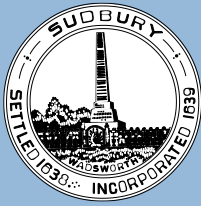


SUDBURY SELECT BOARD
MONDAY DECEMBER 13, 2021
7:00 PM, ZOOM

Item #	Time	Action	Item
	7:00 PM		CALL TO ORDER
			Opening remarks by Chair
			Reports from Town Manager
			Reports from Select Board
			Citizen's comments on items not on agenda
MISCELLANEOUS			
1.		VOTE	Continuation of Annual Select Board Goal Setting discussion. Also attending will be facilitator Tanya M. Shallop of the UMass Collins Center for Public Management. (~85 min.)
2.			American Rescue Plan Act (ARPA) funds discussion: Possible dedicated consultant/staff member; process recap and discussion on allocation tracking. (~20 min.)
3.		VOTE	Discuss potential 2022 Annual Town Meeting Select Board and Town articles. (~20 min.)
4.			Citizen's Comments (cont)
5.			Upcoming 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. Some items may be taken out of order or not be taken up at all. The Chair will strive to honor timed items as best as possible, however, the estimated timing may occasionally be inaccurate.

**SUDBURY SELECT BOARD**

Monday, December 13, 2021

MISCELLANEOUS (UNTIMED)**1: Goal setting****REQUESTOR SECTION**

Date of request:

Requested by: Patty Golden

Formal Title: Continuation of Annual Select Board Goal Setting discussion. Also attending will be facilitator Tanya M. Shallop of the UMass Collins Center for Public Management. (~85 min.)

Recommendations/Suggested Motion/Vote: Continuation of Annual Select Board Goal Setting discussion. Also attending will be facilitator Tanya M. Shallop of the UMass Collins Center for Public Management. (~85 min.)

Background Information:
attached 2021 goals

Financial impact expected:

Approximate agenda time requested:

Representative(s) expected to attend meeting:

Review:

Patty Golden	Pending
Henry L Hayes	Pending
Jonathan Silverstein	Pending
Jennifer Roberts	Pending
Select Board	Pending

12/13/2021 7:00 PM



EDWARD J. COLLINS, JR. CENTER FOR PUBLIC MANAGEMENT
JOHN W. MCCORMACK GRADUATE SCHOOL OF POLICY AND GLOBAL STUDIES
UNIVERSITY OF MASSACHUSETTS BOSTON

100 Morrissey Boulevard
Boston, MA 02125-3393
P: 617.287.4824
F: 617.287.5566
mccormack.umb.edu/centers/cpm
collins.center@umb.edu

Memorandum

TO: Sudbury Select Board
FROM: Tanya Shallop, Associate
DATE: December 9, 2021
RE: Goal Setting

Hello Sudbury Select Board members. I look forward to spending a little more time together this Monday evening. I am attaching an excel spreadsheet with the identified possible goals from our last meeting. If there are typos or edits that need to be made, I'm happy to do so, just let me know.

I have separated them into three categories; "Identified Priorities," "To Consider," and "Others." I loosely grouped the discussed items into those that seemed to have the most interest and urgency into "Identified Priorities," those I heard a few times from Department Heads or the Board, but did not bubble up into "To Consider," and those that did not get as much attention into "Others."

I would like you to come into the meeting having done or answered the following:

- **Are the possible goals correctly worded/defined?**
- **Are the primary categories well represented in your prioritization?**
- **What are your priorities?**
 - **For your priorities - do you have additions to or changes for the deliverables/next steps? Please prepare these in advance so that you are ready to contribute them.**

We will be asking you to email your priorities (ranked 1-5 with 5 being your highest priority) during the meeting by 7:50 to me at tanya.shallop@umb.edu and Henry at hayesh@sudbury.ma.us.

