

SUDBURY SELECT BOARD
THURSDAY, SEPTEMBER 14, 2023
ANNUAL SELECT BOARD GOAL SETTING
HYBRID MEETING - POLICE STATION TRAINING ROOM
75 HUDSON ROAD
(Meeting can be viewed at www.sudburytv.org)

Present: Chair Janie Dretler, Vice-Chair Lisa Kouchakdjian, Select Board Member Charles Russo, Select Board Member Daniel Carty, Select Board Member Jennifer Roberts, Assistant Town Manager Maryanne Bilodeau, Town Manager Andrew Sheehan.

Town senior staff /department heads present: Senior Center Director Debra Galloway, Police Chief Scott Nix, Fire Chief John Whalen

Also Present: Mel Kleckner, Facilitator – UMass Collins Center for Public Management

The statutory requirements as to notice having been compiled with, the meeting was convened at 10:05 AM at the Sudbury Police Station Training Room.

Chair Dretler announced the recording of the meeting and other procedural aspects included in the hybrid meeting being conducted. Select Board roll call: Kouchakdjian-present, Carty-present, Dretler-present, Russo-present, Roberts-present

Public Comments on items not on agenda

None

Chair Dretler confirmed that senior staff and department heads not present at this meeting submitted associated goals for Select Board review.

Annual Select Board Goal Setting discussion with Town senior staff

Chair Dretler introduced facilitator Mel Kleckner of the UMass Collins Center for Public Management.

Review of Mission/Values Statements/Priority Goal Categories

Chair Dretler reviewed the Select Board Goal Categories:

- Effective Governance and Communications
- Town Services and Infrastructure
- Financial Management and Economic Resilience
- Open Space, Recreation and Historic Assets
- Transportation, Mobility and Housing
- Environmental Health and Wellness

Last Year's Prioritized Goals (2023)

Chair Dretler reviewed the Prioritized Select Board Goals of 2023, and associated goal categories:

- Investigation of Vocational Education Access Options – Effective Governance and Communication
- Determine funding options for construction of Phase 3A-CSX/Rt. 20 of the BFRT Project – Open Space, Recreation & Historic Assets
- Expand (Normalize) and fund a Transportation Option, especially for vulnerable populations – Transportation, Mobility & Housing
- Adopt sustainability and climate change initiatives, including hiring a Sustainability Coordinator and creation of a Climate Mobilization Action Plan – Environmental Health and Wellness
- Conduct a comprehensive ADA Plan – Transportation, Mobility & Housing

Chair Dretler asked Board Members if additional work was required in order to satisfy/complete last year's goals.

Vice-Chair Kouchakdjian acknowledged that the Vocational Education Access goal required additional work and indicated this goal should be included on the Select Board's 2024 Priority Goals.

Chair Dretler explained the Board concurred that the construction of Phase 3A-CSX/Rte. 20 of the BFRT Project be advanced as a TIP project and access State funding. She noted that design aspects would be advanced this year; this goal should be included on the Select Board's 2024 Priority Goals.

Board Member Carty confirmed that the goal to expand (normalize) and fund a Transportation Option is a work in progress and should be included on the Select Board's 2024 Priority Goals.

Board Member Roberts acknowledged that much progress had been made with the Town's sustainability and climate change initiatives, including the hiring of a Sustainability Coordinator, and funding for a sustainability plan has been developed along with advancement of Town sustainability initiatives. She noted that more work in this area is required as effects of climate change increases. Board Member Roberts opined about the creation of a related Bylaw, policies, and advancement of additional initiatives.

Board Member Russo commented about implementation of a comprehensive ADA Plan, and progress has been made in this area. He noted that Combined Facilities Director Sandra Duran has provided the Board and the Town with many updates regarding ADA progress in the Town. Board Member Russo confirmed that ADA aspects will likely be ongoing, but a path forward has been established.

