

SUDBURY SELECT BOARD MONDAY OCTOBER 24, 2022 8:30 AM, ZOOM

| Item # | Time | Action | Item |
|--------|---------|--------|---|
| | 8:30 AM | | CALL TO ORDER |
| | | | |
| | | | Opening remarks by Chair |
| | | | Reports from Interim Town Manager |
| | | | Reports from Select Board |
| | | | Public comments on items not on agenda |
| | | | MISCELLANEOUS |
| 1. | | | Annual Select Board Goal Setting discussion with Town senior |
| | | | staff. Also attending will be facilitator Mel Kleckner of the UMass Collins Center for Public Management. |
| 2. | | | Public Comments (cont) |
| | | | |



SUDBURY SELECT BOARD Monday, October 24, 2022

MISCELLANEOUS (UNTIMED)

1: Goal setting with senior staff

REQUESTOR SECTION

Date of request:

Requestor: Chair Russo

Formal Title: Annual Select Board Goal Setting discussion with Town senior staff. Also attending will be facilitator Mel Kleckner of the UMass Collins Center for Public Management.

Recommendations/Suggested Motion/Vote: Annual Select Board Goal Setting discussion with Town senior staff. Also attending will be facilitator Mel Kleckner of the UMass Collins Center for Public Management.

Background Information:

Sr staff attending:

Bill Murphy

Sandra Duran

Dan Nason

Scott Nix

John Whalen

Dennis Keohane

Adam Duchesneau

Maryanne

Financial impact expected:

Approximate agenda time requested:

Representative(s) expected to attend meeting:

Review:

Select Board Office Pending
Town Manager's Office Pending
Town Counsel Pending
Select Board Pending
Select Board Pending

10/24/2022 8:30 AM

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

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MEMORANDUM

TO: Charles Russo, Chair, Sudbury Select Board

WRAP UP

Maryann Bilodeau, Interim Town Manager

FROM: Mel Kleckner, Associate, Collins Center for Public Management

DATE: October 18, 2022

RE: Goal Setting Session

Thank you for the opportunity to facilitate the Select Board's goal planning session for 2023. I have reviewed the Board's recent discussion of 2022 Goals as well as last year's planning sessions. It is my understanding that there is a desire to complete the process this year in one session. I believe this is attainable given the Board's recent review of its 2022 Goals. In addition, the Acting Town Manager's and department heads'proposed goals have been made available for the Board's review in advance of the meeting. Please find below the proposed agenda. I look forward to working with the Board and the Acting Town Manager next Monday to complete the goal setting process. I propose the following agenda.

| 8:30-8:45 | Welcome and Introductions |
|-------------|--|
| 8:45-9:00 | Review of Mission/Values Statements/Priority Goal Categories |
| 9:00-9:15 | Discussion of SMART Goals |
| 9:15-9:45 | Interim Town Manager/Department Head Input |
| 9:45- 10:30 | Identification of 2023 Goals |
| | BREAK |
| 10:45-11:15 | Ranking of Goals |
| 11:15-End | Refinement of Prioritized Goals and Assignment of Leadership Roles |
| | |

2023 SB Goal Setting Dept Head Recommendations

Sandra Duran:

Supports BFRT

I support the SB continuing its support for the construction and completion of the rail trail. I would suggest that the SB ensure funding for a maintenance program in perpetuity.

Supports Sustainability/Climate Change

I appreciate the SB's support for our emerging Sustainability Program. Their support could come in the form of support letters for grants, sharing of grant/funding information, getting the word out to the community of future sustainability events, etc. Continued investment in renewable energy resources such as wind, solar and biofuel. Developing Sustainable Development helps reach goals for all new developments in Sudbury which would reduce our water use, air and soil pollution.

Adam Duchesneau:

Bruce Freeman Rail Trail – Advance Construction Phase 2D, and Design and Construction on Phase 3A (CSX to Route 20)

Expand (Normalize) and Fund Transportation Options

Bill Murphy:

Recruitment of volunteers for the Medical Reserve Corps (MRC) – We do the best we can to recruit volunteers but still fall significantly short in numbers. Critical for events such as vaccination clinics and shelter operations.

