

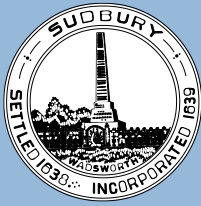
SUDBURY BOARD OF SELECTMEN  
TUESDAY APRIL 25, 2017  
7:30 PM, TOWN HALL - LOWER LEVEL

Item #	Time	Action	Item
	7:30 PM		CALL TO ORDER
			Opening remarks by Chairman
			Reports from Town Manager
			Reports from Selectmen
			Citizen's comments on items not on agenda
<b>MISCELLANEOUS</b>			
1.		<i>VOTE</i>	Discussion and potential vote concerning the Fairbank Community Center Task Force and internal working group report.
2.		<i>VOTE</i>	Discussion and potential vote concerning the Town Manager Evaluation.
3.		<i>VOTE</i>	Discussion and potential vote on planning for Town Manager goals.
4.		<i>VOTE</i>	Designation of subcommittee to negotiate the Town Manager's salary for FY18.
5.		<i>VOTE</i>	Discussion and potential vote on Legislative Bills related to utility regulation
6.		<i>VOTE</i>	Discussion and potential vote concerning Request for Proposal for Town Counsel services.
7.			Discussion on Auditing Services
8.		<i>VOTE</i>	Review Town Meeting articles, take positions on articles, and assign presentations.
9.		<i>VOTE</i>	Discussion and potential vote concerning dangerous dog hearing request.
10.			Discussion of Board of Selectmen Quarterly Newsletter
11.			Citizen's Comments (cont)
12.			Discuss future agenda items

*These agenda items are those reasonably anticipated by the Chair which may be discussed at the meeting. Not all items listed may in fact be discussed and other items not listed may also be brought up for discussion to the extent permitted by law.*

Item #	Time	Action	Item
<b>CONSENT CALENDAR</b>			
13.		<i>VOTE</i>	Vote to approve the regular session minutes of 4/4/17.
14.		<i>VOTE / SIGN</i>	Vote to acknowledge that the month of May is Military Appreciation Month and to sign a proclamation in this regard.
15.		<i>VOTE</i>	Vote to Grant a Special Permit to SMILE Mass, to Hold the “Run Into Summer” on Wednesday, June 14, 2017, from 7:00 P.M. through approximately 8:30 P.M., subject to Police Department safety requirements, Proof of Insurance Coverage and the assurance that any litter will be removed at the race’s conclusion.
16.		<i>VOTE / SIGN</i>	Vote to grant a 1-day All Alcohol license to Sudbury Historical Society, to accommodate a fundraiser on Saturday, May 20, 2017 from 7:30 PM to 10:00 PM at BMW Sudbury, 128 Boston Post Road, subject to the use of a TIPS-trained bartender and a receipt of a Certificate of Liability.
17.		<i>VOTE / SIGN</i>	Vote to approve and signify such approval of a Conservation Restriction granted under M.G.L. c.40 §8C by Greenspire, Inc. on land located at Fairbank Road, Sudbury, containing 2,747 a. (Parcel 1) and 10,560 s.f. (Parcel 2) and shown on a plan entitled “Conservation Restriction Plan of Land in Sudbury, Mass”, prepared by David E. Ross Associates, Inc., dated September, 2016.
18.		<i>VOTE / SIGN</i>	Discussion and possible vote to grant utility easement to BPR Sudbury Development, LLC across a portion of the Fire Station property on Route 20.
19.		<i>VOTE</i>	Vote to appoint William Ray, 29 Cranberry Circle, as a full member of the Zoning Board of Appeals, for a term expiring 5/30/22, as recommended in a memo from the Board of Appeals dated March 4, 2017.
20.		<i>VOTE / SIGN</i>	Vote to send a letter of support to the State on behalf of Amy Lepak, 54 Jarman Road, to become the State-appointed member of the Sudbury Housing Authority, filling the position of Judith Deutsch, whose term expired 2014, as requestd by Sheila Cusolito, Executive Director.

*These agenda items are those reasonably anticipated by the Chair which may be discussed at the meeting. Not all items listed may in fact be discussed and other items not listed may also be brought up for discussion to the extent permitted by law.*



SUDBURY BOARD OF SELECTMEN  
Tuesday, April 25, 2017

1

**MISCELLANEOUS (UNTIMED)**

**1: Discussion on Fairbank Task Force**

REQUESTOR SECTION

Date of request:

Requested by: Patty Golden

Formal Title: Discussion and potential vote concerning the Fairbank Community Center Task Force and internal working group report.

Recommendations/Suggested Motion/Vote: Discussion and potential vote concerning the Fairbank Community Center Task Force and internal working group report.

Background Information:  
see attached documents

Financial impact expected:n/a

Approximate agenda time requested:

Representative(s) expected to attend meeting:

Review:

Patty Golden	Pending
Melissa Murphy-Rodrigues	Pending
Barbara Saint Andre	Pending
Susan N. Iuliano	Pending
Board of Selectmen	Pending

04/25/2017 7:30 PM



SUDBURY SENIOR CENTER  
COUNCIL ON AGING  
Town of Sudbury, Massachusetts

40 Fairbank Road • Sudbury, Massachusetts • 01776-1681  
Phone: (978) 443-3055 • Fax: (978) 443-6009 • E-mail: [senior@sudbury.ma.us](mailto:senior@sudbury.ma.us)

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March 15, 2017

Susan Iuliano  
Chair, Sudbury Board of Selectmen

Dear Susan,

At its meeting on Thursday, March 9, 2017 the Council on Aging voted unanimously to ask the Board of Selectmen to dissolve the Fairbank Task Force and to turn the work of the Task Force over to the Permanent Building Committee. The COA is of the opinion that The Task Force has completed the work necessary to bring all interested groups together and the next phase of work requires design and construction expertize that the Task Force does not have but the PBC does have. In addition, the Task Force has not advanced the project over the past six months while the Fairbank Building continues to deteriorate. The COA feels strongly that the project must advance in order to meet the needs of Sudbury seniors.

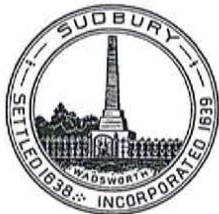
Please place this matter on the Board of Selectmen's agenda for the earliest possible time so that the issue of the Fairbank Building and the needs of Sudbury seniors is properly addressed.

Thank you for your consideration,

Jack Ryan,  
Chair, Sudbury Council on Aging

cc: BOS, PBC, Fairbank TF, COA, P&R, SPS

Attachment1.a: Letter from COA to BOS (2285 : Discussion on Fairbank Task Force)

**TOWN OF SUDBURY***Office of the Town Manager*[www.sudbury.ma.us](http://www.sudbury.ma.us)

Melissa Murphy-Rodrigues, Esq.  
Town Manager

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Board of Selectmen  
278 Old Sudbury Road  
Sudbury, MA 01776

*Delivered Electronically*

Fairbank Community Center Task Force  
278 Old Sudbury Road  
Sudbury, MA 01776

April 10, 2017

Dear Honorable Members,

Attached please find a copy of the internal working group's recommendation for the future of the Fairbank Community Center.

Over the past ten weeks, this team has met weekly to review the current building, discuss current needs, extrapolate future needs, determine future space requirements, discuss phasing and study funding.

Our approach has been reasonable and holistic. We took a step back to determine where we are today, and where each of the user groups will be heading in future years. This exercise allowed the team to best understand our current constraints and how we can best utilize our current footprint while building on what the space is currently lacking.

Through every step of this process, we concentrated on the needs of our seniors, our pool patrons, our Park and Recreation members and our taxpayers. We respected the needs and wants of all parties, while recognizing the necessity to be conservative and steady in our planning.

I am proud of the report and I am excited to share it with you and to see what the future of the Fairbank Community Center holds.

Best,

Melissa Murphy-Rodrigues, Esq.  
Town Manager

## ***Fairbanks Community Center Internal Working Group Report***

***April 10, 2017***

### **Task**

Town employees from various departments collaborate to make a recommendation on the future of the Fairbanks Community Center.

### **Process**

The Town Manager, Assistant Town Manager, Finance Director, Facilities Director, Recreation Director and the Director of the Senior Center (the internal working committee) met weekly over an eight-week period to discuss topics that included current and future financing sources, current and future needs, projections, conditions and phasing.

### **Recommendation**

The internal working committee is recommending that the Fairbank Community Center be renovated in its current facility using the space being vacated by the Sudbury Public Schools with an appropriate size addition as dictated in this report.

Future architectural review may determine that certain sections of the building will require more extensive renovations.

### **Funding**

Currently the Senior Center and the Recreation Center are funded differently than most Town Departments.

The Senior Center staff are funded through the tax levy and the MetroWest Regional Transit Authority (MWRTA). Four office staff are paid through the tax levy and two van drivers are paid through reimbursement from the MWRTA.

The Senior Center FY 2018 budget is approximately \$250,000, which includes a small account for expenses such as office supplies and software renewals. Senior Center Programs are funded through a combination of participant fees, Friends of Sudbury Seniors' gifts, Sudbury Cultural Council sponsorship, BayPath Elder Services sponsorship and grants.

The Senior Center utilizes two revolving accounts for transportation and programs. The MWRTA Revolving account receives funding from the MWRTA that pays for the two van drivers' salaries, benefits and OPEB, along with fuel. In addition, the Senior Center vans receive maintenance and repairs through the MWRTA. The COA Program Revolving Account receives funds paid by participants in programs and classes. The Revolving account funds then pay instructors and entertainers for programs and entertainment.

These revolving accounts and their spending limits are authorized each year at Town Meeting. In Fiscal Year 2016, the COA Program Revolving account paid out \$31,825 to instructors and entertainers, \$3,357 to supplies as General Expense and \$35,093 was received in fees from participants. The MWRTA (transportation) Revolving account paid out \$106,124 in salaries and expenses, and received \$107,751 in revenue to operate two handicapped accessible vans.

It is important to remember that the funds generated in and expended from these revolving accounts are not available to offset any future capital expenditures for the Fairbank Center. Rather, these revolving accounts are limited by their nature to only be used for the named intent—programs, activities, special events, wheelchair accessible van transportation, fitness classes, and arts classes.

The Recreation Center funding mechanism is quite similar to the Senior Center. The FY18 Operating Budget for the Recreation Center funds a portion of the Recreation Department employees and no expenses or programming. There is not a single employee in the Recreation Department that is funded entirely by the tax levy. The Operating Budget funds \$147,605 of the Recreation Department Budget.

The Recreation Department is unique in that two whole portions of its operation are funded by user fees through an enterprise fund. Only one of those enterprise funds effect the Fairbank Community Center. The Pool Enterprise Fund, which budget is \$574,000, is funded entirely by the users of the pool. The funds generated by the pool go directly into a separate account to be used to pay for the salaries, operation and maintenance of the pool as well as pool programming. These funds are appropriated by Town Meeting each year. Funds can be appropriated in the pool enterprise fund for capital projects related to the pool. The rates for the pool are directly related to the appropriation made at Town Meeting and the rates must cover the appropriation or there must be retained earnings to offset any deficit.

The Recreation Center programming is funded entirely by the revolving accounts. The Recreation Center has several revolving accounts including; Teen Center Revolving, Youth Commission Revolving, and Rec Programs revolving. The Recreation Center generated over \$650,000 in programing revenues in FY16. These revenues are used to fund programming costs, office expenses, some building maintenance expenses and staff costs. None of these revenues could be used to offset the capital costs of building a new facility.

Even more importantly, none of the revenues generated by Recreation or the Council on Aging can be used to offset increased costs caused by the construction of the new center. If programming increases or there are more users, the revenues generated by that will be used in these enterprise funds to pay for programming and/or staff. If the new construction created a need for additional programming those costs could be absorbed by the revolving accounts.

### **State of the Building**

As is common knowledge, the condition of the building is of a major concern to town staff and building users. New issues continue to develop, but the most pressing issue is the condition of the roof. The roof continues to deteriorate despite repairs resulting in frequent leaks and other building issues. The repairs are a temporary remedy to a larger problem.

The Town receives many complaints about the condition and layout of the locker rooms, and with this project pending has been hesitant to invest funds in anything rather than regular maintenance. There are also several handicap accessibility issues, which would be addressed in construction.

More information on current building conditions are available in other existing reports.

### **Needs**

As part of this exercise, the Director of the Council on Aging and the Director of Parks and Recreation submitted written documentation of their current and proposed future needs. Their proposals, attached here as Appendix A and B, are thoughtful, conservative and respectful to the needs of their patrons as well as to the taxpayer. The proposal further discusses the current challenges both departments face due to their space condition, size and layout.

The main concern voiced by both Departments is the limited space. Currently, the building is laid out in such a way that space cannot be optimized and storage is nearly impossible. There are many different uses, but not one seems to be in a space that is suitable for current needs or that meets the expectations of users for the present or future.

### **The Senior Center**

The Senior Center provides a variety of services and programs for Sudbury Seniors, a population that the Town is recognizing as continuing to grow. As we know from census data, when the Senior Center addition was built in 1989 there were 1,625 residents over 60. In 2016, the 60 and over population is 3,815 and makes up over 20 percent of the Sudbury population.

Based on demographics data and population projections, the number of seniors is expected to continue to increase in coming years. The increased population has resulted in a greater demand for programming and staff thus exacerbating the space deficiencies.

Currently approximately 1,600 different individuals use the Senior Center each year; and there are approximately 24,000 visits or service units per year (this is expected to increase every year).

### Existing Conditions at the Senior Center

The Commonwealth of Massachusetts has recommended that Senior Centers should have approximately four square feet per senior. (Appendix C) The Town currently has approximately 1.25 square feet per senior. The space is approximately 4,750 square feet of dedicated senior space.

The Senior Center does not have adequate storage space and lacks a basement. Currently, the Senior Center is storing equipment in the Flynn Building cellar, where it is very difficult to retrieve.

Currently, the Senior Center has two program rooms, one reception area, four offices, and a small lounge area abutting the reception area. They share three programming rooms and the small gym along with the other users of the Fairbank Community Center. The Center has six full time staffers (4 in the office, 2 driving the vans) and over a dozen part time staff. In addition, there are more than 25 older adult volunteers who assist with everything from event set up and cleanup, to Front Desk reception, to creating soup for our Soup's on events<sup>1</sup>. The current office space is filled with the full time staff and there is not a space for part-time staff to effectively work.

### Needs

The Senior Center sees their current and continuing needs as follows:

Reception space

7 offices

Gym space/Other Large Room

Large multipurpose room with appropriate technology

Large storage room

Walk in storage closet

Wellness room

Four Programming rooms

Fitness Studio

Lounge

Handicap accessible Catering/Teaching Kitchen

Staff break room

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<sup>1</sup> This does not include the over 200 volunteers who assist with FISH volunteer medical rides, sand bucket delivery, the In Home Fix-it program, shopping for seniors, and other volunteer programs in the community.

Handicap accessible bathrooms

Companion Accessible Bathroom

Closet/Lockers

More information about the space needs can be found in Appendix D.

### **Recreation Department**

The Recreation Department of the Town of Sudbury serves all demographics. The Recreation Department provides 690 programs serving 9,700 participants. There were over 72,000 users of the pool in 2016. The current space is approximately 28,000 square feet including the pool and shared space. The Recreation Department runs not only regular recreation programming, but also houses a teen center, preschool, a pool, summer camp and increased programming on Wednesdays when Sudbury Public Schools have a half day. The Recreation Department is inclusive and welcomes all users.

### **Existing Conditions at the Recreation Center**

The space consists of four rooms, a small gym, bathrooms and minimum storage. The rooms are categorized as a craft room with sink, a little gym, the arcade room and the preschool room. The gym is used as a multipurpose room and hosts most of the fitness classes. There is a front desk/reception area, three offices, two small storage closets, makeshift break room, 2 sets of bathrooms, pool, locker rooms and pump room.

The locker rooms receive the most complaints due to conditions and footprint. The town has seen increased calls for a family restroom.

### **Current and Continuing Needs**

Lobby and reception area

Pool

Mechanical Pump Room

Viewing space

Locker rooms

Family bathroom with showers

First Aid station near pool

Pool office

Office space for 6 staff

Preschool room with bathroom and sink

Fitness studio: mirrored walls and fitness bar specifically for fitness-oriented programming

Arts and Crafts programming room with sink

3 multipurpose rooms

Large gym with netting/dividers

3 bathrooms

break room

storage closets

More information about these needs can be found in Appendix E.

### **Emergency Shelter**

Currently the Fairbanks Community Center serves as the Town's Emergency Shelter site. The site lacks sufficient storage for shelter supplies and large portions of the building do not have a generator. Both of these issues should be considered in the renovation. We should consider building a large storage closet for the shelter supplies or applying for grants for offsite trailer storage if necessary.

### **General Space Needs and Mechanical Needs**

Boiler room

HVAC

Information technology space/server area

Janitor closets (3)

Dedicated electrical closet

Water service

Sprinkler room

Exterior maintenance storage

Outdoor equipment storage

### **Summary**

It is the opinion of the working group that the needs of the two departments could be met in a renovation that would include the administration space currently occupied by the Sudbury Public Schools (approximately 6,000 square feet) and would include an addition with new locker rooms, a pool viewing area, and a large gymnasium. The new locker rooms, pool viewing area and large gymnasium would be located to the right of the natatorium.

The working group suggests that in order to accomplish the goal of having a true community center where people of all ages are encouraged to come and intermingle, and in order to make the best use of limited space, the facility should have a common lobby and reception area, but would also have an alternative entrance and parking for the Senior Center that is handicapped accessible and accessible to the Senior Center vans.

The space where the locker rooms currently exist and the space where SPS currently occupies would be used in order to best achieve the needs presented by the two departments. Current spaces would be reworked to make the space less fragmented and more usable. The introduction of much needed storage space would allow for less clutter in both departments make the spaces more functional and more enjoyable.

Some of the needs of the two departments are similar in nature, including the need for a break area, the fitness studio and the large un-programmed space of the new gym and large multi-purpose room. The working group recognizes that those spaces could be effectively shared with a proper use agreement between the two departments.

The pool and the pump room would undergo renovation as well, and the town now has an analysis of current pool conditions to guide exactly what renovations to the structure and systems are needed. (Appendix F)

### **Phasing**

The working group is optimistic that we could phase the construction to minimize impact to our user groups. The group recommends starting with the pool and addition. Users of our pool would be able to use the pool in Wayland per our current agreement with that Town. By starting in this way, we would have the new locker rooms created and a large space in the new gym to help with relocation as the rest of the renovation gets underway.

The group suggests phasing the rest of the project by department, with departments moving around to fill spaces not currently under construction. We anticipate three construction phases, which allow programming to continue and be the least disruptive for users.

### **Future Operating Costs**

With the new space, there will be increased future operating costs. As explained in the funding section of this report, neither department located at the Fairbank Community Center will be bringing in

increased revenue to offset these additional costs. It is important to remember that aside from the pool, town departments are service oriented and that few, if any, of town departments bring in enough revenue to offset their costs. The working group thinks it is important to recognize that increased or improved space will not lead to more revenues for the Town. While increased revenues may be realized, those revenues are used to pay for the programming costs.

The Town anticipates that there will be increased costs to correlate with the increased size. These costs will include maintenance, gas, electricity and water. We also recognize that with improved systems that are more energy efficient those costs could be lessened, however we still anticipate a budgetary impact.

Based on this proposal, the town does not anticipate the need to hire additional staffing to program the facility. However, we do recognize that we will need increased maintenance and custodial staff to maintain this asset. We estimate a cost of \$225,000 per year to hire sufficient maintenance and custodial staff, including benefits, for that building, which we think would be the equivalent of three full time personnel. This building is unique as it is open 15.5 hours per day and houses showers, bathrooms and equipment that requires specialized knowledge to maintain.

These costs would require funding within the general operating budget and would likely require an operating override. The addition would be the driver of increased costs as the new space. We would continue to seek alternative funding sources in the future to help offset these increases.

This is a preliminary design estimate of future costs. Future exploration and documentation will better clarify costs.

### **Capital Costs**

The working group recognizes and appreciates the various input that has been received in regards to the capital costs from the Finance Committee and the Park and Recreation Commission.

We share the concerns of both of these committees in regards to the appetite for such a project and what tax burden residents would be willing to bear.

This proposal is a more modest plan than those previously discussed, but adds a gym, viewing area and new locker rooms.

We suggest that the PBC be engaged to provide a cost estimate for this group's recommendations.

Based on the working group's preliminary research it appears that the Town may be eligible for low interest loans from various governmental and private organizations. This project would require financing through a bond of up to thirty years.

Next steps

The working group suggests that this preliminary proposal be presented to the Fairbank Task Force, the Council on Aging, the Recreation Commission and the Board of Selectmen. With support, we recommend that Town Staff, in collaboration with the Permanent Building Committee, work with an architect to draft preliminary schematics and cost estimates based on this recommendation and board/commission input.

The findings of this exploratory work could then be shared with all interested parties and the project should continue to progress.

We appreciate all the hard work of the Fairbank Task Force that helped us to reach these recommendations.

Thank you for your consideration of the working group's plan. We are proud of the work we have done and we feel we are uniquely positioned to know what the Town's needs are for a Community Center. We are honored to serve the Town of Sudbury and thankful for this opportunity.

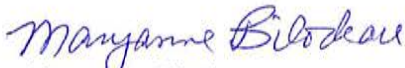
Sincerely,



Melissa Murphy-Rodrigues, Esq.  
Town Manager



James Kelly  
Facilities Director



Maryanne Bilodeau  
Assistant Town Manager



Kayla McNamara, CPO  
Director of Parks, Recreation, & Aquatics



Dennis Keohane, CPA  
Finance Director



Debra Galloway  
Director of Senior Center

Sudbury Senior Center  
Debra Galloway, Director  
February 2017

## **Sudbury Senior Center Space Needs**

**Current and Future Needs of Older Adult Population in Sudbury**  
**Senior Center Current Space and Staff**  
**Inadequate Space to Meet Needs**  
**Recommended Space Needs for Current and Future**

### **Current and Future Needs of Older Adult Population in Sudbury**

The Senior Center addition to the Fairbank building was built in 1989, when there were 1,625 residents aged 60 and older. Twenty-six years later, the 60 and older population is 3,815 older residents, more than doubling or 134% more. This means Sudbury residents who are 60 years of age and older now make up just over 1/5 or 21% of 18,247 total Sudbury residents. This number will continue to increase dramatically over the coming years due to several factors: the aging of the baby boomer cohort, the increase to average lifespans, the addition of 55+ housing in Sudbury with at least two or three more 55+ housing developments coming soon. Please see Attachments on Mass. Population Growth (U.S. Census), Growth of Older Adults – Sudbury (Town Census), and on Age Restricted Developments in Sudbury (source Town Planners office).

The Senior Center is already seeing increases in the use of Senior Center programs, especially health insurance counseling (SHINE), Outreach and Information and Referral, medical equipment loans and transportation. In order to continue providing programming and services for the growing population, the Senior Center is in desperate need of more space.

Just as there are special needs for schooling and other amenities for those who are young and growing up, there are also needs for space for those who are older and growing older. As people get older, they may have differing needs; for opportunities for social connection, recreation, arts, lifelong learning classes, volunteering, legal help and more. For some retirement means a shift in income, and they need access to low or no cost classes and programs. In addition, many may need guidance for future planning: for living space, legal issues, or health insurance; and some need more intense assistance or services: such as those with chronic health issues, medical equipment needs, counseling, or those who are temporarily or permanently homebound.

The Senior Center mission is to provide programming and services to support and maintain health and wellness for seniors in many aspects of life, for those who are active and out and about and those who are not. The following are a few of the areas of programming that we seek to provide:

- Education – Lifelong learning (academic) and community education
- Wellness – fitness, nutrition, health monitoring, preventive health
- Information/Resources – Medicare/health insurance information, retirement, financial information/resources, tax help, legal advice
- Recreation/Arts- cards, bridge, other games, art and craft classes/groups
- Socialization – lunch, luncheons, special events, lounge area, coffee, all of the above
- Support – with loss, caregiving, chronic illness, support groups for bereavement, caregiving, other issues; and individual consultations
- Opportunities to volunteer and/or work and continue to contribute

#### **Senior Center - Current Space and Staff**

The Senior Center has two program rooms: the Sudbury Pines room: a larger room with a projector, screen, room darkening shades, dvd player, and computer access, a microphone and assisted listening headphones, along with more comfortable chairs (54 chairs) and carpeting; and the Van Houten room: a smaller room with about 25 plastic chairs and a tiled floor, and a small sink area. The Senior Center has a reception office area with desk and phones, as well as 3 offices behind it, and then a separate office down the hall. In addition, we have a small lounge area right in front of our Reception Desk (which creates noise issues when on the phone). We share the Fairbank Gym and three program rooms with the Sudbury Park and Recreation department.

The Senior Center has a 6 full-time and many part-time staff, and part-time volunteers.

#### **Full-time Staff:**

Director, Administrative Assistant, Program Coordinator, Outreach Information Specialist, and two full-time van drivers who are generally not in the office.

#### **Part-time Office Staff and Volunteers:**

Part-time Front Desk Receptionists (staff/volunteers), Volunteer Coordinator, 2 SHINE Counselors, 2 Legal Clinic Elder Law Attorneys, 2 AARP Tax Return Aides, Board of Health Nurse – Blood Pressure and Wellness Clinic, Intergenerational Coordinator, Support Group Facilitator, Tax Work-off Coordinator.

### Inadequate Space to Meet Needs

The full-time staff and certain volunteers who provide services or consultations must be in the office to offer their services. We are trying to make do with what we have for space but it is not great. I do hear from senior participants who are uncomfortable with the space we are using.

As we just hired a full-time Outreach Specialist (which is very much needed and we are very grateful for), we have filled all of our 4 offices with full time staff. This means the part-time Volunteer Coordinator, SHINE Counselors, Board of Health Nurse, Attorneys, and Tax Return Aides do not have access to an office unless a staff person moves out temporarily. Because of this, we have asked many of the part-timers to start using the shared program rooms, which are not offices. These rooms do not have desks, computers, or phones and lack the guarantee of privacy. The part-time staff and volunteers who use these spaces must use older tables that are often paint covered as the spaces are often used for preschool art. The staff and volunteers must bring laptops and hope the wireless connections are strong. Currently, the SHINE Health Insurance Counselors cannot use these rooms as we are waiting for a extra phone to use in these rooms. I have heard many complaints about lack of privacy, and cold air recently, as we have started using some of the shared program rooms for these types of programs.

Our main programming categories and space needs:

#### 1. Education:

All education classes, informational talks and seminars, dvd series, movies, must be in the Sudbury Pines room, as this is the only room that has the projector and laptop connections. Many classes fill the Sudbury Pines room, we could use a larger room with the same technology as the current room. For smaller classes with more unique programming, a smaller room with technological capability is also needed (this smaller room could be used for the many small meetings that take place with the Council on Aging and Friends). Both of these needs could be fulfilled by a multi-purpose room with a divider.

#### 2. Wellness:

A wellness room is needed for the Board of Health Nurse (blood pressure, glucose checks, wellness consults); podiatry and dental consults, and other health related consultations or treatments. The Board of Health nurse currently uses a staff person's office or a shared program room for her blood pressure and other consults. Neither of these rooms is designed for this use. When the nurse is using the staff person's office, she and her visitor sit on desk chairs in front of the staff person's desk. Meanwhile the staff person is not able to get her work done (and must be careful that no confidential information is left in view). When the nurse

uses a shared program room, seniors are not guaranteed privacy, the room may be cold, and the space is large and just not amenable to a health consultation.

Fitness rooms – The gym is good, but too large (and sometimes cold or hot) for some classes. Most of these classes could use a room about half the size of the gym to keep people warm and to make it easier to hear the teacher, among other things. As mentioned elsewhere, the Senior Center may lose access to the gym due to other Park and Rec classes during regular weeks, or school vacation weeks, along with all summer (when we also are not able to use Program rooms). In the summer, the Senior Center must either put the fitness classes into the regular two Senior Center program rooms and cancel programs in them, or move them out of the Senior Center, or just cancel them outright.

### 3. Information/Resources:

There is a need for at least 2 additional office/consultation spaces for the consultations offered for health insurance (SHINE), elder legal advice, tax return help, and for part-time staff to use for their work, along with interviews (interviews of prospective volunteers, or applicants to the Tax Work-off program).

Often the Tax assistance appointments, meetings with prospective volunteers and Property Tax Work-off program applicants have to be moved to a borrowed Park and Rec room (Room 1 or 3). This means that the Volunteer Coordinator and Property Tax Work-off Coordinator rarely have a private space to interview volunteers/applicants. The rooms that we share with Park and Rec are not in the best of shape for interviews and meetings, though we do use them. Room 3 is set up for Teen Center and has multiple video games, pinball machines, foosball tables, air hockey etc. Room 1 is smaller and has tables covered with art and crafts paint as it is used for young children's art classes. The room is also right next to the gym so there is sometimes music and talking coming through the door.

Kayla, Park and Rec Director, is working to improve Room 3 in particular to make it more modern, more spacious and more useful for both children and older adults. This will be great for recreational use, for games such as pool and ping pong, which we have a demand for, but will not help with office space needs.

### 4. Recreation/Arts:

Our current arts classes and cards and games programs use a room that doubles as our coffee and goodies area (Van Houten). This means that activities in this room are interrupted by staff making coffee and bringing out baked goods, along with senior participants who are visiting and

coming to get coffee. There is not adequate storage for the arts classes to keep supplies or projects week to week.

Bingo is held in our main program room (Sudbury Pines) because that is where the microphone is, which means that we are not able to schedule a class or movie for that room during bingo. This room gets a lot of use as it is the only room with technology (projector, screen, dvd player, laptop access). It would be great to hold Bingo in another room, so that the room with technology is available another morning of the week.

#### 5. Socialization/Special Events:

An important purpose of the Senior Center is to create a space for older adults to have an opportunity to socialize in various forms. As we get older, we may not have the same opportunities for socialization that we did as younger adults, such as work, other parents, physical activities, etc. The Senior Center offers opportunities for meeting new people, and visiting with those you already know. A lot of socializing goes on before and after classes, but people also enjoy coming to a special event or luncheon.

The Fairbank gym is used for large luncheons. There is enough space for about 100 people, there's a stage for entertainment, a kitchen to keep food hot. On the other hand, it also has high ceilings, has lighting that is not amenable to slide shows, and is not easy to decorate and create ambience. The noise level is really high when people are eating and talking, making it difficult for those with hearing issues to hear friends or announcements. A large room with lower ceilings, no basketball hoops, and with neutral walls would be so much more amenable to having special luncheons and make it easier for people to hear.

#### 6. Individuals with Chronic Illness or Memory Challenges and Their Caregivers

Persons who have chronic illness or who have early and moderate memory loss still need to get out of the house, socialize, and be active as long as possible. Their family members, whether a spouse, or adult child, may be accompanying them. The caregiver may need to get out of the house and socialize as much or more than the person with the illness. In this situation, the chronically ill person may need assistance in the bathroom. The Senior Center does not currently have a "family" bathroom where a person and their caregiver can be in one room with privacy. The Senior Center has had requests for this type of help, and we expect that the need for a family bathroom will grow.

#### Loss of Shared Space

The Senior Center loses access to the gym and 3 shared program rooms for half of June, all of July and August, as well as before and during election days, or when Park and Rec has a school

program running in the gym (most school vacation weeks (December, February, April)). Additionally, there are Park and Rec programs that run during non-school vacation weeks that may mean the shared program rooms are busy.

#### New Senior Centers in the Area

Many new Senior Centers have been built in the local area in the last few years and they have a lot more space than we do. A good example is the Marlborough Senior Center. The Marlborough Senior Center is 24,000 square feet (sf), and serves a population of about 8,370 seniors which equals about 2.9 square feet (sf) per senior. On Attachment 4, please see a comparison of square footage and senior population for several surrounding towns. In Sudbury, we have about 4,750 sf (including the kitchen, but not including shared space) which translates to 1.25 sf per senior, which is on the very low end of square footage (with shared space included we have 2.6 sf per senior, still on the lower end). The Executive Office of Elder Affairs has recommended 4-5 sf per senior when building Senior Centers today.

#### Recommended Space Needs for Current and Future

To summarize what we think is needed to meet current needs:

**A Large multi-purpose room that can be split into smaller rooms – with technology for projection and for closed captioning, assisted listening, etc.**

This will be used for larger academic style classes, informational seminars and talks, special event luncheons, Soup's On events.

**Three additional program rooms (at least one with technology for projection and both with storage for fitness or other materials) (this is in addition to two Senior Center program rooms)**

These will be used for Art classes, special healthy aging workshops, smaller fitness classes, meeting space, recreation, cards/games, other classes and workshops, support group meetings, and backup office and meeting space.

#### Large Storage Room for Medical Equipment Loans:

Storage for our Medical Equipment Loan program which is growing in use. We had 191 people use 432 pieces of medical equipment last year. The equipment is currently stored in a basement room at the Flynn building. The Volunteer Coordinator must access it via a ramp that is not covered during the winter or in rain, which means it is possibly slippery when he is carrying equipment up and down. In addition, it means that he is constantly going back and

forth between the Senior Center and the Flynn building with equipment, as people drop off their equipment at the Senior Center (and we don't have the best storage space for it either).

**Two additional Offices at minimum, three offices would be better:**

The offices are needed for part-time staff to use for phone calls, emails, and other work as well as consultations and interviews.

**A Wellness Room:**

This will be used for the Board of Health Nurse blood pressure and glucose monitoring, and wellness consultation; as well as podiatrist and dental consultations/visits and vision/hearing tests.

## Senior Center Current Usage of Space

The Sudbury Senior Center purpose is broad and includes providing for the social, educational, informational, and recreational needs of older adults and their families in Sudbury.