AGENDA

- 7:00 Housekeeping/Plan for the Evening
- 7:10 Recap of Last Meeting
- 7:20 Review and Refinement of Identified Possible Goals
- 7:50 Voting on Goals**

- 8:00 Tallying and Identifying
- 8:15 Review of Goals and Brief Discussion of Next Steps

SB Goals 2022

Goal	Primary Category	Deliverables/Steps	Board Liason	Staff Liason
IDENTIFIED PRIORITIES				
Complete Financial Policies	Financial Management & Economic Resilience	Complete rview of DLS Report; Finalize and publish Financial Policies ; identify gaps; select, prioritize and implement Capital planning improvements; transparency/communicate to the public ; identify what we mean by capital; secure funding sources ;		Town Manager/Treasurer
Enhance Capital Planning, Maintenance, and funding process	Financial Management & Economic Resilience	incorporate ADA assessment results; town-wide capital inventory of facilities and other capital items; anticipate future needs; evaluate renovation/space needs		Town Manager/Treasurer/Facilities
Refine issues/research/make decisions re. LS Regional and Assessment Process/Vocational Ed Access	Effective Governance and Communication	Map out issues and process; coordinate with stakeholders / Lincoln leadership and LSRHS School Committee; evaluate Agreement review increments; examine vocational education responsibilities - explore joining district; define the perceived problems; budget timeline alignment; draft updates of the Agreement		Town Manager
Upgrade Fire Station 2 (Rte 20)	Town Services and Infrastructure			Fire Chief/Facilities
Advance to Construction Phase - Bruce Freeman Rail Trail	Open Space, Recreation & Historic Assets			Planning
Evaluate Current State and Future Best use of Sewarto	Open Space, Recreation & Historic Assets			Town Manager/Facilities/PRP
Expand (Normalize) and Fund Transportation Option	Transportation, Mobility & Housing			Planning/Treasurer
Plan and Support ARPA funding spending	Financial Management & Economic Resilience			Town Manager/Treasurer
Advance public health and environmental initiatives	Environmental Health & Wellness			Health/Conservation/Planning
Ensure delivery of promises to TM re. buildings	Town Services and Infrastructure			Town Manager
Complete Efficiency Analysis - regionalization/public/private/intermunicipal agreements	Effective Governance and Communication			Town Manager
Promote and Support Master Plan	Effective Governance and Communication			Planning/Town Manager
TO CONSIDER				
Infrastructure prioritization and planning relating to safety - sidewalks/crosswalks/signage	Town Services and Infrastructure			DPW/Police
Emergency Preperadness	Town Services and Infrastructure			Fire
ADA Plan - integrate town-wide including website, etc.	Transportation, Mobility & Housing			Town Manager/Facilities

SB Goals 2022

Goal	Primary Category	Deliverables/Steps	Board Liason	Staff Liason
OTHERS				
Uber/Taxi Rides - Decision	Transportation, Mobility & Housing			Planning
Housing Production Plan - complete	Transportation, Mobility & Housing			Planning
Open Space and Recreation Plan - update	Open Space, Recreation & Historic Assets			Planning
Pro-Active Public Health Initiatives	Environmental Health & Wellness			Health
Health Regulations - update	Environmental Health & Wellness			Health
More robust Public Health Resources	Environmental Health & Wellness			Health
Fairbanks Community Center	Town Services and Infrastructure			Town Manager/Facilities
Preventative Maintenance	Town Services and Infrastructure			Facilities
Culverts	Town Services and Infrastructure			DPW
Comprehensive wastewater management plan completion	Town Services and Infrastructure			DPW
Feasibility study for upkeep of facilities (incorporated above)	Town Services and Infrastructure			
Senior transportation	Transportation, Mobility & Housing			COA
Dementia-friendly practices	Town Services and Infrastructure			COA
Recognizing veterans	Effective Governance and Communication			Veterans
Building personnel needs	Town Services and Infrastructure			Building
Website improvement and accessibility	Effective Governance and Communication			IT
Space utilization for staff	Town Services and Infrastructure			Town Manager/Facilities
Vocational Education	Effective Governance and Communication			Town Manager
Professional training for Select Board	Effective Governance and Communication			Town Manager
Tourism promotion	Open Space, Recreation & Historic Assets			Town Manager
Anniversary planning	Open Space, Recreation & Historic Assets			Town Manager
Rt. 20 study/plan	Town Services and Infrastructure			Planning
Ensure impacted residents with conservation restrictions are provided prompt service	Effective Governance and Communication			Conservation
Livable Sudbury	Transportation, Mobility & Housing			
Town Center Development	Transportation, Mobility & Housing			Planning
Support after-school programs	Open Space, Recreation & Historic Assets			Recreation

