



City of Waltham

Jeannette A. McCarthy
Mayor

To: Patrick O'Brien, Chairman, Community Development Committee
From: Jeannette A. McCarthy
Re: Master Plan Recommendations
Date: March 21, 2005

As promised, I am submitting my recommendations with regard to the City's Master Plan.

As you are aware, a public Visioning Session was held in November, 2002. In April, 2004, the draft plan was presented for public input at another public meeting at Government Center.

I have asked the Planning, Housing and Transportation Departments to provide the Committee with an update of their respective sections since some material is dated and some of my goals were already put into process in 2004.

Cognizant of the following facts:

- Waltham is not a town but governed by an executive and legislative branch;
- Under our form of government the Mayor proposes and the City Council disposes; and
- Any Master Plan element requiring funding first needs the Mayor's approval and, if approved, then the item is submitted to the City Council,

in an effort to avoid delaying the actual implementation of the final Master Plan, I deliberately chose to initiate debate and discussion with the Legislative Branch.

How did I formulate my recommendations? I took input from:

- The two public planning sessions
- The prior draft Master Plan and the Planning Department
- The goals and objectives provided to me by the City's department heads and City Councillors
- State statutes and agencies
- Private organizations
- The City Council's Matrix Study
- Other cities and towns
- My own ideas and experience over the last fifteen (15) months

Patrick O'Brien, Chairman, Community Development Committee
March 21, 2005

PHILOSOPHY

Some communities formulate and implement master plans; other communities formulate master plans that collect dust on a shelf; and others set lofty goals in theory, but in practice their plans are principally NIMBY because they burden neighboring communities by planning and proposing initiatives on another community's border, thus exacerbating the infrastructure (water, sewer, traffic) of the neighboring community.

In formulating my recommendations, I chose to hopefully address Waltham's needs without burdening our community or any other community. Since many of my goals have been implemented with my first budget, some of this plan is already at the implementation stage.

PROCESS GOING FORWARD

I view the process going forward as follows:

- A Proposed Master Plan will be formulated through discussion and debate by the Executive and Legislative Branches.
- Boards and Commissions, City departments and the community will be given an opportunity to provide written comments.
- There will be a public hearing on the Proposed Master Plan.
- An Implementation Schedule for both the non-financial and financial items will be formulated.
- A Funding Schedule for both the CIP and Operating Budget will be formulated where necessary.

I am open to a constructive analysis of my recommendations and to other suggestions.

Thank you for your consideration in this matter.

Sincerely yours,



Jeannette A. McCarthy

JAM/tbm

encl.

cc: City Council

CITY OF WALTHAM
MASTER PLAN
RECOMMENDATIONS

MAYOR JEANNETTE A. McCARTHY
2005

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I.

INTRODUCTION

The City of Waltham comprises 13.67 square miles and is located 10 miles west of Boston. Waltham is blessed with a rich history, a hard-working diverse population, established neighborhoods, Route 128, Prospect Hill Park and the Charles River.

As with all communities, there are areas that need improvement to meet the ever-changing needs of its citizenry.

The City of Waltham is a municipal corporation governed by an executive branch (mayor), and legislative branch (city council) in conjunction with 26 departments and various boards and commissions.

II. DEPARTMENTAL ORGANIZATION

Since a Master Plan should contain an Implementation Element, the question arises: Who will implement the Master Plan? Therefore, there must be a departmental organization.

Prior to March 7, 2005, there were 27 City Departments. There are now 26. Presently, 24 departments report to the Mayor. The City Council is responsible for the management of the City Clerk's Office and the School Department reports to the School Committee. The temporary assignment by me of a Director of Maintenance automatically expired on March 7, 2005, pursuant to City Charter.

At an appearance before the City Council Ordinances and Rules Committee, the Matrix consultant stated that there are too many department heads reporting to the Mayor.

In addition to reviewing the Matrix Study, I researched the organization of several cities and towns in the Commonwealth of Massachusetts.

In light of the above, and the fact that the City Council's proposals forwarded to me to date are based upon attrition, as Mayor, I recommend the following future organization. As you are aware, early in my term, I recommended an independent City Engineering Department to address the complex problems that we have all come to know. (I presented this in an unconventional budget manner to stress the urgency of the situation.)

Some might consider these recommendations political suicide, but in my 15 months as Mayor, I have come to know day-to-day what works, and what does not.

A more efficient organization and cost effective government are my two goals.