Current program	Space	frequency
<b>Lifelong Learning Classes</b> Including history, music, science, music history, culture, literature and more	Sudbury Pines Room	Ongoing throughout the year, times and days vary. Series may be 3-12 weeks long. Examples include: The Skeptics Guide to American History, 9/11: Fifteen Years Later, Presidential Wives, The Hubble Telescope, Poetry of Robert Frost.
<b>Educational Talks and Workshops</b> Health, aging issues, nutrition, rehabilitation, language, etc.	Sudbury Pines Room	Ongoing throughout the year, times and days vary. Examples include: Beginning Spanish, Can You Hear Me?, Low Vision Tips, Recovering from Hip Replacement, The MIND Diet, Downsizing, Beginner Bridge, etc.
<b>Informational Talks and Workshops</b> Including wellness, legal, health insurance, fitness, etc.	Sudbury Pines Room	Ongoing throughout the year, times and days vary. Examples include: Legal Update, Brain Healthy Meals, Medicare 101, Fitness Exercises for Anyone, Legal Update, etc.
<b>Fitness programs</b> Tap Dance, aerobics, strength and balance, Yoga, Tai Chi, and more	Fairbank Gym when available, or one of the shared program rooms, or one of the two Senior Center program rooms (not ideal)	Tap Dance – Thursdays 9:30 AM Fit for the Future aerobics – M, W, F 11:00 AM Better Bones (strength/bal.)- M 1:00 PM Yoga – T 9:40 and 11:00 AM Tai Chi M 2:15 PM; T 1:30 PM Ageless Grace – coming in September
<b>Legal Clinic</b> with Elder Law Attorney	Room 1 (shared room) or a staff person's office	2 <sup>nd</sup> Tuesday of the month 1:00-3:00 PM
<b>Caregiver Programs</b> Comfort Food Caring Cafe	Sudbury Pines or Van Houten Room	Caring Café is the 4 <sup>th</sup> Monday of each month; 12:00-2:00 PM. For caregivers and their family members with memory impairment. We also offer other programs for caregivers.
Bereavement Group	Sudbury Pines or Van Houten Room	2 <sup>nd</sup> Monday of the month; 10:00-11:30 AM; January - June
Chronic Pain or other Workshops	Sudbury Pines Room	Times and days vary. Currently, M 9:30 AM-12:00 PM
Matter of Balance or other workshops	Sudbury Pines or Van Houten Room	Times and days vary.

Buried in Treasures Hoarding Workshop Arts Classes and Workshops	Sudbury Pines or Van Houten Room Van Houten Room	Times and days vary. Currently, Fridays 1:00 – 3:00 PM.  Ongoing throughout the year. Watercolors F 11:30 AM or 1:45 PM Drawing Workshop T 12:30 PM Other class times and dates vary.
Teen Tech Workshops	Senior Center Lounge, as a program room is rarely available	2 <sup>nd</sup> and 4 <sup>th</sup> Wednesday of the month during school year. High schools students assist seniors with tech devices.
Crafty Jewelry Group	Van Houten Room	3 <sup>rd</sup> Thursday 10:00-11:30 AM
Senior Notes: Singing Group	Fairbank Gym or Sudbury Pines Room	3 <sup>rd</sup> Thursday 12:45-2:30 PM
Connection Circle	Van Houten Room	Thursdays 2:30-3:30 PM
Special Musical Events	Sudbury Pines Room or Fairbank Gym	Times and days vary. Examples include: Songs Celebrating America, Harpist Rebecca Swett, Guitar and Song, etc.
Special Luncheons	Fairbank Gym	6 – 8 times each year. Typically use the gym from 10:00 AM – 3:00 PM. Fitness program must move to a shared room.
Bingo	Sudbury Pines Room	Fridays 9:30-11:30 AM
Card Games	Van Houten Room or Sudbury Pines Room	Cribbage – T 9:00 – 11:30 AM Bridge Playing – T 12:30-3:30 PM Bridge Lessons – W 1:00-3:30 PM
Book and Short Story Groups	Sudbury Pines, Van Houten Rooms or if not available Room 1 (shared)	Book Group: 2 <sup>nd</sup> Wednesday 1:00 PM Short Story Group: 2 <sup>nd</sup> and 4 <sup>th</sup> Thursday 1:00 PM
Current Events Group	Sudbury Pines Room, or Room 1	Thursdays 10:00-11:30 AM
Various Smaller Special Events	Sudbury Pines Room or Van Houten Room	Times and days vary. Examples include: Year End Wrap-up, Chili Fest, Salt Potato Fest, Red Sox and Hotdogs, Design a Silk Scarf
Movies	Sudbury Pines Room	
Garden Club Projects	Van Houten Room	Times and days vary. Examples include: Container planting, Holiday Boxwood
Soup's On	Van Houten and Sudbury Pines rooms	Hot homemade soup and salad; then a guest speaker. One Thursday per month. 12:00 – 2:00 PM
Trip Meetings	Sudbury Pines Room	6-8 x each year; times and days vary.
Impromptu Social Groups	Van Houten, Sudbury Pines Room, or Lounge	After fitness or other classes, participants may meet informally to talk, have coffee or tea. Many informal groups have formed that meet on a regular basis.
Flu Vaccine Clinics	Sudbury Pines and Van Houten Rooms, simultaneously	One or two days in September or October from 12:00-4:00 PM and 6:00- 8:00 PM

Intergenerational Programs LINC, Sudbury Preschool	Sudbury Schools, Sudbury Pines Room, Van Houten Room	LINC is held for 5 weeks at an elementary school, with the 6 <sup>th</sup> week being a celebration at the Senior Center. Several times each year, Park and Rec preschoolers visit with seniors at the Senior Center for an arts project.
<b>Services That Need Private Consultation Space</b>	<b>Office Used</b>	<b>Schedule</b>
<b>Health Clinics</b> blood pressure, glucose, wellness screenings	One of our staff person's offices	Tuesdays 8:30-10:30 AM
<b>SHINE Medicare</b> Insurance Counseling	One of our staff person's offices	Weekly: T 10:45 AM -1:30 PM; Th 9:00-12:00; From October – December (Medicare Open Enrollment period) SHINE is offered 2+ full days each week.
<b>Nutritionist</b> Consultations	A staff person's office or program room	Wednesday or Thursday, 1x month, 12:00- 4:00 PM
<b>Legal Clinic</b> with Elder Law Attorney	Room 1 (shared room) or a staff person's office	2 <sup>nd</sup> Tuesday 1:00-3:00 PM
<b>Tax Return</b> Assistance	Room 1 (shared room); or Senior Center program room; or staff person's office	February – April; M and F 9:00 AM -4:00 PM

## Current Community Center Usage

Currently on the Park and Recreation side of the Fairbank Community Center, there are four rooms, a gym, bathrooms, and minimal storage. Room 1 is the "arts & crafts" room that is used as a multipurpose room, room 1 has a sink in it, tables and chairs, and a storage cabinet that remain in the room at all times. Room 2 is "the little gym" also used as a multipurpose room. In room 2 there are currently 2 pool tables, a ping pong table, and old jut box, some tables and chairs and a very small storage cabinet that remain in the room at all times; limiting the multipurpose uses. Room 3 is the "arcade room" that has limited use because of the current state. Room 3 has several old arcade games, a dance game, two foosball tables, and air hockey table, tables and chairs, two couches and 4 coat racks that remain in there at all times. Room 3 is used only when needed due to limited space and ability to rearrange that room. Room 4 is the "Preschool Room" and only used by the preschool or toddler programs due to the set up. The gym is not a normal gym size and has a stage in it. The gym is used as a large multipurpose room/space.

Below is a list of current programs run in house at the Fairbank Community Center throughout the year, as well as how often it is run; there are additional seasonal programs that get added throughout the year.

### Parks & Recreation

CURRENT PROGRAM	SPACE	FREQUENCY
Preschool	Room 4 – preschool room Room 2 – mini gym	Monday – Friday 9:00am-12:00 Monday – Friday 11:00-12:00 This follows the SPS school calendar
December Break Multi sport camp	Gym	Tues-Friday 9:00am-3:00pm December school vacation week
Childhood Adventures	Room 4 – Preschool Room Room 2 – mini gym	Monday – Friday 9:00-12:00 Monday – Friday 9:00-12:00 This program is every school vacation week while preschool is closed
Alien Planet	Room 1	Tuesday – Friday 9:00am-12:00 School vacation weeks
All sports clinic	Gym	Tuesday – Friday 9:00am-2:00pm When Curtis Gym isn't available
Animal Antics	Room 1	Tuesday 10:00-11:00am for 5 weeks every season except summer Saturday 9:00-10:00 for 5 weeks every season except summer
Tiny Tumblers	Room 2 – mini gym	Tuesdays 11:00-12:00 for 5 weeks every season except summer Thursdays 10:00-11:00 for 5 weeks every season except summer Saturdays 9:00-12:00 for 5 weeks every season except summer

Drop in Play time	Room 2 – mini gym	Tuesdays 9:30-10:45 year round except summer
Pre-k Basketball	Gym	Saturday's 11:00-12:00 5 weeks every season except summer
Mini Sports	Gym	Saturday's 10:00-11:00 5 weeks every seasons except summer
Jump, Roll & Sing	Room 2 – mini gym	Wednesday's 9:30-10:30 Year round (except summer)
Discovering Dr. Seuss	Room 1	Wednesday's 10:00-11:00 5 weeks every season except summer
Pint Size Picasso	Room 1	Wednesday's 10:00-11:30 5 weeks every season except summer Saturday's 10:00-12:00 5 weeks every season except summer
Summer Soccer Starts	Gym	Thursday 3:00-6pm Winter Sunday 9:00am – 12:30 winter
Viking Basketball	Gym	Saturday's 12:00-5:00 Winter
Video Game Design	Room 3	Tuesday's 5:00-6:30 12 weeks (couple times a year except summer)
Lego Robotics	Room 3	Tuesday's 4:00-5:00 12 weeks (couple times a year except summer)
Drama Kids	Gym	Tuesday's 5:00-6:00pm 12 weeks (couple times a year except summer)
Drama Kids Academy	Gym	Tuesday's 6:00-7:00pm 12 weeks (couple times a year except summer)
Pottery Painting	Room 1	Thursday's 4:00-5:30pm 6 weeks each season except summer
Basketball Shooting sessions	Gym	Sunday's 8:00-9:00am 8 weeks winter
Motion Commotion	Room 1	Monday's 4:00-5:30 6 weeks winter
Girl's Science club	Room 1	Monday's 5:30-6:30 6 weeks winter
Wild Wednesday	Room 1 Room 2 Gym	Every SPS half day Wednesday 12:00-6:30 Every SPS half day Wednesday 12:00-6:30 Every SPS half day Wednesday 12:00-6:30
Babysitter Training	Lobby	Wednesday's SPS early release days 12:30-6:00pm
Home Alone Workshop	Lobby	Thursday 5:00-7:00pm a couple times a year
Code Camp for Kids	Room 2	Tuesday's 5:00-6:30 14 weeks (couple times a year except summer)
Teen Center	Gym Room 1 Room 2 Room 3	1 Friday a month 7:00-9:30pm
Super Soccer Stars Shine	Gym	Sunday's 12:15 – 1:00 12 weeks winter

Holiday Cupcake decorating	Room 1	6:15-7:00pm 1 day workshops throughout the year
Drawing & Painting	Room 1	Monday's 5:00-6:00pm 5 weeks each season except summer
Joy of Dance	Gym	Tuesday's 7:00-8:00 8 weeks each season except summer
Sneaker Prom	Gym Room 1 Room 2	1 Night a year 7:00-9:00pm
Tap Dance	Gym	Monday's 6:30-7:30pm 6 weeks each season except summer
Yoga	Room 2	Monday's 7:00-8:15pm 5 weeks each season except summer
Sudbury Summer	Gym Room 1 Room 2 Room 3	
Pre school Pals	Room 4 Gym	
Sudbury Adventure	Room 3	
Summer Extended Day	Gym Room 1 Room 2	
Triple Threat Basketball	Gym	Saturday's 9:00-10:00 6 weeks Fall
Kitchen Chemistry Little Chef	Room 1	Thursday's 9:30-10:30 5 weeks every season except summer
Drama Kids Intro to Improv	Stage/Gym	Tuesday's 5:00-6:00pm 10 Weeks Fall
Basketball Basics	Gym	Thursday's 5:00-6:00pm 6 weeks Fall
Prep for Tryouts	Gym	Friday's 5:00-6:00pm 6 weeks Fall
Archery	Gym	Thursday's 7:00-8:00 4 weeks every season
Skits and Mini Plays	Gym	Wednesday's 7:00-8:00pm 8 weeks Fall/Every season

The above space does not include office space. Park and Recreation department currently has a front desk/reception area shared for the whole building, office for Director, admin, assistant director, youth coordinator, program coordinator, part time desk area, 1 small storage closet in the gym, 1 medium size storage area in a hallway, 1 makeshift lunch room, small lobby, 1 set of bathrooms near the preschool room (the old school side bathrooms which are shared with the school department and public), 1 set of bathrooms near pool that are shared between staff and public.

## Senior Center Programs – Not all programs

CURRENT PROGRAM	SPACE	FREQUENCY
Yoga for living well	Gym	Tuesday's 9:00-12:00 8 weeks each season except summer
Tai Chi	Gym	Monday's 2:15-3:15 8 weeks each season except summer
Beginner Tap Dance	Gym	Thursday's 9:00-9:30 8 weeks each season except summer
Tai Chi for Healthy Living	Gym	Tuesday's 1:30-2:30pm 8 weeks each season except summer
Intermediate Tap Dance	Gym	Thursday's 9:30-10:30 8 weeks each season except summer
Better Bones	Gym	Monday's 1:00-2:00pm 8 weeks each season except for summer
Fit for Future	Gym	Monday 11:00-12:00 Ongoing monthly except summer Wednesday 11:00-12:00 Ongoing monthly except summer Friday 11:00-12:00 Ongoing monthly except summer
Tax Help	Room 1	Tax Season

Programs unable to offer due to space

CURRENT PROGRAM	SPACE	REASON
Adult yoga – daytime	Gym or Multipurpose room	Senior programming or toddler programming already using space during daytime
Stroller Strides	Gym	Gym not large enough and being used almost every day some mornings some afternoons
Drop in Playtime – multiple times a week	Mini Gym/Mat room	Toddler and preschool programs already using the room multiple times a week
Drop in Open Gym	Gym	Gym being used by other senior programs or recreation programs
Adult fitness classes – day and evening	Multipurpose room	Other popular programs already using current space
Adult basketball league	Gym	Gym not large enough (normal size) Rec league currently held at school
Pickle ball	Gym	Gym is not large enough for full size pickle ball court to be marked. Gym also already in use most of the day
Parent & Toddler Classes	Multipurpose room	
Multiple outdoor programs	Rain location needed	Fairbank Community Center is the rain location for programs run at Haskell and in the Fairbank backfield. If it rains, there would not be enough space for multiple programs in the gym
STEM for Tots	Multipurpose room	
Multiple afterschool programs	Multipurpose room	
Kickboxing	Multipurpose room	
Badminton	Gym	Gym already in use and not proper size for safe use
Music Classes	Multipurpose room	Other popular programs already using current space – no storage for musical instruments

## Current Recreation Department Staff

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### **Full time**

- Park, Recreation Aquatic Director
- Recreation Assistant Director/Therapeutic Specialist
- Recreation Program Coordinator
- Recreation Youth Coordinator
- Recreation Administrative Assistant
- Aquatic Supervisor/Assistant Director
- Aquatic Supervisor
- Head Lifeguard

### **Part-Time**

- Front Desk Receptionist (Monday, Wednesday Friday 9-3)
- Front Desk Receptionist (Tuesday, Thursday 9-3)
- Front Desk Receptionist (afternoons and weekends) - 6
- Preschool Director
- Preschool Teachers – 4
- Aquatic Supervisors (nights and weekends) – 5
- Recreation Staff – 5-10
- Lifeguards - 25
- Water Safety Instructors - 6
- Swim Aides - 5
- Recreation Program Instructors - 4
- Aquatic Program Instructors – 3

### **Seasonal Staff**

- Summer Camp Staff - 50
- Office Assistant – 1-2
- Front Desk Staff (summer only) – 2-3
- Lifeguards (summer only) – 3-5

The Recreation Department also works with a great number of vendors to run programs year round.

# Senior Center Practices

## INTRODUCTION

In the states and territories senior centers offer older Americans a comfortable place to participate in activities, socialize with their peers, and share a meal. Senior centers, supported by funding from various sources including the State Unit on Aging, are often coordinated by Area Agencies on Aging. Although all states have senior centers, they vary greatly. Several states and territories are developing statewide standards for their senior centers. Implementation of state standards ensures that each senior center offers appropriate and consistent services. Senior center standards often regulate hours of operation, set forth requirements for nutrition programs, provide for handicap accessibility, and prescribe social, health and wellness activities.

NASUA surveyed the states concerning funding sources, operational guidelines for senior centers, and services deemed necessary. 38 states responded to the survey. Of those responding, 16 states offer guidance for their senior centers.

### Funding Sources

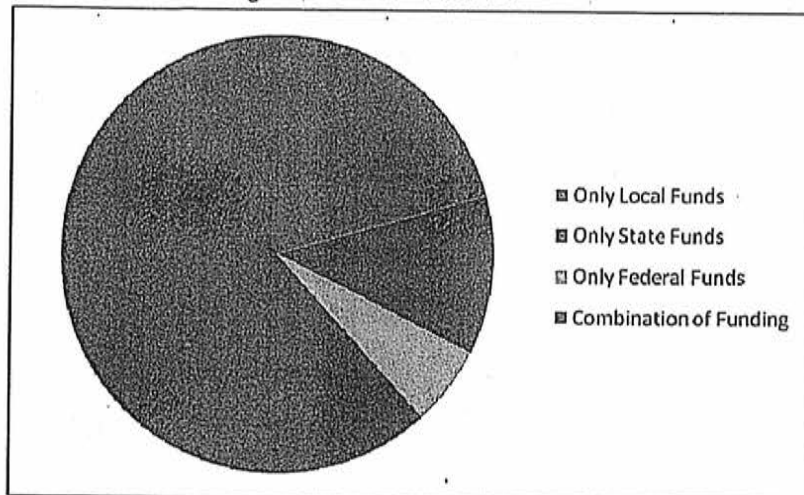
The variation of funding for senior centers is quite broad, often including multiple sources of funding, as single funding sources often do not cover all of the expenses.

Federal funds are the exclusive source of funding for senior centers in Arizona and Illinois.

Exclusively state funded senior centers exist in Louisiana, Hawaii, Ohio, and Tennessee.

Local funding exclusively supports senior centers in California, Minnesota, New Jersey, North Dakota, the Northern Mariana Islands, Wisconsin, and Vermont.

21 states' senior centers are funded by a combination of federal, state, local and private funds. These states include: Alabama, Arkansas, District of Columbia, Florida, Georgia, Kentucky, Michigan, Missouri, Mississippi, Montana, Nebraska, Nevada, New Hampshire, North Carolina, Oklahoma, Rhode Island, Texas, Utah, Virginia, West Virginia, and Wyoming.

*Sources of Funding for Senior Centers<sup>1</sup>*

### Handbook, Guidelines and Standards

Of the states that responded to the NASUA survey, 16 states provide guidance for their senior centers in the form of a handbook, guidelines, regulations or standards for the operations of their senior centers. State guidance often includes staffing requirements. Guidelines may include requirements of structural features, such as handicap accessibility, safety measures, and adequate lighting. Programming elements such as activity categories, schedules and variety may also be included. Please see the appendix for examples of guidance from the states.

The following states offer guidance for senior centers in the form of information on standards and procedures: Alabama, Arizona, District of Columbia, Florida, Georgia, Illinois, Mississippi, North Carolina, and Tennessee.

Kentucky and Missouri have adopted regulations for senior centers, which are enforceable by law.

Texas senior centers are required to adhere to an administrative code. North Dakota has a policy for construction or acquisition of a senior center, but everyday operations are not standardized or monitored. Nevada senior centers are expected to meet service specifications. Utah has rules for nutrition, but does not standardize other services and activities.

### Hours of Operation

Of the 38 states that responded to the survey, only seven states regulate the hours of operation. Each state approaches hours of operation differently.

Alabama requires senior centers to remain open from 9:00 am-1:00 pm daily, although many are open longer. North Carolina requires senior centers to be open for 40 hours a week, excepting holidays and inclement weather. Oklahoma requires its senior centers to be open for 30 hours a week, unless it has a waiver approved by the State Unit on Aging. Mississippi suggests hours, but has no requirements. In Georgia, senior centers are required to be open four hours a day, and serve one meal a day five days a week. In Illinois, centers must be opened seven hours a day for five days a week.

<sup>1</sup> This chart represents the states that responded to the NASUA survey.

All of the states that do have standards for hours of operation allow for some flexibility.

### Promising Practices

The states were asked to share their promising practices, and the greatest senior centers successes.

Many states are moving towards a wellness approach to encourage active lifestyles that includes physical and intellectual pursuits. Arkansas is using the seven dimensions of wellness as a basis for its programs: Emotional, Environmental, Intellectual, Occupational, Physical, Social and Spiritual Wellness. The Northern Marianas also encourage physical and intellectual pursuits by offering aerobic exercise, dancing, and internet skills workshops. New Jersey and Massachusetts have introduced Wii video games as a source of exercise. Missouri has a campaign for healthy lifestyles titled *Live Like Your Life Depends On It*.<sup>2</sup>

Many states also report program management promising practices. Wyoming requires quarterly reviews, including fiscal and programmatic accountability, site visits and quarterly reports assisting the state unit to remain in contact with their senior centers. New Hampshire offers grants to senior centers for demonstrated best practices to incentivize the senior center administrators. The grants can be used for programming or an evidence based program. Many senior centers have used these to implement strength and conditioning programs.

"We do our best to make sure they (senior centers) are physically accessible, clean and attractive, with great food!"

-Beth Batman, Oklahoma

Many states offer certifications and continuing education to their staff and volunteers to ensure quality. North Carolina offers its senior centers voluntary certification; there are two levels of certification- Center of Merit and Center of Excellence. This program is based on a self-assessment instrument, the Senior Center Operations and Program Evaluation or SCOPE tool, which serves as a standard for practice in five major operational areas:

- outreach and access to services
- programs and activities
- planning, evaluation, and input from older adults
- staffing
- operations and physical plant.

North Carolina also offers an *Institute for Senior Center Management* at which senior center staff learns management skills, update credentials and enhance professionalism. Texas also offers training opportunities for staff. The District of Columbia and Arizona senior centers have a senior advisory board/council that provides direction to the management.

### Conclusion

Senior centers offer a sense of community to each state's aging population. Seniors may share a meal with their peers, learn a new skill and participate in physical activities. Of the 38 states that responded to our survey, 16 provide guidance to the senior centers in the form of a handbook, guidelines, standards or regulations. Only 2 states have regulations that are enforceable by law.

<sup>2</sup> To learn more about the campaign: <http://www.lifedependsonit.com/>

## MASSACHUSETTS SENIOR CENTER STANDARDS

### Design Considerations for Senior Centers

#### Parking

Van or emergency access. Allow 1 parking spot/100 gsf.: less with good public transport and/or if walking is a feasible option. No parking islands! Consider: covered ramp, enclosed (lit) entryway, ensure adequate lighting.

#### Entry, Enclosure

Enhance visibility, identification of center. Conserve energy. Maintain even lighting transition (exterior--interior). Assisted/automatic doors are *valued*. Consider *separate* exits for home delivered meals, durable equipment loan storage.

#### Greeting/Waiting

PROMINENT sign-in registration/security area. High/low countertops may include horizontal cubbies for popular brochures, flyers and handouts. Coat storage. Seating area. Use for groups awaiting departure.

#### Display

Consider enclosed bulletin board, display rack, and/or cork strips for notices, volunteer recognition.... Allow for wheelchair viewers. Display sensitive materials (e.g., elder abuse brochures) *in lavatories*. Re-sale shop?

#### Recreation & Assembly

Multi-use space: meals, presentations, assembly, exercise/fitness, line dancing, etc. Chair mix (with & w/o arms); interlocking chairs may be required for public assembly. Test chairs (with live seniors!) *in advance*.

#### Auditorium/Main Room

Noiseless (prefer ball-bearing hinges on large) doors. Space should be divisible (60/40 or 1/3rds) with an overhead, divisible sound system based on your (soundproof) partitions. Locate floor plugs/jacks on both sides of partitions—near center of wall. Provide for natural exits, pass throughs. (Automate) curtains, partitions. Storage closets for chairs, dollies, etc. Stage Ramp access. Consider storage, toilets, wheel-in shower, dressing room/s.

#### Dining

Avoid institutional feel (round/folding tables [wheeled legs], colorful decor, "café" canopies, and adequate space for wheelchairs & service). Consider: access to outdoor areas. Consider "picture rails" at 7-8 feet above floor.

#### Kitchen

Refrigerated, dry and temporary storage. Ventilation for dry foods: 2" from walls, 6" from floor and ceiling: plastic DIY shelving is OK. Use a "pass through" for serving/food return. Restaurant style appliances, sinks, dishwashers. Sep-a-rate clean // soiled dishes, utensils. Use *Food Service Manager* or

*professional chef* (not an engineer!) *for kitchen design consult.*

#### Classes

Multi-use space: adult education, training, rehearsals, music, sink/s, lockers.

#### Arts & Crafts

Seasonal and other storage(!) Dedicated space: computers, pottery/kiln.

#### Lounge and Furnishings

Quiet spots; conversation, cards, reading. Use a *Physical or Occupational Therapist* to design/suggest supportive (read: firm) furnishings. Consider washability, #250 capacity & no protruding legs. Elders to pre-test samples!

#### Lavatories

Typically, *twice* as many women attend senior centers as do men! Locate "handicapped accessible" lavatory/ies near function room, along lengthy corridors, near front entrance &/or elevators. Consider assisted doors, emergency call devices in lavatories. Use contrasting wall color behind commodes!

#### Fitness/Recreation

Consider cushioned floor in exercise room (& storage for mats). Allow (some) visibility for passers-by. Consider walk-in shower/s.

#### Supportive Day Care

Allow 50 SF per participant. A walk-in shower and washer/dryer (and hairdressing sink!) may be helpful. Consider keyed doors, digital recording.

#### Site movement

Encourage walking (e.g., to lavs) that pass activities. Use translucent/clear panels in solid doors to reduce collisions. Consider interior blinds for support groups/programs. Use mini track lighting behind (deep) handrails/ chair rails. Consider: wide corridors to allow *two* wheelchairs to pass.

#### Building Services

Corridors "short, wide, eventful." Carpeting to have color changes near (the) walls. Consider (recessed) benches; mini-lighted railings. Fixtures to be operable with a *closed* fist. Provide separate HVAC controls in computer, exercise rooms. Lockers for volunteers. Tool storage closet. Locate defibrillator near telephone jack (for automatic dialing when case is opened.) Do *not* place fire department signal plate near the plate/s that opens the automatic doors! Suggest two-hour firewalls in multilevel buildings and extra soundproofing if "noisy" activities are near "quiet" ones.

#### Administration

Staff, board meetings/special functions; individual (private) consult space. Use of glass/blinds/curtains to

allow seeing "through" rooms. Computer/ copier accessibility. Separate lavatory for admin staff... & frig/microwave break room, esp. in an administrative wing. Intercoms. Supply storage.

#### Outdoor Recreation

Consider: fitness path, wheelchair garden, stretching stations or quiet areas.

#### OTHER

Maximize space possibilities through floor-ceiling (movable) partitions. Design for *ultimate* use of five to six (gross) square feet (SF) per elder (more SF in towns with fewer than 1000 seniors, a little less SF for 6000+ seniors). Add 1 SF per elder for self-prep kitchen, supportive day programs. If you can't build to these guidelines, "stub" utilities and specify reusable windows in area/s logical for future expansion. If you build it, they will come.

Allow up to 30% of designed space is needed for storage! The users will thank you!

Review the number/spacing of outlets: use *commercial*, not home, specifications.

Automate curtains, drapes, partitions – especially if you have no janitor. Cathedral ceilings have strong appeal, but consider energy costs (reversible fans) and light bulb changing issues.

Design logically for ease of use. Include someone from your Disabilities Commission on your building committee. Fitness is probably more popular than you initially thought.

A building committee should include engineers, architects, interior designer professionals, as well as someone familiar with adult/supportive day care. Your building committee is NOT your fund raising committee.

Ask architect for a list of current/recent projects and permission to speak with the principals at those sites.

A project manager/clerk of works is strongly advised. Document all changes, understandings and/or assumptions as they occur w/ respect to design re-work. Talk to directors in new(ish) facilities: needs/requirement/priorities may have shifted since completion!

#### **Special, Non-typical or Occasional Uses Found at Senior Centers in Massachusetts**

Supportive Day Care (or Adult Day Health – medical model) Standalone/integrated space.

Fitness Center (uses equipment that may require initial assistance with operation)

Arts & Crafts (particularly a kiln and dedicated storage/lockers)

Woodworking

Small household items repair workshop

Private counseling and group support

Computer training (may need separate cooling system in room)

Greenhouse

Kitchen for "cooking for one"—or large scale ovens;

also café style enclosure (low bookcase/planters & awnings)

Durable Medical Equipment Loan "closet"

Pool/table tennis

Bowling Alley (in community center)

Diving/swimming pool (in community center)

Video production

Stage (accessible)

Gym (with Park/Rec or community center); Lockers; Showers – wheel in type.

Police sub-station (bicycle or regular patrol—good for elder abuse reporting issues, scams & related matters, RUOK telephone reassurance calls)

Other health & human service agencies (can be for profit...), or

"Friends of COA" space (rental)

Resale Shop(pe)

Library (lending, including videos: may be good for outreach)

Walking trail

Emergency Support (heating/cooling—"homeland defense"; use as emergency shelter?)  
(defibrillator)

Breakfast services (e.g., "coffee shop" – run by COA)

Physical exterior spaces (e.g., dining, raised bed gardening)

Aquarium (good in conjunction with supportive day/adult day programs)

Senior-Ctr-DESIGN-CONSIDERATIONS--EXPANDED: Elder Affairs OCT 05/REV/EHS with  
thanks to numerous COA directors.

## Community Center Needs

This is a listing of space needs of the Sudbury Senior Center in order to continue to provide appropriate programs and services for the growing older adult population of Sudbury.

### Sudbury Senior Center

SPACE	REASON
Front Desk/Reception	To welcome participants, register for classes, answer questions. This would be a smaller separate entrance that is easily accessible by the Senior Center handicapped accessible vans.
Central Reception	Entrance with central reception for Senior Center and Park and Recreation Department.
Lounge/Library	Waiting room, social area, coffee/tea, newspaper, book exchange, public computer, home away from home for some.
Offices	7 total: 1-Director, 1-Administrative Assistant, 1- Program Coordinator, 1-Outreach Information Specialist, 1-Volunteer Coordinator, 2-Part-time staff.
Wellness Room	For use of Board of Health Nurse, for health screenings and consultations. Also for nutrition and podiatry consultations.
Medium Program Room with sink	Arts and crafts room – designed with appropriate storage for supplies and artwork, as well as a sink. Could be shared with Park and Recreation.
Medium Fitness Room	For smaller fitness classes such as Yoga, Tai Chi, Strength and Balance, etc. (shared)
Medium Program Rooms (2)	Various group meetings and classes, such as Bridge lessons, Current Events group, language or ESL classes, support groups. Cards/games. Also serve as backup fitness rooms.
Medium multipurpose room	Room that is outfitted with technology. Uses would include smaller classes, events, speakers, computer/laptop/tablet classes, intergenerational activities.
Gym	For larger fitness classes, such as aerobics, tap dance. Shared space with Park and Recreation. Able to use divider to separate space into two rooms when needed.
Large Multipurpose Room w/stage	Outfitted with appropriate technology. Would be used for large academic classes, popular speakers, special events, special luncheons, intergenerational events.
Handicapped Accessible Bathrooms	Accessible bathrooms
Handicapped Accessible Companion Bathroom	Bathroom with space for aide or family member to assist
Catering Kitchen/ (Teaching Kitchen if feasible)	Lunch, home delivered meals, possible cooking classes ("cooking for one", "cooking for diabetes", etc.) Shared with Park and Recreation.

Large Storage Room	Needed not only for office supplies, but for party and event supplies, as well as arts and crafts, and fitness equipment, extra tables and chairs.
Walk-in Storage Room	Medical Equipment Loan Closet
Staff Break Room	Shared with Park and Recreation Department.
Closet/Lockers	Place for coats, fitness gear (such as weights, so students don't need to carry them each week)

## Community Center Needs

Below is a list of the Park, Recreation and Aquatic Department needs concerning a new facility. Many of the needs come from the shortage we currently have at the Fairbank Community Center, while others come from overall programming needs to build the department. The Park, Recreation and Aquatic Department is currently in a static state, unable to build or grow due to many of the space/storage issues.

The Below list has been prioritized 1, 2, 3 with 1 being the highest priority and a necessity; an \* meaning not needed just able to create with better space.

