



AA-44

Alcohol License for
Businesses

Status: Active

Submitted On: 3/18/2024

Primary Location

316 MAIN ST
Wakefield, MA 01880

Owner

CARMINE PETROSINO -
PETROSINO, PATRICIA
15 SHASTA DR NORTH
READING, MA 01864

Applicant

Wei Jia
 [Redacted]
 [Redacted]
 [Redacted]
[Redacted]
[Redacted]

Application Type

Application Type*

New License

Establishment Type*

Restaurant

Business Type*

Partnership

License Type*

Beer and Wine (Service Only)

License Number*

To Be Determined

Is this license for this year or next year?*

This year

Historical Permit Data

Name

Permit Type

of Seats

Current

Fee Due

Physical Address

City

State

Zip Code

Business Phone

Business Fax

Applicant Last

🔒 Applicant First

🔒 Email

🔒 Permit No

Business Information

Name of Business*

Mojo Sushi

Business Address*

316 Main Street

Manager of Record*

Jevena Lin

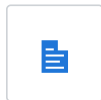
Description of Premises*

The premises is 800 in square footage containing two levels with kitchen and dining area (18 seats) on the upper level and office + storage in the lower level.

Approved Hours of Operation (for renewals, this information needs to exactly as stated on License)*

Sunday's 10:00 a.m. until 1:00 a.m.; Monday's through Saturday's 11:00 a.m. until 1:00 a.m.

Attachments

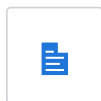


ABCC PDF Application for New License

ABCC application.pdf

Uploaded by Wei Jia on Mar 16, 2024 at 11:05 AM

REQUIRED

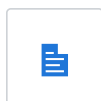


Vote of the Entity

ABCC vote.pdf

Uploaded by Wei Jia on Mar 16, 2024 at 11:06 AM

REQUIRED

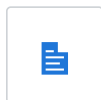


ABCC Payment Receipt

ABCC receipt.pdf

Uploaded by Wei Jia on Mar 16, 2024 at 11:06 AM

REQUIRED




Business Structure Documents


LLP Registration and Amendments.pdf

Uploaded by Wei Jia on Mar 18, 2024 at 4:31 PM


REQUIRED

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
Partnership Agreement
 partnership agreement .pdf
 Uploaded by Wei Jia on Mar 15, 2024 at 11:26 AM


REQUIRED
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
Manager Application
 ABCC Mnager Application.pdf
 Uploaded by Wei Jia on Mar 16, 2024 at 11:08 AM

REQUIRED
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
Vote of the Corporate Board
 LLP vote.pdf
 Uploaded by Wei Jia on Mar 16, 2024 at 11:08 AM

REQUIRED
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
Additional information, if necessary, utilizing the formats provided and or any affidavits.
 certificate of compliance.pdf
 Uploaded by Wei Jia on Mar 16, 2024 at 11:09 AM
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
Management Agreement
 Additional documents.pdf
 Uploaded by Wei Jia on Mar 16, 2024 at 11:16 AM
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Liability Insurance
 CERTIFICATE OF INSURANCE - Town of Wakefield .pdf
 Uploaded by Wei Jia on Mar 16, 2024 at 11:09 AM

REQUIRED
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TIPS Certification
 tips_serv.pdf
 Uploaded by Wei Jia on Mar 16, 2024 at 11:09 AM

REQUIRED
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Public Hearing Notice
 4-10-24 Alcohol License Mojo.pdf
 Uploaded by Sherri Dalton on Apr 10, 2024 at 10:44 AM
- 

Corrected Public Hearing Notice
 4-11-24 Alcohol License Mojo-amended.pdf
 Uploaded by Sherri Dalton on Apr 20, 2024 at 8:53 AM

History

Date	Activity
4/20/2024, 8:51:54 AM	Sherri Dalton changed Business Address from "315 Main Street" to "316 Main Street" on Record AA-44
4/16/2024, 10:02:18 AM	Chief Michael Sullivan approved approval step Fire Administration on Record AA-44
4/11/2024, 11:17:15 AM	David Shinney approved approval step Fire Prevention on Record AA-44
4/10/2024, 2:40:44 PM	Cindy Luongo approved approval step Health and Human Services on Record AA-44

