

**TOWN OF DEDHAM  
450 WASHINGTON STREET  
DEDHAM, MA**

**MINUTES OF THE SELECT BOARD GOAL SETTING SESSION  
VIA TELECONFERENCE  
MARCH 13, 2021, 7:00 P.M.**

**BOARD MEMBERS:**

Dennis Teehan	Chair
Dimitria Sullivan	Vice Chair
Jim McDonald	Director
Sarah MacDonald	Director
Kevin Coughlin	Director

**TOWN OF DEDHAM STAFF:**

Leon Goodwin	Town Manager
Nancy Baker	Assistant Town Manager

Minutes prepared by Abigail Pineda of Minutes Solutions Inc. from an audio recording.

**1. CALL TO ORDER**

The Chairman of the Select Board, Dr. Teehan, called the meeting to order at 7:00 p.m.

**2. SELECT BOARD GOAL SETTING SESSION**

The Select Board and Mr. Jeff Nutting reviewed the list of last year's goals and reflected on changes to the goals for the coming year and onward. Ms. Baker advised that all goals will be fine tuned with further detail, appropriate dates in the short-term or long-term and responsible parties accordingly after the goal setting session is completed.

**Goal:** Engagement with the community

**Discussion:** Mr. Goodwin advised that engagement was not done according to traditional methods, but high participation rates were seen through the Zoom meetings held. There was a highly contentious warrant article in the fall which resulted in virtual information sessions with some having approximately 200 participants in attendance. This will be retained as an ongoing consistent goal with no specified time frame or end date. The new Public Information Officer is now on board and will assist with community engagement efforts.

**Goal:** Develop FAQs for issues of community-wide interest

**Discussion:** This was a goal targeting completion in FY21 but will remain an ongoing goal assigned to the new Public Information Officer. An FAQ was created last spring for the rail trail along with FAQs for the public safety building and the truck ban. The wording of this goal will be revised to state a continuation of FAQ creation instead of developing FAQs.

**Goal:** Engage with the use of social media

**Discussion:** The Public Information Officer is creating policies around the use of social media which should be completed during this fiscal year. A new Facebook page has also been created for the town to provide information to citizens in a timely fashion.

**Goal:** Surveys

**Discussion:** Mr. Goodwin advised that a master plan is currently in progress and this involves many surveys. The goal will be to create more surveys as a method of outreach to obtain community feedback. The Select Board agreed to remove this as a goal as it is more so a tool that will be used in operations and practice.

**Goal:** Use technology more efficiently to communicate

**Discussion:** This goal is in progress and has been partly achieved by hiring the Public Information Officer. This will remain as a goal post-pandemic as the technology needed to facilitate communication may be different. This goal's timeframes will be readjusted accordingly.

**Goal:** Implementing a dashboard

**Discussion:** This goal will be included under the use of technology goal.

**Goal:** Agenda design – review, creation process and move to a digital format

**Discussion:** The consent agenda is now in place with the next step to move the Board books and agenda to a digital format. Digitization can be accomplished in 60 to 120 days.

**Goal:** Customer friendly atmosphere in Town Hall

**Discussion:** This is now closed but will be reopened as an ongoing goal. A new Human Resources director is starting on Monday and will work on training courses to improve customer service. The Facilitator recommended reviewing the training in six months when the town reopens post-pandemic and face-to-face interaction resumes. Department heads should emphasize phone etiquette as part of customer service for a standard across the organization.

**Goal:** Great organizational values

**Discussion:** This will be completed within the next 90 days. A mission statement has not yet been created but more emphasis will be put on this within the next few months. The Chairman, Ms. Sullivan and Mr. Goodwin will work on a draft with the Public Information Officer.

**Goal:** Evaluate appointed committees for continued need and support

**Discussion:** Ms. Sullivan is leading the work pertaining to this goal and has partnered with Ms. Baker to update appointments and ensure that updates are posted to the town website. The work also includes a review of all committees as some have not been in session for years. This is an ongoing goal that should be completed by mid-August with a report and recommendations to be presented to the Select Board for discussion.

**Goal:** Create orientation for new officials

**Discussion:** Ms. MacDonald advised that a By-law was adopted to offer training to elected and appointed officials after the upcoming election. The orientation is still in progress and a date for implementation will be determined.

**Goal:** Schedule a summit for boards and committees for joint goal setting

**Discussion:** The Select Board prefers to hold a joint goal setting session live in person rather than virtually; the goal is to hold the session in FY22.

**Goal:** Recruit for diversity

**Discussion:** This is an ongoing goal.

**Goal:** Code of Conduct adopted

**Discussion:** This goal was accomplished.

**Goal:** Review department reporting and management

**Discussion:** This goal pertains to the reporting structures and where the community is directed to get answers to issues and inquiries. This goal will also look at having departments report to the Select Board on an annual or semi-annual basis.

**Goal:** Performance Reviews

**Discussion:** This work is being led by Mr. Goodwin to be completed in FY22; this work will continue with the new Human Resources director.

**Goal:** Solvency of Reis Fund

**Discussion:** The Chairman advised that lots of attention was put to the goal this year. The Select Board is aware of where the fund stands and what will be asked of the fund over the next 10 years; this will remain as an ongoing goal.