Promotion of the Great Meadows Public Health Collaborative- Website will be operational soon and residents of Sudbury will have the ability to retrieve data and resources related to health and wellbeing.

Growing financial hardships, depleted HOPE Sudbury accounts, growing health disparities.

Maryanne Bilodeau:

Funding of ADA Transition Plan

Create/Finalize by-law and regulations for small cell wireless facilities in public right of way

| Goal | Primary Category | Deliverables/Steps | SMART Goals | Goal updates September 2022 | Board Liaison | Staff Liaison | Bill Schineller | Jen Roberts | | | nie Tot | |
|--|---|--|---|--|----------------------|-----------------------------|--------------------|----------------|-----------|--------|-----------|----|
| Advance to Construction Phase - Bruce Freeman Itali Trail tali Trail ECOMMENDED GOAL TITLE CHANGE FROM Janie Dretter on 5/31/22:: Bruce Freeman Rail Trail - Advance to Advertising and Construction in 2022 | Open Space, Recreation & Historic Assets | Early July - advertising, early Oct - construction 2022 | Deliverables/Steps: Schedule and approve final Select Board actions to support the project, specifically: 1) approve corridor lease and 2) approve temporary easements. These are the essential final steps for design and ROW of Phase 2D. | Janie Dretler. The Select Board and Town Meeting approved the corridor lease and temporary easements. Adam Duchesneau: Advance to Construction Phase - Bruce Freeman Rail Trail The Bruce Freeman Rail Trail Phase 2D project was advertised by MasspDT on August 6, 2022 and bids for the construction of the project will be opened on September 7, 2022 at 2:00 PM. It will be up to the selected contractor and subject to the bid awarding process timeline, but construction on the rail trail could possibly commence before the end of 2022. Additionally, the Fuss & O'Neill contracts for the two additional Bruce Freeman Rail Trail projects were executed on September 2, 2022. The first contract is for the construction and oversight of the Bruce Freeman Rail Trail Phase 2D construction. As the design engineers, Fuss & O'Neill will be involved in reviewing plans and shop drawings, and conducting condinating meetings and site visits during construction. The second contract is for the work to be funded by the MassTrails Grant for the Bruce Freeman Rail Trail Extension to the CSX Corridor. This contract covers the conceptual design and development for the full 1.4 mile CSX Corridor to Framingham, and there will be a second follow up contract once some decisions have been made about how to proceed for the design of the first 1/3 mile section to Boston Post Road/Route 20. | Janie Dretler | | Schineller | Koperts | Carty Rus | SO Dre | itter Sco | re |
| N | Financial Management & | | Determine priority and use of ARPA funds | M.F.A. | Charles Bases | Planning | | 5 | 3 | 5 | 5 1 | 13 |
| Plan and Support ARPA funding spending | Financial Wanagement & Economic Resilience | Determine priority and use of ARPA funds; incorporate oversight | Incorporate public feedback into the decision process (accomplished) Comply with ARPA requirements (accomplished) Respond to community needs due to Covid-19 pandemic Consider the benefits and costs of short-term coverage of pandemic needs and long-term investment in assets | Charlie Russo: 100% of ARPA funds received 944% of fund allocated, using federal ARPA criteria, and generally in response to immediate effects of COVID pandemic and/or for long-term investments in Town health & quality of life Allocation process included staff input, a FlashVote survey, a Constant Contact survey, a public listening session, a dedicated email address and an editable Excel sheet for the public to provide input, and a ranked choice voting process conducted at a public meeting by the Select Board. Allocations remain in compliance with audit requirements Several large capital projects using ARPA funding as contingency funds to offset ongoing cost inflation | Charlie Russo | | | | | | | |
| valuate Current State and Future Best use of | Open Space, Recreation & | Increase public use; swimming on summer | Increase public use: done | Charlie Russo: | Charlie Russo | Town Manager/Treasurer | 1 | 3 | 1 5 | 2 | 2 1 | 12 |
