



NATICK BOARD OF SELECTMEN AGENDA

Natick Police Department - Community Conference
Room - 20 East Central Street
Thursday, November 29, 2018
7:00 PM

Agenda Posted Tuesday, 11/27/18 at 3:42 PM

(Times listed are approximate. Agenda items will be addressed in an order determined by the Chair.)

1. 7:00 OPEN SESSION - Call to Order

2. CITIZENS' CONCERNS

Any individual may raise an issue that is not included on the agenda and it will be taken under advisement by the Board. There will be no opportunity for debate during this portion of the meeting. Any individual addressing the Board during this section of the agenda shall be limited to five minutes.

3. DISCUSSION AND DECISION

- A. Discuss Metrics for Town Administrator Evaluation
- B. Discuss January-June 2019 Goal Development
- C. Discuss Process to Develop Capital Planning Policy

4. SELECTMEN'S CONCERNS

5. ADJOURNMENT

NEXT MEETING DATES: Tuesday, 12/4; Monday, 12/10; Monday, 12/17

Agenda posted in accordance with Provisions of M.G.L. Chapter 30, Sections 18-25

ITEM TITLE: Discuss Metrics for Town Administrator Evaluation

ITEM SUMMARY:

ITEM TITLE: Discuss January-June 2019 Goal Development
ITEM SUMMARY:

ATTACHMENTS:

Description	Upload Date	Type
Priorities	11/27/2018	Cover Memo

Melissa,

See below.

First, my apologies that I have not provided you this list sooner. I am rationalizing to myself that you were probably not ready for it sooner and timing is everything in life! Second, my apologies for the email format, but I have limited programs on my iPad and getting it to you was now more important than formatting.

Third, I hope that I have provided you some context without putting either my own or the board's opinion/s too heavily in the descriptions.

Fourth, there are other topics for us to explore together, but this is a decent starting point of the highlights, which is **not** in a solid priority order. May this list give you a launching point for early identification of major priorities from which additional conversations with multiple people can help you develop a more informed perspective of your own.

Structural budget deficit

- * need to operationally plan more strategically: 1-3 and 3-5 years plans
- * establish clear priorities and create budget to clearly reflect priorities
- * challenge to support enrollment growth in schools **and** municipal needs
- * careful stewardship. Do not overburden taxpayer.
- * start FY20 planning during summer 2018. Shift annual budget planning cycle earlier

Capital Planning

- * West Natick Fire Station
- * downtown parking garage
- * annual road maintenance
- * address unaccepted roadways?
- * future school needs (after KMS): elementary project, expand NHS?
- * park and field study: is this a mandate?
- * second phase of CRT? Is there any appetite?

Collective Bargaining

- * manage responsibly: timeliness and financial impact while being fair to employees
- * enhance collaboration with unions
- * enhance proactive planning and in-process collaboration with BOS

Senior staff/Dept Heads

- * strengths and weaknesses
- * retention planning
- * succession planning
- * organizational dynamics

Town Counsel

- * are Natick's needs being met effectively?
- * what is the best model?
- * do we need in-house support?
- * how do we assess what is needed/optimal structure?
- * what are next steps?
- * current litigation update

Marijuana legislation

- * town moratorium ends 12/31/18
- * external Counsel hired for additional expertise and support to implement new CCC legislation within timeline
- * town working group of Community/Economic Development, Bill/TA, NPD, Dept of Health, and Prevention and Outreach Coordinator developing recommendations for the BOS
- * new zoning by-laws would need to be approved at FTM. Need for Special TM?

Opioid Response

- * Opioid Task Force created by BOS July 2016
- * several very strong responses/initiatives - viewed as a leader in state
- * could do more with more dedicated personnel.
- * what is the "more" that we could/should do?
- * consultant report due June? 2018 with recommendations relative to vision/focus, priorities, needs to achieve goals

West Natick Fire Station

- * 10 years in development
- * has been socialized as being funded internally
- * project has grown in size and scope from \$8M to \$15M
- * construction market is very strong/high
- * project now needs to be funded by debt exclusion.
- * BOS needs to determine how much if any funding should be internal. Cost/benefit analysis needed.
- * very short timeline to educate voters/taxpayers - Nov 2018 vote

Economic Development

- * how to support, sustain vibrant downtown?
- * how to attract more downtown restaurants?
- * St. Patrick's parcel development. Stalled. What is the right project?
- * how to protect the town in the shifting retail environment
- * how to diversify tax-base "portfolio?"
- * opportunity to work with Jamie to empower him with administrative and board direction to leverage opportunities when he is approached with development options
- * work with Economic Development Committee to potentially revise committee composition and charge to be more impactful

Other topics to be aware of

- * **Natick 2030+** - Master Plan completion and approval due in the coming months
- * **Camp Arrowhead**
 - * summer 2018 program
 - * construction timeline, cost, and insurance \$ shortfall
 - * Big Res
- * **CRT**
 - * construction timeline by EOY federal budget
 - * MassDOT deliverables due by 7/17
 - * administrative implementation challenges
 - * Mechanic Street access - privately owned, need access to town-owned parcel for CRT and Navy Yard parking. In negotiations with primary owner.
- * **22 Pleasant Street**
 - * TM direction to acquire 4 acre parcel in South Natick
 - * intended for Open Space and access to town-owned ballparks
 - * BOS concerned about site contamination, acquisition cost and future development costs
 - * stalled negotiations with seller
- * **Sawin House**
 - * TM direction to acquire historic home on Mass Audubon property
 - * To be run by 503c offered through RFP. Will there be interest? Economic viability?
 - * Entrenched negotiations.
 - * Limit financial exposure for Town
- * **South Main Street project and timeline**
 - * Natick funded project
 - * Alternative 3A chosen - specific design development in process
 - * major Eversource involvement TBC
 - * separate sidewalk bid for later decision to assess cost relative to impact to abutters as Hunters Hill to West Street sidewalks incurred greatest impact
- * **North Main Street project and timeline**
 - * MassDOT funded project
 - * major easement impact to come
- * **dynamic of multiple boards**
 - * Finance Committee
 - * Planning Board
 - * Economic Development
 - * opportunities for enhanced collaboration with BOS
- * **dynamic of key stakeholders**
- * **town affordability**
- * **increasing traffic volume/impact to small town accessibility**
- * **Open Space** - is there interest in developing a priority list and funding mechanism to leverage ability to actively engage to acquire? Winona Farm in the near term?

New eyes needed for

- * new sources of revenue
 - * Opportunities for public/private partnership
 - * mitigation
 - * corporate donations
 - * leveraging unused/underutilized Town properties
- * revisit various decisions or initiatives that are competing for limited public funds - some of which have dragging along for years - or have raised questions about need to more effectively describe cost-benefit analysis to TM
- * 22 Pleasant St.
- * downtown parking
- * CRT, second phase?

ITEM TITLE: Discuss Process to Develop Capital Planning Policy
ITEM SUMMARY:
