

Select Board Strategic Plan - FY 2019

1. Introduction

- Strategic Plan is required by Charter; success in implementing it will be assessed over course of the year and reported to the 2019 Annual Town Meeting.
- Plan will focus on FY19 tasks; but also take into consideration tasks carried over from 2018 Select Board's "Strategic Planning and FY 2018 Goals," tasks assigned to SB as outlined in the 2016 Master Plan
- For some topics, the Strategic Plan will take a 3-year view

2. Vision

- In consideration of the 2016 Master Plan (and which was based on significant public input) and shared goals with other Town Boards and Committees, the Select Board will:
 - Work to retain and enhance Harvard's robust sense of community and place
 - Strong volunteer government and necessary staff
 - Housing to support a diverse population
 - A Town Center that continues to be the institutional, civic and cultural heart of community
 - Support and help define Harvard's relationship with Devens
 - Support work of Harvard-Devens Jurisdiction Committee
 - Understand the fiscal and community impacts of reincorporating Devens into Harvard
 - Collaborate with Devens stakeholders
 - Maintain Harvard's long-term fiscal sustainability
 - Develop plans for investment in public buildings and other assets
 - Diversity and strengthen the Town's revenue base
 - Work with the Finance Committee, CPC and School Committee to develop a shared understanding of the Town's fiscal position and funding for its operational and capital investment goals
 - Provide leadership that supports careful stewardship of its natural, historical and cultural resources
 - Support work of public and private entities engaged in resource management
 - Support agricultural heritage and working farms
- This vision will be a guide in developing on-going policies, planning initiatives and budgetary decisions (both operating and capital investment)
- Future modifications of the vision can be made based on input from Town Boards and public input

3. Implement the Charter – *Complete in FY19*

- Clarify the role of the Select Board as set forth in the Charter, especially with respect to new responsibilities and expectations – *by 9/2018*
 - Set the tone and direction of the Town as outlined in the Vision above - *All*
 - Define the SB's relationship with Town Administrator, especially respective roles and responsibilities - *LW*
 - Define the SB's relationship with town boards and committees – *All, per liaison*
 - Develop an open and efficient appointment process - *SS*
 - Revise the SB's Policies & Procedures to reflect Charter - *LW*
 - Note provisions in Charter that may need amendment at 2019 ATM – *KM*

- Develop a public communication process – *KM & AvL*
- Refine the budget process – *by 10/2018*
 - Coordinate schedule with Finance Committee and CPIC to assure maximum participation by all members in budget and financial decisions - *AvL*
 - Set an All Boards’ meetings at start and completion of budget cycle; prior to the initial All Boards’ Meeting seek input from boards and department heads on FY2018 budget process
 - Establish priorities for allocation of limited resources - *AvL*
- Building Commissioner/Facilities Manager – *by 9/2018*
 - Town Administrator and Assistant Town Administrator, in consultation with SB, will prepare job description, seek Personnel Board ranking, and fill position
 - Coordinate role with the DPW Director Building Committee (also to be created and filled in FY19)
- Director of Community and Economic Development – *by 9/2018*
 - Town Administrator and Assistant Town Administrator, in consultation with SB, will prepare job description, seek Personnel Board ranking, and fill position
 - SB will coordinate with Land Use boards on defining and prioritizing tasks for Director once hired
 - Director will assist Harvard-Devens Jurisdiction Committee, Housing @ Hildreth House, Fire Station study, and other land use study committees as needed.

4. Address Fiscal Sustainability – *1-3 years*

- Work with Planning Board and Board of Health to create opportunities for more diverse housing to provide opportunities for seniors to downsize and entry-level housing for young adults; such housing should also be revenue positive, in that the demand for services would not exceed the potential tax revenue generated. – *by 2019 ATM*
- Devens – *over next 3 years*
 - Support the Harvard-Devens Jurisdiction Committee – *KM & LW*
 - Work with School Committee re MassDevelopment Education Contract renewal and pursue opportunities for specific contribution to HES building project. This is will be particularly important should the housing cap be raised with MD’s proposed rezoning of Vicksburg Square for housing/mixed use – *KM & LW*
 - Attend the Harvard-Devens Jurisdiction Committee’s regular public forums so as to be aware of residents’ opinions and concerns related to resuming jurisdiction - *All*
 - Work with our partner towns, state legislators and MD to assure a smooth transition of local governance from MD to the towns, particularly with respect to the needs of the existing commercial activities and businesses – *KM & LW*
- Initiate programs that improve and provide greater efficiency in delivery of services to residents, while controlling costs, such as the SMART program – *by 2019 ATM, institute 7/2019 - SS*
- Capital Investments – *1-2 years*
 - Work with Building Committee to set schedule for Hildreth House Phase II and Fire Station, both near-term projects beginning in FY19. The Hildreth House Phase II will be looking to develop new schematic plans while the Fire Station study will assess the suitability of the current site for future needs or opportunities for another location. Costing of both projects will be included in the work being done in FY19, with requests for additional funds likely in FY20 (2019 ATM) – *KM & AvL*
 - Work with CPIC to set priorities and schedule for investments in buildings and large equipment purchases for the Department of Public Works – *KM & AvL*

5. Manage the Town’s Physical Assets – *FY19*

- Create a standing Building Committee to oversee municipal building improvements. The Committee's responsibilities will begin with funding for feasibility studies or initial schematic plan development and continue through to completion of construction. – *by 9/2018*
- Assist the Conservation Commission and Park & Recreation Commission in their respective land management needs, providing, when possible, resources to enable them to meet their responsibilities for safe public use of these lands – *by 1/2019 – SS & AvL*
- Work with the Building Commissioner/Facilities Manager and DPW Director to prioritize needs and investments (see 2 above) – *by 1/2019 - KM*

6. Implementation of the 2016 Master Plan – *1-3 years*

- Continue improvements in pedestrian and vehicular movement in the Town Center, particularly the Town Hall campus-area – *1-2 years – KM & LW*
- Working with the Director of Community and Economic Development and the Planning Board, seek ways to improve the viability of the Ayer Road C-District – *1-3 years – KM & LW*
 - Develop a vision and plan for the Ayer Road C-District, comparable to the Town Center Action Plan
 - Seek funding to implement road improvement for traffic safety and traffic calming, including round-about at Post Office
 - Develop a path/bikeway along road, from Route 2 to the Ayer town line
 - Encourage development of services to meet resident needs, including consideration of appropriate zoning and water/waste disposal amendments.