| iewataro | Historic Assets | 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); assess environmental and public health impact | Increase documentation of activities and uses: done Safeguard property: done Add policy addendum regarding user fees: in process Update Agreement: done Consider tax exempt debt option (lease vs management agreement): resolved Formulate evaluation team: (long term) Define strategic vision, options and next steps: (long term) Compare data from other communities: (long term) Examine / evaluate best uses for the property: (long term) | Five-year contract signed with a Camp Operator, with increases to revenue, public access, infrastructure investments, ADA accessibility, and Sudbury resident camp involvement, while avoiding incurring any operating budget expenditures Ongoing monitoring and reporting Town Meeting vote requesting money for long-term study failed | | Town Manager/Facilities/PRP | | 2 | 4 | 4 | 4 11 | 10 |
| efine issues/research/make decisions re. LS egional and Assessment Process/Vocational Ed ccess | 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. | | | Lisa Kouchakdjian | Town Manager | 3 | 1 | 5 | | | 9 |
| sustainability and Climate Change initiatives | Environmental Health & Wellness | Support MVP/Master Plan related elements/HMP/possible CED | Overall, enhance Select Board focus on addressing climate change and supporting sustainability initiatives. Review goals and recommendations of the Hazard Mitigation and Municipal Vulnerability Preparedness Plans to understand and help advance next steps/prioritization. Partner with relevant departments, boards, committees, and commissions to achieve goals. Support pursuit of sustainability measures such as municipal solar projects, enhancing energy efficiency in Town buildings, environmentally friendly transportation. etc. Schedule at least one annual Select Board update from the Energy & Sustainability Committee. For new building projects, establish goal of net zero/maximum energy efficiency. Review and understand State legislation related to sustainability/climate change and requirements for Sudbury. Encourage Town pursuit of sustainability-related grants and external funding. Support hiring of Sustainability Director. | Adam Duchesneau: Ongoing discussions on these topics have been occurring between the Town Manager's Office, the Facilities Department, and the Planning & Community Development Department. The Town was contacted by a Harvard Graduate student who is working on a capstone project for their degree and as part of this has offered to conduct research and develop an initial Sustainability Plan for the Town. At a minimum, this should help set the table for a future consultant to come in and perform a more in-depth analysis in the community, and develop a more robust Sustainability Plan for the Town. The Facilities Department has agreed to take the lead on implementing these initiatives and will be working with the Harvard Graduate student as well as coordinating with the Town Manager's Office to bring on a Sustainability Coordinator in the near future. This new position should help to greatly expedite the advancement of the Action Items in the Resiliency section of the Master Plan. Lori Capone: To further the Sustainability and Climate Change Initiatives, the Conservation Commission and staff have taken the following measures: 1) At their meeting on November 1, 2021, the Commission voted unanimously to support the Climate Emergency Declaration, which included the hiring of a Sustainable Director. 2) On February 10, 2022, I attended the Emergency Action Training for risk assessments associated with the Carding Mill and Stearns Mill Dams. I also keep in close communication with the Mariborough Conservation staff regarding the Hagard Dam in Mariborough which is in disrepair and directly upstream of Sudbury's Hop Brook dams. 3) We provide education to residents on invasive species and the benefits of planting native species to diversify Sudbury biota and reduce artificial chemical and watering needs. 4) We are members of the Sudsoc of the Sudsoc Species Management Area Group which helps educate and eradicate invasive species in the watershed. 5) We continue to support the efforts of the Hop Brook Protection Association wi | | | | | | | | |