PROPOSED CITY DEPARTMENTS

1. CITY CLERK/LICENSING

(Including the responsibility for discretionary permits since the City Council (not the Mayor) is sole authority regarding special permits (per the opinions of both the Law Department and developer's attorneys), therefore these items should initiate with the only office/department that reports to the City Council.

2. COUNCIL ON AGING/SENIOR CENTER

3. EMERGENCY MANAGEMENT (part-time)

4. ENGINEERING

Water and Sewer* - Engineering –Conservation- Environmental-
Board of Survey and Planning
*City Council Idea

5. FINANCIAL DEPARTMENT

The financial department model exists in several communities
including Somerville, Boston, Braintree, Cambridge, Chelsea,
Malden, Medford, and Brookline. There is some variance with
regard to the financial divisions that are included within the
financial department.

6. FIRE

7. HUMAN RESOURCES

Paymaster-Personnel-Benefits (not worker’s compensation)

8. INFORMATION TECHNOLOGY (IT)

9. INSPECTIONAL SERVICES

All inspectional services citywide, including-Building-Fire
Prevention-Access Analyst-Health-Plumbing-Wires-Weights and
Measures in a centralized location.

10. LAW/ZONING/ZONING BOARD OF APPEALS

11. LIBRARY

12. MAINTENANCE

Building (interior/exterior, not grounds)-Signal Maintenance

13. PARKS AND RECREATION

(not grounds)

14. PLANNING

Planning-Housing-Economic Development-Historic
Preservation-Paine Estate Conservator-Grant Writing

Functions will include reviewing any proposed subdivision as applicable to planning and/or economic development, but the Engineering Department will have the primary responsibility for Board of Survey since we are not a town and the City Council, not the Planning Board, is responsible for special permits.

15. POLICE

E-911-Parking Control-Police-Animal Control

16. PUBLIC WORKS

Public Vehicles-Street-Cemetery-Forestry-Exterior Grounds-Recycling

17. SCHOOL

18. TRANSPORTATION

Traffic-Sign Painting

19. VETERANS AND HUMAN SERVICES

This model exists in the City of Boston.

III. MASTER PLAN RESPONSIBILITY BY BRANCH AND DEPARTMENT

<u>Element</u>	<u>Branch</u> <u>Executive or Legislative</u>	<u>Department</u>
1. Goals and Policies	Both	All
2. Land Use	Legislative	City Council
3. Housing	Both	Housing, Planning
4. Economic Development	Both	Planning
5. Natural and Cultural Resources	Both	Parks and Recreation Schools, Planning, Council on Aging, Library
6. Open Space and Recreation	Both	Planning, Parks and Recreation
7. Services and Facilities	Executive	Maintenance, Council on Aging, Library
8. Circulation	Both	Transportation
9. Implementation	Both	All

IV. CITYWIDE GOALS AND OBJECTIVES

A. GOALS AND POLICIES STATEMENT

It is imperative that elected officials not only protect and preserve Waltham's assets and its citizens' quality of life, but also make it better. We should be a welcoming community. There needs to be a proper balance between our strong established neighborhoods and the business community. We need to prevent additional large overdevelopment projects such as The Ridge on Lexington Street and Longview Place at the site of the former Waltham Hospital.

Although it is not glamorous, major work to our infrastructure - roads, water and sewer must be done because it is important to the health of Waltham. There was no Chapter 90 street list for the year 2003. The 2002 list was worked on by DPW in calendar year 2004. My priority is to implement a computerized five-year program for our streets and sidewalks. This is in process. We are working diligently on resolving old water and sewer projects mandated by the Commonwealth of Massachusetts Department of Environmental Protection and the United States Environmental Protection Agency.

We also need all departments to not only get the job done, but to get it done right. The elements have been summarized. Please see specific objectives for the City Departments in Section V herein.

B. LAND USE PLAN ELEMENT

This element of the Master Plan is the responsibility of the Legislative Branch (City Council). The Planning Department has contracted with MAPC to conduct a build-out analysis under current zoning.

C. HOUSING ELEMENT

Currently there is no elderly housing in North Waltham. Bentley College notified the City last fall that it would be gifting the former Hardy School building on Lake Street to the City. Although just Hardy School itself will not meet the demand for elderly housing in North Waltham, this building could be converted to elderly housing for North Waltham. The Waltham Housing Authority would have to be approached to manage this facility, since the City has no capability to do so.

Upon receipt of the City Building Re-Use Committee's report, it is recommended that two surplus school buildings be leased or sold for housing. If surplussed by the School Committee, I would like the City to retain South Middle School for municipal uses.

