

**SUPPLEMENTAL**

**PACKET**

**Sept. 27**

**2021**

The following list of documents have been added to the Supplemental Packet of the Board of Selectmen Meeting for 09.27.2021 and are labeled according to their corresponding agenda item.

5.1. 2021 STM Article 3: Feasibility Study: 195 Main Street

5.2. 2021 STM Articles: Potential Field Maps

5.3. 2021 STM Articles: Article 4 Proposer's Comments

6. D. Watkins suggestions for Board of Selectmen Annual Report

9. Suggested adjustments to Employee Evaluation Form

10. Prioritization of Goals List

## 2021 STM Article 3: Feasibility Study: 195 Main Street

### **Draft Proposer's Comments:**

Article 3 seeks \$50,000 to study the land parcels at 195 and 207 Main Street to determine suitability for a multi-purpose, natural grass athletic playing field.

195 Main Street, the former Highway Garage, is located south of the Middle School driveway. 207 Main Street is the grassy area located north of the Middle School driveway. At the Fields Forum held in August, the Recreation Commission advised the Board of Selectmen (BoS) that to meet current demand the town needs three additional grass fields. 195 and 207 Main Street, along with the Loker Recreation area were identified as potential grass field sites. An additional feasibility study will determine an appropriate third site.

The feasibility study will include field configuration, parking, drainage, irrigation, lighting needs and address recreation amenities such as bleachers and scoreboard accommodations. As envisioned, a multi-use field will support Soccer, Lacrosse, Field Hockey, Community Sports and Youth Groups.



