

City Council

From: Mayor Christian Dumais
Sent: Sunday, March 3, 2024 10:53 AM
To: Mark Vital; David Doucette; Robert Preciado; Teona Brown; John Irish; Trey Fuccillo; Don Landers; Mike Ossing; Kathleen Robey; Mark Oram; Sean Navin
Cc: City Council
Subject: Information only!
Attachments: Assessor - Comms Director Comments.pdf; Building Department - Comms Director Comments.pdf; Collector - Comms Director Comments.pdf; Conservation Department - Comms Director Comments.pdf; DPW - Comms Director Comments.pdf; Health Department - Comms Director Comments.pdf; Library - Comms Director Comments.pdf; MEDC - Comms Director Comments.pdf; Recreation Department - Comms Director Comments.pdf; Senior Center - Comms Director Comments.pdf; Fire Department - Comms Director Comments.pdf; Communications & Special Projects Job Description.pdf; Step Schedule - Comms Director.xlsx

Importance: High

Hello Councilors,

With the Finance Committee meeting on Monday, I wanted to update you all about the Communications Director Position. I have heard the concerns of the committee and I wanted to share with you feedback I received from Department Heads. Attached are letters indicating how this position would help each department. The Police Chief, as well as IT will be provided on Monday.

Mr. Gibbs will also be at the meeting Monday night to answer questions, seeing he was on vacation last week.

I also included changes with the position to speaking Portuguese a “preferred” requirement. There was discussion with salary and I have also included different step options starting at a lower rate than originally proposed.

I know that this is something very new, I believe we can come together to make this position a reality. I thank you for being open to this much needed position.

Looking forward to Monday’s meeting.

J. Christian Dumais

Mayor

City of Marlborough

140 Main Street

mayorchristian@marlborough-ma.gov

O: (508) 460-3770

CITY OF MARLBOROUGH
OFFICE OF THE MAYOR
COMMUNICATIONS & SPECIAL PROJECTS DIRECTOR

DEFINITION

The purpose Communications & Special Projects Director is to develop and implement an effective, 21st century communication strategy across a variety of communication channels for the city and the Mayor's Office. The work includes overseeing the many communication initiatives put forth by the city and Mayor's Office including (but not limited to) the city's website, a monthly newsletter, city alerts, official social media channels, event flyers, and all other internal and external communication pieces. This position will also be charged with maintaining a monthly communications meeting for all departments, training all departments on communication tools and technology, and assisting departments with social media and website related content. The Communications & Special Projects Director will also advise the Mayor and staff on communication policies as they are created and updated. The Special Projects portion of the role will be subject to the needs to the Mayor and the Mayor's Office as required.

ESSENTIAL JOB FUNCTIONS:

(The essential functions or duties listed below are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position.)

- **Develop and Implement Communication Strategies:** Develop and implement comprehensive communication plans, identifying target audiences and selecting appropriate channels to convey key messages. Ensure messaging is consistent throughout all city communication channels and is in alignment with the goals and objectives of the city and the Mayor.
- **Website and Social Media Management:** Oversee and manage the city's website, maintaining its content, design, and functionality. Ensure website compliance with the ADA and identify ways to become more accessible. Manage multiple social media platforms to engage the community strategically, including posting updates, responding to inquiries, and creating engaging content. Identify additional social media channels to reach underrepresented demographical segments of the Marlborough population.
- **Content Creation:** Work with Mayor's Office and city departments to create compelling content for various platforms, including social media graphics, videos, newsletters, alerts, brochures, flyers, internal city documents, and signage. Utilize photography and videography to professionalize and personalize the city's image across/on all communication platforms.
- **Review:** Periodically review and audit departmental communications to external audiences to ensure that all departments are sending a consistent, clear, and effective message to the public and targeted audiences. Review all communication tools used by departments to identify how said tools can be used more comprehensively or efficiently.
- **Collaboration and Stakeholder Liaison:** Serve as a liaison between the Mayor's Office and residents, departments, and stakeholders as it pertains to city communication. Meet with departments individually to identify opportunities to further departmental and city goals through communication strategies. Collaborate with external stakeholders to identify communication partnerships between them and the city. Build strong community partnerships to engage residents, business owners, and stakeholders to understand how information can be communicated more efficiently.
- **Emergency Communication:** Assist with the development and implementation of communication plans for emergency situations, ensuring residents receive timely and accurate information during crises.