Date	Activity
4/10/2024, 11:57:08 AM	Sherri Dalton moved Record AA-44 from 315 Main Street, Wakefield MA 01880 to 316 MAIN ST, Wakefield MA 01880
4/10/2024, 11:24:18 AM	Debra Ruehrwein approved approval step Tax Department on Record AA-44
4/10/2024, 10:51:54 AM	Gail Conroy approved approval step Inspectional Services on Record AA-44
4/10/2024, 10:44:55 AM	approval step Tax Department was assigned to Debra Ruehrwein on Record AA-44
4/10/2024, 10:44:55 AM	approval step Fire Administration was assigned to Chief Michael Sullivan on Record AA-44
4/10/2024, 10:44:55 AM	approval step Fire Prevention was assigned to David Shinney on Record AA-44
4/10/2024, 10:44:54 AM	approval step Health and Human Services was assigned to Cindy Luongo on Record AA-44
4/10/2024, 10:44:54 AM	approval step Inspectional Services was assigned to Gail Conroy on Record AA-44
4/10/2024, 10:44:54 AM	approval step Police Administration was assigned to Chief Steven Skory on Record AA-44
4/10/2024, 10:44:52 AM	Sherri Dalton approved approval step Town Administrative Review on Record AA-44
3/19/2024, 11:16:54 AM	Sherri Dalton changed Approved Hours of Operation (for renewals, this information needs to exactly as stated on License) from "Sun, Mon, Wed and Thurs 10:30am-9:00pm; Fri/Sat 10:30am-9:30pm. Tuesday closed" to "<div style="box-sizing: border-box;">Sunday's 10:00 a.m. until 1:00 a.m.; Monday's through Saturd..." on Record AA-44
3/19/2024, 11:13:00 AM	Sherri Dalton changed Is this license for this year or next year? from "" to "This year" on Record AA-44
3/19/2024, 11:13:00 AM	Sherri Dalton changed License Number from "VEAA-81" to "To Be Determined" on Record AA-44
3/19/2024, 11:12:30 AM	Sherri Dalton altered Record AA-44, changed expirationDate from "" to Dec 31, 2024
3/19/2024, 11:12:21 AM	Sherri Dalton added the location 315 Main Street, Wakefield MA 01880 to Record AA-44
3/18/2024, 4:31:38 PM	approval step Town Administrative Review was assigned to Sherri Dalton on Record AA-44
3/18/2024, 4:31:37 PM	Wei Jia submitted Record AA-44
3/7/2024, 9:17:34 AM	Wei Jia started a draft of Record AA-44

Timeline

Label	Activated	Completed	Assignee	Due Date	Status
✓ Town Administrative Review	3/18/2024, 4:31:38 PM	4/10/2024, 10:44:52 AM	Sherri Dalton	-	Completed
✓ Police Administration	4/10/2024, 10:44:53 AM	-	Chief Steven Skory	-	Active
✓ Inspectional Services	4/10/2024, 10:44:53 AM	4/10/2024, 10:51:54 AM	Gail Conroy	-	Completed
✓ Health and Human Services	4/10/2024, 10:44:53 AM	4/10/2024, 2:40:44 PM	Cindy Luongo	-	Completed
✓ Fire Administration	4/10/2024, 10:44:53 AM	4/16/2024, 10:02:18 AM	Chief Michael Sullivan	-	Completed
✓ Fire Prevention	4/10/2024, 10:44:53 AM	4/11/2024, 11:17:15 AM	David Shinney	-	Completed
✓ Tax Department	4/10/2024, 10:44:53 AM	4/10/2024, 11:24:18 AM	Debra Ruehrwein	-	Completed
💰 License Fee	-	-	Wei Jia	-	Inactive
✓ Town Administration Final Review	-	-	-	-	Inactive
✓ Town Administrative Approval	-	-	-	-	Inactive
📄 Beer & Wine License Issuance This Year	-	-	-	-	Inactive



April 4, 2024

Mr. Stephen Maio - Town Administrator
Mr. Jonathan Chines - Town Council Chair
Mr. Michael McLane – Town Council Vice Chair
1 Lafayette Street
Wakefield, MA 01880

Dear Mr. Maio, Mr. Chines, and Mr. McLane,

I am writing on behalf of the West Side Social Club 4th of July Committee to request the use of the upper and lower commons to hold our annual 4th of July Celebration. We request the use of the commons beginning at 6:00 am on Wednesday, July 3, 2024, to Friday, July 5, 2024, ending at 6:00 am.

The actual events will be held on Thursday, July 4, 2024, beginning at 7:00 am and ending at approximately 10:30 pm.

The committee also requests the use of the outside of Veteran's Field on Thursday, July 4, 2024 to be used as a food concession location. We anticipate the concessions will begin just prior to the Fireworks Display.

Please note that the Food Concessions will no longer be a combined effort with the Wakefield Independence Day Committee and will be exclusively managed by the WSSC 4th of July Committee at all the locations.

Once again, Mr. Maio, Mr. Chines, and Mr. McLane, I wish to thank you for your continued support to our Fourth of July program. It is greatly appreciated.

If you have any questions or concerns, I can be reached at the following numbers:

[REDACTED] or WSSC: 781-245-9759.

Regards,

A handwritten signature in blue ink that reads 'Carol Hubbard'.