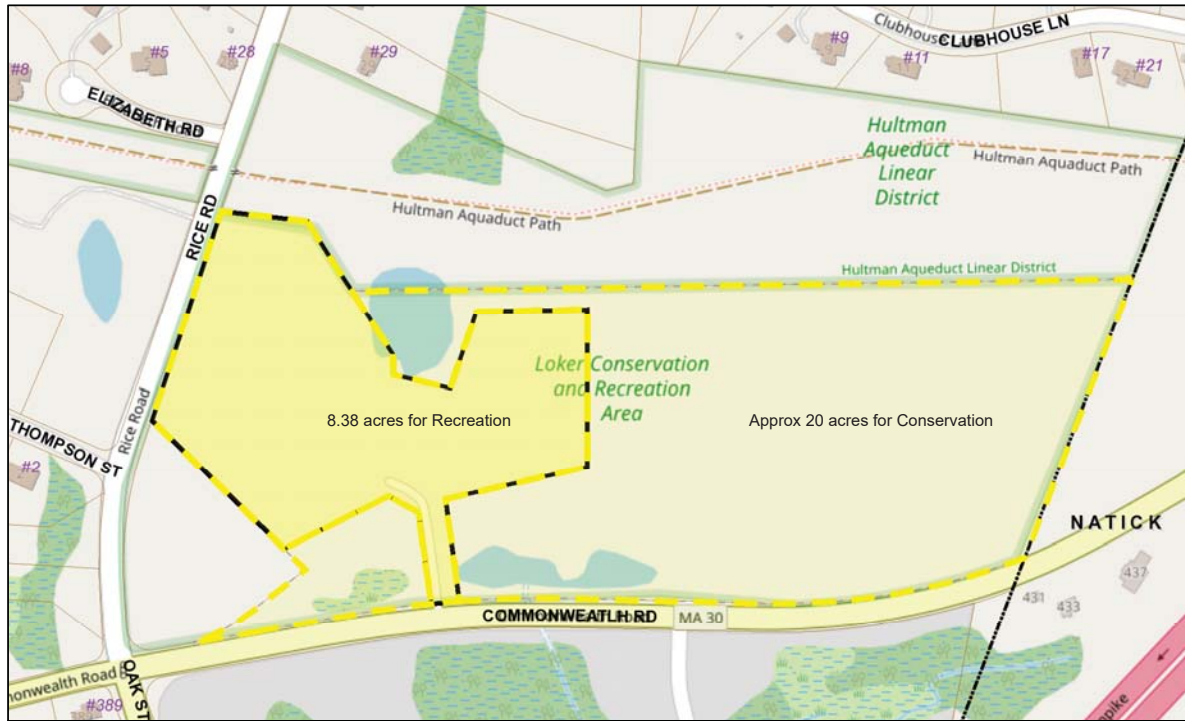
# LOKER RECREATION AREA

## 414 Commonwealth Road

MAP 49-064B

2021 STM, Article 2

1 inch = 250 Feet



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POTENTIAL SITE FOR DEVELOPMENT OF A GRASS RECREATION AREA



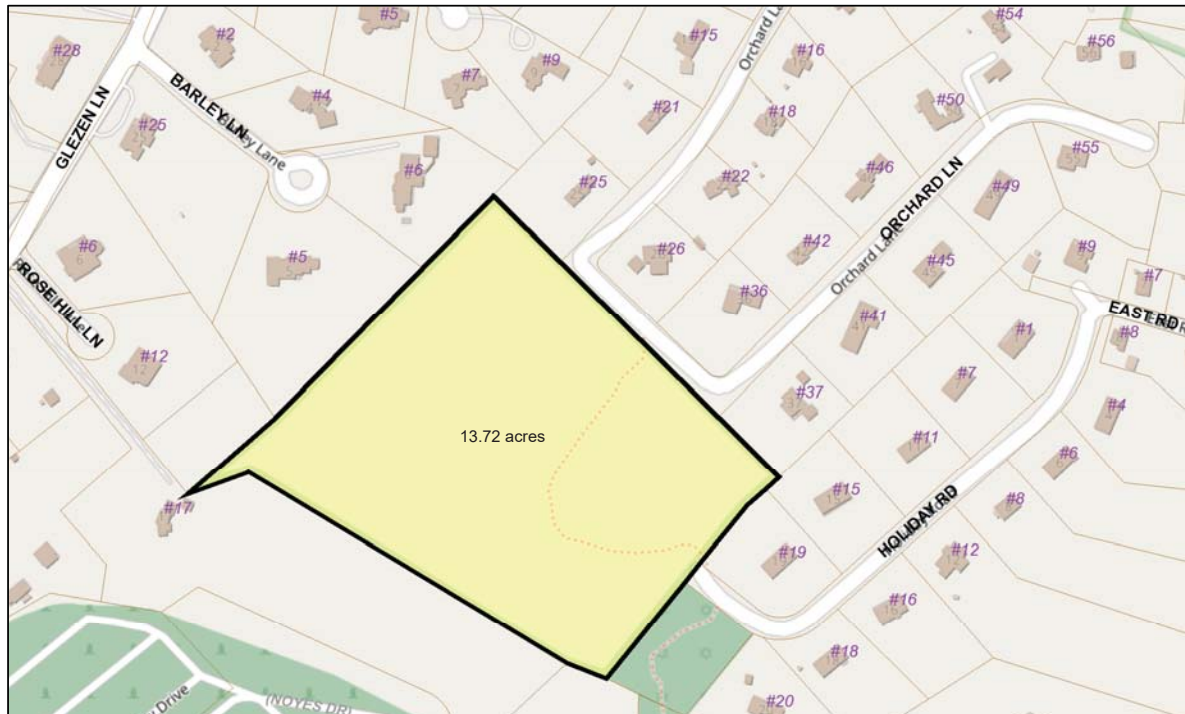
# HOLIDAY ROAD / ORCHARD LANE

## 25 Holiday Road

MAP 18-056

2021 STM, Article 4

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POTENTIAL SITE FOR DEVELOPMENT OF A RECREATION AREA, AS PREVIOUSLY IDENTIFIED BY TOWN STUDIES

