

Select Board Agenda
July 30, 2021
8:00 a.m.
Memorial Park Field House

1. Review FY2022-2023 Goals
2. Consent: Approve a weekday entertainment license for the Needham Golf Club to hold live music outside on Friday, July 30th.

**Select Board/Town Manager
FY2021 – FY2022 Select Board Goals
Adopted Goals December 22, 2020**

| Board Goals | |
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| <i>1. Temporary Goal – Manage the Town’s Response to the Covid-19 Pandemic, including:</i> | |
| Goal | Status |
| Collaborating with the Needham Public Schools to open and keep the schools open if it is safe to do so, with a particular emphasis on the importance of supporting building maintenance and HVAC efforts and resources. | Town staff worked with the Schools and outside resources to increase air flow and sanitation services during the year. This was an intense effort that involved a significant amount of staff and financial resources. NPS opened to in-person learning in September 2020. The DPW is currently creating a plan to preserve this work into the future. |
| Reviewing options for public meetings to be held in-person and in-person/Zoom hybrid models when safe to do so. | The Town collaborated with the Needham Channel to host hybrid meetings for the Select Board, School Committee, Planning Board, and ZBA starting in June. The IT Department is piloting technology this summer to support hybrid options for all Town Boards/Committees starting in Fall 2021. |
| In collaboration with the Town Moderator, review options for holding the 2021 Annual Town Meeting. | Most articles were moved to a Special Town Meeting held on May 1, 2021 and the Annual Town Meeting was held on May 3, 2021 outside at the Memorial Park Parking Lot. |
| In collaboration with the Council on Aging, Department of Health & Human Services and the Library Trustees, support the phased re-opening of those facilities when it is safe to do so. | The Library reopened on June 1. The CATH reopened on July 6 and will be phasing in programs and services throughout the summer. |
| Prepare for re-opening of other Town facilities at the appropriate time. | Most Town offices were open for walk-in appointments as of June 1, 2020. All Town facilities (other than CATH) were fully open to the public on June 1, 2021. |
| Provide support for local businesses and reimagine use of parking lots and public spaces for this purpose. | The Town expanded outdoor dining to public parking spots; allowed consumption of to-go alcohol on Town properties; added the tent, seating, and cornhole to the Town Common; added seating to Heights Common, Greene’s Field, Eaton Plaza; piloted two grant-funded parklets on Great Plain Avenue; coordinated with local artists to paint jersey barriers around outside dining parklets and fill vacant storefronts with local art; secured a state grant to fund two pop-up shops in vacant retail spaces; provided free metered parking for FY2021; coordinated expanded hours for retailers for holiday season 2020; created 14 curbside pickup spots in Needham Center and Needham Heights with signage; partnered with the Chamber for “shop/eat local” messaging; coordinated Small Business Saturday promotions/messaging last November; and increased |

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| | the frequency of trash collection in the business districts. |
| Monitor the impact of the pandemic on the Town budget. | The Town closed the FY2021 budget without recourse to additional appropriation for significant COVID-related expenses by reallocating funding and making use of State and Federal grants. The FY2022 balanced budget was adopted by Town Meeting and did not require extraordinary funding for this purpose, at least at this time. |
| Ensure adequate staffing for the Town’s pandemic response and protection of residents, with a particular focus on our most vulnerable populations. | Hired or redirected personnel to adequately staff the Town’s pandemic response including 1.0 FTE Public Health Nurse focused on contact tracing; 0.52 FTE Epidemiologist; 1.0 FTE for additional part time contact tracers; 10 substitute and Per diem nurses for vaccination clinics; 0.52 FTE part-time Emergency Management Coordinator to assist with volunteer management and Medical Reserve Corps (MRC) training; added 125 members to our volunteer Medical Reserve Corps; re-directed two part-time Library staff members to answer phone voicemails and respond to calls; re-directed an existing nurse intern to assist with COVID in March – August 2020. In addition, staff in numerous departments shifted focus of staff to pandemic response, as needed. |
| Prepare for community-wide Covid-19 vaccine distribution. | Between January 11 – June 9, Needham Public Health hosted 37 clinic days and administered 6,944 vaccinations to 3,540 people including homebound individuals and residents of over 200 cities and towns. HHS utilized 600 Medical Reserve Corps volunteers for a total 4,500 volunteer hours served. Many Town staff members volunteered to work in the clinics as well. |

2. Foster a productive dialogue about racism in Needham and produce actionable strategies to ensure Needham is a welcoming and inclusive community, and that all residents of Needham are safe and free from racism, discrimination and hate.

