



**SELECT BOARD
AGENDA
Tuesday, July 13, 2021
7:00pm**

The Select Board Regular Meeting is being held virtually in accordance with legislation S. 2475, An Act Relative to Extending Certain COVID-19 Measures adopted during the Covid Pandemic state of emergency. Interested individuals can listen in and participate by phone and/or online by following the link and phone # below.

UpperTH ProWebinar is inviting you to a scheduled Zoom meeting.

Topic: Select Board

Time: Jul 13, 2021 07:00 PM Eastern Time (US and Canada)

Join Zoom Meeting

<https://us02web.zoom.us/j/81395975192?pwd=WCToanNCUkN0b2hpSGlpWlIJTkJlZz09>

Meeting ID: 813 9597 5192

Passcode: 804877

Find your local number: <https://us02web.zoom.us/j/81395975192?pwd=WCToanNCUkN0b2hpSGlpWlIJTkJlZz09>

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+1 301 715 8592 US

Find your local number:

One tap mobile

+13126266799,,123906012# US (Chicago)

+19294362866,,12390012# US (New York)

Agenda Items

1. Liquor License Hearing – The Grapevine (7:00)
2. Meet with Chris Ryan to discuss next steps for Ayer Road Project (7:10)
3. Planning Board Appointments (7:20)
4. Public Communication (7:45)
5. Staff Report/Updates (7:50)
6. Action/Discussion items (8:00)
 - a. Act on year end transfers
 - b. Discuss Town-wide speed limit
 - c. Discuss Police Chief recruitment process
 - d. Act on Harvard Devens Jurisdiction Committee recommendation
 - e. Discuss Bromfield House next steps
7. Finalize liaison assignments and FY22 goals
8. Select Board Reports

***Next Regular Select Board Meeting
Tuesday, August 10, 2021
7:00pm***

Commercial District Citizen- Based Vision Plan

What? *An initial market study will be conducted followed by a fiscal impact analysis of the market data.*

Why? *The market data will determine possible uses and scale of development that the district can support. The fiscal impact analysis will provide an estimate of tax and other revenues matched to each corresponding development level.*

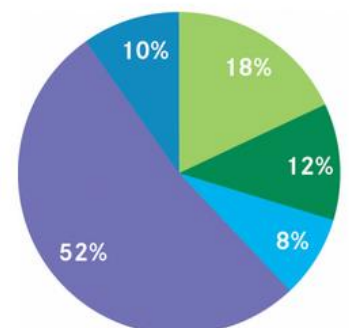
When? *An initial market study will be conducted followed by the fiscal impact analysis of the market data.*

What's Different? *This will be a professionally executed market study with the current and future expected conditions that is tied directly to follow-on citizen-defined vision planning and zoning legislation.*

Identify
Sectors

Square
Footage

Expected
Revenue



Phase 1: Market Study and Fiscal Impact Analysis (~\$45,000)

- **Market Analysis** will determine how much square footage of a range of uses – retailing, office, services, light industrial and R&D could be supported in the Ayer Road corridor
- **Fiscal Impact Analysis** will show how each sector at their respective supportable square footages would return to the Treasury.
- Based on 1) fiscal impact and 2) desired build-out, Harvard would establish a **preferred scale of development**

Table 32: Workplace/Office Potentials—Hillsborough County, 2016—2024				
Industry Sector	New Jobs 2016-2024	% Office- Using	SF Occupancy Factor	2024 Demand (In SF)
Hillsborough County (Workforce Region #15)				
Agriculture/Mining & Construction	6,291	10%	175	110,100
Manufacturing	614	20%	200	24,600
Transp/Communications/Utilities	1,067	40%	200	85,400
Wholesale & Retail Trade	8,450	20%	150	253,500
Finance/Insurance/Real Estate	7,156	85%	250	1,520,700
Services				
Professional, Scientific & Technical Services	12,883	90%	250	2,898,700
Management of Companies & Enterprises	2,277	60%	250	341,600
Administrative & Waste Management	5,681	35%	175	348,000
Educational Services	2,987	20%	200	119,500
Health Care & Social Assistance	14,642	35%	200	1,024,900
Arts, Entertainment & Recreation	1,287	20%	175	45,000
Accommodation & Food Services	7,318	20%	175	256,100
Other Services (Except Government)	2,817	35%	200	197,200
Government	6,974	60%	150	627,700
Self-Employed	4,918	10%	175	86,100
Total/Weighted Average:	84,302	44%	199	7,939,100
+ Vacancy Adjustment @		5%	(1)	397,000
+ Cumulative Replacement Demand		7.5%	(2)	595,400
2024 Gross Demand - Hillsborough County:				8,931,500
Existing Vacant Office Space		7,304,065		
- Lease-up Required @	50%	(3,652,033)	(3)	(3,652,033)
Remaining Vacant Space:		3,652,033		
% Vacant		8.9%		
2024 Net Demand - Hillsborough County:				5,279,500



