

SUDBURY BOARD OF SELECTMEN

WEDNESDAY NOVEMBER 16, 2020

(Meeting can be viewed at [www.sudburytv.org](http://www.sudburytv.org))

Goal Setting Meeting

Present: Chair Janie Dretler, Vice-Chair Jennifer Roberts, Selectman Daniel E. Carty, Selectman William Schineller, Selectman Charles Russo, Town Manager Henry L. Hayes, Jr., Assistant Town Manager/HR Director Maryanne Bilodeau, Police Chief Scott Nix, Fire Chief John Whalen, DPW Director Dan Nason, Facilities Director Bill Barletta, Finance Director Dennis Keohane, Director of Planning and Community Development Adam Duchesneau, Environmental Planner Beth Suedmeyer, Technology Administrator Mark Thompson, Conservation Coordinator Lori Capone, Moderators Robert Halpin and Michael Ward (UMass Collins Center).

The statutory requirements as to notice having been complied with, the meeting was convened at 9:01 a.m. via Zoom telecommunication mode.

**CALL TO ORDER/ROLL CALL**

Chair Dretler conducted roll call and made announcement regarding the recording of the meeting and other procedural aspects included in the meeting.

Roll Call: Russo-aye, Carty-aye, Schineller-aye, Dretler-aye, Roberts-aye

**Opening remarks by Chairman**

Chair Dretler welcomed Moderator Robert Halpin and Michael Ward from the UMass Collins Center.

**Reports from Town Manager**

Town Manager Hayes recognized the Goal Setting Session moderator, Robert Halpin. He stated that the BOS goals would be voted on and prioritized with numerical designation. Town Manager Hayes further detailed the goal setting process, noting the order would follow the process used in the last several BOS Goal Setting Sessions.

**Reports from Selectmen**

Board members had no additional comments.

**Goal Setting Discussion**

Mr. Halpin stated the goal-setting session would include an interactive presentation by Town department heads, followed by review of 2020 goals, setting a 2021 goal listing and final calculation of Select Board voting for 2021 BOS goals. He stated that the goal setting would be adapted to the remote meeting setting.

Mr. Halpin outlined that the Board would review strategic groupings for 2020 and adjust those groupings for 2021, if desired. Mr. Halpin outlined the seven groupings for the Board to consider.

Mr. Halpin stated that Mr. Thompson and Mr. Ward created the BOS goal spreadsheets to record and prioritize 2021 BOS goals.

The Board discussed the numerical voting process.

In consideration of finalized BOS 2021 priority goals, Town department heads presented department updates:

### Fire Department

Chief John Whalen presented the priority goals and noted that proposed plans had not changed from last year. He stated the main focus involved the rehabbing of two fire stations.

Chief Whalen suggested that the Board approve an emergency management plan budget for such emergencies, like COVID. He noted that much COVID funding had come from the Cares Act and Fire Department funding.

Chair Dretler asked about the funding of such emergency management plan budget. Chief Whalen responded that an initial budget of \$5,000 to \$10,000 would help.

Vice-Chair Roberts asked about the status of the overlay funds. Mr. Keohane responded that the overlay funds would be part of free cash, and would not be available until the certification process was completed.

### Police Department

Chief Scott Nix stated the need for sidewalks and crosswalks is the main goal, and had been requested for many years, as well as finalization of a priority list of streets in most need of sidewalks and cross walks. He exampled the need at Pantry Road. He noted that the Traffic Safety Committee had been involved with this goal for some time, and noted that he receives many related resident requests, as does the DPW Director.

Chair Dretler asked if DPW had such a priority list. Chief Nix indicated not.

Selectman Schineller asked if it would be appropriate to roll such a Sidewalks/Cross Walk listing into a capital plan list. Chief Nix was in agreement, and noted Community Preservation Committee funded such implementation in the past.

Chief Nix stressed the importance of advancing a Town-wide sidewalks/crosswalks plan and the creation of a master List.

