

IN BOARD OF SUDBURY SELECTMEN
TUESDAY, NOVEMBER 6, 2018

Present: Chairman Robert C. Haarde, Vice-Chairman Daniel E. Carty, Selectman Patricia A. Brown, Selectman Janie Dretler, Selectman Leonard A. Simon, Town Manager Melissa Rodrigues, Municipal Management Planner and Moderator Bob Halpin, Director of Finance Dennis Keohane, Assistant Town Manager/Human Resources Director Maryanne Bilodeau, Facilities Manager Bill Barletta, DPW Director Dan Nason, Fire Chief John Whalen.

The statutory requirement as to notice having been complied with, the meeting convened at 10:00 a.m. in the Flynn Building – Silva Room.

Opening Remarks by Chairman

At 10:00 a.m. Chairman Haarde called the meeting to order and introduced Moderator Bob Halpin. Mr. Halpin has many years of Massachusetts governmental management experience with a regional economic development background. Presently he is a Senior Associate at the UMass Boston Edward J. Collins, Jr. Center for Public Management. Mr. Halpin was Town Manager in Framingham from 2012 to 2018, and was Town Manager of Westford, North Andover, and held similar positions in Pepperell and Gardner.

Discussion and possible vote on Selectmen's goals

Mr. Halpin presented the agenda:

- Welcome and introductions
- Review of last year's goals/progress as referred to BOS goals – 12/4/17
- Discussion of 2019 goals
- Talk through priority goals/projects
- Selection of prime goals
- Deliverables and liaisons
- Wrap-up

Welcome and Introductions

Everyone in attendance introduced themselves.

Review of last year's goals/progress as referred to on goals chart

Mr. Halpin met with Town Manager Rodrigues yesterday, and the meeting focused on what goals were prioritized last year, and those goals would form the foundation for goal-setting this year. Mr. Halpin distributed the list of 2018 BOS goals.

Town Manager Rodrigues stated that 40 high priority goals were selected by the BOS in 2017, and last year six priority goals were identified establishing a schedule of deliverables and goal target dates.

Town Manager Rodrigues detailed several of the 2018 goals--some achieved and some ongoing:

- *Capital Planning* – Given high priority. Selectmen Carty and Simon continue as liaisons for the Capital Funding Committee, working on the understanding of capital terms, capital stabilization funds, and examining methods to fund capital. An increased capital budget threshold was approved, which changed the bylaw.
- *Lincoln-Sudbury High School Regional Agreement* – Given high priority, with Vice-Chairman Carty continuing his participation in the School Task Force Subcommittee; examining efficiencies, and possible redraft of the regional agreement. At last request, Lincoln declined the meeting to discuss the related topic.

- *Fairbank Task force* – Given high priority. The Article did not pass at Town Meeting, and goal-setting work continues in preparation for Spring Town Meeting with Selectman Brown as the former liaison.
- *SPS Facility Needs Assessment/Administrative Space for SPS* – Given high priority. Selectman Carty is the liaison, and a Facilities Needs Subcommittee was formed in effort to work collaboratively with all stakeholders.
- *Sewer/Route 20* – High priority. Chairman Haarde is the liaison, and preliminary work has started on the SRF application as well as securing a contractor to perform exploratory work. A project update will be presented to the BOS soon.
- *Melone Disposition* – High priority. Chairman Haarde is the liaison, and the 2018 goal for use had been attained. The disposition and future use of Melone will be determined at the December 11 Town Meeting.
- *Bruce Freeman Rail Trail/CSX* – A non-prioritized goal. Selectman Simon was formerly the liaison. A huge portion of the 2018 goal has been attained with funding of 100% of the design plan voted upon at Town Meeting. The project continues to move forward.
- *Communication* – former Selectman Iuliano was the liaison. Communication is a continued yearly goal, in efforts to improved communications with the public. This year's communications enhancements included: the BOS Newsletter, Flash Vote, an improved Sudbury website with expanded project pages, as well as website banner announcing various Town meetings as suggested by a Sudbury resident.
- *Eversource* – Selectmen Haarde and Simon are the liaisons, and two members of the Board is recused. Ongoing litigation.
- *Fire Station* – A non-prioritized goal. Chief Whalen has had meetings with architects, and continues to find ways to downsize the project.
- *OPEB Liability* – A non-prioritized goal. This year, great progress with OPEB liability was achieved and an 11-year plan was implemented to fund ARC at \$70,000 per year.
- *Special Municipal Employees* – A non-prioritized goal. Selectman Brown is the BOS liaison. She and Elaine Jones, of Town Counsel's office, have completed the project and achieved the goal.
- *Town Hall Renovation* – A non-prioritized goal. No BOS liaison and CPC funding had been applied for this year, which will be presented at May Town Meeting.
- *Walkways* – A non-prioritized goal. Became a goal two years ago, since CPC funds cannot be used for this project. Appeared to be completed as funding was provided through the operating budget.
- *Senior Tax Exemption* – BOS liaison was former Selectman Susan Iuliano. Continuance of the program, was voted for at Town Meeting; the goal has been completed.
- *Landham Road* – BOS liaison is Selectman Carty, and last year's goal has been attained for TIP funding, and will continue to be a goal until completion.
- *Open Space Plan* – The goal is ongoing with public meetings in January for the related hearings.
- *Playgrounds* – One playground has been completed at the Haynes School. Funding has been granted by the Sudbury Foundation for half of the two remaining playground projects.
- *Marijuana Zoning/Policy* – BOS liaison is Selectman Simon, and that zoning was completed at the last Town Meeting and the goal is completed.
- *Implementation of MS4* – BOS liaison is Selectman Brown. An application was filed, and bi-yearly street sweeping would commence.
- *Update Selectmen Policies* – Is ongoing with a meeting planned for Friday.
- *Inclusionary Zoning* – There has been no progress on this goal.
- *Recreation Master Plan* – Folded into the Master Space Plan, Debbie Dineen (Conservation Commission), Kayla Wright (Park and Recreation), and Beth Suedmeyer (Planning Board) will be meeting in December.
- *Sudbury Station* – BOS liaison was former Selectman Susan Iuliano. Goal is ongoing with HHC as well as Land Court.

