

**Select Board Goal Statement  
Adopted September 27, 2022**

**PURPOSE**

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

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

- Promotes and sustains a secure, clean, and attractive place to live, work and play.
- Provides a variety of housing types with a full range of affordability.
- Provides high-performing, reliable and affordable public infrastructure, and Town services.
- Encourages and appropriately regulates sustainable development.
- Supports and enhances neighborhood livability and walkability for all members of the community.
- Coordinates with state and federal leaders to ensure access to safe, reliable, and efficient public transit.
- Coordinates major infrastructure projects and communicates with impacted members of the Needham community.
- Prioritizes the reconstruction and repair of existing sidewalks before embarking on new sidewalk construction. The construction of new sidewalks will be offset by the removal of old, under-used sidewalks.
- Explores targeted opportunities for parcel acquisition.
- Works with stakeholders to manage the impact of the COVID-19 Pandemic on the Town of Needham.
- Supports the PPBC’s recommended funding levels.

| <b>FY2023-2024 Initiatives</b> | <b>Description</b>   |
|--------------------------------|--|
| 1.1                            | Begin the Ridge Hill/Nike Assessment Phase 2 Project, including working with the Community Farm to decide on the long-term plan for the farm at the site as well as considering potential future uses of the site. <b>(FY2024)</b>   |
| 1.2                            | Work with the Planning Board on next steps related to the MBTA Community Housing Guidelines and the update to the Town’s Affordable Housing Plan. Review updated demographics and impact on anticipated transit-oriented development and schools. <b>The proposed timeline for action is due to DHCD by 1/31/2023. The Housing Plan Working Group is concluding its work with an updated housing plan to recommend to both Boards.</b> |
| 1.3                            | Evaluate RTS Service Delivery Model to Guide Long-term Investment and Review Operational Efficiencies in the Short-term. <b>DPW will issue an RFP now that the Superintendent of Solid Waste position has been filled.</b>   |

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| 1.4   | Maintain/repair the barn at Ridge Hill. <b>DPW submitted a future form CIP request for the barn. Staff will seek an evaluation and update the form for the FY2025 CIP.</b>  |
| 1.5   | Identify funding for School Master Plan projects and participate in the planning process. <b>The Finance Director updated the FFWG on December 16, 2022 and the Select Board on December 20, 2022. The School Committee will discuss the possibility of filing a Statement of Intent to the MSBA this spring.</b>   |
| 1.6   | Work with stakeholders to secure funding for an arts and culture strategic plan. <b>The Economic Development Manager has secured in-kind support for this plan through MAPC. A working group has been created to guide the project. Estimated completion is Fall 2023.</b>  |
| 1.7   | Work with the Park & Recreation Commission, Conservation Commission, and other stakeholders to set priorities for capital spending. <b>The Park &amp; Recreation Commission adopted spending priorities for the FY2024 – 2028 CIP.</b>  |
| 1.7.1 | Identify opportunities for expanded active and passive recreation facilities including but not limited to an action sports park and additional boat ramps. <b>The Select Board adopted a Committee Charge and Composition on October 25, 2022 and appointed its final member on December 20, 2022. The first meeting is scheduled for January 17, 2023.</b>   |
| 1.7.2 | Improve trailhead access to ensure clear and accessible access; consider creating a trails app. <b>(FY2024)</b>   |
| 1.8   | Evaluate expansion of off-leash dog areas. <b>This item was added to 1.7.1.</b>   |
| 1.9   | Evaluate next steps for use of the Stephen Palmer Building. <b>The Town Manager will invite Crowninshield representatives to a chairs meeting in the new year.</b>  |
| 1.10  | Upgrade Town Seal to improve graphic quality and historical accuracy. <b>(FY2024)</b>   |
| 1.11  | Evaluate opportunities for undergrounding of electrical wires. <b>(FY2024)</b>  |
| 1.12  | Review and implement an alternative service delivery method for weights and measures inspections. <b>The Assistant Town Manager is working with the Building Commissioner to hire an interim sealer, and is working with the County on a shared services model. Salary funds may need to be transferred at the May Town Meeting.</b>  |
| 1.13  | Create a voluntary local historic district under Chapter 40C for the property of Elizabeth and Maurice Handel at 3 Rosemary Street, built by Jonathan and Jemima Kingsbury in 1779, the oldest house in 02494 and the 11th oldest in Needham. <b>On December 20, 2022, the Select Board reviewed a draft charge and composition for a local historic district study committee, and is scheduled to take a vote on the proposal on January 10, 2023.</b> |