Carol Hubbard – Co Chairperson
WSSC 4th of July Committee
4 Harrington Court
Wakefield, MA 01880



TOWE-24-4

Events Application

Status: Active

Submitted On: 1/22/2024

Primary Location

No location

Applicant

Brian Fox

[Redacted]

[Redacted]

[Redacted]

[Redacted]

Event Info

Location*

Other

If Other, please specify location*

Wakefield 4th of July Parade route:
North Ave, Church St, Main St

Have you read and viewed the Events Policy, Rules and Regulations and Map?*

Yes

Applicant Name*

Brian Fox

Are you a Wakefield Based Organization?*

Yes

If Yes, What Organization?*

WIDC

Organization sponsoring event*

WIDC

Email address*

[Redacted]

Phone number*

[Redacted]

Do you have a website?*

Yes

If yes, what is the website address*

www.julyparade.org

Any commercial affiliations

No

Purpose of event*

Wakefield 4th of July Parade

Date of Event*

07/04/2024

Request Rain Date*

No

Start Time*

5:00pm

End Time*

7:00pm

Charitable beneficiary (if any)

WIDC

Specific public parks, playgrounds, fields or other public land of which the group requests use:

Wakefield 4th of July Parade route: North Ave, Church St, Main St

Use of Quench Buggy (if available) - \$350.00 ?

Use of gazebo for electricity - \$200.00

**Number of tents/tables - \$100.00 per tent/table
(tents and tables are not provided)***

0

Number of games \$100.00 per game*

0

Will you be serving food?* 

No

No. of People# - up to 200 \$100.00; 201-500
\$200.00; 501-1000 \$400.00; 1001+ \$500.00*

1001 + people

Applicant Signature

I, the undersigned applicant, acknowledge that I have read and understand all of the regulations concerning the use of Lake Quannapowitt shore property and adjacent areas and certain public ways for celebrations, fundraisers, and other organized events or gatherings policy.*

 Brian Fox
Jan 22, 2024

Attachments

History

Date	Activity
4/17/2024, 9:06:19 PM	approval step Town Administration Final Approval was assigned to Sherri Dalton on Record TOWE-24-4
4/17/2024, 9:06:18 PM	Sherri Dalton waived approval step DPW Administration on Record TOWE-24-4
1/23/2024, 8:52:30 AM	Dennis Fazio approved approval step DPW Parks Supervisor on Record TOWE-24-4
1/22/2024, 3:52:17 PM	Deputy Chief Thomas Purcell approved approval step Fire Administration on Record TOWE-24-4
1/22/2024, 2:50:42 PM	Chief Steven Skory approved approval step Police Administration on Record TOWE-24-4
1/22/2024, 2:34:19 PM	approval step Fire Administration was assigned to Deputy Chief Thomas Purcell on Record TOWE-24-4
1/22/2024, 2:34:19 PM	approval step DPW Parks Supervisor was assigned to Dennis Fazio on Record TOWE-24-4

Date	Activity
1/22/2024, 2:34:19 PM	approval step Police Administration was assigned to Chief Steven Skory on Record TOWE-24-4
1/22/2024, 2:34:18 PM	Sherri Dalton approved approval step Town Administration Review on Record TOWE-24-4
1/22/2024, 2:33:48 PM	Sherri Dalton altered payment step Permit Fee, changed status from Inactive to Skipped on Record TOWE-24-4
1/22/2024, 12:49:05 PM	approval step Town Administration Review was assigned to Sherri Dalton on Record TOWE-24-4
1/22/2024, 12:49:04 PM	Brian Fox submitted Record TOWE-24-4
1/22/2024, 12:46:44 PM	Brian Fox started a draft of Record TOWE-24-4

Timeline

Label	Activated	Completed	Assignee	Due Date	Status
✓ Town Administration Review	1/22/2024, 12:49:05 PM	1/22/2024, 2:34:18 PM	Sherri Dalton	-	Completed
💰 Permit Fee	-	1/22/2024, 2:33:48 PM	Brian Fox	-	Skipped
✓ DPW Parks Supervisor	1/22/2024, 2:34:18 PM	1/23/2024, 8:52:30 AM	Dennis Fazio	-	Completed
✓ Fire Administration	1/22/2024, 2:34:18 PM	1/22/2024, 3:52:17 PM	Deputy Chief Thomas Purcell	-	Completed
✓ Police Administration	1/22/2024, 2:34:18 PM	1/22/2024, 2:50:42 PM	Chief Steven Skory	-	Completed
✓ DPW Administration	1/22/2024, 2:34:18 PM	4/17/2024, 9:06:18 PM	-	-	Skipped
✓ Town Administration Final Approval	4/17/2024, 9:06:19 PM	-	Sherri Dalton	-	Active



**Town Administrator
Performance Review
2024**

Key Dates

March 5 – March 31	<ul style="list-style-type: none"> • Town Councilors meet with Town Administrator • Town Councilors complete their individual written evaluations of the Town Administrator
April 1	<ul style="list-style-type: none"> • Town Councilors submit their individual written evaluations of the Town Administrator to the Town Council Chair • Town Administrator submits his self-evaluation to the Town Council Chair
April 22	<ul style="list-style-type: none"> • Town Council delivers performance evaluation to Town Administrator at regular meeting