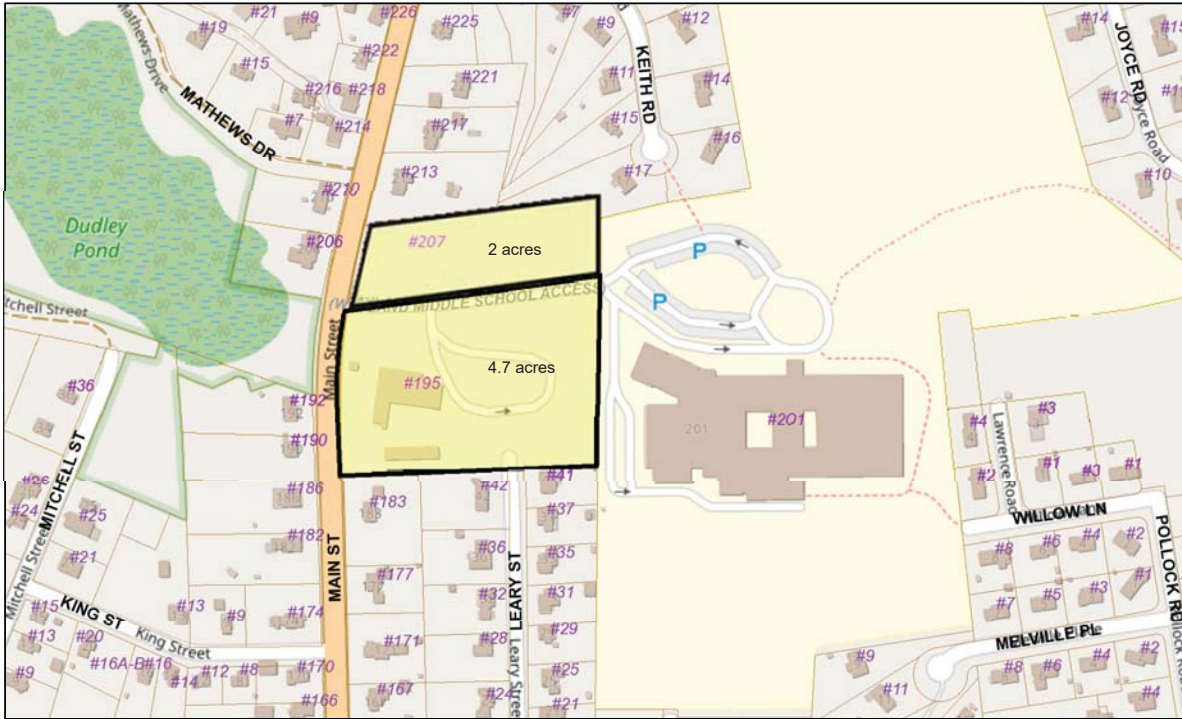


# OLD DPW AREA 195 & 207 Main Street

MAP 47D-005  
MAP 47D-058C

2021 STM, Article 3 & Article 4

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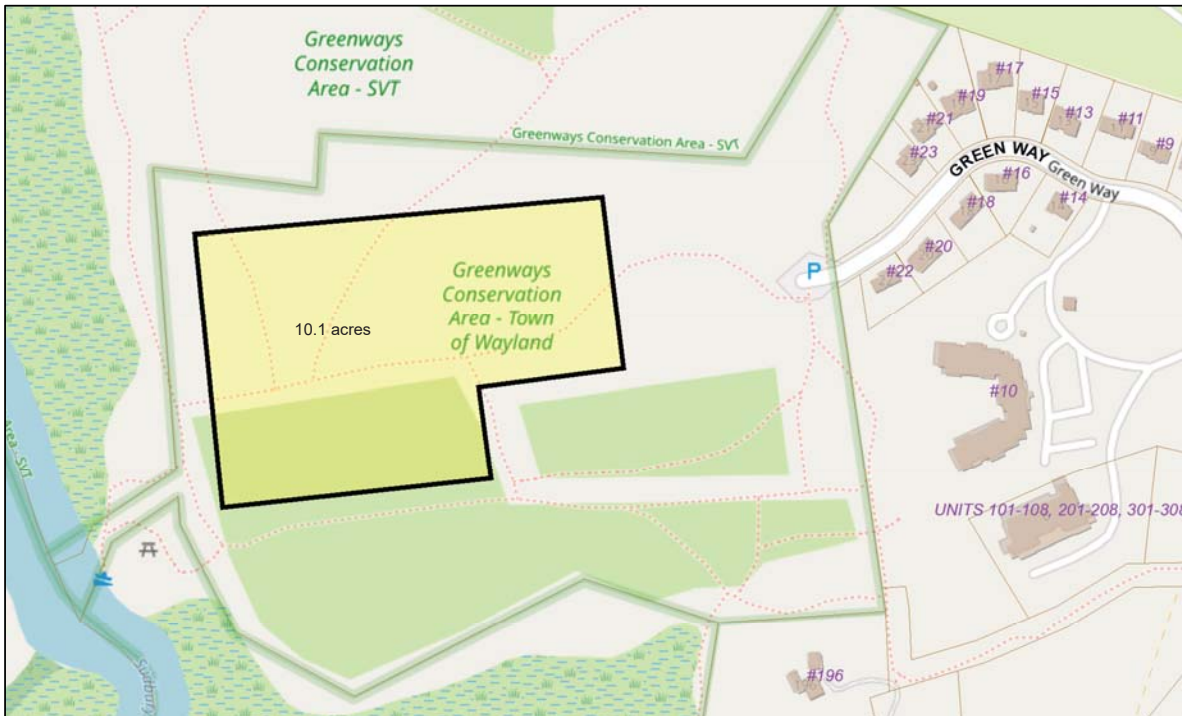


# GREENWAYS 25B Green Way

MAP 33-001E

2021 STM, Article 4

1 inch = 250 Feet



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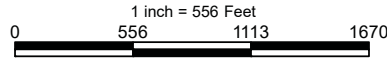




# ROUTE 20 South / OLD LANDFILL 471 & 473 Boston Post Road

MAP 22-001  
MAP 22-002

2021 STM, Article 4



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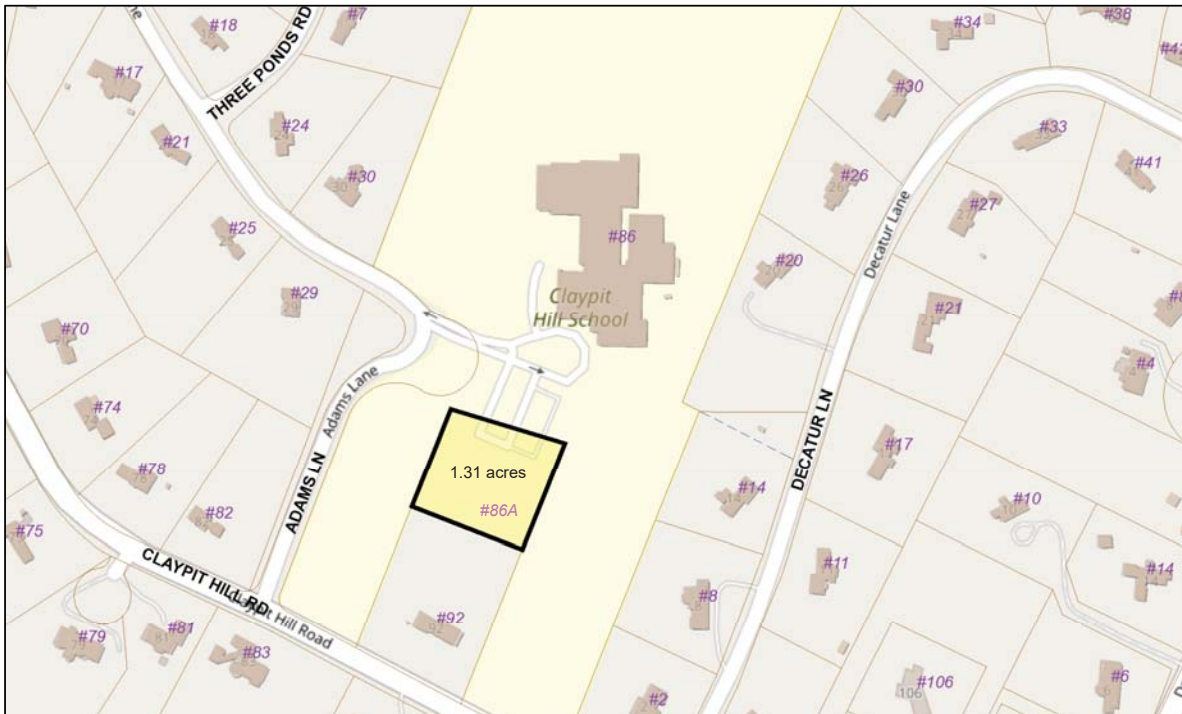
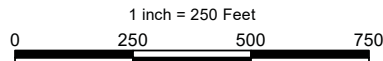
POTENTIAL SITE FOR DEVELOPMENT OF A RECREATION AREA, AS PREVIOUSLY IDENTIFIED BY TOWN STUDIES