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

- Supports an environment for creativity, innovation, and entrepreneurship.
- Promotes a well-educated, skilled, and diverse work force that meets employers’ needs.
- Fosters a collaborative and resource-rich regional business climate.
- Attracts, sustains, and retains a diverse mix of businesses, entrepreneurs and jobs that support the needs of all community members.
- Supports financial security, economic opportunity, and social mobility for all.
- Evaluates ways to increase minority and women-owned business participation in construction, building maintenance projects, and other Town programs.

| FY2023-2024 Initiatives | Description  |
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| 2.1                     | Evaluate Chestnut Street Redevelopment. <b>(FY2024)</b>  |
| 2.2                     | Evaluate Expansion of Snow Removal Efforts, including sidewalk plowing strategies. <b>(FY2024)</b> |

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

- Offers and encourages a variety of safe, comfortable, affordable, reliable, convenient, and clean mobility options.
- Supports a balanced transportation system that reflects effective land use, manages congestion, and facilitates strong regional multimodal connections.
- Provides effective infrastructure and services that will encourage diverse populations to connect to nature and the larger community.
- Promotes transportation options to ensure we remain an age-friendly community.

| FY2023-2024 Initiatives | Description  |
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| 3.1                     | Evaluate parking needs, options, types, and zoning in the Needham Center and Needham Heights business districts, identify technology to manage parking. Amy is project lead. <b>The Town has hired Stantec to conduct this study and a working group has been created to guide the project. A public survey was issued (it closes Jan. 19<sup>th</sup>) and has received over 500 responses. A public discussion/feedback meeting is scheduled for January 26, 2023.</b> |
| 3.2                     | Evaluate the role and composition of the TMAC, Transportation Committee, Rail Trail Advisory Committee and Complete Streets Committee. <b>On December 20, 2022, the Select Board reviewed a draft charge and composition for a Transportation Safety Committee, updated Rail Trail Advisory Committee, and Mobility Planning Coordinating Committee. The Board is scheduled to vote on aspects of the proposal on January 10, 2023.</b>                                  |

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| 3.3   | Seek funding for noise reduction/Quiet Zone feasibility, design, and construction. <b>The FY2024 Capital budget includes a funding proposal for design of the Quiet Zone crossings.</b>  |
| 3.4   | Evaluate future use of the rail corridor between Dover and Newton.   |
| 3.4.1 | Evaluate funding options for the Rail Trail extension from High Rock Street to Needham Junction. <b>The Director of Public Works is consulting with colleagues in Medfield and Dover about future planning and funding sources.</b>  |
| 3.4.2 | Evaluate the feasibility of a shared use way between Needham Heights and the City of Newton. <b>The design firm of GPI has been awarded the contract for the study. A kickoff meeting of the working group occurred on January 5, 2023.</b>  |
| 3.5   | Evaluate and make a final determination of the appropriate plan for Downtown Redesign Phase 2. <b>This item will be discussed after the results of the parking study are provided.</b>   |
| 3.6   | Prioritize funding for the Central Avenue/Centre Street Bridge. <b>Design funding for the bridge is included in the Federal Omnibus Budget Package through Congressman Auchincloss' Office. The full project has been submitted in the Commonwealth's TIP process, and the Town of Dover is taking the lead.</b> |
| 3.7   | Evaluate the feasibility of last mile in-Town transportation options (if earmark is not funded, explore funding sources). Funding was included as an earmark in the FY23 state budget. <b>An RFP for the study will be released in late January/early February.</b>  |

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

- Cultivates a wide range of recreational, cultural, educational, civic, and social opportunities for all socioeconomic and age groups.
- Supports the physical and mental well-being of its community members.
- Fosters inclusion, diversity, and equity.
- Promotes the installation of art and opportunities for community-led art projects.
- Provides diversity, equity and inclusion professional development opportunities for all staff geared towards deepening understanding and becoming culturally responsive, anti-racist, and anti-biased members of the Needham community. **William James College 3 of 5 foundation setting leadership trainings have been held.**
- Identifies and implements strategies to hire, support and retain diverse staff at every level of the organization; measures efforts and provides quarterly updates on progress. **The Director of Human Resources presented efforts to the Select Board on November 9, 2022.**

