



**TOWN OF NATICK**  
**Massachusetts 01760**  
*www.natickma.gov*

*Martha L. White*  
*Town Administrator*

September 9, 2008

To Boards and Committees and Natick Residents:

I am pleased to present the Fiscal Year 2009 Goals for Municipal Departments.

Development of these goals has been a rewarding and important process for the department heads, myself and the community. These goals represent a comprehensive annual work plan for departments. This undertaking ensures coordination of efforts, builds teamwork among departments and, by using the Natick 360 Strategic Plan as a guide, facilitates progress consistent with the community's vision of its future.

In developing their goals, department heads were directed to review the Strategic Plan to identify, as applicable and appropriate, opportunities to advance the objectives within the Plan and, importantly, to ensure that no goal was contradictory to the Plan.

It is noteworthy that several common threads emerged through this goal-setting process including numerous efforts associated with cost savings and efficiencies, revenue enhancement, customer service improvements, interdepartmental collaboration and enhancing our environmental approaches and energy savings.

In addition to fulfilling their own goals, department heads are expected to support the Town Administrator in her effort to fulfill the goals established by the Board of Selectmen in the areas of Financial Management, Communications, Operations and Long-Range Planning (see Town Administrator Goals document appended hereto).

Those reviewing this document may notice different styles and approaches between departments. This is largely reflective of the involvement of many departments with a board or committee with which they may have collaborated in the development of their goals. Reviewers may also perceive that some departments have a more substantial list of goals than others. Each department's goals are reflective of existing and ongoing departmental challenges and mandates, availability of staff to which responsibility can be delegated and other factors.

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Also evident will be the absence of goals for the Director of the Morse Institute Library. Given the upcoming retirement of the current Director, these goals will be developed at a later date with the new Director and Board of Trustees.

I am very proud of the community's management team for their enthusiastic participation in this effort and look forward to monitoring and reporting our progress toward their achievement.

Sincerely,

Martha L. White  
Town Administrator

**TOWN OF NATICK  
MUNICIPAL DEPARTMENT GOALS  
FY 2009**

***Finance/Finance Director***

*Personnel Advancement*

- Work with Personnel Director on customer service/team building
- Reconfigure Collector's Office personnel to facilitate better service

*Enhance On-line, Web, Computer Applications*

- Work with DPW to add on-line Geographic Information System (GIS) capabilities; create Executive Committee to enhance usability throughout organization
- Working with Information Technology department, work toward development of intranet
- Working with Town Administrator, establish position for web development/maintenance
- Enhance customer access; oversee creation of additional on-line payments for bulky waste, recreation programs, others as appropriate

*Budget Process Improvements*

- Oversee integration of various MUNIS personnel functions
- With Town Administrator, Deputy Town Administrator and Comptroller, re-engineer overall budgeting process
- With DPW, consider alternatives to water billing system

*Miscellaneous*

- Facilitate same-day deposits of payments
- Scan all checks for record keeping
- Implement new water billing system including averaging for condos
- Begin to assess opportunities for public information kiosk at Town Hall & Morse Institute Library
- Bid Insurance Programs
- With Comptroller, develop quarterly reporting procedure for revenues

***Finance/Comptroller***

*Budget Process Improvements*

- With Town Administrator, Deputy Town Administrator and Finance Director re-engineer overall budgeting process
- With Finance Director develop quarterly reporting procedures for revenues
- Provide monthly exception reports to Selectmen, Finance Committee and Town Administrator (commencing after close of prior FY)
- Submit Free Cash package to Department of Revenue by 9/15
- Close books on prior FY by 10/31

*Personnel Training and Advancement*

- Decentralize payroll
- Create back-up and support for accounts payable & cash account functions
- Enhance staff awareness of how their function relates to overall department mission through cross training

*Miscellaneous*

- Investigate opportunities to better integrate accounting systems
- Enhance Communication Regarding Departmental Operations and Mission through annual presentations to Selectmen and Finance Committee re: department operations
- Once created, utilize intranet for submission of payrolls

***Finance/Assessor***

*Customer Service/Personnel Advancement*

- Create learning center for public to access and better understand assessing process, exemptions
- With Personnel Director, develop staff training for customer service and team building

*Enhance Web and Other Computer Applications*

- Work with DPW to add GIS layers; support Executive Committee with Finance Director
- Upgrade on-line assessment photographs as part of property revaluation
- Incorporate condo unit data into CAMA system

