

#	GOAL	ASSIGNED	HOW MEASURED	BY WHEN
1	SEWER INFRASTRUCTURE			
1a	<ul style="list-style-type: none"> ● SEWER PLANNING – Establish short- mid- and long-term plans to address sewer capacity and maintenance issues. 	TM	<ul style="list-style-type: none"> ● Plans in place for short- mid- and long-term ● Maintenance approach and processes reviewed, updated, and established including <ul style="list-style-type: none"> – Overall Infiltration/Inflow (I/I) diagnostic approach – Options and recommendations for Phase 2 – Preventative maintenance plan and program ● Plans in place for validating sump pump violation hypotheses and appropriate corrective actions ● Resolution in place for Route 110/Littleton Road Issue 	1 st Update by end Dec 2022 Plans finalized by end Jun 2022
1b	❖ SEWER NEAR TERM APPROACH – Establish and execute the Town’s near-term sewer approach and policy to be implemented until current capacity limits are resolved.	TM	❖ Sewer policy options in lieu of continuous moratorium identified with recommended policy established by Calendar Year end	Objective Oct 2022; NLT Dec 2022
2	ROAD AND SIDEWALK INFRASTRUCTURE			
2a	<ul style="list-style-type: none"> ● ROADWAYS IMPROVEMENT – Refine, document, and execute a master Roadways Improvement plan. 	TM	<ul style="list-style-type: none"> ● Plan developed and reviewed with Board by December ● Implementation continued/initiated 	Dec 2022
2b	❖ SIDEWALKS IMPROVEMENT – Refine, document, and execute a master Sidewalks Improvement plan to include input from critical stakeholders such as the School System and the Commission on Disabilities.	TM	<ul style="list-style-type: none"> ❖ Analysis and review with Board complete by FY end ❖ Periodic (minimum quarterly) status updates ❖ Analysis and recommendations to include 2021 Spring Town Meeting Article 35 approval to take easements for Turnpike Road sidewalks 	Jun 2022; Periodic status updates
3	TRUCK TRAFFIC – Continue to review existing truck issues, stay cognizant of emergent truck issues, take appropriate action, and establish near- mid- and long- term planning where applicable. This effort includes but is not limited to North Chelmsford (Ledge, Swain, Dunstable, Groton, Main), Stedman Street, and Riverneck Road.	TM	<ul style="list-style-type: none"> ● Incorporate in monthly Traffic Committee reports or more frequently if needed ● Analysis of alternatives for North Chelmsford ● Engagement of state and federal legislators, businesses, and residents ● Evaluation and implementation of feasible traffic calming alternatives and truck exclusion options to address safety and quality of life concerns 	Ongoing; Minimum monthly reporting

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4	ARPA FUNDING			
4a	<ul style="list-style-type: none"> ● PROJECT REPORTING – Provide routine reporting on the status of ARPA funds and individual project progress including initial procurements 	TM	<ul style="list-style-type: none"> ● Minimum of monthly reporting ● 95% of procurements placed by Fiscal Year end 	Monthly Jun 2022
4b	<ul style="list-style-type: none"> ❖ REMAINING FUNDING ALLOCATION – Plan / execute remaining funding allocation as applicable pending current project progress and expenditures. Allocations must be complete by December 2024. 	TM, SB	<ul style="list-style-type: none"> ❖ Schedule discussions in Fiscal Year Q3 & Q4 to address candidate allocations toward informing decisions by the end of Calendar Year 2024 	FY Q3 FY Q4
5	BUDGETS			
5a	<ul style="list-style-type: none"> ● OPERATING BUDGET – Provide more frequent and earlier visibility into the operating budget and key issues, parameters, or trades and options that influence budget decisions. Enhance the Board awareness and opportunity to weigh in while providing opportunity for more visibility to stakeholders such as Town Meeting Reps. 	TM	<ul style="list-style-type: none"> ● Budget requests received by the Town Manger reviewed with the Board by beginning of December ● Status update provided by mid-January ● Periodic real-time updates reviewed with the Board on emergent issues 	Beginning Dec 2022; Jan 2022
5b	<ul style="list-style-type: none"> ❖ CAPITAL BUDGET - Provide more frequent and earlier visibility into the capital budget and key issues, parameters, or trades and options that influence budget decisions. Enhance the Board awareness and opportunity to weigh in while providing opportunity for more visibility to stakeholders such as Town Meeting Reps. 	TM	<ul style="list-style-type: none"> ❖ Budget requests received by Capital Planning Committee provided to the Board by mid-November ❖ Capital Planning Committee recommendations provided to the Board by mid-December ❖ Periodic real-time updates reviewed with the Board on emergent issues 	Mid Nov 2022 Mid Dec 2022