- **Training and Education:** Provide guidance and training to city staff and community members on effective communication strategies and tools. Provide appropriate training and assist all departments on website functions, social media recommendations, content creation, and any other communication related function or platform.
- **Civic Engagement Promotion:** Actively promote and encourage civic participation among residents through various communication channels. Assist with creation and management of community events, surveys, and outreach efforts to foster engagement and gather valuable feedback.
- **Translation Services:** Support Mayor's Office and other departments with properly translating content into different languages as needed. Identify opportunities for departments to engage in communication in different languages to further city objectives and goals. Will be responsible for creating, implementing, and auditing policies and procedures relative to translation services.
- Assist with city sponsored events and special projects as needed by the Mayor and city departments.

SUPERVISION RECEIVED

Works in the Mayor's Office and reports the Mayor. Works under the general direction to the Chief of Staff for general day-to-day operations. Employee exercises considerable latitude for independent judgment and action. Assists in developing and achieving the city and department's goals and objectives. The position is subject to review and evaluation according to the city's personnel plan.

SUPERVISION EXERCISED

Performs complex duties requiring a high level of initiative and independent judgment in the planning, administration and execution of the city's programs and services, and in the direction of personnel. Incumbent is expected to work independently in formulating decisions regarding policies, procedures, operations, and plans. Assists in periodic review of communication work performed by designated city personnel. Works collaboratively to correct and improve any actions not consistent with the city's communication policies or best practices. Oversees interns as required.

JUDGMENT

Skilled judgement is required to successfully complete the essential functions of this position.

COMPLEXITY

Most of the work consists of being able to communicate ideas and information in a concise, user-friendly manner. The position must be able to understand complicated matters and explain them thoughtfully to multiple audiences.

CONFIDENTIALITY

Employee has access to confidential and sensitive information including city and department records. Strict confidentiality is required.

WORK ENVIRONMENT

Majority of work is performed in a standard office environment. Field and off-site work is expected to achieve the goals and objectives of the position. Operates computer, printer, video display terminal, calculator, telephone, copier, facsimile machine, and all other standard office equipment. Also operates videography and photography equipment, and all other equipment needed in the performance of the duties laid out. Has access to department-level and citywide confidential information; the application of appropriate judgment, discretion, and professional executive-level office protocols is required.

Incumbent should expect occasional evening and/or weekend hours to work on events, meetings, issues, or other items that may arise. Incumbent may work in varying weather conditions.

EDUCATION AND EXPERIENCE

Bachelor's degree in communications, political science, business, or another field preferred. Minimum five years in a municipal government setting, preferably within a communications or media role. Experience working on website updates, social media platforms, and communication technology. Experience working on the CivicPlus platform highly preferred.

Special Requirements: Massachusetts Driver's License required.

Preferred requirements: Ability to speak Portuguese and familiarity with the Marlborough community preferred.

KNOWLEDGE, ABILITY, AND SKILLS

Knowledge: Complete working knowledge of the core practices of communication work. In depth understanding of Council-Mayor form of government and general municipal government operations. Thorough knowledge and familiarity of current social media techniques. Familiarity with back-end CivicPlus website functionality. Knowledge of, and familiarity, with content creation and editing platforms.

Ability: Ability to apply communication strategy and public relations principles to complex topics across multiple departments. Ability to develop and update communication policies and procedures. Ability to create informational graphics using content creation tools. Apply creative judgment to all aspects of communication related work. Ability to establish and maintain effective working relationships within city departments, city officials, members of the communications community, government representatives, and the general public. Ability to communicate effectively in written and oral form. Ability to manage several projects at one time. Ability to work collaboratively with city staff and departments to produce effective communications to the public.

Skill: Excellent oral and written communication skills. Strong interpersonal skills. Establish and maintain cooperative working relationships with those contacted in course of work. Strong problem-solving skills. Proficient in modern day communication practices and tools such as social media, graphic design, website editing, adobe, and photography/videography equipment. Must possess effective and persuasive communication skills, both orally and writing; tact, diplomacy, and discretion when dealing with confidential and sensitive information and situations.