### DPW

Mr. Dan Nason recognized the importance of sidewalk/crosswalk installations, and confirmed that proposed locations for sidewalks/walkways was continually being assessed (yearly) in concert with the Town paving plan (every three years). He noted the utility organizations (Eversource, National Grid, Sudbury Water District) perform construction on the Town streets, and coordination of such roadway improvements (walkways and crossways) are considered at those construction times, but does not always happen.

Mr. Nason provided updates on current Town projects, including work on drains, bridges, culverts, and bridges (Dunton Road Bridge, Wayside Inn Road Bridge).

Mr. Nason noted that the snow plow plan was currently being worked on.

### Council on Aging

Ms. Debra Galloway presented several department goals, including: planning and design for the Fairbank Community Center, Town transportation for seniors (continuation of pilot taxi program and UBER services to be

implemented soon), implementation of age-friendly and dementia-friendly policies, COVID safety measures, and emergency planning, (with special consideration of power loss).

Vice-Chair Roberts queried regarding upcoming UBER and Taxi funding. Ms. Galloway replied both incentives were grant-funded programs and Mr. Duchesneau and Selectman Carty were working with MAPC (Metropolitan Area Planning Council) for such grant funding. She noted that Alice Sapienza has been instrumental in this effort, and another round of funding for the taxi program is being sought.

### Facilities

Mr. Bill Barletta affirmed that the main goal for Facilities was the design phase for the Fairbank Community Center. He noted another major goal was the ADA Self-Assessment, which nears completion. He stressed that upon completion, deficiencies would then be addressed.

Mr. Barletta detailed an important ongoing goal concerning indoor environmental issues in the pandemic environment. He noted that this goal has been successful thus far, especially in consideration of the schools, and detailed the availability of additional equipment which the Town might consider.

Town building security was another topic of importance, as outlined by Mr. Barletta. He maintained it was time to implement a security plan, and suggested card access system and increased number of security cameras.

Mr. Barletta maintained that preventative maintenance continues to be an important goal, and reported in the last several years there has been a significant shift from the break/fix process.

Mr. Barletta mentioned a customer service priority goal which would provide support to all departments and other Town priorities as they arise.

Chair Dretler inquired about the ADA resolution timeline, and indoor environmental/COVID considerations. Mr. Barletta responded the finalized ADA report will list the consultant's priorities, and the Town will determine the priority listing, in recognition that some of those report recommendations can be addressed more quickly.

Vice-Chair Roberts asked if a Fairbank Advisory Design Committee could include membership from the Fairbank users' group. Mr. Barletta responded affirmatively.

Selectman Russo asked about the software maintenance tracking system being utilized. Mr. Barletta described the Facility Dude software being used for such tracking; adding that the system included additional capabilities, which he would be exploring. Mr. Barletta confirmed he had considerable experience with the described software tracking system.

Selectman Schineller asked about the security goal. Mr. Barletta explained a card access system would allow access to multiple Town buildings. He provided detail regarding a security camera system as well.

Selectman Schineller asked if BOS Policies could be amended to endorse additional property maintenance language. Mr. Barletta agreed and stated that capital planning policy could be included in such fashion as well.

Selectman Schineller asked about proposed Fire Station design amendments related to cost. Mr. Barletta confirmed that the two fire stations are continually deteriorating, and suggested that cost estimate questions be deferred to Chief Whalen.

Planning and Community Development

Mr. Adam Duchesneau stated that one primary goal item and several secondary items were being considered. Mr. Duchesneau stated the primary goals regarding the BFRT and CSX Corridor projects require rearrangement of staff responsibilities. He stated Ms. Suedmeyer assumed the role of lead contact person for BFRT and CSX Corridor projects. He reiterated the importance of advancing the design aspects at this time.

Mr. Duchesneau addressed the transportation project – Go Sudbury! Taxi program and explained the long-term planning considerations for the program. Mr. Duchesneau recommended the placement of an additional person to cover grant funding/writing and transportation-related responsibilities, including community outreach.