| FY2023-2024 Initiatives | Description  |
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| 4.1                     | Work with the Needham Golf Club to extend the lease of Town land to allow Club to finance improvements. <b>On December 21, 2022 the chairs met with representatives of the Golf Club, who recommended that the project be deferred for future discussion in the fall of 2023.</b>  |
| 4.2                     | Explore the option of petitioning to rename Hemlock Gorge to “Nehoiden’s Grant.” <b>(FY2024)</b>   |
| 4.3                     | Identify ways to institutionalize community conversations around race, diversity, equity, and inclusion, to build relationships and a stronger understanding of different perspectives and lived experiences. <b>Ongoing efforts continue including the Town’s participation in the Needham Resilience Network, Human Rights Committee partnership on community events (including a Multicultural Fair planned for March 2023), and the Library’s Needham Connects...Building Empathy through Books and Conversation book club. Staff will provide additional recommendations in FY2023.</b> |
| 4.4                     | Make intentional efforts and identify creative ideas for community outreach to diversify the candidate pool for all appointed Boards and Committees; measure progress. <b>Staff to work with the Vice Chair.</b>   |
| 4.5                     | Explore benefits of creating a dedicated position for Diversity, Equity & Inclusion efforts. <b>Staff are exploring contracted service options.</b>  |
| 4.6                     | Provide support to other Boards & Committees on how to apply NUARI principles to their work, including training opportunities and sample goals. <b>Staff will recommend a pilot project with identified boards to provide foundational training and support to adopt and implement goals.</b>  |
| 4.7                     | Conduct focus groups with BIPOC community members to identify strategies for ensuring that all members of the community feel welcome as outlined in the NUARI vision statement and guiding principles. <b>Staff will recommend 1 – 2 focus groups to be held this winter/spring.</b>   |
| 4.8                     | Work with the Human Rights Committee to develop a discrimination complaint process and provide forums where individuals feel comfortable discussing their concerns related to diversity, equity, and/or inclusion. Consult with the HRC on their role and next steps. <b>HRC presentation scheduled for January 24, 2023.</b>  |
| 4.9                     | Develop a plan for a community observance of Juneteenth. <b>The Select Board reviewed the charge and composition for Juneteenth celebration Committee on October 11, 2022 and approved it on October 25,2022. The Vice Chair is reviewing applications.</b>  |
| 4.10                    | Consider options for recognizing Indigenous People’s Day and Columbus Day/Italian Heritage Day.  |
| 4.11                    | Implement Valor Act and consider aligning the administrative process for both the Valor Act and the Senior Corps programs. <b>Planning efforts for a Valor Act program will resume now that a new Deputy Veteran’s Service Officer has been hired.</b>   |

**GOAL #5: Safe** – Needham is a welcoming and inclusive community that fosters personal and community safety and ensures that all residents are secure and cared for during emergencies and natural disasters. Needham:

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

| FY2023-2024 Initiatives | Description   |
|-------------------------|---|
| 5.1                     | Actively monitor progress on the law enforcement recommendations that the Police Chief presented to the Select Board on June 8, 2021. <b>The Police Chief is scheduled to meet with the Board on February 21, 2023.</b>   |
| 5.2                     | Work with public safety unions to reach agreement on alternatives to the Civil Service system; work with all stakeholders to implement alternative recruitment and promotion systems for public safety employees. <b>The Town Manager will be meeting with Representative Garlick and the Chair of the Special Commission to Study the Civil Service System in January 2023, after which the Select Board will consider next steps.</b> |
| 5.3                     | Work with the Chief of Police on updating the annual reporting and evaluating the possibility of creating a quarterly status report. <b>The Police Chief is scheduled to meet with the Board on February 21, 2023.</b>  |

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

- Models stewardship and sustainability of the Town’s financial, human, information, and physical assets.
- Supports strategic decision-making with opportunities for engagement and timely, reliable, and accurate data and analysis.
- Enhances and facilitates transparency, accuracy, efficiency, effectiveness, and quality customer service in all municipal business.
- Supports, develops, and enhances relationships between the Town and community/regional partners.
- Provides assurance of regulatory and policy compliance.