### Parks & Recreation

	SPACE	REASON
1	Front Desk/Reception	One entrance with central reception for Parks, Recreation, aquatics & Senior center
1	Offices	1-Director, 1-Assistant director Recreation, 1- Program Coordinator, 1-Youth Coordinator/Teen Center Director, 1-Administrator, 1-Seasonal Staff
1	Storage	Needed throughout the facility for Teen Center, Recreation Programs, Summer Programs, preschool programs, and pool
1	Copy/Fax/Mail room	Common area need, accessible for pool, parks & recreation, preschool and senior center. Separate room would provide security and lessen office interruptions. As well as hold office supplies
1	Large Multipurpose Room	Programming needs – Shared space with senior center
1	Large Multipurpose Room w/stage	Programming needs – Shared Space with senior center
1	Medium Program Room	Programming needs- not shared, kept set up as mini gym used for preschool and programs
1	Medium Program Room w/sink	Programming needs – Shared Space with senior center Art programs, sensory programs, general programs/classes
1	Medium multipurpose room	Programming needs – Fitness studio type room Shared Space with senior center
1	Preschool Room w/bathroom	Programming needs - Bathroom in preschool rooms specifically for the students.
1	Gym	Programming needs – Shared space with senior center Able to put curtain down middle to divide space into two when needed
2	Common Office/Meeting Room	For staff meetings, interviews, etc.
2	Medium Program Room	Programming needs – Shared space
3	Separate Preschool entrance	Controlled area for drop off and pick up, better access in and out of building for outside playtime, added security for pick up and drop off

*	Therapy room	Allow for more/specific adaptive and therapeutic programs. This could be the medium program room not shared and set up as a mini gym – not necessarily a separate room needed
*	Kitchen/lunch room/teaching	Lunch area for staff, but also accessible for teaching classes – shared space with senior center. If current Kitchen was updated/working

The Park and Recreation department currently has a front desk/reception area, 1 office shared between Director and admin, 1 office shared between assistant director, youth coordinator, program coordinator, part time desk area; 2 small/medium multipurpose rooms, 1 small/medium game room, 1 medium/large preschool room. 1 smaller than normal size gym, 1 stage (in the gym). 1 small storage closet in the gym, 1 medium size storage area in a hallway, 1 makeshift lunch room/therapy cool down room, small lobby, 1 set of bathrooms near the preschool room (the old school side bathrooms which are shared with the school department and public), 1 set of bathrooms near pool that are shared between staff and public; double as family changing rooms.

The main areas of concern or that we are lacking with the current facility include storage, private meeting room/conference room, a multipurpose gym/normal size gym, and general multipurpose rooms for shared space. Another concern that has been brought up by parents is not having a separate bathroom for preschool.

I have also attached recent schedules to highlight how the rooms/spaces are currently being used and shared. I believe by adding a few more multipurpose rooms, both the senior center and Park and Recreation Department will be able to fill their need.

Aquatics

SPACE		REASON
1	Offices	1-Assistant Director, 1-Aquatic Supervisor (This can be a shared larger office for the two staff)
1	First Aid Station	Facility needs – between the programs running in the building and pool a first aid station is of great importance
1	Member Locker rooms	Pool needs
1	Family locker rooms/Kids locker room	Set area for families to change and go to the pool together. Could also be used for kids during programs and camps, so they don't disturb members
1	Accessible Filtration Room	Pool needs (for current pool) Additional filtration room would be needed for any additions to the pool
1	Storage	Needed for first aid supplies, pool supplies, program supplies, part time staff lockers while working
1	Lap Pool	Pool needs (existing needs updates)
1	Dive Well	Pool needs (existing needs updates)
1	Lobby	Pool/class needs
2	Viewing area	Current viewing area is the lobby but not enough – particularly for swim meets and competitions
*	Staff locker rooms	Just an area where lockers can be put for staff – many of them come right from school and their bags are all over the lobby
*	Medium Multipurpose room	This can be a multipurpose room from the park and rec side that is close to the pool – for lifeguard training, classes, swim meets, and birthday parties.

The Aquatic Department currently has a front desk/reception (shared with park and rec), 1 office for assistant director and supervisor, part time desk area; medium lobby which doubles as the viewing area for meets, 1 set of locker rooms, 2 small closets for storage, a small shed behind the building for chemical storage and pool supplies (shared with park and rec). 1 Not easily accessible and not properly sized filtration/pump room, 1 eight lane lap pool, 1 dive well w/ two diving boards (not acceptable for larger meets).

The main areas of concern or that are lacking with the current facility include an aging pool (30years old) that is not easily fixable if something goes wrong due to age, storage, and viewing areas. Also the locker room status; many of our members have complained or left because of the locker rooms. There are children of all ages in the locker rooms with adults; or many kids when there is summer camp or a program going in the locker room while our members are in it.

## Appendix F



Swimming Pool Service, Inc.

12 Esquire Road, North Billerica, MA 01862  
Toll Free- 800.649.8080 Fax- 978-670-6319  
WWW.SSGPools.com

4/6/2017

### Atkinson Town Pool

#### Visual Assessment of Lap pool and Dive pool

##### Lap Pool:

The interior is all tile and in good condition, re-grouting the interior is highly recommended as several areas of missing grout was visible from the surface  
The finger grip tile around the edge of the pool is missing or in need of repair, about 10'-15' will need to be repaired

There is a visible crack in the top step of the stairs near the aquatic office, this appears to be a structural issue as the crack extends through the top gutter area

The existing starting platforms are in fair condition for their age, installing new "Track Start" starting platforms with adjustable starting wedge is recommended

The existing filtration system is original to the pool and should be replaced as soon as possible, the filter is starting to show signs of corrosion and many of the valves are not functioning well.

The addition of a medium pressure ultra violet sanitation system is highly recommended to improve air and water quality. Medium Pressure Ultra Violet systems are also recommended by the current CDC Model Aquatic Health Code.

##### Dive Well Pool:

Dive pool has similar issues with tile and grout

The depth markings will need to be replaced they are missing in some areas

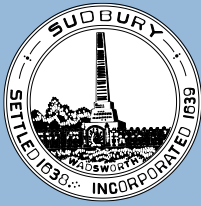
Both diving boards should be replace soon, as the top "anti slip" coating has been worn off

Replacing the filtration system is also recommended

Adding a medium pressure ultra violet sanitation system

Adding a Accu-Tab feeder similar to the Lap pool system

Rick Mahr  
Commercial Development  
Guarino's Swimming Pool Service Inc.  
South Shore Gunitite Pools and Spas Inc.  
12 Esquire Rd.  
North Billerica MA. 01862  
[rmahr@ssgpools.com](mailto:rmahr@ssgpools.com)  
781-480-7031 direct  
978-888-7541 cell



## MISCELLANEOUS (UNTIMED)

### 2: Town Manager Evaluation

#### REQUESTOR SECTION

Date of request:

Requested by: Patty Golden

Formal Title: Discussion and potential vote concerning the Town Manager Evaluation.

Recommendations/Suggested Motion/Vote: Discussion and potential vote concerning the Town Manager Evaluation.

Background Information:  
Attached evaluations

Financial impact expected:n/a

Approximate agenda time requested:

Representative(s) expected to attend meeting:

Review:

Patty Golden	Pending
Melissa Murphy-Rodrigues	Pending
Barbara Saint Andre	Pending
Susan N. Iuliano	Pending
Board of Selectmen	Pending

04/25/2017 7:30 PM

	<b>Brown</b>	<b>Haarde</b>	<b>Iuliano</b>	<b>Simon</b>	<b>Woodard</b>
<b>1) Vision and Leadership</b>					
a) Mission and Vision	4	4	5	4	4
b) Works with Board	3	5	4	4	4
c) Implements Goals	3	5	4	4	4
d) Open environment	4	4	5	5	5
Subtotal	14	18	18	17	17
<b>2) Communications</b>					
a) Positive Image	5	5	5	5	5
b) Communicates effectively	4	5	4	4	4
c) Relationship with press	4	5	5	5	4
d) Transparent to community	5	5	5	5	5
e) Encourages involvement	3	5	5	5	5
f) Outside contacts	3	4	4	3	3
Subtotal	24	29	28	27	26
<b>3) Supports Selectmen</b>					
a) Professional advice	4	3	5	4	4
b) Implements policies	3	4	5	4	4
c) Professional working relationship	5	5	5	5	5
d) Informs Board of events	4	4	5	3	4
e) Helps chair with agenda	4	NA	5	3	4
f) Effective use of Town Counsel	5	4	5	5	3
Subtotal	25	20	30	24	24
<b>4) Personnel Management</b>					
a) Establishes consistent practices	4	4	4	3	3
b) Manages collective bargaining	4	4	4	4	3
c) Recognizes and develops staff	4	4	5	4	3
d) Staff evaluation	3	4	NA	3	
e) Staff relationship with volunteers	3	4	5	4	3
Subtotal	18	20	18	18	12

	<b>Brown</b>	<b>Haarde</b>	<b>Iuliano</b>	<b>Simon</b>	<b>Woodard</b>
<b>5) Financial Management</b>					
a) Transparent budget process	4	4	4	3	4
b) Financial control processes	3	4	4	4	4
c) Timely annual budget	5	5	5	4	4
d) Informative budget presentation	5	4	5	4	4
e) Pursues alternative funding	4	4	5	5	5
Subtotal	21	21	23	20	21
<b>6) General Management and Planning</b>					
a) Leads the organization	4	4	5	4	4
b) Monitors town facility needs	4	4	4	4	3
c) Maintains accurate records	4	4	4	3	3
d) Follows applicable laws & regs	4	4	5	4	3
Subtotal	16	16	18	15	13
<b>7) Personal Qualities</b>					
a) Ethical behavior	5	5	5	5	5
b) Professional manner	5	5	5	4	5
c) Flexibility	5	4	5	5	4
d) Innovation	4	5	5	4	5
e) Professional development	4	4	5	4	3
Subtotal	23	23	25	22	22
<b>8) Overall Rating</b>	4	4	5	4	4

## TOWN OF SUDBURY TOWN MANAGER EVALUATION FORM

### Instructions

A space has been provided for each statement within the performance areas. Check the number which most accurately reflects the level of performance for the factor. If you did not have an opportunity to observe or make a determination on a particular factor, please indicate so in the N/A space. Selectmen are encouraged to provide comments and suggestions, especially concerning significant areas of strength or weakness.

### Rating Scale (1-5)

(1) Below Expectations/Unsatisfactory:

The Town Manager's work performance is inadequate and inferior to the standards of performance required for the position.

(2) Meets Some Expectations/Improvement Needed:

The Town Manager's work performance does not consistently meet the standards of the position.

(3) Meets Expectations/Satisfactory/Proficient:

The Town Manager's work performance consistently meets the standards of the position.

(4) Exceeds Expectations/Highly Effective:

The Town Manager's work performance is frequently or consistently above the level of a satisfactory employee.

(5) Excellent/Highly Commendable:

The Town Manager's work performance is consistently excellent when compared to the standards of the job.

1. Vision and Community Leadership	1	2	3	4	5	N/A
a. Demonstrates an understanding of the importance of mission and vision. Takes a leadership role in developing and communicating a vision for the Town.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Works with the Board of Selectmen to develop goals to protect and improve the quality of life of the Town of Sudbury and its core values.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Ensures that the Board's goals are translated into strategies and action steps leading toward implementation on a timely basis.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
d. Creates and facilitates an environment where Town government is open to input and participation, an exchange of ideas, creativity, and responsible experimentation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments: Melissa has done a great job in her first full year as Town Manager. She works very well with all board members and treats everyone fairly. She is very quick to understand the mission and vision of the board. She could add more input to the board at times and counsel us more with her experience and valuable insight.						

2. Communications/Public Relationships	1	2	3	4	5	N/A
a. Projects a positive image in the community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Communicates the Town's vision, goals, and accomplishments effectively. Expresses ideas in a logical, forthright manner in written and oral presentations. Communicates effectively with a variety of audiences (e.g., staff, community, media).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Develops a positive relationship with the press and uses various media, including social media, effectively.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
d. Demonstrates an open and transparent approach to sharing information with the community. Is reasonably available to the public and responsive to citizen complaints and requests.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
e. Encourages community involvement in Town government and supports the efforts of volunteer citizens.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
f. Maintains contacts with other town administrative leaders throughout the state, through professional organizations and other means, and with state and federal government officials.				x		

Comments: Melissa has really performed in this area. Her interactions with community members, some of whom have felt left out in the past, has been wonderful. Her work with cleargov has been well received by many taxpayers. She treats everyone who knocks on her door with respect and that does not go unnoticed.

3. Board of Selectmen Support/Relations	1	2	3	4	5	N/A
a. Offers professional advice, including appropriate recommendations and alternatives, based on thorough study and analysis.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Implements the Board of Selectmen's policies and directives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Maintains a professional working relationship with the Board of Selectmen, promoting a climate of mutual respect and trust.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
d. Keeps Board members informed of issues and activities in Town government and in the community.				x		
e. Works with the Chair to establish an agenda that addresses issues in a timely manner. Provides support materials and sufficient lead time to allow for informed decision-making and policy formation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
f. Helps the Board use Town Counsel to effectively achieve Town goals.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments: Melissa could offer more advice and counsel to the board. She has a wealth of knowledge and great insight. This new government model has been a transition for Melissa. Coming from a Mayor-Chief of Staff relationship, she has to make some adjustments for the Town Manager-Board of Selectmen model. We do not have a Mayor and all Selectmen are entitled to all information at the same time in the same manner at all times.						
4. Personnel Management	1	2	3	4	5	N/A
a. Establishes procedures and practices for hiring, supervision, promotion, and termination that support the Town and are implemented in a consistent and fair manner.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Effectively leads collective bargaining. Informs and advises the Board of Selectmen as appropriate in matters of collective bargaining and grievance proceedings.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Recognizes, develops, and utilizes the abilities of staff. Encourages participation and shared decision-making	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

with appropriate staff. Develops strong, open, and honest relationships with staff. Effectively delegates tasks and assignments.						
d. Develops a meaningful staff evaluation process and opportunities for professional development that contribute to professional growth.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Ensures that staff members work effectively with relevant town boards and citizen volunteers, appropriately seeking their input, and are open to public input and participation.				x		
Comments: So far so good. I have not had very much exposure to her direct supervision of her staff but from what I have seen and hear so far her staff relations are very positive.						

<b>5. Financial Management</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>
a. Employs a comprehensive and transparent process of business planning and budgeting. Employs sound fiscal management procedures, techniques, and methods. Develops and maintains a long-term financial plan.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Employs budget forecasting, accounting, and control systems to protect the Town's financial health. Effectively monitors and controls expenditures.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Prepares the annual budget in a timely manner with input from department heads and the Finance Director, in accordance with adopted goals and town-wide needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
d. Presents budget information to the Board of Selectmen, Finance Committee, the community, and Town Meeting in a manner which promotes full understanding.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Pursues alternative funding sources to supplement programs and accomplish established goals. Creatively manages available resources to increase efficiency, productivity, and effectiveness.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments: I really admire the ability and approach by Melissa to balance the budget and offer an investment in the town in the form of an override for public safety - additional ambulance, EMT, Firefighter and Police. The old approach would have been to overspend the budget and threaten cuts and layoffs if the override was not passed. This is a very mature and respectful approach and I know many people see this approach as a welcome and refreshing example for other government leaders to follow.						

--

6. General Management and Planning	1	2	3	4	5	N/A
a. Provides leadership, motivation, and support within the organization. Creates and facilitates an environment for long-range and strategic planning.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Monitors and plans for maintenance, repairs, and improvement of Town facilities, including plans for long-range capital needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Supervises and maintains in good order financial, personnel, and other records and documents.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Administers the Town in accordance with state and federal laws, rules, and regulations, with Town By-laws, and with Board of Selectmen policies and procedures.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments:						

7. Personal Qualities and Characteristics	1	2	3	4	5	N/A
a. Maintains high standards of ethics, honesty, integrity, and sound professional judgement.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Represents the Town in a professional manner at all times.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Displays the ability to be flexible, to manage conflict, to handle crisis, and to adjust to varying situations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Displays creativity and innovation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
e. Maintains a high level of ongoing professional development.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments:						

8. Overall Rating	1	2	3	4	5	N/A
Overall, the Town Manager performs at the following level.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments: This has been a very, very challenging year for Sudbury. But these challenges have not been internally created by the current management or Board of Selectmen. Challenges like Eversource have required an enormous effort and Melissa has handled the town admirably this year.

DRAFT

From: Len Simon  
To: Town Manager Evaluation Subcommittee  
Date: March 13, 2017  
Re: Comments on Section 3 town manager goal narrative

### **Vision and Community Leadership**

Melissa Murphy-Rodrigues's first full year as town Manager was challenging on multiple levels, especially because her prior experience was in a municipality quite different from Sudbury.

Melissa quickly became acquainted with town staff, town boards and commissions, and residents. She filled key positions, all the while addressing several large and pressing issues. In every instance she rose to the occasion, a credit to her ability to grasp complex issues quickly and deal with them decisively. Melissa has met the challenges on every level. Her decision to get out of her office and go and visit other departments in their locations was a wise one that has paid dividends on several levels, and many times over. Melissa Murphy-Rodrigues made it her job to understand the culture and get a sense of our town, which, in turn, allowed her to lead knowledgeably and effectively. Melissa has not used her office as an 'ivory tower' to isolate herself from residents, boards, and staff, much to her credit.

### **Communications/Public Relations**

This discussion dovetails with the prior section. Although Melissa is a 'people person' she does not use that quality as a substitute for detailed subject matter mastery. Melissa's innovations of town manager office hours, town manager reports, and the expansion of information and notices on the town's website are huge steps forward. Melissa is accessible in person, by phone and by email. If I had any criticism it would be that Melissa should not feel obliged to respond to every email at any hour of the day or night. Nonetheless, knowing she is accessible is a comforting thought. The decision to have more committee/commission meetings recorded was one of her best ideas. Records and minutes are more complete, residents can see how well or not-so-well committees worked, and where there were conflicts it allowed direct access to

what was said and done. The increased viewership of recorded meetings is a testament to the usefulness of recording meetings. I have watched recorded meetings several times both to follow what other committees were doing and to critique my own participation at meetings.

Knowing meetings were being recorded has improved the functioning of the Conservation Commission, to the benefit of residents.

Melissa's relationship with the press, our legislators, and other towns' municipal officials and state officials is excellent. News coverage is generally favorable and calls are returned promptly.

Feedback I have received from residents and staff about Melissa is highly favorable.

### **Board of Selectmen Support / Relations**

Melissa Murphy-Rodrigues experience in working with Everett city councilors has paid dividends in terms of her relationship with the Board of Selectmen. Melissa strives to work collaboratively, efficiently and frankly. Respect is mutual. Her weekly report allows the Board of Selectmen to know what is happening outside their individual sphere, and that important issues are not falling through the cracks. A question to Melissa gets a rapid and accurate response. Interactions are always appropriate, and when a request is made of Melissa she follows up with her response without having to be reminded. What a pleasure! Melissa keeps current with all issues before the town and Board of Selectmen, no easy feat.

### **Personnel Management**

This is an area in which I have little direct knowledge, but I understand her working relationship with the Environmental Coordinator and other department heads, including the DPW Director and Assistant Director is very good. My observation is that she works very well with the Finance Director/Treasurer – Collector. I credit Melissa Murphy-Rodrigues with extending and expanding the search for a DPW director until she had found an exceptional candidate. I would say that Melissa's ability to seek and hire qualified department heads and other key personnel positions is a strength I had not thought much about previously.

However, I have come to realize how important that skill is, and how deeply it benefits the town.

Melissa's write-up shows she takes an active role in implementing new policies, updating old one, and meeting with staff on a regular basis to keep her finger on the pulse. This appropriate degree of staff oversight, at every level of town government, ensures that each concern is addressed promptly and small issues do not escalate into big ones.

### **Financial Management**

Melissa has been pro-active and sensible in her approach to budgeting and finance. She has been able to work with other cost centers, particularly SPS, to come up with a transparent, viable budget. She knows the details of transfers and when to make them. Melissa has had to deal with several ad hoc, expensive projects, e.g. Sudbury Station and Eversource to make sure funds are available to both pay consultants and attorneys, and to monitor those expenses so they do not get out of hand. She keeps the BOS informed of those expenditures.

I have found Melissa to be neither wasteful nor penurious in managing the town's expenses.

Melissa has found a gem in Dennis Keohane with whom she seems to have a good working relationship. Her decision to implement Cleargov provides another useful tool for residents.

Melissa's openness with the financial process and the details of budgeting and specific expenditures instills confidence that this aspect of her duties are being managed correctly.

### **General Management and Planning**

Melissa has shown she can 'see down the road'. This perspective allows her to assemble the necessary team of personnel, allocate the needed resources, and plan for a successful, even if not ideal, outcome. These abilities are part good training, part experience, part fine intuition, and part wisdom. This combination of qualities is what separates a competent town manager from a great one, and Melissa Murphy-Rodrigues is a great one.

### **Personal Qualities and Characteristics**

Melissa's optimistic, yet realistic, perspective and pleasant personality are important components of her job as town manager. When I see her she is always upbeat. When speaking with Melissa one gets the sense she devotes her full attention to that meeting or conversation. Interactions are direct and forthright. I know I can rely on Melissa to reach a good conclusion, making my job easier, which I appreciate.

Although personal characteristics are beneficial assets, it is her competence in understanding multiple complex issues, and directing the best course for each that inspires confidence.

### **Summary**

Melissa's experience and legal knowledge has provided an additional layer of prudence to the management of various town affairs from the Wayside Inn negotiation to Eversource to employment issues.

Sudbury is very fortunate to have Melissa Murphy-Rodrigues as our Town Manager. She has raised the town to a new plateau of functionality and civility. I have the feeling the Town is now headed in the right direction, a welcome change from our prior course.

### **Constructive Criticism**

Speak more slowly. Your brain is ahead of your speech. Effective communication depends on those listening to you being able to understand, and follow, your words and train of thought.

## TOWN OF SUDBURY TOWN MANAGER EVALUATION FORM

### Instructions

A space has been provided for each statement within the performance areas. Check the number which most accurately reflects the level of performance for the factor. If you did not have an opportunity to observe or make a determination on a particular factor, please indicate so in the N/A space. Selectmen are encouraged to provide comments and suggestions, especially concerning significant areas of strength or weakness.

### Rating Scale (1-5)

(1) Below Expectations/Unsatisfactory:

The Town Manager's work performance is inadequate and inferior to the standards of performance required for the position.

(2) Meets Some Expectations/Improvement Needed:

The Town Manager's work performance does not consistently meet the standards of the position.

(3) Meets Expectations/Satisfactory/Proficient:

The Town Manager's work performance consistently meets the standards of the position.

(4) Exceeds Expectations/Highly Effective:

The Town Manager's work performance is frequently or consistently above the level of a satisfactory employee.

(5) Excellent/Highly Commendable:

The Town Manager's work performance is consistently excellent when compared to the standards of the job.

1. Vision and Community Leadership	1	2	3	4	5	N/A
a. Demonstrates an understanding of the importance of mission and vision. Takes a leadership role in developing and communicating a vision for the Town.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Works with the Board of Selectmen to develop goals to protect and improve the quality of life of the Town of Sudbury and its core values.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Ensures that the Board's goals are translated into strategies and action steps leading toward implementation on a timely basis.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Creates and facilitates an environment where Town government is open to input and participation, an exchange of ideas, creativity, and responsible experimentation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X <input type="checkbox"/>	<input type="checkbox"/>
Comments:						

2. Communications/Public Relationships	1	2	3	4	5	N/A
a. Projects a positive image in the community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X <input type="checkbox"/>	<input type="checkbox"/>
b. Communicates the Town's vision, goals, and accomplishments effectively. Expresses ideas in a logical, forthright manner in written and oral presentations. Communicates effectively with a variety of audiences (e.g., staff, community, media).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Develops a positive relationship with the press and uses various media, including social media, effectively.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X <input type="checkbox"/>	<input type="checkbox"/>
d. Demonstrates an open and transparent approach to sharing information with the community. Is reasonably available to the public and responsive to citizen complaints and requests.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X <input type="checkbox"/>	<input type="checkbox"/>
e. Encourages community involvement in Town government and supports the efforts of volunteer citizens.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X <input type="checkbox"/>	<input type="checkbox"/>
f. Maintains contacts with other town administrative leaders throughout the state, through professional organizations and other means, and with state and federal government officials.			X			
Comments:						

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<b>3. Board of Selectmen Support/Relations</b>	1	2	3	4	5	N/A
a. Offers professional advice, including appropriate recommendations and alternatives, based on thorough study and analysis.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Implements the Board of Selectmen's policies and directives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Maintains a professional working relationship with the Board of Selectmen, promoting a climate of mutual respect and trust.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X <input type="checkbox"/>	<input type="checkbox"/>
d. Keeps Board members informed of issues and activities in Town government and in the community.			X			
e. Works with the Chair to establish an agenda that addresses issues in a timely manner. Provides support materials and sufficient lead time to allow for informed decision-making and policy formation.	<input type="checkbox"/>	<input type="checkbox"/>	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Helps the Board use Town Counsel to effectively achieve Town goals.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X <input type="checkbox"/>	<input type="checkbox"/>
Comments:						
<b>4. Personnel Management</b>	1	2	3	4	5	N/A
a. Establishes procedures and practices for hiring, supervision, promotion, and termination that support the Town and are implemented in a consistent and fair manner.	<input type="checkbox"/>	<input type="checkbox"/>	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Effectively leads collective bargaining. Informs and advises the Board of Selectmen as appropriate in matters of collective bargaining and grievance proceedings.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Recognizes, develops, and utilizes the abilities of staff. Encourages participation and shared decision-making with appropriate staff. Develops strong, open, and honest relationships with staff. Effectively delegates tasks and assignments.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Develops a meaningful staff evaluation process and opportunities for professional development that contribute to professional growth.	<input type="checkbox"/>	<input type="checkbox"/>	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Ensures that staff members work effectively with relevant town boards and citizen volunteers,				X		

appropriately seeking their input, and are open to public input and participation.						
Comments:						

<b>5. Financial Management</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>
a. Employs a comprehensive and transparent process of business planning and budgeting. Employs sound fiscal management procedures, techniques, and methods. Develops and maintains a long-term financial plan.	<input type="checkbox"/>	<input type="checkbox"/>	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Employs budget forecasting, accounting, and control systems to protect the Town's financial health. Effectively monitors and controls expenditures.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Prepares the annual budget in a timely manner with input from department heads and the Finance Director, in accordance with adopted goals and town-wide needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Presents budget information to the Board of Selectmen, Finance Committee, the community, and Town Meeting in a manner which promotes full understanding.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Pursues alternative funding sources to supplement programs and accomplish established goals. Creatively manages available resources to increase efficiency, productivity, and effectiveness.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X <input type="checkbox"/>	<input type="checkbox"/>
Comments:						

<b>6. General Management and Planning</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>
a. Provides leadership, motivation, and support within the organization. Creates and facilitates an environment for long-range and strategic planning.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Monitors and plans for maintenance, repairs, and improvement of Town facilities, including plans for long-range capital needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Supervises and maintains in good order financial, personnel, and other records and documents.	<input type="checkbox"/>	<input type="checkbox"/>	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

d. Administers the Town in accordance with state and federal laws, rules, and regulations, with Town By-laws, and with Board of Selectmen policies and procedures.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments:						

7. Personal Qualities and Characteristics	1	2	3	4	5	N/A
a. Maintains high standards of ethics, honesty, integrity, and sound professional judgement.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Represents the Town in a professional manner at all times.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Displays the ability to be flexible, to manage conflict, to handle crisis, and to adjust to varying situations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
d. Displays creativity and innovation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Maintains a high level of ongoing professional development.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments:						

8. Overall Rating	1	2	3	4	5	N/A
Overall, the Town Manager performs at the following level.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments:						

**General Narrative:**

I served as chair when Town Manager Rodrigues started in November of 2015. She quickly came up to speed. I specifically recall her handling issues surrounding the tree removal and fence installation at Upper Featherland field promptly and professionally in open meeting. I noted her willingness to investigate, to assume responsibility on behalf of the town where necessary, and to announce the specific measures undertaken to avoid similar problems in the future. I believe these defused an unpleasant situation and—more importantly—that she has continued to implement these reforms.

I have been impressed with the Town Manager's openness, availability, and transparency. She is very available both to me as a Selectman and to citizens, staff, and other officials. Her use of social media (Facebook and ClearGov) to inform, evening office hours on Tuesdays, and her frequent and consistently clear presentations on the budget are all examples of both her communications skills and her willingness to reach out to the community. She listens carefully and is courteous and respectful to everyone. I have received high praise on her behalf for this. It is remarkable how quickly and deeply she has become involved in the community.

The Town Manager came to Sudbury during a period of transition and of stress. Many senior staff retired, leaving the new Town Manager to find replacements and keep the town on track. In addition, the town faced numerous unusual challenges—two very large 40B applications, one quite contentious; the Eversource power line project; withdrawal from the Minuteman Regional Vocational School; the Sudbury Listening Project to address rancor among the Selectmen—which required from the Town Manager enormous effort and steadiness. On a more mundane level, I greatly appreciate her work on town finances, procurement policies, negotiations, and in general the nuts and bolts of municipal management. I appreciate her creative efforts to find grants and other funding to support town goals.

Now that the Selectmen have implemented an annual review and goal-setting regimen, the Town Manager will be able to assist with specific goals in a more focused way. I hope in particular the Town Manager will assist the Selectmen in developing and implementing a predictable

budgeting mechanism for both capital and operating expenses, and in articulating this to the community.

### **Progress toward FY17 Goals**

The Selectmen approved FY17 Goals in October of 2016, limiting the Town Manager's ability to implement them prior to this review. Additionally, the Selectmen did not prioritize the goals, but rather categorized 14 of 24 goals as "High" priority and the remaining 10 as "Medium". The Town Manager, therefore, was obliged to allocate her time to address the most important items without explicit guidance from the Board of Selectmen. Given our failure to set clear priorities, I have been impressed with the Town Manager's balancing between the importance and the urgency of the tasks she undertakes. The Town Manager must respond to emergencies quickly and effectively without losing sight of long-term goals.

Within this framework, the **goals for which I am responsible** are:

#### *Fairbank Community Center (high priority):*

As Selectmen's liaison to and chair of the Fairbank Community Center Task Force, I have found Melissa to be consistently helpful and supportive. Since the revamped Task Force came online in August, she has supported the Task Force in its efforts to come to a single plan that we can confidently propose to Town Meeting in 2018. She is currently both meeting weekly with Town Staff to report to the Task Force on foreseeable program needs in March and working to refine an RFP proposal requested by the Task Force to limit its scope to something we can afford. She's met with the Task Force to clarify her position. The Task Force is not unanimous on anything, and she is helpful and professional with all.

#### *Town Master Plan (high):*

This project is "Dependent on funding sources". Assistant Town Planner Beth Suedmeyer, with a lot of support from the Town Manager, quickly assembled an application for Sudbury to join the Community Compact in the fall of 2016. The prompt response, within two weeks, to this opportunity by the Town Manager and her staff was instrumental in

getting the full benefits of the MAGIC Stormwater Partnership. One of the measures Sudbury undertook as part of our Community Compact agreement was the completion of a new master plan to guide land conservation and development decisions. State support as part of the Community Compact will help fund the Master Plan. (Meagan Donaghue, lead staff.)

Updating Selectmen's Policies (high): No update. (No staff assigned.)

Special Municipal Employee Designations (medium): This has backed up behind determining which committees actually function, which should be disbanded, and which have long since quit. Town Staff has taken over from me and is pursuing this. The task was larger than expected but is underway. (Maryanne Bilodeau, lead staff.)

Walkways (medium): No progress on this issue. I am not aware of any roadway segments where we have the necessary easements, nor am I aware of any funding. (Melissa Rodrigues and Dan Nason, lead staff.)

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### Rating Scale (1-5)

(1) Below Expectations/Unsatisfactory:

The Town Manager's work performance is inadequate and inferior to the standards of performance required for the position.

(2) Meets Some Expectations/Improvement Needed:

The Town Manager's work performance does not consistently meet the standards of the position.

(3) Meets Expectations/Satisfactory/Proficient:

The Town Manager's work performance consistently meets the standards of the position.

(4) Exceeds Expectations/Highly Effective:

The Town Manager's work performance is frequently or consistently above the level of a satisfactory employee.

(5) Excellent/Highly Commendable:

The Town Manager's work performance is consistently excellent when compared to the standards of the job.

1. Vision and Community Leadership	1	2	3	4	5	N/A
a. Demonstrates an understanding of the importance of mission and vision. Takes a leadership role in developing and communicating a vision for the Town.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Works with the Board of Selectmen to develop goals to protect and improve the quality of life of the Town of Sudbury and its core values.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Ensures that the Board's goals are translated into strategies and action steps leading toward implementation on a timely basis.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Creates and facilitates an environment where Town government is open to input and participation, an exchange of ideas, creativity, and responsible experimentation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Comments: Melissa has demonstrated her vision of community leadership by being accessible, leaving her office and meeting both staff and citizens "where they are", and responsive to those who bring issues to her. She is frequently praised for her willingness to listen and to engage with a wide range of people on a wide range of issues.						

2. Communications/Public Relationships	1	2	3	4	5	N/A
a. Projects a positive image in the community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Communicates the Town's vision, goals, and accomplishments effectively. Expresses ideas in a logical, forthright manner in written and oral presentations. Communicates effectively with a variety of audiences (e.g., staff, community, media).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Develops a positive relationship with the press and uses various media, including social media, effectively.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Demonstrates an open and transparent approach to sharing information with the community. Is reasonably available to the public and responsive to citizen complaints and requests.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
e. Encourages community involvement in Town government and supports the efforts of volunteer citizens.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Maintains contacts with other town administrative leaders throughout the state, through professional organizations and other means, and with state and federal government officials.			x			
Comments: Melissa is responsible for numerous initiatives—Sudbury Facebook page, Town Manager Office Hours, weekly reports to the Board of Selectmen, Sudbury Connect (SeeClickFix)—which make it easier and more convenient to connect on town issues. I commend emphasis on building trust with clear, open communication.						