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JOHN W. MCCORMACK GRADUATE SCHOOL OF POLICY AND GLOBAL STUDIES
UNIVERSITY OF MASSACHUSETTS BOSTON

Sudbury Select Board Goal Setting

Tanya Shallop, Associate

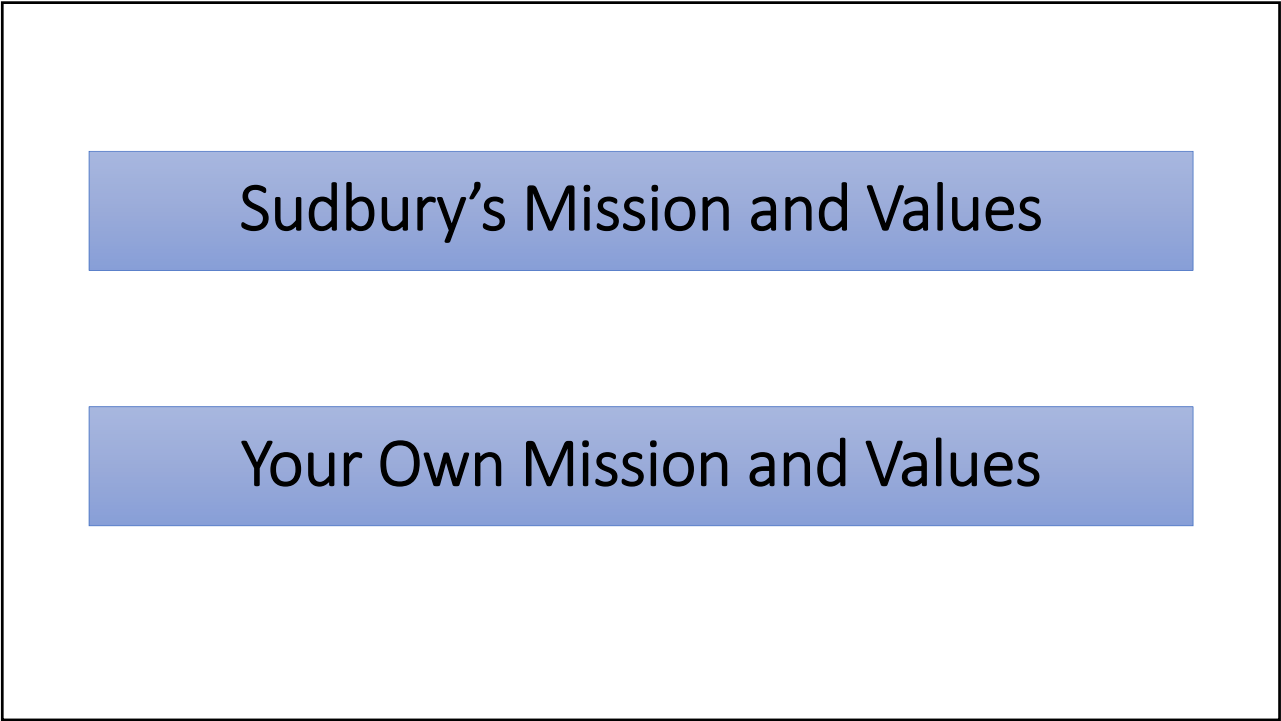
November 15, 2021



Attachment1.c: Sudbury Goal Setting 2022 (4954 : Goal setting)