Mr. Duchesneau emphasized the sidewalk/crosswalk prioritization process goal, noting that an increased number of residents requested such implementation. Mr. Duchesneau confirmed four ongoing sidewalk projects being considered currently. He maintained a priority list was essential going forward.

Chair Dretler opined about a proposed sidewalk/crosswalk plan coordinated with the proposed rail trail plans. Mr. Duchesneau detailed that areas of greater need involve locations where sidewalk connections terminate or are disrupted. Chair Dretler mentioned her interest in reviewing a list in consideration of proximity to rail trail locations/intersections/by-sections.

Selectman Russo inquired about responsibilities associated with the new Master Plan, and Conservation Commission aspects. Mr. Duchesneau responded Master Plan implementation was currently being discussed and implemented. He confirmed that an action plan had commenced with an historic preservation consultant contract, as approved by the Board.

Selectman Carty commented that there may be locations where the BFRT might connect with Town sidewalk/crosswalk planning. He mentioned possible Featherland Park locations connecting the BFRT. He also mentioned the break in sidewalk at Peakham Road, and stated that certain crosswalks had been eliminated over the years. Selectman Carty stressed the importance of broader connectivity to the BFRT. Chair Dretler agreed.

Selectman Carty asked how the Selectmen could enable other groups to advance with the Master Plan, and related action planning. Mr. Duchesneau responded BOS involvement from a liaison prospective, with guidance and suggested actions.

Vice-Chair Roberts inquired about incentives to help the business community in consideration of economic development. She asked about the possibility of additional Planning Department support person assist in attaining goals related to the BFRT project, as well as transportation related goals. Mr. Duchesneau responded that for now, the plan is to keep things as they are; and later in the process, consult with Fuss & O'Neill regarding that aspect. Ms. Suedmeyer agreed that demands over the next year might require evaluation from a party that has been involved in the planning of the project.

Ms. Suedmeyer suggested BFRT connectivity opportunities could encourage visits to historical places/landmarks along the BFRT, as well as consideration regarding commercial entities can be better connected to the BFRT.

Selectman Roberts asked if the last quarter mile of the trail (closest to Rte. 20) could be approved within the current project model. Ms. Suedmeyer responded that such inclusion could be explored, but inclusion within the current project timeline would likely not be possible.

### Conservation Commission

Ms. Lori Capone stated that current goals included open land incentives, and updating Town trail guides (public, land trust and Town-owned) which had not been updated since the 1970s. She noted that CPA funding was granted to the King Phillips area, to help re-establish the historical significance of the property, advance the removal of invasive species, with installation of informational signage.

Ms. Capone mentioned the improvement goals regarding the Carding Mill Conservation land and confirmed the Commission is offering to work with the Historical Commission in effort to create special public viewing and historical tours of the Carding Mill, a day or two each year. She also mentioned the chestnut project at Stearns Mill/ Carding Mill, adding the first year of the project at the Wayside Inn site went well; and the Carding Mill area will become suitable for activities such as kayaking.

Ms. Capone noted that the Commission is currently working on Conservation restriction updates, and noted there were no baseline reports available at this time. She affirmed that the Commission is seeking volunteers to be members of a Land Stewardship Committee, to facilitate with this mission, as well as monitor conditions of the existing trails.

Chair Dretler asked if SVT (Sudbury Valley Trustees) volunteers might be available to join the Land Stewardship Committee. Ms. Capone confirmed that she had inquired and discovered that SVT volunteers were involved in other ongoing projects at this time.

Selectman Russo reinforced the importance of the proposed Land Stewardship Committee, and noted Conservation Commission membership required much time. He stated that Ms. Capone and staff are busy with the Eversource applications. Selectman Russo mentioned that residents are always requesting that the trails be better maintained, as well as ADA compliant. Selectman Russo suggested that the trails maintenance budget be increased considerably with future budgeting. Chair Dretler agreed with Selectman Russo's request, in consideration of recent properties acquired by the Town.

Selectman Carty commented the Sudbury Boy Scouts would be happy to volunteer, and are always eager to assist with community projects.