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|---|---------------------------------------|--|--|--|---------------|-----------------------------------|---------------|--------|---|---------------|
| Goal | Primary Category | Deliverables/Steps | SMART Goals | Goal updates September 2022 | Board Liaison | Staff Liaison | | Jen Da | | |
| | | | | Maryanne Bilodeau: The Energy and Sustainability Committee voted on 9/7/22 to assist with funding the salary of the Sustainability Coordinator in FY24, 25 | | | Schineller Ro | | | Dretler Score |
| | | | | and 26 as follows 75% salary in FY24; 50% in FY25; 25% in FY26; 0 in FY27.so as to allow for a smooth transiitoin into the operating budget. The plan is to ha the position advertised in late September 2022. | ve | | | | | |
| | | | | Jen Roberts: The Select Board has supported sustainability measures including: - scoping of the DPW solar roof project. | | | | | | |
| | | | | - advocating for State funding to enhance sustainability of Town capital projects (e.g. Fairbank Community Center) and for the hiring of a sustainability Town | | | | | | |
| | | | | staff resource. - encouraging and exploring electric/hybrid vehicles where possible such as Park & Recreation Department van. | | | | | | |
| | | | | - advocating for stringent State-wide opt-in building energy stretch codes providing comments for State Interim 2030 Clean Energy and Climate Plan. | | | | | | |
| | | | | Through the Interim Town Manager, a plan has been established for the hiring of a Sustainability Coordinator under the Facilities Department Director. Responsibilities include seeking grants and external funding for sustainability measures. | | | | | | |
| | | | | A Select Board majority supported the goals of Article 58, ATM 2022 Citizen Petition Declaration of a Climate Emergency. | | | | | | |
| | | | | Select Board goal liaison follows new and ongoing State sustainability and climate change legislation and applicability to Sudbury. To do moving forward: | | | | | | |
| | | | | - receive annual update from Energy & Sustainability Committee be ongoing advocates for maximize energy efficiency of building projects. | | | | | | |
| | | | | - review goals and recommendations of the Hazard Mitigation and Municipal Vulnerability Preparedness Plans to understand and help advance next | | | | | | |
| | | | | steps/prioritization (discussion point with Planning Board for Master Plan implementation?) review Article 58 Citizen Petition to see how it tracks to current action steps (including readout at 2023 ATM). | | Health/Conservation/Planning | | 4 | 2 | 3 9 |
| Expand (Normalize) and Fund Transportation | Transportation, Mobility & | Continue existing programs, identify possible | | Adam Duchesneau: The 2022 Annual Town Meeting allocated \$100,000 for this effort which should sustain the Go Sudbury! Transportation Program through | | nearth/conservation/Planning | | 4 | 2 | 3 9 |
| pption | Housing | future programs and determine sustainability options | and guidance as warranted • Facilitate meeting in 2022 with Planning Board to discuss transportation related Master Plan implementation items and set | FY23. The Go Sudbury! Transportation Program, initiated and monitored by the Transportation Committee, offers partially subsidized rides for those 60 year in age or older, over 18 years of age with disabilities, over 18 years of age with financial needs, and to active duty military, reserves, National Guard, or | 5 | | | | | |
| | | | 2023 goals for the same • Prior to May 31, 2022, discuss extension of Transportation Committee and adjust membership as warranted | veterans of the armed forces. Rides are offered up to 25 miles outside of Sudbury, except for Logan Airport, by two taxi companies and/or Uber. The Transportation Committee also applied for additional funding from MassDevelopment back in July of 2022, but is still waiting to hear back on a possible awa | rd. | | | | | |
| | | | Prior to 2023 Town Meeting encourage Town pursuit of transportation-related grants and external funding. Prior to FY2024 budget draft creation discuss possibility of hiring of transportation-oriented staff resource and associated. | Sudbury is also involved in a regional transportation collaborative called Making the Connections where six communities are working with transportation consultant Nelson Nygaard to analyze regional transportation gaps and barriers. The Transportation Committee is also working to present to the Select Boar | | | | | | / |
| | | | budget impacts with Town Manager | a larger and more permanent transportation program which would benefit the Sudbury community in the long term. | 1 | | | | | |
