

Approved 3/14/2022

Town of Chelmsford Select Board  
Work Session Meeting Minutes  
(Strategic Planning)  
February 22, 2022

Chelmsford Country Club  
66 Park Road  
Chelmsford, MA 01824

**ATTENDING:**

Virginia Crocker Timmins, Chair  
Kenneth Lefebvre, Vice Chair  
Mark Carota, Clerk  
George Dixon, Board Member  
Patricia Wojtas, Board Member

Paul Cohen, Town Manager  
  
Katie Gilfeather, All One Health EAP

**CALL TO ORDER:** Chair Timmins called the meeting to order at 10:00am

**WORK SESSION**

Katie Gilfeather facilitated the group through a first step session in Strategic Planning for the Town focused on defining our Core Values.

Ms. Gilfeather provided the Board an orientation on items considered foundational to Strategic Planning which included discussion about:

- What every municipality faces today and the increasing parallels between running a municipality and running a business.
- A common denominator in successfully leading a municipality or business is the ability to attract and retain great employees. The number one factor affecting an organization's ability to do this is Culture.
- It is important to understand what excellence looks like and what features are evident in excellent employees. These features are primarily related to character, which is typically a choice that is developed or learned vs. a trait with which one is born.
- Character affects mood and behavior. When an organization and its leadership live its core values, that manifests itself throughout the organization and its employees. It is important to honor one's whole person - for example physical, mental, emotional, and spiritual aspects.
- Culture is deliberate and strategic. It is driven by a shared sense of mission and core values.
- Leaders set the Culture – it starts at the top.

The group brainstormed features of “Excellent”, “Mediocre”, and “Lousy” employees. They then identified whether these features are ones related to character, skills, or knowledge:

EMPLOYEE FEATURES BRAINSTORM					
EXCELLENT		MEDIocre		LOUSY	
Committed	C	Zero Initiative	C	Late	C
Dependable	C	Complacent	C	Absent	C
Flexible	C	Lazy	C	Not Transparent	C
Honest	C	Self-Centered	C	Critical	C
Positive	C	What’s in it for Me?	C	Old Excuses	C
Good Communications	C/S/K	Check the Box	C	No Accountability	C
Inclusive	C/S	Bare Minimum	C	Blasé	C
Collaborative – Team	C	Bragging	C	Don’t See Big Picture	S/K
Hard Worker	C	Arrogant	C	Blames Others	C
Intelligence	C/K/S	Reactive	C		
Curious – Open to Learn	C				
Common Sense	C/K				
Well Rounded	C/K/S				
C: Character S: Skills K: Knowledge					

The group reviewed the Vision and Values Statement previously developed by its appointed Committee and adopted by the Select Board.

The Town Vision established in that statement is:

*The Town of Chelmsford will be a livable, inclusive, diverse, welcoming, multigenerational community. Mindful of our historic past, we are adaptive and responsive to our dynamic environment. Our residents enjoy excellence in education, access to open space, and a vibrant, sustainable quality of life.*

The Values from that statement were as follows:

VALUES FROM TOWN’S CURRENT VISION AND VALUES STATEMENT (VISION & VALUES COMMITTEE)	
HIGHEST PRIORITY PER V&V COMMITTEE	OTHERS IDENTIFIED BY COMMITTEE
<ul style="list-style-type: none"> <li>• Inclusivity and Diversity</li> <li>• Civic and Community Engagement</li> <li>• Transparency, Honesty, and Integrity</li> <li>• Respect &amp; Empathy</li> <li>• Accountability</li> </ul>	<ul style="list-style-type: none"> <li>• Stewardship</li> <li>• Fiscal Responsibility</li> <li>• Sustainability</li> <li>• Innovation, Adaptability, &amp; Creativity</li> </ul>

Ms. Gilfeather facilitated the group through a process to build from, combine and consolidate the above Values list for clarity and focus. The group established five, one-word values accompanied by definitions for what the group felt each one-word value means.