### Information Technology (IT)

Mr. Mark Thompson stated that one of the primary IT goals was to enhance the Town website from being an informational website to a 24-7 Town Hall website.

Mr. Thompson noted that another goal involved expansion of the on-line permitting system to include additional Town department permitting. Mr. Thompson explained the digitalization process with the Building Department documentation. He mentioned that his department has been working on the digitalization of documents, adding that such digitalization had been completed for the Building Department. Mr. Thompson detailed that Health Department documentation is now being digitalized, and hopes to provide an on-line database with all documentation accessible to all.

Mr. Thompson provided a summary regarding the goal related to advancing/enhancing the Sudbury remote home office with expanded phone system capabilities.

Chair Dretler thanked Mr. Thompson for providing Town website updates, including the Board of Selectmen meeting topics/detail.

#### Finances

Mr. Dennis Keohane stated that the primary goal was to advance the Select Boards' Financial Policies and Capital Planning Policies in consideration of what such funding would look like.

Mr. Keohane said the Town has been attempting to increase capacity the last several years, and this year and next year that number has been increased due to the pandemic and associated revenue shortfall.

Selectman Russo asked if the Finance Department lost an employee. Mr. Keohane confirmed there was one less staff member, and the department accountant was on leave.

Selectman Russo inquired about the software used by the Finance Department. Mr. Keohane provide detail regarding the data base system used by the Department.

#### Human Resources and Assistant Town Manager

Ms. Maryanne Bilodeau stated that moving forward, the Town Manager and Selectmen's Office would continue to focus on the ADA Transitional Plan, Budgets, and Capital Planning which continues to be a problem in these pandemic times.

Ms. Bilodeau noted that the collective bargaining topic will be presented soon. She noted that she has been involved in COVID-related meetings with Health Director Bill Murphy, Chief Whalen and Mr. Barletta regarding COVID-related issues as it relates to staffing. Ms. Bilodeau mentioned consideration related to continued service offerings at the Library, Park & Recreation, and the Senior Center.

Ms. Bilodeau affirmed she would continue to assist whenever and wherever that need might be.

#### Town Manager

Town Manager Hayes stated that he was reviewing community-wide impacts/bylaws regarding Town properties and available options. He mentioned engagement with the Chamber of Commerce and citizen outreach, which would benefit the Town.

Town Manager Hayes spoke about employee considerations and changes to the employee handbook. He mentioned space utilization needed for employees.

Selectman Carty asked about Health Department, Town Clerk's Office, Goodnow Library, and the Park & Recreation Department 2021 goals.

Town Manager Hayes responded that the Health Department continues with the number one goal – communicable diseases; COVID, EEE; and the balancing of per diem nursing. He acknowledged the approval of an additional health inspector, which will assist in the overall Health Department workload.

Town Manager Hayes stressed the impact of COVID in relation to Park & Recreation scheduling of activities. He mentioned related interaction with Camp Sewataro.

Town Manager Hayes stated the Goodnow Library had shifted offerings during the pandemic period, and remains very solid.

Chair Dretler asked Town Manager Hayes to outline his primary goals for 2021. Town Manager Hayes emphasized that a prime goal was providing adequate staff office accommodations to ensure maintained service levels.

Town Manager Hayes maintained that another primary goal involved implementation of balanced action planning in order to advance Town projects.

Mr. Halpin reviewed the six high-priority goals for 2020 as set by the Board last year:

- Town Manager Search Completion
- Fairbank Community Center
- Regional High School Agreement/Budgeting
- Develop Project Management Review, Control, and Reporting Process
- Upgrade Fire Station 2 (Advanced Life Support Ambulance, Living Quarters)
- Bruce Freeman Rail Trail

The Board engaged in detailed discussion regarding the top BOS Goals of 2020 and the associated deliverables.