| | | | | Dan Carty: • Meet with Transportation Committee at least twice in 2022 to receive Go Sudbury! program updates and deliver feedback and guidance as warranted | | | | | | |
| | | | | COMPLETE • Facilitate meeting in 2022 with Planning Board to discuss transportation related Master Plan implementation items and set 2023 goals for the same | | | | | | |
| | | | | PENDING; joint meeting to be held in October re: Master Plan items, including Transportation? | | | | | | |
| | | | | Prior to May 31, 2022, discuss extension of Transportation Committee and adjust membership as warranted COMPLETE Prior to 2023 Town Meeting encourage Town pursuit of transportation-related grants and external funding. IN PROCESS; Transportation Cmte pursuing | | | | | | |
| | | | | multiple grants as reported to Select Board 09/13/2022 • Prior to FY2024 budget draft creation discuss possibility of hiring of transportation-oriented staff resource and associated budget impacts with Town | | | | | | |
| | | | | Manager PENDING | | | | | | |
| | | | | | | | | | | |
| Consulate Efficience Augusta | Effective Governance and | Report and recommendations regarding: | | | | Planning/Treasurer Town Manager | 4 | 4 | ı | 8 |
| Complete Efficiency Analysis - regionalization/public/private/intermunicipal | Communication | Review existing arrangements and | | | | Town Manager | | | | |
| greements | | opportunities, recommend which to revisit or pursue: Regional Housing Services | | | | | | | | |
| | | (neighboring towns) Regional Health/Flu Clinics (neighboring towns) Local | | | | | | | | |
| | | Transportation (neighboring towns) Lincoln- Sudbury Regional HS Vocational Education | | | | | | | | |
| | | (Assabet, Middlesex) Special Education ("White House") Electricity Aggregation | | | | | | | | |
| | | Sustainability Office (join with Natick?) Trash Collection Aggregation Transfer Station Water | | | | | | | | |
| | | District v. MWRA Sewer / Wastewater Management Hudson Light and Power, | * | | | | | | | |
| | | Concord Municipal Light Plant Sewataro | | | | | | | | |
| | | Public/Private Partnership Police mutual support Fire mutual support Ambulance | | | | | | | | |
| | | Services Hockey Rink Atkinson Pool (rent to other town teams) Equestrian (lease / rent | | | | | | | | |
| | | Broadacres riding ring) | | | | | | | | |
| | | | | | | | 5 | | 3 | |
| Enhance Capital Planning, Maintenance, and | Financial Management & | incorporate ADA assessment results; town-wide | | | | Town Manager/Treasurer/Facilities | 3 | | , | |
| funding process | Economic Resilience | capital inventory of facilities and other capital items; anticipate future needs; evaluate | | | | | | | | |
| | | renovation/space needs | | | | | 2 | | 2 | |
| Plan for completion of construction projects | Town Services and Infrastructure | Community Center and Fire Station steps - plan for completion; do not lose elements | | | | Town Manager | | | | |
| | | | | | | | | | | 1 |
| Feasibility study for upkeep of facilities and other | | | | | | | | | | |
| reas/properties(incorporated above) | Infrastructure | | | | | | | | | |
| Complete Financial Policies | Financial Management & | Issue an RFP for town-wide facility study Complete rweview of DLS Report; Finalize and | | | | Town Manager/Treasurer | | | | 1 |
| complete Financial POlicies | Economic Resilience | publish Financial Policies; identify gaps; select, | | | | Town Manager/Treasurer | | | | |
| | | prioritize and implement Capital planning improvements; transparency/communicate to | | | | | | | | |
| | | the public; identify what we mean by capital; secure funding sources; | | | | | | | | |
| | | | | | | | | | | |
| Ingrade Sire Station 2 (Pto 20) | Town Services and | | | | | Fire Chief/Excilition | | | | |
| Jpgrade Fire Station 2 (Rte 20) | Town Services and Infrastructure | | | | | Fire Chief/Facilities | | | | |
| Promote and Support Master Plan | Effective Governance and | Support implementation of MP and start | | | | Planning/Town Manager | | | | |
| o concinca | Communication | implementation of SB items | | | 1 | | | | | |
| O CONSIDER nfrastructure prioritization and planning relating | | | | | | DPW/Police | | | | + |
| o safety - sidewalks/crosswalks/signage imergency Preperadness | Infrastructure Town Services and | | | | | Fire | + + | | | + |
| | Infrastructure | | | | | | + | | | + |
| ADA Plan - integrate town-wide including website, etc. | Housing | | | | | Town Manager/Facilities | | | | |
| OTHERS | | | | | | | | | | |
| ber/Taxi Rides - Decision | Transportation, Mobility & Housing | | | | | Planning | | | | |
| Housing Production Plan - complete | Transportation, Mobility & | | | | | | | | | |
| | Housing | | | | 1 | Planning | 1 1 | 1 | | |

