

Goals Calendar Year 2020

Goals previously discussed at the following Select Board meetings:
1/6/20, 2/3/20, 2/10/20, 3/2/20, 7/8/20, 7/29/20, 8/5/20, & 8/12/20

M.Malone, Town Administrator

I. Smart Growth & Economic Development

- Work with the Select Board and other stakeholders to make progress in developing our downtown with a focus on increased housing options and increased commerce, including but not limited to One South Main Street.
Status: In process. Potential new developments for both One South Main Street and 45 East Central Street property now exist. As we work through the Covid-19 economic fall out, we will need to creatively think about zoning and how we can attract more businesses to our downtown.
- Work with our professional staff to evaluate and analyze zoning options to further economic development.
Status: In process. We have options and modifications that can be made to the Town's zoning. Please see memo on potential Town Meeting articles from James Freas. The question is when as a community will these options be taken up and deliberated before Town Meeting.
- Continue to work with various boards and the community to redevelop vacant lots/building lots and provide assistance regarding parking analysis and options.
Status: On hold.
- Introduce a Redevelopment Authority to assist with our community objectives.
Status: On hold. I would anticipate this to be part of the solution for further economic development and to be discussed in greater detail in calendar year 21.
- Improvement and modernization of alcohol license options and the ways for our licensees to apply for their annual licenses.
Status: Proceeding.

II. Quality of Life for All

- Develop a comprehensive FY 21 budget that is responsive to community needs and provides balance and means for progress.
Status: Completed. This was completed with the January 2, 2020 preliminary budget submission. COVID-19 required that an amended preliminary budget be developed and presented to the community. Modifications to the FY 21 budget from the Town Meeting held in July 2020 are possible as further information regarding revenues, community wants, and duration of this economic fall-out becomes more defined.
- Explore solutions for traffic mitigation options and communication with residents about alternative means of transportation and pedestrian safety.
Status: Initiated, on hold, and not scheduled to be completed this calendar year.

- Work with the Board to make progress on unaccepted ways in Town along with continual improvements to sidewalks and roads.
Status: Partially complete. We will have further information to share with the Board this calendar year about possible modifications to By-Laws to reflect current practices related to unaccepted ways. The Board's policy regarding competing capital requests will determine the extent of improvements that the Town is able to make on its roads and sidewalks.
- Provide comprehensive overview of FY 21 budget to Board for deliberation and review and continue discussions with FPC and other boards.
Status: Completed. Town Administration continues to utilize Cleargov to capture a line-by-line of municipal departments' appropriations. Town Administration provided numerous presentations to the community and Board between March – June prior to the amended preliminary budget being delivered.
- Continue to work toward multi-year budgeting.
Status: Proceeding.

III. Financial Predictability

- Work with the Board to determine options for multi-year fiscal budgets (FY 22-25) taking into account capital needs, including borrowing and spend of capital stabilization.
Status: Proceeding and a portion of this goal will be completed by the end of the calendar year. Given Covid-19, the prior multi-year budget forecast shared with the community in September 2019 needs to be significantly revised. Town Administration expects to have a revised forecast later this calendar year. Given the historic support for capital maintenance and infrastructure from local receipts and likely reduced amounts of Free Cash due to the economic impact of Covid-19 multi-year capital planning will begin this calendar year. However, finalizing actual numbers and a voted strategy may be a goal to achieve in calendar year 21.
- Continue to work with the Natick School department to come to a mutual understanding of historical data, new trends, and points of reference for budget proposals.
Status: Proceeding. The revised goals previously shared with the Board captures a pragmatic way to achieve this goal through modification of the chart of accounts that tracks with reporting made to the Department of Education, and will allow our community to have budgeting details on par with our cohorts. Following the modification of the chart of accounts, we can then upgrade the purchase order system for all departments.
- Work with the Board and the public with options and points of analysis to deliberate in planning for our community's future. This information and discussion will be instructive for discussions regarding a possible operational override.
Status: Proceeding. We have discussed the need for an independent assessment of the community's preference through a professional unbiased community survey. In the balance of this year, we will share a revised fiscal forecast and complete a request for proposal for an independent survey.

Taken together those items may help the Board and community determine whether to pursue an operational override.

- Cooperatively work with all departments to develop long-range viable plans that modernize practices where needed and meet community needs such as: online permit applications, upgrades to Munis, and human resources Time & Attendance platforms.

Status: Proceeding. We completed some upgrades to Munis earlier this calendar year. The revised goals outline specific Munis upgrades, and timeline to have Request for Proposal for permitting, alcohol, and HR Time and Attendance applications.

- Capital asset management - Establish best practices matrix for items proposed for the capital plan, including built infrastructure and maintenance of new capital infrastructure, and a mechanism to improve road conditions within the multi-year budget framework.

Status: Proceeding, but not scheduled to be completed within this calendar year. We are launching a new platform for capital requests through Cleargov, and need to re-assess how we are going to fund our immediate and future capital needs. We are working to determine available revenue for our capital requests and needs.

IV. Community Governance & Engagement

- Continue to work to find common ground amongst all departments and all facets of the community.

Status: In process and on-going but will not be completed by the close of the calendar year and is a multi-year effort.

- Support the Town's talented employees & foster their professional growth.

Status: In process. Town Administration continues to provide support to all Town employees, whether it is through opportunities like Lunch and Learns (pre-Covid), or whether it is supporting individuals seeking professional growth through on-line professional programs.

- Work with the Board to more clearly define the roles and responsibilities of the Board & the Town Administrator.

Status: In process and a multi-year endeavor that should continue for the good of the organization following this calendar year.

- Work with the Board to develop a robust communication plan that satisfies the community needs, including tracking and responding to residents' concerns.

Status: In process. Town Administration anticipates hiring of a Chief Information Officer and having a plan available and new platform to assist in tracking residents' inquiries.

- Review and respond to recommendations from Collins Center related to Town Counsel's structure and form analysis.

Status: Incomplete and currently paused.

- Complete request for information review and evaluation process to issue host community agreements for adult use marijuana facilities.

Status: In process. The Board will be provided with possible applicants for the Adult Use Marijuana licenses in early Fall. Following the Board's deliberation (which may include public interviews) and an ultimate selection, there will be the negotiation of Host Community Agreements. Along the Select Board process, there remains the Planning Board deliberations of the special permit and compliance with Commonwealth's procedures and licensing.