Agenda

- 9:05 Introductions and Discussion of Agenda
- 9:15 Revisit Goals from Last Year
- 9:30 Identification and Discussion of Goals for 2022
- 10:15 Break
- 10:25 Prioritization of 2022 Goals
- 11:00 Identification of 2022 Goals and Discussion of Strategies
- 11:45 Wrap-Up



2021 Goals Revisit

BOS GOALS 2021						
Goal	Primary Category	Total Score	Priority Level	Board Liaison	Staff Liaison	2021 deliverable
Financial Policies and Capital Planning/ Funding	Financial Management & Economic Resilience	19	High	Roberts & Schineller	Town Manager/Treasurer	Complete rreview of DLS Report; Finalize and publish Financial Policies ; identify gaps; select, prioritize and implement Capital planning improvements; transparency/communicate to the public ; identify what we mean by capital; secure funding sources;
LS Regional Agreement and Assessment Process	Effective Governance and Communication	16	High	Carty	Town Manager	Map out issues and process; coordinate with stakeholders / Lincoln leadership and LSRHS School Committee; evaluate Agreement review increments; examine vocational education responsibilities; define the perceived problems; budget timeline alignment; draft updates of the Agreement
Upgrade Fire Station 2 (Rte 20)	Town Services and Infrastructure	14	High	Dretler & Roberts	Fire Chief/Facilities	Conduct a forum for information on the project; accommodate 3rd ambulance; Warrant Article at May 2021 Annual Town Meeting and Special Election (if needed);
Bruce Freeman Rail	Open Space, Recreation & Historic Assets	9	High	Dretler & Russo	Planning	Re-establish Rail Trail Task Force; bid out final design; keep consultant on advertising date for construction
Sewataro	Open Space, Recreation & Historic Assets	5	High	Schineller & Russo	Town Manager/Facilities/PRP	Increase public use (swimming summer weekends); safeguard property; update Agreement; examine / evaluate best uses for the property; discover revenue generating opportunities; define strategic vision, options and next steps; formulate evaluation team; compare data from other communities; increase documentation of activities and uses; consider tax exempt debt option (lease vs management agreement);
Expand (Normalize) and Fund Transportation Option	Transportation, Mobility & Housing	4	High	Carty	Planning/Treasurer	Evaluate additional options; future vision development / employment and oversight methodology; examine sustainment of operations and funding sources; determine transportation gaps; align with Master Plan intent; track trend data to discover efficiencies and distractions; develop community survey; add Town employee(s)

2022 Goals Identification and Discussion

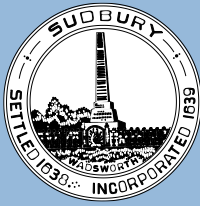
Prioritization of Goals

- Utilizing 5-point system
 - 5 = highest importance
 - Each Board member may rank 5 goals with a priority of 1,2,3,4, or 5
- Keep categories in mind
- We will total points with highest point scorers becoming a shared goal if the goal has more than one person who has given it a priority ranking

BREAK

Steps/Strategies for Achieving Goals

- When might this goal be achieved? What is achievable this coming year?
- What will put you on the path toward achieving the goal?
- Who will be accountable?
- What resources do you need?
- What other entities do you need cooperation/buy-in/participation from?

**SUDBURY SELECT BOARD**

Monday, December 13, 2021

MISCELLANEOUS (UNTIMED)**2: ARPA funds discussion****REQUESTOR SECTION**

Date of request:

Requestor: Chair Roberts

Formal Title: American Rescue Plan Act (ARPA) funds discussion: Possible dedicated consultant/staff member; process recap and discussion on allocation tracking. (~20 min.)