# CLAYPIT HILL SCHOOL 86A Claypit Hill Road

MAP 19-072A

2021 STM, Article 4



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POTENTIAL SITE FOR DEVELOPMENT OF A RECREATION AREA, AS PREVIOUSLY IDENTIFIED BY TOWN STUDIES



## **DRAFT UPDATE: ARTICLE 4 PROPOSER'S COMMENTS**

### **PROPOSER'S COMMENTS:**

Access to outdoor recreation is valuable to all individuals. The scope of this article is to simply determine the feasibility of a location of a third site. The study will prioritize Greenways, Route 20 South Landfill, Orchard Lane amongst others to determine the most cost effective, sustainable, and neighborhood friendly alternative that meets the requirements of today while anticipating future needs.

After eight studies<sup>1</sup>, the WRAP Report<sup>2</sup> and recent Town presentation<sup>3</sup>, the Town has the information needed to determine a third field location. This article provides the Town with a conceptual plan that prepares costs for design and construction. Feasibility of a specific site will include the following candidate site specific information: configuration, lighting, supported sports, seating, pedestrian, vehicular bathroom, fencing, irrigation, buffer zones, ADA, sustainability, utilities, scheduling, fees, maintenance, site issues, site advantages and design renderings.

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<sup>1</sup> Studies: 1995 Open Space and Recreation Plan, 2010 Town Master Plan & 2014 Review 2010 & 2014 Gale Athletic Field Master Plan [http://waylandrec.com/wp-content/uploads/2017/03/Wayland\\_Athletic\\_Study\\_update\\_2014-08-all.pdf](http://waylandrec.com/wp-content/uploads/2017/03/Wayland_Athletic_Study_update_2014-08-all.pdf), 2016-17 Open Space and Recreation Plan, 2017 WHS Athletic Facility Strategic Master Plan, 2018-2019 Town Wide Rec Facilities Strategic Plan <http://waylandrec.com/wp-content/uploads/2018/12/Wayland-Townwide-Rec-Strategic-Plan-FINAL-2.pdf>

<sup>2</sup> Wayland Real Asset Planning Committee June 2017 Final Report [wrapfinaljune2017.pdf \(wayland.ma.us\)](http://wayland.ma.us/wrapfinaljune2017.pdf)

<sup>3</sup> Fields Presentation and Community Forum to Discuss Current and Future Field Needs [https://www.wayland.ma.us/sites/g/files/vyhlif4016/f/agendas/20210830supplementalpacket\\_redacted.pdf](https://www.wayland.ma.us/sites/g/files/vyhlif4016/f/agendas/20210830supplementalpacket_redacted.pdf)



## BOARD OF SELECTMEN

The Board of Selectmen's role is to serve as the chief policy-making board; it has broad authority over matters not delegated by statute or bylaw to another town government entity. The Board of Selectmen, through the Town Administrator, is responsible for operations of several departments and activities, including building, facilities management, police, fire, finance, treasurer, legal matters, disposition of real property, human resources, and collective bargaining matters, and is advised by appointed committees on wastewater treatment, senior programs, youth services, and conservation matters. Selectmen generally do not have authority over policy and services directed by elected boards with statutory duties and responsibilities such as schools, assessment, and library. Public works functions, including roads, water, parks, cemeteries and solid waste disposal, and recreation services are administered through the Town Administrator, with policy and rate-setting authority vested in elected boards.

The legal authority of Board of Selectmen is limited to actions taken by the Board at a legally posted meeting with a majority of the board present. Due to the impact of COVID, the Board of Selectmen participated in approximately 60 meetings over 240 hours this year.