- *Vocational Education* – Never accomplished membership into a new district, but the School Committee chose Assabet Vocational School where Sudbury students are currently enrolled.
- *Sudbury Senior Needs Assessment* – Basically completed, but the contact at UMass is currently on medical leave and the final disposition cannot be official until she returns.
- *Town Master Plan* – Is ongoing and fully funded. Horsley-Witten has been hired as the Master Plan contractor. A steering committee is being established through the Planning Board, and will be meeting within a month.
- *ADA Transition Plan and Evaluation* – No changes, the grant applied for was not awarded.
- *Committee Evaluation and Recruitment* – Initially unable to find applicants for the Disability Commission, and now fully commissioned and meeting weekly. Selectman Brown worked with Elaine Jones of Town Counsel's office to evaluate committees that were defunct, and dissolution of those committees took place this year. Fall Town Meeting changed the bylaws to allow more flexibility, and that goal was achieved at May Town Meeting.

Discussion of 2019 priority goals/projects

Chairman Haarde asked if the Planning Board had been working on inclusionary zoning. Town Manager Rodrigues replied that she had not heard anything about inclusionary zoning, but recommended going forward with it, as a goal.

Chairman Haarde asked about special municipal employees. Town Manager Rodrigues responded that BOS went through a list of special municipal employees. Selectman Brown stated that no changes were made. Chairman Haarde suggested referring this topic to Town Counsel for recommendation. Selectman Simon recommended issuance of a related explanatory memo, to define special municipal employees, and processes; after Town Counsel review.

Mr. Halpin confirmed that the following 2018 goals: Walkways, Senior Tax Exemption, Marijuana Zoning/policy, Fall Town Meeting - changing the bylaw, Committee evaluation and recruitment, and Vocational Education were met in accordance with last year's goals.

Chairman Haarde asked about OPEB liability. Mr. Keohane said that OPEB is a forty-year consideration with eleven years to get on track. OPEB is stable at this time with a substantial amount in trust, and recommended keeping on course. The OPEB plan and is reviewed every other year. Mr. Keohane mentioned that OPEB will always be a long-term consideration. Town Manager Rodrigues added that the Board accomplished its OPEB goal for 2018 even though OPEB is a long-term consideration.

Selectman Brown reminded the Board that scheduled review of the OPEB issue is very important since a bigger bite is taken out of the budget every year. Selectman Simon reiterated the importance of the OPEB review every other year.

Vice-Chairman Carty recommended that the Board conduct a yearly update, and an official report presented by the Finance Director every two years.

Chairman Haarde added that the OPEB goal was a huge accomplishment. Vice-Chairman Carty stated that the Board agreed with the plan for OPEB.

A separate discussion regarding Sudbury open land and Town-owned properties took place. Chairman Haarde stressed that the focus is on the properties that the Town might be purchasing. Vice-Chairman Carty added that Broadacres and Sewataro are in the forefront. Selectman Dretler said that some properties ranked in lower priority than others. Vice-Chairman Carty emphasized the importance of periodic assessment and that use of Town-owned land is not always considered open space, and Broadacre and Sewataro are real considerations now.

Discussion followed regarding the Open Space Plan, the Town Master Plan, and the Recreation Plan. Selectman Simon suggested that the Board look at these three areas as ongoing projects, and that the Board's obligation was to make sure that those three plans are reviewed periodically to assure they're up-to-date. He added that cost and use are the most important factors when examining any property.

Mr. Halpin categorized "Use of Town Land: Sewataro, Broadacre, Town Center" as a goal topic for 2019. Vice-Chairman Carty reinforced the distinction between Town land and open space. Town Manager Rodrigues made the clear distinction between the goals regarding use of land and acquisition of land. The Board agreed with that distinction, and had Mr. Halpin delineate the separate goals on the white board.

A Master Plan discussion took place. Selectman Brown mentioned that ultimately the Master Plan is the responsibility of the Planning Board, and not the Board of Selectmen. Chairman Haarde agreed; the Board's role is to support the Planning Board.

Selectman Dretler had concerns about related traffic and transportation issues. Chairman Haarde responded that those mentioned areas should be regarded as separate goals. Vice-Chairman Carty reminded the Board that the Transportation Committee was recently formed and will focus on the traffic and transportation issues. Although they're different topics they're somewhat related. Selectman Brown suggested a regional caption addition so the transportation goal read: "Regional and Local Transportation."

Chairman Haarde recommended that the 2018 Sudbury Station goal remain a separate and distinct goal, different from the Sudbury Center goal, as the Board continues to recommend litigation associated with Sudbury Station. Mr. Halpin made the change on the white board.

Selectman Brown suggested that a three-year ongoing calendar should be a Board goal. She stated that utilization of such a calendar would remind the Board of the Senior Tax Exemption goal (as an example) when renewal time comes up in 2021. Vice-Chairman Carty agreed that adding a formalized calendar/project management dashboard for the purpose of deliverables and action was very much needed. A formalized project management tool and process is essential. Chairman Haarde mentioned that a dashboard would be an appropriate device as a management tool.

Selectman Simon suggested the need to differentiate between 12-month goals and longer-term goals. Vice-Chairman Carty stated that new processes could be developed as well.

Selectman Brown recommended amending the SPS facility needs assessment to include the related office space. Vice-Chairman Carty recommended including the suggested topic by altering the Fairbank Center goal to:

- Fairbank Center
 - Senior Center
 - SPS Administrative Offices
 - Park and Recreation

Mr. Halpin documented that Fairbank goal language. Selectman Simon mentioned that the Fairbank Center was a super goal considering its complex components and intertwining aspects. Mr. Halpin commented on the deliverables aspect.

Selectman Dretler wanted to further discuss the communications goal. Town Manager Rodrigues added that the communications topic had never been considered a true deliverable in the past. She stated that in the past three years the communications goal has been greatly enhanced. Selectman Dretler suggested the distribution of hand-outs/fliers to get information to residents who don't utilize electronic modes.

Vice-Chairman Carty agreed that if this topic was treated as a goal, communications could be improved, but specificity was the issue. Town Manager Rodrigues added that the communications aspect had come a long way with more descriptive warrants, closed-captioning, an improved website and expanded newsletters.

Vice-Chairman Carty said that the goal of Fire Station #3 should be fine-tuned and include the improvement of Fire Station #2 if needed. Selectman Simon stated that further information regarding fire prevention, equipment, and site considerations need further examination. Vice-Chairman Carty stressed that with the Melone consideration, the Fire Station situation has changed. Where the Town is now is different than where it was in 2017.

Town Manager Rodrigues recommended keeping the fire station goal succinct at this time without inclusion of equipment. Chief Whalen added that Station #2 is the priority now, but the two stations are older buildings. Selectman Simon suggested that this topic be revisited after the December 11 Special Town Meeting to determine if Quarry North will be going forward.

Chief Whalen stated the goal would be to have three fire personnel staff Station #3 to provide services for North Sudbury, four fire personnel at Station #2, and the remainder of staff servicing the central station. He stressed that the response time currently is very good, and wants to keep it that way going forward.

