

GOAL 1 -- TOWN FINANCES BUDGET

Description	Priority	Timeframe	Phase	Status Comments
*Enhance Fiscal reporting & forecasting using new planning tool	ESSENTIAL	SHORT TERM	ON-GOING	<u>UPDATE 06/30/12</u> -Long Range Forecasting Model was used for Fiscal 2013 Planning and will be part of our on-going budget practices.
*Develop/Approve Vehicle Replacement Policy with focus on fuel efficiency	ESSENTIAL	SHORT TERM	ON-GOING	All operating departments are considering fuel efficient vehicles are part of their replacement actions. Practically speaking- Police, Engineering and some DPW vehicles may be able to achieve improvement. <u>UPDATE 06/30/12</u> -Policy approved by the Board of Selectmen as part of the Green Communities Act. All vehicle purchases are given fuel efficiency consideration before being purchased.
*Monitor Federal Stimulus opportunities for the Town. Identify possible funding opportunities as they may develop.	ESSENTIAL	SHORT TERM	Ongoing	Grant opportunities being sought for Arts and Community Center and for Senior Center construction. <u>UPDATE 06/30/12</u> -Multiple Grant applications were made during the past year. Efforts were unsuccessful due to competitive nature of these grants. We are continuing the attempts.
*Begin to account for and meet OPEB liabilities.	ESSENTIAL	SHORT TERM	Ongoing	ON-GOING- Evaluate the limit and extent of this liability and develop a strategy for addressing it. <u>UPDATE 06/30/12</u> - Significant step achieved this past year as the Town was able to have an actuarial study performed to determine how much the Town's actions to date have reduced our liability in this area. More significantly, the Town and the Unions agreed on Municipal Health Reform legislation. The change yielded approximately \$1.7 Million dollars in savings that has now been set aside through policy of the BOS to help reduce the OPEB liability. Reduction in the liability, by virtue of this action was unprecedented in the Commonwealth.
*Review healthcare expenses and explore options.	ESSENTIAL	SHORT TERM	Ongoing	ON-GOING- Evaluate the options for reducing health care expense through the efforts of the West Suburban Health Group, Municipal Health Reform and other cost saving options. <u>UPDATE 06/30/12</u> - Board of Selectmen worked with Town Administrator, the Finance Team, School Committee and the Town's employees to achieve Municipal Health Reform Changes. By negotiating these changes, the Town is expected to save \$1.7million in health care
*Identify regionalization opportunities that will save money	IMPORTANT	MID-TERM	Planning/ Investigation	ON-GOING- Work with other Towns, County Government or State Government to identify regional opportunities to save costs of operating or to improve existing services. <u>UPDATE 06/30/12</u> -Working with Norfolk County with efforts to establish regional solutions for Animal Control, Veteran's Services and Dispatch Services

**GOAL 2 -- TOWN FINANCES
CAPITAL IMPROVEMENTS**

Relative to Facilities Master Planning, produce a construction sequence guided by strategic prioritization, timing and source of funding.