Evaluation Form – Core Job Functions

<p><u>Fiscal Management</u></p> <ul style="list-style-type: none"> • Spending maintained within approved budget for fiscal year, with all potential exceptions communicated to and approved by Town Council in advance • Maintenance of AAA bond rating • Maintenance of Free Cash, Stabilization Fund, Capital Budget, and Debt Service within fiscal policies • Maintenance of accurate and complete financial recordkeeping in accordance with applicable accounting standards, state law, and Town bylaws • Development and distribution of an annual financial report, and preparation of semiannual financial forecasts/updates for Town Council in collaboration with Finance Committee 	<ul style="list-style-type: none"> <input type="checkbox"/> Not Acceptable <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Exceeds Expectations <input checked="" type="checkbox"/> Greatly Exceeds Expectations
<p><u>Comments:</u></p> <ul style="list-style-type: none"> • Meets all requirements and consistently balances fiscal responsibility with short-term and long-term needs of the Town, as demonstrated by recent bond surveillance calls • Implementing prudent and effective bonding strategy for WMHS project • The budgeting process improves each year, with Mr. Maio providing the Town Council with situational awareness throughout the year regarding the Town’s finances • Forecasting model developed by administrative staff and Finance Committee is a best practice across municipalities in Massachusetts • All pay warrants are accurate and complete • Outstanding ability to explain proposed budgets and the state of the Town’s finances in a concise and understandable manner to the Legislative Body at Town Meetings 	

<p><u>Human Resources Management</u></p> <ul style="list-style-type: none"> • Settlement of all outstanding labor agreements prior to expiration • Direct report positions filled, with individuals in these positions meeting job and performance expectations • Annual performance reviews completed for all direct reports, with documented remediation plans for any individuals not meeting job expectations • Annual trainings on diversity/equity/inclusion, sexual harassment, and workplace conduct for all town departments and staff • Development and review with Town Council of succession plans for all direct reports and core administrative staff, including Town Administrator • Maintenance of an up-to-date personnel manual for Town staff, with distribution to all employees upon hire and as updates are made 	<ul style="list-style-type: none"> <input type="checkbox"/> Not Acceptable <input type="checkbox"/> Needs Improvement <input checked="" type="checkbox"/> Meets Expectations <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Greatly Exceeds Expectations
<p><u>Comments:</u></p> <ul style="list-style-type: none"> • Excellent work on police and fire labor agreements, balancing immediate and future needs and cost considerations; positive, respectful contributions to teachers' union negotiation • Tangible steps towards succession planning for Town Administrator and other key staff, though more work remains to be done, particularly given the high number of individuals reporting directly to the Town Administrator; note that most towns of 27,000 have a deputy/assistant town administrator, which would allow Mr. Maio to more effectively delegate some day-to-day and oversight responsibilities, potentially accelerating progress on initiatives such as the Master Plan and the tree/vegetation policy • Annual performance reviews completed for the 11 direct reports, though opportunities remain to improve performance management processes among Town Hall staff, with more effective communication of job responsibilities, expectations, and performance; this is especially important as the new strategic planning position is onboarded and work is redistributed among current team members • Has taken the initiative to identify professional courses and training to enhance his ability to resolve employee conflict in the workplace, though would like to see a more cohesive strategy for manager/staff training across all Town Hall roles • Opportunity for more robust oversight of staff provided under intermunicipal agreements to ensure that contracted services are being provided • Human Resources department maintains a strong focus on benefits planning and administration, potentially at the expense of time spent on employee relations and development functions; further development of the employee relations function and Mr. Maio's capabilities in this area is important going forward 	

<p><u>Communications Management</u></p> <ul style="list-style-type: none"> • Distribution of Town Administrator Notes at least monthly • Responsiveness to Town Councilor requests within 24 hours • Responsiveness to direct resident requests within 2 business days by Town Administrator or designee • Distribution of Town Newsletter twice each year • Maintenance of current information and functionality on town website • Wakefield 101 scheduled at least annually 	<ul style="list-style-type: none"> <input type="checkbox"/> Not Acceptable <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Meets Expectations <input checked="" type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Greatly Exceeds Expectations
<p><u>Comments:</u></p> <ul style="list-style-type: none"> • Communications has improved significantly over the years and it at a high; the newsletter is a highlight, and the website is an excellent resource that demonstrates that the Town is attuned to resident needs (e.g., the DPW projects database) • Different departments have been working together more around communications and activities, and there are further opportunities to improve coordination and reduce overlap • Town Administrator responds to resident and Council requests well within the expected timeframes, and has set the expectation that Town staff do as well • Proactive communication to Town Council about emerging issues could be more timely • Materials for Town Council meetings can be made available earlier, and there are functionality gaps with the Govenda platform (e.g., inability to print materials) • Opportunity to better monitor community pages on social media to stay on top of rumors and allegations that are not true, and develop a more proactive communication strategy 	
<p><u>Operations Management</u></p> <ul style="list-style-type: none"> • Resident service requests to Department of Public Works to be acknowledged, triaged, and/or addressed within 1 business day • Maintenance of current operating hours at the Senior Center and Town Hall • Police, fire, and emergency response times to remain in compliance with federal/state best practices • Maintenance of industry standards for data security • Maintenance of operations continuity and recovery plan for Town government • Maintenance of all Town buildings and other public facilities in good repair, assuring continued access for residents and proactively planning for capital improvements 	<ul style="list-style-type: none"> <input type="checkbox"/> Not Acceptable <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Meets Expectations <input checked="" type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Greatly Exceeds Expectations