I have been contacted by the representative of the owner of the Lincoln Woods Property seeking to exchange this land for a surplus school building. An official Request for Proposal (RFP) process would be needed with specific restrictions, appraisals etc., but this public/private partnership idea has merit to meet two objectives: preserve open space and provide housing at no cost to the City.

Other goals include planning for the challenges of 40B projects, rather than reacting to them, improving collaboration between the various housing entities, determining an appropriate use for the anticipated 1.8 million dollars from Longview Place and encouraging renovation of existing housing stock.

The inclusionary zoning proposal lies within the jurisdiction of the City Council.

D. ECONOMIC DEVELOPMENT ELEMENT

One of the first actions that we took in 2004 was to transform the Planning Department into a true Planning Department. Many components of the Economic Development Plan were put into place in 2004, including a Master Plan for the Waltham Common, streetscapes for Main and Moody Streets, Economic Tourism, planned relocation of the Waltham Museum to 25 Lexington Street, enhancing use of the Charles River, working with the new owners of Jordan's Furniture, and communicating with representatives of Kohls department stores.

Other items we are working on are an economic plan for Newton Street and Felton Street and the creation of historic districts. The City needs to encourage commercial and retail development, not more conversion of commercial use to residential use since such conversion will burden single-family homeowners.

We need to follow through with the owners of 99 Moody Street to determine a suitable re-use, begin plans for a parking deck for the Spruce Street lot, complete the purchase of a trolley and open an Information/Visitor's Center on Carter Street. Establishing new uses for the former Raytheon, Polaroid and Longview Fiber properties are also important.

Creating a diverse work force for the City is a priority.

See further details under the Planning Department.

E. NATURAL AND CULTURAL RESOURCES ELEMENT

In addition to the historical initiatives above, I have been working for several months with various individuals to bring a Fine Arts Center to Waltham.

We support the strong community initiatives of Healthy Waltham and the Partnership for Youth.

Promoting Waltham's history, historic museums, historic estates, and preserving the Waltham Woods, Prospect Hill Park and the Metropolitan State Hospital, UMASS Field Station and Hardy Pond are priorities.

We are hoping that soon the Waltham Historical Society working with the Federal Records Center will be able to establish genealogy and archiving at a municipal location.

F. OPEN SPACE AND RECREATION ELEMENT

We have been working diligently in 2004 to acquire the Our Lady's property. The delay has been in establishing the existing drainage for the property with limited recorded documents and plans. The acquisition of the beautiful Gaebler site is also proceeding. Working with the City Council, state delegation and state agencies, we are working to preserve Lots 1 and 2, (state-owned land located within Lexington and Waltham), and to address Outside Section 548 for the other state-owned properties within Waltham's borders.

There are still major areas of concern that we have on our radar screen: Fernald School property, Lincoln Woods, UMass Field Station, Mass Broken Stone in Weston, Green Street, Polaroid, the Marist Hill site, the Stigmatine parcel on Lexington Street as well as 640 Lexington Street.

G. SERVICES AND FACILITIES ELEMENT

In an effort to maintain our municipal buildings, I temporarily created a Maintenance Department pending the reorganization study. This remains a priority. A preventative maintenance program is essential to avoiding additional unnecessary costs in the future.

The relocation of the leaf program will be problematic, but this program benefits many of our citizens. The DPW Director is preparing an analysis of the various options.

Updating the City's infrastructure is also a priority.

Parking at all municipal facilities will be examined with recommendations for improvement.

H. CIRCULATION ELEMENT

The Planning Department has checked out several used trolleys. With the assistance of the Public Vehicles Director and the Purchasing Agent, we hope to purchase a trolley shortly which will serve as intercity transportation and for

historic tours. It will be based at Carter Street. We are exploring other locations in North Waltham and at the former Watch Factory.

The Transportation Department will continue to work with the MBTA to supplement public transportation to the Waltham area.

The Transportation Department will proceed with its short and long-term traffic master plan.

I. IMPLEMENTATION ELEMENT

Once the aforementioned eight elements are formulated, an implementation schedule will be prepared. Brandeis University and Bentley College and other nonprofits will be asked to assist with the implementation as well.

(Since many of my goals were implemented with my first budget, some of this plan is already at the implementation stage.)

V. DEPARTMENTAL PROJECTS

(Definitive Short and Long-Term Goals and Objectives)

(Please note: The bulleted items under each department are not in any priority.)