Description	Priority	Timeframe	Phase	Status Comments
<p>*Develop/Implement a capital planning process similar to the one used in the Town of Arlington, MA. Plan elements to include: School Improvements and replacement, new Police and Fire Stations, a new Senior Center, improvements to the Public Works Facility, Town Hall Improvements, Library improvements and new or improved Recreational Facilities.</p>	ESSENTIAL	MID-TERM	Planning/ Investigation	<p>ONGOING- A Major Capital Facilities Policy Committee and a Financial Policies Committee were established to evaluate and update all of the existing financial policies of the Town and to create new ones that would help to prioritize spending for major capital needs. The Building, Planning and Construction Committee will evaluate all existing facilities and perform needs assessments as needed to identify the type and size of structures needed to meet the needs of existing and future Department needs.</p> <p><u>UPDATE 06/30/12</u>-The Major Capital Facilities Policy Committee and the Financial Policies Committee met throughout the year to identify policies and procedures and to determine guidelines on how the Town's revenue would be invested, accessed and spent. The Committee also updated existing policies and procedures necessary to maintain high quality financial rating for the community. Some discussions held regarding the strategic prioritization of projects but no agreement as of yet on what that will be. The Building Planning and Construction Committee has met a few times to identify needs and to identify possible locations where facilities could be built; more work needed in this area.</p>
<p>*Prioritize building improvements/construction for the Town's Capital Improvement Program.</p>	ESSENTIAL	MID-TERM	Planning/ Investigation	<p>ONGOING- The Building, Planning and Construction Committee is meeting the new Facilities Department to identify the existing condition of Town Facilities and to identify possible sites for new and improved town facilities. Some collaboration of this work has been done with the School Building Rehabilitation Committee (SBRC) but more is needed to coordinate sites and to coordinate facility improvements and new construction for the Town and School Departments.</p> <p><u>UPDATE 06/30/12</u>-The Building Planning and Construction Committee has met during the past year and is now working with the new Facilities Department to identify the existing conditions of all Town and School Facilities. The Committee put out a RFP to request land or buildings that could be used to build multi-purpose government facilities. Only limited response was received. The Committee has identified the Police Department as the number 1 priority for a new facility and is now examining site options. At this point, the former St. Mary's parking lot is considered to be the leading contender for this construction. Other options are still being considered.</p>

**GOAL 3 -- TOWN FINANCES
FACILITY DEVELOPMENT & REPLACEMENT**

Description	Priority	Timeframe	Phase	Status Comments
<p>*Determine next steps on Senior Center possibilities. Regroup with Council on Aging to explore options.</p>	<p>ESSENTIAL</p>		<p>Planning/ Investigation</p>	<p>Needs assessment is needed to determine how big of a facility will meet the needs of Dedham's Senior population and to then identify possible site options for construction of a facility. <u>UPDATE 06/30/12</u>-The Council on Aging developed a town-wide questionnaire and did an analysis to determine the needs of Seniors and to determine the level of support for a new Senior Center and to determine what items should be included in the facility. A Senior Center Site Selection Committee reported during the past year that they have raised money independent of the Town and have identified a parcel on the Town's Endicott Estate property as their primary location for the building of a new Senior Center. A public hearing was held regarding this option. The idea has met with some resistance but work is being done by the Senior Center Site Selection Committee to address the concerns that were raised by opposition. The SC Site Selection Committee has indicated that they will most if not all of the money needed to build the new building.</p>
<p>*Initiate discussions on new or renovated public safety facilities</p>	<p>ESSENTIAL</p>	<p>MID-TERM</p>	<p>Planning/ Investigation</p>	<p>ON-GOING-The Building, Planning and Construction Committee is tasked with the responsibility of identifying the need, identifying the location and overseeing the construction of new town facilities including public safety facilities. <u>UPDATE 06/30/12</u>-During the past year, several options were explored including combining public safety facilities to achieve maximum efficiency. Many of the options were not viable or available to the Town. The Committee voted to determine that the Police Department would be the number one public safety facility need for the Town. The Committee is exploring site options presently but has preliminarily determined that the former St. Mary's lot is the leading contender for this project.</p>
<p>*Define our expected annual requirement to pay for buildings (new & maintenance).</p>	<p>IMPORTANT</p>	<p>SHORT TERM</p>	<p>Planning/ Investigation</p>	<p>ON-GOING-The new Facilities Maintenance Department has been tasked with this responsibility. <u>UPDATE 06/30/12</u>-Evaluations of all town and school facilities is underway. The Police Department is now complete, Other were near completion at the time of the writing of this report.</p>