*Policy Issues*

- Develop policy for adoption by Board of Assessors re: property tax for affordable units.
- Investigate PILOT opportunities for tax exempt properties

*Miscellaneous*

- Enhance communication with Community Development/Building Dept. to ensure more timely & complete record updates
- Monitor overlay reserve account for sufficiency & opportunities to release funds
- Maximize new growth through timely Certificate of Occupancy recordings

***Finance/Procurement Officer***

*Increase Competition in Bidding Process*

- Work with Counsel with respect to insurance requirements to facilitate more bidding from local companies
- Continue to identify and utilize best methods to reach qualified bidders
- Where practical, email bids and specifications
- Offer to lead regional bid opportunities with area communities

*Re-engineer Purchasing Process*

- Work with Town Administrator to draft proposed revisions to bylaw for presentation to Charter and Bylaw review committee
- Work with Town Administrator and School Department to evaluate opportunities to further collaborate/consolidate with school purchasing

*Enhanced Cost Effectiveness*

- Evaluate contract for printing and copying to identify opportunities for cost savings before re-issuing bid
- Conduct analysis of greater participation in MAPC cooperative purchasing group

*Miscellaneous*

- Evaluate benefits/implement if practical the use of “procurement cards”
- Participate in building projects to inform use of “green” methods and materials

- Participate in Energy Team and Green Team
- Continue training programs including Incident Command System (ICS), GIS and others as appropriate

***General Administration/Deputy Town Administrator***

*Re-Engineer Budget Process*

- Working with Town Administrator, Finance Director and Comptroller, facilitate development and implementation of:
  - Financial Management Policies
  - Financial indicators
  - Financial summit
  - Improved budget presentations

*Pursue Grants and Investigate Alternative Funding Mechanisms related to:*

- South Natick Dam/bridge/park
- Natick Center Parking (with Community Development Director)
- Community/Senior Center (with Human Services/COA Director)
- Evaluate feasibility of DIF for Natick Center (with Community Development Director)
- Others as applicable

*Conduct System Reviews in areas such as:*

- Cell phone contract, usage & policy
- Cable contract issues
- Ideas presented by Revenue & Expense Task Forces
- Building & employee security
- Group Insurance Commission opportunity

*Miscellaneous*

- Working with Finance Director, establish position for web development/maintenance
- Personal growth: join MMMA, procurement training, APA continuing education, ICMA ethics training.
- Develop & maintain Selectmen/Town Administrator departmental task list/calendar
- Develop matrix of union contract benefits
- Work with Community Development Director to improve system to track peer review funds

***Personnel/Personnel Director***

*Implement Performance Evaluation System*

- Develop methodology to link performance evaluation to compensation
- Conduct training for department heads re: Management Performance Evaluation Policy
- Conduct training for Department Heads re: Establishing goals for their non-management personnel board employees
- Assist Town Administrator in conducting performance evaluations and determining methodology for award of performance pay

*Identify and Implement Appropriate Training for Personnel*

- Develop management training programs for department heads and others as appropriate

- Develop customer service training for Town Hall personnel and others as appropriate
- Develop other training programs (i.e. harassment policy, etc.)

*Address Issues regarding Policies and Bylaws*

- With Town Administrator & Personnel Board develop suggestions for changes to Personnel By-law for submission to Charter & By-law Review Committee
- Develop personnel administration policies (i.e. hiring policy, harassment policy, etc.)

*Contract Negotiations*

- Pursue collaborative process re: Town & school contract negotiations
- Develop preliminary goals for upcoming negotiations with Town unions

*Miscellaneous*

- Enhance information on web site for employees
- Participate in evaluation of ideas and opportunities to consolidate or restructure departments
- Work with Personnel Board toward update to non-union classification plan; update job descriptions as conditions warrant

***General Administration/Town Clerk***

*Personnel Management & Training*

- Pursue opportunities for professional development in areas such as computer skills, budgeting and personnel management
- Enhance staff awareness of how their function relates to overall department mission through cross training in all key office functions
- Obtain training for personnel on web development; identify lead web person

*Web Development*

- Enhance web page to provide more information to public
- Provide more opportunity for on-line transactions for licenses/permits