Recommendations/Suggested Motion/Vote: American Rescue Plan Act (ARPA) funds discussion: Possible dedicated consultant/staff member; process recap and discussion on allocation tracking. (~20 min.)

Background Information:

Financial impact expected:

Approximate agenda time requested: 20 minutes

Representative(s) expected to attend meeting:

Review:

Patty Golden	Pending
Henry L Hayes	Pending
Jonathan Silverstein	Pending
Jennifer Roberts	Pending
Select Board	Pending

12/13/2021 7:00 PM

Sudbury American Rescue Plan Act (ARPA) Project Decision Process moving forward as of 11/30/21 (Recap from Select Board meeting). Edited 12/10/21.

- All final ARPA project submission requests by 12/31.
- Town staff "cleans up" project list. This work can start now and after final submissions.
 - ✓ No deletions
 - ✓ Bucket into categories.
 - ✓ Show tally of requests where there are multiple for same concept.
 - ✓ To extent possible, make sure it is clear what projects are, descriptions, and dollar amounts (if included).
- 12/21: Select Board discussion with SPS on SPS requests.
- Cleaned-up list brought to Select Board to do high-level yes/no votes: Majority yes items advance on. Majority no items removed.
- Town staff reviews majority yes list and assesses for eligibility based on eligibility standards.
- Presumed eligible list brought to Select Board for further deliberation, clarification on outstanding questions, possible live discussions.
- Final Select Board decisions in consultation with Town Staff.

Parallel to process will be discussion about possible consultant/staff member to support process. Discussion to be held at Select Board meeting on 12/13.



TOWN OF SUDBURY
Office of the Town Manager
 www.sudbury.ma.us

Henry L. Hayes, Jr.
 Town Manager

278 Old Sudbury Road
 Sudbury, Massachusetts 01776
 Tel: (978) 639-3381
 Fax: 978-443-0756
 Email: townmanager@sudbury.ma.us

December 9, 2021

Honorable Select Board:

I have been in contact with other communities regarding ARPA, to discover and share approaches to executing the processes. Some municipalities are utilizing a non-staff member to assist. Some have added funds to an existing staff member to dedicate specific time and energy to this process.

Metropolitan Area Planning Council (MAPC) actually has been helping some communities identify a partner to help account for, report on and comply with ARPA funding rules. I discovered that MAPC has executed a contract with the audit firm Powers and Sullivan to do this work. They have a lot of experience already on working with cities and towns on ARPA accounting. Through a procurement MAPC conducted, they have received a flat hourly rate from Powers and Sullivan for MAPC cities and towns.

I have attached the proposal documents for Powers and Sullivan in responding to MAPC's Request for Proposal (RFP). The hourly rate agreed upon for MAPC is \$200. I will also be connected with a representative from Powers and Sullivan in the near future on this topic, if appropriate. Sudbury already has a relationship with Powers and Sullivan.

I am requesting the support of the Select Board to not only discover more about this, but to enter an agreement that closely resembles and aligns with MAPC's process that is already established, if the opportunity exists, and if we cannot join with them, seek a similar agreement elsewhere. I intend to get more information, and request your full support on this approach. If desired, an invitation can be offered to Mark Fine to explain this from his perspective.

Having an agreement for administrative support for the ARPA processes can be paid out of ARPA funds and would greatly benefit the Town, Select Board and our professional staff. Thank you for your consideration and support on this matter.