ASSESSOR

- Office staff is welcoming. Expand customer service to community settings, providing seminars for the public etc.
- Implement equitable assessments
- Continuing education for all assessors and staff
- Performance of assessor's duties by all assessors
- Cross train all assessors
- File state legislation to address the inequity in the state taxation process to ease burden on our single-family homeowners
- Update assessing data, to be computerized and integrated with other city departments
- Continue review of the Mill agreement to maintain affordable housing at 190 and 174 Moody Street
- Analyze two Tax Increment Financing (TIF) proposals and present to City Council
- Cease outsourcing of inspections within one year
- Seek contribution/payment in lieu of taxes from nonprofits

AUDITOR

- Complete independent audit and follow through on recommendations
- Continue diligent oversight and management of the city's reserves
- Reach agreement with remaining collective bargaining units
- Continue efforts to renegotiate medical plans with the medical providers to achieve cost savings
- Enhance computerized access of financial data for all departments and the community, including performance measures
- Make recommendations regarding financial implications of Master Plan
- Implement deferred compensation for employees ineligible for social security
- Maintain excellent bond rating
- Assist schools with obtaining School Building Assistance reimbursement from state

BUILDING

- Consolidate inspectional functions

- Separate maintenance functions and staff, and institute computerized preventive maintenance program, including full-time clerk of the works
- Courteous, user-friendly and consistent customer service and consistent interpretation of codes
- Assign cases to individual inspectors to improve turn around time for permits and streamline process, use standard forms for all filings
- Restructure schedules of inspectors, including office hours
- Review findings and recommendation of the City Building Re-Use Committee established August 2004
- Continuing education and training for inspectors
- Site plan review and approval
- Encourage rehabilitation of existing housing stock

CEMETERY

- Consolidate department
- Extrapolate current grave capacity and plan for future site. (Explore Our Lady's site)
- Remove leaf program from cemetery and establish a burial area in its place
- Institute a computerized tree preservation, work order, and maintenance program for grounds and workloads
- Burial/cemetery information on website
- Review Rules and Regulations

CITY CLERK

- Legislative Branch (City Council) to determine short and long-term goals for this department.

COUNCIL ON AGING

- Review programs and funding
- Expand parking for Senior Center

DPW

- Maintain flower plantings for islands throughout city
- Formulate tree replacement program where needed
- Finish old projects –(Birch, Bow, Copeland, Doty, Farnum, Overlook, Worcester Lane, Lincoln Woods)
- Proceed with Consent Decree Projects
- Review and proceed with Chesterbrook, Beaverbrook flooding projects
- Follow up on Hardy Pond dredging, and support land initiatives of the Hardy Pond Association

- Chestnut Street and Gorham Street full reconstruction
- Promote water conservation
- Implement 5-year plan for all water and sewer projects
- Implement 5-year plan for all streets
- Enhance website
- Establish 311 System (in process)
- Review all contracts
- Implement computerized work orders and maintenance management system to increase efficiency
- Implement policies and procedures manual
- Implement pilot program for automatic meter reading
- Implement computerized customer service and database
- Implement inventory control and ordering system
- Reorganize and stream line water and sewer standby system
- Reorganize department and functions, cross training where advisable

EMERGENCY MANAGEMENT

- Purchase Used Lighting Truck
- Lead Environmental Committee
- Provide Emergency Management for the City

ENGINEERING

- Comply with Consent Decree
- Implement 5-year plan for all water and sewer projects
- Assist DPW with 5-year plan for all street projects
- Transferred staff out of engineering to DPW (2004)
- Hired new City Engineer
- Hired water and sewer engineering specialist
- Assume Board of Survey functions

FIRE DEPARTMENT

- Replace Moody Street Fire Station and equipment
- Locate one piece of apparatus (pumper) on Totten Pond Road to service the needs of 128 area
- Review the findings and recommendations of Fire Building and Equipment Committee established by the Mayor in 2004
- Update 5 fire stations
- Evaluate emergency response time Citywide
- Update equipment and computerize functions
- Continue Training, Fire Prevention, Education and Fire Safety Programs
- Solicit contributions from nonprofit taxpayers for fire apparatus

HEALTH DEPARTMENT

- Continue health inspections
- Consolidate Department

HOUSING

- Berkley Street RFP went out in 2004, complete sale of single-family home and deposit money into the Housing Trust Fund
- Renovate existing housing stock and continue City programs assisting home rehabilitation
- Determine use for surplus schools
- Convert Hardy School to elderly housing
- See additional goals under Housing Element Section