<b>3. Board of Selectmen Support/Relations</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>
a. Offers professional advice, including appropriate recommendations and alternatives, based on thorough study and analysis.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Implements the Board of Selectmen's policies and directives.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Maintains a professional working relationship with the Board of Selectmen, promoting a climate of mutual respect and trust.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
d. Keeps Board members informed of issues and activities in Town government and in the community.				x		
e. Works with the Chair to establish an agenda that addresses issues in a timely manner. Provides support materials and sufficient lead time to allow for informed decision-making and policy formation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Helps the Board use Town Counsel to effectively achieve Town goals.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Comments: I particularly appreciate Melissa's efforts to foster good working relationships with all Board members as a group and with each member individually to advance town priorities.						
<b>4. Personnel Management</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>
a. Establishes procedures and practices for hiring, supervision, promotion, and termination that support the Town and are implemented in a consistent and fair manner.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Effectively leads collective bargaining. Informs and advises the Board of Selectmen as appropriate in matters of collective bargaining and grievance proceedings.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Recognizes, develops, and utilizes the abilities of staff. Encourages participation and shared decision-making with appropriate staff. Develops strong, open, and honest relationships with staff. Effectively delegates tasks and assignments.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Develops a meaningful staff evaluation process and opportunities for professional development that contribute to professional growth.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Ensures that staff members work effectively with relevant town boards and citizen volunteers, appropriately seeking their input, and are open to public input and participation.			x			
Comments: Melissa pays prompt attention to filling vacancies, hires highly qualified staff, and negotiates successfully. She promotes staff development by various training programs—procurement policy and public records law training, for example. She receives positive comments from staff.						

5. Financial Management	1	2	3	4	5	N/A
a. Employs a comprehensive and transparent process of business planning and budgeting. Employs sound fiscal management procedures, techniques, and methods. Develops and maintains a long-term financial plan.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Employs budget forecasting, accounting, and control systems to protect the Town's financial health. Effectively monitors and controls expenditures.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Prepares the annual budget in a timely manner with input from department heads and the Finance Director, in accordance with adopted goals and town-wide needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
d. Presents budget information to the Board of Selectmen, Finance Committee, the community, and Town Meeting in a manner which promotes full understanding.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
e. Pursues alternative funding sources to supplement programs and accomplish established goals. Creatively manages available resources to increase efficiency, productivity, and effectiveness.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments: Melissa arrived during the FY17 budget cycle, and fully engaged immediately. While preparing the extremely challenging FY18 budget she has been serious and professional. Her presentations to the many committees involved are clear, detailed and meticulously researched, and she responds to the questions she cannot answer by finding out and reporting back.						

6. General Management and Planning	1	2	3	4	5	N/A
a. Provides leadership, motivation, and support within the organization. Creates and facilitates an environment for long-range and strategic planning.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Monitors and plans for maintenance, repairs, and improvement of Town facilities, including plans for long-range capital needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Supervises and maintains in good order financial, personnel, and other records and documents.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Administers the Town in accordance with state and federal laws, rules, and regulations, with Town By-laws, and with Board of Selectmen policies and procedures.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments:						

7. Personal Qualities and Characteristics	1	2	3	4	5	N/A
a. Maintains high standards of ethics, honesty, integrity, and sound professional judgement.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Represents the Town in a professional manner at all times.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Displays the ability to be flexible, to manage conflict, to handle crisis, and to adjust to varying situations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
d. Displays creativity and innovation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Maintains a high level of ongoing professional development.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments: Melissa consistently surpasses expectations in the aplomb with which she addresses both emergencies and ongoing issues, her ability to manage conflict, and her professionalism. In addition she is cheerful, energetic, and positive. It is a pleasure to work with her.						

8. Overall Rating	1	2	3	4	5	N/A
Overall, the Town Manager performs at the following level.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments: I am highly impressed with Town Manager Rodrigues, and hope to see her remain in Sudbury for many years.						

## TOWN OF SUDBURY TOWN MANAGER EVALUATION FORM

### Instructions

A space has been provided for each statement within the performance areas. Check the number which most accurately reflects the level of performance for the factor. If you did not have an opportunity to observe or make a determination on a particular factor, please indicate so in the N/A space. Selectmen are encouraged to provide comments and suggestions, especially concerning significant areas of strength or weakness.

### Rating Scale (1-5)

(1) Below Expectations/Unsatisfactory:

The Town Manager's work performance is inadequate and inferior to the standards of performance required for the position.

(2) Meets Some Expectations/Improvement Needed:

The Town Manager's work performance does not consistently meet the standards of the position.

(3) Meets Expectations/Satisfactory/Proficient:

The Town Manager's work performance consistently meets the standards of the position.

(4) Exceeds Expectations/Highly Effective:

The Town Manager's work performance is frequently or consistently above the level of a satisfactory employee.

(5) Excellent/Highly Commendable:

The Town Manager's work performance is consistently excellent when compared to the standards of the job.

<b>1. Vision and Community Leadership</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>
a. Demonstrates an understanding of the importance of mission and vision. Takes a leadership role in developing and communicating a vision for the Town.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Works with the Board of Selectmen to develop goals to protect and improve the quality of life of the Town of Sudbury and its core values.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Ensures that the Board's goals are translated into strategies and action steps leading toward implementation on a timely basis.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Creates and facilitates an environment where Town government is open to input and participation, an exchange of ideas, creativity, and responsible experimentation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Comments: I was very impressed with the implementation of a Town Facebook page and Town Manager office hours early in her tenure.						

<b>2. Communications/Public Relationships</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>
a. Projects a positive image in the community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Communicates the Town's vision, goals, and accomplishments effectively. Expresses ideas in a logical, forthright manner in written and oral presentations. Communicates effectively with a variety of audiences (e.g., staff, community, media).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Develops a positive relationship with the press and uses various media, including social media, effectively.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Demonstrates an open and transparent approach to sharing information with the community. Is reasonably available to the public and responsive to citizen complaints and requests.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
e. Encourages community involvement in Town government and supports the efforts of volunteer citizens.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
f. Maintains contacts with other town administrative leaders throughout the state, through professional organizations and other means, and with state and federal government officials.			<input checked="" type="checkbox"/>			
Comments: Melissa demonstrates a very balanced approach to the positive and negative feedback she receives from the community. She is pragmatic in the most positive sense of the word.						

3. Board of Selectmen Support/Relations	1	2	3	4	5	N/A
a. Offers professional advice, including appropriate recommendations and alternatives, based on thorough study and analysis.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Implements the Board of Selectmen's policies and directives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Maintains a professional working relationship with the Board of Selectmen, promoting a climate of mutual respect and trust.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
d. Keeps Board members informed of issues and activities in Town government and in the community.				<input checked="" type="checkbox"/>		
e. Works with the Chair to establish an agenda that addresses issues in a timely manner. Provides support materials and sufficient lead time to allow for informed decision-making and policy formation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Helps the Board use Town Counsel to effectively achieve Town goals.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments: Her weekly reports to the Board were new to Sudbury and have provided very helpful context for following her management of town government.						
4. Personnel Management	1	2	3	4	5	N/A
a. Establishes procedures and practices for hiring, supervision, promotion, and termination that support the Town and are implemented in a consistent and fair manner.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Effectively leads collective bargaining. Informs and advises the Board of Selectmen as appropriate in matters of collective bargaining and grievance proceedings.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Recognizes, develops, and utilizes the abilities of staff. Encourages participation and shared decision-making with appropriate staff. Develops strong, open, and honest relationships with staff. Effectively delegates tasks and assignments.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Develops a meaningful staff evaluation process and opportunities for professional development that contribute to professional growth.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Ensures that staff members work effectively with relevant town boards and citizen volunteers, appropriately seeking their input, and are open to public input and participation.			<input checked="" type="checkbox"/>			

Comments: I am not directly familiar with her performance under d

5. Financial Management	1	2	3	4	5	N/A
a. Employs a comprehensive and transparent process of business planning and budgeting. Employs sound fiscal management procedures, techniques, and methods. Develops and maintains a long-term financial plan.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Employs budget forecasting, accounting, and control systems to protect the Town's financial health. Effectively monitors and controls expenditures.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Prepares the annual budget in a timely manner with input from department heads and the Finance Director, in accordance with adopted goals and town-wide needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Presents budget information to the Board of Selectmen, Finance Committee, the community, and Town Meeting in a manner which promotes full understanding.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Pursues alternative funding sources to supplement programs and accomplish established goals. Creatively manages available resources to increase efficiency, productivity, and effectiveness.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X <input type="checkbox"/>	<input type="checkbox"/>
Comments: A very pleasant surprise. Given her background I did not expect such a high level of proficiency in town financial matters her first year of the job.						

6. General Management and Planning	1	2	3	4	5	N/A
a. Provides leadership, motivation, and support within the organization. Creates and facilitates an environment for long-range and strategic planning.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Monitors and plans for maintenance, repairs, and improvement of Town facilities, including plans for long-range capital needs.	<input type="checkbox"/>	<input type="checkbox"/>	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Supervises and maintains in good order financial, personnel, and other records and documents.	<input type="checkbox"/>	<input type="checkbox"/>	X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

d. Administers the Town in accordance with state and federal laws, rules, and regulations, with Town By-laws, and with Board of Selectmen policies and procedures.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments:						

7. Personal Qualities and Characteristics	1	2	3	4	5	N/A
a. Maintains high standards of ethics, honesty, integrity, and sound professional judgement.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Represents the Town in a professional manner at all times.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Displays the ability to be flexible, to manage conflict, to handle crisis, and to adjust to varying situations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Displays creativity and innovation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
e. Maintains a high level of ongoing professional development.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments: Has demonstrated confident and competent leadership from day one.						

8. Overall Rating	1	2	3	4	5	N/A
Overall, the Town Manager performs at the following level.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments: We are exceptionally fortunate to have Melissa as our Town Manager. She has been excellent, and will do more and better as she continues to grow in the job.						

## TOWN OF SUDBURY TOWN MANAGER EVALUATION FORM

**Susan Iuliano -- March 15, 2017**

### Instructions

A space has been provided for each statement within the performance areas. Check the number which most accurately reflects the level of performance for the factor. If you did not have an opportunity to observe or make a determination on a particular factor, please indicate so in the N/A space. Selectmen are encouraged to provide comments and suggestions, especially concerning significant areas of strength or weakness.

### Rating Scale (1-5)

(1) Below Expectations/Unsatisfactory:

The Town Manager's work performance is inadequate and inferior to the standards of performance required for the position.

(2) Meets Some Expectations/Improvement Needed:

The Town Manager's work performance does not consistently meet the standards of the position.

(3) Meets Expectations/Satisfactory/Proficient:

The Town Manager's work performance consistently meets the standards of the position.

(4) Exceeds Expectations/Highly Effective:

The Town Manager's work performance is frequently or consistently above the level of a satisfactory employee.

(5) Excellent/Highly Commendable:

The Town Manager's work performance is consistently excellent when compared to the standards of the job.

1. Vision and Community Leadership	1	2	3	4	5	N/A
a. Demonstrates an understanding of the importance of mission and vision. Takes a leadership role in developing and communicating a vision for the Town.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Works with the Board of Selectmen to develop goals to protect and improve the quality of life of the Town of Sudbury and its core values.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Ensures that the Board's goals are translated into strategies and action steps leading toward implementation on a timely basis.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Creates and facilitates an environment where Town government is open to input and participation, an exchange of ideas, creativity, and responsible experimentation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<p>Comments: The Town Manager clearly understands the need to ground our decisionmaking in long-term goals and in a broad vision for what is best for the town. When she started in Sudbury, the BOS did not have updated, clearly-defined goals. Further, various challenges to the town coupled with significant staff turnover required a reactive response in many cases. While responding to these needs, however, the Town Manager has identified and assessed many long-term needs and areas for improvement and has begun work toward objectives that would enrich our town.</p> <p>The Town Manager has done an excellent job in facilitating an atmosphere of openness on the part of our town government. She demonstrates a willingness and an ability to listen and has met with many, many residents to hear their concerns. In fact, during her first few weeks she met with several people to talk about their long-term issues and concerns. She also has encouraged residents to get involved with our boards and committees.</p> <p>Finally, the Town Manager has shown a keen interest in innovation and creativity, often looking to experiences in other towns. She has struck a good balance as a newcomer learning about our community and respecting its culture while also not assuming that things should be done as they always have been.</p>						

2. Communications/Public Relationships	1	2	3	4	5	N/A
a. Projects a positive image in the community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Communicates the Town's vision, goals, and accomplishments effectively. Expresses ideas in a logical, forthright manner in written and oral presentations. Communicates effectively with a variety of audiences (e.g., staff, community, media).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

c. Develops a positive relationship with the press and uses various media, including social media, effectively.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
d. Demonstrates an open and transparent approach to sharing information with the community. Is reasonably available to the public and responsive to citizen complaints and requests.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
e. Encourages community involvement in Town government and supports the efforts of volunteer citizens.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
f. Maintains contacts with other town administrative leaders throughout the state, through professional organizations and other means, and with state and federal government officials.				X		

Comments: The Town Manager has strong communication and public relations skills. Foremost, she recognizes the *importance* of good communication with town residents and a transparent approach in sharing information. Two major enhancements have been the Town's use of social media, especially Facebook, to share information and the adoption a Cleargov, a tool to make the town's finance and budget information more accessible. She is repsonive and helpful with the press.

The Town Manager is very straightforward in her communications including her presentations. Based on this and her inter-personal relationship skills, she has a reputation for being credible and has enhanced trust in the town government. As noted above, she very is responsive to citizen complaint and requests.

She works well with town volunteers, answering questions and reaching out as needed. For example, her close working relationship with the FinCom Chair has aided the budget process. I have received good feedback from those volunteers working with her. She also has facilitated collaboration across the cost centers to everyone's benefit.

3. Board of Selectmen Support/Relations	1	2	3	4	5	N/A
a. Offers professional advice, including appropriate recommendations and alternatives, based on thorough study and analysis.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Implements the Board of Selectmen's policies and directives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Maintains a professional working relationship with the Board of Selectmen, promoting a climate of mutual respect and trust.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
d. Keeps Board members informed of issues and activities in Town government and in the community.					X	
e. Works with the Chair to establish an agenda that addresses issues in a timely manner. Provides support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

materials and sufficient lead time to allow for informed decision-making and policy formation.						
f. Helps the Board use Town Counsel to effectively achieve Town goals.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<p>Comments: The Town Manager has excelled in establishing a collaborative and productive working relationship with the members of the Board of Selectmen. She seeks to balance the sometimes competing concerns of the various members in an effort to best implement the overall goals of the board. She spends a lot of time meeting and talking with individual members.</p> <p>The Town Manager provides effective background materials and information to promote informed decision-making. She also provides frequent updates about her work, especially through her weekly report, and about events or issues in town. For instance, she has quickly alerted the board about local house fires, road conditions, and incidents that occurred within the schools.</p> <p>The Town Counsel transition has been challenging as the town shifted to a very different model for using counsel, one with distinct advantages but also some transition trepidations for staff and volunteers. The town also has been confronted with major litigation matters. The Town Manager recognizes the importance of getting legal guidance, but is also trying to control the ongoing costs, especially related to litigation. She is balancing these concerns effectively, and should continue to work with the board as we address these challenges.</p> <p>Overall, the Town Manger has fostered a very positive working relationship with the board. We should all continue to focus on open communication and ways to improve our effectiveness. As a board, we should be careful to recognize the many demands on her time and the important works she needs to accomplish, especially as we offer individual directives and requests. We also may want to have more deliberate conversations about how board members best work with staff supervised by the Town Manager.</p>						
<b>4. Personnel Management</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>
a. Establishes procedures and practices for hiring, supervision, promotion, and termination that support the Town and are implemented in a consistent and fair manner.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Effectively leads collective bargaining. Informs and advises the Board of Selectmen as appropriate in matters of collective bargaining and grievance proceedings.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Recognizes, develops, and utilizes the abilities of staff. Encourages participation and shared decision-making with appropriate staff. Develops strong, open, and honest relationships with staff. Effectively delegates tasks and assignments.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

d. Develops a meaningful staff evaluation process and opportunities for professional development that contribute to professional growth.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
e. Ensures that staff members work effectively with relevant town boards and citizen volunteers, appropriately seeking their input, and are open to public input and participation.					X	

Comments: Personnel management is a critical function of the Town Manager's job, but an area difficult for the Selectmen to assess. While not privy to significant aspects of the Town Manager's supervision and evaluation of staff, the board does have insights concerning this area of responsibility.

The Town Manager has kept the Selectmen informed about outreach and hiring efforts for new staff and about collective bargaining developments. Further, we have seen very good work from various staff members, including the new Finance Director and Environmental Planner. The Town Manager clearly encourages staff to be responsive and work closely with citizen volunteers. She values and supports professional development and has adopted a healthy employee initiative (supporting scheduling to facilitate exercise opportunities). She values staff input, often communicated to the board, and turned to staff for help in selecting the employee of the year.

In the future, we may want to support means for the Town Manger to receive productive feedback from staff, such as a survey or 360 review. The board also should encourage and support professional development opportunities for the Town Manager.

5. Financial Management	1	2	3	4	5	N/A
a. Employs a comprehensive and transparent process of business planning and budgeting. Employs sound fiscal management procedures, techniques, and methods. Develops and maintains a long-term financial plan.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Employs budget forecasting, accounting, and control systems to protect the Town's financial health. Effectively monitors and controls expenditures.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Prepares the annual budget in a timely manner with input from department heads and the Finance Director, in accordance with adopted goals and town-wide needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
d. Presents budget information to the Board of Selectmen, Finance Committee, the community, and Town Meeting in a manner which promotes full understanding.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
e. Pursues alternative funding sources to supplement programs and accomplish established goals. Creatively manages available resources to increase efficiency, productivity, and effectiveness.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Comments: The Town Manager has now been through one year of our (apparently year-long) budget process. She has done an excellent job in analyzing the town's budgetary needs,

developing a plan, and communicating the proposed budgets (non-override and override) to the Selectmen, the Finance Committee, and the public. She clearly recognizes the need to set priorities and make trade-offs among many competing needs in an effort to provide appropriate services while reducing the burden on taxpayers.

The Town Manager also brings a collective, town-wide vision to the process and was the one who brought the cost centers together to agree upon a collaborative, balanced, and responsible non-override budget. She deserves credit for this important accomplishment in a very challenging budget year, one that benefits the town as a whole.

We do not have the long-range views of the Town Manager's long-term planning efforts, but we have observed her repeated efforts to lay the groundwork for long-term planning even as we must react to immediate concerns and annual budgeting. One example would be the Town Manager's deep dive into our enterprise funds. She has analyzed these funds with a view toward rational budgeting and accounting, suggesting multi-year approaches to various fees as well as changes in reporting. On a higher level, she addresses issues of staffing, collective bargaining, capital planning, and other issues through a long-term lens.

One particular strength of note is the Town Manager's efforts to pursue multiple sources of funding. She carefully follows state-level developments for any opportunities that may benefit Sudbury. One example is her success in establishing Sudbury as a Community Compact Community, providing some funding and technical assistance in some key areas.

<b>6. General Management and Planning</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>
a. Provides leadership, motivation, and support within the organization. Creates and facilitates an environment for long-range and strategic planning.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Monitors and plans for maintenance, repairs, and improvement of Town facilities, including plans for long-range capital needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Supervises and maintains in good order financial, personnel, and other records and documents.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Administers the Town in accordance with state and federal laws, rules, and regulations, with Town By-laws, and with Board of Selectmen policies and procedures.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Comments: Our Town Manager clearly cares about best practices and legal compliance. She wants to do things the right way. She looks to state and national resources about local government practices, experience in comparable communities, and other resources to inform her general management.

As noted above, she is focused on long-term planning. She supports a review of our long-term capital planning and funding as well as the need for a new town Master Plan.

One example of her focus on areas of improvement is the review of our procurement practices. She has sought legal advice about our practices and provided training to staff about these requirements.

Again, she has effectively balanced the need to listen and learn about Sudbury and our way of doing things with efforts to identify areas where we need change and improvement.

7. Personal Qualities and Characteristics	1	2	3	4	5	N/A
a. Maintains high standards of ethics, honesty, integrity, and sound professional judgement.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Represents the Town in a professional manner at all times.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Displays the ability to be flexible, to manage conflict, to handle crisis, and to adjust to varying situations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
d. Displays creativity and innovation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
e. Maintains a high level of ongoing professional development.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Comments:

Melissa consistently displays personal qualities that make her an effective Town Manager and a terrific partner for the selectmen in running our town government. In particular, her openness has been a breath of fresh air for our town. Her remarkable “ability to be flexible, to manage conflict, to handle crisis, and to adjust to varying situations” has helped her to be a calming influence within the sometimes fractious environment that informs local government.

She also is highly responsible, has a strong work ethic, and is a good multi-tasker.

8. Overall Rating	1	2	3	4	5	N/A
Overall, the Town Manager performs at the following level.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Comments: The Town Manager should be evaluated within the context of being new to Sudbury and new to town government. With this context in mind, she has performed quite well. She has made great strides in both short-term and long-term planning as well as responding to immediate issues and handling ongoing management of the town. Her greatest accomplishments include a shift in culture to a more open and accessible approach to residents and her role in facilitating a collaborative approach to the budgeting process.

I have been very impressed with Melissa's performance since her first week on the job. She had read the Listening Project report and knew that the Board was looking to improve communications with the community regarding their town government. She immediately launched a Town Facebook page, without asking for permission. She demonstrated leadership and initiative from week one.

She is bright and exceptionally pragmatic. Amidst all of the drama surrounding participatory town government she maintains a level head, makes all voices feel heard, and offers constructive suggestions and advice. She has had to deal with unusually heavy turnover among her senior leadership, none of which is a reflection on her. The Town Planner retired, the DPW director retired, and she found it necessary to replace the incumbent Finance Director. All as she was trying to learn the Town, introduce herself to residents and staff, and establish control and direction for town government. It was a significant challenge which she cheerfully and very competently met.

Leadership, initiative, listening, and pragmatism are the words that come to mind as I consider Melissa's first 14 months on the job. And she is exceptionally competent in the technical details of running a town.

## TOWN OF SUDBURY TOWN MANAGER EVALUATION FORM

### Section 3: Town Goals

**Susan Iuliano -- March 19, 2017**

The Board of Selectmen process for evaluating the Town Manager contemplates that the evaluation be rooted in Town goals and thus calls for identification of Town Manager goals, based on Town goals, agreed upon by the Selectmen and the Town Manager. The Selectmen will then evaluate the Town Manager's process in meeting those goals.

The Selectmen noted that the process would be somewhat different for 2016, as the Town Manager commenced employment on December 1, 2015, and the board is transitioning to a new evaluation process. This evaluation covers calendar year 2016. The BOS did not adopt Town goals until October 16, 2016 (which have since been slightly revised). We did not develop Town Manager goals for 2016.

I believe that the Section 2 evaluation form provides a better overview for the Town Manager's evaluation for 2016, but I offer some comments here relating to ongoing goals of the Town, reflected in those adopted in late 2016.

It should be noted that 2016 has been a very busy and challenging year. In my view, the Town Manager has met or exceeded expectations in advancing Town goals. Even while responding to many immediate needs, she has continued to work on advancing long-term priorities.

**Bruce Freeman Rail Trail:** The Town Manager has aided the significant advancement in our design of the BFRT, working first with a Planning consultant, and then in supporting the good work of our Environmental Planner. Along the way, she has consulted closely with Selectmen interested in this project and has worked to ensure a very open and accessible approach to our plans.

**Capital Planning:** The Town Manager has worked closely with the Finance Director, the Finance Committee, the Capital Finding Committee, and the Selectmen to improve our capital planning process. She has supported department heads and other town staff in articulating and advocating for Town capital needs.

**Communication:** The Town Manager plays a key role here. Addressed in Section 2 evaluation.

**Eversource:** The Town Manager has done a good job in addressing this challenging project, working closely with the Selectmen, counsel, and our Public Relations firm. This has been a major time investment, more than is apparent to the public, as we prepare for litigation.

**Fairbank Community Center:** The Town Manager has supported BOS efforts to re-evaluate work on this project and revise the Task Force. She has committed significant staff resources to help advance this effort (although much of that has been in 2017).

**Fire Station:** The Town Manager led the team that successfully negotiated support for the new fire station in our Development Agreement with National Development (land, mitigation funding). She and the fire chief have highlighted this need and helped to educate the public as we prepare to present a reconstruction plan.

**Recreation Facility Master Plan:** This is a long-term goal. Then Town Manager has remained cognizant of this need as we address issues such as the Melone property.

On a related note, the Town Manager has spent a lot of productive effort on transitions and operations review of the Park and Recreation Department, focusing especially on the budget and the enterprise fund (some of this into 2017).

**Sudbury Station:** The Town Manager has done good work on this project, much of it behind the scenes, as we manage various aspects of litigation.

**Vocational Education:** The planning for our transition from Minuteman to Assabet Valley has been a very important and time-consuming goal, even if little noticed by the public. The Town Manager has been involved in addressing a new transportation plan as well as funding and budget concerns.

**Town Master Plan:** The Town Manager has been involved in some of the preliminary steps in working toward this important long-term goal. One success was obtaining Compact Community grant funding to aid our efforts.

**Wayside Inn:** The Town has been working with the Wayside Inn toward developing an agreement to preserve this scenic and historic property. While this work is ongoing, it should be noted that the Town Manager invested a lot of time and work into this effort.

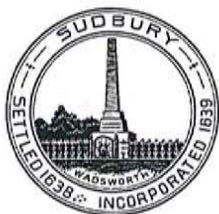
**40B projects:** The Town has met its 40B housing goal looking toward 2020 and is on track to meet this goal for 2030.

I note here that the Raytheon redevelopment project, a multi-use project that involves much more than the Avalon 40B housing, represents a huge success for our town. The Town Manager was heavily involved in many aspects of this project, including negotiation of the Development Agreement, oversight of multiple permitting issues, and efforts to communicate information to the town and bring this forth at our Special Town Meeting. This was a large team effort so many, including our former Town Planner, deserve credit, but the Town Manager dedicated significant efforts toward our implementation of this project.

**Melone property:** The Town made progress last year in moving toward planning for use of this Town-owned property. Again, the Town Manager spent a lot of time and effort, in a less visible way, facilitating the engineering study as well as the public presentations of the findings.

**OPEB Liability:** Even in a very challenging budget planning year, the Town Manager has remained committed to the goal of better funding our ongoing needs and planning for unmet OPEB needs.

DRAFT



**TOWN OF SUDBURY**  
*Office of the Town Manager*  
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Melissa Murphy-Rodrigues, Esq.  
Town Manager

Email: [townmanager@sudbury.ma.us](mailto:townmanager@sudbury.ma.us)

February 28, 2017

Dear Honorable Board of Selectmen,

This narrative self-evaluation shall cover the period from November 2, 2015- December 31, 2016 and will address major areas of responsibility and progress in meeting the goals set by the Board of Selectmen on October 18, 2016.

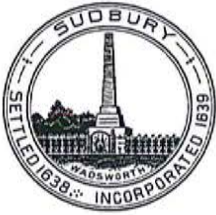
Since starting this position last November, the Town has seen significant challenges and changes on many levels and I have been proud to serve this community in a calm evenhanded manner while advocating for our residents and working collectively with the Board of Selectmen to continue to make Sudbury the best place to live and work.

While, the Board of Selectmen's goals were not set until October 18, I kept those goals in my forefront especially while applying for our Compact Community Grant and while working with Department Heads on various projects.

This year we faced various issues as a community including: the filing of three 40B projects, negotiating a development agreement, Eversource proposing a reliability project through Town, the loss and replacement of key staff members (including Park and Recreation Director, Finance Director, DPW Director, and Planning Director), a difficult budget season, passage of the new public records law, passage of the MS4 permit, Wayside Inn Conservation Restriction, the sale of the old police station, early voting, withdrawal from Minuteman Regional Vocational School, and various town projects across many departments, including Fairbanks, the Bruce Freeman Rail Trail and the Loring Parsonage.

### **Vision and Community Leadership**

I believe that during my first year in Sudbury, I showed myself as a true community leader. During my first several months in Sudbury, I spent significant amounts of time getting to know our community stakeholders through meetings with many different groups and individuals. I was lucky to be able to feel the pulse of the community and to learn about the framework and history of Sudbury so that I could not only be an advocate, but also be a cheerleader for our community.



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### **Communications/Public Relations**

This is one of my strongest qualities and I think we have made large strides in our communications and public relations. During my first year here, I instituted Town Manager monthly office hours and introduced the Town's Facebook page, which has over 900 likes. Through Facebook, I presented Town Meeting Article of the Day for our last two town meetings in order to educate residents about the various articles. I rolled out Cleargov, making the Town's finances transparent and user friendly. I presented important topics through tabs on our website for ease of use and created listservs for hot topics. I have visited with various residents at their homes and in my office and have visited several local businesses, including for ribbon cuttings. I encouraged committee to tape their meetings. I have attended and supported many events including Touch a Truck Day and the Town Read-a-thon. I work closely with local reporters to ensure that they know about town events, meetings and subjects. I have met with our state and federal delegations to discuss Sudbury and state issues.

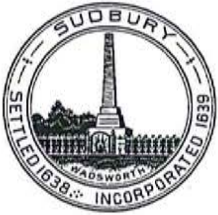
### **Board of Selectmen Support/Relations**

I am very proud of the wonderful and productive relationships I have developed with each of the Board members. I communicate with each of you on a daily and weekly basis and initiated a weekly report so I could be sure you know about Town administrative happenings. I immediately call you in the event of any major public safety or out of the ordinary event so that you have accurate and important information. I have worked with you professionally on many various items during this period and have offered thoughtful advice based on my experience during my career and my education. I have developed a productive relationship with Town Counsel.

### **Personnel Management**

This has been a major year for personnel changes. I respect all of our employees and the great knowledge and experience they bring to Sudbury. We are lucky to have incredible staff representing us on the front lines each day and I am proud to work with all of them.

We settled several contracts and continue to negotiate some. Most of the negotiations commenced well before I started. I have set expectations for employees and introduced new policies for media, conferences, and harassment. I hold a monthly staff meeting for senior staff and less frequent staff meetings for all department heads, but regularly meet and talk with all my department heads. Department heads call or email me frequently to alert me to issues, ask a question or check-in.



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Melissa Murphy-Rodrigues, Esq.  
Town Manager

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The Town has an evaluation process in place and department heads as well as employees are encouraged to attend trainings. Some trainings have taken place here in Town including Procurement and Fraud Training, Management training, DPW trainings for safety and ALICE training.

I have worked effectively with employees regarding grievances and disputes and worked to mediate various issues in order to promote a healthy work place.

We have introduced and maintained various wellness initiatives to encourage employees to stay healthy.

I have most importantly listened and heard what was working well and what was not and worked to make our quality of life and productivity better based on those comments.

**Financial Management**

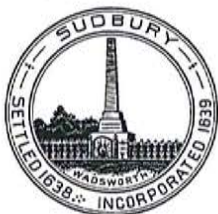
I have worked effectively and developed productive relationships with our numerous financial committees and commissions.

I spoke earlier about Cleargov, but this has proven to be an amazing tool for residents and administration. Using this tool, I was able to create several different benchmarking graphs for Finance Committee this year and I was able to produce interesting information about our Capital funding for the Capital Funding Committee.

Working with the budget team and department heads, I have produced thoughtful and balanced budgets based on data for past years and using forecasting for future years. I made significant cuts when able and used those cuts for limited new initiatives due to the very tight nature of our budget. I worked closely with both School Superintendents to align our needs and visions and to work collectively toward budgeting goals.

I monitor spending and make certain that departments are not overspending and work with departments when unexpected costs arise due to unforeseen circumstances.

We have committed to truth in budgeting, this year implementing a new budget format where the number of employees in each line item are reflected and changing the way we count full time equivalents for more transparent budgeting. I have made certain that budget documents are available online and easily accessible to those interested and answer budget questions or requests for information over social media. I have received positive feedback from residents and the Finance Committee that my information is presented in an easy to understand manner.

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Email: [townmanager@sudbury.ma.us](mailto:townmanager@sudbury.ma.us)Melissa Murphy-Rodrigues, Esq.  
Town Manager**General Management and Planning**

As I reflected in some of the sections above, I have provided support, motivation and leadership to our organization. This was a year of change and immediately appointing acting directors and hiring consultants to fill key positions and to continue to serve residents was one key to a successful year.

This past year, I prided myself in making certain that departments were following the Massachusetts General Laws as well as our bylaws in many different aspects. We underwent comprehensive training for Purchasing and Fraud and updated important state forms that had not been updated previously. I made certain that we were compliant with many other state laws as well and implemented changes to the law, including the new public records law.

We continue to maintain documents in good order, and make many of our documents available on our website for review.

**Personal Qualities and Characteristics**

I at all times represent the Town of Sudbury with the highest standards of ethics, honesty, and integrity and with sound professional judgment. I am proud to serve the Board of Selectmen and to serve the residents of this Town. I have handled numerous trying situations during this year and shown my ability to handle conflict and crisis and my ability to adjust to varying situations.

Thank you for your consideration of my self-evaluation. I am looking forward to continuing our relationship and to continuing to do my best for our Town.

Sincerely,

Melissa Rodrigues, Esq.

Town Manager

Evaluation April 2017 covering calendar 2016  
Melissa Murphy-Rodrigues, Sudbury Town Manager

The Board of Selectmen is very pleased with Town Manager Melissa Rodrigues's performance in 2016. The Board awarded Ms. Rodrigues an aggregate ranking of 4 (Exceeds Expectations/Highly Effective) out of a possible five point ranking system.