| Goal | Status |
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| Establish the Needham Unite Against Racism Initiative Working Group, ensuring that the work is informed by Black, Indigenous, and people of color (BIPOC), and others who have been marginalized due to their race or ethnicity. | The Select Board finalized the charge and appointed the NUARI Working Group Members in September 2020. NUARI met 2 – 3 times per month through May 2021 and members have committed to serving for a second year. |
| Review Town policies, programs, and practices and identify changes to address any that contribute to systemic racism, including specifically policing, housing, & education. | NUARI prioritized areas of focus to advance racial equity including Boards & Committees, community interactions, housing, policing, schools, and Town staffing. NUARI issued an interim report to Town Meeting with recommendations in each area. |

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| Reschedule Over Zero Needham Response/Resiliency Network Workshop. | Three workshops were held in November and December 2020. Based on feedback at the workshops, the event planning committee and Town officials developed a framework for a Rapid Response Network to be coordinated by a non-governmental agency. NDI is currently planning to manage the network and is seeking grant funding to support its work. |
| Collect data on the experiences of those who live and work in Needham to inform future actions. | The Board held a listening session on July 21, 2020 and received a presentation from the Lived Experiences project on 10/27/2020. |
| Consider establishing a discrimination complaint process. | Staff have been working with the Human Rights Committee on a draft discrimination complaint process. The HRC will present its concept plan to the Select Board this fall. |
| Promote website pages that summarize all Board, Commission, and Committee vacancies and how to apply. | This objective will be incorporated into the on-going update of the Town's website. |
| Act to diversify the candidate pool for Boards, Commissions and Committees. | The Committee Interest form is being updated to include voluntary self-identification data to help the Town track progress toward this goal. A meeting of board and committee chairs and prospective applicants will be scheduled this fall. The Office of the Town Manager will develop and implement a plan to circulate board and committee vacancy announcements to BIPOC communities. |
| Work with the Human Rights Committee to review the charge, roles, and responsibilities of the Committee. | HRC elected a new chair and prioritized creating a discrimination complaint process and providing community education and engagement. Additional conversations regarding the HRC charge, roles, and responsibilities are ongoing. |

3. Maximize the use of Town assets and ensure that Town and School services are housed in buildings that provide suitable and effective environments.

| Continuing Strategies Tier 1 Goal | Status |
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| Determine the future use or disposition of Ridge Hill buildings. | Funding for the demolition of the Ridge Hill Buildings was deferred from the May Town Meeting. A working group of staff, a member of the Select Board and two members of the Finance Committee have met to discuss the specifics of the project, a recommendation will be provided to the Board in late summer/early fall. |
| Evaluate options for funding a DPW facility on Dedham Avenue. | This evaluation is part of the Facilities Financing Working Group discussions. The DPW will request funding for a feasibility study refresh to determine whether the project can be phased and include alternate locations. |
| Continuing Strategies Tier 2 Goal | Status |
| Conduct an environmental assessment to facilitate discussion about the future use of Ridge Hill/Nike. | The status of this project will be discussed by the Board in its FY2022-2023 goal setting process. |

| Monitoring & Oversight Goal | Status |
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| Monitor Progress of Public Safety Building, Fire Station #2 | The May 1, 2021 Special Town Meeting approved funding necessary to meet the funding gap created by a hazardous materials release and COVID-19 measures. Fire Station #2 is scheduled to open by the end of the calendar year, and the Police Station is scheduled to open in the first quarter of calendar year 2022. |
| 4. Ensure appropriate Regulation and Assessment of, and Investment in Infrastructure. | |
| Continuing Strategies Tier 2 | |
| Goal | Status |
| Evaluate the feasibility of creating a shared use path from Needham Heights to Wexford Street. | This project will be considered by the Board in its overall transportation planning for FY2022-2023. |
| Develop options for refreshing landscaping at public facilities. | This budget request was not funded due to competing priorities. The DPW is working with Building Design and Construction and the PPBC to ensure that future plantings are low maintenance and within the Department's ability to maintain. |
| In conjunction with the Transportation Committee, review bus routes in Needham Crossing. | This project will be considered by the Board in its overall transportation planning for FY2022-2023. |
| In conjunction with the MBTA, explore options for increasing commuter parking. | This project was deferred given the impact of the Pandemic on commuter parking. Efforts to expand commuter parking should be considered once additional data is available about commuting patterns in the future. |
| Develop a plan for NPDES compliance including Stormwater Regulations and a Stormwater Stabilization Fund. | The Town has chosen not to pursue a stormwater regulation at this time and instead have relied on the stormwater bylaw for compliance with our NPDES permit. Planning for a Stormwater Stabilization Fund and associated fees will be restarted in FY2022. |
| New Initiatives Goal | Status |
| Work with utility companies to improve coordination of Town construction and utility improvements and expansion. | The DPE is working to develop clear contacts with utility companies, and to host meetings to identify shared goals and improve communication. |
| Monitoring & Oversight Goal | Status |
| In conjunction with the City of Newton and MassDOT, monitor progress toward the renovation of Highland Avenue from Webster Street to the Charles River. | The Compliance Coordinator has been assigned to monitor this work and has ensured appropriate communication as needed. |
| 3. Maintain and improve the vitality and economic success of the Town. | |
| Continuing Strategies Tier 1 Goal | Status |
| In conjunction with the Planning Board, evaluate options for the redevelopment of the Industrial Zones along Route 128. | Town Meeting approved zoning amendments for the Highway Commercial 1 District at the May 2021 Annual Town Meeting. |
| Work with the CEA to develop priorities for economic development. | In February, the CEA adopted 2021 goals focused on small businesses, redevelopment/new business opportunities, cluster-based economic development, and the reconstitution of the CEA. |

| Continuing Strategies Tier 2 Goal | Status |
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| In conjunction with the Planning Board, evaluate options for the redevelopment of Chestnut Street. | Select Board and Planning Board representatives held an initial meeting with BIDN on June 17, 2021 to discuss priorities and shared goals. |
| New Initiatives Goal | Status |
| Work to keep local businesses open and attract new businesses considering the pandemic. | The Town expanded outdoor dining to public parking spots; allowed consumption of to-go alcohol on Town properties; added the tent, seating, and cornhole to the Town Common; added seating to Heights Common, Greene's Field, Eaton Plaza; piloted 2 grant-funded parklets on Great Plain Ave; coordinated with local artists to paint jersey barriers around outside dining parklets and fill vacant storefronts with local art; secured a state grant to fund 2 pop-up shops in vacant retail spaces; provided free meter parking for FY21; coordinated expanded hours for retailers for holiday season 2020; created 14 curbside pickup spots in Needham Center and Needham Heights with signage; partnered with the Chamber for "shop/eat local" messaging; coordinated Small Business Saturday promotions/messaging last November; and increased the frequency of trash collection. |
| 6. Expand energy efficient and environmentally sound operations for the Town and its residents and businesses. | |
| Continuing Initiatives Tier 2 Goal | Status |
| Develop a report of the Town's climate resiliency efforts and discuss next steps. | The Town Manager created an internal working group to develop recommendations for moving forward on this issue. The group will develop key principals and objectives and determine if additional funding is needed to meet those goals. This item will be presented to the Board in its FY2022-2023 goal setting process. |
| Evaluate options for solar installation in parking lots. | A student group at NHS and Green Needham have reached out to DPW for feedback. Volunteers and Town staff are evaluating the viability of the project. There are limitations on installation at the High School given the community fireworks celebration and other fire-related considerations. |
| New Initiatives Goal | Status |
| Explore the option of implementing an organics recycling program for the community. | This program launched with the NPS in January 2020, and then stalled due to COVID-19. The plan is to restart the School-based program and then develop a plan for organics drop-off at the RTS. |
| 7. Maintain and develop amenities that contribute to the desirability of Needham as a place to live and work. | |
| Continuing Strategies Tier 1 Goal | Status |
| In conjunction with stakeholders develop an overall strategy for review of housing projects that are proposed. | A meeting with Select Board and Planning Board representatives will be scheduled this summer to discuss next steps. |

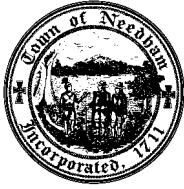
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| Consider the merits of a tree preservation by-law. | Select Board and Planning Board representatives discussed a draft tree bylaw but recommended against moving forward, given the additional staff needed to implement and enforce it. The current recommendation is to consider an alternative mechanism to encourage property owners to maintain trees or fund new public shade trees. |
| Continuing Strategies Tier 2 Goal | Status |
| Evaluate ways to improve parking at the Needham Center Post Office, on Hillside Avenue, and at other locations. | This project was deferred during the Pandemic as parking needs changed dramatically. In a related matter, the USPS is upgrading its parking lot and improving the safety of the driveway. A small amount of the work on Great Plain Avenue will be completed by the Town as part of the Downtown Phase II construction project. |
| Work with the Park & Recreation Commission to create recreational opportunities in the downtown. | Passive recreational opportunities were offered via the tent, tables, and cornhole on the Common. |
| Establish fishing areas at ponds and on the Charles River. | The Boat launch project has begun. A working group selected a designer and is reviewing concept plans. A funding request for Community Preservation funding is planned. |
| Explore opportunities for increasing the amount and diversity of public art. | Staff partnered with the Needham Council for Arts and Culture, Community Revitalization Trust, and local artists to paint the outdoor dining barriers and provide art for vacant storefronts. Staff completed a community-driven mural project to cover graffiti along the Rail Trail with a second mural slated for the tunnel between DeFazio and the Pollard School. |
| In conjunction with the Park & Recreation Commission, evaluate options for creating a park ranger program. | This project will be considered during the FY2022-2023 goal setting process. |
| In conjunction with the Park & Recreation Commission, explore options for improving access to the Rosemary Camp property. | DPW demolished the old camp structures at Rosemary Lake. The project to install a new accessible dock and pavilion/shade structures is in progress. |
| Explore the possibility of sponsoring a summer beer garden event. | This project was deferred due to the Pandemic. There are options for partnering with a local civic organization to host such an event. |
| Monitoring & Oversight Goal | Status |
| Discuss multi-modal transportation on the greenway between Newton and Needham. | This project will be considered by the Board in its overall transportation planning for FY2022-2023. |
| 8. Maintain and enhance the Town's Financial Sustainability. | |
| Continuing Strategies Tier 1 Goal | Status |
| Discuss the impact of annual tax levy increases. | The Select Board discussed the impact of tax levy increases on numerous occasions including at the 2020 tax classification hearing. The subject will be discussed |