**Goal:** Cost control for solid waste

**Discussion:** Negotiations have begun with the collections vendor and discussions are in progress. A long-term disposal contract and a recycling contract are in place for several more years. The goal also includes the evaluation of the way business has been done over the last 15 to 20 years and updating practices to lower costs. The responsible party will be updated to Mr. McDonald and Ms. MacDonald as they are both currently working on this. The title of the goal will also be revised as the scope also includes recycling, white goods and bulk items.

**Goal:** Contracts and balance financial reality with goals

**Discussion:** This is pertaining to collective bargaining; there is currently a plan in place for the current collective bargaining.

**Goal:** Complete move into Town Hall

**Discussion:** The Chairman advised that there are still outstanding items, but operations of the town are now in the Ames building. The old town hall has now been taken down. This goal can be removed as majority of the items have been completed. The Facilitator recommended adding a second page to the goals document to list all the goals that have been accomplished. It is also important to highlight the goals that have been achieved to the community.

**Goal:** Build and occupy new public safety building

**Discussion:** The public safety building is under construction and the work is ongoing.

**Goal:** Create a current plan for DPD (Police Department)

**Discussion:** The Dedham Square Committee met last week and voted on the recommendation for the square to be turned into a green space. The work at the site should be completed by spring FY23. The recommendation will be brought forward to the Select Board for official approval. A subcommittee will also be created to discuss the Keystone lot as each site and respective goals will be reviewed separately.

**Goal:** Develop climate resiliency and mitigation strategy

**Discussion:** The 2020 hazard mitigation plan was adopted by the Select Board and the implementation work is ongoing.

**Goal:** Incentive for sustainable housing development

**Discussion:** This goal remains ongoing and work will be led by the Planning Board and supported by the Select Board.

**Goal:** Create a plan for the former transfer station

**Discussion:** This goal has not yet been addressed. A request has been submitted for funds to demolish the transfer station; the request will be revised for the demolition of the stack instead of the entire transfer station. This goal will remain ongoing until the funding has been determined.

**Goal:** Transportation Issues

**Discussion:** The truck ban subcommittee is actively working on the FAQs regarding the truck ban. The Select Board discussed creating subgoals for these larger categories to indicate the smaller activities that are being completed towards the larger goals.

**Goal:** Identify and analyze data and trends that will impact the town's future development, demographics, and environment

**Discussion:** The Select Board agreed to remove this as a goal as it is part of the method for the creation of the vision and mission statement. This will be done in perpetuity as a method of doing business as data and trends will be analyzed to determine the impacts to the future of the town.

Mr. Goodwin also provided a list of goals for review and consideration; the Select Board agreed to review this list at a future date. The Select Board reviewed the list of new additional goals that are not covered in the existing list of goals. The following highlights were noted:

**Goal:** Address recurring issue within community for abandoned properties

**Discussion:** The Select Board agreed that a task force is required to deal with properties that are reported. A framework is required for cross-department collaboration to address the issues in a timely fashion.

**Goal:** New liquor licenses for when the census comes out

**Discussion:** A petition was filed for five additional liquor licenses (for restaurants). The Select Board would develop the criteria for the placement of these licenses; this should be completed within the fiscal year.

**Goal:** Permanent outdoor dining spaces

**Discussion:** This goal is a combination of what the state statute will be changing to allow the extension of dining outside of the establishment's property. The consensus is that if it works, this could be made into a permanent arrangement. A vote for temporary permits will be completed on April 1, 2021.

**Goal:** Department reporting

**Discussion:** The directors of each department should be fielding inquiries and correspondence to prevent all communications going only to the town manager. The Select Board and town manager should be kept in the loop of the outcomes from the department communications. The process for communication and escalation should be shared with the community so that they are aware of the chain of command for inquiries and issues. This work will be included as part of the outreach and public relations strategies. Mr. Goodwin also discussed creating a process, templates, and timeframes to set standards and expectation for requests such as public record requests and meeting minutes requests. The main goal should focus on customer service.

**Goal:** Make a long-term plan for financial forecast

**Discussion:** This goal is included as part of Mr. Goodwin's list of goals.

**Goal:** Release statement of values

**Discussion:** The Chairman clarified that this statement pertains to the condemnation of racism and supporting diversity as this is important messaging for the town and its constituents. The Chairman read a draft statement he had created for Board consideration; the Chairman will obtain community feedback as well as individual Board member feedback before bringing the official statement to the Select Board for approval.

**Goal:** Ames litigation

**Discussion:** The Select Board agreed to remove this from the list of goals.

**Goal:** Communication and subcommittee work

**Discussion:** This goal is centered around collaboration under the Open Meeting Law and keeping track of current actions and providing a feedback loop to ensure that all relevant stakeholders are aware of the ongoing activities.

### 3. ADJOURNMENT

**A motion was made by Dr. Teehan to adjourn the meeting at 8:33 p.m. The motion was seconded by Mr. Coughlin. A roll call vote was taken:**

**Kevin Coughlin: Yes**  
**Jim McDonald: Yes**  
**Sarah MacDonald: Yes**  
**Dimitria Sullivan: Yes**  
**Dennis Teehan: Yes**

**Motion passed unanimously, 5-0. The meeting was adjourned.**

### DISCLAIMER

The above minutes should be used as a summary of the motions passed and issues discussed at the meeting of the members of the Select Board. This document shall not be considered to be a verbatim copy of every word spoken at the meeting.

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Director

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Director

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Date

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Date