PHYSICAL, MOTOR, AND VISUAL SKILLS

Intellectual and mental acuity to perform conceptual and detailed technical work. Recurring intellectual effort is required to maintain a current knowledge of applicable laws, policies, and rules and regulations. Employee is frequently required to walk, stand, sit, talk, and hear; uses hands to finger, handle, feel or operate objects, tools, or controls, and reach with hands and arms as in physically picking up files, papers and other common office objects. Employee must occasionally lift and/or move objects weighing up to 25 pounds such as equipment, outreach supplies, etc. Employee must possess the ability to operate a keyboard at a moderate speed. Vision and hearing at or correctable to normal ranges.

STEP CHART - COMMS DIRECTOR

Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
\$ 73,000.00	\$ 74,460.00	\$ 75,949.20	\$ 77,468.18	\$ 79,017.55	\$ 80,597.90	\$ 82,209.86

Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
\$ 74,000.00	\$ 75,480.00	\$ 76,989.60	\$ 78,529.39	\$ 80,099.98	\$ 81,701.98	\$ 83,336.02

Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
\$ 75,000.00	\$ 76,500.00	\$ 78,030.00	\$ 79,590.60	\$ 81,182.41	\$ 82,806.06	\$ 84,462.18

Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
\$ 76,000.00	\$ 77,520.00	\$ 79,070.40	\$ 80,651.81	\$ 82,264.84	\$ 83,910.14	\$ 85,588.34



City of Marlborough
FIRE DEPARTMENT
215 MAPLE STREET
MARLBOROUGH, MASSACHUSETTS 01752

KEVIN J. BREEN
FIRE CHIEF

PHONE: (508) 624-6986
FAX: (508) 460-3795

March 2, 2024

The Honorable J. Christian Dumais
City of Marlborough
140 Main Street
Marlborough, MA 01752

**RE: Communications and Special
Projects Director**

Dear Mayor Dumais:

I am pleased to write this letter supporting your administration's decision to create a new position, Communications and Special Projects Director. As a department head, I firmly believe this position is vitally important to delivering high-quality municipal services to our city's residents, businesses, visitors, and employees. A presenter at a professional development conference I recently attended, made it abundantly clear that government must adapt to changing communication environments. It is said that quality exists when we exceed customers' expectations. As you know, we can no longer rely on simply posting public meeting notices and inviting persons to either attend or watch televised in-person sessions to stay informed and be an engaged citizen.

Today, we must be mindful of the speed in which positive, negative, or limited communications impact day-to-day perceptions for those we serve. Internet access and various social media platforms drive nearly every impression our customers form in assessing good governance. This new position represents a small fraction of our city's financial commitment and will yield both tangible and intangible returns. For instance, having a centralized communication director will ensure consistency and timeliness in delivering organizational messaging. Additionally, he or she will simultaneously employ appropriate structure and sequence the goals and objectives advanced by yourself and the city council. As the head of special projects, I see a real value in terms of assisting us here at Marlborough Fire Department. This is particularly true as we pursue new fire and emergency response facilities. Another critical role he or she can fulfill is Public Information Officer (PIO). This position is required to be staffed following guidelines under the National Incident Management System (NIMS). A system used nationally when a command

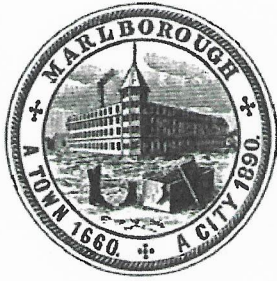
structure is established for any natural or manmade disaster or any other critical emergency facing within a community or region. Specifically, a PIO is essential when an event occurs which depletes existing resources and requires a more formal command structure to respond to, manage, mitigate, and direct recovery efforts. I might also suggest this new position be tasked to serve as the city's ombudsman. This is another important role when promoting transparency. Ultimately, staffing this position builds trust, understanding and support whenever we in municipal government misstep. Inviting and encouraging input for praise and/or criticism is the cornerstone of democracy. This person must excel in constituent services and will assist all city departments improve our collective commitment to customer service.