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| | again this summer in the context of the release of a facility financing plan proposal. |
| Evaluate local option means-tested senior property tax relief programs. | This project will be considered by the Board in its overall transportation planning for FY2022-2023. |
| 9. Evaluate Town Operations and Administration. | |
| Continuing Strategies Tier 1 Goal | Status |
| Develop and implement a policy guiding the use of banners. | At its meeting on 03/23/2021 the Select Board voted to adopt the Banner policy. The Town worked with members of the LGBTQIA+ community to create and install Needham Pride banners as part of the Chapel Street Banner Program. |
| The Board will establish a schedule of meeting with appointed and elected boards on a regular basis. | This project was deferred during the Pandemic. The Town Manager will propose a schedule of meetings for FY2022. |
| Continuing Strategies Tier 2 Goal | Status |
| Consider criteria for reviewing proposed zoning changes. | This project will be considered during the FY2022-2023 goal setting process. |
| The Board will meet regularly with community stakeholders. | This project will be considered during the FY2022-2023 goal setting process. |
| Review liquor license regulations with respect to compliance issues. | The Select Board revised the Town's Liquor License Regulations relative to compliance at its meeting on August 18, 2020. |
| New Initiatives Goal | Status |
| Discuss oversight and reports needed from public safety. | Police Chief Schlittler presented at the Select Board's June 8, 2021 meeting on the status of recommendations received from the NUARI Working Group, the Attorney Tidwell report, and the Equal Justice in Needham Public Safety Report. The Chief will report back on the status of recommendations in October. |
| Review the composition, structure and charge of two to three committees. | This project will be considered during the FY2022-2023 goal setting process. |
| Review operations and long-term service delivery model at the RTS. | The DPW is currently evaluating operations to determine what investment would be required to make it more effective and will provide a guideline for when critical decisions need to be made. |
| <i>In developing its statement of goals for the coming fiscal years, the Board identified initiatives that may be addressed in future years, and general guiding principles that guide the goal setting process. This list will continue to be updated and refined:</i> | |
| <i>Future Initiatives</i> | |
| Work with the Planning Board to consider a street naming policy. | This project will be considered during the FY2022-2023 goal setting process. |
| Consider a plan for snow removal in the business districts. | DPW has convened an interdepartmental working group to review the Town's sidewalk snow removal routes with a goal to present recommendations in the fall of 2021. The winter of 2020/2021 was the first full year of the pilot program in the business district. The program |

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| | is difficult to accomplish with internal staff and cannot be expanded in its current format. The new equipment used in was very successful. |
| Evaluate the concept of constructing a hockey rink in a public/private partnership. | This project will be considered during the FY2022-2023 goal setting process. |
| Evaluate options for locating alternative transportation options (e.g. ZipCar and bike share services) in Needham. | This project will be considered during the FY2022-2023 goal setting process. |
| Evaluate options for locating information kiosks in Needham Center. | Staff have had preliminary conversations with kiosk vendors. |

Guiding Principles

- Targeted options for property acquisition will be explored.
- The Town will work to develop a consensus with Newton regarding transportation options along the Highland Avenue/Needham Street corridor.
- Appropriate coordination of all the major road projects affecting the Town is a priority.
- Town policies and regulations will be reviewed and updated on a periodic basis.
- The Town will prioritize the reconstruction and repair of existing sidewalks before embarking on new sidewalk construction. The construction of new sidewalks will be offset by the removal of old, under-used sidewalks.
- Opportunities to install community art will be explored.
- The Town should be an age friendly community.
- The number of pedestrian accidents is concerning and should be addressed.
- The Town will conduct a Capital Facility Summit on a regular biennial basis.
- Emergency preparation and planning is a high priority.
- Opportunities for departmental consolidation and efficiency improvement will be identified and implemented.
- Opportunities to enhance communication with the public will always be considered.
- Opportunities to collaborate on additional programs and services that will benefit Needham's veterans will be explored and implemented.
- Opportunities for streamlining the permitting process will be explored and implemented.
- Opportunities to expand the distribution of notices of public hearing will be explored and implemented.
- Opportunities to address trash concerns Town-wide will be explored and implemented.
- The Town will work to keep the pools at Rosemary Recreation Complex open for the longest period possible between Memorial Day and Labor Day.
- The Board will continue to review the policy implication of the allocation of liquor licenses.



TOWN OF NEEDHAM

TOWN HALL

Needham, MA 02492-2669

Office of the
TOWN MANAGER

TEL: (781) 455-7500
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TO: Select Board
FROM: Kate Fitzpatrick
CC: Dave Davison, Katie King
DATE: July 23, 2021
RE: FY2022 -2023 Goal Setting

The Select Board's initial goal setting meeting will be held at 8:00 a.m. on Friday July 30, 2021 in the Board Room (second floor) of the Memorial Park Field House.

I have proposed a new format for goal review this year. As you know, the Board reviewed progress toward prior year's goals at its meeting on July 20, 2021 so that the focus for the July 30th meeting can be completely forward-looking.

In reviewing best practices for chief elected body goal setting, it is clear that creating a vision for the Town can help in both goal identification and also in guiding the work of staff. An example of a vision statement is included in the attached document – the Board may wish to pursue the establishment of a vision statement in the coming year.

We have proposed seven topic areas and aspirational goals for each area. The topic areas are again based on best practices, and incorporate aspects of the prior nine categories. While the Board had established topic areas previously, aspirational goals and action items tended to be comingled. The proposed goal categories contemplate a Town that is: Livable, Economically Vital, Accessible & Connected, Healthy & Socially Thriving, Safe, Responsibly Governed, and Environmentally Sustainable. The Board may wish to review, add, and/or subtract the goal statements that have been proposed.

Finally, we have included specific initiatives for each goal category. Each initiative includes a description, the responsible department, and the resources needed. Once the final initiatives have been determined by the Board, all of the information will be finalized.

The draft goals document includes only initiatives that we believe need to be carried forward from the prior year's goals, and initiatives that the Board has discussed previously. A separate document includes initiatives that have been sent to me by Board members for consideration or have been submitted to the Board by interested parties. **If you have other initiatives that you would like included on this list (including any from the prior list that we did not identify), please get them to be by Wednesday, July 28th.**

If you have any questions or need additional information, please contact me.

Select Board Goal Setting FY2022 – 2023
Items for Consideration
July 30, 2021

1. Extension of Community Farm Lease.
2. Explore Access to Bathrooms at Playgrounds and Fields.
3. Explore Zoning to Allow Brewery/Brew Pub Uses.
4. Explore creation of a skate Park.
5. Consider a memorial acknowledging the history of slavery in Needham.
6. Support resources to serve our youth in the field of mental health, using money, we receive towards hiring additional staff or putting more resources into to serving those on the extensive waitlist.
7. Consider Tree preservation strategies.
8. Evaluate the role of the HRC.
9. Seek funding to upgrade tennis courts.
10. Discuss Goal Setting Process for future years (build in time to seek input from other boards).
11. Establish a goal for financial sustainability and responsibility as it will be reflected in how we address the facility plan, tax burden/rates and water/sewer rates etc.
12. Seek funding for initiatives or identify ways to support/promote public safety.
13. Settle contracts with employee unions.
14. Work to reach agreement on alternatives to the Civil Service system.
15. Evaluate the results of the LWV study on Town Government.
16. Increased hours at RTC, home pick up of trash and include composting.
17. Focus on playground improvement and updating (safety considerations and hygiene facilities).
18. Updating, renovating schools (Mitchell and Pollard).
19. Building community use space - perhaps at Ridge Hill - or alternative area that could include function/auditorium venue.
20. Oversight of police department - fundamental need given the lawsuit - engage a consultant to review our policing policies and help rewrite operations guidelines, including de-escalation matters and complaint/IA processes, required bias reviews etc.; Create a Citizens' Advisory committee – this could start with the Human Rights Committee - and empower the Committee to make policy changes in this area. (We may also want to publicly state that the Select Board is undertaking a disciplinary review of public safety and possible actions include suspension or dismissal. Include a disciplinary review starting immediately and take disciplinary actions this year - especially regarding hiring and management of relatives).
21. School building improvement.
22. Citizens oversight/police process review, management and training considerations
23. Playground renovations, hygiene improvements.