- Reviews and updates Town policies and regulations.
- Identifies opportunities for departmental consolidation and efficiency improvement.
- Identifies opportunities for streamlining permitting processes. Provides open access to information, encourages innovation, enhances communication, and promotes community engagement.
- Meets regularly with other boards and committees.  
Seeks input from other boards and the community during the annual goal setting process.

| FY2023-2024 Initiatives | Description   |
|-------------------------|---|
| 6.1                     | Review the funding goal and use of all stabilization funds in conjunction with the Finance Committee and stakeholder boards and committees.   |
| 6.2                     | Support employee recruitment and retention initiatives. <b>The Director of Human Resources has proposed a warrant article to fund a temporary fellowship program for this purpose.</b>  |
| 6.3                     | Evaluate the possibility of developing a Community Master Plan. <b>(FY2024)</b>   |
| 6.4                     | Develop a Select Board/Committee code of conduct. <b>The Select Board appointed a subcommittee at its meeting on November 9, 2022. The Committee met on December 19, 2022, and will meet again on January 30, 2023.</b>   |
| 6.5                     | Expand Select Board community engagement efforts and ensure continuation of the Town's communications staffing. <b>The Board adopted a budget priority to continue this position. The Town Manager will recommend that the PIO position be included in Town Manager's Proposed Budget for FY2024.</b> |
| 6.6                     | Collaborate with stakeholders on the development of short videos on how Town government works. <b>The PIO is collaborating with the Needham Channel on this project.</b>  |
| 6.7                     | Update the Select Board's Appointment Protocol (BOS-ADMIN-003). <b>The Select Board approved the amended protocol on December 20, 2022.</b>   |
| 6.8                     | Review Elected/Appointed status. <b>The Select Board chair met with the Trust Fund Commissioners and is scheduled to meet with the Board of Assessors later this month.</b>   |
| 6.9                     | Conduct a general governance review including the role of the Personnel Board. <b>The Personnel Board will review a draft recommendation on January 4, 2023.</b>  |
| 6.10                    | Work with the Finance Committee to create a working group exploring the operating budget process and other finance-related issues. <b>A chairs meeting was held on January 5, 2023.</b>   |
| 6.11                    | Review and recodify the non-criminal disposition by-law. <b>Staff will present a recommendation to the Select Board on January 10, 2023.</b>  |
| 6.12                    | Review and update alcohol regulations. <b>Staff will present a recommendation to the Select Board on February 28, 2023.</b>   |

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| 6.13 | Complete formal appointment of Town Counsel. <b>Approved by the Select Board on October 11, 2022.</b>   |
| 6.14 | Update policy governing use of public outdoor spaces under the jurisdiction of the Select Board (e.g., Town Common, Avery Square, Amity Path, etc.) <b>Staff will provide a recommendation in FY2023.</b> |

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

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

| <b>FY2023-2024 Initiatives</b> | <b>Description</b>  |
|--------------------------------|---|
| 7.1                            | Develop a Climate Action Plan. <b>The Climate Action Plan Committee is hiring a consultant to help complete this plan with funds approved at the October 24, 2022 Special Town Meeting.</b>   |
| 7.2                            | Identify parcel acquisition to comply with Land & Water Conservation Fund requirements. <b>Staff met with representatives of the DEP to explore designation of a portion of the Foster Property for this purpose assuming that the land is acquired by the Town. A site walk occurred on December 29, 2022.</b> |
| 7.3                            | Sponsor a tree summit. <b>Move to 2024?</b>   |
| 7.4                            | Work with the Planning Board to explore zoning options to allow solar canopies on public and private property. <b>The Town Manager sent a letter to the Planning Board on November 8, 2022.</b>   |
| 7.5                            | Evaluate regulations governing asbestos and lead protection/mitigation on knockdowns. <b>FY2024?</b>  |
| 7.6                            | Review/establish electric vehicle charging rates. <b>Dave and Cecilia will review and make recommendations.</b>   |
| 7.7                            | Recommend community energy aggregation. <b>Concept approved by Town Meeting. Project team to issue and review RFP and work with consultant: Kate, Dave, Cyndi, Myles, Stephen, Nick, Cecilia. Kickoff meeting occurred on 12/5.</b>   |
| 7.8                            | Evaluate adoption of net zero building code. <b>(FY2024)</b>  |
| 7.9                            | Begin development of sustainability guidelines for the construction and renovation of existing and future municipal buildings, and large commercial buildings. <b>Included in CAPC review.</b>  |

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| 7.10 | Support and encourage improved access to equitable solar energy opportunities, including assessment, planning, and funding. <b>Included in CAPC review.</b> |
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