Town of Harvard

13 Ayer Road

Phone: (978) 456-4100

Volunteer Form

Good Government Starts with You

Date Submitted: June 16, 2021

Name: Brian D Cook

Home Address: 92 Ann Lees Rd
Harvard

Mailing Address: 92 Ann Lees Rd
Harvard MA 01451

Phone Number(s): [REDACTED]
[REDACTED]

Current Occupation/Employer: Architect/Jacobs

Have you previously been a member of a Board, Committee or Commission (either in the Town of Harvard or elsewhere)?No

If yes, please list the Board name and your approximate dates of service:

Are you a registered voter? Yes

Do you, your spouse, or your employer have any current or potential business relationship with the Town of Harvard that could create a conflict of interest?No

If YES, please describe the possible conflict:

Narrative: I am a principal of my firm and can make time for what is required for the duties of the planning board. I am a trained and licensed Architect, with a degree from Roger Williams University. I have been in front a numerous planning boards throughout my career and am now ready to be part of the one in my community.

Board(s) / Committee(s): __PLANNING BOARD

BRIAN D. COOK AIA, NCARB

Home Address – 92 Ann Lees Road, Harvard, MA 01451 - [REDACTED]

Boston Office – 120 St. James Ave, Boston MA 02116 - [REDACTED]

Personal Profile

A father of 3 boys (8yrs, 6yrs, 3yrs), and a recent addition to Harvard (Dec. 2020), my wife and I couldn't be happier with our decision to move to Harvard. I am originally from Central NY, from a town very similar to Harvard at the base of the Adirondack Mountains. A town where the community is as much a part of a child's upbringing as it is here in Harvard. The culture, environment and character of the town is vital to its survival. I see the planning board as a critical part in preserving and maintaining the culture of the community,

Professional Profile

I am a Principal of the Boston office. A Registered Architect in NY, MA, NH, RI and CT, I oversee all Architecture, Interior and Lab Planning projects, providing technical support and leadership. I am an experienced leader of large design/consultant teams on complex multi-phased projects, from programming/concept through Construction Administration to project closeout. I am also the Regional Solutions and Technology Leader for the North Region of Jacobs, which coordinates and connects all architectural staff from Arlington, VA to Chicago, IL and all of Canada.

Professional Experience

JACOBS (www.jacobs.com)

December 2018 - Present

Boston, Massachusetts

Position – Principal of Architecture, Interiors and Lab Planning

Principal responsible for the oversight, signing and stamping of all design projects. Oversee the QC process of the design disciplines, staff mentoring, technical education lunchtime series, and office project delivery standards.

Company Initiatives / Groups / Committees

North Region Standards Committee - Chair - Establishing standards and graphic quality across the North Region in conjunction with Philadelphia and St. Louis.

North Region Technical Delivery Group – Group of multi-office leaders tasked with overseeing the future strategies of Project Delivery, Innovation initiatives and the future tools of the trade.

Americas Strategic Group - Group of multi-office and multi-discipline leaders from the Built Environment to establish the strategic vision of the Americas Built Environment LOB.

Notable Projects

101 Smith Place – Cambridge, Massachusetts – Estimated completion – March 2023

Principal in Charge – Lead Technical Architect

250,000 SF Lab/Office

455 Grand Union – Somerville, Massachusetts – Estimated completion – July 2021

Technical Principal – Lead Technical Architect

CRISPR Therapeutics HQ Fit out – Boston, Massachusetts – Estimated completion – Apr 2022

Principal in Charge – Lead Technical Architect

Projects under leadership

MITIMCO 730/750 Main Street – Cambridge, Massachusetts

Regeneron – East Greenbush, New York

Confidential Financial Client – Various Projects

SQZ Biotech – Watertown, Massachusetts

ARROWSTREET, Inc (www.arrowstreet.com)

July 2015 – December 2018

Boston, Massachusetts

Position – Senior Associate

Project Architect and Lead Senior Associate for a multitude of project types and complexities.

Projects

Parcel K – Residence and Hotel, Boston, Massachusetts (Seaport) – Completed – November 2020

- Lead Architect of a LEED Silver, 2 high-rise towers on 2 levels of retail podium, consisting of a 294 key Hyatt Hotel and a 304-unit luxury apartment building. Starting from the end of Schematic Design to now currently in Construction Administration.

Congress Square, Boston, Massachusetts – Completed – May 2019

- Lead Architect of a LEED Silver, 7.5 story addition to an existing 1904 Fidelity HQ in Post Office Sq. This project is comprised of a fully custom ultra-performance curtain wall, with Fiber Reinforced Polymer Soffit.

San Francisco, California

Position – Associate – Senior Technical Architect

Project Architect for a multitude of project types and complexities.

Projects

Moscone Convention Center, San Francisco, California – Estimated completion–November 2019

- Project Architect/Lead Technical Architect of a LEED Platinum, 4 phase, 800,000 sf expansion to an existing 1.3m sf Convention Center. Starting from Programming/ Concept to Construction Administration. The challenging part of this project is that during all 4 phases the convention center must remain open, since the center is responsible for 21% of the city's revenue.
- In coordination with our Project manager, managed the \$550M budget throughout design and construction.

Poly International Plaza, Beijing, China – Completion date December 2015

- Project Architect/Lead Technical Architect of a LEED Gold, 3 Tower 130,000sm (1.4Msf) high-rise complex on 7 Hectares (17 Acre), from Programming/Concept through Construction Administration. The complexity in this project comes from the fully double skinned building supported by an exterior diagrid structural system within an elliptical shape, creating the need for stretch formed aluminum panels at the nodes.
- In coordination with our Project manager, managed the \$1.27b budget throughout design and construction.

San Bernardino Justice Center, San Bernardino, California – Completed 2014

- Technical Architect of a LEED Gold, 35 Courtroom, 360,000sf 12 story tower with 3 story podium Courthouse on 7 acres. This building is unique because of its proximity to an active fault line, and due to the expected magnitude of the seismic activity, the building is base isolated with a total movement of 42" in every direction. It is the first building of its kind to employ both a rigid moment frame within the podium and a fluid-viscus damper braced frame within the tower all on top of the base isolation.

RossDrulisCusenbery Architecture (www.rdcarchitecture.com)

2008-2010

Sonoma, California

Position: Project Designer

Allana, Buick & Bers, Inc. Architects and Engineers (www.abbae.com)

2006-2008

Palo Alto, California

Position: Building Envelope Technologist

Berry Lykins Architects, Providence, Rhode Island

2004-2006

Position – Designer

Franklin Studio, Bristol, Rhode Island

2002-2004

Position – Designer

Registrations / Educations / Seminars / Publications / Memberships / Competitions

Registration: New York State – Architects Registration – Since June 2014 – Status:
Current License Number - 036373

Massachusetts – Architects Registration – Since 2019 – Status: Current
License Number - 952307

Rhode Island – Architects Registration – Since 2019 – Status: Current
License Number - 5254

New Hampshire – Architects Registration – Since 2019 – Status: Current
License Number - 04709

Connecticut – Architects Registration – Since 2019 – Status: Current
License Number - 0014504

Education: Roger Williams University School of Architecture – Bachelor of Architecture
Bristol, Rhode Island

TOWN OF HARVARD

VOLUNTEER APPLICATION (12/02/2008)



Thank you for your interest in serving the town of Harvard. Please complete this application to be kept informed of volunteer opportunities and/or to apply for a specific position or fill a vacancy when one occurs. You may be also be contacted based on your stated areas of interest for other opportunities to volunteer. Your application will be kept on file for 3 years.

Date of Application: July 30, 2021

Applicant Information:

Name: Michael Kilian

Address: 25 Candleberry Lane

Home/Work Phone # [REDACTED]

Mobile Phone# [REDACTED]

Email Address: [REDACTED]

Indicate below which Board(s) or Committee(s) are of interest to you:

Planning Board

Have you previously been a member of a Board, Committee or Commission (either in Harvard or elsewhere)? If so, please list the Board name and your approximate dates of service:

Do you have any time restrictions?

YES

☒ NO

Are you a registered voter?

☒ YES

NO

Please list your present occupation and employer (you may also attach your résumé or CV)

Software Engineer at Ab Initio.

Do you, your spouse, or your employer have any current or potential business relationship with the Town of Harvard that could create a conflict of interest? (If YES, please describe the possible conflict) No.

Please outline any education, special training or other areas of interest you have that may be relevant to the appointment sought.

I have lived in town for over 20 years and have participated on the periphery of a number of issues. It is now time for me to put my money where my mouth is.

While I may not have formal training in planning, I have worked on conservation issues (was a founding member of the Organization of the Assabet River and assisted in allocating conservation land for agricultural purposes -- the Breakneck Hill Conservation Land in Southboro) .

Received by Town of Harvard

Return to: Town Of Harvard, 13 Ayer Road, Harvard MA 01451 or email jdoucet@harvard.ma.us



Town of Harvard

13 Ayer Road

Phone: (978) 456-4100

Volunteer Form

Good Government Starts with You

Date Submitted: June 14, 2021

Name: Doug Thornton

Home Address: 213 Littleton Road
Harvard

Mailing Address: 213 Littleton Road
Harvard

Phone Number(s):

Current Occupation/Employer: Principal Software Engineer / MedUnison LLC

Have you previously been a member of a Board, Committee or Commission (either in the Town of Harvard or elsewhere)? Yes

If yes, please list the Board name and your approximate dates of service:

Parks and Recreation, elected 2015, 2018

Are you a registered voter? Yes

Do you, your spouse, or your employer have any current or potential business relationship with the Town of Harvard that could create a conflict of interest? Yes

If YES, please describe the possible conflict:

My wife works at the school and therefore is an employee of the town, though I don't see any obvious conflict.

Narrative: I've been on Parks and Recreation for two full terms and had been appointed the fall before being elected – overseeing the day-to-day operations of the town's recreational facilities. My P&R term is up and I am looking to move into a longer-term planning role. I understand the town's recreational facilities requirements and I have seen neighboring towns acquire facilities through working closely with businesses moving to town. I think the inverse square law protects us from 5G radiation. I think town residents should take erosion control more seriously. Climate change needs to be tackled from all angles, though I would argue that using less fuel and plastic goes further than individuals being told they should not trim their trees or cut the grass. I have browsed the town bylaws, though I would do poorly if tested on them today. The ideal Planning Board candidate may have more civil engineering and/or legal experience than I, but I know some basics and am familiar with how the town operates. Joining Planning Board would be a learning experience I am ready to take on for one term, if offered the opportunity. Kids will all be in college in the fall, I have the time.

Board(s) / Committee(s): ___ PLANNING BOARD

Chapter ____

An act authorizing the Town of Harvard to Establish and Enforce a Speed Limit of 25 M.P.H. on Two of its Public Ways

Be it enacted by the Senate and House of Representatives in General court assembled, and by the authority of the same as follows;

Section 1. Notwithstanding any general or special law to the contrary, the Town of Harvard is authorized to establish and enforce a speed limit of 25 miles per hour for motor vehicles travelling on Still River Depot Road and the portion of Still River Road, also known as Route 110, lying between Prospect Hill Road and West Bare Hill Road in said Town of Harvard.

Section 2. This act shall take effect upon passage.

July 7, 2021

Dan Rivera, CEO and President
MassDevelopment
99 High Street
Boston, MA 02110

Subject: Funding for Consultant Services for the DJFC

Dear Mr. Rivera,

Thank you for your response of March 15, 2021 to our letter of February 24, 2021. We would like to take this opportunity to clarify one salient point in our letter: the need for funding for detailed analyses of all aspects of disposition planning for determining the permanent government structure for Devens.

As noted in our previous letter, the Devens Jurisdiction Framework Committee (DJFC) has been working on a Memorandum of Agreement to set forth the planning process. Unfortunately, the DJFC meetings were suspended due to the pandemic and only recently have resumed.

During this hiatus the Harvard/Devens Jurisdiction Committee (H/DJC) continued to meet to work on three sections of the MoA and has shared its work with the other stakeholders. One of these sections pertained to funding for consultant services for which the H/DJC developed the attached position paper. The paper was presented to the DJFC on June 9th to be considered as part of the MoA currently being developed by the DJFC. At that meeting the committee was told by Jessica Strunkin that MassDevelopment had no budget for consultant services nor any plans to provide such funding.

Since significant consultant services have always been contemplated by the parties and detailed in the draft MoA, it is important that this issue be resolved as soon as possible. Until the June meeting of the DJFC, Ayer, Harvard and Shirley have relied on the representation communicated by your predecessor, Lauren Liss, that consultant services would be procured by MassDevelopment (see attached letter dated February 1, 2019).

The Select Board in Harvard respectfully requests that MassDevelopment provide a response to the H/DJC Funding Position paper as the next step toward resolution of this matter. This is a critical component of the MoA to be resolved in order for our collaborative work to move forward.

Respectfully,

Stu Sklar

cc: Senator Jamie Eldridge
Representative Dan Sena
Representative Sheila Harrington
Town Manager, Town of Ayer
Town Administrator, Town of Shirley
Devens Enterprise Commission
Jessica Strunkin
Victor Normand

Funding for the Consultant work will be provided by MassDevelopment

Rationale: The Introduction to the November 14, 1994 *Devens Reuse Plan* (the Reuse Plan) states that the January 1994 passage of Chapter 498 of the Acts of 1993 (Chapter 498) would not become effective unless the Reuse Plan and associated Bylaws were approved by majority vote of the Town Meetings of Ayer, Harvard, and Shirley no later than December 31, 1994. The Reuse Plan and Bylaws were adopted by majority vote of each Town Meeting on December 6, 1994. Section 1 of Chapter 498 states “It is also the purpose of this act to provide an *interim* governmental structure for Devens which will assume specified local authority and duties.” According to the Reuse Plan, the interim period would last for 40 years.

With the approval of the Reuse Plan and enactment of Chapter 498, the Land Bank (precursor to MassDevelopment) became the redevelopment agency for Fort Devens and was, therefore, entitled to all federal base reuse funding, as well as a \$200 million bond authorization. In addition to assuming the responsibility for redeveloping Devens in accordance with the Reuse Plan and providing necessary services, the Land Bank assumed all authority to tax or levy fees on residents and businesses (Section 21 of Chapter 498). In essence, while the towns were no longer responsible for providing services, they also had no source of revenue for matters the towns *may engage in related to Devens*.

Beginning with funding the development of the Reuse Plan and associated Bylaws, the state (through the Land Bank and then MassDevelopment) has paid for consultant services. Other planning efforts funded by the state include the Devens Open Space and Recreation Plan and its subsequent updates, so-called Scenario 2B in 2006, planning and zoning changes for the Grant Road residential area, and several Vicksburg Square plans. These plans have always included significant public participation, including steering committees populated by representatives from the towns and other stakeholders.

The planning for the final disposition of Devens which is now being undertaken jointly by MassDevelopment, the DEC, the towns, and Devens residents and businesses is no different from earlier planning endeavors. Rather, it is the final step in meeting the requirements of Section 23 of Chapter 498, which states that “on or before July 1, 2030” MassDevelopment, the DEC, and the towns “shall initiate a study...concerning permanent government structure for the ongoing operation and administration of Devens.” The study and a report recommending a permanent government structure are to be submitted to the Legislature on or before July 1, 2033.

Given its sole access to revenues related to Devens (state bonding, revenue from land sales and rental, taxes and fees assessed on Devens properties), and its responsibility to oversee the successful redevelopment of Devens in this 40-year period, it is MassDevelopment’s obligation to fund the consultant for this final planning effort.



MASSDEVELOPMENT

FEB 04 2018

COPY

99 High Street
Boston, Massachusetts
02110

Tel: 617-330-2000
800-445-8030

Fax: 617-330-2001

www.massdevelopment.com

February 1, 2019

Lucy Wallace, Chair
Harvard Select Board
Harvard Town Hall
13 Ayer Road
Harvard, MA 01451

Victor Normand, Chair
Harvard/Devens Jurisdiction Committee
Harvard Town Hall
13 Ayer Road
Harvard, MA 01451

Dear Ms. Wallace and Mr. Normand:

Thank you for your letter of January 8 regarding planning for the future of the Devens Regional Enterprise Zone – the community we all refer to simply as Devens. We applaud the Town of Harvard's proactive approach to thinking about the future governance of Devens and appreciate the openness you have demonstrated by inviting MassDevelopment staff to participate in your monthly committee meetings.

I want to state at the outset that MassDevelopment considers the continuing re-development of Devens to be one of our proudest endeavors. We also recognize that whatever has been achieved thus far cannot be considered entirely successful until a permanent future for Devens is assured. Further, we understand and agree that careful analysis and planning are essential to ensuring that the ongoing stewardship of Devens is addressed appropriately.

Your request has reminded us that it is often helpful to return to the “source” when contemplating the best way forward. In this case, Chapter 498 of the Acts and Resolves of 1993 (“Chapter 498”), which created the Devens Enterprise Commission (the “Commission”), provides the road map for what our legislature had in mind in the way of planning for the future of Devens.

As you know, Section 23 of Chapter 498 sets forth the legislature’s expectations for the creation of a “Permanent Government Structure.” Specifically, that section directs that on or before July 2030, the three towns (Ayer, Shirley, and Harvard), the Commission and MassDevelopment (as the successor to the Land Bank) initiate a joint study to evaluate alternative structures for government, and to evaluate a number of other matters including but not limited to infrastructure, and at the same time evaluate

CHARLES D. BAKER
Governor

KARYN E. POLITO
Lieutenant Governor

MIKE KENNEALY
Chairman

LAUREN A. LISS
President and CEO

transition costs or further investments that may be needed. In addition, all five parties are directed to submit to the Governor and the legislature, on or before July 1, 2033, both the study and a joint report with recommendations.

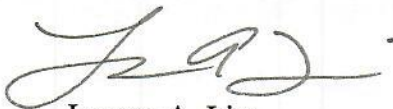
While the final joint report is not due for over a decade, we again agree with you that time spent now cooperatively developing a mutual framework for identifying issues is time well spent. We strongly believe that, as contemplated in Chapter 498, this planning endeavor is best advanced with all five parties involved at the outset, working together towards our common goal. We also feel strongly that any discussion regarding the permanent governance of Devens should include a role for Devens residents and businesses in the planning process.