24. Townwide sidewalk improvement, snow removal, and safety considerations.
25. Identifying areas for increased solar panel installation (municipal buildings) and setting a standard to only install renewable energy in any/all new construction.
26. Creating Term Limits for Select Board, School Committee, and Planning Board
27. School bus funding.
28. Increase public trash facilities.

**Select Board Goal Setting
July 30, 2021**

PURPOSE

The purpose of the Select Board Goals is to effect positive change, set policy direction for Town government, and guide the development of the budget.

OUR VISION [EXAMPLE]

Needham is a Town that provides high quality public services, fosters economic opportunity, celebrates diversity, and offers excellent schools, recreation and lifetime learning opportunities for residents of all ages; It is a community that promotes arts and culture, environmental sustainability and civic engagement for the good of all its members.

GOAL #1: Livable Needham plans for and invests in safe, well-maintained and attractive buildings and infrastructure that accommodate a diverse set of community needs. Needham:

- Promotes and sustains a secure, clean and attractive place to live, work and play.
- Provides a variety of housing types with a full range of affordability.
- Provides high-performing, reliable and affordable public infrastructure and Town services.
- Encourages and appropriately regulates sustainable development.
- Supports and enhances neighborhood livability and walkability for all members of the community.
- Coordinates with state and federal leaders to ensure access to safe, reliable and efficient public transit.
- Coordinates major infrastructure projects and communicates with impacted members of the Needham community.
- Prioritizes the reconstruction and repair of existing sidewalks before embarking on new sidewalk construction. The construction of new sidewalks will be offset by the removal of old, under-used sidewalks.
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| FY2022-2023 Initiatives | Description | Department(s) Responsible | Resources |
|--------------------------------|---|----------------------------------|------------------|
| 1.1 | Seek Funding for Ridge Hill Building Demolition | OTM/BCD/PPBC | |
| 1.2 | Seek Funding for DPW Facility Refresh | OTM/BCD/PPBC/DPW | |
| 1.3 | Begin the Ridge Hill//Nike Assessment Phase 2 Project | SB/CC/OTM/PCD | |

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| 1.4 | Set new goals related to affordable housing and identify strategies to achieve them now that Needham has surpassed the 10% threshold under MGL Chapter 40B. | SB/PB/OTM/PCD | |
| 1.5 | Sponsor a Housing Summit | SB/PB/OTM/PCD | |
| 1.6 | Explore Senior Tax Relief (?) | SB/FD | |
| 1.7 | Evaluate RTS Operations to Guide Long-term Investment | DPW/OTM/SWAC | |
| 1.8 | Explore installation of kiosks in business areas | DPW/OTM | |
| 1.9 | Explore options for reducing amount of public litter including General By-law re: Household trash & Funding for trash removal efforts | DPW/OTM | |
| 1.10 | Work with the NPS to ensure re-opening consistent with COVID-19 precautions | DPW/OTM/NPS/HHS | |
| 1.11 | Seek Funding for School Administration Building | SB/SC/NPS/OTM/BDC/PPBC/CPC | |
| 1.12 | Identify funding for School Master Plan projects | SB/SC/OTM/FD/NPS/BDC/PPBC | |
| 1.13 | Update Parcel Acquisition List | SB/OTM/CC/PR/SC | |

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| 1.14 | Review Cheney St. Zoning Referred by TM | SB/PB | |
| 1.15 | Evaluate use of ARPA Funding for Identified Infrastructure Projects | OTM/FD/DPW | |

GOAL #2: Economically Vital – Needham has the economic opportunities and resources for residents and businesses to thrive in our community. Needham:

- Supports an environment for creativity, innovation and entrepreneurship.
- Promotes a well-educated, skilled and diverse work force that meets employers’ needs.
- Fosters a collaborative and resource-rich regional business climate.
- Attracts, sustains and retains a diverse mix of businesses, entrepreneurs and jobs that support the needs of all community members.
- Supports financial security, economic opportunity and social mobility for all.

| FY2022-2023 Initiatives | Description | Department(s) Responsible | Resources |
|--------------------------------|--|----------------------------------|------------------|
| 2.1 | Evaluate Chestnut Street Zoning | SB/OTM/PB/PCD | |
| 2.2 | Identify Relief Programs for Small Businesses through ARPA Funding | OTM/FD | |
| 2.3 | Evaluate Expansion of Snow Removal Efforts | DPW | |
| 2.4 | Support Zoning Proposals for Outside Seating | PCD | |
| 2.5 | Develop & Implement Regulations Guiding Outdoor Seating | OTM | |

GOAL #3: Accessible & Connected - Needham has a multi-modal transportation system that gets people where they want to go, when they want to get there, safely and cost-effectively. Needham:

- Offers and encourages a variety of safe, comfortable, affordable, reliable, convenient and clean mobility options.
- Supports a balanced transportation system that reflects effective land use, manages congestion and facilitates strong regional multimodal connections.

