

**FY 2013 Town Administrator Review Based on Goals approved by the Natick Board of Selectmen and General Position Responsibilities**

Possible Scores: 5 = Excellent, 4 = Very Good, 3 = Good, 2 = Fair, 1 = Poor, "NA" if Not Applicable.

Scores reported in this summary document are: Median (range of low-high scores awarded). N=5 Selectmen unless otherwise indicated.

Comments have been consolidated and summarize from those made by individual Selectmen.

*Note that some of the goals may be more appropriate for the Board of Selectmen than the Town Administrator. Note also that it may have been unrealistic to expect all 14 of these goals to be accomplished during 1 year, while also managing the breadth and depth of general position responsibilities.*

<b>Goal</b>	<b>Goal/Objective</b>	<b>Description</b>	<b>Metric(s) and Timing</b>	<b>Owner/TA status</b>	<b>Board member notes</b>	<b>Score</b>
<b>1</b>	<b>Timely opening and efficient operation of the Community Senior Center</b>	<i>Consider and address the needs of all constituents (Seniors, Children, Veterans, and all segments of Natick's adult population) regarding programming, equipping, managing and maintaining of the new facility.</i>	Regular updates from Town Administrator or her designee(s) Timely resolution of issues/problems	Town Administrator. Status: The CSC opened in October and has been extremely well received by the community. Programming has been expanded in response to demand. Some building issues remain, notably noise from the HVAC unit and the generator; the Building Committee is working to resolve.	This building is a huge success and is an overall great asset for the Town. The Building just needs to have the final punch list closed out. The hiring of Jemma Lambert as Community Services Director was an excellent decision by Ms. White.	<b>5 (4-5)</b>
<b>2</b>	<b>Establish a process for succession planning and developing and retaining key personnel</b>	<i>Ensure the continuity and continuous improvement of Town operations through improving the knowledge, skills, abilities, and performance of Town employees.</i>	Timely action to fill key vacancies Complete Job Descriptions for all Department Heads/Directors and Managers by EOQ2	Town Administrator. Status: Much attention has been focused on this area particularly given age of our personnel. Primary example of success in FY 2013 was our ability to confidently promote Assistant Sup of Water/Sewer division to Superintendent; we anticipated this vacancy and initiated training to prepare the individual.	The Town Administrator has done a very good job of developing the personnel working for the town, and hiring new personnel when needed. She has particularly focused on senior personnel recruitment and retention, and succession planning. All job descriptions have been completed for department heads/directors and managers.	<b>4 (4-5)</b>
<b>3</b>	<b>Negotiate acceptable contracts with all General Gov't Unions</b>	<i>Complete General Government union negotiations</i>	Finalize consolidation of Facility Maintenance and Custodial workers unions to support Facility Maintenance Division Finalize outstanding contracts with all union personnel and present to Town Meeting for budget approval	Town Administrator. Status: All contracts approved but for Firefighters and Deputy Fire Chiefs. Consolidating town and school facility management personnel into one contract was great achievement; most (if not all) communities that have consolidated this function have not succeeded in merging the unions.	Collective bargaining has been goal-driven and generally successful within realistic expectations. Consolidation of the two unions representing facilities' management workers into one bargaining unit has gone very well. A few unions are still without current contracts.	<b>4 (3-5)</b>