Sincerely,

//eSigned/HLHJr/9 Dec 2021//
 Henry L. Hayes, Jr.
 Town Manager

Attachment2.b: Request - ARPA Administrator - 12-09-21 (4959 : ARPA funds discussion)



Powers & Sullivan, LLC

CPAs AND ADVISORS



Price Proposal for
American Rescue Plan Act Funding
Accounting, Reporting and Compliance Assistance for
North Shore Towns

Metropolitan Area Planning Council

Metropolitan Area Planning Council

PRICE PROPOSAL FOR AMERICAN RESCUE PLAN ACT FUNDING ACCOUNTING, REPORTING AND COMPLIANCE ASSISTANCE FOR NORTH SHORE TOWNS

SUBMITTED BY:

Powers & Sullivan, LLC **Certified Public Accountants**

*100 Quannapowitt Parkway, Suite 101
Wakefield, Massachusetts 01880*

November 3, 2021



CONTACT:

James Powers, CPA

Phone: 781-914-1700

Fax: 781-914-1701

jpowers@pas.cpa

pas.cpa

Attachment 2.c: Price Proposal (4959 : ARPA funds discussion)



Price Proposal

To the Evaluation Committee:

We appreciate the opportunity to submit this fee proposal to provide consulting services to the Metropolitan Area Planning Council and any participating community in relation to the assisting each Community manage any aspect of compilation with the American Rescue Plan Act (ARPA) funds.

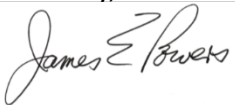
The actual assistance will vary based on the Community's needs and may include:
identifying the comparative revenue amounts to prepare and complete the calculations and reporting relative to the use of ARPA funds for the "reduction in revenue" portion of the eligible expenditure of ARPA funds received by the Council to date.

- The calculation of the Actual and Lost Revenue for calendar years 2021, 2022 and 2023.
- Assistance with accounting.
- Determination of allowable expenditures under ARPA rules.
- Assistance with the completion of required ARPA periodic reports.
- Assistance with general ARPA requirements.

Our fee is detailed on the following Price Proposal Page.

Metropolitan Area Planning Council would be an important client to Powers & Sullivan. It would be our sincerest pleasure to work with you.

Sincerely,



James E. Powers, CPA

Attachment 2.c: Price Proposal (4959 : ARPA funds discussion)



Price Proposal Page

Complete this page and submit with any attachments in a separate sealed envelope from non-price proposal.

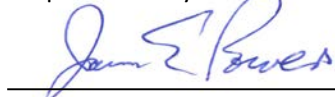
ARPA Accounting, Reporting and Compliance RFP

The undersigned proposes to provide assistance with the management of American Rescue Plan Act (ARPA) funding that the participating Towns are receiving and expensing from 2021 through 2024. This price must cover and include the cost for all contingencies, including all labor and materials, necessary for the delivery of services.

Price includes the provision of the services described in the RFP for the period between November 2021 and October 31, 2022.

\$200

Proposed hourly rate for the provision of the services during this period.



Signature (blue ink please)

James E. Powers

Printed Name

Partner

Title

November 3, 2021

Date

Powers & Sullivan, LLC

Company Name

jpowers@pas.cpa

Email

100 Quannapowitt Parkway, Suite 101

Street

781-914-1700

Phone

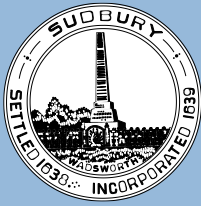
Wakefield, MA 01880

City, State, Zip

781-914-1701

Fax



**SUDBURY SELECT BOARD**

Monday, December 13, 2021

MISCELLANEOUS (UNTIMED)**3: Discuss potential ATM SB articles****REQUESTOR SECTION**

Date of request:

Requestor: Chair Roberts

Formal Title: Discuss potential 2022 Annual Town Meeting Select Board and Town articles. (~20 min.)

Recommendations/Suggested Motion/Vote:

Background Information:

Financial impact expected:

Approximate agenda time requested: 20 minutes

Representative(s) expected to attend meeting:

Review:

Patty Golden	Pending
Henry L Hayes	Pending
Jonathan Silverstein	Pending
Jennifer Roberts	Pending
Select Board	Pending

12/13/2021 7:00 PM

Proposed 2022 Annual Town Meeting Sudbury Select Board Articles

From 12/07/21 Select Board Meeting. Further discussion at 12/13/21 Select Board Meeting.