In closing, our citizens are best served when they are fully aware of the great happenings within our community. John Maxwell, a well-known author, and speaker on organizational leadership once said, "If you don't know where you are going, any road will take you there". Your vision to forge ahead with this important, contemporary position will undoubtedly lead us down a brighter path and improve the City of Marlborough. Please let me know how I may assist you further in fulfilling this worthy endeavor.

Sincerely,

Kevin J. Breen

Kevin J. Breen
Fire Chief



City of Marlborough
Council on Aging and Senior Center

40 New Street
Marlborough, Massachusetts 01752
Telephone (508) 485-6492 Facsimile (508) 460-3726

Patricia A. Pope
EXECUTIVE DIRECTOR

February 28, 2024

Mayor J. Christian Dumais
City Hall
140 Main Street
Marlborough, MA 01752

Re: Communications & Special Projects Director

Dear Mayor Dumais,

I am writing in support of the proposed Communications and Special Projects Director position. The Senior Center is in need of updating the way we communicate with our seniors and their families. Our printed newsletter (which has a deadline 2 months prior to print), Facebook page and the City website are currently the only way we can communicate with seniors and their families.

Often things come up at the last minute such as a weather-related closing. For example, the Senior Center is closed to programming when schools are cancelled however many seniors are not aware of school closings. The ability to send a text message would be extremely helpful. Many times, a senior will venture out only to find that their class is cancelled. In the same vein, it would be beneficial to let our seniors know that a new program is available without having to wait for the printed newsletter.

I feel text messaging is just one way to broaden our reach to the seniors in our community. Many seniors and/or families have asked us to text them information. Currently we do not have the ability to text reminders for appointments, i.e., SHINE, AARP Taxaide, podiatry appointments. We do call however often our telephone call goes to voice mail and is not retrieved, which results in a missed appointment. Most of our programs have waitlists and someone else would have benefited from that appointment.

The ability to email our newsletter directly to an inbox is another way to broaden our reach to seniors and their families.

These are just a few simple examples of how a Communications Director would benefit our seniors and their families.

Sincerely,

Patricia A. Pope
Executive Director



CITY OF MARLBOROUGH RECREATION DEPARTMENT

239 Concord Road
Marlborough, Massachusetts 01752
Tel (508) 624-6925 TTY (508) 460-3610

COMMISSIONERS
Michael Cabral
William Doherty
Robert Kays: Chairman
Melynda Gallagher
Shanissa Sampson
Mark Vital
John Welch

DIRECTOR
Charles Thebado

PROGRAM MANAGER
Joseph Mulvey

February 23, 2024

Mayor J. Christian Dumais
140 Main Street
Marlborough, MA 01752

Re: Communications & Special Projects Director

Dear Mayor Dumais,

When discussing the possibility of the city creating a Communications & Special Projects Director recently, I was excited and want to share the many ways that it would positively impact the Recreation Department and the city in general.

For the Recreation Department, it would support our goal of implementing effective marketing strategies to help promote our recreational programs, events, and all the wonderful facilities that the city has to offer for the residents to take advantage of. It would benefit our department by ensuring that important information, such as schedule changes, weather-related updates, or new program announcements, is dispersed quickly and efficiently through social media channels and text notifications. By accomplishing this, it would provide consistent communication with our community which would allow our department and the city to help foster positive relationships with its residents by understanding their needs, preferences, and feedback, thus allowing us to better serve them.

Having an updated website would be beneficial as well to our department. Residents have reached out to me over the past few years informing me of their frustration with navigating the existing website which they feel seems a bit clunky. Keeping the website current with real-time information on facility availability, closures, or any changes to schedules enables residents to plan their recreational activities effectively. This reduces confusion and frustration, enhancing the overall experience for users. It will create a user-friendly platform that enhances the overall experience for community members, and also encourage active participation in recreational opportunities.

