

SELECT BOARD
 Barbara Arnold, Chair
 David Model, Vice-char
 Nathan Brown, Clerk
 Katherine Reid
 Travis Snell
STRATEGIC GOALS - FISCAL YEAR 2023

Long Term Goal	Master Plan Reference	FY 2023 SB Initiatives (majors in bold)	Engagement with other Boards and Committees, Town Departments
Financial Sustainability	Chapter 4 Fiscal Sustainability	5 year Growth and Expenses model; improved and more transparent budgeting process ; regular presentation of a financial report to the Select Board provided by the Finance Director/Town Administrator; MUNIS upgrade and training	FinCom; Town Administrator and Finance Director
	6A. Develop and make use of a comprehensive financial model and projection tool that enables the Finance Committee, Select Board, and Town staff to explore options and educate residents about the fiscal impacts of decisions.	Form new Regionalization Committee to explore regionalization/consolidation opportunities	Other Town Departments; CPS; new Regionalization Committee
	6B. Establish a committee to investigate the benefits and trade-offs of service regionalization, interlocal agreements, and participation in MAPC’s collective purchasing program opportunities.	Comprehensive capital plan review and "capital capacity" estimate	MFC; CPS FinCom; Town Finance Director
	7A. Develop and maintain a rolling long-term facilities plan that anticipates future municipal building needs, including space needs by department, maintenance and rehabilitation needs of existing buildings, and potential scenarios for siting new construction and reuse of existing structures.	See budgeting process above	MFC; Town Administrator; CPS Superintendent and Facilities Manager
	5C. Engage leadership from CPS and CCHS in the development of a long-term facilities plan.		
Environmental Stewardship	Chapter 6: Environmental Stewardship		

15A. Provide staff capacity to facilitate and support coordinated environmental stewardship and sustainability efforts and if required hire a sustainability coordinator or similar position.

Form new Environmental Sustainability Committee (ESC) to work with Regional Sustainability Coordinator. Establish charter and goals.

ESC; Sustainability Coordinator; TA

15B. Establish an environmental sustainability volunteer committee to work with paid staff on implementation of sustainability and stewardship initiatives.

15C. Establish and pursue community-wide carbon reduction goals aligned with State goals.

ESC brings recommendations to SB on goals, policies and procedures

All Town Departments, Boards, Committees

15D. Develop a detailed implementation plan for achieving carbon-reduction goals and a framework for tracking and evaluating progress over time.

15E. Incorporate environmental stewardship and sustainability impacts into municipal decision-making.

15G. Leverage available state and federal resources that address environmental stewardship.

16B. Establish and maintain accountability (with performance metrics) for municipal energy use and emissions.

17A. Establish policies to encourage recycling and reduce solid waste in accordance with the findings of the 2021 Transfer Station Task Force and Transfer Station Action Committee.

Transfer Station Task Force continues to implement its recommendations and reports progress to SB

TSTF; DPW

Connectivity and Access

Chapter 5 Connectivity and Access

13A. Continue to provide annual training to regulatory boards via Citizen Planning Trainer Collaborative (CPTC) or comparable entity. **13B.** Continue to engage Town Counsel in providing training to regulatory boards on select topics as needed.

Develop an onboarding program for all new board, committee, task force and working group members, as well as training for all new Chairs

Governance Committee, Town Counsel, TA and TA Admin

14C. Preserve institutional knowledge by creating manuals for departments, boards, committees, and commissions and updating regularly.

Document above process

Governance Committee, Town Counsel, TA and TA Admin

14A. Convene department heads and representatives from committees and boards on a quarterly basis to facilitate collaboration and discuss implementation of Master Plan and other Town initiatives.

5B. Foster closer communication and understanding among elected school leaders, elected Town boards, and other boards and committees.

12B. Develop a Municipal Communication and Technology Strategy to address needs for information sharing, two-way communication, cybersecurity, and digital storage.

12C. Pursue digitization of archived records to increase public accessibility and reduce space needs for storage.

13C. Establish a Master Plan Implementation Committee (MPIC) that is comprised of members from multiple Town boards, committees, and commissions and reports to the Select Board and Planning Board for the duration of the implementation of this Master Plan.

Carlisle Character Chapter 3 Carlisle Character

4A. Provide staff capacity to facilitate coordinated long-range planning efforts and if required hire a Town Planner or similar position.

4D. Develop comprehensive criteria for evaluating land for various purposes and community needs.

SB to meet with all boards and committees at least once annually; review all charters and amend as needed; review Town By-Laws and align with committee charters; initiate monthly or periodic Chairs meetings to share board missions, Town goals, understand requirements and expectations; opportunities for collaboration.

Town - Staff alignment; quarterly meetings with SB and Staff; celebrate excellence; Town Staff Development, Evaluation, Team Building and Performance Recognition – the Board will support the Town Administrator to develop a workplan to achieve this goal.

Elevate IT working group to full committee status; draft charter and new members with goal of upgrading IT to meet the needs of a 21st century town in the Commonwealth (cyber, fiber, digital records, etc.); upgraded Town website; Zoom licenses for all boards and committees

Create Master Plan Implementation Committee; work with MPSC and Planning Board to develop charter, recruit and set goals

Hire Town Planner

Develop land use and space plan to serve community needs

All boards and committees

Town staff; TA and ATA when hired

IT working group; TA and Town staff; CPS IT staff

Planning Board; MPSC, TA

Planning Board, TA,

Town Planner; Planning Board; CAHT