Board members consistently praised Ms. Rodrigues for her availability to elected officials, to staff, to volunteers, and to community members. She is highly regarded for her willingness to listen and to engage with all stakeholders. During a period of rapid transition and numerous challenges, she has demonstrated steady leadership, flexibility, and balance both in responding to events and in taking advantage of opportunities.

In addition, the Board commends Ms. Rodrigues for her attention and to routine matters of town administration: hiring excellent candidates to fill open positions promptly, developing and communicating a budget during a financially challenging year, and generally keeping the town running smoothly.

The Board looks forward to another productive year of working with Ms. Rodrigues as Town Manager.

**Background:** Melissa Murphy Rodrigues became Sudbury Town Manager on November 1, 2015. With her input the Selectmen developed a review process to evaluate the Town Manager's performance on an annual basis. This review covers the period until December 31, 2016. The Selectmen adopted goals in October of 2016, but did not set goals for the Town Manager. This document is a summary narrative of comments received from Selectmen as part of the review process.

Summary Town Manager Evaluations  
Sudbury Town Manager Melissa Rodrigues  
March 2017

**Selectman Woodard:**

- Demonstrated leadership and initiative from week one.
  - Read the Listening Project report.
  - Understood the need to improve communications with the community.
  - Launched a Town Facebook page her first week on the job.
- Bright and exceptionally pragmatic.
  - Able to keep a level head, make all voices feel heard, and offer constructive suggestions and advice amid the many suggestions and crosscurrents coming from residents and volunteer committees.
- Exceptionally competent in the technical details of running a town.
- Demonstrated strong leadership, initiative, listening skills, and pragmatism.

**Selectman Simon:**

In the 18 months Melissa Murphy-Rodrigues has been Town Manager she has mastered multiple complex issues and provided sound leadership. Her hires have been exceptional and she has a remarkable ability to work with diverse groups. Her openness and innovations are welcome steps forward. I have confidence in her ability to make sound decisions.

**Selectman Iuliano:**

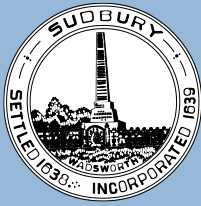
The Town Manager has done an excellent job while faced with significant challenges and transitions. She is open and accessible, communicates effectively, emphasizes planning and creativity, and exhibits a calm and balanced approach. She has a strong working relationship with all BOS members. Her collaborative town-wide efforts greatly aided the budget process.

**Selectman Haarde:**

Melissa has set a great example for all of us to follow. Melissa puts the town first and that does not mean the town government or the town staff. Melissa understands what is important. Her door is always open and she will listen to anyone. Being open to feedback and willing to admit mistakes when appropriate has set a great example of leadership for all of us to follow.

**Selectman Brown:**

- Quickly demonstrating effective leadership
  - Hiring outstanding candidates for key positions
  - Taking responsibility for the FY17 budget
  - Tuesday evening office hours
  - Staff training and development
- Outstanding communications skills
  - Facebook page
  - ClearGov financials
  - Town Manager Office Hours
  - Flexibility, cheerfulness, focus, openness



## SUDBURY BOARD OF SELECTMEN

Tuesday, April 25, 2017

**MISCELLANEOUS (UNTIMED)****3: Discussion and potential vote on TM goals**REQUESTOR SECTION

Date of request:

Requested by: Patty Golden

Formal Title: Discussion and potential vote on planning for Town Manager goals.

Recommendations/Suggested Motion/Vote: Discussion and potential vote on planning for Town Manager goals.

Background Information:

Financial impact expected:

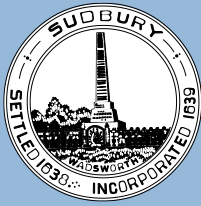
Approximate agenda time requested:

Representative(s) expected to attend meeting:

## Review:

Patty Golden	Pending
Melissa Murphy-Rodrigues	Pending
Barbara Saint Andre	Pending
Susan N. Iuliano	Pending
Board of Selectmen	Pending

04/25/2017 7:30 PM



## MISCELLANEOUS (UNTIMED)

### 4: Discussion on TM salary FY18

#### REQUESTOR SECTION

Date of request:

Requestor: Chairman Iuliano

Formal Title: Designation of subcommittee to negotiate the Town Manager's salary for FY18.

Recommendations/Suggested Motion/Vote: Designation of subcommittee to negotiate the Town Manager's salary for FY18.

Background Information:

Financial impact expected:

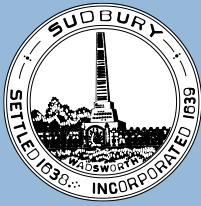
Approximate agenda time requested:

Representative(s) expected to attend meeting:

Review:

Patty Golden	Pending
Melissa Murphy-Rodrigues	Pending
Barbara Saint Andre	Pending
Susan N. Iuliano	Pending
Board of Selectmen	Pending

04/25/2017 7:30 PM



## SUDBURY BOARD OF SELECTMEN

Tuesday, April 25, 2017

**MISCELLANEOUS (UNTIMED)****5: Legislative Bills**REQUESTOR SECTION

Date of request:

Requestor: Susan Iuliano, Chair

Formal Title: Discussion and potential vote on Legislative Bills related to utility regulation

Recommendations/Suggested Motion/Vote: Discussion and potential vote on proposed Legislative Bills related to utility regulation

Background Information:

Please see attached bills and letters to legislators:

HD.1297: (Rep. Day) "An Act Relative to the Energy Facilities Siting Board" (criteria to consider community and environmental cost, involve Fish &amp; Game and Public Health)

HD.1301: (Rep. Day) "An Act relative to reasonable municipal expenses" (make energy companies reimburse municipalities for e.g. legal expenses involved in siting process)

HD.2672: (Rep. Gentile) "An Act relative to the placement of overhead transmission lines" (ban placement of new overhead transmission lines in the fall zone of homes)

Financial impact expected:

Approximate agenda time requested: 30 minutes

Representative(s) expected to attend meeting:

Review:

Patty Golden	Pending
Melissa Murphy-Rodrigues	Pending
Barbara Saint Andre	Pending
Susan N. Iuliano	Pending
Board of Selectmen	Pending

04/25/2017 7:30 PM

HOUSE DOCKET, NO. 1297      FILED ON: 1/18/2017

**HOUSE . . . . . No.****The Commonwealth of Massachusetts**

PRESENTED BY:

***Michael S. Day****To the Honorable Senate and House of Representatives of the Commonwealth of Massachusetts in General Court assembled:*

The undersigned legislators and/or citizens respectfully petition for the adoption of the accompanying bill:

**An Act relative to the Energy Facilities Siting Board.**

PETITION OF:

NAME:	DISTRICT/ADDRESS:
<i>Michael S. Day</i>	<i>31st Middlesex</i>
<i>Lori A. Ehrlich</i>	<i>8th Essex</i>
<i>James B. Eldridge</i>	<i>Middlesex and Worcester</i>
<i>Carmin L. Gentile</i>	<i>13th Middlesex</i>
<i>Jason M. Lewis</i>	<i>Fifth Middlesex</i>
<i>Jose F. Tosado</i>	<i>9th Hampden</i>

Attachment 5.a: hd1297 (2250 : Legislative Bills)

**HOUSE . . . . . No.**

[Pin Slip]

**The Commonwealth of Massachusetts**

In the One Hundred and Ninetieth General Court  
(2017-2018)

An Act relative to the Energy Facilities Siting Board.

*Be it enacted by the Senate and House of Representatives in General Court assembled, and by the authority of the same, as follows:*

SECTION 1: Section 69H of Chapter 164 of the Massachusetts General Laws, as appearing in the 2014 Official Edition, is hereby amended by striking out the first paragraph and inserting in place thereof the following paragraph:-

“There is hereby established an energy facilities siting board within the department, but not under the supervision or control of the department. Said board shall implement the provisions contained in sections 69H to 69Q, inclusive, so as to provide a reliable energy supply for the commonwealth with a minimum impact on the environment and public health, and with a minimum impact on the overall wellbeing of residents abutting the project at the lowest possible cost after these impacts are considered. To accomplish this, the board shall review the environmental and public health impacts, the need for and the cost of transmission lines, natural gas pipelines, facilities for the manufacture and storage of gas, and oil facilities; provided, however, that the board shall review only the environmental impacts of generating facilities, consistent with the commonwealth's policy of allowing market forces to determine the need for

14 and cost of such facilities; provided, however that the Board shall solicit and consider testimony  
15 from the department of fish and game whenever reasonable environmental stewardship concerns  
16 are raised; provided, however, that the Board shall solicit and consider testimony from the  
17 department of public health whenever reasonable public health concerns are raised. Such reviews  
18 shall be conducted consistent with section 69J1/4 for generating facilities and with section 69J  
19 for all other facilities.

# HOUSE . . . . . No.

## The Commonwealth of Massachusetts

PRESENTED BY:

*Michael S. Day*

*To the Honorable Senate and House of Representatives of the Commonwealth of Massachusetts in General Court assembled:*

The undersigned legislators and/or citizens respectfully petition for the adoption of the accompanying bill:

An Act relative to reasonable municipal expenses.

PETITION OF:

NAME:	DISTRICT/ADDRESS:
<i>Michael S. Day</i>	<i>31st Middlesex</i>
<i>James B. Eldridge</i>	<i>Middlesex and Worcester</i>
<i>Carmine L. Gentile</i>	<i>13th Middlesex</i>
<i>Steven S. Howitt</i>	<i>4th Bristol</i>
<i>Louis L. Kafka</i>	<i>8th Norfolk</i>
<i>Jason M. Lewis</i>	<i>Fifth Middlesex</i>
<i>Jose F. Tosado</i>	<i>9th Hampden</i>
<i>Steven Ultrino</i>	<i>33rd Middlesex</i>

Attachment 5.b: hd1301 (2250 : Legislative Bills)

**HOUSE . . . . . No.**

[Pin Slip]

**The Commonwealth of Massachusetts**

\_\_\_\_\_  
**In the One Hundred and Ninetieth General Court**  
**(2017-2018)**  
 \_\_\_\_\_

An Act relative to reasonable municipal expenses.

*Be it enacted by the Senate and House of Representatives in General Court assembled, and by the authority of the same, as follows:*

1           SECTION 1: Section 69H of Chapter 164 of the Massachusetts General Laws, as  
 2     appearing in the 2014 Official Edition, is hereby amended by inserting at the end thereof the  
 3     following clause:--

4           “(5) the board shall consider the requests of municipalities for reimbursement of expenses  
 5     spent in relation to the application and may assess fees on applicants for reasonable municipal  
 6     expenses related to the application.”

Attachment 5.b: hd1301 (2250 : Legislative Bills)

HOUSE DOCKET, NO. 2672      FILED ON: 1/20/2017

**HOUSE . . . . . No.****The Commonwealth of Massachusetts**

PRESENTED BY:

***Carmine L. Gentile and James B. Eldridge****To the Honorable Senate and House of Representatives of the Commonwealth of Massachusetts in General Court assembled:*

The undersigned legislators and/or citizens respectfully petition for the adoption of the accompanying bill:

An Act relative to the placement of overhead transmission lines.

PETITION OF:

NAME:

DISTRICT/ADDRESS:

*Carmine L. Gentile**13th Middlesex**Steven Ultrino**33rd Middlesex*

Attachment5.c: hd2672 (2250 : Legislative Bills)

**HOUSE . . . . . No.**

[Pin Slip]

**The Commonwealth of Massachusetts**

\_\_\_\_\_  
**In the One Hundred and Ninetieth General Court**  
**(2017-2018)**  
 \_\_\_\_\_

An Act relative to the placement of overhead transmission lines.

*Be it enacted by the Senate and House of Representatives in General Court assembled, and by the authority of the same, as follows:*

- 1           SECTION 3. Section 21 of chapter 166 of the general laws, as appearing in the 2014
- 2   Official Edition, is hereby amended by inserting after "endanger or interrupt navigation." the
- 3   following:- New overhead transmission lines shall not be located where residential properties are
- 4   within the fall zone of such towers and wires.

Attachment5.c: hd2672 (2250 : Legislative Bills)

Joint Committee on Telecommunications, Utilities and Energy  
24 Beacon Street  
Room 416  
Boston, MA 02133

April 12, 2017

RE: House Bill 1736: An Act Relative to the Siting Board

Dear Chairman Barrett and Chairman Golden,

Thank you for this opportunity to offer our written testimony in support of House Bill 1736: An Act Relative to the Siting Board.

As you know, our Town along with many of our municipal neighbors have been embroiled in a long and expensive dispute with the utility company Eversource. Eversource plans to run a reliability project down the MBTA right of way in Sudbury causing significant damage to our wooded areas and potentially affecting our wetlands and aquaphor. This project has faced significant opposition in Town and from elected officials on the local, state and federal levels.

Of concern is that the current language requires the Energy Facilities Siting Board to implement projects with a minimum environmental impact at the lowest possible cost. This means that cost is the driver of the projects presented rather than weighing, and at times even considering, the environmental, health and social impacts that such a project can produce.

As proposed, this bill would create additional criteria that the siting board must consider including the overall well-being of abutters. This bill creates more protections for communities and gives the siting board more tools to make certain that the correct projects move forward.

The Board of Selectmen supports House Bill 1736: An Act Relative to the Siting Board and respectfully urges favorable action in committee.

Thank you for your consideration of our comments.

Sincerely

Susan Iuliano, Chairwoman on behalf of the Sudbury Board of Selectmen

Joint Committee on Telecommunications, Utilities and Energy  
24 Beacon Street  
Room 416  
Boston, MA 02133

April 12, 2017

RE: House Bill 1737: An Act Relative to Reasonable Municipal Expenses

Dear Chairman Barrett and Chairman Golden,

Thank you for this opportunity to offer our written testimony in support of House Bill 1737: An Act Relative to Reasonable Municipal Expenses.

Over the past year, the Town of Sudbury has been preparing for Eversource to file a petition with the Energy Facility Siting Board. Eversource plans to run a reliability project down the MBTA right of way in Sudbury causing significant damage to our wooded areas and potentially affecting our wetlands and aquaphor. This project has faced significant opposition in Town and from elected officials on the local, state and federal levels.

Since learning of this project, the Town has retained counsel and began to prepare for the filing. Since August, the Town spent over \$100,000 in legal fees and expert fees to just begin this process. Next month at Town Meeting, the Town will consider an additional \$200,000 transfer from our Stabilization account to continue funding these fees. These costs have been extremely high, impossible to plan for and a burden on our community.

This bill would alleviate the burden on communities by providing the siting board with the capability to assess fees to reimburse communities for expenses related to the siting board application. The enactment of this bill would greatly benefit communities like ours that are entangled in a long and unplanned for process and trying to best protect the interests of their communities.

The Board of Selectmen supports House Bill 1737: An Act Relative to Reasonable Municipal Expenses and respectfully urges favorable action in committee.

Thank you for your consideration of our comments.

Sincerely

Susan Iuliano, Chairwoman on behalf of the Sudbury Board of Selectmen

Joint Committee on Telecommunications, Utilities and Energy  
24 Beacon Street  
Room 416  
Boston, MA 02133

April 12, 2017

RE: House Bill 2693: An Act Relative to the Placement of Overhead Transmission Lines

Dear Chairman Barrett and Chairman Golden,

Thank you for this opportunity to offer our written testimony in support of House Bill 2693: An Act Relative to Placement of Overhead Transmission Lines.

Throughout our community, there is a significant number of overhead transmission running along public streets and through private property. These lines pose a potential public safety threat as many of them are well within fall zones of local homes.

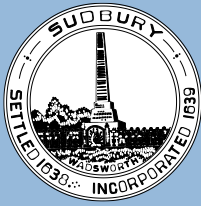
This new bill would ban transmission lines from within the fall zone of residential homes. This would require utilities to bury their lines underground. This bill protects residents in all of the Commonwealth from the danger of falling power lines.

The Board of Selectmen supports House Bill 2693: An Act Relative to the Placement of Overhead Transmission Lines and asks for favorable action in committee.

Thank you for your consideration of our comments.

Sincerely

Susan Iuliano, Chairwoman on behalf of the Sudbury Board of Selectmen



## SUDBURY BOARD OF SELECTMEN

Tuesday, April 25, 2017

**MISCELLANEOUS (UNTIMED)****6: RFP Town Counsel**REQUESTOR SECTION

Date of request:

Requested by: Patty Golden

Formal Title: Discussion and potential vote concerning Request for Proposal for Town Counsel services.

Recommendations/Suggested Motion/Vote: Discussion and potential vote concerning Request for Proposal for Town Counsel services.

Background Information:  
attached

Financial impact expected:

Approximate agenda time requested:

Representative(s) expected to attend meeting:

Review:

Patty Golden	Pending
Melissa Murphy-Rodrigues	Pending
Barbara Saint Andre	Pending
Susan N. Iuliano	Pending
Board of Selectmen	Pending

04/25/2017 7:30 PM



## TOWN OF SUDBURY, MASSACHUSETTS

### REQUEST FOR PROPOSALS FOR TOWN COUNSEL SERVICES

#### I. Objective

The Town of Sudbury, Massachusetts seeks to appoint a highly qualified attorney or law firm as Town Counsel effective on or around **July 1, 2017**. The successful appointee must meet or exceed the qualifications stated herein and, in general, must be readily accessible to authorized public officials, exceptionally experienced in municipal law as further described below, scrupulous in adhering to required standards of professional conduct and ethics, and committed to rendering sound legal advice with suitable objectivity and professional detachment.

#### II. Background

The Town of Sudbury is located in Metrowest Boston and has a population of approximately 18,000 residents. The town is predominantly residential with some commercial area, primarily along Route 20. The Town approved a FY 17 budget of \$91 million and maintains a AAA Standard and Poor's credit rating.

The Town's general government structure established under the Town's current Charter (July 1, 1996) provides for appointment of a Town Manager by the Board of Selectmen. The Town Manager oversees all Town department functions. The Town has an open Town Meeting. The Town Moderator, Board of Assessors, Park and Recreation Commission, Board of Selectmen, Board of Health and Planning Board, among several other boards, are elected, while there are numerous other appointed boards, including the Zoning Board of Appeals, Conservation Commission, and Permanent Building Committee. The Town's decision-making process is highly collaborative and consensus driven. The Town takes great advantage of, and is fortunate for, the willingness of citizens with advanced knowledge and experience in many professional and technical fields to contribute to the community on volunteer boards, committees and task forces. Applicants are encouraged to learn more about the Town of Sudbury through its municipal website: [www.sudbury.ma.us](http://www.sudbury.ma.us) and its FY18 budget document located here: <https://sudbury.ma.us/finance/budget/>. FY 14 Budget and Financing Plan at: <http://sudbury.ma.us/departments/finance/news4383/>.

### III. Town Counsel Services

The Town seeks counsel experienced in the following matters:

- General Municipal Law, established under Massachusetts General Law and case law;
- Municipal Finance;
- Town bylaws and regulations;
- Open Meeting, public record, executive session, conflicts of interest law;
- Zoning and land use issues;
- Real estate issues: acquisitions, sales, eminent domain, easements, leases, tax takings; licenses; conservation and agricultural restrictions; right-of-first refusal;
- Town Meeting: drafting and review of warrant articles and motions, advice on issues before and at Town Meeting; Maybe my page 3 comment should go here?
- Drafting and monitoring special legislation;
- Public bidding, public construction, and municipal procurement issues including lease-purchasing of equipment and contract approval;
- Affordable Housing; MGL. C. 40B; MGL c. 44, s. 55C (Municipal Housing Trusts)
- Subdivision control law;
- Community Preservation Act;
- Wetlands regulations;
- Environmental issues;
- Elections law and procedures;
- Licensing;
- Representation of the Town in all courts, including appellate level, and administrative agencies and other litigation;
- Appellate Tax Board matters;
- Property and Liability claims against Town;
- Effective collaboration with other counsel representing the Town.

The Town expects Town Counsel attendance at the following:

- All sessions of Special and Annual Town Meetings (Annual Town Meeting starts at the beginning of May and is held on the first Monday, Tuesday and Wednesday evenings);

- Upon request of the Board of Selectmen (BOS) and/or Town Manager, be present at BOS meetings or other Town agency meetings. BOS meetings are generally held 1<sup>st</sup> and 3<sup>rd</sup> Tuesday evenings of the month from September through July; and generally once in August.
- The Selectmen may have special counsel (i.e. labor issues, tax takings, wetland issues, energy supply contracting; solar projects; environment/DEP permitting, etc.) and as such Town Counsel may need to collaborate or consult with Special Counsel.

#### **IV. Minimum Qualifications**

##### **A. Bar Admissions**

The appointee and all those who serve as back-up to the appointee (see below) must be a member in good standing of the Massachusetts Bar and of the Federal Bar for the District of Massachusetts.

##### **B. Experience**

The appointee must represent or have represented as Town Counsel (or functional equivalent) a minimum of one Massachusetts municipality for no less than five years each; or represented other Massachusetts municipalities in specific areas of municipal law; or possess equivalent experience. References for all municipalities currently represented or represented in the past ten years by the appointee must be furnished.

##### **C. Accessibility and Accountability**

The appointee must commit to be available for frequent contact either through in person meetings or via telephone or email, responding to all communications from authorized officials either himself/herself or through a qualified back up attorney within 24 hours of the call/email. Our current model for legal services has worked well with Town Counsel being available on-site during certain days/hours and via email/telephone to answer inquiries, including calls at home or on cell phone when necessary. The Town has a preference for the availability of Town Counsel in person in the Sudbury Town offices. The preference would be that the attorney be available in the Flynn building for half a day a week. The appointee must be accessible to Town staff and Board members. The Town Manager's Office manages requests for Town Counsel legal advice. The appointee must also commit, as a general rule, to responding to requests for written opinions within one week unless the circumstances of the opinion warrant a shorter or longer time frame for a response. The appointee must commit to preparing a brief written summary each month of all open issues at no cost to the Town and to preparing a report for the Town's Annual Report, also at no cost to the Town. The appointee must review and approve articles for the Town Meeting warrant and compose arguments in opposition to ballot questions in a timely manner.

##### **D. Back-up**

The appointee must have within his or her firm or through an established relationship at least one other qualified attorney, who is specifically assigned as a back-up for Sudbury, and who is available to render advice and otherwise represent the interests of the Town of Sudbury when the appointee is unavailable. In this context, "qualified attorney" shall mean another lawyer who substantially meets the minimum qualifications set forth herein for the appointee.

### **E. Billing**

The appointee must commit to providing a summary of legal services rendered and invoices for services ordered, rendered and accepted on a monthly basis. Each statement, if based on an hourly rate for services, must disclose, at a minimum, the date of the service, the identity of the lawyer or staff person performing the service, the subject matter reference for the service, a description of the service performed, the time it took to perform that function, and the hourly rate for the individual performing the function. (See Attachment B.) Expense items must also be itemized. Billings may be subject to external review.

### **F. Insurance Requirements**

Evidence of valid minimum insurance coverage must be submitted by the selected firm or individual prior to or upon the execution of the contract, as follow:

Workers' Compensation Insurance as required by law

Insurance Certificates with the Town named as an additional insured for each:

General Liability of at least \$1,000,000 Bodily Injury and Property Damage Liability, Combined Single Limit with a \$3,000,000 Annual Aggregate Limit.

Automobile Liability (applicable for any contractor who has an automobile operating exposure) of at least \$1,000,000 Bodily Injury and Property Damage per accident.

Lawyers Professional Liability of at least \$1,000,000/occurrence, \$3,000,000 aggregate.

The Town reserves the right to modify these insurance requirements.

### **V. Fees and Expenses**

The Town is committed to containing legal costs and wishes to understand the basis on which the responding attorneys propose fees and expenses. Any attorney/law firm wishing to be considered for appointment may submit with its application alternative proposals to the traditional hourly rate arrangement. For example, responding attorneys may propose a fixed retainer for a specified scope of services with an hourly rate for work outside the established scope of services, or a fixed cost for a set number of hours per month.

Towards this end, responding attorneys are encouraged to clearly outline how they might assist the Town in containing legal costs.

Any single expense/disbursement exceeding \$500 requires prior approval from Town Manager.

If a minimum annual contract is proposed, define what would be included in such an arrangement. Responding attorneys should feel free to be creative in this regard so long as the proposal is workable and reasonable.

Whether or not an alternative fee arrangement is proposed by the responding attorney, the attached fees and expenses response sheet must be filled out completely.

The Town seeks pricing structure proposals for 3 years; however, appointment of Town Counsel is made annually by the Board of Selectmen; therefore, although there will be a pricing structure in effect for three years, there's no guarantee of reappointment each year.

## VI. Selection

In seeking Town Counsel, the Board of Selectmen of the Town of Sudbury is not bound by M.G.L. c.30B or by any other constraints apart from the sound judgment of the Selectmen. This process is being used to communicate the desired qualifications of Town Counsel and to solicit information in an orderly fashion for rough comparative purposes.

The selection of Town Counsel shall be determined by vote of the Board of Selectmen in consultation with the Town Manager. The appointment of Town Counsel is made by the Board of Selectmen.

	Process Date
XXX	RFP issued
XXX	Proposals due by 3:00 pm
XXX	Search Committee screening/interview process
XXX	Board of Selectmen interviews finalists/makes decision
XXX	Effective date of appointment

## VII. Application

Qualified attorneys or law firms interested in responding to this RFP should fill out the attached forms completely and attach copies of all documents requested therein. Kindly return the same in a sealed envelope labeled "Town Counsel RFP" to Maryanne Bilodeau, Asst. Town Manager/HR Director, who also will be available to respond to questions at:

Maryanne Bilodeau  
Asst. Town Manager/HR Director  
Town of Sudbury  
278 Old Sudbury Road  
Sudbury, MA 01776  
[bilodeaum@sudbury.ma.us](mailto:bilodeaum@sudbury.ma.us)

Please provide 10 (10) hard copies of the RFP response and all associated documentation on 8 ½ by 11 paper, along with one digital copy in Adobe pdf format at the address above.

**All responses to this RFP must be received at the above address no later than 3:00 p.m. on XXXX.**

## ATTACHMENT A

**RESPONSE TO REQUEST FOR PROPOSALS FOR  
TOWN OF SUDBURY TOWN COUNSEL**

<b>Name:</b>	
<b>BBO#</b>	
<b>Name of Firm:</b>	
<b>Street</b>	
<b>City, State,</b>	
<b>Telephone:</b>	
<b>Fax Number:</b>	
<b>Email:</b>	
<b>Website:</b>	

**Please respond to each of the following, using separate pages as necessary:**

1. Please identify by name (and BBO #, address and phone number if different than above) the proposed Town Counsel, and, if applicable, lead counsel as well as members of a team, and each proposed back-up counsel.
2. Please attach resumes or *curriculum vitae* for each attorney identified above.
3. Do each of the attorneys identified above meet the minimum bar admission requirements of the RFP? If other than "yes", please explain.
4. With respect to each attorney identified, please list each and every Massachusetts municipality represented by the attorney within the past ten years, the years of such representation, and the name, address and phone number of at least one contact person in each municipality with knowledge of the attorney's representation.
5. Please describe each identified attorney's experience in municipal law.
6. Please describe how you propose to satisfy the Accessibility and Accountability requirements of the RFP.

7. Please describe how you propose to satisfy the attorney back-up requirements of the RFP.
8. If services are to be provided by a team of lawyers, describe how the team approach would work. For example, will specific attorneys be assigned to specific cases or subject matters? Will the specific attorney remain the contact throughout the case or matter?
9. How would you conduct or oversee litigation, including administrative proceedings, in which the Town and its boards are involved in their official capacity, to the extent such legal services are not provided by the Town's insurance carriers or outside counsel?
10. Are you available to review and approve as to form and content all contracts to which the Town is a party?
11. Do you provide regular updates on regulations, legislation and court decisions affecting municipalities and, if so, would this be a separate expense?
12. Do you provide training in legal obligations and compliance for elected, appointed and compensated Town employees on issues such as conflict of interest, ethics, freedom of information, open meeting law and harassment, and, if so, would this be a separate expense?
13. Please describe your suggestions for the transition from current Town Counsel.
14. Please describe any complaints with the Board of Bar Overseers or suits against each identified attorney in the last ten (10) years and how the complaints or suits have been resolved.
15. For each Town you and, if applicable, members of your firm have represented, please list those cases where municipal litigation has been undertaken in the last five (5) years (do not list special ed or appellate tax board cases) and the results of such litigation.

By my signature, I certify that the information contained in this Response to Request for Proposals are complete and accurate, to the best of my knowledge and belief.

Signed: \_\_\_\_\_

Date: \_\_\_\_\_

## ATTACHMENT B

### RESPONSE TO REQUEST FOR PROPOSALS FOR TOWN OF SUDBURY TOWN COUNSEL - FINANCIAL INFORMATION

#### Fees and Expenses Response Sheet

(To be attached to and made a part of the overall Response to Request for Proposals)

1. Please list the name and hourly rate for proposed Town Counsel and for each attorney intended or likely to serve as back-up.
2. If you propose to bill for services provided by paralegals, clerical staff, or other non-attorney personnel, please list by title and by hourly rate each position for whom you may bill.
3. Please provide a complete listing of all charges for expenses you intend to impose as incurred (i.e., any and all copy charges, telephone charges, fax charges, mileage charges and the like, but excluding any fees for stenographers, court fees, service fees and the like).
4. In what hourly increments do you intend to bill?
5. Do you bill out attorney time out of the office on a portal-to-portal basis or some other basis? Please describe.
6. Please describe any proposed alternative fee arrangement.
7. For each city or town you represent list the legal budget (broken down) the last five years and the actual amount spent that year, with an explanation for any substantial differences.
8. For each city and town, describe cost containment procedures you have implemented to keep the legal budget reasonable and cost effective.

Attachment6.a: PAB\_RFP\_town\_counsel\_2013 Sudbury mmr (2290 : RFP Town Counsel)

## ATTACHMENT C

### MUNICIPAL LAW EXPERIENCE CHECKLIST (To be completed for each team member)

Rate your experience within the last five years in the following areas of municipal law using the scale below

1. No experience
2. Limited experience
3. Moderate experience
4. Advanced experience
5. Extensive experience

- \_\_\_\_\_ General Municipal Law, established under Massachusetts General Law and case law;
- \_\_\_\_\_ Municipal Finance;
- \_\_\_\_\_ Town bylaws and regulations;
- \_\_\_\_\_ Open Meeting, public record, executive session, conflicts of interest law;
- \_\_\_\_\_ Zoning and land use issues;
- \_\_\_\_\_ Real estate issues: acquisitions, sales, eminent domain, easements, leases, tax takings; licenses; conservation and agricultural restrictions; right-of-first refusal;
- \_\_\_\_\_ Town Meeting: drafting and review of warrant articles and motions, advice on issues before and at Town Meeting;
- \_\_\_\_\_ Drafting and monitoring special legislation;
- \_\_\_\_\_ Public bidding, public construction, and municipal procurement issues including lease-purchasing of equipment and contract approval;
- \_\_\_\_\_ Affordable Housing; MGL. C. 40B; MGL c. 44, s. 55C (Municipal Housing Trusts)
- \_\_\_\_\_ Subdivision control law;
- \_\_\_\_\_ Community Preservation Act;
- \_\_\_\_\_ Wetlands regulations;
- \_\_\_\_\_ Environmental issues;
- \_\_\_\_\_ Elections law and procedures;
- \_\_\_\_\_ Licensing;
- \_\_\_\_\_ Representation of the Town in all courts, including appellate level, and administrative agencies and other litigation;
- \_\_\_\_\_ Appellate Tax Board matters;
- \_\_\_\_\_ Property and Liability claims against Town;

## ATTACHMENT D

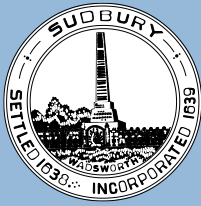
### STATEMENT OF LITIGATION EXPERIENCE (To be completed for each team member)

Rate your experience with in the last five years practicing with the following Courts, Boards and Commissions based on the scale listed below.

1. No experience
2. Limited experience
3. Moderate experience
4. Advanced experience
5. Extensive experience

	Trials before State Courts (District, Superior, Land Courts)
	Trials before Federal District Courts
	Appeals before Massachusetts Appeals Court
	Appeals before Massachusetts Supreme Judicial Court
	Administrative Proceedings before Massachusetts Civil Service Commission
	Arbitration Proceedings
	Mediation Proceedings
	Administrative Proceedings before Massachusetts Appellate Tax Board
	Administrative Proceedings before Massachusetts Department of Environmental Protection
	Administrative Proceedings before the ABCC
	Administrative Proceedings before the Housing Appeals Committee
	Administrative Proceedings before Division of Administrative law Appeals

Attachment6.a: PAB\_RFP\_town\_counsel\_2013 Sudbury mmr (2290 : RFP Town Counsel)



## MISCELLANEOUS (UNTIMED)

### 7: Discussion of Auditing Services

#### REQUESTOR SECTION

Date of request:

Requested by: Patty Golden

Formal Title: Discussion on Auditing Services

Recommendations/Suggested Motion/Vote: Discussion on Auditing Services

Background Information:

Documents to be provided separately

Financial impact expected:

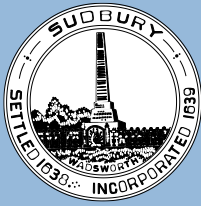
Approximate agenda time requested:

Representative(s) expected to attend meeting:

Review:

Patty Golden	Pending
Melissa Murphy-Rodrigues	Pending
Barbara Saint Andre	Pending
Susan N. Iuliano	Pending
Board of Selectmen	Pending

04/25/2017 7:30 PM



## MISCELLANEOUS (UNTIMED)

### 8: ATM Articles

#### REQUESTOR SECTION

Date of request:

Requestor: Chair Iuliano

Formal Title: Review Town Meeting articles, take positions on articles, and assign presentations.