The Board addressed major department 2021 goals as presented by senior department heads. Mr. Halpin recorded those goals into seven categories as detailed on the virtual white board (exact language presented):

#### Effective Governance & Communications

- Customer Services for Municipal Facilities
- Enhance Website (More Self-Service)
- LS Regional Agreement and Assessment Process
- Remote Workplace Support
- Development Project Management and Reporting System (KPI report)
- Housekeeping – Including transparency, minutes website
- Update Policies and Procedures
- Three-Year Calendar for BOS
- Diversity, Equity and Inclusion Commission (underway)
- Master Plan Implementation (Driven by Planning Board, Support from BOS)
- Town Meeting – Increasing engagement, efficiency, and participation
- Increase Civic Leadership and Engaged Citizenry

#### Financial Management & Economic Resilience

- Financial Policies and Capital Planning/Funding
- Preventative Maintenance for Capital Assets
- Rte. 20 Beautification and Re-development – Identify Additional Areas in Sudbury
- Facilities Inventory
- Staffing Plan for Future

Town Services & Infrastructure

- Fairbank Community Center
- Upgrade Fire Station 2 (Rte. 20)
- Sidewalks and Crosswalks Priorities
- Pavement Management Plan
- Roadway (bridges, culverts, drains)
- Emergency Management and Response
- Age-Friendly and Dementia Friendly Plans
- Help Emergency Plan for Seniors
- ADA Self-Assessment and Transition Plan
- Indoor Environmental Health
- Town Hall Space Needs
- Comprehensive Stormwater Management Plan (MS-4)
- Fire Station Number 3 (include ALS)
- Vocational Education

Open Space, Recreation & Historic Assets

- Bruce Freeman Rail Trail
- CSX ROW Acquisition
- Land Stewardship Committee (Proactive)
- Carding Mill Work
- Sewataro
- Broadacre Farm
- Town Center Land (former Sudbury Station)
- GPS Base for Trail Guides
- Conservation Restriction Inventory
- Historic Preservation Plan (Larger than an Inventory Plan)
- Funding for Trail Maintenance

Transportation, Mobility & Housing

- Expand (Normalize) and Fund Transportation Option
- Complete Transaction – Quarry Hill and Sudbury Station Transfer
- EV Charging Stations

Environmental Health & Wellness

- Nobscot Road and Rte. 20 Abandoned Property
- Eversource Litigation
- Nuisance By-law
- Sustainability – explore enhanced commitment

At 11:27 a.m., Selectman Carty motioned that the Board recess for several minutes. Chair Dretler seconded the motion.

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

VOTED: That the Board recess for several minutes.

The Board provided initial edits to the presented category listing.

At 11:59 a.m. Selectman Carty motioned that the Board recess for five minutes, for final tallying of 2021 Selectmen Goals. Chair Dretler seconded the motion.

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

VOTED: That the Board recess for five minutes, for final tallying of 2021 Selectmen Goals.

Mr. Halpin and Mr. Thompson presented the virtual Excel Tally reflecting the Five Highest Priority BOS Goals for 2021:

1. Financial Policies and Capital Planning/Funding
2. LS Regional Agreement and Assessment Process
3. Upgrade Fire Station 2 (Rte. 20)
4. Bruce Freeman Rail Trail
5. Sewataro

Other final 2021 BOS Goals included:

- Master Plan Implementation (Driven by the Planning Board – Support from Select Board)
- Expand (Normalize) and Fund Transportation Option
- Diversity, Equity and Inclusion Commission (underway)
- Vocational Education
- Eversource Litigation
- Customer Services for Municipal Facilities
- Enhance Website (More Self-Service)

Next Steps: The Board agreed to finalize the Goals documentation and consider related deliverables.

Chair Dretler confirmed the Select Board would ratify the 2021 Goals vote and consider deliverables at a Board meeting in the near future.

**Vote to adjourn meeting**

Selectman Schineller motioned and Selectman Carty seconded the motion.

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

VOTED: To adjourn the meeting

There being no further business, the meeting was adjourned at 12:15 p.m.

**Documents & Exhibits – 11/16/20**

**1. Goal setting discussion**

**Attachments:**

1.a BOS\_Goals\_2020\_11.1.19\_final