Goal	Goal/Objective	Description	Metric(s) and Timing	Owner/TA status	Board member notes	Score (1-5)
4	<b>Improve Access and Availability of Parking in Natick Center</b>	<i>Determine best option(s) for improving space availability for current and anticipated parking demand</i>	<p>Create and issue RFP for Middlesex Ave and/or South Ave. parking area within FY13</p> <p>By EOQ2, develop a draft Parking Plan (Working with State resources, consultants, and NCA)</p>	<p>Board of Selectmen and Town Administrator. Status. A state-funded parking study was completed in FY 2013. The creation of a Parking Committee should help ensure more progress in this area in FY 2014.</p>	<p>This effort has been primarily driven by the BOS, its individual members and a committee that was established early in FY14; it is not really a goal for the Town Administrator. This is a work in progress, with many needs to solve this issue, i.e., funding, interested parties and competing agendas.</p>	<p><b>3</b> <b>(2-3)</b> <b>N=3</b></p>
5	<b>Resolve Main St. easement and pursue related improvements</b>	<i>Establish easement agreements with (or acquire land from) Main Street sidewalk and roadway land owners.</i>	<p>Continue to make progress on Main Street improvements.</p>	<p>Board of Selectmen and Town Administrator. Status. Members of the BOS have taken the lead on this issue.</p>	<p>Members of the BOS have taken the lead on this issue. Safety improvements will need to be carefully reviewed and any improvements coordinated with State plans and resources.</p>	<p><b>4</b> <b>(4-4)</b> <b>N=3</b></p>
6	<b>Make it easier for individuals and organizations to do business with, and in, the Town of Natick</b>	<i>Improve ease of access to information, processes, and quality of services relating to businesses locating, expanding, or doing business with the Town</i>	<p>Populate relevant website(s) and departments with forms, process descriptions (e.g., handbook at Community Development), and feedback forms</p> <p>Train frontline staff on basic answers and location(s) of pertinent information.</p> <p>Complete Zoning Bylaw evaluation and achieve substantial progress on Zoning Bylaw rewrite.</p> <p>Request ISAB to assess and improve ease of use/usability on Town websites by EOQ2</p>	<p>Board of Selectmen and Town Administrator. Status: The successful effort to establish and fund a new position devoted to Economic Development should facilitate substantial progress in this area in FY 2014. The Economic Development Committee has been challenged to finalize the development of their website; this too should be resolved in FY 2014. Phase 1 of the Zoning By-Law re-write is essentially complete; unanticipated problems with the Zoning Map and challenges to our process prevented adoption at the Spring ATM. We hope to present Phase 1 this fall.</p>	<p>Much of this is a work in progress, proceeding but at a much slower pace than the BOS desired. For example, the Town website was in the process of being modified and moved to a new platform, which should significantly increase ease of use; however, the actual move was delayed to FY14. A good basis has been established. Addition of staff in FY14 should facilitate these efforts.</p>	<p><b>3</b> <b>(3-4)</b></p>

Goal	Goal/Objective	Description	Metric(s) and Timing	Owner/TA status	Board member notes	Score (1-5)
7	<b>Continue progress on real property development/disposition</b>	<i>Acquire, Improve, Utilize and/or Divest of key real property and infrastructure, including buildings and parcels of land</i>	<p>Assess long-term plan options for Eliot School</p> <p>Determine options for East School utilization and lease/ownership</p> <p>Continue negotiations for Saxonville Branch</p> <p>Evaluate tax title properties for potential use and/or disposition</p>	Board of Selectmen and Town Administrator. Status: Progress on East School disposition is on hold due to negotiations with the Route 9/Oak Street contractor re: their use of the site as staging area. Recent completion of a CSX/Town funded appraisal may serve to facilitate a negotiated deal for Saxonville Branch. Progress was not made on Eliot School or tax title properties.	There has not been much movement on long term planning for these properties; however, they have not been a high priority for the Board. In addition, the Eliot School is being used effectively. There are many options for the East School and one member in particular would like to see those options explored and appropriate ones pursued. CSX is very slow to negotiate with communities regarding their abandoned rail lines.	<b>3 (3-4)</b>
8	<b>Continue transportation and infrastructure improvements</b>	<i>Acquire, Improve, Utilize and/or Divest of key infrastructure, including roads and bike/pedestrian rights of way.</i>	<p>Develop prioritized sidewalk and safety improvements as identified by Safe Steps process and Bike and Pedestrian/Safety Committees.</p> <p>Work with MBTA and State agencies to explore options for developing an Accessible T station in Natick Center</p> <p>Work with MWRTA regarding service/new route opportunities</p>	Board of Selectmen and Town Administrator. Status: Good progress was made in these areas this year, primarily due to efforts of BOS members, with staff assisting as requested.	BOS members have taken the lead on all of these activities, and good progress has occurred with the Board and Town Administrator working together. One member suggests that the Town Administrator's role in these activities should be expanded by managing these efforts in cooperation with staff. There is good cooperation between the Town and the MetroWest Regional Transit Authority.	<b>4' (3-4) N=3</b>