Recommendations/Suggested Motion/Vote: Review Town Meeting articles, take positions on articles, and assign presentations.

Background Information:  
attached revised article summary list

Financial impact expected:n/a

Approximate agenda time requested:

Representative(s) expected to attend meeting:

Review:

Patty Golden	Pending
Melissa Murphy-Rodrigues	Pending
Barbara Saint Andre	Pending
Susan N. Iuliano	Pending
Board of Selectmen	Pending

04/25/2017 7:30 PM

#	Article Title	Sponsor	Article Presenter	BOS Position	FinCom Position	Report BOS position at ATM	Funding Source	Requested Amount	Required Vote	Consent Calendar
	<b>IN MEMORIAM RESOLUTION</b>									
	<b>FINANCE/BUDGET</b>									
1	Hear Reports	BOS	Elena Klefgies	S	RTM		N/A	N/A	Majority	
2	FY17 Budget Adjustments	BOS		RTM	S				Majority	
3	FY18 Budget	FinCom		S	S				Majority	
4	FY18 Capital Budget	Town Manager	Melissa Rodrigues	S	S				Majority	
5	FY18 Transfer Station Enterprise Fund Budget	FinCom		S	S				Majority	
6	FY18 Pool Enterprise Fund Budget	FinCom		S	S				Majority	
7	FY18 Recreation Field Maintenance Enterprise Fund Budget	FinCom		S	RTM				Majority	
8	Unpaid Bills	Town Accountant		RTM	RTM				Four-fifths	
9	Chapter 90 Highway Funding	DPW Director		S	RTM				Majority	CC
10	Town/School Revolving Funds (consolidated)	Finance Director		S	S				Majority	CC
11	Amend Bylaws by Adding New Article XXXIII Establishing Revolving Funds	Finance Director		S	S				Majority	
12	Fund Litigation Costs - Eversource	Town Manager	Melissa Rodrigues	S	RTM		Stabilization fund	\$200,000	Two-thirds	
13	Fund Litigation Costs - Sudbury Station Project	Town Manager	Melissa Rodrigues	S	RTM		Stabilization fund	\$150,000	Two-thirds	
14	Bruce Freeman Rail Trail Design Funding	Town Manager	Beth Suedmeyer	S	RTM		Free cash	\$330,000	Majority	
15	Post Employment Health Insurance Trust Funding (WITHDRAWN)	Town Manager								

Attachment 8.a: Articles list ATM 2017 4-18-17\_PG (2293 : ATM Articles)

4/20/2017

S-support; IP-Indefinitely Postpone; RTM-Report at Town Meeting

#	Article Title	Sponsor	Article Presenter	BOS Position	FinCom Position	Report BOS position at ATM	Funding Source	Requested Amount	Required Vote	Consent Calendar
16	Goodnow Library Charter Amendment	Goodnow Library Trustees		Do not support	RTM				Majority	
17	Amend Zoning Bylaw, Art. IX, add new section 4800, Temporary Moratorium on Marijuana Establishments	Town Manager	Melissa Rodrigues	S	RTM				Two-thirds	
18	Amend Article XVIII of the Town of Sudbury Bylaws - Licenses and Permits Subject to Unpaid Taxes and Fees	Town Manager	Melissa Rodrigues	S	RTM				Majority	
19	Amend Town Bylaws, Art. XXVII.4 - In-Ground Irrigation Systems	Board of Health Director		RTM	RTM				Majority	
20	Amend Zoning Bylaw, Section 1230, Conformance	Planning Board		S	RTM				Two-thirds	
<b>Capital Articles</b>										
21	DPW Rolling Stock Replacement	DPW Director		S	S		Free cash	\$175,000	Majority	
22	Purchase of Fire Department Ladder Truck	Fire Chief		S	S		Free cash	\$670,000	Majority	
23	Town & School Rooftop HVAC Unit Repairs	Facilities Director		S	S		Free cash	\$55,000	Majority	
24	Town and Schools Parking Lots, and Sidewalks Improvements	DPW Dir/ Facilities Dir		S	RTM		Free cash	\$275,000	Majority	
25	Wireless Technology Infrastructure Improvements - Sudbury Public Schools	Facilities Director		S	S		Free cash	\$175,000	Majority	
26	Sudbury Public Schools Playground Improvements	Facilities Director		RTM	RTM		Free cash	\$150,000	Majority	
27	Stabilization Fund	BOS	Town Mgr/ Finance Dir	RTM	RTM				Majority	

Attachment 8.a: Articles list ATM 2017 4-18-17\_PG (2293 : ATM Articles)

4/20/2017

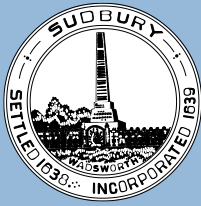
Page 2

S-support; IP-Indefinitely Postpone; RTM-Report at Town Meeting

#	Article Title	Sponsor	Article Presenter	BOS Position	FinCom Position	Report BOS position at ATM	Funding Source	Requested Amount	Required Vote	Consent Calendar
	<b>CPC Articles</b>									
28	Lyons Pride/S.M.I.L.E. Haskell Field Playground Surfacing	CPC		RTM (IP?)	RTM			\$70,975	Majority	
29	Featherland Multisport Court Reconstruction	CPC		S	S			\$220,000	Majority	
30	Bruce Freeman Rail Trail (WITHDRAWN)	CPC								
31	Town Hall Restoration/Rehabilitation	CPC		S	S			\$600,000	Majority	
32	Regional Housing Services Office Allocation	CPC		S	S			\$30,000	Majority	
33	Sudbury Housing Authority Allocation	CPC		S	S			\$212,600	Majority	
34	FY18 Community Preservation Fund General Budget and Appropriations	CPC		S	RTM				Majority	
	<b>Petition Articles</b>									
35	Proposed Bylaw: Plastic Check-out Bag Ban	LS Environmental Club		RTM	RTM				Majority	
36	Proposed Bylaw: Plastic Bottled Water Regulations	LS Environmental Club		RTM	RTM				Majority	

Attachment 8.a: Articles list ATM 2017 4-18-17\_PG (2293 : ATM Articles)

4/20/2017



## SUDBURY BOARD OF SELECTMEN

Tuesday, April 25, 2017

**MISCELLANEOUS (UNTIMED)****9: Discussion re: dangerous dog hearing**REQUESTOR SECTION

Date of request:

Requested by: Patty Golden

Formal Title: Discussion and potential vote concerning dangerous dog hearing request.

Recommendations/Suggested Motion/Vote: Discussion and potential vote concerning dangerous dog hearing request.

Background Information:  
attached request from Dog Officer/Police Chief

Financial impact expected:

Approximate agenda time requested:

Representative(s) expected to attend meeting:

Review:

Patty Golden	Pending
Melissa Murphy-Rodrigues	Pending
Barbara Saint Andre	Pending
Susan N. Iuliano	Pending
Board of Selectmen	Pending

04/25/2017 7:30 PM

April 11, 2017

Lisa Burke

39 Poplar Street

Sudbury, Massachusetts 01776

**\*\* PERMANENT RESTRAINING / MUZZLE ORDER \*\***

Reference: Town of Sudbury General Bylaws; Section 3-12 "CONTROL OF DOGS"

Section 3-16 "DANGEROUS DOG"

Ms. Burke,

You are hereby notified in writing that your dog is being placed on a permanent restraining/muzzle order effective immediately.

DOG NAME: BOOMER

BREED: GERMAN SHEPHERD

As per our telephone conversation on Wednesday, March 29 2017 the dog must be restrained always on your property. In addition to being restrained, the dog must have a muzzle on anytime it is outside the confines of your home, including when on your own on property at 39 Poplar Street in Sudbury. Now, I am informing you that the defined dog above must be placed in the rear of your property to avoid any access to animals or humans walking by your property. I am issuing this order based on two incidents which occurred over the past 4 months; specifically, on December 14, 2016 (incident reported to Animal Control on December 27, 2016) where your dog "Boomer" who was being exited out of a vehicle on your property, came off your property and bit Ms. Sara Gilford of 126 Hemlock Rd in Sudbury; thus, Ms. Gilford sustained a broken bone in her hand. Additionally, on March 28, 2017, police reference # 17-3339; your dog exited your front doorway and bit a 10-year-old male as he was passing your property on Poplar Street, victim information is on file with my office.

During our conversations, back in December 2016 and January 2017 you indicated that this dog belonged to your Son and would be relocating to North Carolina in "three weeks". During our conversation on Wednesday, March 29, 2017 you indicated the dog would be leaving in "May" to Cambridge Massachusetts. I am instructing you to license both dogs (2) residing as of today, on your property at the Town Clerk's Office in Sudbury; as per M.G.L. Chapter 140 §137 "LICENSE FOR DOG OVER 6 MONTHS"; and Town of Sudbury General Bylaw Section 3-8 "REGISTRATION, LICENSES, AND FEES".

I am initiating a Dangerous Dog Hearing with the Board of Selectmen and as a result of the hearing further action may be ordered against your dog, "Boomer".

If you have any questions relative to this order, please contact my office.

Regards,



Jennifer A. Condon – Animal Inspector/Officer, Town of Sudbury

Telephone: 978-639-3361

Cc: Chief Nix, Town of Sudbury Police Department; Board of Selectmen, Town of Sudbury

Attachment9.a: DangerousDogHearing\_request (2304 : Discussion re: dangerous dog hearing)



# Sudbury Police Department

## Office of the Chief of Police

75 Hudson Road  
Sudbury, MA 01776  
Business (978) 443-1042  
Fax (978) 443-1045  
nixs@sudbury.ma.us

**Scott Nix**  
*Chief of Police*

To: Melissa Rodrigues, Town Manager  
From: Scott Nix, Chief of Police  
RE: Request for Dangerous Dog Hearing

Melissa,

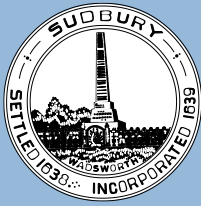
On behalf of Animal Control Officer Condon I am respectfully requesting consideration for a dangerous dog hearing regarding a dog by the name of "Boomer" residing at 39 Poplar Street who is under the care and custody of Lisa Burke of the same address. On December 23, 2016 the Board of Health received a report of a dog bite. Animal Control Officer Condon (ACO Condon) was made aware of the incident initiating an investigation learning the incident actually occurred on December 14, 2016. She attempted contact with the resident, unsuccessfully, for a period of time but did have the opportunity to speak with a neighbor who indicated the dog in question belonged to the resident's son who resided out of state. ACO Condon eventually spoke with Ms. Burke continuing with her investigation as related in her report (See attached). I spoke with ACO Condon who added she had a conversation with the resident regarding the responsibilities of a dog owner, particularly given the circumstances surrounding this incident.

On March 28<sup>th</sup> a second bite occurred by Boomer who now bit a juvenile male. Sudbury Police as well as ACO Condon responded learning the dog had not left the state as previously conveyed. Additional information was gathered making it clear the dog was extremely aggressive having bitten two individuals with Ms. Burke sharing her friends are even afraid to come over. A permanent Restraining/Muzzle Order was issued as well as numerous recommendations to ensure the safety of others pending a decision on holding a hearing. This is just a synopsis for the basis of this request. I would be happy to elaborate further than the attached documents. Thank you for your consideration.

Respectfully,

Scott Nix  
Chief of Police

Attachment9.b: Hearing Request 4-6-17 (2304 : Discussion re: dangerous dog hearing)



SUDBURY BOARD OF SELECTMEN  
Tuesday, April 25, 2017

10

**MISCELLANEOUS (UNTIMED)**

**10: BOS Quarterly Newsletter**

REQUESTOR SECTION

Date of request:

Requestor: Vice Chair Woodard

Formal Title: Discussion of Board of Selectmen Quarterly Newsletter

Recommendations/Suggested Motion/Vote: Discussion of Board of Selectmen Quarterly Newsletter

Background Information:

Financial impact expected:n/a

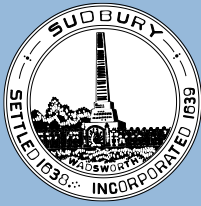
Approximate agenda time requested: 10 minutes

Representative(s) expected to attend meeting:

Review:

Patty Golden	Pending
Melissa Murphy-Rodrigues	Pending
Barbara Saint Andre	Pending
Susan N. Iuliano	Pending
Board of Selectmen	Pending

04/25/2017 7:30 PM



## MISCELLANEOUS (UNTIMED)

### 11: Citizen's Comments (cont)

#### REQUESTOR SECTION

Date of request:

Requested by: Patty Golden

Formal Title: Citizen's Comments (cont)

Recommendations/Suggested Motion/Vote:

Background Information:

Financial impact expected:

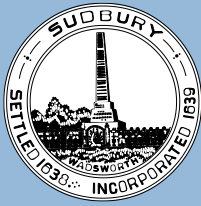
Approximate agenda time requested:

Representative(s) expected to attend meeting:

Review:

Patty Golden	Pending
Melissa Murphy-Rodrigues	Pending
Barbara Saint Andre	Pending
Susan N. Iuliano	Pending
Board of Selectmen	Pending

04/25/2017 7:30 PM



## MISCELLANEOUS (UNTIMED)

### 12: Discuss future agenda items

#### REQUESTOR SECTION

Date of request:

Requested by: Patty Golden

Formal Title: Discuss future agenda items

Recommendations/Suggested Motion/Vote:

Background Information:

Financial impact expected:

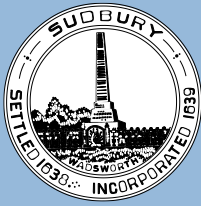
Approximate agenda time requested:

Representative(s) expected to attend meeting:

Review:

Patty Golden	Pending
Melissa Murphy-Rodrigues	Pending
Barbara Saint Andre	Pending
Susan N. Iuliano	Pending
Board of Selectmen	Pending

04/25/2017 7:30 PM



## SUDBURY BOARD OF SELECTMEN

Tuesday, April 25, 2017

**CONSENT CALENDAR ITEM****13: Minutes approval**REQUESTOR SECTION

Date of request:

Requested by: Patty Golden

Formal Title: Vote to approve the regular session minutes of 4/4/17.

Recommendations/Suggested Motion/Vote: Vote to approve the regular session minutes of 4/4/17.

Background Information:  
attached draft

Financial impact expected:N/A

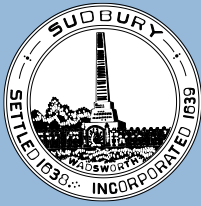
Approximate agenda time requested:

Representative(s) expected to attend meeting:

Review:

Patty Golden	Pending
Melissa Murphy-Rodrigues	Pending
Barbara Saint Andre	Pending
Susan N. Iuliano	Pending
Board of Selectmen	Pending

04/25/2017 7:30 PM



## SUDBURY BOARD OF SELECTMEN

Tuesday, April 25, 2017

**CONSENT CALENDAR ITEM****14: Military Appreciation Month**REQUESTOR SECTION

Date of request:

Requestor: Marianne Bilodeau, Asst Town Mgr/HR Director

Formal Title: Vote to acknowledge that the month of May is Military Appreciation Month and to sign a proclamation in this regard.

Recommendations/Suggested Motion/Vote: Vote to acknowledge that the month of May is Military Appreciation Month and to sign a proclamation in this regard.

Background Information:

Financial impact expected: not applicable

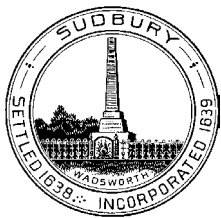
Approximate agenda time requested:

Representative(s) expected to attend meeting:

Review:

Patty Golden	Pending
Melissa Murphy-Rodrigues	Pending
Barbara Saint Andre	Pending
Susan N. Iuliano	Pending
Board of Selectmen	Pending

04/25/2017 7:30 PM



## TOWN OF SUDBURY

*Office of Selectmen*

[www.sudbury.ma.us](http://www.sudbury.ma.us)

Flynn Building  
278 Old Sudbury Rd  
Sudbury, MA 01776-1843

### Military Appreciation Month Proclamation

**WHEREAS,** The freedom and security that citizens of the United States enjoy today are direct results of the bloodshed and continued vigilance given by the United States Armed Forces over the history of our great nation; and

**WHEREAS,** the sacrifices that such members of the United States Armed Forces and of the family members that support them, have preserved the liberties that have enriched this nation making it unique in the world community; and

**WHEREAS,** the United States Congress, in two thousand and four, passed a resolution proclaiming May as National Military Appreciation Month, calling all Americans to remember those who gave their lives in defense of freedom and to honor the men and women of all of our Armed Services who have served and are now serving our Country, together with their families; and

**WHEREAS,** the month of May was selected for this display of patriotism because during this month, we celebrate Victory in Europe (VE) Day, Military Spouse Day, Loyalty Day, Armed Forces Day/Week, National Day of Prayer, and Memorial Day;

**NOW, THEREFORE, WE,** the Selectmen of Sudbury, Massachusetts do hereby proclaim the period May 1, through May 31, 2017 as a special time to show appreciation for our Military and proclaim it as

### MILITARY APPRECIATION MONTH

We encourage all Sudbury citizens to join us in showing our gratitude by the appropriate display of flags and ribbons during the designated period.

**IN WITNESS WHEREOF,** We hereunto set our hands and the Seal of Sudbury, Massachusetts to be affixed this 25th day of April, 2017.

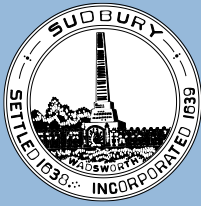
### BOARD OF SELECTMEN

Susan N. Iuliano, Chairman

Patricia A. Brown

Robert C. Haarde

Leonard A. Simon



## SUDBURY BOARD OF SELECTMEN

Tuesday, April 25, 2017

**CONSENT CALENDAR ITEM****15: SMILE Mass Run Into Summer**REQUESTOR SECTION

Date of request:

Requestor: Susan Brown, SMILE Mass

Formal Title: Vote to Grant a Special Permit to SMILE Mass, to Hold the "Run Into Summer" on Wednesday, June 15, 2016, from 7:00 P.M. through approximately 8:30 P.M., subject to Police Department safety requirements, Proof of Insurance Coverage and the assurance that any litter will be removed at the race's conclusion.

Recommendations/Suggested Motion/Vote: Vote to Grant a Special Permit to SMILE Mass, to Hold the "Run Into Summer" on Wednesday, June 15, 2016, from 7:00 P.M. through approximately 8:30 P.M., subject to Police Department safety requirements, Proof of Insurance Coverage and the assurance that any litter will be removed at the race's conclusion.

Background Information:  
CONSENT CALENDAR

Financial impact expected:N/A

Approximate agenda time requested:

Representative(s) expected to attend meeting:

Review:

Melissa Murphy-Rodrigues	Pending
Barbara Saint Andre	Pending
Leila S. Frank	Pending
Patty Golden	Pending
Susan N. Iuliano	Pending
Board of Selectmen	Pending

04/25/2017 7:30 PM



# TOWN OF SUDBURY

Office of Selectmen  
www.sudbury.ma.us

Flynn Building  
278 Old Sudbury Rd  
Sudbury, MA 01776-1843  
978-639-3381  
Fax: 978-443-0756

Email: [BOSSadmin@sudbury.ma.us](mailto:BOSSadmin@sudbury.ma.us)

## APPLICATION FOR A CHARITABLE WALK/RELAY PERMIT ON A PUBLIC WAY

Written permission to conduct a fundraising walk or relay race in any public street, public sidewalk or public way within the Town must be obtained from the Board of Selectmen prior to the event. The Chief of Police will determine the appropriate public safety requirements for this event and the cost of such special duty officers, if any required, will be borne by the applicant. The Town of Sudbury requires a Certificate of Insurance of no less than \$1,000,000, naming the Town as an additional insured. All cleanup from the event will be completed by the applicant within 8 hours after the stated ending time or applicant will be billed for the Town's cost to clean up. Application processing can take up to four weeks as approval from the Police, Building and Park & Recreation departments may be required prior to Board of Selectmen approval. Processing begins after all required materials are received, so please plan accordingly.

Organization Name SMILE MASS  
 Event Name RUN INTO SUMMER 5K/10K/Run Relay  
 Organization Address 66 DUDLEY RD SUDBURY MA  
 Name of contact person in charge Susan Brown / LORIE DISMONE  
 Telephone Number(s) of contact 978-440-7410 (cell) 617-967-7750  
 Email address susan@smilemass.org  
 Date of event 6/14/17 Rain Date —  
 Starting time 7:50 pm Ending time 8:30 pm  
 Route of the race/relay and portion of the road requested to be used (please indicate on map and attach to this application) attached  
 Anticipated number of participants 150  
 Assembly area (enclose written permission of owner if private property to be used for assembly) Curtis Middle School  
 Organization that proceeds will go to SMILE MASS  
 Any other important information we plan to hire 3-4 police detail

The undersigned applicant agrees that the applicant and event participants will conform to applicable laws, by-laws and regulations as well as any special requirement that may be made as a condition of the granting of permission pursuant to this application. I/we agree to hold the Town of Sudbury harmless from any and all liability and will defend the Town of Sudbury in connection therewith.

Signature of Applicant J. A. B. Date 4/19/17

**TOWN OF SUDBURY**

*Office of Selectmen*  
[www.sudbury.ma.us](http://www.sudbury.ma.us)

Flynn Building  
278 Old Sudbury Rd  
Sudbury, MA 01776-1843  
978-639-3381  
Fax: 978-443-0756

Email: [BOSSadmin@sudbury.ma.us](mailto:BOSSadmin@sudbury.ma.us)

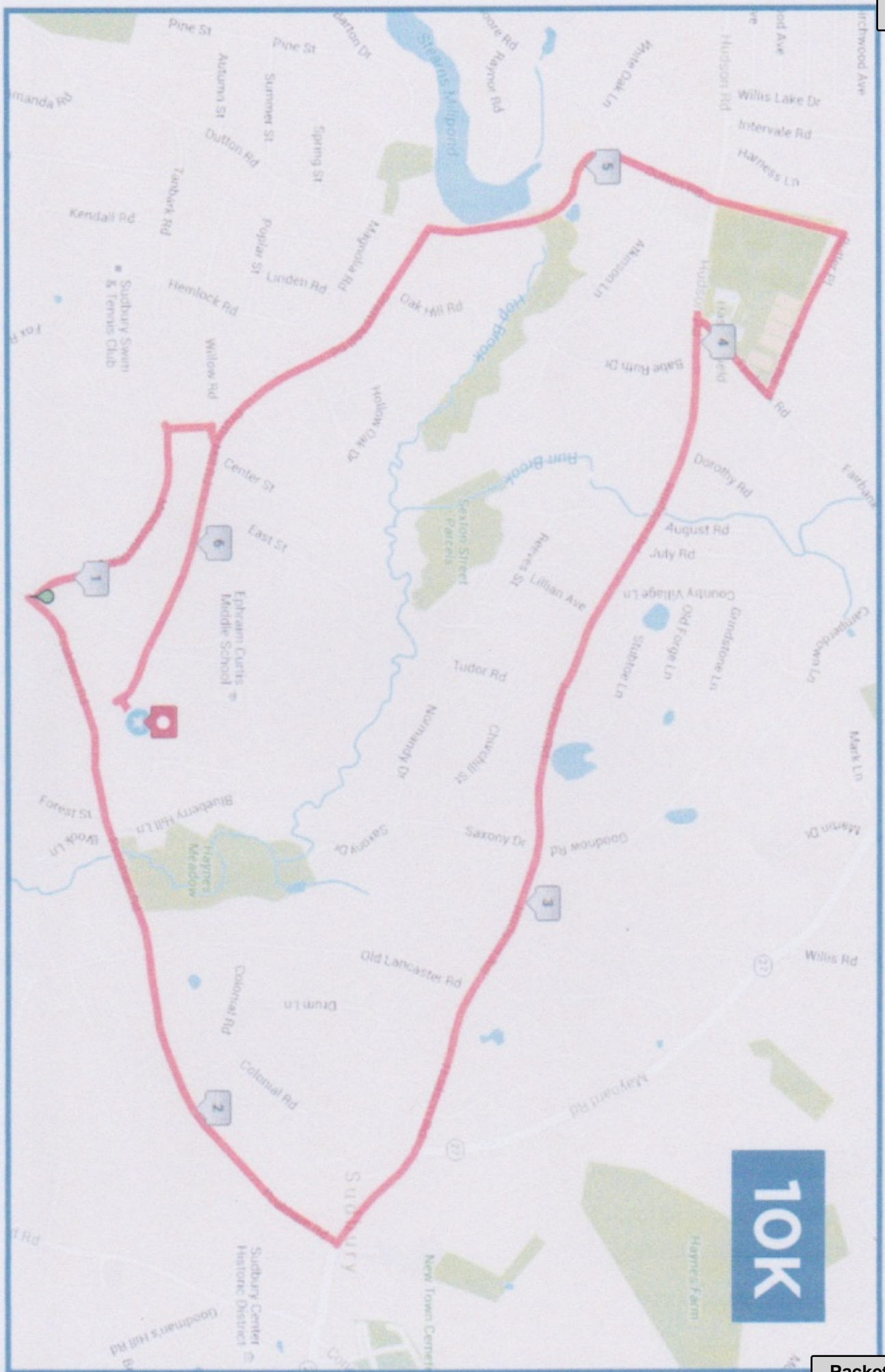
CONTINUED: APPLICATION FOR A CHARITABLE WALK/RELAY PERMIT...

Application Checklist:

- ☒ Application Form
- ☒ Map of Route
- ☒ Evidence of Certificate of Insurance (please see details above)

Please submit completed application and materials to:

Board of Selectmen  
278 Old Sudbury Rd.  
Sudbury, MA 01776  
Fax: 978-443-0756  
Email: [BOSSadmin@sudbury.ma.us](mailto:BOSSadmin@sudbury.ma.us)







# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

2/24/2017

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> Stoner Insurance Agency 345 Boston Post Rd Po Box 362 Sudbury, Massachusetts 01776	Phone: (978)443-6381 Fax: (978)443-3004	<b>CONTACT NAME:</b> Elaine Stoner <b>PHONE (A/C, No, Ext):</b> <b>E-MAIL:</b> elaine@stnrcinsurance.com <b>ADDRESS:</b>	<b>FAX (A/C, No):</b>
<b>INSURED</b> SmileMass.org 66 Dudley Rd Sudbury, MA 01776		<b>INSURER(S) AFFORDING COVERAGE</b> <b>INSURER A:</b> Philadelphia Indemnity Insurance Company <b>INSURER B:</b> <b>INSURER C:</b> <b>INSURER D:</b> <b>INSURER E:</b> <b>INSURER F:</b>	
		<b>NAIC #</b> 18058	

## COVERAGES

## CERTIFICATE NUMBER:

## REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSD WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> <b>COMMERCIAL GENERAL LIABILITY</b> <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:		PHPK1534440	9/30/2016	9/30/2017	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMPIOP AGG \$ 1,000,000
	<b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS NON-OWNED AUTOS ONLY <input type="checkbox"/> HIRED AUTOS ONLY					COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
	<input type="checkbox"/> <b>UMBRELLA LIAB</b> <input type="checkbox"/> OCCUR <input type="checkbox"/> <b>EXCESS LIAB</b> <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input type="checkbox"/> RETENTION \$					EACH OCCURRENCE \$ AGGREGATE \$
	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A			PER STATUTE <input type="checkbox"/> OTH-ER <input type="checkbox"/> E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)  
 CERTIFICATE HOLDER IS ADDITIONAL INSURED with respect to "Run into Summer Road Race"

## CERTIFICATE HOLDER

## CANCELLATION

Holder's Nature of Interest : Certificate Holder  Town of Sudbury  Sudbury, MA 01776	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.  AUTHORIZED REPRESENTATIVE 
--	---

**Golden, Patricia**

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**From:** Nix, Scott  
**Sent:** Thursday, April 13, 2017 9:31 AM  
**To:** Golden, Patricia; Nason, Dan; Miles, William; McNamara, Kayla; Grady, Robert  
**Cc:** Hobin, Carol  
**Subject:** RE: SMILE Mass road race application June 14th

Patty,

We do not have an issue with the event as it has been done before. I am unsure if they will need 4-5 detail officers but if there is a clause they will work with the police department to ensure safety concerns are addressed we will assist. Thank you!

**Respectfully,**

**Scott Nix**  
**Chief of Police**  
 Sudbury Police Department  
 75 Hudson Road  
 Sudbury, MA 01776  
 (978) 443-1042  
[nixs@sudbury.ma.us](mailto:nixs@sudbury.ma.us)

---

**From:** Golden, Patricia  
**Sent:** Tuesday, April 11, 2017 5:07 PM  
**To:** Nason, Dan <NasonD@sudbury.ma.us>; Miles, William <MilesW@sudbury.ma.us>; McNamara, Kayla <McNamaraK@sudbury.ma.us>; Nix, Scott <NixS@sudbury.ma.us>; Grady, Robert <GradyR@sudbury.ma.us>  
**Cc:** Hobin, Carol <HobinC@sudbury.ma.us>  
**Subject:** FW: SMILE Mass road race application June 14th

Good afternoon,  
 Please see attached application for SMILE Mass Road Race June 14, 2017.  
 Would you please review and provide your feedback no later than Wednesday, April 20, 2017.

Thank you.

Patty Golden  
 Senior Administrative Assistant to the Town Manager  
 Town of Sudbury  
 278 Old Sudbury Road  
 Sudbury, MA 01776  
 Ph: 978-639-3382  
 Fax: 978-443-0756  
[www.sudbury.ma.us](http://www.sudbury.ma.us)

*When writing or responding, please be aware the Secretary of State has determined that e-mail is a public record and thus not confidential*

Attachment15.b: SMILE\_approvals (2295 : SMILE Mass Run Into Summer)

**Golden, Patricia**

---

**From:** McNamara, Kayla  
**Sent:** Thursday, April 20, 2017 11:46 AM  
**To:** Golden, Patricia  
**Cc:** Haberstroh, Patricia  
**Subject:** RE: SMILE Mass road race application June 14th

Hi Patty,

Sorry I typed the response just never sent it. This is fine as long as the staging area doesn't interfere with the sports going on.

Thanks,  
 Kayla



## Kayla McNamara, CPO

Director of Parks, Recreation, & Aquatics  
 Sudbury Park and Recreation/Atkinson Pool – A **CAPRA** Accredited Agency!  
 40 Fairbank Road  
 Sudbury, MA 01776  
 (978) 443-1092 x3259

[www.SudburyRec.com](http://www.SudburyRec.com)

Check out our new website! [SudburyRec.com](http://SudburyRec.com) for all program information and registration!

Inclement Weather Hotline: (978) 639-3233

---

**From:** Golden, Patricia  
**Sent:** Thursday, April 20, 2017 11:25 AM  
**To:** McNamara, Kayla <McNamaraK@sudbury.ma.us>  
**Cc:** Haberstroh, Patricia <HaberstrohP@sudbury.ma.us>  
**Subject:** FW: SMILE Mass road race application June 14th

Hi Kayla,  
 Can you please provide your feedback on this race? It's scheduled for the 4/25 selectmen's agenda.

Thanks.

Patty Golden  
 Senior Administrative Assistant to the Town Manager  
 Town of Sudbury  
 278 Old Sudbury Road  
 Sudbury, MA 01776  
 Ph: 978-639-3382  
 Fax: 978-443-0756  
[www.sudbury.ma.us](http://www.sudbury.ma.us)

*When writing or responding, please be aware the Secretary of State has determined that e-mail is a public record and thus not confidential*

Attachment15.b: SMILE\_approvals (2295 : SMILE Mass Run Into Summer)

**Golden, Patricia**

---

**From:** Nason, Dan  
**Sent:** Thursday, April 13, 2017 9:50 AM  
**To:** Golden, Patricia; Miles, William; McNamara, Kayla; Nix, Scott; Grady, Robert  
**Cc:** Hobin, Carol  
**Subject:** RE: SMILE Mass road race application June 14th

Patty,

Public Work has no issue with the race as presented with the assumption that no personnel or barricades (barrels, cones, road closures, etc.) are needed from our department.

Regards,  
 Dan Nason

---

**From:** Golden, Patricia  
**Sent:** Tuesday, April 11, 2017 5:07 PM  
**To:** Nason, Dan <NasonD@sudbury.ma.us>; Miles, William <MilesW@sudbury.ma.us>; McNamara, Kayla <McNamaraK@sudbury.ma.us>; Nix, Scott <NixS@sudbury.ma.us>; Grady, Robert <GradyR@sudbury.ma.us>  
**Cc:** Hobin, Carol <HobinC@sudbury.ma.us>  
**Subject:** FW: SMILE Mass road race application June 14th

Good afternoon,  
 Please see attached application for SMILE Mass Road Race June 14, 2017.  
 Would you please review and provide your feedback no later than Wednesday, April 20, 2017.

Thank you.

Patty Golden  
 Senior Administrative Assistant to the Town Manager  
 Town of Sudbury  
 278 Old Sudbury Road  
 Sudbury, MA 01776  
 Ph: 978-639-3382  
 Fax: 978-443-0756  
[www.sudbury.ma.us](http://www.sudbury.ma.us)

*When writing or responding, please be aware the Secretary of State has determined that e-mail is a public record and thus not confidential*

Attachment15.b: SMILE\_approvals (2295 : SMILE Mass Run Into Summer)

**Golden, Patricia**

---

**From:** Whalen, John  
**Sent:** Thursday, April 20, 2017 12:07 PM  
**To:** Golden, Patricia  
**Cc:** Miles, William  
**Subject:** RE: SMILE Mass road race application June 14th

Hello Patty,

The Fire Department has no issue with this event.