GOAL 4 -- PLANNING AND ECONOMIC DEVELOPMENT

Description	Priority	Timeframe	Phase	Status Comments
*Agree on a town-wide parking strategy	ESSENTIAL	LONG TERM	Planning/ Investigation	ONGOING- Looking to incorporate parking strategy for Ded. Sq. into RFP process for development re: Keystone Lot. Also to adopt pay/display meters as part of streetscape improvements under PWED proposal-BOS to select meter model. <u>UPDATE 06/30/12</u> -The Dedham Square Improvement Program includes a new design for the Keystone Lot and Automated Pay Stations. Construction is now underway. Further work is needed to identify how the parking will be enforced. An enforcement strategy is needed with the Police Department with agreement from the Board of Selectmen.
* Identify & develop new hubs of activity throughout Dedham and connect. Bring people, ideas and experiences together. Coordinate summit with key stakeholders in these areas of Town.	ESSENTIAL	MID-TERM	Implementation Rollout	ONGOING-With the success of Dedham Square Circle, Motherbrook Community Group, and the Oakdale Square Alliance, the Board would like to continue with the process of identifying "Community Strategy Groups" who help the Board with determining priorities and opportunities for improvement. <u>UPDATE 06/30/12</u> -Oakdale Square Alliance has been active during the past year by helping to attract new business and to keep the community vibrant and active; Dedham Square Circle has assisted the Town in communicating all of the construction activity to the businesses and residents of the Square. Motherbrook is focused on improving the Condon Park Area, redevelopment of the East Dedham Plaza and in identifying possible federal assistance for reinvestment in this community. A new area has been identified as a possible new partner- The Washington Street Business Corridor. The recent infrastructure improvements helped to identify several needs that should be pursued in this area that borders with West Roxbury. A new apartment development will help to support businesses and further enhance the appearance of this area. Mitigation funds have been appropriated to help with landscaping of this area.
*Evaluate impact of recent construction projects to the community.	IMPORTANT	SHORT TERM	Implementation Rollout	ONGOING-With the recent work that was completed to improve the High and Harris Street Bridge and the work that was completed to redesign and improve Washington Street from Providence Highway to the West Roxbury Line, it was clear that there were some negative impacts to businesses that were not easily recognized by the State. With the onset of the Dedham Square Improvement Project, the Town needs to make sure that we have taken all necessary steps to anticipate impacts to businesses and residents and to look at all possible alternatives. <u>UPDATE 06/30/12</u> -During the past year, the Town proactively held public hearings with residents and businesses in Dedham Square and identified as many possible impacts as possible. Under the Board's leadership, the Town staff collected the data and then strategized to determine how the project would be accomplished. Such issues included work at night or during the day to limit impact on businesses; we talked about how sidewalk construction would be accomplished so that it would not limit the access issue to businesses and we talked about parking issues and how we would keep as many spaces open as possible during construction.
*Support and carry out Open Space Plan	IMPORTANT	MID-TERM	Planning/ Investigation	ONGOING-Make sure that the Open Space Plan is actually followed and not just put on a shelf. <u>UPDATE 06/30/12</u> -The Open Space Committee proactively identified parcels during the past year that could be transferred to the Conservation Commission or to the Parks Department for future development consideration. Activity concerning the development of active and passive recreational opportunities for the Striar Property were set into motion during the past year. Funds were appropriated at the Annual Town Meeting to help with the design of the Striar Property.

GOAL 5 -- LABOR RELATIONS AND HUMAN RESOURCES

Description	Priority	Timeframe	Phase	Status Comments
*Set a strategy for collective bargaining for fiscal 20013-2015.	ESSENTIAL	SHORT TERM	Planning/ Investigation	ONGOING-All eight collective bargainig units have open contracts starting on July 1, 2012. UPDATE 06/30/12-Contract discussions are underway with three units (Police Superior Officers-Lts and Sergeants, Police Patrolmen and Fire Fighters). The remaining units are being scheduled at present. School Negotiations are also under way. The Selectmen are working with the Town Administrator, Assistant Town Administrator, Director of Finance and Labor Counsel to develop an overall strategy for these negotiations. The Board of Selectmen have also met with the School Committee to discuss collective bargaining strategy.