Discussion of SMART Goals

Mr. Kleckner stressed the importance of SMART Goals when considering goal-setting for the Town, and stressed associated mission statement and values.

Mr. Kleckner spelled out the acronym SMART: S = Specific, M = Measurable, A = Attainable, R = Relevant, T = Time Bound, and its importance to the goal process.

Mr. Kleckner described the goal voting process to be conducted at today's meeting.

Town Manager/Department Head Input

Town Manager Sheehan noted that several new goals were to be considered; one from himself and four from Senior Center Director Deb Galloway.

Town Manager Sheehan addressed the goal that he included: Financial Management and resiliency/long-term financial stability (on the capital and operation sides). He described the importance of Staff succession planning.

Ms. Galloway mentioned the importance of emergency communication for senior citizens. She addressed the aspects of transportation, housing, emergency preparedness and planning for the new community center as it relates to this select group of residents. She stressed the continued support for transportation services.

Vice-Chair Kouchakdjian spoke of considering a type of registration program for those residents, such as senior residents, who could be contacted if emergencies should arise in Town. Ms. Galloway confirmed there is a tracking system through the Senior Center and an emergency call list, which is shared with the Fire and Police Department. Chief Nix confirmed the Police Department has a special list for residents with dementia, as well as younger residents with special needs. Chief Nix explained challenges associated with getting the mentioned population on the Police Department emergency list. He stressed the importance of creating trusting relationships with these people. Board Member Roberts asked Chief Nix if increased resources would help the effort to advance relationships with the population discussed. Ms. Galloway responded that getting the “word out” was the most essential element, which could involve emergency situation meetings advanced by the Select Board. Ms. Roberts suggested a possible task force.

Chief Whalen concurred that the Fire Department, Police Department and COA are working together on the emergency list. He noted that many people are not impressed by the shelter conditions if an emergency should happen; he stressed that the new Fairbank Center will improve conditions. Chief Whalen stressed that time and manpower were needed to advance this plan.

Chair Dretler inquired about the MRC requirements. Chief Whalen explained the MRC (Medical Reserve Corps) volunteers/medical professionals (doctors, nurses and paramedics) get their direction from the Sudbury Board of Health. The MRC is invaluable during disasters/emergencies and work in concert with CERTS (Community Emergency Response Team). Chief Whalen recommended additional coverage by SudburyTV. Town Manager Sheehan mentioned participation in the Great Meadows Collaborative.

Identification of 2024 Goals

Mr. Kleckner recommended consolidating some of the goals.

Vice-Chair Kouchakdjian asked if the Board should consider which attained goals could now be operationalized by the Town Manager. Vice-Chair Kouchakdjian mentioned the vocational education goal. Board members stated that this should still be a Select Board goal and not a Town Manager goal.

Board Members discussed the elimination of various goals from last year and spoke of combining and changing the language associated with those goals, which included:

- Sustainability and Climate Change initiatives; including hiring a Sustainability Coordinator and creation of Climate Mobilization Action Plan
- Revise and update the LS Agreement
- Hiring and onboarding a new Town Manager prior to Annual Town Meeting
- Tracking progress on Capital projects
- Complete Efficiency Analysis - regionalization/public/private/intermunicipal agreements
- Conduct space needs assessment for staff
- Uber/Taxi Rides – Decision
- Enhance Capital Planning, Maintenance, and funding process and possible regional approach

- Plan for completion of construction projects
- Feasibility study for upkeep of facilities and other areas/properties (incorporated above)
- Complete Financial Policies
- Upgrade Fire Station 2 (Rte 20)
- Health Regulations – update
- More robust Public Health Resources
- Fairbank Community Center
- Preventative Maintenance
- Culverts
- Comprehensive wastewater management plan completion
- Senior transportation
- Dementia-friendly practices
- Recognizing veterans
- Building personnel needs
- Tourism promotion
- Ensure impacted residents with conservation restrictions are provided prompt service
- Livable Sudbury
- Town Center Development
- Support for sustainable transportation options for all residents (especially older residents and those with disabilities)
- Create support for new Community Center (multi-generational hub of Sudbury)