LAW

- Re-establish system of notification of case assignment to client
- Fair and equitable work load, and cross training for attorneys
- Improve turn around time for routine matters including opinions
- Solicitor should initiate liability prevention seminar for City Departments tailored for each department

LIBRARY

- Better on-line access to Departmental information-personnel, financial, and purchase orders
- Preventative maintenance of library facilities
- Search for expanded parking
- Satellite library at Gaebler

MANAGEMENT INFORMATION SYSTEMS (MIS)

- Enhance Website
- Evaluate effectiveness of Govern System
- Develop a 5-year Information Technology (IT) strategic plan
- Enhance on-line transactions
- Update and integrate the IT system citywide
- Develop IT policies and procedures
- Develop 311 system for DPW (similar to 911)

PARKS AND RECREATION DEPARTMENT

- Implement research done by Department regarding on-line registration, automation and computerization
- Drake playground - construct water spray park
- Nipper Maher Park - upgrade of baseball fields
- Chesterbrook Gardens - construct water spray park
- Construct miniature golf course at the base of Prospect Hill Park with all net proceeds dedicated to park restoration and education
- Develop a driving range at Falzone Field
- Develop indoor and outdoor recreation at the former Gaebler School
- Continue Prospect Hill Park Restoration
- Maintain an ice skating rink for Waltham youth hockey, Waltham High School and free skaters
- Continue interaction with the state regarding Connors Pool
- Determine a proposed use for Woburn Street land
- Determine conservation use for Lexington Woods
- Upgrade Warrendale Playground

PERSONNEL DEPARTMENT

- Short-term disability for employees who do not accumulate sick time- no cost to City of Waltham
- Re-evaluate recruitment program and promote a diverse work force
- Establish a city ordinance for the Human Resources Department (HRD)
- Re-establish an employee training program
- Formulate an employee manual
- Maintain the testing/evaluation of employees
- Institute health and safety programs
- Finish implementation of a compensatory time policy, vehicle use policy and telephone use policy

PLANNING DEPARTMENT

- Veterans Memorial Fields to be completed and open 2005. Obtain asbestos abatement funds from US Department of Justice for former Army Corps site. Construct small field house and bathrooms upon receipt of federal reimbursement.
- Fernald School - Awaiting State's direction on disposition
- Waltham Common Master Plan - flower fountain, clock, rose garden, landscaping, remove ivy, shrubs, plant new perennial gardens, new sidewalks, plaques for monuments, timeline, City Hall sign, fencing, remove remaining pavers, benches, add picnic table.

- Circle of Remembrance - Veterans Memorial Project started several years ago is awaiting approval of a Special Act by the State House. Bid documents were prepared and sent out. The contract is to be awarded April 2005. Project is scheduled to be finished in 2005.
- Dot Hill Bandstand Project pending Special Act. Bids in. Project scheduled to be finished in 2005. New Sign and refurbished dance area is contemplated.
- Carter Street - renovation of depot area and parking lot, to make a welcoming station. Depot to be painted, part of depot is to be a Visitor's Information Center, trolley stop for historic trolley tour, new street lights and fence, kiosks removed and relocated near railroad tracks against depot rear wall. Install new newsboxes and signs.
- Post and chain fence to be installed along Moody Street sidewalk. It has been fabricated and ready to be installed, weather permitting, in 2005.
- Day Lilies donated to City 2004 were planted in various public locations.
- City Hall Parking Lot - install granite curbs around whole area and new signs
- Moody Street dock - expanded access to Charles River finished 2004
- Feasibility Study for Downtown – “water fire”, public arts and entertainment on Charles River, ethnic festival
- Explore duck tour on Charles River
- Chemistry Station Park - Meeting with abutters to resolve title defects and encroachments.
- Construct Chemistry Station Park
- Draft Economic Development Plan for Newton Street from River Street to High Street
- Work with neighbors and owners of Watch Factory on re-use plan
- Create Historic Districts for Waltham (Planning Department has formulated a draft in 2004)
- Purchase trolley for intercity transportation and historic tours
- Complete Phase I and II, Historic Replica Gas Street Lights, installation on Moody Street from Newton line to High Street, from Liberty Street on Main and around the Common including Carter Street parking area. Contract Awarded and work schedule to be completed 2005.
- Purchase new banners for new light poles
- Begin Phase III of Historic Street Light Program, Main Street west from Common Street to Banks Square, Alternate No. 1 Lexington Street from Main Street to Guthrie property, Alternate No. 2 Main Street from Liberty to overpass bridge
- Prepare for Phase IV Historic Street Light Program – replace fixtures for interior common lights on existing black poles, Alternate - fixtures only from High to Pine, not cobras