Comments:

- Police, Fire, and Emergency response times remain exceptional notwithstanding a significant increase in workload
- Public Works handles resident service requests in a timely and professional manner
- Proactive management of operational issues, such as pretreating roadways prior to anticipated snow/ice events
- Good coordination between all departments and Wakefield Public Schools
- All Town buildings are maintained in excellent condition, with both routine maintenance and regular capital investments
- Maintenance of parks and open spaces is excellent, with proactive efforts to migrate towards environmentally sustainable methods in recent years
- Conversion to Microsoft 365 underway, with completion expected imminently; IT security protocols conform with industry standards
- Continuing opportunities to improve aesthetics of Town assets, including crosswalk painting, signs, and fire hydrant maintenance; pending state legislation around double utility poles may present an opportunity to address unsightly poles and unused wires

Ethical Standards

- Assure that all town employees, elected, and appointed officials complete state ethics training and attestations as required by state law
- Assure compliance with state law in all procurement processes

- Not Acceptable
- Needs Improvement
- Meets Expectations
- Exceeds Expectations
- Greatly Exceeds Expectations

Comments:

- No issues or discrepancies identified
- At the Town Administrator’s direction, the Executive Secretary instituted a system to ensure appointed and elected official complete all state ethics training correctly and on time
- Improved communications and access have improved the Town’s ability to respond to range of resident needs, not just the known or “noisy wheel”

Evaluation Form – Annual Goals

Protects and enhances its beautiful natural landscape, neighborhood character, and signature open space assets including Lake Quannapowitt, Crystal Lake, and Breakheart Reservation.

2023-2024 Priority	Target Goal
<p>Develop a comprehensive tree and vegetation policy, including:</p> <ul style="list-style-type: none">• Mapping for trees and vegetation on public land• Plan for greater investment in trees and planting• Opportunity for public comment before trees are taken down• Replacement plan for trees removed• Pollinator planting strategy	<p>Proposed policy presented to Town Council by end of 2023; regular reporting on tree and vegetation planting throughout year</p>

Develop a sustainable housing policy	Opt-in stretch code to be presented to Town Meeting for adoption in May 2024
Make progress on expanding recycling programs at the Nahant St. Pit	Evaluation of recycling program for plastic bags, Styrofoam, and other items currently not recycled by November 2023
Make progress on enhancing public accessibility and water quality at Lake Quannapowitt	Lake path completed along public rights-of-way between Shore Road and Willard Road by summer 2024; work started on Main Street inflow projects by summer 2024; public access discussions initiated with Lakeside Cemetery and Quannapowitt Yacht Club by December 2023

- Not Acceptable
- Needs Improvement
- Meets Expectations
- Exceeds Expectations
- Greatly Exceeds Expectations

Comments:

- Many of these goals were achieved over the past year, including the adoption of the opt-in stretch code in Fall 2023
- Maintenance of public spaces remains excellent, with sustainable turf management programs in place at all parks and new tree plantings outpacing tree removals; acceleration of tree planting should continue to be a goal
- Making strides on recycling program with expanded cardboard and scrap metal services

Welcomes and supports residents in different life stages and is inviting to people of all backgrounds.

2023-2024 Priority	Target Goal
Establish Affordable Housing Trust Fund	Certificate of trust (incorporating Master Plan elements) approved and trustees named by Fall 2023; development of funding plan for trust by end of 2023
Finalize development plans for Butler Avenue property, preserving open space and creating multi-generational housing for moderate income families, seniors, and people with disabilities	Plan completed for adoption at Town Meeting in May 2024
Evaluate housing development opportunities at Hart's Hill	Identification and evaluation of usable land parcels at Hart's Hill completed by end of 2023

- Not Acceptable
- Needs Improvement
- Meets Expectations
- Exceeds Expectations
- Greatly Exceeds Expectations

Comments:

- Affordable Housing Trust established with additional funding allocated, though work remains to convene the trustees and develop a strategic plan
- Review of Hart’s Hill senior housing complex identified limited opportunity for further development beyond current buildings
- Opportunity to have exercised more oversight over the clean-up of the Butler Avenue property; while the Town eventually replaced the Licensed Site Professional (LSP), this should have done earlier in the process

Enhances its neighborhoods with housing options for all, and safe walking and biking amenities.

2023-2024 Priority	Target Goal
Finalize development plans for Hurd School, focused on combination of market-rate and affordable units	Plan completed for adoption at Town Meeting in May 2024
Develop Master Plan implementation strategy	Master Plan implementation timeline and prioritization matrix, including staff/board accountabilities, completed by December 2023

- Not Acceptable
- Needs Improvement
- Meets Expectations
- Exceeds Expectations
- Greatly Exceeds Expectations

Comments:

- While the Master Plan Committee was effective in soliciting broad public input throughout the process, completion of the plan has been delayed due to inadequate support from MAPC; oversight by the Town Administrator of MAPC for this and other initiatives was not adequate
- Revision and renewal of Wakefield’s Housing Production Plan needs to be a key priority in the coming months, particularly with the strategic planning position now filled
- The Hurd School is being reassessed based on current market conditions and community needs, with plans for resident engagement underway

Improves its business districts with more services, leisure retail, job opportunities, and pedestrian amenities.

2023-2024 Priority	Target Goal
Promote economic development through greater use of “pop-up” events (food trucks, etc.)	Identification of strategy, location, and schedule for pop-up events by end of 2023
Make further progress on Envision Wakefield Downtown Revitalization initiative	25% design completed by Fall 2023; continued advocacy with MPO to accelerate timing from 2026 and 2028 TIP lists
Complete work of Sign Bylaw Committee	All committee work completed and reported to Town Council by February 2024 for adoption by Town Meeting in May 2024

Develop and implement a façade improvement program for Main Street and Albion Street	Launch matching grant program for sign improvements and other façade enhancements by Spring 2024, with potential funding from ARPA and local bank partnerships
Begin to develop an engagement and incentive strategy to promote infill development along Main Street and Albion Street	Potential incentive strategy presented to Town Council by February 2024; identification and initial engagement with targeted property owners by April 2024
Begin to develop and implement a plan for targeted business recruitment for the Albion Street Corridor	Plan developed and presented to Town Council for approval by April 2024
Begin to expand programming at Albion Cultural Exchange	Evaluation of the need for a programming committee for events/classes at ACE by end of 2023
Hire and onboard Director of Strategic Growth and Development	Staff hired by October 2023
Convene Economic Development Committee as approved by Town Council in 2020	Committee members recruited and first committee meeting held by December 2023
<input type="checkbox"/> Not Acceptable <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Meets Expectations <input checked="" type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Greatly Exceeds Expectations	
<p><u>Comments:</u></p> <ul style="list-style-type: none"> • The Town Administrator and his department heads continue work together to achieve many of these goals, leveraging strong community relationships with important organizations in Wakefield including the Chamber of Commerce, Wakefield Center Neighborhood Association, and Friends of Lake Quannapowitt • An excellent individual has been hired for the strategic planning position, though the initial job posting did not adequately describe the role, leading to delays in hiring • The Economic Development Committee has begun to meet; we are off to a solid start but full achievement of these objectives will require further engagement from these individuals • Realignment of the Albion Cultural Exchange to the Recreation Department has been a great success, with a significant improvement in the number and diversity of programs and greater engagement with local community groups and businesses • 25% design work for Envision Wakefield project is underway • Opportunity to continue with aesthetic enhancements to downtown and business districts, i.e., plantings, banners, lights, etc. 	

Expands its social, civic, and cultural landscape with more creative placemaking amenities, and more festive events.

2023-2024 Priority	Target Goal
Identify a new location for the Friends of Beebe Library Book Sale	Evaluation of the 2 nd floor of Senior Center and/or other options, with a presentation to Town Council by end of 2023

Make progress on facilitating volunteerism and engagement in boards, committees, and commissions	Development of an engagement plan for recruiting more individuals to apply for boards and committees by end of 2023; expansion of viable locations and improved infrastructure for hybrid meetings by April 2024
Build community and address increasing loneliness through the promotion of neighborhood-focused events (e.g., Porch Fest, town-wide garage sale, etc.)	Promotion/funding plan developed and presented to Town Council by February 2024
Develop long-term funding strategy for WCAT	Working group named by August 2023; new funding strategy reflected in budget for FY 2025
Improve coordination and engagement in community programs operated by Recreation Department, Beebe Library, and Council on Aging	Formalized survey plan developed and implemented by end of 2023; enhancement of town-wide programming communications by April 2024; identification of opportunities to coordinate and cross-promote adult education programs at NEMT
Expand Community Garden participation opportunities	Evaluation of alternative locations for Community Garden and identification of funding sources for second location in advance of summer 2024 season

- Not Acceptable
- Needs Improvement
- Meets Expectations
- Exceeds Expectations
- Greatly Exceeds Expectations

Comments:

- This is a difficult area to advance, as it requires coordination with public and private entities with their own priorities, and in many cases significant funding; some progress has been made, with more focus from the Town Administrator and Town Council needed going forward
- Evaluation of space options at the Senior Center remains underway, with future decision making by the Town Council planned
- WCAT working group has been meeting with no immediate funding needs identified; further monitoring in FY 2026 and 2027 is required
- Hybrid meeting locations have been installed and are in use
- Collaboration between Recreation Department, Beebe Library, and Council on Aging continues to develop, with growing coordination between departments
- Community groups have engaged with Town Hall on organizing neighborhood-focused events, though greater town-focused planning is needed

Invests in legacy civic projects for present-day residents and future generations that enhance our beautiful landscape and foster community gatherings.