After an in-depth Board discussion regarding the elimination of various goals as listed on the “Town of Sudbury – 2024 Proposed Goals,” Mr. Klechner read the list of goals that included:

- MBTA Communities Zoning
- Coordination/Accountability on various planning studies
- Civic engagement
- Address Staffing needs and succession planning
- Economic Development
- Revising Select Board policies

Break

Board Member Russo motioned to recess and return at 12:25 PM. Vice-Chair Kouchakdjian seconded the motion.

It was on motion 5-0; Kouchakdjian-aye, Russo-aye, Carty-aye, Roberts-aye, Dretler-aye

VOTED: To recess and return at 12:25 PM.

Ranking of 2024 Select Board Goals

Board Members resumed the meeting at 12:25 PM. Chair Dretler confirmed the list of goals for FY24 was prepared and Board Members reviewed and ranked the Select Board top priority goals for FY24; with each Board

Member identifying five goals. Chair Dretler confirmed that each Board Member submitted their score sheet to Mr. Kleckner.

Mr. Kleckner presented the top eight (8) Select Board Goals in order of priority:

1. Develop a long-term comprehensive plan to fund and manage the operating and capital budgets.
2. Address staffing needs and succession planning.
3. Investigation of Vocational Education Access options.
4. MBTA Communities Zoning
5. Economic Development
6. Determine funding options for construction of Phase 3A-CSX/Rt 20 of the Bruce Freeman Rail Trail.
7. Expand (Normalize) and fund a Transportation Option, especially for vulnerable populations.
8. Conduct a comprehensive ADA Plan.

Chair Dretler recommended that the Board focus on the top six priority goals as the agreed upon process was to prioritize goals that received multiple votes, noting that the rest of the goals discussed would be worked on.

Vice-Chair Kouchakdjian agreed to continue working on Select Board Goal #3 - Investigation of Vocational Education Access options.

Board Member Russo agreed to work on Select Board Goal # 4 – MBTA Communities Zoning.

Board Member Roberts agreed to work on Select Board Goal #5 – Economic Development.

Chair Dretler agreed to work on Select Board Goal #6 - Determine funding options for construction of Phase 3A-CSX/Rte 20 of the Bruce Freeman Rail Trail.

Board Member Carty agreed to continue work on Select Board Goal #7 - Expand (Normalize) and fund a Transportation Option, especially for vulnerable populations.

Select Board Members agreed that all Members would be working on Goal #1 - Develop a long-term comprehensive plan to fund and manage the operating and capital budgets (Town Manager's goal) and Goal #2 - Address staffing needs and succession planning (Town Manager's goal) along with Town Manager Sheehan

Town Manager Sheehan noted the Board Members would present assigned goal implementation ideas at an upcoming Select Board Meeting. Chair Dretler recommended that the Board could refine some goal language at the September 26th Select Board Meeting and finalize the goals with a vote at that meeting.

Chair Dretler read in the words of the motion. Vice-Chair Kouchakdjian moved in the words of the Chair. Board Member Carty seconded the motion.

It was on motion 5-0; ; Kouchakdjian-aye, Russo-aye, Carty-aye, Roberts-aye, Dretler-aye

VOTED: To adjourn the Select Board Goal Setting Meeting.

There being no further business, the meeting ended at 12:40 PM.

SB meeting 09/14/23 = Documents & Exhibits

1. Goal setting session with Department Heads, facilitated by Mel Kleckner of UMass Collins Center.

Attachments:

- 1.a Memo re Sudbury Selectboard Goal Setting 09-14-23
- 1.b SB Mission Statement and Values in Categories
- 1.c SB 2023 Goal Scoring 10-24-22
- 1.d New Goals 2023