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6	TAX STRATEGIES			
6a	<ul style="list-style-type: none"> • TAX CLASSIFICATION – Continue early and frequent review and assessment of relevant data to better inform FY23 and future Tax Classification approach and strategy. 	SB with TM Support	<ul style="list-style-type: none"> • Sustain regular discussions in September, October and November leading up to Nov/Dec Tax Classification Hearing and Decision 	Sep 2022, Oct 2022, Nov 2022
6b	<ul style="list-style-type: none"> ❖ SENIOR CITIZEN PROPERTY TAX RELIEF – Review options for Senior Citizen Property Tax Relief, determine path forward, and begin execution as appropriate considering trades and impacts to all taxpayers. 	TM, SB	<ul style="list-style-type: none"> ❖ Options reviewed and approach established 	Dec 2022
7	LEGISLATIVE LEVERAGE – Improve Legislative posture, strategy, and relationships toward more deliberate and proactive benefits for the Town with clear understanding of budgeting processes and timelines.	TM, SB	<ul style="list-style-type: none"> • Budget cycle processes and timelines clearly identified to optimize opportunity to influence funding • In consideration of November elections, TM & SB discussion in Fall 2022 to address how to improve relationships with legislators. May include one-on-one basis as well as group discussions. 	Nov 2022
8	CHELMSFORD CENTER FOR THE ARTS – Establish routine reporting on the CCA toward assuring Board support for critical efforts and Town progress on 3-year Strategic Plan.	TM	<ul style="list-style-type: none"> • Provide quarterly reporting 	Quarterly beginning Sep 2022

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9	CIVIC ENGAGEMENT			
9a	<ul style="list-style-type: none"> • COLLABORATION – Identify and begin implementation of ways to improve Select Board communication and collaboration with Boards and Committees with focus on how the Select Board and Town Manager can better support them. 	SB, TM	<ul style="list-style-type: none"> • Calibrate on historical approaches and discuss potential new adaptations for improvement 	Jan/Feb 2023
9b	<ul style="list-style-type: none"> ❖ ECONOMIC DEVELOPMENT COMMISSION – Determine path forward on this dormant commission. 	TM, SB	<ul style="list-style-type: none"> ❖ Extend invitation in September to EDC to schedule discussion with Board ❖ Further action pending initial discussion 	Sep 2022 invitation
9c	<ul style="list-style-type: none"> ▪ YOUTH/YOUNG ADULTS – Evaluate options for increasing engagement with youth and young adults in our community and implement as appropriate. 	SB, TM	<ul style="list-style-type: none"> ▪ Schedule SB/TM discussion in Jan/Feb timeframe to address path forward for informing process with youth and young adults. Consideration may include: <ul style="list-style-type: none"> – Engaging Chelmsford High School Civics group/faculty – How to engage discussions with young adults in the community (listening session or other means) 	Jan/Feb 2023
10	PROCESS IMPROVEMENT			
10a	<ul style="list-style-type: none"> • DEPARTMENTAL – Perform a process gap analysis for each department with recommendations. 	TM	<ul style="list-style-type: none"> • Quarterly reporting with 1st NLT December 	Quarterly
10b	<ul style="list-style-type: none"> ❖ PROCUREMENT – Assess current procurement process(es) with recommendations for process improvement. 	TM	<ul style="list-style-type: none"> ❖ Quarterly reporting with 1st NLT December 	Quarterly
11	PARKS & RECREATION – Establish a Communications program that explains the procedures and usage for the Town’s parks and recreation assets.	TM	<ul style="list-style-type: none"> • Periodic reporting and deployment January-April 	Jan-Apr 2023

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12	STRATEGIC PLANNING			
12a	<ul style="list-style-type: none"> • TOWN STRATEGIC PLAN – Develop a Town Strategic Plan 	TM, SB	<ul style="list-style-type: none"> • Schedule a more in-depth discussion to ground understanding and any desired path forward 	Q3 or Q4
12b	<ul style="list-style-type: none"> ❖ GROWTH STRATEGY – Develop a Town strategy for growth and priorities 	TM,SB	<ul style="list-style-type: none"> ❖ Schedule a more in-depth discussion to ground understanding, whether this is a goal for FY23 and any applicable desired path forward 	Sep/Oct 2022
13	CRITICAL GOAL CONTINUED TRACKING & SUPPORT			
13a	WARREN-POHL - 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, SB	<ul style="list-style-type: none"> • TM to provide updates as needed 	As needed
13b	FIRE STATIONS – Track progress of Fire Station Study committee and support as needed.	TM, SB	<ul style="list-style-type: none"> • TM to provide updates as needed 	As needed
13c	PFAS RICHARDSON ROAD – Continue evaluation of PFAS issues at 54 Richardson Road including ongoing implementation of DEP approved Immediate Response Action plan, time phased sampling and data collection with remediation system in place, and further actions as appropriate.	TM, SB	<ul style="list-style-type: none"> • TM to provide updates at minimum Quarterly and coincident with sampling cycles 	Minimum Quarterly
13d	TOWN COMMON & ITS EXTENSION IMPROVEMENTS – Track progress and dispositions of suggested Town Common improvements including those identified at the June 2022 Listening Session, supporting responsible departments and committees as needed.	TM, SB	<ul style="list-style-type: none"> • Final recommendations established by the end of the Calendar Year • Updates as needed thereafter, minimum quarterly 	Dec 2022 Minimum Quarterly