*Records Retention/Document Archiving*

- With IT Director and Finance Director, develop plan for financing needs; pursue grant opportunities
- Utilize expertise of Library staff archivist as appropriate to prioritize needs and identify best methods
- Prioritize binding of vital statistics books and rebinding of index books

*Miscellaneous*

- With Finance Director, investigate opportunity for debit card use at counter
- Stay current and comply with state mandates; incorporate into budget as applicable
- Continue to investigate best options for new voting machines; purchase when decision is made

***Public Safety/Police Chief***

*Address Personnel & Training Needs*

- Conduct an analysis regarding staffing levels and organization structure
- Ensure Incident Command System training for all municipal personnel as required and/or advisable
- Conduct at least 2 “tabletop” emergency drills, one functional drill and one full scale drill (grant funds required)
- Hold at least 2 Local Emergency Planning Committee (LEPC) meetings

- Continue working to enhance mall buffer zone protection plan

*Update Departmental Directives*

- Draft updated Policies & Procedures Manual and update Rules and Regulations
- Bargain implementation with union

*Continue to Enhance Community Relations*

- Participate in new initiative “Healthy Communities” with Human Services/COA Director
- Establish realistic goals for crime reduction and means to achieve
- Continue work of Safety Committee & Citizen Police Academy
- Improve effectiveness in key areas through creation of staff Task Forces

*Miscellaneous*

- Pursue grant opportunities as appropriate to achieve departmental objectives
- Implement Share Point program to enhance interdepartmental communication and communication with school department
- Meet or exceed Year 2 guidelines of STARS Program

***Public Safety/Fire Chief***

*Address Personnel & Training Needs*

- Conduct an analysis regarding staffing levels and organizational structure
- With Town Administrator, conduct cost/benefit analysis of in-house vs. privatizing ambulance service
- Continue to address training needs in response to recent development patterns

*Enhance Planning Process for Adequate Equipment and Facilities*

- Pursue purchasing of lap top computers for installation in all apparatus
- Pursue purchase of safety equipment including thermal imaging cameras
- Conduct pre-planning of critical facilities (consulting contract needed)
- Evaluate apparatus needs for capital planning purposes
- Explore feasibility/practicality of eliminating call boxes

*Professional Development*

- Pursue opportunities for professional development in areas such as computer skills, budgeting and personnel management
- Pursue grants, mitigation and other funding sources to address department needs

*Miscellaneous*

- Continue to monitor ambulance billing to ensure maximization of revenues
- Pursue revenue enhancement through fees, permits, fines, etc.
- Review department web page for accuracy, thoroughness, etc.
- Enhance communication w/ personnel through newsletter, regular meetings, etc.

***Public Safety/Health Director***

*Ensure statutory and other key responsibilities are fulfilled in a timely and effective manner, including:*

- Septic System design, installation and monitoring
- Food service compliance monitoring
- Homeland Security functions
- Public Health functions

- Housing/Sanitary code compliance monitoring

*Address Challenges re: Personnel Transition*

- Oversee recruitment of new Health Director, update job description, oversee effective transition
- Integrate Environmental Engineer position into Department to maximize functionality and team participation

*Enhance Departmental Communication*

- Review and upgrade Department Web Page
- Develop on-line payment opportunities where practical

*Enhance Environmental Protection*

- Update data base of septic systems including pumping data
- Develop regulations re: pumping frequency
- Initiate mailing to septic system owners re: proper care and maintenance

*Miscellaneous*

- Continue to implement new fee structure
- Continue to develop Medical Reserve Corps including their participation in disaster exercises
- Continue departmental training particularly ICS, GIS and others as appropriate

***Community Development/Community Development Director***

*Expand Community Development Staff*

- Hire Housing Planner; integrate into existing team
- Appropriately delegate duties

*Improve Downtown/In-Town Parking*

- Promote/assist MBTA to build garage at West Natick Station
- Promote/advance public/private garage at Middlesex Avenue site
- Review on-street parking to maximize availability & utilization
- Evaluate downtown parking fee structure to maximize revenue

*Evaluate Downtown Parking Requirements (Zoning Bylaws)*

- Study existing requirements
- Compare with contemporary standards
- Prepare recommendation to Planning Board, Zoning Board of Appeals, Board of Selectmen, and Natick Center Associates
- Advance by-law modifications as necessary