2023-2024 Priority	Target Goal
Assure appropriate use of ARPA funds	Quarterly updates to Town Council; all funds to be committed by federal deadline

Progress toward completion of WMHS building project	Design development and groundbreaking completed by June 2024; continued community and public engagement, particularly around project milestones
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- Not Acceptable
- Needs Improvement
- Meets Expectations
- Exceeds Expectations
- Greatly Exceeds Expectations

Comments:

- Excellent partnership with the Town Council on developing a transparent and inclusive process to allocate ARPA funds; ARPA allocation decisions have been well managed and distributed in accordance with Town Council requests
- Thoroughly researched federal law requirements regarding the need to obligate ARPA funds by December 31, 2024, enabling the Town Council to allocate funds in a timely manner; continued focus on approved ARPA expenditures and more frequent updates may be needed to assure that funds are obligated by year-end, or redirected if needed
- WMHS building project is on schedule, with ground-breaking on track for this spring and updated project budget running under initial estimates; the Town Administrator coordinated efforts with our state delegation to obtain an additional \$14M from MSBA for the project

Reduces car dependency by leveraging its commuter rail access and other creative transportation innovations to support shops and residents.

2023-2024 Priority	Target Goal
Evaluate community van micro-transportation program	Presentation to Town Council by year-end, with potential for ARPA funds used for pilot program, and engagement with businesses/housing developments
Begin to create infrastructure for public engagement and advocacy around transit	Committee established by end of 2023 to focus on MBTA advocacy, traffic planning/calming, implementing bike/pedestrian plan, carpooling, etc.
Implement MBTA Communities zoning changes	Proposed zoning changes presented to Town Meeting for adoption in November 2023

- Not Acceptable
- Needs Improvement
- Meets Expectations
- Exceeds Expectations
- Greatly Exceeds Expectations

Comments:

- More progress required on micro-transportation opportunities and the establishment of a community transit committee for Fiscal Year 2025
- Proposed MBTA Communities zoning bylaw has been developed for presentation at Spring 2024 Town Meeting, incorporating significant public input and review of multiple alternative plans; Wakefield’s compliance efforts are far ahead of the schedules pursued by other commuter rail/bus communities
- Final approval of the Bike and Pedestrian Plan was a critical accomplishment, but greater oversight of MAPC’s work on the plan by the Town Administrator was required; input from the Traffic Advisory Committee, Police Department, and Fire Department also should have solicited earlier in the process

Enhances government operations and public services through adoption of best practices and efficiency improvements.

2023-2024 Priority	Target Goal
Establish concrete Town Council/Town Administrator goals for Fiscal Year 2024	Goals documented following June 2024 Town Council retreat
Continue zoning bylaw review process	Proposed changes presented to Town Meeting for adoption by May 2024, following preliminary presentations to Town Council
Accelerate road repairs	Complete procurement for remaining \$2.5 million in bonded road repair funds in FY 2024 or FY 2025
Improve process for sustainable budgeting within departments	Evaluation of best practices in other communities, with presentation to Tri-Board Meeting in October 2023
Complete performance reviews for all of Town Administrator’s direct reports	Reviews completed in summer 2023 for FY 2023, with goals established for all direct reports for FY 2024
Reevaluate structure of Board of Health (appointing vs. electing members, expanding to five members)	Proposed changes identified with Board of Health and approved by Town Council by September 2023; new charter language presented to Town Meeting for adoption in November 2023
Develop a plan for under-utilized spaces in Town-owned buildings	Identify potential usage options for the 2 nd floor of the Americal Civic Center and the 2 nd /3 rd floors of the Senior Center, and present options to Town Council by April 2024; develop plan to complete street accessibility and elevator projects at Albion Cultural Exchange by February 2024
Enhance the charge-back model for revolving accounts	Assure that fringe and overhead costs are appropriately charged back to all revolving accounts for FY 2024
Develop succession plans for key administrative positions	Review/revision of succession planning document created in 2022 by August 2023; coordination of

	succession planning goals with FY 2024 employee goals and FY 2025 budget planning
Document policies and procedures for Town Council	Current policies and procedures distributed to Town Council and posted on website by July 2023; any new policies documented and approved by April 2024
Evaluate options for replacement of DPW garage on North Avenue	Evaluation of alternative locations and completion of updated feasibility study for new or renovated DPW garage by April 2024
<input type="checkbox"/> Not Acceptable <input type="checkbox"/> Needs Improvement <input checked="" type="checkbox"/> Meets Expectations <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Greatly Exceeds Expectations	
<p><u>Comments:</u></p> <ul style="list-style-type: none"> • Budget processes/controls are sustainable and represent best practices for municipalities • Road repair work continues, with significant projects for North Avenue, Salem Street, Lowell Street, Vernon Street, and Broadway to be completed this spring; remaining \$2.5 million to be bonded later in FY 2025 given significant project work already underway • Conceptual plans for renovation and/or reuse of the Senior Center and 5 Common Street have been presented to the Town Council, with further analysis underway as requested by the Council • Continued improvement by the Town Administrator and Town Council needed in the documentation of policies and procedures; a complete list of approved policies and documents was not identified and posted on the website until last summer, with some policies not listing the date of approval by the Town Council • Succession planning efforts underway, with consideration for budget proposals for FY 2025 • Work remains to determine a long-term plan for the DPW facility on North Avenue 	

Overall Rating

- Not Acceptable
- Needs Improvement
- Meets Expectations
- Exceeds Expectations
- Greatly Exceeds Expectations

