

## **INITIAL DRAFT FOR DISCUSSION**

*The following initial draft topic strategies have been prepared by MAPC for discussion with the Master Plan Committee. The initial strategies are based on community feedback through survey responses, community meetings, and committee input. The initial draft topic strategies will be edited, refined, and improved with discussion and input from the Master Plan Committee, stakeholders interested in the topic, and the community through meetings to be held in the fall of 2021.*

### **Governance**

The big idea of the goals for Governance is to improve Dedham's municipal connection with its residents and to improve the resident experience with municipal services.

#### **Goals with Committee Feedback Integrated (5/25):**

1. **Goal 1:** Establish a comprehensive approach to centering residents in services and communications to improve transparency of town government.
  - **Strategy 1.1:** Rebuild Dedham-ma.gov to be more useful for residents and become a more central resource for all Town Departments. Ensure the website has a useful search function and intuitive navigation.
  - **Strategy 1.2:** Create a 'Dedham 211' phone line and email that can act as a central intake for all questions or municipal business. Create a system that prioritizes solving issues or directing residents to the right resource in the least number of steps.
  - **Strategy 1.3:** Set annual, monthly, and weekly, Departmental Standards for resident outreach and contact. Ensure that each department is accessible and in touch with the public and their needs, while ensuring residents can stay informed on recent projects without barriers.
  - **Strategy 1.4:** Revise all Municipal documents, like the annual budget, to be resident friendly and better explain the services available to residents. Pair financial information with Department narratives that explain each municipal function to each and every resident. Create and track performance measures for each department to show department activities and annual progress.
  
2. **Goal 2:** Support investment in information technology to modernize the municipal workplace and resident experiences with municipal services.
  - **Strategy 2.1:** Pull all IT department needs into a central IT budget. Separate IT capital investment into a separate Capital Improvement Plan that focuses on Dedham's future IT needs.

- **Strategy 2.2:** Create a central IT Department with a full-time staff to manage all day-to-day municipal IT tasks and management of long-term needs and assets.
  - **Strategy 2.3:** Focus on modernizing key municipal functions with tighter interdepartmental communication and processes, online intake and initiation, and full-service municipal software.
3. **Goal 3:** Ensure Dedham's representation among boards, committees, town meeting members, and staff reflects the social and racial demographics of the town.
- **Strategy 3.1:** Keep online participation options and hybrid board and commission meetings available to encourage more public participation. If possible (past April 2022), allow voting members of certain boards and committees to participate remotely.
  - **Strategy 3.2:** Create and implement a process to gather data on the social and racial demographics of boards, committees, town meeting representatives, and town staff. Summarize this data in an annual Workforce Demographic Report and Town Representation Report that compares demographics to Dedham's population. Clearly identify areas for improvement and set goals that are reviewed annually.
  - **Strategy 3.3:** Establish recruitment and engagement practices to increase the diversity of representation based on the findings of the data gathered on the social and racial demographics of boards, committees, town meeting representatives, and town staff.
4. **Goal 4:** Advance workforce planning and talent management for town staff
- **Strategy 4.1:** Streamline the hiring process and improve outreach to find a broader audience of job seekers.
  - **Strategy 4.2:** Embrace change and foster a culture of progressive and improving service levels for residents. Enable staff to put together service improvement recommendations and the cost/benefits for each department. Support staff training opportunities aligned with service improvement recommendations.
  - **Strategy 4.3:** Create an extended leadership team that meets monthly and includes professional development opportunities for department heads and junior staff.
5. **Goal 5:** Define expectations, goals, and development opportunities for boards and commissions, and encourage increased collaboration and coordination between boards
- **Strategy 5.1:** Create a formal hierarchy for all Boards and Commissions. Group each Board/Commission by function and structure them with direct oversight from other Boards/Commissions, centered on the Dedham Select Board.
  - **Strategy 5.2:** Require each Board/Commission to draft an annual report that outlines the previous Fiscal Year's efforts, evaluates, establishes clear goals and steps to achieve. Conduct annual reviews of each board while updating annual goals.
  - **Strategy 5.3:** Establish board and commission collaboration goals for those that may benefit from regularly scheduled joint meetings or other means of communication and coordination.

- **Strategy 5.4:** Encourage training for board and commission members through resources such as the Citizen Planner Training Collaborative.
- 6. Goal 6:** Improve monitoring of residents' economic, social, and health needs to define and respond with appropriate social services.
- **Strategy 6.1:** Create a structure or department to oversee all Dedham Social Services. Create a relationship with existing services including the Council on Aging, Veterans' Services, and Youth Commission. Add capacity for broader Community Health work.
  - **Strategy 6.2:** Strengthen relationship with the Public Health Department to collaborate on health needs and services including intergenerational programming, addressing economic contributors to resident health, and improving civic engagement.

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