GOAL 6 -- OPERATIONAL IMPROVEMENTS

Description	Priority	Timeframe	Phase	Status Comments
<p>*Review/Update Road Improvements Policy Pertaining to Improvements to Private Ways</p>	<p>IMPORTANT</p>	<p>SHORT TERM</p>	<p>Planning/ Investigation</p>	<p>ONGOING-The Town has a comprehensive Road and Sidewalk Improvement Program that needs to be updated annually. The biggest unmet challenge of this program has been the development of a strategy for dealing with the improvement and pavement of private roads. <u>UPDATE 06/30/12</u>-Working Group was formed; and met several times during the past year to determine what actions, if any could be taken to address the challenge of improving private roads. The Committee looked at programs from other Towns but for the most part there was a limited amount of data on this topic. Town Counsell assisted the Committee in its efforts and research. The legal limits on the ability to improve private roads is very limiting. The recommendations speak to the cooperation of home and property owners on a street to agree to the improvements and then pay to have them done. If the improvements are performed to the satisfaction of the Town, the Town might be willing to accept the road as public. If the owners of the Private Way choose not to improve the road to the Town Standard, the road can remain private and the owners can continue to assume the cost for repairs.</p>
<p>*Review and accelerate the Pavement Management Program to allow for an even more aggressive road improvement plan. Build more sustainable funding mechanism to set aside infrastructure improvement dollars.</p>	<p>IMPORTANT</p>	<p>MID-TERM</p>	<p>Planning/ Investigation</p>	<p>ON-GOING- the Pavement Management Program has been a huge success for the Town and it has grown in popularity due to that success. The Board of Selectmen would like to accelerate the program in the near future to further improve local roads and sidewalks. <u>UPDATE 06/30/12</u>- The Pavement Management Program remained in full force over the past year and is well under way for Fiscal 2013. Growth in the program is limited in two ways at this juncture. The first is financial. There is simply no ability to grow the program at this point at the point that the Town is addressing the improvements to Dedham Square. Secondly, the Town has limited ability to add additional locations to the program without further stretching the quality of the oversight and participation in this work. All indications are that the Town is providing sound oversight of the program at present and we would not want to detract from that effort at this time. Further evaluation and discussion of this goal is needed.</p>
<p>*Support/sponsor legislation that would protect cities and towns against the destructive acts of utility companies relative to road excavations and repairs.</p>	<p>IMPORTANT</p>	<p>MID-TERM</p>	<p>On Hold</p>	<p>NO ACTION TAKEN AT THIS TIME</p>
<p>*Implement town-wide traffic strategy relative to traffic mitigation and calming methods-develop policies to implement.</p>	<p>IMPORTANT</p>	<p>MID-TERM</p>	<p>Implementation Rollout</p>	<p>ONGOING- One of the biggest challenges that the town faces on a daily basis is traffic management. The Town provides regular enforcement but it also develops a multi-pronged approach to manage traffic flow and the speed of vehicles. <u>UPDATE 06/30/12</u>- Traffic Improvement plans have been discussed with the residents of High and Lower Streets and the plans were implemented during the past year. The residents are very happy with the results. Other measures have been taken on Whiting Ave to install temporary speed bumps that help to slow the traffic in this area. Those speed table were installed this past year. Another improvement was just completed along Highland Street in Dedham. The Town also hired a new Infrastructure Engineer whose technical strength is in traffic engineering.</p>

GOAL 6 -- OPERATIONAL IMPROVEMENTS (Continued)