Accordingly, MassDevelopment proposes that all five parties agree to a series of facilitated meetings or "charrettes," for the purpose of developing a framework for a collaborative planning process going forward. Frankly, what concerns us is that unless a common framework is established at the beginning for what it is that needs to be done and what questions need to be answered during the planning process, focusing only on the interests of individual parties may hinder, rather than inform, the development of a joint plan. Thus, we believe that we would all benefit from a common starting point and a common understanding of how that starting point was identified.

Ultimately, we are hopeful that this initial planning process would culminate in the execution of a Memorandum of Agreement ("MOA"), in which all the parties memorialize the agreed-upon planning process. After an MOA is finalized, initial conceptual work could begin in the new fiscal year through the assistance of a consultant retained under a MassDevelopment procurement. We believe that this collaborative approach would best enable us all to begin to identify the basic facts and circumstances as they exist today and to develop a fundamental financial framework. This framework will form the baseline for projections undertaken during the course of the planning effort, towards our ultimate mutual goal of developing a joint recommendation regarding the permanent governance of Devens.

Again, thank you for your continued partnership and we look forward to continuing to work together on this important endeavor. Please not hesitate to contact Ed Starzec (617) 330-2035 or me if you have any questions or comments.

Sincerely,



Lauren A. Liss
President and CEO

cc: Timothy P. Bragan, Harvard Town Administrator
Jannice L. Livingston, Chair, Ayer Board of Selectmen
Robert Pontbriand, Ayer Town Manager
Debra Flagg, Chair, Shirley Board of Selectmen
Michael McGovern, Shirley Town Administrator
William P. Marshall, Chairman, Devens Enterprise Commission
Peter C. Lowitt, Director, Devens Enterprise Commission