In priority order, the draft list and definitions developed were:

1. **EMPATHY:** We respect, value, and understand the feelings and perspectives of others while embracing inclusivity and diversity.
2. **ENGAGEMENT:** We value outreach, proactive dialogue, and listening to stakeholders in order to build trust within the community. The goal is for the voice of the community to be heard, to achieve better outcomes.
3. **INTEGRITY:** We value honesty, transparency, and following a set of values that are not compromised. This is exemplified by being forthcoming and staying true to your word.
4. **ACCOUNTABILITY:** We accept responsibility for our decisions, actions, and commitments. We remain mindful of our fiscal responsibility, stewardship, and obligations for sustainability.
5. **INNOVATION:** We promote an environment that enables creativity and adaptability to effect near term improvement and long-term growth.

Ms. Gilfeather discussed suggested future steps with the group. These included:

- Refining the Values definitions
- Developing strategic and tactical goal statements
- A strategic, deliberate roll out of the Values and associated planning with all departments.
- Addressing the connection with the volunteer elected boards and appointed committees.

**ADJOURNMENT:** Board Member Lefebvre motioned to adjourn at 1:05pm. Board Member Carota seconded. Motion carried unanimously 5-0.

**NEXT REGULAR MEETING DATE: February 28, 2022**

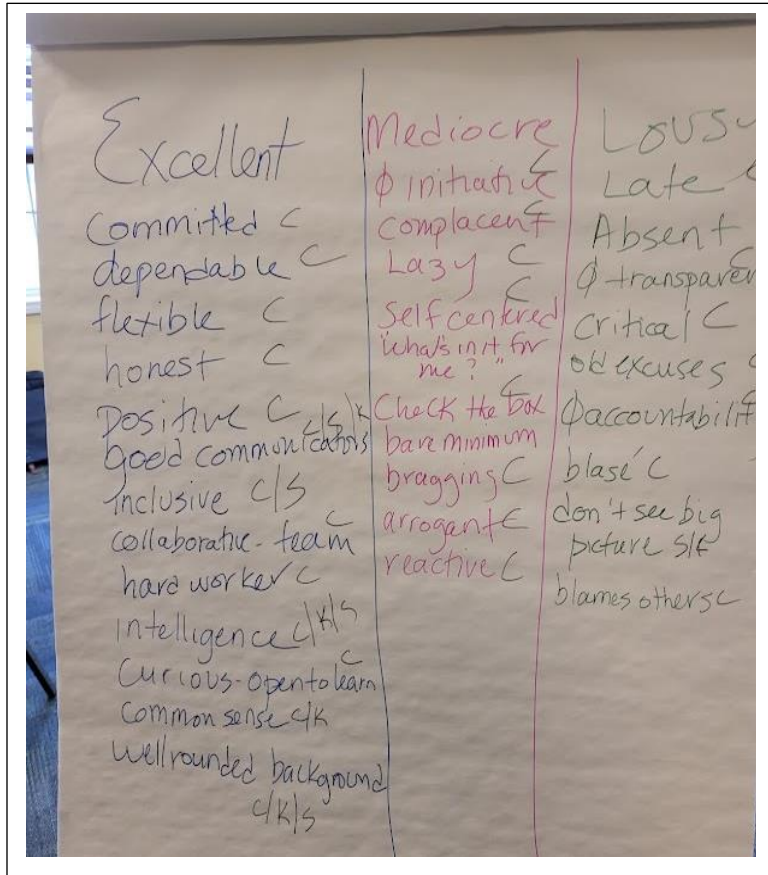
Respectfully submitted,  
Virginia Crocker Timmins  
Chair, Select Board