Description	Priority	Timeframe	Phase	Status Comments
*Increase environmentally-friendly behaviors and programs.	IMPORTANT	MID-TERM	Planning/ Investigation	ONGOING-Dedham has developed a reputation as a leader in Environmental Policy in the Commonwealth. The Board of Selectmen are looking to continue that effort in years to come. <u>UPDATE 06/30/12</u> -Dedham was recognized in the past year as one of the first 100 Green Communities in Massachusetts. Dedham was actually ranked 46 overall. The Town has added Solar Panels to the Roof of Town Hall this past year. We have also added solar panels to the roof of the High School and we were named a Tree City for the third year in a row. We are looking to increase our solar capacity and we are looking to increase our Recycling efforts over the next year.
*Implement performance contracting	IMPORTANT	MID-TERM	Implementation Rollout	PROGRAM UNDERWAY- Dedham has initiated a comprehensive program to evaluate all of its operating facilities and to improve its HVAC, lighting and utility programs to help reduce cost and to become more environmentally friendly. The program is in the evaluation stage to determine how well the improvements are working. <u>UPDATE 06/30/12</u> - The new equipment has been installed and the upgrades are now complete. Project is in the measurement stage to determine how well they are performing.
*Continue monitoring compliance with the American with Disabilities Act	IMPORTANT	MID-TERM	Ongoing	ON-GOING- The Town's Disability Commission has been active and is working with the Building Commissioner and the Facilities Director to all areas where our buildings and facilities can become fully compliant with the requirements of the ADA. <u>UPDATE 06/30/12</u> - The Disability Commission has been active in helping to enforce violators of the handicapped parking laws. The Town is also actively involved in development of a new policy and training for our employees who work with the public who are assisted by trained animals. This was identified as a problem during the past year and the Town is trying to proactively address this situation.
*Develop additional monitoring plans/mechanisms with other boards and agencies so that the Town can proactively deal with various challenges/impacts as they occur	IMPORTANT	MID-TERM	Planning/ Investigation	ONGOING-Communication is a high priority issue with the Board and they are always looking to improve the connections between all operating departments. <u>UPDATE 06/30/12</u> - The Board of Selectmen have had meetings throughout the past year with operating departments and with various boards and commissions.
*Engage new residents (HSL) and businesses (Legacy Place).	IMPORTANT	MID-TERM	Ongoing	ONGOING-Its important to develop communication ties with new businesses and involve new residents in what goes in the community. That also allows us to involve new ideas and talent in our local government. <u>UPDATE 06/30/12</u> - During the past year, the Town has continued to work closely with Legacy Place and the Business Community overall. The Town Administrator and the Economic Development Director were named Business People of the Year by the Chamber of Commerce as an indication of their interest in working with the business community. The Town Administrator will be speaking in September to the residents of New Bridge on the Charles to keep the residents informed of what is going on throughout the Town. The Library Director works closely with New Bridge residents as well and helps to keep their campus library up to date.

