

Town Administrator – Town of Natick

Goals & Workplan

May 11, 2019

Smart Growth & Economic Development

Goals

- ❖ Create and evaluate feasible options that could provide for private public partnerships.
- ❖ Evaluate and set desired growth within metrics of reasonable expansion of water and other existing infrastructure.
- ❖ Streamline dissemination of development plans and options on-line to help facilitate local business opportunity and mitigate toward on-line application and document submittal.

In the coming 6 - 9 months

- Pursuant to Natick 2030 (R1.1) assist the BOS, Economic Development Committee, and Natick Center Associates determine their respect roles and responsibilities (See 5.20, Economic Development, of Natick 2030).
- Join and actively participate in the MetroWest Life Sciences group.
- Finalization and publish a Permitting Guide for the Town of Natick.
- Work to determine a feasible and best functional uses of the Town Common given the goals of economic development and thoughtful use of community space.
- Assist the BOS in assessing and evaluation of a “downtown” parking solution – garage financing, and increase of off-street parking close to Natick Center (residential permits and commercial)
- Provide analysis and information regarding establishment of a municipal redevelopment agency.
- Provide points of consideration for policy discussions regarding non-automotive transportation: bikes, motorized scooters, and Vespas, etc. Town Administration will present to the BOS items to consider in making its policy decisions, and the discussion will address: public safety concerns, lessons learned from other communities, and how the new capital infrastructure projects in the coming 4-5 years may encourage or discourage particular types of transportation modes at this time in particular areas.

- Provide recommendations to the BOS on licensing modifications for entertainment, food, and liquor establishments.
- Establish what the cost and method would be for a branding campaign for the Town of Natick that can be embraced by all.

Quality of Life for All

Proposed Goals

- ❖ Determine what is considered “affordable” for “Natick” based upon resident data and the Board’s visions.
- ❖ Address intergenerational fairness within our Town.
- ❖ Cost benefit analysis of the Town’s services and program, to provide a recommendation for continuing with investment or modification of spend.

In the coming 6 - 9 months . . .

- Begin the conversation with the Housing Authority regarding ways to possible fund modernization of existing and increase in mixed income. Natick 2030, 2.27.
- Help BOS evaluate whether a demolition delay and increased fee is complementary of the BOS’ vision for Natick. Natick 2030, 2.37.
- Collaborate with the Conservation Commission on preservation of existing open space.
- Assist the BOS understand and assess the Senior Property Tax Exemption Study Committee’s results, and provide a recommendation for consideration.
- Evaluate existing Human Services efforts and possible partnerships with non-profits for further support and collaboration.
- Work to better define what type of Affordable Housing the BOS supports (i.e. cluster housing, mixed use), and provide guidance and feedback to the Affordable Housing Trust and Planning Board to provide direction on what will be sought out by municipal departments and leaders.
- Evaluation of all respective Town departments to determine whether existing investment is sufficient or needs to be modified and/or redirected.
- Provide recommendations on capital infrastructure, including possible additional spend or disposition of Town property.

Financial Predictability

Goals

- ❖ Determine short and long term financial objectives.
- ❖ Improve collaboration and better coordination with Natick Public Schools.
- ❖ Define expectations of how to measure competing Town interests.

In the coming 6 –9 months . . .

- Analyze department invest and capital infrastructure in determining operational and capital budgets.
- Review and update of Finance Management Principles.
- Work with vendor to have the demographics and debt on ClearGov updated.
- Transparency of spend to our residents and businesses with ClearGov, and continuing to work with Natick Public Schools to have similar level of transparency of year over year spending. Trending models help determine financial predictability and the more specific the greater amount of predictability.
- Assist in establishing joint meetings with BOS and School Committee to discuss issues of anticipated significant spend and funding sources. Work to establish a clear understanding of historical and present enrollment trends, to help inform budgeting.
- Substantial completed MEPA analysis and information sharing with NPS based upon similar positions and total compensation.
- Dynamic comparison of where the Town of Natick sits to its peers with respect to debt, budgeting generally, and affordability.
- The BOS will be provided with a comprehensive liability analysis, inclusive of items such as OPEB, and benefits to current employees.
- Begin migration of data and upgrade of our accounting systems upgrade that will allow us to remove our dependence on a legacy billing system.
- Once documents are received from pension administration and respective Trustees perform a systematic evaluation of all Town pensions and improve coordination.
- Review and analysis of healthcare coverage options.

- Adoption of permitting and licensing for adult use recreational marijuana and accurate assessment of Town municipal cost to maintain appropriate controls and oversight.

Community Governance & Engagement

Goals

- ❖ Create multiple platforms to communicate with our community stakeholders and employees.
- ❖ Create the space for collaboration of ideas and realistic asks of residents and businesses participation.
- ❖ Capture and communicate regularly with stakeholders on a variety of issues.

In the coming 6 – 9 months. . .

- A comprehensive roll-out is forthcoming from our new Director of HR related to explanation of Town benefits, policies, and thoughtful ways to recognize the great work being done in our Town's employees.
- Work to maintain a continued positive partnership with the Personnel Board and personnel board members understand the merit review process and system.
- Begin the modernization of our HR records system to allow employees better access to understand their benefits.
- Publication of one comprehensive Town Guide with all Town Departments participating and noting scheduled community events and programming.
- Correspondence to residents in print and various social media platforms is forthcoming.
- Collaborate with the Town Moderator and newly created committee regarding a review of our Town Meeting procedures.
- Refreshing our website will provide a more complementary and organized manner to share information regarding events and to promote engagement.
- Determine whether existing reporting platforms are meeting our needs and providing the efficient communication between residents and businesses and Town departments.