A Communications Director in place would be beneficial to the city by being able to stay up to date on the latest technologies, ensuring compatibility with different devices and browsers that residents use to access the city website. Also, integrating social media updates and feeds on the website keeps the content fresh and energetic. The city communications landscape has changed dramatically over the past 5–10 years and having a communications director can only help lead the way to transparent and effective communication between the City of Marlborough and the residents we serve.

Thanks,

Charles Thebado

Recreation Director

Memorandum

TO: Mayor Dumais
FROM: Meredith Harris, Executive Director
DATE: February 27, 2024
SUBJECT: City Communications Group

Per your request, below you will find historical and current information regarding the City Communications group managed by the MEDC.

Background

In 2017, the City contracted with RKG Associates to conduct a Housing Study. Through that work, feedback was garnered from several local realtors that younger families were not choosing to live in Marlborough because of a generally negative perception surrounding the Marlborough Public Schools. As a result, the City Council asked MEDC to work with a consultant (NK&A) to develop a marketing strategy and implementation plan to better promote the public-school system outside of Marlborough. NK&A quickly recommended a city-wide initiative to achieve this goal, suggesting uniform messaging across all departments with the overall objective of bolstering city-wide pride and creating a unified form of messaging.

From 2017-2020, NK&A worked with the City through MEDC to create and manage a monthly Communications Committee. At the time, this work included the following: 1) sending weekly emails to the committee reminding them of their responsibilities, 2) reviewing the social media metrics on a weekly, monthly and quarterly basis to inform and refine the committees efforts, 3) sending deadlines and meeting reminders prior to the monthly meetings, 4) facilitating the monthly meetings, 5) summarizing meetings and action steps, and 6) coordinating and collaborative projects like contest and campaigns. MEDC spent a total of \$105,977.50 over the 4-year period with NK&A.

At the end of the contract period in 2020, MEDC was tasked with managing the Communications Committee meetings. Since then, our team has continued to manage and oversee the group providing support when it comes to branding, messaging, and general guidance on social media best practices. The Committee has more recently been referred to as the City Communications Group and still meets monthly with regular attendance from the following departments: Mayor's Office, MEDC, MPL, MRD, MPS, DPW, MFD, MPD, WMCT-TV, Senior Center, BOH & Conservation when staff is available.

Monthly tracking includes Facebook metrics and some recent areas of focus include content generation, inter-department collaboration, social media calendar creation, social media trends, and strategic brainstorming.



City of Marlborough
Marlborough Public Library
35 West Main Street
Marlborough, MA 01752
Phone 508-624-6900 FAX 508-485-1494

Sara Belisle
Library Director

February 29, 2024

Re: Communications & Special Projects Director

Dear Mayor Dumais,

Upon learning about the possibility of a Communications and Special Projects Director position added to the city I was excited about the doors this would open and wanted to share how beneficial that position would be to support library initiatives and the city as a whole.

For the library specifically, the point I was most excited about was the fact this role will help manage a WhatsApp account and that the city will be recruiting someone who speaks Portuguese. Reaching those in our community who speak Portuguese and communicate via WhatsApp is a continued struggle at the library. We offer many services that would benefit these folks but have struggled to reach them. I also feel strongly that having a strong centralized communication hub managed by the person in this role would be beneficial to the library and residents. Having a robust monthly email newsletter that the library can participate in would be a great way to get the word out about library services to those that may not realize all the wonderful things the library does.

Online communication and standards have changed so dramatically over the last 10 years and the importance of having a vibrant easy to use website will be so valuable for the residents. I'm thrilled that the library will be part of this website redesign as we struggle to update our website and know that the usability is not up to standards in our modern society. Social media communication has also changed with many residents relying on social media for their information.

As a librarian I am worried about the spread of misinformation that is rampant on Facebook, TikTok, Instagram, etc. The library does our best to combat this by being a trusted source for residents to get accurate information, but we can't control what is spread online. The only way to combat misinformation is making sure that correct, up to date information is easily accessible to all, which with the current website is not possible. While the library does manage our own social media and website, having a communication director in the Mayor's office who is helping coordinate these digital communications and enhancing them, will go a long way for our residents to show them all the ways their tax dollars are at work.