GOAL 6 -- OPERATIONAL IMPROVEMENTS (Continued)				
Description	Priority	Timeframe	Phase	Status Comments
*Review of Public Safety Departments	IMPORTANT	SHORT TERM	Planning/ Investigation	The Board had supported a funding request to conduct a comprehensive public safety study of the Police, Fire and Dispatch Operations. <u>UPDATE 06/30/12</u> -Study completed by MRI Consultants. The results showed that the departments should be reorganized and made more efficient. Additional staff was not identified as a priority but redefining several positions was a critical finding of the study. The Town Administrator, Fire Chief, Police Chief and the Dispatch Supervisor are now meeting with the consultants to implement the recommendations that were made.
*Explore opportunities for regionalization, most especially, the purchase of electricity, to further reduce the cost of these services to the Town.	IMPORTANT	MID-TERM	Planning/ Investigation	ONGOING- Opportunities for group purchasing of materials, services or equipment should be explored to determine if there are economies of scale that can be achieved. <u>UPDATE 06/30/12</u> - During the past year, the Town worked with the Town Westwood to sell its tree truck; we continue to purchase our health insurance through a group purchasing consortium; we met with Canton and Milton and Norfolk County to determine if regional animal control would be an option; we continue to purchase road salt through a consortium. In Fiscal 2013 we are going to purchase all of our Office supplies through a School Consortium and we dispose of our trash through a regional agreement. We are exploring the purchase of energy and the disposal of yard waste through regional agreements presently. Further options continue to be evaluated.
*Institute quarterly review of special permits. Work with Planning Board and ZBA to determine if all conditions of the permits have been met and are in compliance. Create compliance tracking tool.	IMPORTANT	MID TERM	Implementation Rollout	ON-GOING-The Town is looking to automate most if not all of its actions so that a database can be established for the entire community. There are many things that require cross compliance between Departments and we are trying to close these gaps in our processes. <u>UPDATE 06/30/12</u> -During the past year, the Board of Health has automated it s operations and is now tracking all inspections and complaints by using Ipads in the field. New software is about to be released that will talk with this software and allow other insepctional services to compare notes in the building, fire and health areas. Other software programs have been developed in the past but the one being used presently in the Board of Health appears to be the most responsive to the Town's operational needs.
*Increase bylaw enforcement relative to zoning and town bylaws.	IMPORTANT	SHORT TERM	Ongoing	ONGOING-The Building Commissioner has been working closely with the Planning Board and the Zoning Board of Appeals to track and address all aspects of compliance with permits and approvals issued by these boards. With regard to Planning Board approved plans, final release of the certificate of occupancy is withheld until all the conditions are satisfied. For special permits and variances all conditions are checked before a building permit is issued and upon completion all conditions are checked before final approval of certificate of occupancy is released. The Planning board and Zoning Board of appeals have completely upgraded the reporting and filing of these decisions so it is easier to verify compliance with their decisions. The Commissioner and members of his department are in constant contact with Planning and Board of Appeals to gather information to verify compliance. The primary compliance tracking tool is the online permitting system that they use to close out a building permit. The inspector in charge of the close out makes inquiries to the other departments to verify that each department is satisfied with issuing the certificate of occupancy. With respect to Zoning And Planning Board compliance the Commissioner or one of his assistants physically verify that each condition has been met. <u>UPDATE 06/30/12</u> -The team approach to difficult violations has appeared to address the responsiveness of this goal. Whenever a violation occurs that impacts several enforcement areas, the team is alerted and they respond almost instantaneously. The feed back has been positive.

GOAL 7 -- COMMUNITY PRIORITIES & ACTIVITIES

Work with neighborhood and civic groups to amplify and optimize citizen energy/talents/resource to revitalize East Dedham – such as Motherbrook Community Group. Coordinate and foster efforts by town officials and leaders to build on Dedham’s historic foundation and launch a comprehensive arts/culture/smart growth development initiative in East Dedham.

Description	Priority	Timeframe	Phase	Status Comments
*Expand, and accelerate clean up of the litter and debris that soils waters and riverbanks, work that was already started by a group of volunteers earlier this year.	IMPORTANT	SHORT TERM	Ongoing	ONGOING- Provide a mechanism for on-going cleanup and landscaping activities throughout the Town. <u>UPDATE 06/30/12</u> -In 2012, Motherbrook, Oakdale, Riverdale, Dedham Square, Greenlodge, and in the remainder of the Town, clean-up efforts are on-going. More still needs to be done however. We need to focus on landscaping more and cleaning up weeds throughout the Town. We need a plan for Route One that will beautify and keep this area clean so that the view from the outside world is that Dedham really cares about its appearance.
*Have Mother Brook designated as an historic waterway, making the town eligible for grants and the remaining mill structures and adjacent properties eligible for tax credits.	IMPORTANT	LONG TERM	On Hold	UPDATE: Town is pursuing designation for East Dedham as target area for physical rehabilitation, inventory of all buildings completed spring 2010, next step submitting application to state for approval. If approved, East Dedham would become the only eligible area to apply for Community Development Block Grant funds. <u>UPDATE 06/30/12</u> -Designation of East Dedham as a targeted improvement area is on-going including property by property evaluation.
*Seek the assistance of the Department of Conservation and Recreation, the Mass Department of Environmental Protection and the Neponset River Watershed Association to determine the level of industrial contamination and pollution that still exists in the brook’s water and sediment, and the scope of any possible remediation efforts.	IMPORTANT	MID-TERM	On Hold	ONGOING- This is an ongoing effort by the Conservation Commission to address this concern.
*Work with the state Department of Fisheries and Wildlife – once determined to be safe and clean - to get the mill pond dams restocked with edible fish.	IMPORTANT	MID-TERM	On Hold	UPDATE: No Action on this item at this time, though efforts to clean the rivers and streams are active and on-going.
*Explore arts/cultural facilities development in East Dedham. Seek related funding for possible redevelopment.	IMPORTANT	SHORT TERM	Implementation Rollout	ONGOING- The work continues to identify a location for a center for arts and cultural activities. <u>UPDATE 06/30/12</u> -Avery School Reuse Committee identified the Avery School as a candidate to be an Arts and Cultural Center for the Town. Bids are due in August to determine if this will become a reality.
*Recommend sort-list of Keystone Property development ideas	IMPORTANT	LONG TERM	On Hold	ONGOING-Evaluation of development ideas for the Keystone lot is something that is under constant consideration. One important concern that has been identified is the replacement of parking while construction would be occurring at that site. <u>UPDATE 06/30/12</u> -Parking Lot is currently getting a facelift as part of the Dedham Square Improvement Project but development opportunities will always be considered. No new ideas have been presented in the past year.
*Follow up with State legislative delegation regarding the Court House Project to determine if this project can become a reality.	IMPORTANT	SHORT TERM	Ongoing	ONGOING- The Town will constantly monitor the development of the courts as a long-term project but at present there is no new activity on this project.