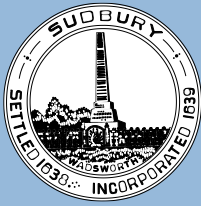
Sustainability Director **(Roberts)**

Reversion of unspent past Town Meeting article allocations **(Carty)**

Furniture, Fixtures, & Equipment (FF&E) - including Audio Visual - for Fairbank Community Center Project **(Dretler)**

Bruce Freeman Rail Trail-related articles for easements and lease (check with Planning & Community Development) **(Dretler)**

Sudbury Housing Trust Bylaw Change **(Carty)**

**SUDBURY SELECT BOARD**

Monday, December 13, 2021

MISCELLANEOUS (UNTIMED)**4: 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:

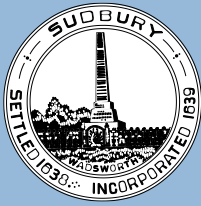
Approximate agenda time requested:

Representative(s) expected to attend meeting:

Review:

Patty Golden	Pending
Henry L Hayes	Pending
Jonathan Silverstein	Pending
Jennifer Roberts	Pending
Select Board	Pending

12/13/2021 7:00 PM

**SUDBURY SELECT BOARD**

Monday, December 13, 2021

MISCELLANEOUS (UNTIMED)**5: Upcoming agenda items****REQUESTOR SECTION**

Date of request:

Requested by: Patty Golden

Formal Title: Upcoming 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
Henry L Hayes	Pending
Jonathan Silverstein	Pending
Jennifer Roberts	Pending
Select Board	Pending

12/13/2021 7:00 PM

POTENTIAL UPCOMING AGENDA ITEMS/MEETINGS

MEETING	DESCRIPTION
December 21	Annual License renewals
	Senator Eldridge letter
	Renew Opt Out Incentive Program
	Sudbury Public Schools ARPA Project Update
	Bruce Freeman Rail Trail Lease
	Select Board Town Meeting 2022 Articles
January 4, 2022	DEI update
January 18	Annual update with legislators (Sen. Eldridge, Sen. Barrett, Rep. Gentile)
Mon, January 31	2022 Annual Town Meeting Warrant closes at 12:00 Noon
Date to be Determined	By-law items to examine - Special Events & Demonstration Permits; Common Victualler License Holders (Related to Farm Act exemptions, citizen request); Nuisance / Blight Bylaw; Removal Authority of members from appointments
	Sewataro Renewal Decision Next Steps
	Sewataro Use Policy
	Citizen Leadership Forum
	Fairbank Community Center update (ongoing)
	FinCom joint meeting re: Financial policy review
	Health/COVID-19 update (as of 3/18/20)
	Housing Choice discussion
	Invite Commission on Disability Chair to discuss Minuteman High School
	Local receipts – fee schedule review (Vice-chair Russo)
	Quarterly update from Diversity, Equity and Inclusion Commission (DEI) (November, February, May, August)
	Quarterly update on Key Performance Indicators (KPIs) projects to track (August, November, February, May)
	Quarterly review of approved Executive Session Minutes for possible release (February, May, August and November). Consider separate meeting solely for this purpose.
	Quarterly update on Bruce Freeman Rail Trail (BFRT) (March, June, September, December)
	Quarterly update on CSX (January, April, July, October)
	Route 20 empty corner lot – former gas station
	Sewataro Financial Statement review
	Sidewalks discussion
	Town Manager Goals and Evaluation process
	Town meeting recap – year in review
	Town-wide traffic assessment and improve traffic flow
	Update on crosswalks (Chief Nix/Dan Nason)
	Update on traffic policy (Chief Nix)
	Work Session with Town Counsel: Select Board/Town Manager Code of Conduct and other procedural training
Standing Items for All Meetings	Select Board requests for future agenda items at end of meeting
	Citizens Comments, continued (if necessary)

Attachment 5.a: Upcoming items 12.13.21 (4963 : Upcoming agenda items)