

#	GOAL	ASSIGNED	HOW MEASURED	BY WHEN
1	SEWER CAPACITY: Address town sewer capacity, including implications of current sewer connection moratorium along with needs or potential for expanded capacity. Establish short, medium, and long-term options and recommendations.	TM	Report showing options, costs, timeline, availability. Interim reporting to be provided until final report is completed.	Initial Report by 09.27.2021 Follow up actions and deadlines pending report review
2	SEWER LESSONS LEARNED: Conduct a root cause / lessons learned analysis to identify process issues contributing to the Town’s current sewer capacity situation. Identify opportunities for improvement and recommend changes. Consider Town Staff and relevant Board/Committee roles.	TM, SB	Lessons learned analysis report. Process issues identified and documented along with opportunities for improvement and recommended changes. Recommendations for applying lessons learned to processes for other town utilities.	12.20.2021
3	WARREN-POHL FARM: Complete development of plan and conservation restriction for the Warren-Pohl Farm. Work with the Conservation Commission considering stakeholders and wishes of the W-P Family.	TM	Executed Conservation Restriction for the W-P property. Sustainable plan for municipal uses of the property.	Ready to submit to State 12.20.2021 Complete June 2022
4	FIRE STATIONS: Establish Committee that was discussed post Criterion report to review Criterion report, other available analyses, and audit data from Engines 3, 4, and 5. Establish common understanding of what needs to be done to keep Engines 3, 4 and 5 operational and compliant with current standards.	TM, SB	Collaborative Committee Process with Report and Recommendations.	June 2022

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5	PFAS RICHARDSON ROAD: Continue Evaluation of PFAS issues at 54 Richardson Road. Establish and implement Immediate Response Action plan in compliance with DEP directives.	TM	Continued responsible evaluation and investigation of PFAS issues. Immediate Response Action Plan (IRA) established with implementation initiated and conducted in accordance with DEP directives.	IRA Implementation Assessment due to DEP 10.11.2021 Follow up actions and deadlines per DEP directives
6	ARPA FUNDS: Establish a process for receiving input on, identifying, and prioritizing uses of American Rescue Plan Act funding	TM, SB	Process identified including responsible individuals and roles. Implementation initiated.	11.29.2021
7	COVID RECURRENCE PREPARATION: Prepare critical factors plan to be acted on should negative pandemic trends escalate.	TM	Critical factors and actions to take under recurrence surge identified and documented.	10.04.2021
8	RESIDENT COMMUNICATIONS: Identify and implement ways to improve communications with residents. Consider what we have learned with respect to effectiveness of current means including the press, the town web site, and social media.	TM, SB	Current communication methods and suggested improvements identified with priorities implemented or initiated depending on complexity. New ways of enhancing communications identified with priorities implemented or initiated.	June 2022
9	MINUTES: (a) Refine and document the Select Board minutes process. (SB) (b) Establish a Minutes Policy along with an Education and Enforcement approach for all Boards and Committees to be compliant with Massachusetts' Open Meeting Law. (SB, TM)	SB, TM	(a) Select Board Minutes process established and documented. (b) Minutes Policy/Guidance established and rolled out. Critical actions for OML compliance identified and completed.	1 st Draft 11.29.2021

#	GOAL	ASSIGNED	HOW MEASURED	BY WHEN
10	<p>PUBLIC WORKS INFRASTRUCTURE:</p> <p>(a) Transportation Infrastructure – Conduct Listening Sessions to identify and inform prioritization of actions related to traffic, sidewalks, bike access, etc. toward improving resident safety and quality of life.</p> <p>(b) Establish a prioritized plan for road infrastructure improvements and initiate.</p> <p>(c) Establish plan for and execution of DEP Consent Order received as result of March 2020 Southwell Pump station failure</p>	TM, SB	<p>(a) Two Listening sessions conducted – North Chelmsford and Rest of Town. Resident inputs synthesized with other transportation infrastructure information residing with town staff to establish prioritized plans and actions.</p> <p>(b) Road Infrastructure across town assessed and prioritized for improvements. Resources for improvements assessed and improvements initiated.</p> <p>(c) Plan established and execution initiated. Address all DEP violations cited and final DEP directed consent order compliance actions.</p>	<p>10.18.2021</p> <p>11.29.2021</p> <p>11.29.2021</p>
11	<p>GROWTH STRATEGY: Work with the Select Board, Planning Board, Finance Committee, School Committee, businesses, residents and other stakeholders to establish a clearer understanding of the desired growth strategy for the town</p>	SB, TM	<p>Kickoff discussion with four Boards conducted. Process and stakeholders identified. Growth Strategy articulation and development initiated.</p> <p>(Assumes Master Plan completed and MP Implementation Committee appointed by end December)</p>	Jan-Jun 2022
12	<p>CYBER SECURITY VIGILANCE: Continue efforts in cyber vigilance to protect the town’s information and IT infrastructure.</p>	TM	<p>Minimum of quarterly reporting on Cyber Security status and measures taken.</p> <p>Define and achieve a standard that ensures a comfort level in the town’s cyber protection.</p>	<p>Quarterly</p> <p>June 2022</p>

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13	SUCCESSION PLANNING: Implement a succession plan for major town staff positions that can be systematically updated. Consider areas such as critical positions, core competencies required, and gap analyses to inform talent management.	TM	Succession Plan developed with plan and future process managed by HR.	Q4 FY22
14	TOWN COMMON & ITS EXTENSIONS PLAN: Develop conceptual candidates for improving community areas from the Town Common through North Road and the Historic District. Consider modifications to improve event audio experiences, landscaping, parking, the brook walk, and the center vacant parcel.	TM, SB	Conduct listening session(s) with public, boards and committees to gauge interest and to inform further work on this objective in FY23 and beyond.	Q4 FY22
15	SELECT BOARD POLICIES - Update Select Board Common Victualler and Alcohol License policies.	SB	Common Victualler and Alcohol License policies updated, approved and posted on town website.	12.20.2021