John M. Whalen  
 Assistant Fire Chief  
 Sudbury Fire Dept.  
 978-440-5312

---

**From:** Golden, Patricia  
**Sent:** Thursday, April 20, 2017 11:28 AM  
**To:** Miles, William <MilesW@sudbury.ma.us>; Whalen, John <WhalenJ@sudbury.ma.us>  
**Subject:** FW: SMILE Mass road race application June 14th

Good morning Bill and John,  
 Does the Fire Dept. have any issues with this request? It's on the 4/25 Selectmen's agenda.

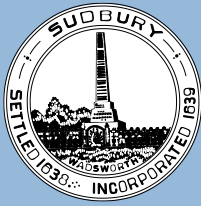
Thanks.

Patty Golden  
 Senior Administrative Assistant to the Town Manager  
 Town of Sudbury  
 278 Old Sudbury Road  
 Sudbury, MA 01776  
 Ph: 978-639-3382  
 Fax: 978-443-0756  
[www.sudbury.ma.us](http://www.sudbury.ma.us)

*When writing or responding, please be aware the Secretary of State has determined that e-mail is a public record and thus not confidential*

---

**From:** Golden, Patricia  
**Sent:** Tuesday, April 11, 2017 5:07 PM  
**To:** Dan Nason (<[NasonD@sudbury.ma.us](mailto:NasonD@sudbury.ma.us)>) <[NasonD@sudbury.ma.us](mailto:NasonD@sudbury.ma.us)>; Miles, William <[MilesW@sudbury.ma.us](mailto:MilesW@sudbury.ma.us)>; McNamara, Kayla <[McNamaraK@sudbury.ma.us](mailto:McNamaraK@sudbury.ma.us)>; Nix, Scott <[NixS@sudbury.ma.us](mailto:NixS@sudbury.ma.us)>; Grady, Robert <[GradyR@sudbury.ma.us](mailto:GradyR@sudbury.ma.us)>  
**Cc:** Hobin, Carol <[HobinC@sudbury.ma.us](mailto:HobinC@sudbury.ma.us)>  
**Subject:** FW: SMILE Mass road race application June 14th



## SUDBURY BOARD OF SELECTMEN

Tuesday, April 25, 2017

**CONSENT CALENDAR ITEM****16: Sudbury Historical Society One Day Alcohol License**REQUESTOR SECTION

Date of request:

Requestor: Sally Hild, Executive Director, Sudbury Historical Society

Formal Title: Vote to grant a 1-day All Alcohol license to Sudbury Historical Society, to accommodate a fundraiser on Saturday, May 20, 2017 from 7:30 PM to 10:00 PM at BMW Sudbury, 128 Boston Post Road, subject to the use of a TIPS-trained bartender and a receipt of a Certificate of Liability.

Recommendations/Suggested Motion/Vote: *Vote to grant a 1-day All Alcohol license to Sudbury Historical Society, to accommodate a fundraiser on Saturday, May 20, 2017 from 7:30 PM to 10:00 PM at BMW Sudbury, 128 Boston Post Road, subject to the use of a TIPS-trained bartender and a receipt of a Certificate of Liability.*

Background Information:

*Requested information provided. Building Inspector, Police Dept, Fire Dept, and Board of Health expressed no issues.*

---

Financial impact expected:\$35 license fee to General Fund

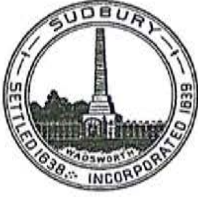
Approximate agenda time requested:

Representative(s) expected to attend meeting:

Review:

Patty Golden	Pending
Melissa Murphy-Rodrigues	Pending
Barbara Saint Andre	Pending
Susan N. Juliano	Pending
Board of Selectmen	Pending

04/25/2017 7:30 PM



# Town of Sudbury

Office of Selectmen  
www.sudbury.ma.us

Flynn Building  
278 Old Sudbury Rd  
Sudbury, MA 01776-1843  
978-639-3381  
Fax: 978-443-0756  
Email: [BOSSadmin@sudbury.ma.us](mailto:BOSSadmin@sudbury.ma.us)

## APPLICATION FOR ONE-DAY LIQUOR LICENSE (NON-PROFIT)

Non-profit organizations hosting an event in Sudbury are eligible to apply for a one-day liquor license. All licensees must purchase their alcoholic beverages from a licensed Massachusetts wholesaler, manufacturer, winery shipment licensee, farmer brewery, farmer distillery or holder of a Special Permit issued by the ABCC.

Application processing can take up to four weeks as approval from the Fire, Police, Building and Board of Health departments are required prior to Board of Selectmen approval. Processing begins after all required materials are received, so please plan accordingly.

Name of Responsible Manager: Sally Hild  
Address of Responsible Manager: 322 Concord Road, Sudbury, MA 01776  
Phone: 978/460-3100 (cell) Email: director@sudbury01776.org  
Non-Profit Organization Name: Sudbury Historical Society  
Name & Purpose of Event: Mod About 18th century furniture at BMW Sudbury  
Name(s) of Brewery/ Distillery/Winery/Wholesaler/Manufacturer to provide alcohol:  
Sudbury Wine & Spirits

License Type Requested: ☐ \$25 Wine & Malt – OR – ☒ \$35 All Alcohol

Event Date: Sat. May 20, 2017

Event Time: 7:30 pm - 10:00 pm

Event Venue & Address: BMW Sudbury 128 Boston Post Rd

Documents Enclosed:

- ☒ Certificate of Liability naming the Town of Sudbury
- ☒ Proof of bartender(s) training/certification
- ☒ Application fee: \$25 Wine & Malt or \$35 All Alcohol. Check payable to Town of Sudbury.

Please submit completed application and materials to:  
Board of Selectmen, Attn: Application Processing, 278 Old Sudbury Rd., Sudbury, MA 01776

April 14, 2017  
Date

Sally Hild  
Applicant Signature



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
02/24/2017

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Pompeo & Sons Insurance Agency, Inc 464 High Street Medford, MA 02155	CONTACT NAME: Andrew Giammarco	
	PHONE (A/C, No, Ext): 781-391-1630	FAX (A/C, No): 781-391-4214
	E-MAIL ADDRESS: andrewg@pompeoinsruance.com	
INSURED Leo LaFarge dba: JPN Professional Bartending Service, LLC 463 Fellsway Medford, MA 02155	INSURER(S) AFFORDING COVERAGE	
	INSURER A: Hospitality Mutual Insurance Company	
	INSURER B:	
	INSURER C:	
	INSURER D:	
	INSURER E:	
INSURER F:		

COVERAGES	CERTIFICATE NUMBER:	REVISION NUMBER:																																																
THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.																																																		
<table border="1"> <thead> <tr> <th>INSR LTR</th> <th>TYPE OF INSURANCE</th> <th>ADDL INSD</th> <th>SUBR WVD</th> <th>POLICY NUMBER</th> <th>POLICY EFF (MM/DD/YYYY)</th> <th>POLICY EXP (MM/DD/YYYY)</th> <th>LIMITS</th> </tr> </thead> <tbody> <tr> <td></td> <td> <b>COMMERCIAL GENERAL LIABILITY</b>  <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR              GEN'L AGGREGATE LIMIT APPLIES PER:  <input type="checkbox"/> POLICY <input type="checkbox"/> PROJECT <input type="checkbox"/> LOC            OTHER:         </td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>           EACH OCCURRENCE \$            DAMAGE TO RENTED PREMISES (Ea occurrence) \$            MED EXP (Any one person) \$            PERSONAL &amp; ADV INJURY \$            GENERAL AGGREGATE \$            PRODUCTS - COMP/OP AGG \$            \$         </td> </tr> <tr> <td></td> <td> <b>AUTOMOBILE LIABILITY</b>  <input type="checkbox"/> ANY AUTO  <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS  <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS         </td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>           COMBINED SINGLE LIMIT (Ea accident) \$            BODILY INJURY (Per person) \$            BODILY INJURY (Per accident) \$            PROPERTY DAMAGE (Per accident) \$            \$         </td> </tr> <tr> <td></td> <td> <b>UMBRELLA LIAB</b> <input type="checkbox"/> OCCUR  <b>EXCESS LIAB</b> <input type="checkbox"/> CLAIMS-MADE            DED <input type="checkbox"/> RETENTION \$         </td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>           EACH OCCURRENCE \$            AGGREGATE \$            \$         </td> </tr> <tr> <td></td> <td> <b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b>            ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)            If yes, describe under DESCRIPTION OF OPERATIONS below         </td> <td>Y/N</td> <td>N/A</td> <td></td> <td></td> <td></td> <td>           PER STATUTE <input type="checkbox"/> OTH-ER <input type="checkbox"/>            E.L. EACH ACCIDENT \$            E.L. DISEASE - EA EMPLOYEE \$            E.L. DISEASE - POLICY LIMIT \$         </td> </tr> <tr> <td>A</td> <td>Liquor Liability</td> <td>X</td> <td></td> <td>00099310LL</td> <td>01/11/2017</td> <td>01/11/2018</td> <td>           Each Occurrence Limit: \$1,000,000            Aggregate Limit: \$2,000,000         </td> </tr> </tbody> </table>	INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS		<b>COMMERCIAL GENERAL LIABILITY</b> <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PROJECT <input type="checkbox"/> LOC OTHER:						EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COMP/OP AGG \$ \$		<b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS						COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$		<b>UMBRELLA LIAB</b> <input type="checkbox"/> OCCUR <b>EXCESS LIAB</b> <input type="checkbox"/> CLAIMS-MADE DED <input type="checkbox"/> RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$ \$		<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A				PER STATUTE <input type="checkbox"/> OTH-ER <input type="checkbox"/> E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$	A	Liquor Liability	X		00099310LL	01/11/2017	01/11/2018	Each Occurrence Limit: \$1,000,000 Aggregate Limit: \$2,000,000		
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## CERTIFICATE HOLDER

## CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

**Golden, Patricia**

---

**From:** Herweck, Mark  
**Sent:** Tuesday, April 18, 2017 10:56 AM  
**To:** Golden, Patricia; Nix, Scott; Grady, Robert; Miles, William; Whalen, John; Murphy, Bill  
**Subject:** RE: Request for 1-day liquor license - for 4/25/17 BOS agenda

The Building Department has no issues.

Thank you

---

**From:** Golden, Patricia  
**Sent:** Tuesday, April 18, 2017 10:20 AM  
**To:** Nix, Scott <NixS@sudbury.ma.us>; Grady, Robert <GradyR@sudbury.ma.us>; Herweck, Mark <HerweckM@sudbury.ma.us>; Miles, William <MilesW@sudbury.ma.us>; Whalen, John <WhalenJ@sudbury.ma.us>; Murphy, Bill <MurphyB@sudbury.ma.us>  
**Subject:** Request for 1-day liquor license - for 4/25/17 BOS agenda  
**Importance:** High

Good morning,  
 Would you please review the attached request for a 1-day all-alcohol license submitted by the Historical Society.  
 This is for an event scheduled for May 20, 2017 at BMW Sudbury.

Due to the short timeframe, if you would please provide feedback no later than noon Thursday, 4/20, it would be greatly appreciated.

Thank you!

Patty Golden  
 Senior Administrative Assistant to the Town Manager  
 Town of Sudbury  
 278 Old Sudbury Road  
 Sudbury, MA 01776  
 Ph: 978-639-3382  
 Fax: 978-443-0756  
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*When writing or responding, please be aware the Secretary of State has determined that e-mail is a public record and thus not confidential*

Attachment16.b: SHS OneDay\_Liquor\_license\_dept\_approvals (2300 : Sudbury Historical Society One Day Alcohol License)

**Golden, Patricia**

---

**From:** Murphy, Bill  
**Sent:** Tuesday, April 18, 2017 11:51 AM  
**To:** Golden, Patricia; Nix, Scott; Grady, Robert; Herweck, Mark; Miles, William; Whalen, John  
**Subject:** RE: Request for 1-day liquor license - for 4/25/17 BOS agenda

The Health department does not have any issues with this application.

-Bill Murphy

---

**From:** Golden, Patricia  
**Sent:** Tuesday, April 18, 2017 10:20 AM  
**To:** Nix, Scott <NixS@sudbury.ma.us>; Grady, Robert <GradyR@sudbury.ma.us>; Herweck, Mark <HerweckM@sudbury.ma.us>; Miles, William <MilesW@sudbury.ma.us>; Whalen, John <WhalenJ@sudbury.ma.us>; Murphy, Bill <MurphyB@sudbury.ma.us>  
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Attachment16.b: SHS OneDay\_Liquor\_license\_dept\_approvals (2300 : Sudbury Historical Society One Day Alcohol License)

**Golden, Patricia**

---

**From:** Nix, Scott  
**Sent:** Tuesday, April 18, 2017 10:21 AM  
**To:** Golden, Patricia; Grady, Robert; Herweck, Mark; Miles, William; Whalen, John; Murphy, Bill  
**Subject:** RE: Request for 1-day liquor license - for 4/25/17 BOS agenda

Patty,

The Police Department does not have an issue with the event. Thank you.

Respectfully,

**Scott Nix**  
**Chief of Police**  
 Sudbury Police Department  
 75 Hudson Road  
 Sudbury, MA 01776  
 (978) 443-1042  
[nixs@sudbury.ma.us](mailto:nixs@sudbury.ma.us)

---

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Attachment16.b: SHS OneDay\_Liquor\_license\_dept\_approvals (2300 : Sudbury Historical Society One Day Alcohol License)

**Golden, Patricia**

---

**From:** Whalen, John  
**Sent:** Thursday, April 20, 2017 12:07 PM  
**To:** Golden, Patricia  
**Cc:** Miles, William  
**Subject:** RE: SMILE Mass road race application June 14th

Hello Patty,

The Fire Department has no issue with this event.

John M. Whalen  
 Assistant Fire Chief  
 Sudbury Fire Dept.  
 978-440-5312

---

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**Sent:** Thursday, April 20, 2017 11:28 AM  
**To:** Miles, William <MilesW@sudbury.ma.us>; Whalen, John <WhalenJ@sudbury.ma.us>  
**Subject:** FW: SMILE Mass road race application June 14th

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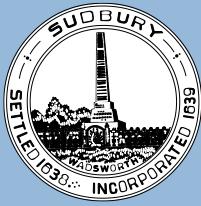
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**To:** Dan Nason (<[NasonD@sudbury.ma.us](mailto:NasonD@sudbury.ma.us)>) <[NasonD@sudbury.ma.us](mailto:NasonD@sudbury.ma.us)>; Miles, William <[MilesW@sudbury.ma.us](mailto:MilesW@sudbury.ma.us)>; McNamara, Kayla <[McNamaraK@sudbury.ma.us](mailto:McNamaraK@sudbury.ma.us)>; Nix, Scott <[NixS@sudbury.ma.us](mailto:NixS@sudbury.ma.us)>; Grady, Robert <[GradyR@sudbury.ma.us](mailto:GradyR@sudbury.ma.us)>  
**Cc:** Hobin, Carol <[HobinC@sudbury.ma.us](mailto:HobinC@sudbury.ma.us)>  
**Subject:** FW: SMILE Mass road race application June 14th

Attachment16.b: SHS OneDay\_Liquor\_license\_dept\_approvals (2300 : Sudbury Historical Society One Day Alcohol License)



## SUDBURY BOARD OF SELECTMEN

Tuesday, April 25, 2017

**CONSENT CALENDAR ITEM****17: Conservation Restriction**REQUESTOR SECTION

Date of request:

Requestor: Conservation Commission

Formal Title: Vote to approve and signify such approval of a Conservation Restriction granted under M.G.L. c.40 §8C by Greenspire, Inc. on land located at Fairbank Road, Sudbury, containing 2,747 a. (Parcel 1) and 10,560 s.f. (Parcel 2) and shown on a plan entitled "Conservation Restriction Plan of Land in Sudbury, Mass", prepared by David E. Ross Associates, Inc., dated September, 2016.

Recommendations/Suggested Motion/Vote: Vote to approve and signify such approval of a Conservation Restriction granted under M.G.L. c.40 §8C by Greenspire, Inc. on land located at Fairbank Road, Sudbury, containing 2,747 a. (Parcel 1) and 10,560 s.f. (Parcel 2) and shown on a plan entitled "Conservation Restriction Plan of Land in Sudbury, Mass", prepared by David E. Ross Associates, Inc., dated September, 2016.

**Background Information:**

The Conservation Restriction on these lots are required under the wetland Order of Conditions issued July 2015 for the construction of one single-family residence on both lots. The property borders Run Brook, a perennial stream that is a state-confirmed cold-water fishery resource. The applicant combined two lots to create one buildable lot to maximizes the distance from the stream to meet the Wetlands Protection Act and Sudbury Wetlands Administration Bylaw performance standards. These performance standards require permanent protection of the undisturbed riverfront area. (see attached)

Financial impact expected:

Approximate agenda time requested:

Representative(s) expected to attend meeting:

**Review:**

Patty Golden	Pending
Melissa Murphy-Rodrigues	Pending
Barbara Saint Andre	Pending
Susan N. Iuliano	Pending
Board of Selectmen	Pending

04/25/2017 7:30 PM

**Grantor:** Greenspire, Inc.  
**Grantee:** Town of Sudbury Conservation Commission  
**Address of Premises:** Lots 4 and 5, Fairbank Road, Sudbury MA  
**For Grantor's Title see:** Middlesex County Registry of Deeds  
 Book 26744, Page 131

## CONSERVATION RESTRICTION

**Greenspire, Inc., a Massachusetts corporation with a principal place of business at 381 Maynard Road, Sudbury MA** constituting all of the owners, for its successors and assigns ("Grantor"), acting pursuant to Sections 31, 32 and 33 of Chapter 184 of the Massachusetts General Laws, grant with quitclaim covenants to the **TOWN OF SUDBURY**, acting by and through its Conservation Commission by authority of Section 8C of Chapter 40 of the Massachusetts General Laws, their permitted successors and assigns ("Grantee"), for less than one hundred dollars (\$100.00) in perpetuity and exclusively for conservation purposes, the following described Conservation Restriction on land ("Property") located at Fairbank Road in Sudbury containing 2.747 acres (Parcel I) and 10,560 square feet (Parcel II) ( the "Premises"), and more particularly described in **Exhibit A** and as shown on a plan entitled "Conservation Restriction Plan of Land in Sudbury, Mass., surveyed for Greenspire, Inc., scale: 1" = 40', September 2016, David E. Ross Associates, Inc., Civil Engineers –Land Surveyors – Environmental Consultants, P.O. Box 368 – 111 Fitchburg Road, Ayer Mass. 01432", which plan is incorporated herein and recorded herewith. (Assessor's Map F06, Lot 405 and Map F06, Lot 405)DEP File No. 301-1149

### I. PURPOSES:

This Conservation Restriction is defined in and authorized by Sections 31 – 33 of Chapter 184 of the General Laws and otherwise by law. The purpose of this Conservation Restriction is to assure that the Premises will be maintained in perpetuity for conservation purposes, in a natural, scenic and undeveloped condition, and to prevent any use or change that would materially impair or interfere with its conservation and preservation values ("conservation values"). These values include the following:

1. **Flood Plain Protection.** A portion of the Premises lies within the 100-year flood plain. The protection of this floodplain will ensure the continued availability of this flood storage during major storm events.
2. **Aquatic Cores.** There is recognition of cold water fisheries impacting Run Brook, as such, this Conservation Restriction will provide a forested tree canopy, a vegetated buffer, undisturbed stumps and a connection with the stream and the floodplain.
3. **The Grantors and Grantee share the common purpose of conserving the natural values of the Premises for the present and future generations.**

4. **This Conservation Restriction is required by the Conservation Commission of Sudbury in its Order of Conditions No. 301-1149, pursuant to M.G.L. Ch. 131, Sec. 40 and recorded at Middlesex County South District Registry of Deeds on October 15, 2015 in Book 66232, Page 72.**

**II. PROHIBITED ACTS AND USES, EXCEPTIONS THERETO, AND PERMITTED USES**

**A. Prohibited Acts and Uses**

Subject to the exceptions set forth herein, the Grantor and the successors or assigns of the Grantor will not perform or allow the following acts and uses which are prohibited on, above, and below the Premises:

- (1) Constructing, placing or allowing to remain any temporary or permanent building, tennis court, landing strip, mobile home, swimming pool, asphalt or concrete pavement, sign, fence, billboard or other advertising display, antenna, utility pole, tower, conduit, line or other temporary or permanent structure or facility on, above or under the Premises;
- (2) Mining, excavating, dredging or removing from the Premises of soil, loam, peat, gravel, sand, rock, vegetation or other mineral resource or natural deposit or otherwise make topographical changes to the area;
- (3) Placing, filling, storing or dumping of soil, refuse, trash, vehicle bodies or parts, rubbish, debris, junk, waste or other substance or material whatsoever or the installment of underground storage tanks;
- (4) Cutting, removing or otherwise destroying trees, grasses or other vegetation, except with prior written permission of the Conservation Commission and to further the purposes of this Conservation Restriction;
- (5) Activities detrimental to drainage, flood control, water conservation, water quality, erosion control, soil conservation;
- (6) Use, parking or storage of vehicles including motorcycles, mopeds, all-terrain vehicles, trail bikes, or any other motorized vehicles on the Premises except for vehicles necessary for public safety (i.e. fire, police, ambulance, other government officials) in carrying out their official duties;
- (7) Subdivision or conveyance of a part or portion of the Premises alone, or division or subdivision of the Premises (as compared to conveyance of the Premises in its entirety which shall be permitted), and no portion of the Premises may be used towards building or development requirements on this or any other parcel

- (8) Any other use of the Premises or activity thereon which is inconsistent with the purposes of this Conservation Restriction or which would materially impair its conservation interests.

B. Reserved Rights and Exceptions

The Grantor reserves the right to conduct or permit the following activities and uses on the Premises, but only if such uses and activities do not materially impair the conservation values or purposes of this Conservation Restriction:

1. Walking, bird watching, photography and other passive outdoor recreational activities that do not materially alter the landscape or do not degrade environmental quality.
2. Posting of signs prohibiting the trespass at the limits of the Premises, prohibited activities, and information about the conservation restriction and the conservation restriction holder.
3. With prior written permission of the Grantee, removal of invasive plant species without the use of herbicides, with the goal of furthering the purposes of this Restriction;
4. Any acts requiring a government permit shall only occur after the issuance of a permit. By signing this conservation restriction, the parties do not waive their rights to object to any permits sought by the grantee; and
5. The conduct of archaeological activities, including without limitation survey, excavation, and artifact retrieval, following submission of an archaeological field investigation plan and its approval in writing by Grantee and the State Archaeologist of the Massachusetts Historical Commission (or appropriate successor official).

C. Notice and Approval. Whenever notice to or approval by Grantee is required, Grantor shall notify Grantee in writing not less than 60 days prior to the date Grantor intends to undertake the activity in question. The notice shall describe the nature, scope, design, location, timetable and any other material aspect of the proposed activity in sufficient detail to permit the Grantee to make an informed judgment as to its consistency with the purposes of this Conservation Restriction. Where Grantee's approval is required, Grantee shall grant or withhold approval in writing within 60 days of receipt of Grantor's request. Grantee's approval shall not be unreasonably withheld, but shall only be granted upon a showing that the proposed activity shall not materially impair the purposes of this Conservation Restriction.

Failure of Grantee to respond in writing within 60 days shall be deemed to constitute approval by Grantee of the request as submitted, so long as the request sets forth the provisions of this section relating to deemed approval after 60 days in the notice, the requested activity is not prohibited herein, and the activity will not materially impair the conservation values or purposes of this Conservation Restriction.

### **III. LEGAL REMEDIES OF THE GRANTEE**

#### **A. Legal and Injunctive Relief**

The rights hereby granted shall include the right to enforce this Conservation Restriction by appropriate legal proceedings and to obtain injunctive and other equitable relief against any violations, including, without limitation, relief requiring restoration of the Premises to their condition prior to the time of the injury complained of (it being agreed that the Grantee will have no adequate remedy at law). The rights hereby granted shall be in addition to, and not in limitation, of, any other rights and remedies available to the Grantee for the enforcement of this Conservation Restriction.

The Grantee shall have the right, but not the obligation, as it is the responsibility of the Grantor or their successors or assigns to comply with and ensure others comply with the conditions in this CR, to pursue third party violations, and the Grantor agrees to cooperate for a reasonable period of time prior to resorting to legal means in resolving issues concerning violations provided Grantor ceases objectionable actions and Grantee determines there is no ongoing diminution of the conservation values of the Conservation Restriction.

Grantor covenants and agrees to reimburse to Grantee all reasonable costs and expenses (including reasonable counsel fees) incurred in enforcing this Conservation Restriction or in taking reasonable measures to remedy, abate or correct any violation thereof, provided that a violation of this Conservation Restriction is acknowledged by Grantor or determined by a court of competent jurisdiction to have occurred.

#### **B. Non-Waiver**

Enforcement of the terms of this Conservation Restriction shall be at the discretion of Grantee. Any election by the Grantee as to the manner and timing of its right to enforce this Conservation Restriction or otherwise exercise its rights hereunder shall not be deemed or construed to be a waiver of such rights.

#### **C. Disclaimer of Liability**

By acceptance of this conservation restriction, the Grantee does not undertake any liability or obligation relating to the condition of the Premises pertaining to compliance with and including, but not limited to, hazardous materials, zoning, environmental laws and regulations, or acts not caused by the Grantee or its agents.

#### **D. Acts Beyond the Grantor's Control**

Nothing contained in this Conservation Restriction shall be construed to entitle the Grantee to bring any actions against the Grantor for any injury to or change in the Premises

resulting from causes beyond the Grantor's or its successors and assigns control, including but not limited to fire, flood, storm and earth movement, or from any prudent action taken by the Grantor under emergency conditions to prevent, abate or mitigate significant injury to the Premises resulting from such causes. In the event of any such occurrence, the Grantor and Grantee will cooperate in the restoration of the Premises, if desirable and feasible.

#### **IV. ACCESS**

The Conservation Restriction hereby conveyed does not grant to the Grantee, to the public generally, or to any other person any right to enter upon the Premises except there is granted to the Grantee and its representatives the right to enter the Premises at reasonable times and in a reasonable manner including over the unrestricted area for the purposes of inspecting the same to determine compliance herewith.

The Grantor hereby grants to the Grantee, or its duly authorized agents or representatives, the right to enter the Premises upon reasonable notice and at reasonable times, for the purpose of inspecting the Premises to determine compliance with or to enforce this Conservation Restriction. The right of access includes the right to use any roads, easements or rights of way the Grantor has, to access the Premises. The Grantor also grants to the Grantee, after notice of a violation and failure of the Grantor to cure said violation, the right to enter the Premises for the purpose of taking any and all actions with respect to the Premises as may be necessary or appropriate to remedy or abate any violation hereof, including but not limited to the right to perform a survey of boundary lines.

#### **V. EXTINGUISHMENT**

##### **A. Change of Conditions/Termination**

If circumstances arise in the future such as to render the purpose of this Conservation Restriction impossible to accomplish, this restriction can only be terminated or extinguished, whether in whole or in part, by a court of competent jurisdiction under applicable law after review and approval by the Secretary of Energy and Environmental Affairs and compliance with Article 97 of the Amendment to the Massachusetts Constitution. If any change in conditions ever gives rise to extinguishment or other release of the Conservation Restriction under applicable law, then Grantee, on a subsequent sale, exchange, or involuntary conversion of the Premises, shall be entitled to a portion of the proceeds in accordance with paragraph B below, subject, however, to any applicable law which expressly provides for a different disposition of the proceeds. Grantee shall use its share, of the proceeds in a manner consistent with the conservation purpose of this grant.

##### **B. Proceeds.**

Grantor and Grantee agree that the donation of this Conservation Restriction gives rise to a real property right, immediately vested in the Grantee, with a fair market value that is at least equal to the proportionate value that this Conservation Restriction, determined at the time of the gift, bears to the value of the unrestricted property at that time. Such proportionate value of the

Grantee's property right shall remain constant. Any proceeds will be distributed only after complying with the terms of any gift, grant or other funding requirements.

C. Grantor/Grantee Cooperation Regarding Public Action

Whenever all or any part of the Premises or any interest therein is taken by public authority under power of eminent domain or other act of public authority, then the Grantor and the Grantee shall cooperate in recovering the full value of all direct and consequential damages resulting from such action. All related expenses incurred by the Grantor and the Grantee shall first be paid out of any recovered proceeds, and the remaining proceeds shall be distributed between the Grantor and Grantee in accordance with a certified appraisal of the respective interests of the Grantor and Grantee and the percentage each interest relates to the value of damages which result from the Public Action.

**VI. ASSIGNABILITY**

A. Running of the Burden

The burdens of this Conservation Restriction shall run with the Premises in perpetuity, and shall be enforceable against the Grantor and the successors and assigns of the Grantor holding any interest in the Premises.

B. Execution of Instruments

The Grantee is authorized to record or file any notices or instruments appropriate to assuring the perpetual enforceability of this Conservation Restriction; the Grantor, on behalf of itself and its successors and assigns, appoint the Grantee their attorney-in-fact to execute, acknowledge and deliver any such instruments on its behalf. Without limiting the foregoing, the Grantor and its successors and assigns agrees itself to execute any such instruments upon request.

C. Running of the Benefit

The benefits of this Conservation Restriction shall run to the Grantee, shall be in gross and shall not be assignable by the Grantee, except in the following instances:

As a condition of any assignment, the Grantee shall require that the purpose of this Conservation Restriction continues to be carried out; that the Assignee is not an owner of the fee in the Property, and the Assignee, at the time of the assignment, qualifies under Section 170(h) of the Internal Revenue Code of 1986, as amended, and applicable regulations thereunder, and is a done eligible to receive this Conservation Restriction under Section 32 of Chapter 184 of the General Laws of Massachusetts. Any assignment will comply with Article 97 of the Amendments to the Constitution of the Commonwealth of Massachusetts, if applicable.

## **VII. SUBSEQUENT TRANSFERS**

The Grantor agrees to incorporate by reference the terms of this Conservation Restriction in any deed or other legal instrument by which it divests itself of any interest in all or a portion of the Premises, including a leasehold interest and to notify the Grantee within 20 days of such transfer. Failure to do any of the above shall not impair the validity or enforceability of this Conservation Restriction. Any transfer will comply with Article 97 of the Amendments to the Constitution of the Commonwealth of Massachusetts, if applicable.

The Grantor shall not be liable for violations occurring after its ownership. Liability for any acts or omissions occurring prior to any transfer and liability for any transfer if in violation of this Conservation Restriction shall survive the transfer. Any new owner shall cooperate in the restoration of the Premises or removal of violations caused by prior owner(s) and may be held responsible for any continuing violations.

## **VIII. ESTOPPEL CERTIFICATES**

Upon request by the Grantor, the Grantee shall, within thirty (30) days execute and deliver to the Grantor any document, including an estoppels certificate, which certifies the Grantor's compliance with any obligation of the Grantor contained in this Conservation Restriction.

## **IX. NON MERGER**

The parties intend that any future acquisition of the Premises shall not result in a merger of the Conservation Restriction into the fee. The Grantor agrees that it will not grant, and the Grantee agrees that it will not take title, to any part of the Premises without having first assigned this Conservation Restriction to a non-fee owner to ensure that merger does not occur and that this Conservation Restriction continues to be enforceable by a non-fee owner.

## **X. AMENDMENT**

If circumstances arise under which an amendment to or modification of this Conservation Restriction would be appropriate, Grantor and Grantee may jointly amend this Conservation Restriction; provided that no amendment shall be allowed that will affect the qualification of this Conservation Restriction or the status of Grantee under any applicable laws, including Section 170(h) of the Internal Revenue Code of 1986, as amended, or Sections 31 – 33 of Chapter 184 of the General Laws of Massachusetts. Any amendments to this Conservation Restriction shall occur only in exceptional circumstances. The Grantee will consider amendments only to correct an error or oversight, to clarify an ambiguity, or where there is a net gain in conservation value. All expenses of all parties in considering and/or implementing an amendment shall be borne by the persons or entity seeking the amendment. Any amendment shall be consistent with the purposes of this Conservation Restriction, shall not affect its perpetual duration, shall be approved by the Secretary of Energy and Environmental Affairs and if applicable, shall comply with the provisions of Article 97 of the Amendments to the Massachusetts Constitution, and any

gifts, grants or funding requirements. Any amendment shall be recorded in Middlesex Registry of Deeds.

## **XI. EFFECTIVE DATE**

This Conservation Restriction shall be effective when the Grantor and the Grantee have executed it, the Administrative Approvals required by Section 32 of Chapter 184 of the General Laws have been obtained, and it has been recorded in a timely manner in the Middlesex Registry of Deeds.

## **XII. NOTICES**

Any notice, demand, request, consent, approval or communication that either party desires or is required to give to the other shall be in writing and either served personally or sent by first class mail, postage pre-paid, addressed as follows:

To Grantor: **Greenspire, Inc., 381 Maynard Road, Sudbury MA 01776**

To Grantee: **Town of Sudbury Conservation Commission, 275 Old Lancaster Road, Sudbury MA 01776**

or to such other address as any of the above parties shall designate from time to time by written notice to the other or, if notice is returned to sender, to an address that is reasonably ascertainable by the parties.

## **XIII. GENERAL PROVISIONS**

### **A. Controlling Law**

The interpretation and performance of this Conservation Restriction shall be governed by the laws of the Commonwealth of Massachusetts.

### **B. Liberal Construction**

Any general rule of construction to the contrary notwithstanding, this Conservation Restriction shall be liberally construed in favor of the grant to effect the purpose of this Conservation Restriction and the policy and purposes of Massachusetts General Laws Chapter 184, Sections 31 – 33. If any provision in this instrument is found to be ambiguous, any interpretation consistent with the purpose of this Conservation Restriction that would render the provision valid shall be favored over any interpretation that would render it invalid.