GOAL 7 -- COMMUNITY PRIORITIES & ACTIVITIES (Continued)

Description	Priority	Timeframe	Phase	Status Comments
*Develop long-term Urban Forestry Management Plan to protect/maintain tree resources (starting with GIS-mapped tree inventory)	IMPORTANT	SHORT TERM	Planning/ Investigation	ON-GOING- The GIS Department has been working with the DPW Director to identify trees throughout the community. <u>UPDATE 06/30/12</u> -Town designated at Tree City in 2012.
*Reduce paper use in Town Hall. Over long term scan documents for online access.	IMPORTANT	SHORT TERM	Ongoing	ONGOING-The Town is constantly looking at ways to reduce paper and to use digital technology to store data. <u>UPDATE 06/30/12</u> -Increased use of I-Pads for all activities has replaced the need for more paper. Details are stored in electronic format. We should set a goal of reducing paper costs in the budget by reducing the amount of paper used.
*Support efforts by the Dedham Westwood Youth Action League to create bike path on the orphan rail line linking East Dedham to Dedham Square.	IMPORTANT	MID-TERM	Planning/ Investigation	ONGOING- The goal is to connect the Town regionally to biking and walking activities. All new development should be considered as part of this "masterplan" process. <u>UPDATE 06/30/12</u> -On-going discussions occurred during the past year about this topic and Dedham and Westwood secured a regional grant to help identify opportunities to make the Towns more walkable and bike friendly.
*Support emerging youth arts/digital media/music education programs. Work with schools and civic groups looking to restore programs that have been under funded or cut – giving all students – including challenged youth – creative outlets for their talent and energy.	IMPORTANT	SHORT TERM	On Hold	UPDATE: On-going, no specific issues identified at this time.
*Work with town departments and civic organizations to decrease drug addiction and fight crime connected with addiction. Seek grant funding for programming.	IMPORTANT	LONG TERM	On Hold	UPDATE: Limited activity to report at this time. Limited funding options available due to the economic downturn.
*Explore opportunities for expansion of community gardening.	IMPORTANT	SHORT-TERM	Ongoing	ONGOING-Community Gardening has become a more recent trend and we should constantly look for ways to increase this opportunity. <u>UPDATE 06/30/12</u> - During the past year community gardening was expanded to the Dolan Center grounds.
*Seek state assistance to rebuild Prov Hwy between Dedham Rotary and Havey Beach, with focus on improving use and protection of Charles River.	IMPORTANT	SHORT-TERM	Planning/ Investigation	ONGOING-This area serves as an "Gateway" to the Town and is in bad need of a facelift. This will require significant investment by the State to accomplish. <u>UPDATE 06/30/12</u> - The Town Administrator has requested that the State Representative and State Senator support funding for the redesign and improvement of the Route 1 corridor between Route 95 and the VFW Parkway in Boston. The Town was notified that the sum of \$1 Million dollars was included in the State Budget for this project. Awaiting final approval from the State.