### COVID-19

Fiscal Year 2021 continued to challenge municipal governments across Massachusetts due to COVID-19. First there was a call to develop and create town services and augment existing processes that affected every Town department. Then there was a real time need to understand how services were paid for while waiting for guidance from state and federal government. Responsibilities were assigned to Town staff in addition to their normal day-to-day responsibilities of the town to accommodate extra work. These work items were bargained as needed.

COVID-19 continued to test the town's resolve by affecting the delivery and execution of all Town services. State and local protocols were unpredictable in duration requiring the town to work under emergency protocols for extended periods. This affected the accessibility of Town buildings, conservation areas, and the running of Annual and Special Town Meeting amongst other things. The Town Administrator was authorized by the Board to appropriate and install ventilation modifications to School Buildings to protect building occupants from the transmission of COVID 19.

In Fiscal Year 2021, as allowed by the state to mitigate the financial impact of COVID, the Board issued licenses to approve outdoor service applications for local restaurants. The Board also reduced licensing fees to provide additional financial relief.

With Facilities focused on COVID protocols, many of the Town's capital projects were delayed or not started. The pandemic caused reprioritizations, delays in contracting, labor market shortages, and a diminished supply chain.

### River's Edge

As voted at Town Meeting, the Board of Selectmen completed negotiations to dispose of the property at 490 Boston Post Road also known as River's Edge. The finalized agreement between Alta River's Edge and the Town for the sale of the Wayland property at 490 Boston Post Road was signed in February 2021. The result of the sale netted the Town additional one

time and recurring revenues, wastewater treatment infrastructure, and much needed affordable and senior rental housing. In May, the Board dissolved the River's Edge Advisory Committee with thanks for its service. As of the end of June 2021, construction was well underway on the project and the wastewater infrastructure improvements were to begin.

For the River's Edge project, the Selectmen continued the Bond Anticipatory Note (BAN) financing used to fund the asbestos mitigation. The Town received its first escrow payment of building permit fees of \$829,000 bringing much needed revenue to the Town before the fiscal year end.

### **Administrative and Regulatory**

The May 2020 Annual Town Meeting was rescheduled to September 2021 due to COVID-19 concerns and State regulations regarding group gatherings. For the first time in recent memory, there were two Annual Town Meetings held outside in September 2020 (for the Fiscal Year 2021 budget and an abbreviated Warrant) and in May 2021 (for the Fiscal year 2022 budget and a full Warrant). The Board called a Special Town Meeting within the September 2020 annual meeting to propose the access and drainage easements for the River's Edge development.

Because Town Code does not permit officials to be seated until after the completion of Town Meeting, the Board held joint meetings to fill vacancies for the School Committee, Board of Public Works, and the Board of Assessors. Additionally, it submitted a Governor's Bill for the Seating of Elected Officials. Selectman Doug Levine served the remainder of his term until the completion of the postponed September 2020 Town Meeting. Selectman Watkins officially joined the Board in September 2020.

The Board called for annual elections in May 2021, in coordination with Annual Town Meeting. Selectmen Lea Anderson and Mary Antes chose not to seek reelection to the Board. New members Adam Gutbezahl and Carol Martin were welcomed to the Board.

### **Financial Management**

The Board participated in the FY2022 budget process, reviewed budgets and evaluated proposals for the expenditure of operating and capital funds.

Through September, because the Town had not held an Annual Town Meeting, budgets were based on an allocation of Fiscal Year 2020 budget amounts based on a state authorization.

The Board authorized the Town Administrator to apply and receive grants which supplemented over \$\_\_\_\_\_ to the Town's Omnibus Budget including MassWorks Grant, Shared Streets Grant, FEMA Safer Grant, DOER Green Communities Grant, FEMA and Cares Act funding, among others.

The Board authorized the refinancing of bonds. In November, the Board voted to maintain one tax rate for all tax classifications (residential and commercial).

### **Human Resources Personnel and Labor Relations**

The Selectmen authorized the review and update of Town policies on anti-discrimination and anti-harassment.

Collective bargaining contracts were signed with the DPW Teamsters in April 2021 (three-year contract), with the Police in May 2021 (three-year contract), and in April 2021 with AFSCME 1 and 2 (one-year contracts). As of the end of June, discussions continued with the other bargaining units.

### **Public Safety and Emergency Services**

The Town began sampling the water for PFAS in February 2021, with new standards for PFAS effective April 2021 applicable to both public and private water supply. The BoS approved the posting of an informational webpage, creation of a working group and planning for short- and long-term options to remediate the water issue.

Due to the retirement of Police Chief Patrick Swanick, the Town Administrator, with unanimous ratification of the Board, appointed Lt. Sean Gibbons as Interim Police Chief, effective November 30, 2020.

The Selectmen accepted the 2020 Hazard Mitigation Plan.

As Traffic Commissioners, the Board reviewed recommendations to modify the routing of school traffic at the Happy Hollow Elementary, Loker Elementary and Claypit Hill Elementary Schools to prepare for schools reopening in March. The Board also authorized the study and potential reconfiguration of the intersection of Route 126 and Route 27 at Five Paths.

### **Land Use and Community Development**

The Board was involved in social community development and created a Human Rights, Diversity Equity, and Inclusion Committee in March. The events following the untimely death of George Floyd movement resulted in the Board publishing a statement on racism and their support of a community-wide discussion forum.