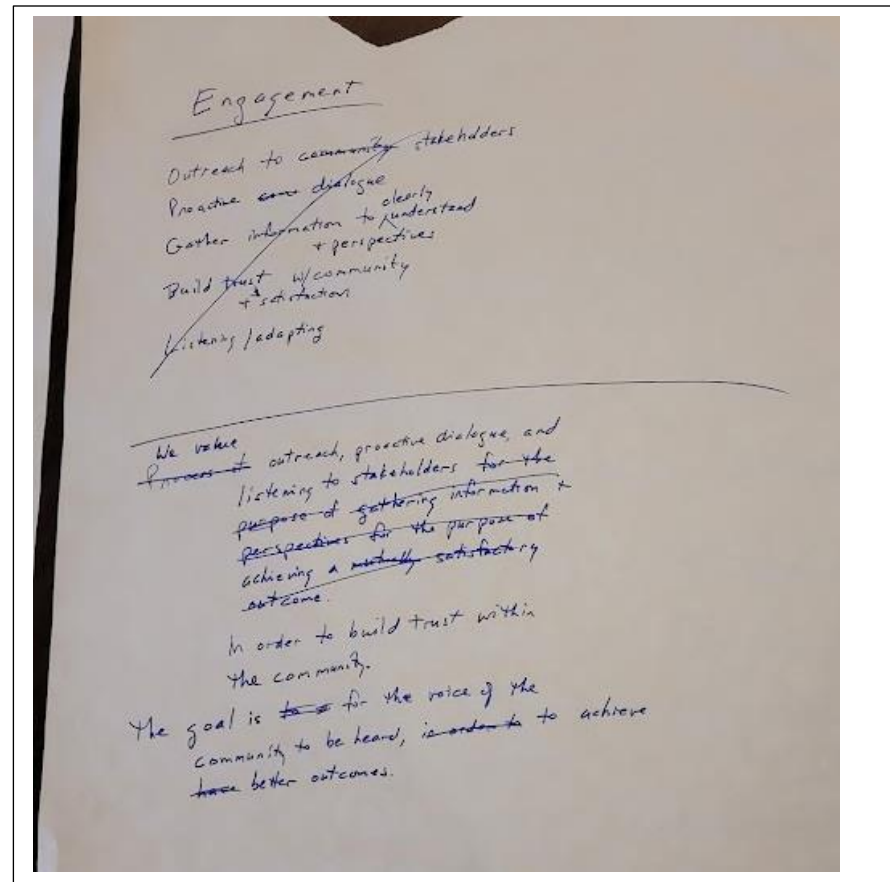
Supporting Documents:

- Existing Departmental, Board and Committee Mission Statements
- Included Herein: Appendix 1 - Flip Chart Raw Data

APPENDIX 1

FEBRUARY 22, 2022 SELECT BOARD STRATEGIC PLANNING WORK SESSION – FLIP CHART RAW DATA





Integrity  
Quality of having honesty, transparency,  
staying true to your word  
Being forward & clear to your point  
Forthcoming  
Follows set of values that are not compromised

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We value  
Quality of having honesty, transparency, and  
following a set of values that are  
not compromised.

→ Being forthcoming and ~~clear to your point~~  
staying true to your word.

this is exemplified by

EMPATHY - ~~we~~ RESPECT, VALUE, &  
UNDERSTAND the feelings &  
PERSPECTIVES of others while  
EMBRACING Inclusion & DIVERSITY

INNOVATION - ~~we provide~~  
AN ENVIRONMENT THAT ENABLES  
CREATIVITY & ADAPTABILITY TO EFFECT  
NEAR TERM IMPROVEMENT AND LONG-  
TERM GROWTH.

ACCOUNTABILITY - WE ACCEPT RESPONSIBILITY  
for our DECISIONS, ACTIONS, AND  
COMMITMENTS. WE REMAIN MINDFUL OF  
our FIRST RESP., STEWARDSHIP AND  
OBLIGATIONS for SUSTAINABILITY

Inclusivity  
Diversity  
Respect.

Ability to understand and share the feelings of another

- Compassion
- Sympathy
- Concern
- Consideration

EMPATHY

Stewardship

Respect, understanding of others while embracing diversity

INNOVATION -  
ADAPTABILITY  
CREATIVITY

TO HAVE CHANGES TO SOMETHING ESTABLISHED BY INTRODUCING NEW METHODS, IDEAS, PRODUCTS

AN ENVIRONMENT THAT FOSTERS CREATIVITY & ADAPTABILITY TO EFFECT MORE TEAM IMPROVEMENT AND CARE TEAM GROWTH

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ACCOUNTABILITY

STEWARDSHIP  
- FISCAL RESP.  
- SUSTAINABILITY

Obligation or willingness to accept responsibility or account for ones actions + decisions

WE ACCEPT RESPONS FOR OUR ACTIONS AND CONSEQUENCES. WE RECOGNIZE MODEL OF OUR FISCAL RESP, STEWARDSHIP, & OBLIGATIONS FOR SUSTAINABILITY.