Chairman Haarde stated a plan is necessary for both fire stations, and a cost estimate and timeline for both stations is needed so residents can understand all the implications. Town Manager Rodrigues suggested including Fire Department capacity and readiness detail which involves staffing allocations as well as the physical plant. Mr. Halpin composed the Fire Department goal as “Fire Department Capacity.”

Vice-Chairman Carty asked if the Board wanted to keep CSX and the Rail Trail goals as one goal or separate them. Selectman Simon stated that separating them could create overlap. Town Manager Rodrigues stated that the deliverables would have to be defined separately with two different goals. Selectman Simon suggested keeping the goals together with separate deliverables such as labeling the goal to the “north,” and “south” Rail Trail. This is similar to the goal title the Board amended for the Fairbank Center, and the Board agreed with this goal description change.

A discussion regarding Town Land took place. From that discussion, a “Use of Town Land” category was established to include Sewataro, Broadacres, and the 40-acre Town Center land (Sudbury Station). Members agreed that a “Plan” category was also highlighted, with description for review every 2 to 3 years from understanding.

Selection of prime goals

Town Manager Rodrigues and Mr. Halpin prepared the goal items on charts enabling Board Members to assign priority designations using stickers. Town Manager Rodrigues stated that the Board would first designate the priority goals, and then address the deliverable aspect.

The Board reviewed the goals presented on the draft board. Selectmen Dretler and Simon stated that it was premature to include Sewataro as a primary goal. Chairman Haarde said this may be the only time to make Sewataro a focus because the matter may be resolved. Vice-Chairman Carty maintained that Sewataro was on the Open Space Plan priority, and the owner has already indicated that the selling process has begun. Selectman Brown added that the Town Manager had submitted an application to the CPC for this property.

Selectman Simon stated that the public hasn't yet received all the information on the property, and this would be an expensive property for the Town to purchase. Chairman Haarde replied that the voters at Town Meeting would make that decision. Selectman Brown suggested that Sewataro be left on the board, and members could choose not to make it a high priority goal. Vice-Chairman Carty stated that Sewataro might not be voted in the top five priority goals, but the Board should still retain it as a goal for 2019.

At the conclusion of the exercise, priority goal areas appeared as:

- Fairbank – (SPS, Senior Center and Park and Rec.) - 6 stickers

- North/South Rail Trail – (BFRT and CSX) - 6 stickers
- Capital Planning Funding – 5 stickers
- Town Center – 5 stickers
- Fire Station 2 & 3/Capacity – 5 stickers
- Sewataro – 4 stickers
- Broadacres – 4 stickers
- Formalized Project Management Process and Control – 3 stickers
- Melone – 2 stickers
- LS District Agreement – 2 stickers
- Inclusionary Zoning – 2 stickers
- Eversource – 1 sticker
- Acquisition of Land/Use of Land – 1 sticker
- Town Hall/Renovations – 1 sticker
- Three-Year Calendar – 1 sticker
- Traffic/Transportation Planning – 1 sticker
- Sudbury Station – 1 sticker
- BOS Policies – 1 sticker

Mr. Halpin composed a Priority Goal Graph as dictated by the Board including deliverables and prospective time lines.

Project *Fairbank

- Senior Center
- SPS Administrative Office
- Park and Recreation

Deliverables: Staff Proposal/Census/Warrant

Timeline: May 2019 Town Meeting

Project *North/South Rail Trail

BFRT and CSX

Deliverables: Completion of 25% and 75% of the design, and delivery to DOT including design public hearing and contract to complete design.

Timeline: Determined by DOT

Project: *Capital Planning Funding

Deliverables: BOS recommendation to fund up to 2.5% of budget

Timeline: Committee votes and presents to BOS

Project *Sudbury Town Center

Deliverables: Acquisition and Preservation of 40 acres in Town Center

Timeline: May 2019 Town Meeting

Project: *Fire Station 2 & 3 Capacity

Deliverables: Statement of Need

Timeline: Plan by May 2019 and funding by October 2019

Project: *Sewataro

Deliverables: Due diligence through April 2019 and BOS decision by June 2019

Timeline: October 2019 Town Meeting

Town Manager Rodrigues stated that the next step in the BOS Goals process would be the creation of the official goal list for 2019 highlighting the priority goals. She would assign staff liaisons, and Selectmen would choose the Board liaisons.

Town Manager Rodrigues affirmed that any goals determined today are in draft form only, and would have to be ratified later with a vote. This was a brainstorming session and actual priorities had not been formally established.

Meeting adjourned at 12:26 p.m.

Attest: _____

Melissa Murphy-Rodrigues
Town Manager-Clerk