status and progress on a variety of topics including: demographics and enrollment, class sizes, system wide initiatives, new mandates, contract negotiations, litigation, capital needs, accreditation status, youth risk behavior data, coordinated work with police and fire departments, adequate yearly progress and general finances.
3. At the midpoints between the meetings discussed in step 2, the Superintendent will attend a BOS meeting and the Town Administrator will attend a School committee meeting to provide updates, receive Board and Committee feedback on operations.
4. Continue the practice of having a fiscal steering working group (2 members of each board: Selectmen, School committee, Finance Committee, Administrators) meet on a monthly basis or more frequently as needed.
5. Continue to have Selectmen involved in meeting with Fincom and School Committee members, generally 3 or 4 times per year, just prior to meetings with our State Legislators which we should do at least two times per year.

*****During the process of formalizing the Goals and Objectives, several major proposals have arisen, such as a proposal to build a Casino in Foxboro, expand commuter rail through Walpole to Foxborough, and a possible development of 240 units of 40B housing downtown. Addressing and responding to these important issues is a priority for Town operations, and at times may take precedence over the implementation of the Goals and Objectives listed herein.