Goal	Goal/Objective	Description	Metric(s) and Timing	Owner/TA status	Board member notes	Score (1-5)
9	<b>Implement and monitor progress of Facility Management Department</b>	<i>Consider and address the needs of all constituents (building managers, citizens, employees, and visitors) facility management, custodial services, and preventive maintenance.</i>	<p>Quarterly updates from Director of Facility Management to the Facility Management Joint Oversight Committee , including:</p> <p>By EOQ2, identify potential key metrics to measure and report quarterly, and to inform FY14 budget</p> <p>Director to deliver "First 100 days" report to 2012 Fall Town Meeting.</p>	Town Administrator. Status: This consolidation has been a success, but requires ongoing monitoring. Reports to Town Meeting and the Joint Oversight committee have been made.	This consolidation has proceeded successfully, although not all departments are happy with the level of service that they now receive. The structures are in place, personnel remains a challenge and is subject to school/general government coordination. Additional adjustments to the priorities of the department may be appropriate over the next months/years.	4 <b>(4-4)</b>
10	<b>Ensure stability, quality, and integrity of recently consolidated Finance Department</b>	<i>Stabilize and strengthen staffing and operation of Finance Department</i>	<p>By EOQ2, implement a hiring plan for senior Finance Department role(s) (e.g. Comptroller)</p> <p>Establish a reporting structure and process audit plan to ensure segregation of duties and service that is beyond reproach.</p> <p>Regular Finance Department updates</p>	Town Administrator. Status: this consolidation has also been a success. We have achieved staffing stability, instituted cross training and enhanced staff skills through targeted training. The "clean" audit for FY 2012 is a strong indicator of the improved operations.	The consolidation of the Finance Department has worked very well and was an excellent decision. One of the Town Administrator's greatest strengths lies in what has been done and accomplished in the Finance Department. She has motivated dedicated personnel to put forth outstanding efforts. The downside was that the work left little time for the Deputy Town Administrator/ Finance Director to address any other duties. This situation has been resolved in FY14 by the hiring of two Deputy Town Administrators, one for Finance and one for Operations.	5 <b>(5-5)</b>

Goal	Goal/Objective	Description	Metric(s) and Timing	Owner/TA status	Board member notes	Score (1-5)
11	<b>Make it easier to find and share Town-related information</b>	<i>Improve communications and "information sharing" with community and among Town employees and volunteers</i>	<p>Determine requirements (job description) for Community Relations/webmaster/CIO position and propose funding plan for 2013 Spring TM.</p> <p>Develop an online distribution format for departmental/community newsletters (e.g. Newsletters via opt-in email list vs. mail)</p> <p>Promote ease of use and access to information by EOQ3with a goal of establishing an interim report by end of CY12.</p> <p>Establish stakeholder training plan for any new IT-related systems/processes (e.g., NovusAGENDA, smartEDU, MUNIS, etc.)</p>	<p>Board of Selectmen and Town Administrator. Status: Funding of the Communication/Information Officer position will further enhance these efforts in FY 2014. Re: MUNIS, 4 training programs were held to enhance staff skills this year, and funding has been approved to implement additional modules. Collector/Treasurer is implementing electronic payment option for all C/T transactions; this system will allow us to offer payment plans for those taxpayers who prefer monthly payment option. The permitting software was purchased in FY 2013 and will be implemented in FY14. The new website platform is in progress and will be unveiled this fall.</p>	<p>Several items in this category have been done very well and deserve a score of 5; these are: definition of the job of Communications/Information Officer, providing staff training for MUNIS, etc. An update of the WebGIS was in progress in FY13.</p> <p>However, other items, such as developing an online distribution format for newsletters, have made no clear progress in FY13. Other items are realistically late pending new staff (hired in FY14).</p> <p>This goal was considered of lower priority by several members of the Board.</p>	<p><b>4</b> <b>(3-5)</b></p>

Goal	Goal/Objective	Description	Metric(s) and Timing	Owner/TA status	Board member notes	Score (1-5)
12	<b>Strive for 100% stakeholder/ constituent satisfaction</b>	<i>Establish a "Customer Service Culture" and a "Collaboration Culture" across town boards and committees, departments and employees, and other key constituents</i>	Conduct and implement recommendations based on citizen survey focused on perceptions of service levels and satisfaction with General Government departments/municipal employees	Board of Selectmen and Town Administrator. Status: we were unable to initiate citizen survey in FY 2013, but are presently working with ICMA to design a survey for issuance in FY14. Also the Community Services Director and I are designing a focus group project to ascertain community priorities with respect to those services & facilities.	Little or no progress was made on this goal. The survey was not distributed in FY13. One member points out that people feel they don't receive proper customer service, whereas another member feels that the Town Administrator is very attentive to constituent satisfaction.	<b>3 (2-4)</b>
13	<b>Clarify/Codify Policies, Bylaws, and Charter</b>	<i>Streamline Procedures and Clarify/Codify Policies, Bylaws, and Charter</i>	Update Board policies in written and online formats	Town Administrator and Board of Selectmen (*working with Town Clerk). Status: Town Clerk is making good progress on codification of Charter and By-Laws; we also obtained funding to codify Traffic Rules and Regs (under direction of Police Chief).	Many of these activities are underway but are a long work in progress. This is not solely a Town Administrator goal; both the Town Clerk and the BOS have roles to play. Ms. White has been an active participant in the Zoning Bylaw review. Ms. White took the lead (with the Chief of Police) on initiating the codification of Natick's Traffic Rules and Regulations. The Town Administrator and BOS need to stay focused to assure that this process continues moving forward.	<b>3 (3-4)</b>
			Deploy Charter and Bylaws in an online and searchable format*			
			EOQ2: Evaluate FY12 remote participation in Board/Committee meetings;			
			Report from Zoning Bylaw Review Com			
14	<b>Continue strategic planning effort for Town boards and departments</b>	<i>Proactively manage future capital and operational requirements through better planning and information sharing</i>	By EOQ2, Strategic Planning Oversight Committee (SPOC) should recommend course of action for Natick 360 follow-up	Board of Selectmen and Town Administrator. Status: Strategic Plans for Fire and Police Departments have been initiated. Fire plan is on hold temporarily.	The Town Administrator takes a strategic approach to management but is constrained by operational demands. Ms. White provides input and support to the SPOC as appropriate. The Police Department Strategic Plan is developing well. The Fire Department Strategic Plan development is on hold for reasons unrelated to Ms. White. A plan has been developed for future capital and operational expenses, i.e., stabilization funds.	<b>4 (2-5)</b>
			Police/Fire Depts:			
			o Establish 3-5 year Strategic Plan for FY14-17(19), including reporting metrics for regular (semi-annual) dep't performance report			