Thank you,

Sara Belisle



CITY OF MARLBOROUGH

BOARD OF HEALTH
140 Main Street, Lower Level
Marlborough, Massachusetts 01752
Facsimile (508) 460-3638 TDD (508) 460-3610

James Griffin, Chairman
Dr. Joseph Tennyson, Member
Richard Tomanek, Member

Tel (508) 460-3751

2/23/2024

Mayor J. Christian Dumais
140 Main Street
Marlborough, MA 01752

RE: Communications & Special Projects Director

Dear Mayor Dumais,

I strongly believe that the City of Marlborough would greatly benefit from the creation of a new Communications & Special Projects Director position. This role would not only assist all divisions within the Board of Health but also aid other Departments as well as our current and future residents and stakeholders.

Speaking on behalf of the Board of Health, the above referenced position would bolster and support much of the work this department is already involved in including but not limited to; public outreach regarding disease surveillance and environmental emergencies, providing timely information on permitting of yearly renewals, and allowing residents to better understand the services this Department provides; some examples are: vaccine clinics, nuisance abatement surveillance and conducting routine inspections of city businesses.

As a younger employee in the city in the "digital age" I believe that staying up to date on the latest technology trends is the way of the future not only for Marlborough, but also the Commonwealth and the Nation. I believe the City of Marlborough would greatly benefit from the creation of this position and strongly support the initiatives it would take on.

Sincerely,

Paul Dinwoodie
Director of Public Health
City of Marlborough



City of Marlborough
Department of Public Works

135 NEIL STREET
MARLBOROUGH, MASSACHUSETTS 01752
TEL. 508-624-6910
*TDD 508-460-3610

Theodore L. Scott, P.E.
Interim Commissioner

MEMORANDUM

Date: 3/1/2024

To: Mayor J. Christian Dumais

From: Theodore Scott, P.E. - DPW Interim Commissioner

Re: Communications & Special Projects Director

This is a follow-up to our discussion concerning, in general, the need to improve communications with residents and more specifically, the proposed Communications & Special Projects Director position.

Communicating information to residents continues to be a challenge for the DPW. We currently use Facebook, the city's website, electronic message boards, periodic mailings, and automated calling. Each method seems to reach a different audience. We believe there needs to be a more concerted effort to improve on and expand the channels of communication not only for the DPW but for the city as a whole. This would especially be true for the underrepresented populations of the city.

Not only is there a need to expand the audience outreach and improve the communication presentation, there also needs to be a better day to day internal management and coordination of the communication. Although MEDC effectively assumed the role of external communication coordinator, their role is business development not coordinating city communications. We believe there is a need to not only coordinate external communications but to also manage and coordinate internal communications and we believe this should be the responsibility of a designated city employee.

THEODORE L. SCOTT, P.E.
ASST. COMMISSIONER, OPERATIONS

CHRISTOPHER S. LAFRENIERE
ASST. COMMISSIONER, UTILITIES

THOMAS DIPERSIO, JR. P.E., P.L.S.
CITY ENGINEER



City of Marlborough Conservation Commission

140 Main Street
Marlborough, Massachusetts 01752
Tel. (508) 460-3768 Facsimile (508) 460-3747

Memorandum

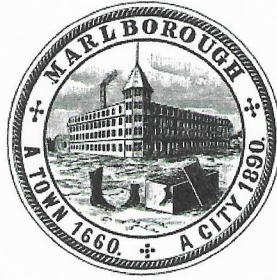
To: Mayor Christian Dumais
From: Priscilla Ryder, Conservation/Sustainability Officer
Date: March 1, 2024
RE: Communications and Specials Projects Director

As we have discussed, I am excited about the prospect of having a Communications and Special Projects Director to help improve what goes out of our office. With how busy our office is, I have little time to spend on social media and getting information out to the public. Having someone who can help set up the systems so we can more easily:

- Post information on our web site in a more logical, easier to find way.
- Provide information in a more user-friendly format,
- Set up systems to allow for people to register for guided walks.
- Improve our Facebook posting ability.
- Help with layout and graphics on documents.
- Help translate important documents into other languages to reach more residents.
- Provide guidance on other social media options we should be using to reach the younger generation.