### **C. Severability**

If any provision in this Conservation Restriction or the application thereof to any person or circumstance is found to be invalid, the remainder of the provision of this Conservation Restriction shall not be affected thereby.

D. Entire Agreement

This instrument sets forth the entire agreement of the parties with respect to this Conservation Restriction and supersedes all prior discussions, negotiations, understandings or agreements relating to the Conservation Restriction, all of which are merged herein.

**XIV. MISCELLANEOUS**

A. Pre-existing Public Rights

Approval of this Conservation Restriction pursuant to M.G.L. Chapter 184, Section 32 by any municipal officials and by the Secretary of Energy and Environmental Affairs is not to be construed as representing the existence or non-existence of any pre-existing rights of the public, if any, in and to the Premises, and any such pre-existing rights of the public, if any, are not affected by the granting of this Conservation Restriction.

B. The Grantor agrees to subordinate all liens, mortgages, construction loans and home equity lines of credit to the Conservation Restriction.

C. Included herewith and incorporated herein are the following:

1. Signatures of the Grantor, Grantee, Selectmen of the Town of Sudbury and the MA Secretary of Energy and Environmental Affairs or his designee;
2. Exhibit A metes and bounds description of the area encumbered by the Conservation Restriction; and
3. Exhibit B plan showing limit of Conservation Restriction.

**[Signature pages follow]**

GRANTOR:

Executed under seal this 6 day of October, 2016.

Greenspire, Inc.

By:

Frank J. Cutting  
Frank J. Cutting, President

By:

Beth A.C. Cosgrove  
Beth A.C. Cosgrove, Treasurer

COMMONWEALTH OF MASSACHUSETTS

Middlesex, ss

October 6, 2016

Before me, the undersigned notary public, on this 6 day of October, 2016, personally appeared Frank J. Cutting and Beth A. C. Cosgrove who are personally known to me or was proved to me through a current document issued by a federal or state government agency bearing a photographic image of the signatory's face and signature, to be the person whose name is signed to the foregoing instrument and acknowledged to me that they signed it as their free act and deed for its stated purpose.

Wendy Long Smith  
Notary Public:

MCE: 1/11/19



## ACCEPTANCE BY CONSERVATION COMMISSION TOWN OF SUDBURY

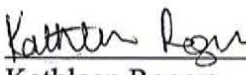
We, the undersigned, being a majority of the Conservation Commission of the Town of Sudbury, Massachusetts, hereby certify that at a public meeting duly held on April 3, 2017 the Conservation Commission voted to accept and approve the foregoing Conservation Restriction pursuant to M.G.L. c. 40 sec. 8C, and hereby requests execution of this Conservation Restriction by the Selectmen of the Town

## CONSERVATION COMMISSION THE TOWN OF SUDBURY

  
 Thomas Friedlander

  
 David Henkels

  
 Bruce Porter

  
 Kathleen Rogers

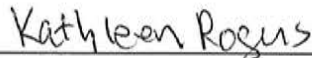
  
 Charles Russo

  
 Mark Sevier

  
 Elizabeth Armstrong


  
 Dave Henkels

  
 Bruce Porter

  
 Kathleen Rogers

  
 Charles Russo

  
 Mark Sevier

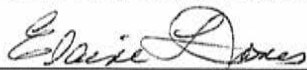
  
 Elizabeth Armstrong

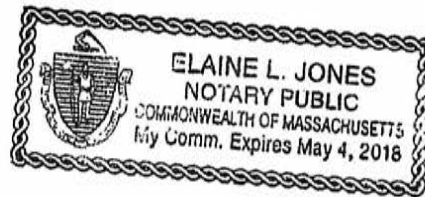
## COMMONWEALTH OF MASSACHUSETTS

Middlesex, ss

APRIL 3, 2017

Before me, the undersigned notary public, on this 3rd day of APRIL, 2017, personally appeared THOMAS FRIEDLANDER, DAVID HENKELS, BRUCE PORTER, & KATHLEEN ROGERS, being a majority of the members of the Conservation Commission of the Town of Sudbury who are personally known to me or was proved to me through a current document issued by a federal or state government agency bearing a photographic image of the signatory's face and signature, to be the person whose name is signed to the foregoing instrument and acknowledged to me that they signed it as their free act and deed for its stated purpose.

  
\_\_\_\_\_  
Notary Public: ELAINE L. JONES  
MCE: 5/4/18



## APPROVAL AND ACCEPTANCE BY SELECTMEN OF TOWN OF SUDBURY

We, the undersigned, being a majority of the Selectmen of the Town of Sudbury, Massachusetts, hereby certify that at a public meeting duly held on \_\_\_\_\_ the Selectmen voted to accept and approve the foregoing Conservation Restriction by authority of M.G.L. c. 40 sec. 8C and M.G.L. c. 184 sec. 32.

## BOARD OF SELECTMEN OF THE TOWN OF SUDBURY

\_\_\_\_\_  
Susan N. Iuliano, Chairman

\_\_\_\_\_  
Patricia Brown

\_\_\_\_\_  
Robert C. Haarde

\_\_\_\_\_  
Leonard A. Simon

\_\_\_\_\_  
Charles C. Woodard

## COMMONWEALTH OF MASSACHUSETTS

Middlesex, ss \_\_\_\_\_, 2017

Before me, the undersigned notary public, on this \_\_\_\_\_ day of \_\_\_\_\_, 2017, personally appeared \_\_\_\_\_ being a majority of the members of the Board of Selectmen of the Town of Sudbury who are personally known to me or was proved to me through a current document issued by a federal or state government agency bearing a photographic image of the signatory's face and signature, to be the person whose name is signed to the foregoing instrument and acknowledged to me that they signed it as their free act and deed for its stated purpose.

\_\_\_\_\_  
Notary Public:  
MCE:

APPROVAL BY SECRETARY OF ENERGY AND ENVIRONMENTAL AFFAIRS  
COMMONWEALTH OF MASSACHUSETTS

The undersigned, Secretary of the Executive Office of Energy and Environmental Affairs of the Commonwealth, hereby certifies that the foregoing Conservation Restriction to the Town of Sudbury has been approved as being in the public interest pursuant to Section 32 of Chapter 184 of the General Laws of Massachusetts. Said approval is not to be construed as representing the existence or non-existence of any pre-existing rights of the public, if any, in and to the Premises, and any such pre-existing rights of the public, if any, are not affected by the granting of this Conservation Restriction.

Dated: \_\_\_\_\_, 2017

\_\_\_\_\_  
Secretary of Environmental Affairs or his duly authorized Designee

COMMONWEALTH OF MASSACHUSETTS

Middlesex, ss \_\_\_\_\_, 2017

Before me, the undersigned notary public, on this \_\_\_\_\_ day of \_\_\_\_\_, 2017, personally appeared \_\_\_\_\_ who is personally known to me or was proved to me through a current document issued by a federal or state government agency bearing a photographic image of the signatory's face and signature, to be the person whose name is signed to the foregoing instrument and acknowledged to me that they signed it as their free act and deed for its stated purpose.

\_\_\_\_\_  
Notary Public:  
MCE:

## EXHIBIT A

The land in Sudbury consisting of two (2) parcels of land described as follows:

### Parcel I

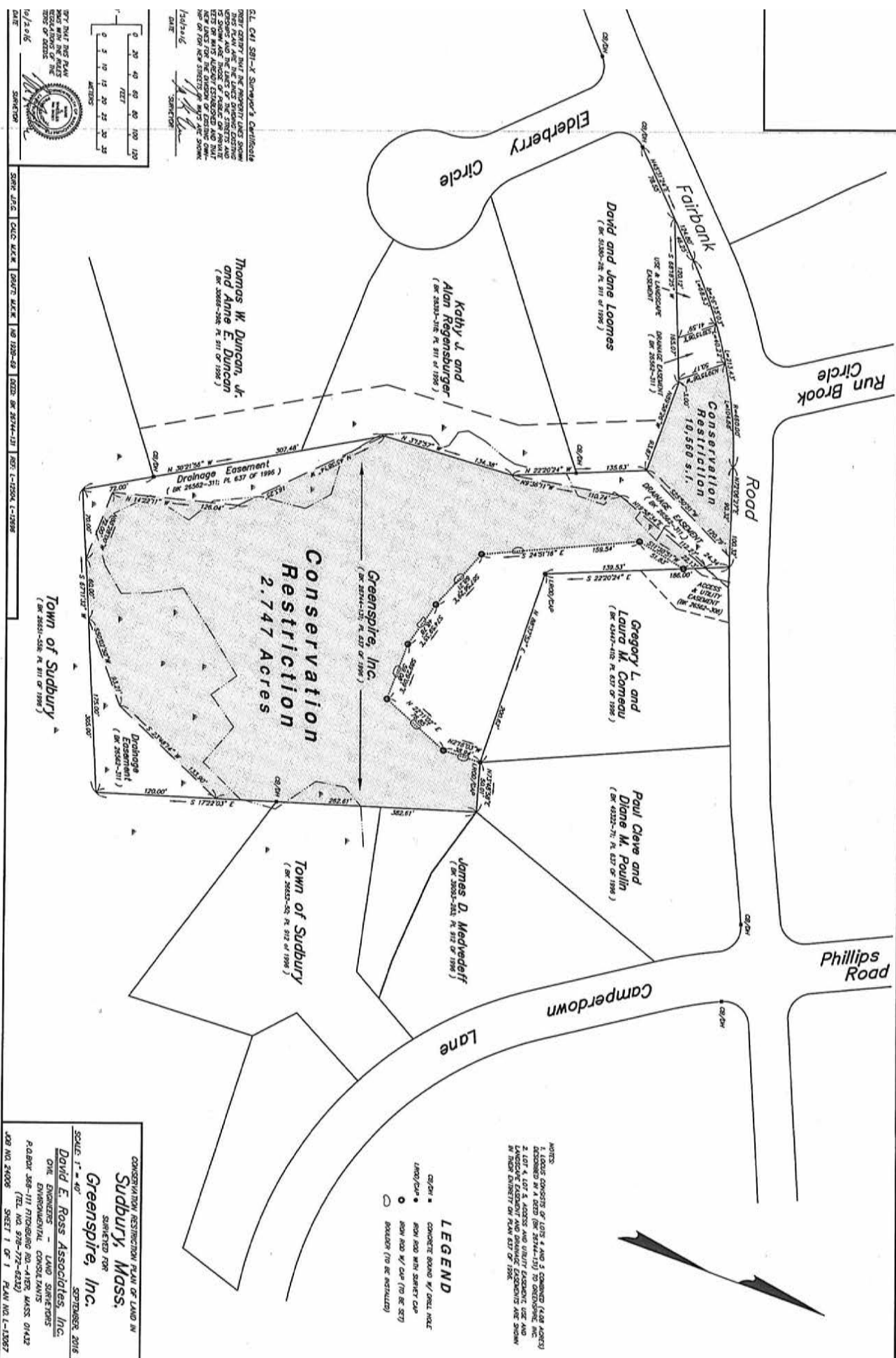
The area shown as "Conservation Restriction" on plan of land entitled "Conservation Restriction Plan of Land in Sudbury, Mass., surveyed for Greenspire, Inc., scale: 1" = 40', September 2016, David E. Ross Associates, Inc., Civil Engineers –Land Surveyors – Environmental Consultants, P.O. Box 368 – 111 Fitchburg Road, Ayer Mass. 01432"

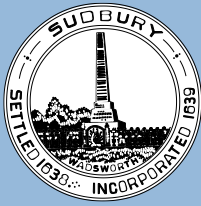
Said area consists of 2.747 acres of land according to said plan which plan is attached hereto as Exhibit B.

### Parcel II

The area shown as "Conservation Restriction" on plan of land entitled "Conservation Restriction Plan of Land in Sudbury, Mass., surveyed for Greenspire, Inc., scale: 1" = 40', September 2016, David E. Ross Associates, Inc., Civil Engineers –Land Surveyors – Environmental Consultants, P.O. Box 368 – 111 Fitchburg Road, Ayer Mass. 01432"

Said area consists of 10,560 square feet of land according to said plan which plan is attached hereto as Exhibit B.





## SUDBURY BOARD OF SELECTMEN

Tuesday, April 25, 2017

**CONSENT CALENDAR ITEM****18: Grant of easement - BPR Sudbury**REQUESTOR SECTION

Date of request:

Requested by: Patty Golden

Formal Title: Discussion and possible vote to grant utility easement to BPR Sudbury Development, LLC across a portion of the Fire Station property on Route 20.

Recommendations/Suggested Motion/Vote: Discussion and possible vote to grant utility easement to BPR Sudbury Development, LLC across a portion of the Fire Station property on Route 20.

Background Information:  
see attached

Financial impact expected:n/a

Approximate agenda time requested:

Representative(s) expected to attend meeting:

## Review:

Patty Golden	Pending
Melissa Murphy-Rodrigues	Pending
Barbara Saint Andre	Pending
Susan N. Iuliano	Pending
Board of Selectmen	Pending

04/25/2017 7:30 PM



526-528 BOSTON POST RD  
ROUTE 20, SUDBURY, MA

Median Concept Pole Locations



DESIGNED BY  
SJH

DRAWN BY

CHECKED BY

DATE  
10/11/2016

SCALE  
1:40

SHEET OF  
1 OF 1

JOB NO.  
13125.00

## EASEMENT AGREEMENT

WO # \_\_\_\_\_

KNOW ALL MEN BY THESE PRESENTS, that:

**TOWN OF SUDBURY**, having an address of 278 Old Sudbury Road, Sudbury, Massachusetts 01776

hereinafter referred to as the “**Grantor**,” for consideration of One Dollar (\$1.00), and pursuant to the vote taken under Article 3 of the June 13, 2016 Special Town Meeting (the “**Vote**”), a certified copy of which is attached hereto as Exhibit A, grants to

**BPR SUDBURY DEVELOPMENT LLC**, a Delaware limited liability company, registered to do business in the Commonwealth of Massachusetts, having an address of 2310 Washington Street, Newton Lower Falls, Massachusetts 02462, its successors, assigns and licensees (“**BPR**”),

with *quitclaim covenants*, the right and easements (the “**Right and Easements**,” as more particularly described below) for utility poles, underground lines for distribution of electricity, and lines for control, relay and communication purposes over, across, upon and under a portion of a certain parcel of land owned by Grantor (the “**Premises**”) located at 540 Boston Post Road, Sudbury, Middlesex County, Massachusetts, and more particularly described in a deed recorded with the Middlesex South District Registry of Deeds in Book 9668, Page 218, including the right to assign and transfer the Right and Easements granted pursuant to this Easement Agreement (the “**Assignment Right**”), as contemplated by the Vote.

Further, in accordance with the Assignment Right, promptly following the recording of this Easement Agreement, BPR shall transfer and assign, for consideration of One Dollar (\$1.00), the Right and Easements to:

**NSTAR ELECTRIC COMPANY dba EVERSOURCE ENERGY**, a Massachusetts corporation, having its principal place of business at 800 Boylston Street, Boston, Massachusetts 02199, its successors, assigns and licensees (“**Eversource**”), and **VERIZON NEW ENGLAND, INC.**, a New York corporation, having a principal place of business at 125 High Street, Boston, Massachusetts 02110, its successors, assigns and licensees (“**Verizon**”), as tenants in common.

Eversource and Verizon are hereinafter collectively referred to as the “**Grantees**.”

Upon such assignment, the duties and obligations of the grantee under this Easement Agreement shall be binding only on the Grantees, and the Town shall look only to the Grantees, and not to BPR, for the performance of such duties and obligations.

The easement is located in an area five feet from, and running parallel to, the front boundary of the Premises, being the northerly line of Boston Post Road (Route 20) as currently laid out (the “**Easement Premises Area**”), and is depicted on the plan entitled “Utility Pole Easement Plan,” dated February 23, 2017, prepared by VHB, attached hereto as Exhibit B.

The easement rights granted herein are more particularly described as the right, from time to time and within the Easement Premises Area, to install, construct, reconstruct, alter, extend, operate, inspect, maintain, repair, replace and remove (a) utility poles and associated overhead wires, cables, insulators, fittings and fixtures, and all necessary cross-arms, guys, braces, foundations, anchors, and other supporting appurtenances deemed necessary by Grantees for the purposes specified herein; (b) underground buried cables, conduits, pipes, splice boxes, hand-holes, wire distributing facilities, fixtures, appurtenances, service and lamp connections, with the wires and cables therein, and all necessary foundations, anchors, and other supporting appurtenances deemed necessary by Grantees for the purposes specified herein; (c) above-ground pedestals, concrete pads, transformers, switchgear and apparatus cabinets with the necessary wires, cables, terminals, fixtures and appurtenances deemed necessary by Grantees for the purposes specified herein (hereinafter (a) (b) and (c) are collectively referred to as “**Equipment**”), and (d) together with the right and easement to enter upon the Premises, including vehicular access for construction and maintenance purposes, as may be necessary from time to time for all of the foregoing purposes, so long as said access rights do not unreasonably interfere with the operations of the Grantor thereon. All Equipment shall be installed in locations mutually agreed upon by Grantor and Grantees.

All Equipment shall be installed in conformance with Eversource’s “Information & Requirements for Electric Service,” as issued from time to time.

Grantor will not erect or permit any structures or obstructions which in the reasonable judgment of the Grantees might interfere with the safe operation and maintenance of the Equipment. Grantees shall have the right to cut down and keep trimmed all trees, bushes, underbrush and growth as the Grantees may from time to time deem reasonably necessary for the safe operation and maintenance of the Equipment, but only to the extent thereof, and with due consideration for the requirements of screening and/or other governmental laws, regulations, by-laws or rules relating to the Premises.

All work by Grantees under this Agreement shall be done in a good and workmanlike manner by competent personnel or contractors, in conformity with all applicable permits, licenses, ordinances, by-laws, laws and regulations, and free from any liens for labor or materials, and repair, re-grade and restore any improvement on the Easement Premises Area disturbed in the exercise of Grantees’ rights hereunder, as necessary, at Grantees’ own expense to substantially the same condition that existed prior to the commencement of work. Grantees, jointly and severally, shall be responsible for obtaining all applicable permits.

Neither party shall unreasonably interfere with the business, operations or access of the other party, its employees, invitees or contractors, or any other person having an interest in the Premises.

Grantees shall have the right to connect the Equipment with its facilities located or which may be placed in private or public ways adjacent to the Premises. Grantees shall have the right to extend

the lines from time to time, within the Easement Premises Area, and the right to use the Equipment, to serve other customers of Grantees who may conveniently be served thereby.

Grantees, jointly and severally, shall indemnify, defend and hold harmless the Grantor, its successors and assigns, from and against any claim, cost, loss or liability incurred by Grantor for physical damage or injury resulting from the exercise by Grantees, its employees, agents and contractors arising from the rights granted under this Agreement. Nothing herein shall be construed to impose on the Grantees any liability for indirect, consequential, punitive or other special damages.

Upon the request of Grantor, Grantees, by the acceptance hereof, agree to relocate the Easement Premises Area and the Equipment located therein to another portion of the Premises, provided that (a) the new easement location is adequate for Grantees' purposes and is mutually satisfactory to all parties, and (b) Grantor shall pay all costs of such relocation and shall obtain all necessary permits and approvals therefor.

Grantor shall have the right to use the Easement Premises Area, and the right to grant to others the right to use the Easement Premises Area, for all purposes that do not unreasonably interfere with the rights granted to the Grantees hereby.

All Equipment installed within the Easement Premises Area pursuant to this Agreement shall remain the property of the Grantees and Grantees shall pay all taxes assessed thereon.

This Agreement is executed pursuant to, and shall be subject to, Eversource's "Terms and Conditions of Service," as filed with and approved by the Massachusetts Department of Telecommunications and Energy from time to time.

[Signature Page Follows]

EXECUTED as an instrument under seal this \_\_\_\_ day of \_\_\_\_\_, 2017.

TOWN OF SUDBURY,  
By Its Board of Selectmen

\_\_\_\_\_  
Susan N. Iuliano

\_\_\_\_\_  
Patricia Brown

\_\_\_\_\_  
Robert C. Haarde

\_\_\_\_\_  
Leonard A. Simon

COMMONWEALTH OF MASSACHUSETTS

Middlesex, ss.

On this \_\_\_\_ day of \_\_\_\_\_, 2017, before me, the undersigned notary public, personally appeared \_\_\_\_\_, members of the Sudbury Board of Selectmen, proved to me through satisfactory evidence of identification, which was \_\_\_\_\_, to be the persons whose names are signed on the preceding document, and acknowledged to me that they signed it voluntarily for its stated purpose, on behalf of the Town of Sudbury.

\_\_\_\_\_  
Notary Public  
My Commission Expires:

Attachment 18.b: SUDB BPR Dev Ease Agr\_001 (2276 : Grant of easement - BPR Sudbury)

**EXHIBIT A**

Vote

Attachment 18.b: SUDB BPR Dev Ease Agr\_001 (2276 : Grant of easement - BPR Sudbury)

## EXHIBIT A



At a legal meeting of the qualified voters of the Town of Sudbury,  
held June 13, 2016 the following business was transacted under

Article 3 – ACQUISITION OF LAND, GRANTS OF EASEMENTS –  
BOSTON POST ROAD, FIRE STATION NO. 2

MODERATOR DECLARED VOTED BY WELL MORE THAN A MAJORITY:

To authorize the Board of Selectmen to acquire by gift or purchase and to accept the deed to the Town of a fee simple interest in all or a portion of the parcel of land located at Boston Post Road known as the former Raytheon site, now owned by BPR Sudbury Development LLC, identified on the Town of Sudbury Assessors Map K07, Parcel 0013, upon such terms and conditions as the Board of Selectmen shall determine to be appropriate, to be used for general municipal purposes, and to accept easements and rights of way over the former Raytheon site for utilities, access, and egress, and to grant easements over the Town land located on Boston Post Road now used as a fire station to BPR Sudbury Development, LLC for maintenance of utilities and/or landscaping.

A true copy, Attest:

Rosemary B. Harvell  
Town Clerk

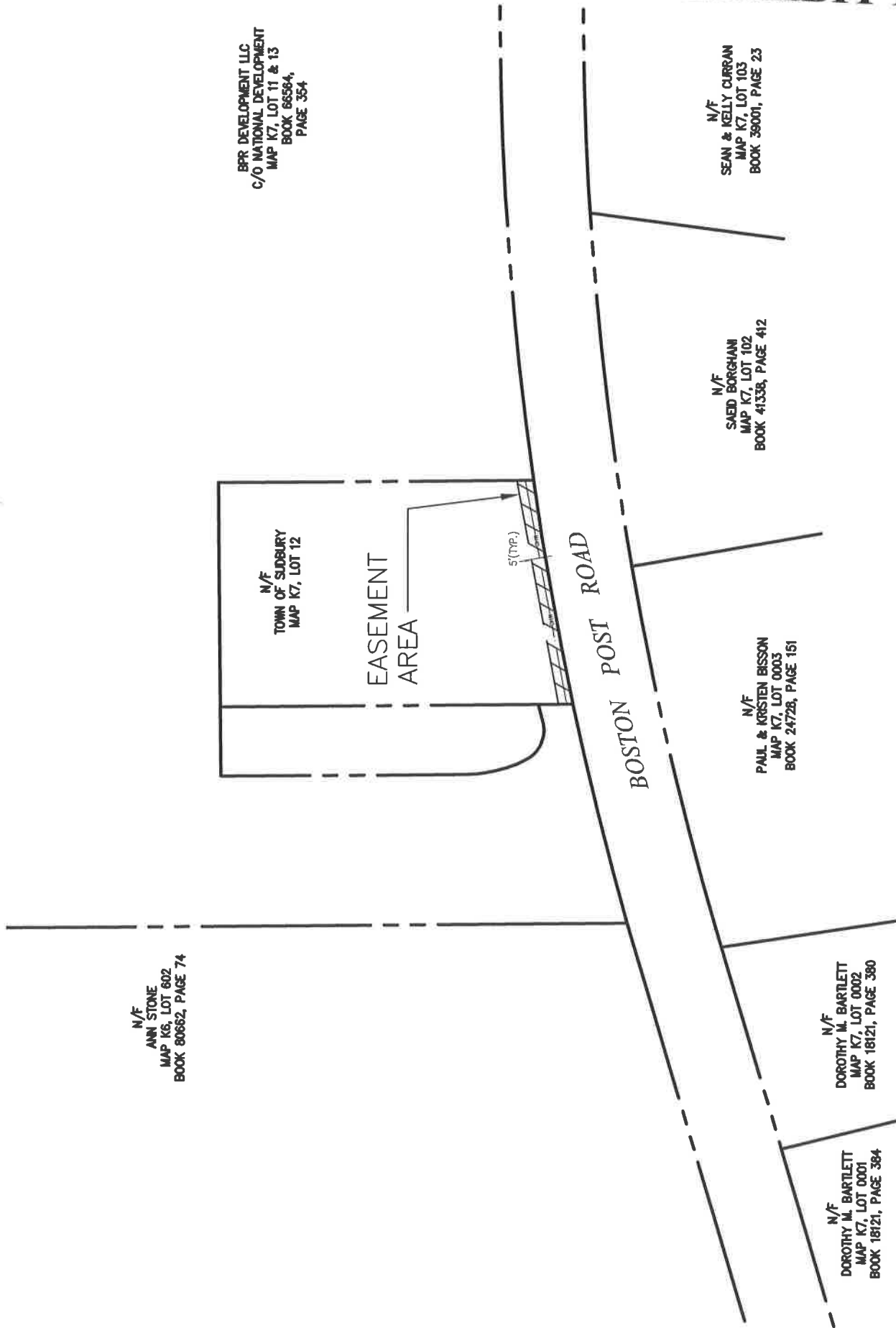
**EXHIBIT B**

Plan

Attachment 18.b: SUDB BPR Dev Ease Agr\_001 (2276 : Grant of easement - BPR Sudbury)

# EXHIBIT B

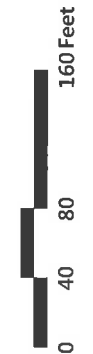
18.b  
February 23, 20

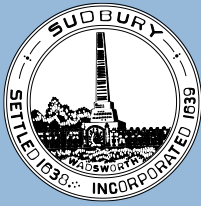


550 Boston Post Road  
Sudbury, MA  
Utility Pole Easement Plan

## LEGEND

- UTILITY POLE
- OVERHEAD WIRE
- EASEMENT AREA





## SUDBURY BOARD OF SELECTMEN

Tuesday, April 25, 2017

**CONSENT CALENDAR ITEM****19: Appointment to ZBA**REQUESTOR SECTION

Date of request:

Requestor: Board of Appeals

Formal Title: Vote to appoint William Ray, 29 Cranberry Circle, as a full member of the Zoning Board of Appeals, for a term expiring 5/30/22, as recommended in a memo from the Board of Appeals dated March 4, 2017.

Recommendations/Suggested Motion/Vote: Vote to appoint William Ray, 29 Cranberry Circle, as a full member of the Zoning Board of Appeals, for a term expiring 5/30/22, as recommended in a memo from the Board of Appeals dated March 4, 2017.

Background Information:

Attached memo from ZBA

Financial impact expected:

Approximate agenda time requested:

Representative(s) expected to attend meeting:

Review:

Patty Golden	Pending
Melissa Murphy-Rodrigues	Pending
Barbara Saint Andre	Pending
Susan N. Iuliano	Pending
Board of Selectmen	Pending

04/25/2017 7:30 PM



# Town of Sudbury

## Board of Appeals

appeals@sudbury.ma.us

<http://www.sudbury.ma.us/services/planning>

Flynn Building  
278 Old Sudbury Rd  
Sudbury, MA 01776  
978-639-3389  
Fax: 978-443-0756

To: Board of Selectmen

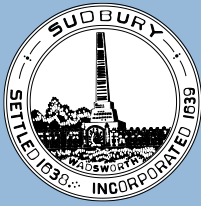
FROM: Board of Appeals

DATE: April 4, 2017

RE: Recommendation to Appoint William Ray

On April 3, 2017, the Zoning Board of Appeals discussed reorganization with Jonathan F.X. O'Brien stepping down as chair to an associate position. With Mr. O'Brien exiting the position, the Board voted unanimously to have John Riordan as chair and to recommend to the Board of Selectmen to have associate member William Ray become a full member. Mr. Ray has served the Board well in his limited role, voting when applicable as well as lending his compassionate and empathetic perspective to several cases.

The Zoning Board of Appeals recommends the appointment of William Ray to serve as a full member for a five-year term.



## SUDBURY BOARD OF SELECTMEN

Tuesday, April 25, 2017

**CONSENT CALENDAR ITEM****20: SHA appointment**REQUESTOR SECTION

Date of request:

Requested by: Patty Golden

Formal Title: Vote to send a letter of support to the State on behalf of Amy Lepak, 54 Jarman Road, to become the State-appointed member of the Sudbury Housing Authority, filling the position of Judith Deutsch, whose term expired 2014, as requestd by Sheila Cusolito, Executive Director.

Recommendations/Suggested Motion/Vote: Vote to send a letter of support to the State on behalf of Amy Lepak, 54 Jarman Road, to become the State-appointed member of the Sudbury Housing Authority, filling the position of Judith Deutsch, whose term expired 2014, as requested by Sheila Cusolito, Excutive Director.

## Background Information:

See attached letter from Sheila Cusolito, Executive Director of Sudbury Housing Authority.  
Also draft letter for Chairman Iuliano's signature, if voted.

Financial impact expected:

Approximate agenda time requested:

Representative(s) expected to attend meeting:

## Review:

Patty Golden	Pending
Melissa Murphy-Rodrigues	Pending
Barbara Saint Andre	Pending
Susan N. Iuliano	Pending
Board of Selectmen	Pending

04/25/2017 7:30 PM

**SUDBURY HOUSING AUTHORITY**

55 HUDSON ROAD  
 SUDBURY, MASSACHUSETTS 01776  
[sudburyhousing@verizon.net](mailto:sudburyhousing@verizon.net)

Sheila M. Cusolito  
 Executive Director

Phone: 978-443-5112  
 Fax: 978-443-5113

April 7, 2017

Board of Selectmen, Town of Sudbury  
 278 Old Sudbury Road  
 Sudbury, MA 01776

Re: SHA State Appointee

Selectmen:

After serving as the SHA's State Appointee since 2009, Judy Deutsch has submitted her resignation, effective immediately, in preparation for her relocation closer to family in New Mexico. Judy's appointment expired in 2014. The SHA was unsuccessful in its efforts to obtain a response from the state to have Judy reappointed, but benefited greatly by Judy's continued service in this interim.

I am pleased to report that Amy Lepak has expressed interest in serving as the SHA's State Appointee. She has been attending meetings since June 2016 and was voted an Associate Commissioner in December 2016. I'm sure you're well aware of Amy's many contributions in support of affordable housing within our community, outlined on the enclosed resume.

The SHA strongly supports Amy Lepak's application to be our next State Appointee and would appreciate a letter of support from the Board of Selectmen.

The letter may be sent to:

Michaela Martini, Program Coordinator  
 Boards and Commissions  
 24 Beacon Street, Room 271M  
 Boston, MA 02133  
[Michaela.martini@massmail.state.ma.us](mailto:Michaela.martini@massmail.state.ma.us)

Sarah Glassman, Associate Director  
 Division of Public Housing & Rental Assistance  
 Department of Housing & Community Development  
 100 Cambridge Street, Suite 300  
 Boston, MA 02114  
[Sarah.glassman@massmail.state.ma.us](mailto:Sarah.glassman@massmail.state.ma.us)

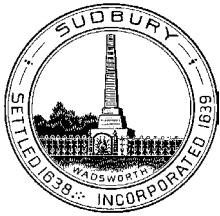
Thank you for your help in this matter.

Very Truly,



Sheila M. Cusolito

Attachment 20.a: A. Lepak appointment, letter to Selectmen (2299 : SHA appointment)



## TOWN OF SUDBURY

*Office of Selectmen*

[www.sudbury.ma.us](http://www.sudbury.ma.us)

Flynn Building  
278 Old Sudbury Rd  
Sudbury, MA 01776-1843  
978-639-3381  
Fax: 978-443-0756

Email: [selectmen@sudbury.ma.us](mailto:selectmen@sudbury.ma.us)

April 25, 2017

Sarah Glassman, Associate Director  
Division of Public Housing & Rental Assistance  
Department of Housing & Community Development  
100 Cambridge Street, Suite 300  
Boston, MA 02114

Re: Sudbury Housing Authority - State Appointee

Dear Ms. Glassman:

The Sudbury Board of Selectmen recommends appointment of Amy Lepak, 54 Jarman Road, as the State Appointee to the Sudbury Housing Authority.

Ms. Lepak has been a Sudbury resident for 30 years, is an active member of the League of Women voters, and, as a member of the Community Housing Committee, was instrumental in Sudbury's creation of an affordable housing trust; in fact she served on the Trust from its inception in 2007 until earlier this year. Ms. Lepak has collaborated with a number of Town boards and committees, as well as the Housing Authority, on both affordable housing initiatives and the Town's Community Housing plan. She has been attending SHA meetings regularly since June 2016 and was voted an Associate Commissioner in December 2016. To her credit, she has taken steps to register for the newly mandated board member training.

We look forward to favorably hearing from you regarding the State appointment of Ms. Lepak to the Sudbury Housing Authority.

Sincerely,

Susan N. Iuliano, Chair  
Sudbury Board of Selectmen

cc: Sheila Cusolito, SHA Executive Director

Attachment20.c: A. Lepak Selectmen draft letter\_for\_signing (2299 : SHA appointment)