Comments:

- The Town Administrator has had a successful year, meeting many of the ambitious goals related to housing, sustainability, inclusion, and efficient operations and services set by the Town Council at last summer's retreat
- Takes a balanced approach to issues, allowing for everyone to feel that their perspective is being heard and respected; he is collaborative and can bring together various stakeholders
- Maintains excellent preparation for Town Meetings and Town Council meetings, enthusiastically accepting advice from Town Councilors and thoroughly researching all issues brought to his attention
- Continues to provide excellent stewardship of Wakefield's finances, maintaining Wakefield's AAA bond rating, taking a strategic approach to budget planning and forecasting, and assuring appropriate financial controls across Town government
- Generally effective management of Town staff, with further opportunities to improve performance evaluation, development planning, and succession planning for employees in Town Hall, as well as other human resources/employee relations functions
- Effective planning and management of long-term capital projects, including Wakefield's strategic road repair program and the Wakefield Memorial High School building project
- Maintains strong institutional knowledge and vast experience, both of which serve the Town well; as a result, Town operations are well managed across most departments, with effective communication and responsive service to residents
- Hiring of new strategic planning position creates opportunities to finish Wakefield's Master Plan and Housing Production Plan, while freeing up Community and Economic Development Director to focus more on business development and downtown revitalization
- Continued opportunities for civic event planning, and aesthetic improvements outside of Lake Quannapowitt and the Common, including maintenance of upkeep and routine repair efforts
- Mr. Maio acts as a compassionate and dedicated champion for Wakefield who truly cares about building a stronger community that is fiscally responsible and value-driven

Completed By: Town Council (aggregated responses)

Date: April 22, 2024

Town of Wakefield						
	Warrant#	20-Feb-24	05-Mar-24	19-Mar-24	02-Apr-24	
t #	Department	34	36	38	40	
	Payroll W/H	41,579.07	403,831.26	47,641.07	41,059.07	
122	Town Council	4,929.10	1,276,250.31	7,844.79	2,400.48	
131	Finance					
135	Accounting	4,259.82	286.64	4,180.40	2,151.00	
141	Assessors			87.00		
145	Treasurer	1,055,089.86	12,819,298.60	1,151,342.53	784,872.95	
146	Tax Collector	78.55	6,196.04	42,401.39	4,462.31	
151	Legal			115.00		
155	Data Processing	20,936.99	6,505.23	8,531.82	8,617.12	
161	Town Clerk	445.40			100.00	
164	Election/Registrar			1,204.00	99.92	
171	Conservation					
175	Planning Board			179.42		
176	Board of Appeals	1,696.00		1,440.00		
193	General Insurance		1,200.00			
198	Professional Med	465.00	2,240.00		565.00	
210	Police	39,618.59	26,585.52	12,310.99	31,585.81	
220	Fire	16,889.09	33,534.48	16,161.37	323.45	
293	Fire Alarm	464.40	81.31		81.31	
240	Building Insp	1,090.43	92.05	1,407.64	515.29	
291	Emergency Mgmt	41.99		981.87		
292	Animal Inspector					
297	Parking Clerk					
300	School	702,092.14	469,808.21	708,896.74	634,611.80	
422	Public Works	1,601,228.19	1,137,772.31	2,400,026.91	1,256,904.23	
424	Street Lighting					
460	Light Dept	325,032.06	652,891.76	2,809,294.58	532,496.66	
510	Board of Health	6,418.72	7,634.15	10,650.00	7,911.67	
541	Council on Aging	12,124.66	6,493.31	1,085.25	3,053.91	
543	Veterans	8,788.79	3,274.73	7,881.37		
610	Library	30,643.41	8,948.37	30,390.07	8,910.90	
630	Recreation	2,657.14	7,402.62	15,132.00	17,958.00	
XXX	Misc Depts		121,852.00			
910/911	Retirement					
912	Workers Comp		103,585.00			
913	Unemployment			10,675.00		
914	Group Insurance	1,352,750.07	152,385.95	1,386,240.17	103,845.71	
	Adjustments					
	Total	5,229,319.47	17,248,149.85	8,676,101.38	3,442,526.59	
1		3,662,580.50	2,039,834.08	3,291,822.26	1,444,614.84	
12		79,031.95	16,809.32	87,613.88	83,184.90	
13				20,662.50	33,792.67	
20		186,071.25	104,251.86	368,440.38	209,728.82	
21		141,429.72	113,271.07	137,303.31		
30		386,779.03	13,256,158.93	1,490,698.80	28,491.50	
35		247,146.88	21,964.00	274,825.00		
60		100,557.84	682,697.30	49,823.22	748,572.51	
61		97,559.47	354,952.12	96,381.92	340,740.37	
62		325,032.06	652,891.76	2,809,294.58	532,496.66	
63		1,548.18	101.54	375.42		
82						
84						
85		1,118.19	638.62	43,285.11	4,451.05	
89		464.40	4,579.25	5,575.00	16,453.27	
		5,229,319.47	17,248,149.85	8,676,101.38	3,442,526.59	
		0.00	0.00	0.00	0.00	