			o Identify key personnel/ staffing risks to plan		Key personnel/staffing risks are being identified for all departments.	
Area	General Position Responsibilities	Standard	Board member notes			Score (1-5)
<b>A</b>	<b>Financial Management</b>	Provides leadership, timely updates and prudent advice on financial matters, gives effective assistance to the Board of Selectmen and other committees as appropriate, promotes coordination and cooperation among the town's financial departments, and develops capital and operating budgets in line with sound municipal practice and the town's bylaws.	Due to Ms. White's leadership, the Town of Natick is in excellent financial condition. She has used a team approach to establish the financial stability of the Town. Of course she could not establish financial stability alone, and she is the first to acknowledge the expertise and hard work of others. She has developed and endorsed strong financial policies with the use of multiple Stabilization Funds that will continue to help the Town address future needs. One member's comment is "outstanding performance."			<b>5 (5-5)</b>
<b>B</b>	<b>Communications</b>	Maintains and improves communications with the public and among town committees and departments, identifies and pursues opportunities for effective public communication, and is responsive to public and official inquiries.	Communication is quite good; there is always room for improvement. One member feels that internal and external communications are still an issue, whereas another says that the Town Administrator has always been responsive to his/her request, although sometimes the response is not as fast as desired. Another member points out that Ms. White is responsive to many different requests for information, showing discretion versus transparency depending on the situation.			<b>4 (3-5)</b>
<b>C</b>	<b>Operations</b>	Identifies opportunities to improve productivity, innovation, staff development and cost efficiencies; promotes a positive work environment, encourages accountability and cooperation within and between departments, and provides status reports while working to further major projects and initiatives.	The Town Administrator has been innovative in exploring ideas and methods to enhance operations, and has created a culture of involving the department heads. Much has been done to improve operations in a wide variety of areas, while she is also willing to accept that some ideas are simply not workable or of net value to our Town, and as a result she will drop such ideas and move on. Within resource limitations, the Town Administrator is very strong on operations.			<b>5 (4-5)</b>
<b>D</b>	<b>Long Range Planning</b>	Participates in the strategic planning process, and acts in a way to protect the long-term financial, social, economic and environmental interests of the community.	The Town Administrator takes a long view of town government and is proactive in embracing Natick 360 goals. Examples include establishment of several Stabilization Funds to address long-term needs, the solid 5 year Capital Plan, and strong financial values			<b>5 (4-5)</b>
<b>E</b>	<b>Short Term Response</b>	Responds appropriately to unexpected and unforeseen conditions and events	Ms. White is excellent in dealing with immediate, unexpected, and/or unforeseen situations and has been extremely responsive to the many issues that have required "thinking on her feet" during difficult circumstances. From the terminal illness of the former Finance Director, to a suicide on Town property, to a major tropical storm/hurricane event, among others, she has led this town in dealing with these issues promptly and appropriately.			<b>5 (4-5)</b>
<b>Other</b>	<b>Other Comments, not covered above</b>	The Town Administrator is a dedicated and conscientious employee who leads a very competent and hardworking team. Ms. White serves Natick very well as its Town Administrator. Due to her efforts and leadership, the Town is in a strong position to meet current and future needs. Concerns with her performance are generally minor and have been discussed by each individual member with her. We all look forward to Ms. White continuing to serve as Natick's Town Administrator.				