In October, the Board established the Route 20 South Landfill Advisory Committee to create a coordinating mechanism so in order to assist the Board with studying the disposition and use of the Town-owned land ("South Landfill parcels") located on Route 20.

Following Town Meeting, staff initiated the procurement of solar technology on the Loker School Roof, and the Board authorized the Town to deploy resources toward the development of a Climate Mobilization Action Plan. Due to COVID supply chain issues, the solar project at Loker School was delayed by a year.

The Board approved of a contract that support a special use permit that removed invasive species of Tapegrass from Dudley Pond.

### **Health and Human Services**

The Board worked collaboratively in meeting with the Board of Health and School Committee to work through town-wide issues regarding COVID 19 and protocols for returning to the classroom.

The Town Administrator and staff educated Town residents on the services available during



COVID 19. The communication was provided via the Town website, email, social media, and reverse 911 calls.

### **Legal Services Responsibilities**

The Board was involved in authorizing legal strategies that bound the Town including the identification and procurement of Town Counsel. In Fiscal Year 2022, the Selectmen authorized the use of specialized law firms in approximately twenty-four (24) subjects.

### **Special Projects**

Following the Town Administrator and DPW Director's work to define and contract the scope and timeline of work for a failing bridge, the Selectmen voted to authorize work on the Route 27 bridge. The Board requested that an engineering firm conduct further analysis on the legal location of the Stonebridge Road/Potter Road bridge near the Framingham line.

### **Closing Remarks**

The Board's sincerest condolences to those whose lives were lost due to COVID-19.

The Board recognizes and thanks Town staff at all levels for continuing to carry out the COVID-19 Response Plan. The priority has been the health, wellness and safety of our residents, staff, and community. The Board recognizes and thanks residents and staff for their patience and cooperation in adjusting to life in a pandemic. Our thoughts are with the families and loved ones of those residents we lost to COVID.

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Commented [DW1]: Miller?

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Commented [DW2]: 3/15 meeting minutes

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## **From the Employee Handbook**

Formal performance appraisals are conducted at the completion of the probationary period and on each anniversary. All performance evaluations shall be conducted in accordance with policies established by the Personnel Board or consistent with language contained in collective bargaining agreements.

### **BoS Mission**

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### **BoS Core Values**

#### Customers and stakeholders

- Deliver a compelling Experience.
- Deliver best in class services to the Town.
- Deliver on time services to the Town.
- Takes Action, Listening, and Understanding on issues related to Racism in the Town.

#### Resource Stewardship

- Optimize use of resources (financial, human, assets)
- Takes action on issues related to reducing energy use and mitigating climate risks in the Town.

#### Business Processes

- Ensure emergency preparedness and continuity of operations.
- Enable enhanced service delivery through integration of technology processes.
- Create solutions to add customer value.
- Enhance internal controls and related procedures.

#### Integrity and Accountability

- Conduct business in a manner that its ethical, legal, and professional with the highest degree of honesty, respect, and fairness.
- Promote openness and transparency in operations by being always accountable for actions.

**Behavioral Competencies (Reviewed Annually or Quarterly)**

Behavioral Competency	Responsibilities	Rating
<p>Passionate Customer Services</p>	<ul style="list-style-type: none"> <li>• Focus on customer’s situation and take ownership of their requests.</li> <li>• Make the customer’s day through professional and courteous communications.</li> <li>• React responsively, creatively, and flexible to solve problems related to customer requests while operating within BoS guidelines and policies.</li> <li>• Meet or beat established deadlines for service delivery.</li> <li>• Collaborate with Boards, Committees, Departments etc. across all parts of the Town to improve our service delivery with customers.</li> <li>• Seek customer views, listen to their needs and take action based on them.</li> <li>• Have detailed knowledge of services under your supervision and general knowledge of other services to answer customers inquiries with initial contact when possible.</li> <li>• Effectively and efficiently prioritize work and manage time based on importance and deadlines.</li> <li>• Actively work to improve your skills and knowledge.</li> <li>• Performs all aspects of your job assignment in a nondiscriminatory fashion.</li> <li>• Actively participates in professional municipal management organizations.</li> <li>• Communicates effectively to the media.</li> <li>• Maintains good communications with the business community.</li> <li>• Supports and recognizes the efforts of volunteer citizens and groups.</li> <li>• Maintains effective communications with state and federal elected representatives, other communities, state agencies, and municipal organizations.</li> <li>• Maintains a professional working relationship with the BoS promoting a climate of mutual respect and trust.</li> <li>• Listens and understands BoS’s concerns.</li> </ul>	<p>One Rating: 1 to 5</p>