GOAL 8 -- COMMUNICATIONS

Improve communications efforts and proactively seek out best practices from other towns in the Commonwealth/nation to foster a more effective, strategic, and innovative government. Create more transparent, accessible government through proactive outreach and digital communications tools - actively communicating with the people it serves, inviting real participation and valuing input.

Description	Priority	Timeframe	Phase	Status Comments
* Launch Town Hall Open Houses - invite general public in to get a tour of Town Hall, elected officials and the people "behind the scenes" who work every day to run this town. High School students who represented Town positions on Government Day could help host. Aim is to send signal that this is the PEOPLE'S government – that everyone is welcome – encourage civic participation.	IMPORTANT	SHORT-TERM	Planning/ Investigation	ONGOING- As part of the Board of Selectmen's comprehensive communication efforts. <u>UPDATE 06/30/12</u> -Some discussions have been held but no actual program has been proposed as of yet.
*Dramatically improve Town Website and aim to win Common Cause e-Government Awards. Use free college/university intern assistance from local communications programs to augment Town resources. Post Town Administrator's reports.	IMPORTANT	SHORT-TERM	Planning/ Investigation	ON-GOING- This is new way that the world communicates its activities. The Town's website is an important component of how we communicate. <u>UPDATE 06/30/12</u> -The Town has won the Common Cause Award on several occasions but we now would like to set a new standard in this area. A significant attempt was made to try and address this goal during the past year but there was not full agreement on how to proceed. More work is needed to complete this goal and the staff will be seeking additional guidance from the Board on how we should proceed.
*Investigate the possibility of broadcasting Selectman's meetings using streaming video on the town's website. If successful, this could extend to other meetings.	IMPORTANT	SHORT-TERM	Planning/ Investigation	ONGOING- discussions have been held with Dedham TV to determine on how to best address this goal so that the meetings could be available to wider audience. <u>UPDATE 06/30/12</u> - Dedham TV is considering a good option at present. More attention is needed to this goal to make it a reality in 2013.
*Recognize good customer service. Highlight people, items or processes working well for everyone to see and to share. This includes efforts by Town Boards, Committees, Staff, Development Projects and/or business practices.	IMPORTANT	MID-TERM	On Hold	ONGOING- Its important to recognize good customer service when it occurs. A program is needed so that it anyone who performs good customer service will be complimented for it.
*Work with Dedham Cable to better inform the community of events, meetings and programs.	IMPORTANT	SHORT-TERM	Ongoing	<u>UPDATE 06/30/12</u> -On-Going, Town Administrator now tapes a show periodically to respond to Community Inquiries.
*Work toward understanding of new Open Meeting law by all boards, committees.	IMPORTANT	SHORT-TERM	Ongoing	ONGOING- Its important for all Board's, Commissions and employees understand the complex issues associated with the Open Meeting Law. Training should be held annually to explain it. <u>UPDATE 06/30/12</u> -Training Completed with all Boards and Committees; an on-going training program is still needed.

GOAL 9 -- GOVERNANCE

GOAL 9 -- GOVERNANCE				
Description	Priority	Timeframe	Phase	Status Comments
*Seek town support for a charter commission.	IMPORTANT	SHORT-TERM	Implementation Rollout	ONGOING: Evaluation of the Town Charter should occur every 10 years. <u>UPDATE 06/30/12</u> -Process and Committee was appointed during the past year. The Committee's work is underway.
*Improve process by which the Board receives information in follow-up to questions asked via email or at meetings.	IMPORTANT	SHORT-TERM	Ongoing	ON-GOING- this is a constant process of review. <u>UPDATE 06/30/12</u> -The Town Administrator meets with staff the next day to determine what actions require further follow-up. This needs to be done more consistently.