- Pursue state grants for land and water conservation and Brownfield redevelopment
- Implement Met State Re-Use Plan - preserve forest for active and passive recreation under Met State Re-Use Plan. Work with DCR for uses such as community gardens, cross-country skiing, conservation and walking trails
- Complete renovations to Thompson Playground in 2005
- Formulate new sign ordinance for aesthetic purposes
- Expand grant writing
- Progress with Prospect Hill Master Plan
- Continue with plans for Woerd Ave landfill
- Continue efforts to retain federal funding for CDGB
- Construct Waltham's three-mile portion of Wayside Rail Trail
- Establish Economic Development Policy and Plan that addresses all of the commercial/industrial areas in the City, particularly retail and commercial uses
- Improve website
- Assist with re-use of surplus City Buildings - retain 99 Felton Street, 25 Lexington Street and South Middle School
- Work with the owner of 99 Moody Street on a new design
- Reconstruct Charles and Felton Streets
- Promote Fine Arts Center in Waltham
- Work with Waltham Museum to relocate to 25 Lexington Street
- Create Tourism Guides and Brochures highlighting points in interest in Waltham, shopping etc. to promote economic viability of Waltham

POLICE

- Promote diverse hiring at all levels of the Department
- Transfer parking control officers to the Police Department
- Examine budget and staffing levels

PUBLIC VEHICLES

- Institute an automated, computerized fleet and maintenance system including parts and fuel
- Hire a welder to reduce outsourcing costs
- Reduce the number of vehicles in the City fleet
- Develop a 5-year plan for replacement of vehicles and equipment Citywide

PURCHASING

- Formulate a written manual of policies and procedures for purchasing

- Computerize and automate purchasing information and utilize the City's website
- Provide training for purchasing policies and procedures

SCHOOLS

- School Building Committee (SBC) was expanded to address departmental issues with the school construction projects
- Stanley Elementary, McDevitt Middle and Northeast Schools completed in 2003, are not yet closed out, therefore the School Department will finish closing out Stanley and Northeast Schools. McDevitt Middle School is in litigation. Construction/design problems exist in all three of the above schools.
- Expand programs to meet the needs of all students
- Complete the School Building Program including the construction of Whittemore and Fitzgerald Schools
- The educational goals for the school system are set collectively by the School Committee

TRANSPORTATION

- Transfer parking control officers to Police Department and automate parking citation process
- Implement traffic improvement and traffic safety programs
- Computerize traffic signal system
- Continue with the construction of the Winter Street Bridge
- Determine the feasibility of adding a Spruce Street Parking Deck
- Formulate short and long-term traffic action plan for all areas of the City
- Conduct a citizen traffic survey
- Improve pedestrian and bicycle safety
- Finish stale projects: Forest/Beaver, Forest/Trapelo, Smith/Trapelo, Main Street
- Implement Citywide sign inventory
- Implement a preventative maintenance program
- Paint all crosswalks and street lines with durable paint

TREASURER

- Explore efforts to assist senior taxpayers with payment of their tax bills
- Courteous, user-friendly customer service
- Outreach regarding on-line payments and betterments
- Cease current outsourcing of tax collection function
- Consolidate and computerize storage of documents

VETERANS

- Continue to provide benefits to needy veterans
- Begin and complete construction of the Circle of Remembrance Project

WIRES

- Consolidate inspectional functions
- Institute computerized preventive maintenance program for all department functions
- Assign cases to individual inspectors to improve turn around time for permits and streamline process, use standard forms for all filings
- Restructure schedules of inspectors, including office hours
- Continuing education and training for inspectors
- Computerized staff and maintenance assignments
- Inspect street lights and replace where needed
- Serve as Clerk of Works for installation of new street lights
- User friendly department
- Update LED cross signals

VI. CITY OF WALTHAM BOARDS AND COMMISSIONS

Once the City Council determines which boards or commissions must exist (statutory mandate) or shall exist, each board or commission should:

- Review and update its stated goals and objectives
- Review and update its policies/rules/regulations
- Prepare an informational sheet or pamphlet for the general public
- Provide appropriate orientation and training for members
- Encourage citizen access and participation by publishing meeting information in various venues including the city's website, cable television, newspaper etc.
- Renovate Government Center Auditorium into a dedicated public meeting facility

Respectfully submitted,


Jeannette A. McCarthy