Behavioral Competency	Responsibilities	Rating
	<ul style="list-style-type: none"> <li>• Keeps Board members informed of issues and activities in Town government and in the community.</li> </ul>	
Developing Self and Others	<ol style="list-style-type: none"> <li>1. Committed to continuously improving him/herself.</li> <li>2. Understands that different situations and levels may call for different skills and approaches. Provides leadership, motivation and support within the organization.</li> <li>3. Coaches' others to overcome their weaknesses and limits. Builds and motivates a team.</li> <li>4. Analyzes both successes and failures using a variety of metrics and diagnostic tools in order to make improvements.</li> <li>5. Effectively delegates tasks and assignments. providing direction and monitoring/adjusting performance as required.</li> <li>6. Assures systematic performance evaluation of staff in the organization.</li> </ol>	One Rating for each responsibility 1 to 5
Effective Communication	<ol style="list-style-type: none"> <li>1. Works with others to improve oral and written communication skills and fosters open exchange of ideas.</li> <li>2. Negotiates with a wide variety of individuals and groups.</li> <li>3. Ensures that staff members understand their roles and priorities.</li> <li>4. Communicated appropriately for the audience</li> </ol>	One Rating for each responsibility 1 to 5
Planning and Process Management	<ol style="list-style-type: none"> <li>1. Scopes out the length and difficulty of complex projects and tasks in an accurate fashion.</li> <li>2. Establishes goals, schedules and deadlines for self and others. Implements policy matters and other directives adopted by the Board of Selectmen.</li> <li>3. Develop appropriate metrics that measure and assess the effectiveness of various processes and operations. Offers professional advice to the Board including appropriate alternatives and recommendations, based upon thorough study and analysis.</li> <li>4. Has a clear understanding of the BoS overall priorities and how his/her team fits.</li> <li>5. Assures selection for employment of the best-qualified personnel.</li> </ol>	One Rating for each responsibility 1 to 5

Behavioral Competency	Responsibilities	Rating
	<ul style="list-style-type: none"> <li>6. Effectively leads collective bargaining efforts with unions, keeping the Board informed on progress.</li> <li>7. Prepares a timely and realistic annual budget proposal in a manner that promotes full understanding of issues and needs. Employs sound fiscal management practices for the development of the operating and capital budget recommendations.</li> <li>8. Effectively monitors and controls budget expenditures.</li> <li>9. Provides complete and accurate financial information to facilitate budget deliberations.</li> <li>10. Creatively manages available resources to increase productivity and efficiency; develops and maintains a long-term financial plan for the Town.</li> </ul>	

Behavioral Competency Employee Comment

Behavioral Competency BoS Comment

**Goals (Recommendation of up to 5 annual/quarterly goals)**

1. Goal Description
2. Goal Details (SMART)
  - a. Specific – Specifically and clearly describe what you want the employee to achieve.
  - b. Measurable Describe the measures(s) you will use to track goal progress and evaluate success. Identify the desired target score.
  - c. Achievable – Describe how the performance goal is achievable for the employee. Goals should be a stretch to encourage growth, but they should always be attainable.
  - d. Realistic - Describe how the goal is meaningful to the employee in terms of mission impact or team contribution.
  - e. Time Bound – Identify the target date for completion of the goal. Identify any milestones as appropriate.
3. Results
4. Employee Comments
5. BoS Comments
6. Weight
7. Due Date
8. Rating



DRAFT – Author: Dave Watkins

### **Rating Scale:**

5 – Far Exceeds: Performance constantly exceeds expectations; an outstanding rating.

4 – Exceeds: Performance is clearly above expectations; an excellent rating, not just above average.

3 – Meets All: Solid performance against position requirements; a very good rating, not just average.

2 – Meets Most: Performance does not meet some expectations.

1 – Below Standards: Performance does not meet most expectations.

### **Process**

1. Set Goals (at least one)
2. Quarterly Review
3. Mid-Year Review
4. Annual Review

## **Crosswalk to Existing Form**

1. **Personal Characteristics:** Exhibits honest and ethical behavior; acts in a fair and equitable manner; effectively deals with unforeseen issue and problems; shows resilience by maintaining energy and motivation despite constant demands. Responds well to stressful situations. Displays creativity, innovation, flexibility, and appropriate risk taking.
  - a. Replaced by Behavioral Competency section
  - b. Eliminated personal characteristics.
  - c. One comment box for whole section
2. **Professionalism:** Is fully knowledgeable and committed to the field of local government management; seeks to enhance skills and abilities through educational opportunities; actively participates in professional municipal management organizations; encourages staff training and development.
  - a. Replaced by Behavioral Competency section
  - b. Eliminated personal characteristics.
  - c. One comment box for whole section
3. **Public Relations/Communications:** Projects a positive image in the community; is reasonably open and available to the public and responsive to citizen complaints or requests;; keeps the citizenry informed of current issues in Town government. Maintains good communications with the business community. Supports and recognizes the efforts of volunteer citizens and groups. Maintains effective communications with state and federal elected representatives, other communities, state agencies, and municipal organizations.
  - a. Replaced by Behavioral Competency section
  - b. Eliminated personal characteristics.
  - c. One comment box for whole section
4. **Board Support/ Relations** Offers professional advice to the Board, including appropriate alternatives and recommendations, based upon thorough study and analysis; implements policy matters and other directives adopted by the Board of Selectmen; keeps Board members informed of issues and activities in Town government and in the community; listens and understands Selectmen’s concerns; maintains a professional working relationship with the Board, promoting a climate of mutual respect and trust.
  - a. Replaced by Behavioral Competency section
  - b. Eliminated personal characteristics.
  - c. One comment box for whole section
5. **Organizational Leadership/Personnel Management:** Provides leadership, motivation and support within the organization; effectively delegates tasks and assignments; builds and motivates a team, providing direction and monitoring/adjusting performance as required. Assures selection for employment of the best-qualified personnel; assures systematic performance evaluation of staff in the organization; establishes high standard of performance for all Department Heads; recognizes, develops, and utilizes their leadership abilities; effectively leads collective bargaining efforts with unions, keeping the Board informed on progress; strives to maintain good staff morale and maintains open, honest and professional relationships with staff.
  - a. Replaced by Behavioral Competency section
  - b. Eliminated personal characteristics.

- c. One comment box for whole section
- 6. **Financial Management Prepares a timely and realistic annual budget proposal in a manner that promotes full understanding of issues and needs; employs sound fiscal management practices for the development of the operating and capital budget recommendations; effectively monitors and controls budget expenditures; provides complete and accurate financial information to facilitate budget deliberations; creatively manages available resources to increase productivity and efficiency; develops and maintains a long-term financial plan for the Town;**
  - a. Replaced by Behavioral Competency section
  - b. Eliminated personal characteristics.
  - c. One comment box for whole section
- 7. **Planning and Organization Creates and facilitates an environment for long-range and strategic planning; identifies opportunities to improve productivity, innovation, staff development and cost efficiencies; develops proposals for cost effective reorganization of Town operations;**
  - a. Replaced by Behavioral Competency section
  - b. Eliminated personal characteristics.
  - c. One comment box for whole section

No overall rating

Dave Watkins Draft Prioritization of Goals List	
Economic Development	Priority
• River's Edge	
• Complete construction of wastewater infrastructure	A
• Review payment offsets and receive payment for property	A
• Route 20 Corridor	
• Determine MassDOT parameters	B
• Hold discussion with Planning Board and Economic Development Committee	B
• Finish engineering work to determine opportunities and hurdles for Route 20S Landfill	B
• Cochituate (Route 27, West Plain Street and East Plain Street intersection)	
• Hold community visioning conversations	C
• Work with Planning Board and Economic Development Committee to prepare and bring new zoning	C
• Housing	
• Complete Housing Production Plan	A
• Reach the 10% affordable housing target under Chapter 40B	C
• Consider a policy to include affordable housing in overall Town property development plans and	C
• Continue working with the various housing groups to develop a unified approach to affordable housing	B
• Develop plans to enable a variety of housing options	C
▪ Senior downsizing options	B
▪ Accessory dwelling units	
• Identify potential friendly 40B projects and work with developers to develop as 40B	C
• Engage in a discussion with the Planning Board and Economic Development Committee regarding	C
<b>Leverage Town-Owned Properties</b>	
• Determine limitations on use of Town Building and Library	C
• Develop a plan for a canoe and kayak landing on the Sudbury River	C
• Old DPW Site	
• Receive engineering/design report	C
• Discuss options with other boards	C
• Route 20S Landfill	
• Finish MassDEP work and obtain report of environmental considerations	A
• Visioning group: explore hurdles and opportunities	A
<b>Long-Range Operating and Capital Financing Plan</b>	A
• Benchmark financial indicators relative to comparable towns	B
• Begin strategic planning for long-term needs	
• Begin strategic planning for town-owned land, including timing of potential development or disposition	B
• Begin strategic planning for town-owned buildings, including a plan for long-term maintenance	A
• Begin review of potential properties for Town purchase	C
• Complete review and updating of long-range operating assumptions and projections	A
• Complete Long-Range Capital Plan (10 years, 20 years)	A
<b>Council on Aging/Community Center</b>	
• Negotiate purchase of appropriate property for Council on Aging/Community Center	A
• Design Council on Aging/Community Center with funding appropriated at 2020 Annual Town Meeting	B
• Bring to 2022 Spring Town Meeting for construction funding if appropriate	C

Communication	
• Website	A
• Improve content	B
• Maintain relevant and timely content	A
• Create and maintain a budget page with all relevant budget documents	A
• Maintain board and committee appointments and vacancies page	A
• Board of Selectmen Updates	B
• Town Administrator Updates – monthly updates of happenings – including photos	B
• Other Town Boards and Committees	
• Consult periodically with other Town Boards and Committees – convey Board of Selectmen pri	A
Wastewater	
• Develop a plan for wastewater management	C
Climate Change Plan	
• Begin discussions with citizens and relevant boards and committees	B
• Begin development	C
Diversity, Equity, and Inclusion	
• Form Human Rights, Diversity, Equity, and Inclusion Committee	A
• Continue promoting diversity in staffing and boards	B
Administrative Goals	
• Keep meetings productive and efficient	B
• Revise Chapter 19 of Code: understand budget roles and leverage skills of staff and volunteers	B
• Implement sustainable process for board and committee appointments	B
• Finish regulatory review put on hold due to COVID: Water, Stormwater, Health	B
• Update policies, signs	B
• Support TA and Personnel Board with modernizing and supporting staff development, Town compete	B
• Support TA with efforts to streamline, modernize, and automate processes	B
• Rely on and support staff – do not micromanage	A