*Improve Local Traffic Conditions*

- Oversee redesign of Oak St./Rte 9 intersection
- Participate in selection of engineering firm for Route 27 redesign
- Oversee conceptual design for Rte27/Rte9 intersection; seek funds for further design
- Serve as Town's key liaison on transportation issues

*Evaluate MWRTA Natick Service*

- Review routes, schedules
- Review connectivity to major destinations
- Make recommendations as necessary
- Connect/respond to future growth

*Advance Proactive Approach to Affordable Housing*

- Manage 40B projects
- Determine interest in worker housing type development
- Review Subsidized Housing Inventory status; project need post-2010 census
- Promote HOOP and Smart Growth projects
- Promote Inclusionary Housing bylaw

*Assist Cochituate Rail Trail Advisory Committee*

- Develop scope for preliminary design and cost estimate
- Advocate for project inclusion on state “TIP” funding list

*Assist Affordable Housing Trust Fund Committee*

- Consider transfer of targeted HOME funds
- Transfer Planning Board mitigation items to AHTF
- Facilitate opportunities to fund projects

*Miscellaneous*

- With Deputy Town Administrator, improve system to track peer review funds
- Improve departmental web pages; work with boards on their pages
- Ensure Boards have appropriate support
- Ensure continued compliance on permitted projects

***Community Development/Environmental Compliance Officer***

*Facilitate Natick’s Leadership Role in Development of Sustainability Programs*

- Facilitate reduced energy use; form Energy Team to establish priorities & goals and measure progress
- Form Green Team to evaluate opportunities & implement waste reduction, environmentally preferred purchasing, and other means to minimize our environmental impact

*Communicate Natick’s Efforts and Inform Public of Their Opportunities*

- Utilize web to share successes & experiences
- Provide resources to residents & businesses re: sustainability program benefits & opportunities
- With Town Administrator, update Energy Report

*Monitor Environmental Compliance*

- Develop system to track irrigation use through wells
- Investigate benefits & feasibility of installing irrigation wells at Golf Course
- Conduct audits 2 times/year to monitor environmental compliance at DPW facility
- Provide support if/as needed re: process for Audubon Certification for Golf Course

*Environmental Management Systems (ISO Certification)*

- Maintain certification at water treatment plant
- Assess benefits & feasibility of implementing Certification for vehicle maintenance facility

***Information Technology/Director of Information Technology***

*Document Archiving*

- Pursue Needs Assessment to develop a plan for archiving all Town documents; work with Town Clerk and Finance Director
- Identify costs and develop a priority & financing plan

*Address Organizational Issues*

- Evaluate staffing needs to best support technology needs; collaborate with School Department
- Work towards establishment of position for ongoing maintenance & development of web page

*Disaster Recovery Planning*

- Identify critical systems e.g. public safety, finance, payroll, etc.
- Evaluate recovery options and associated cost

*Miscellaneous*

- With Selected contractor increase band width for Town's internet access
- Facilitate training for employees as needed & applicable, e.g. MUNIS, web, etc.
- Continue to evaluate cost effective alternatives for equipment & technology e.g. lease vs. purchase, return-on-investment, outsourcing, etc.
- Develop policies as appropriate re: use of technology and associated equipment

***Public Works/Public Works Director***

*Improve Financial Controls*

- Develop electronic Purchase Order system
- Create electronic payroll system for DPW

*Enhance On-Line Opportunities*

- Work with Finance Director to allow bulky waste pick-up to be schedule/paid on-line
- GIS information – work with Assessors Office to add layers available to public; support Executive Committee of Finance Director
- Include on web “front page” a link to complaint form

*Evaluate Opportunities to Restructure Operations*

- Consider in-house HVAC service
- Consider alternative water billing systems (w/Finance Director)
- Participate in evaluation of consolidating Town/School building maintenance
- Participate in evaluation of combining LFNR with Recreation & Parks

*Miscellaneous*

- With Personnel Director, schedule management training for supervisors
- Participate in development of “Master Plan” for building maintenance
- Participate in Committees on environmental sustainability and energy
- Pursue grant for acquisition of land in Aquifer Zone 1

***Human Services/Director of Human Services and Council on Aging***

*Continue Community Outreach and Interaction*

- Pursue Healthy Communities Initiative; file grant, form working group, engage “2<sup>nd</sup> ring” of participants
- Continue to enhance Human Services integration with school system
- Conduct outreach presentations to police, fire, school, community groups, others to build partnerships
- Continue to support Youth Advisory Board initiatives
- Initiate efforts to revitalize Natick Community Coalition collaborative organization