| Goal | Primary Category | Deliverables/Steps | SMART Goals | Goal updates September 2022 | Board Liaison | Staff Liaison | Bill | | | Charles Janie | |
|--|---|--------------------|-------------|-----------------------------|----------------------|-------------------------|------------|---------|---------|---------------|------------|
| Open Space and Recreation Plan - update | Open Space, Recreation & Historic Assets | | | | | Planning | Schineller | Roberts | Carty R | usso Dretle | tler Score |
| Pro-Active Public Health Initiatives | Environmental Health & Wellness | | | | | Health | | | | | - |
| Health Regulations - update | Environmental Health & Wellness | | | | | Health | | | | | - |
| Nore robust Public Health Resources | Environmental Health & Wellness | | | | | Health | | | | | + |
| airbanks Community Center | Town Services and | | | | | Town Manager/Facilities | | | | | + |
| reventative Maintenance | Infrastructure Town Services and | | | | | | | | | | + |
| Culverts | Infrastructure Town Services and | | | | | Facilities | | | | _ | + |
| Comprehensive wastewater management plan | | | | | | DPW | | | | -+ | + |
| enior transportation | Infrastructure Transportation, Mobility & Housing | | | | | DPW | | | | | + |
| Dementia-friendly practices | Town Services and | | | | | COA | | | | | |
| tecognizing veterans | Effective Governance and Communication | | | | | Veterans | | | | | |
| Building personnel needs | Town Services and Infrastructure | | | | | Building | | | | | |
| Vebsite improvement and accessibility | Effective Governance and Communication | | | | | п | | | | | |
| pace utilization for staff | Town Services and Infrastructure | | | | | Town Manager/Facilities | | | | | |
| ocational Education | Effective Governance and Communication | | | | | Town Manager | | | | | |
| rofessional training for Select Board | Effective Governance and Communication | | | | | Town Manager | | | | | |
| ourism promotion | Open Space, Recreation & Historic Assets | | | | | Town Manager | | | | | |
| Anniversary planning | Open Space, Recreation & Historic Assets | | | | | Town Manager | | | | | |
| tt. 20 study/plan | Town Services and Infrastructure | | | | | Planning | | | | | |
| nsure impacted residents with conservation | Effective Governance and | | | | | | | | | | |
| estrictions are provided prompt service ivable Sudbury | Communication Transportation, Mobility & | | | | | Conservation | | | | | + |
| own Center Development | Transportation, Mobility & | | | | | | | | | | + |
| support after-school programs | Open Space, Recreation & | | | | | Planning | | | | | + |
| | Historic Assets | | 1 | | 1 | Recreation | 1 | 1 | | l l | 1 |



SUDBURY SELECT BOARD Monday, October 24, 2022

MISCELLANEOUS (UNTIMED)

2: Public Comments (cont)

REQUESTOR SECTION

Date of request:

Requested by: Patty Golden

Formal Title: Public Comments (cont)

Recommendations/Suggested Motion/Vote:

Background Information:

Financial impact expected:

Approximate agenda time requested:

Representative(s) expected to attend meeting:

Review:

Select Board Office Pending
Town Manager's Office Pending
Town Counsel Pending
Select Board Pending

Select Board Pending 10/24/2022 8:30 AM