- Provides effective infrastructure and services that will encourage diverse populations to connect to nature and the larger community.
- Promotes transportation options to ensure we remain an age-friendly community.

| FY2022-2023 Initiatives | Description | Department(s) Responsible | Resources |
|--------------------------------|--|----------------------------------|------------------|
| 3.1 | Seek Funding for a Parking Study of the mix of parking types and associated technology | OTM/DPW/FD/PCD | |
| 3.2 | Evaluate the role and composition of the TMAC and the Transportation Committees | SB/OTM/DPW/TC/TMAC | |
| 3.3 | Seek Funding for Noise Reduction/Quiet Zone Feasibility & Design | OTM/DPW | |
| 3.4 | Seek Funding for Feasibility Study of Alternative Transportation Options including Share Use Path and Rail Trail Extension | OTM/DPW/TC | |
| 3.5 | Review existing MBTA Bus Routes and Make Recommendations as Appropriate | SB/DPW/OTM/TC | |

GOAL #4: Healthy and Socially Thriving - Needham residents enjoy high levels of physical and mental well-being and abundant recreational, cultural and educational opportunities in an environment where human rights are respected, diversity is celebrated, and neighbors feel connected. Needham:

- Cultivates a wide range of recreational, cultural, educational, civic and social opportunities for all socioeconomic and age groups.
- Supports the physical and mental well-being of its community members.
- Fosters inclusion, diversity and equity.
- Promotes the installation of art and opportunities for community-led art projects.

| FY20-2023 Initiatives | Description | Department(s) Responsible | Resources |
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| 4.1 | Explore use of ARPA for public Art projects | OTM/NCAC | |
| 4.2 | Seek additional funding for youth behavioral health needs | OTM/HHS | |
| 4.3 | Identify and implement strategies to hire, support and retain diverse staff at every level of the organization. | OTM | |
| 4.4 | Continue to provide diversity, equity and inclusion professional development opportunities for all staff geared towards deepening understanding and becoming culturally responsive, anti-racist, and anti-biased members of the Needham community. | OTM | |
| 4.5 | Measure efforts to recruit and retain BIPOC individuals and provide annual updates on progress. | OTM | |
| 4.6 | Create a framework for how community members can effectively engage in conversations around race, diversity, equity, and inclusion, to build relationships and a stronger understanding of different perspectives and lived experiences. | OTM/SB | |
| 4.7 | Actively monitor progress on the law enforcement recommendations that NPD Chief Schlittler | OTM/NPD/SB | |

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| | presented to the Select Board on June 8, 2021. | | |
| 4.8 | Make intentional efforts and identify creative ideas for community outreach to diversify the candidate pool for all appointed Boards and Committees. | OTM/SB | |
| 4.9 | Measure efforts and progress on efforts to make Boards and Committees more diverse. | OTM | |
| 4.10 | Continue NUARI meetings, reviewing and providing guidance on recommendations | OTM/NUARI | |
| 4.11 | Develop a plan for use of ARPA funding to continue public health response to COVID-19 | OTM/HHS | |
| 4.12 | Encourage Needham non-profit organizations, civic groups, and businesses to adopt or endorse, as appropriate, the vision statement. | OTM/SB | |
| 4.13 | Include a question in the bi-annual Town survey to gauge residents' perceptions of how welcoming and inclusive the Needham community is. | OTM | |
| 4.14 | Provide support to other Boards & Committees on how to apply NUARI principles to their work. | OTM/SB | |

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| 4.15 | Develop a discrimination complaint process and provide forums where individuals feel comfortable discussing their concerns related to diversity, equity, and/or inclusion. | OTM/SB/HRC | |
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GOAL #5: Safe - Needham is a welcoming and inclusive community that fosters personal and community safety and ensures that all residents are secure and cared for during emergencies and natural disasters. Needham:

- Enforces the law while considering the needs of individuals and community values.
- Plans for and provides equitable, timely and effective services and responses to emergencies and natural disasters.
- Fosters a climate of safety for individuals in homes, businesses, neighborhoods, streets, sidewalks, bike lanes, schools and public places.
- Encourages shared responsibility, provides education on personal and community safety and fosters an environment that is welcoming and inclusive.
- Utilizes Complete Street principles to evaluate and prioritize pedestrian safety on our roadways.
- Prioritizes emergency planning and trainings for Town staff and the community to increase our collective preparedness and resilience.

| FY2022-2023 Initiatives | Description | Department(s) Responsible | Resources |
|-------------------------|---|---------------------------|-----------|
| 5.1 | Actively monitor progress on the law enforcement recommendations that NPD Chief Schlittler presented to the Select Board on June 8, 2021. | OTM/SB/NPD | |
| 5.2 | Monitor the progress of the POST Commission | OTM/SB/NPD | |

GOAL #6: Responsibly Governed - Needham provides excellent customer experience, responsibly manages the Town's assets and makes data-driven decisions that are also informed by community engagement. Needham:

- Models stewardship and sustainability of the Town's financial, human, information and physical assets.
- Supports strategic decision-making with opportunities for engagement and timely, reliable and accurate data and analysis.

- Enhances and facilitates transparency, accuracy, efficiency, effectiveness and quality customer service in all municipal business.
 - Supports, develops and enhances relationships between the Town and community/ regional partners.
 - Provides assurance of regulatory and policy compliance.
 - Reviews and updates Town policies and regulations.
 - Identifies opportunities for departmental consolidation and efficiency improvement.
 - Identifies opportunities for streamlining permitting processes.
- Provides open access to information, encourages innovation, enhances communication and promotes community engagement

| FY2022-2023 Initiatives | Description | Department(s) Responsible | Resources |
|--------------------------------|---|----------------------------------|------------------|
| 6.1 | Hold meetings with community stakeholders (X#) | OTM/SB | |
| 6.2 | Explore banning small alcohol bottles (“nips”) | OTM/SB | |
| 6.3 | Meet regularly with other boards and committees (X#) | OTM/SB | |
| 6.4 | Expand the number of boards and committees that can host hybrid meetings by investing in technology and facility improvements (potentially ARPA funded) | OTM | |
| 6.5 | Seek additional package store licenses by filing a Home Rule petition to match the State quota system | OTM/SB | |
| 6.6 | Consider amending the charter to allow board members to take office after Town Meeting | OTM/SB | |
| 6.7 | Evaluate reinstating the informal session at Select Board Meetings | SB | |
| 6.8 | Develop a Select Board orientation package | OTM | |

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| 6.9 | Develop a Select Board/Committee code of conduct – policy manual | OTM/SB | |
| 6.10 | Expand community engagement efforts including growing the newsletter distribution, and implementing micro-polling and restoring the citizen satisfaction survey | OTM | |
| 6.11 | Review the status of legal services | OTM/SB | |
| 6.12 | Update the Town website | OTM | |
| 6.13 | Evaluate the start time of Select Board meetings | SB | |
| 6.14 | Renew all three cable franchise licenses | OTM | |
| 6.15 | Explore need for public meeting tablets/devices for Select Board meetings | OTM/SB | |

GOAL #7: Environmentally Sustainable – Needham is a sustainable, thriving and equitable community that benefits from and supports clean energy; preserves and responsibly uses the earth’s resources; and cares for ecosystems. Needham:

- Maintains a sense of urgency around climate change.
- Promotes sustainability, including transitioning from fossil fuels to clean, renewable energy.
- Ensures the efficient use of natural resources.
- Protects and enhances the biodiversity and productivity of ecological systems.

| FY2022-2023 Initiatives | Description | Department(s) Responsible | Resources |
|--------------------------------|--|----------------------------------|------------------|
| 7.1 | Develop a Climate Action Plan | OTM/DPW/BDC | |
| 7.2 | Explore funding a sustainability manager | OTM/DPW | |
| 7.3 | Identify parcel acquisition to comply | OTM/P&R | |

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| | with requirements | LWCF | | |
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DRAFT



For Calendar Year: 2021

TOWN OF NEEDHAM

APPLICATION FOR A WEEKDAY ENTERTAINMENT LICENSE

The undersigned hereby applies for a Weekday Entertainment License in accordance with the provisions of the statutes relating thereto:

Name of Establishment: Needham Golf Club

Applicant (must be an individual): Michael Maffett

If Business is a Corporation / Corporate Name and Officers: Arthur Flashman

If Business is not a Corporation, Name of Owner: _____

Address of Establishment: 49 Green Street, Needham MA 02492

Mailing Address: 49 Green Street, Needham MA 02492 Telephone Number: 781-444-5548

Email Address: mmaffett@needhamgolfclub.com Fax Number: _____

Describe the type of entertainment at your Establishment: Live Music Outside

on Friday July 30th

Signature of Applicant: Michael Maffett Date: 7/21/2021

A certificate of insurance showing evidence that the applicant has workers' compensation insurance must be included with this completed application.

Pursuant to M.G.L. Ch. 62C, Sec. 49A:

I certify under the penalties of perjury that I, to my best knowledge and belief, have filed all state tax returns and paid all state taxes required under law.

Michael Maffett
Signature of Applicant (Mandatory)

04-1655650
Either a Social Security Number
Or Federal Identification Number
Must Be Supplied

[Signature]
By Corporate Officer
(If applicable)

7/21/2021
Date (required)

This License will not be issued unless this certification clause is signed by the applicant.