*Participate in Senior/Community Center Project*

- Participate in preparation of capital grant
- Support public information effort

- Explore other funding opportunities

*Pursue Community Initiatives in Response to Community Needs*

- Volunteer Income Tax Assistance Program
- Summer Food Program

*Miscellaneous*

- Pursue grant opportunities
- Implement building rental revolving fund
- Utilize outreach worker to enhance communication
- Integrate new personnel into operations

***Human Services/Director of Veterans' Services***

*Continue Ongoing Efforts to Enhance Services to Veterans*

- Develop & maintain current list of Natick's veterans, those returning from active duty, and veteran survivors
- Conduct periodic outreach regarding available benefits to those that are eligible (direct mailing)
- Continue timely submittal of data re: veterans' benefit expenditures to State

*Work with Commission on Disability to Expand their Role*

- Using statute as guide, encourage members to expand their vision of Commission's role in community
- With members, develop a work plan for the year
- Strengthen relationship with building inspector; advocate for greater role in review of building designs
- Enhance identification of and outreach to disabled residents
- Assist in evaluation of proposals for expenditure of Commission's funds
- Assist Commission in improving their web page

*Enhance Role as Citizens' Information Officer*

- Develop periodic (quarterly) newsletter about Town Govt.
- Increase frequency of Town Crier show to twice per month, with at least one monthly program featuring dept. activity or event

***Culture and Recreation/Director of Bacon Free Library***

*Proper Stewardship of Historic Structure*

- Define priorities for utilization of \$100,000 grant; procure & coordinate services
- Continue to explore funding opportunities as available as well as facilitating fundraising efforts by Bacon Free Library

*Enhance Programming and Collaborations*

- Present a draft long-range plan to library trustees by June 09 to qualify for grant opportunities
- Pursue collaborations with Historical Society Museum
- Continue & enhance collaborations with Morse Institute Library

*Miscellaneous*

- Continue ongoing web updates and other dissemination of program information
- Formalize & document financial networking and other arrangements between Bacon Free Library & Morse Institute Library
- Find suitable replacement for library assistant

***Culture and Recreation/Superintendent of Recreation and Parks***

*Provide quality leisure programs & facilities for both active and passive recreation for the use of residents of all abilities that reflects a balance between cost and value*

- Continually evaluate programming for:
  - Cost effectiveness for Town
  - Affordability for user
  - Quality and safety of program
  - Service to all segments of population
  - Responsiveness to changing interests
  - Staff capacity to affectively administer programs

*Preserve and Maintain Town Natural Resources, Open Space, Parks, Fields and Recreation Facilities for our Current and Future Residents*

- Develop master plan for recreational facilities (indoor & outdoor) including uses, appropriate improvements, maintenance schedule, jurisdictional issues
- Initiate process for Audubon certification for golf course.
- Work with LFNR in communicating for timely action re: field use & scheduling and equipment needs and jurisdictional issues
- Work with Town Administrator, DPW Director & LFNR to clarify roles and responsibilities for facility improvement projects
- With Environmental Compliance Officer, pursue implementation of irrigation well for Golf Course

*Develop Natick's Future Leaders through Department Employment and Volunteer Opportunities*

- With Personnel Director, post all job opportunities on Town Website
- Continue to work with schools to develop quality pool of volunteers & future leaders
- Evaluate opportunity for training for volunteer coordination & other supervisors

*Enhance a Sense of Community in Natick through Department Leisure Programs, Special Events and Health Initiatives*

- Continue to engage community groups, businesses and others in providing community special events for residents
- Ensure access to recreational programs for all residents through Service Council financial aid, scholarship programs and other resources/means

*Provide Citizens a Voice in the Decision-Making Process of Natick Recreation and Parks, Especially in the Planning and Development of New Programs and Facilities*

- Encourage neighborhood participation in design of new facilities or renovation of existing
- Continue to evaluate ideas for new programs

*Miscellaneous*

- Continue to manage & balance 3 types of department funds: operating, revolving & Enterprise
- With Finance Director, evaluate & implement on-line registrations where practical
- Continue efforts regarding web site development