BROMFIELD PARK

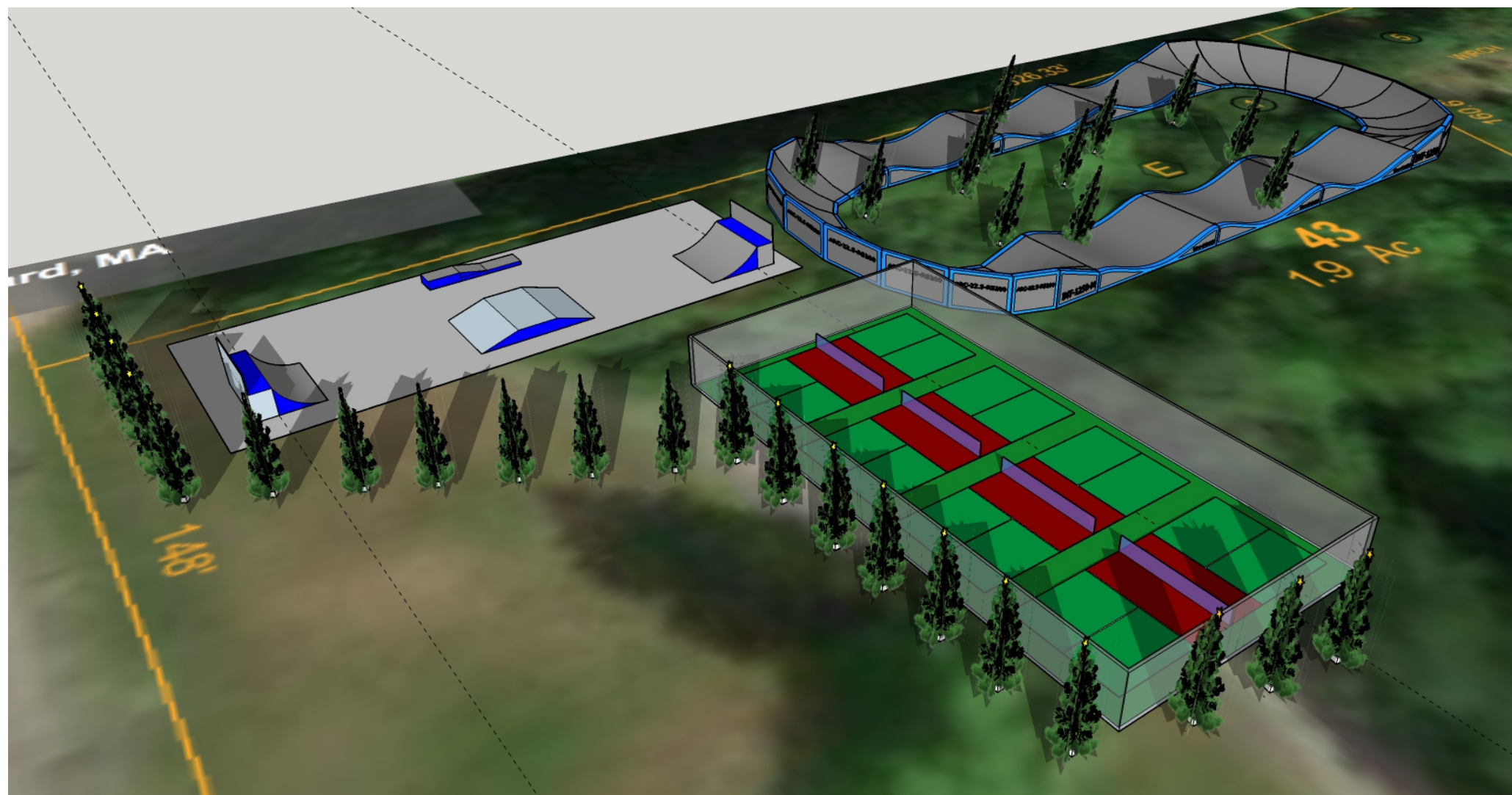
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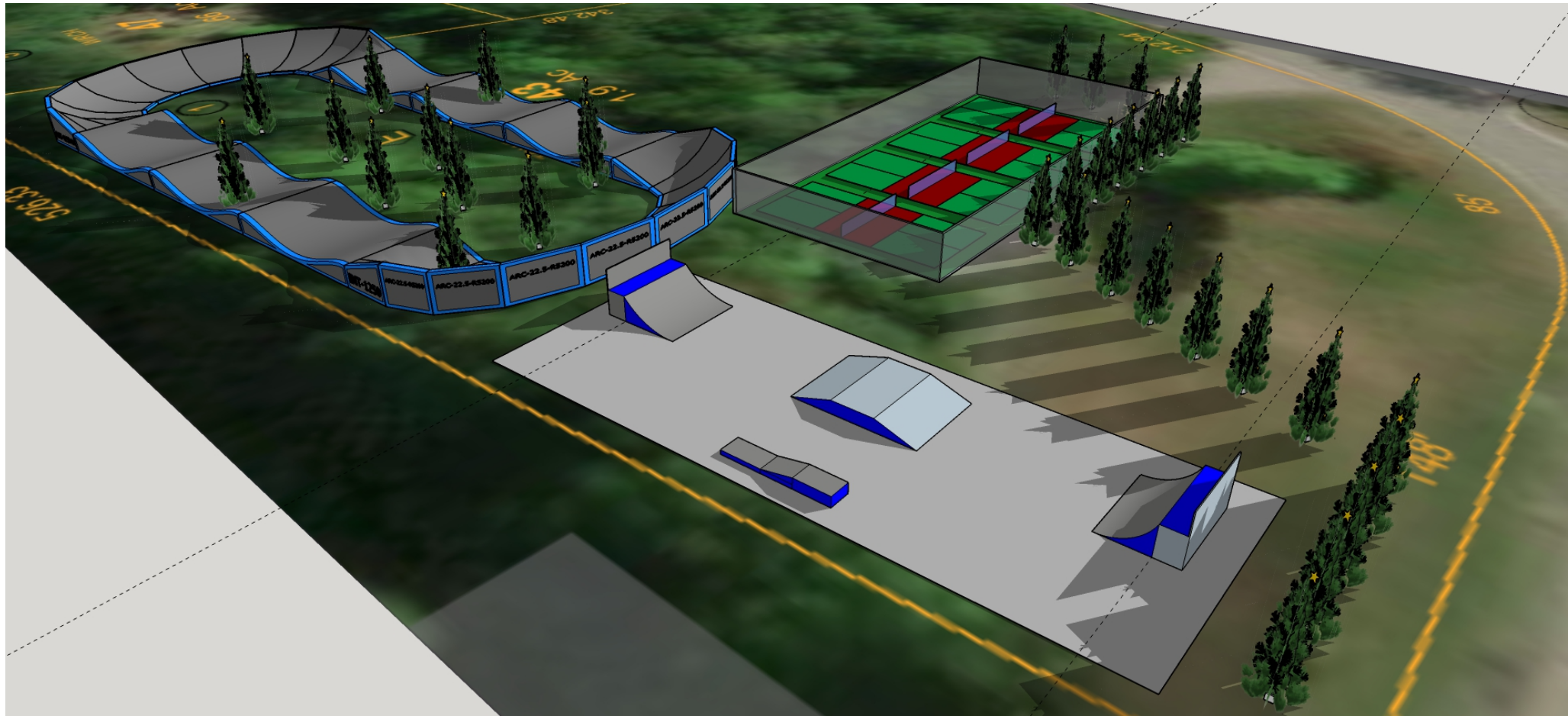
Robert O'Shea

Parks and Recreation Chair



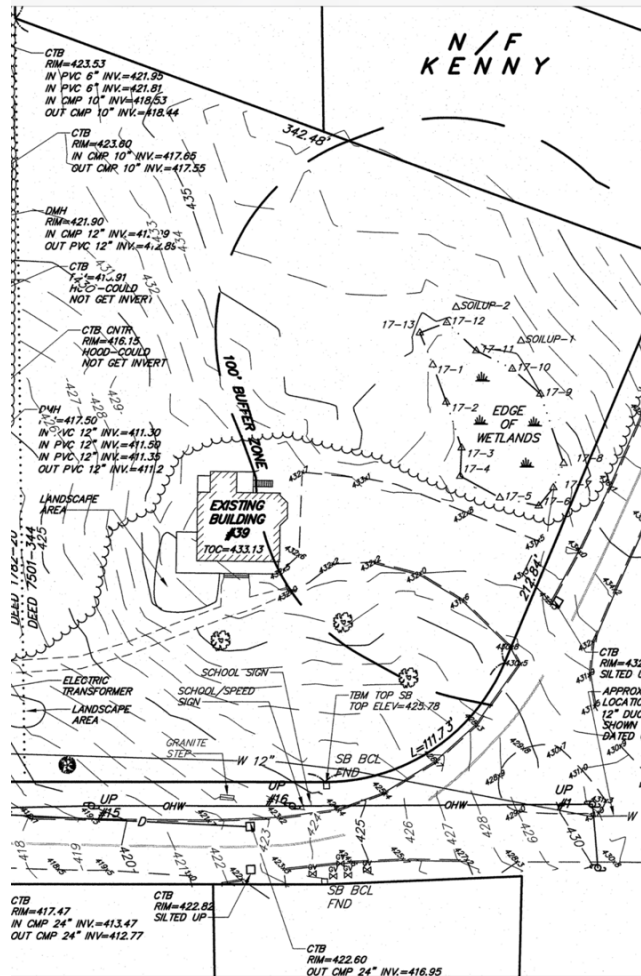






Done

Site Survey.pdf



Stu	Alice	Kara	Erin	Rich
Harvard Devens Juris CPC Town Hall School Com WMRC	MAHT Fin Com Tree Warden HCTV Pond/watershed Historic Com CoD	BoH Energy Advisory P&R Lib PB/ZBA Revenue Ideation	Cemetery Com CoA Con Com Ag Advisory com 4 th of July Personnel Board	CPIC Elm Com Harvard-Devens Juris Open Space Cultural Council
Ongoing Projects	Climate Resiliency WG	MRPC Alternate		
Union Neg				

FY22 Select Board Goals/Action Items

Economic

- Create a process to determine optimal utilization of ARPA (American Rescue Plan Act) one-time federal funds. (Entire SB, in conjunction with FinCom, CPIC, and School Committee)
- Develop a detailed plan to address the town's structural deficit;
 - discuss the issue of structural deficit at all boards meeting. (AV)
 - Examine the budgeting process, assumptions/forecasts. (AV)
 - Diversify Tax Base:
 - Ayer Road Development
 - Continue to investigate Agri-tourism
 - Allow more microbusiness in Agricultural Residential zone
 - Revenue Ideation Committee

Policies/Procedures

- Adoption and promulgation of a Code of Conduct (entire SB)
- Codify process for evaluation (ranking) of a new appointment versus reappointment. (KM)
- Consider institution of term limits (conditional) (KM)
- Evaluate existing committees/boards (working groups, sub-committees, advisory) (entire SB)

Planning

- Work with the Planning Board (RM, EM)
 - Senior by-law
 - OSPRD (continue plan for preserving open space)
 - Creating a strategic vision for the Commercial District.

Government

- Town Charter (AV/EM)
 - Review Charter to clarify roles and responsibilities for the Town Administrator vs Select Board.
 - clarify areas of confusion
 - Identify any potential revisions
- Staffing Items (SS &MS)
 - Direct Personnel Board: to review MMA best practices for 360 reviews and develop formal exit interview process. (SS & MS)
 - Provide more specific direction for shared employee positions such as the Community & Economic Development Director. (SB Liaison &TB)
- Communication/Technology (RM, Select Board Office)
 - Utilize and investigate additional technology to improve communication and increase accessibility to improve public confidence.
 - Conduct Town wide Survey to identify community concerns/needs
 - Consider options for social media to improve communication.
 - Require town departments utilization of the town website and/or other methods to improve communication and access to their department.

Public Safety

- Town-wide speed limit: this will be a regular agenda item scheduled for discussion at an upcoming meeting.