When we did the Open Space and Recreation Survey in 2018, people were asking about items the city already offered. It was clear to us that many of the wonderful city resources and offerings weren't being found by residents. One goal of the upcoming plan is to be sure that residents are aware of all the amazing and wonderful recreational, open space and cultural offerings the city already has in addition to noting what is still needed. This Communications and Special Projects Director would help meet this goal.

Let me know if you have any questions on the above.
Thanks



CITY OF MARLBOROUGH
OFFICE OF THE CITY COLLECTOR
140 MAIN STREET
MARLBOROUGH, MASSACHUSETTS 01752
VOICE (508) 460-3737

Date: February 29, 2024

To: Mayor J. Christian Dumais
Chief of Staff Ryan Egan

From: Collector's Department

Re: Communications & Special Projects Director

On behalf of the Collector's Office I would like to highlight how the above referenced position could benefit our department.

- **Website and Social Media Management:** As younger generations are coming to the age where they are buying their first homes, or registering a vehicle for the first time, we could benefit from reaching this demographic on platforms they are more comfortable with. Social media posts would be especially helpful in educating first time tax payors on our fiscal schedule, and the Mass General Laws that govern what we do. In addition to a yearly schedule, reminders of bill types and due dates, as they are available, would greatly benefit the public.
- **Content Creation:** Content created in multiple languages, particularly Portuguese, would benefit the public and the staff in the office in breaking down existing language barriers. However, tone should be considered given the already sensitive nature of tax collection.
- **Training and Education:** Internally, there is always room for improvement with communicating to the public clearly and effectively. Within the community, it would benefit all parties to understand the "why" behind the functions and limitations of our department. It would also benefit everyone to know that just as they can expect a polite, accommodating, and efficient environment, the same is expected in return.
- **Translation Services:** translation services would be utilized for all department communications. We could also partner with this position in working with Invoice Cloud, the city's online bill payment provider, to update that platform in all applicable language translations.



City of Marlborough
Massachusetts
01752

BUILDING DEPARTMENT

City Hall
140 Main Street
Marlborough, MA 01752
Tel. (508) 460-3776 Facsimile (508) 460-3736
building_dept@marlborough-ma.gov

BUILDING COMMISSIONER
ZONING ENFORCEMENT OFFICER

TIN HTWAY

March 1, 2024

Mayor J. Christian Dumais
City of Marlborough
140 Main Street
Marlborough, MA 01752

RE: NEW PROPOSED POSITION – COMMUNICATIONS & SPECIAL PROJECTS DIRECTOR

Dear Mayor Dumais,

I am in support your proposal for a new position of Communications and Special Projects Director. As you know with the Office of Inspectional Services, we work very closely with the City of Marlborough community, from the residents, visitors, local businesses, and new development. We are also the major enforcement mechanism for all the City Ordinances from initial contact to compliance and in the tracking of complaints. With the creation of this new position, a uniform singular message can be conveyed to the public.

Additionally, with our limited resources and staffing, this office finds difficulty maintaining current and informative communication with the public. These communication efforts takes away from our primary duties and responsibilities with built environment, development, and enforcement. This new position would create better efficiencies across all City Departments, Boards and Commissions for unified messaging through all media points.

The City needs updating from its web presence, ease of connectivity to our new permitting system. Additionally providing supplemental information for getting construction and development projects started and completed in a timely and efficient manner while enforcing all the laws, regulations and requirements of the Commonwealth and the City. It has been a pleasure serving this new administration and we look forward to a successful term for the City.

Please feel free to contact me if you have any questions or concerns.

Best Regards,

Tin Htway
Building Commissioner

Enclosures



City of Marlborough
Office of the Assessors
140 Main Street
Marlborough, Massachusetts 01752
TDD (508) 460-3610
Phone: (508) 460-3779

March 1, 2024

Mayor J. Christian Dumais
140 Main Street
Marlborough, MA 01752

Re: Communications & Special Projects Director

Dear Mayor Dumais,

I'm writing in support of the new Communications & Special Projects Director and believe this newly created position would benefit the city and the assessing department in many ways.

I've had a range of requests by taxpayers suggesting that certain forms of information possibly be posted or available on the City's website. It would benefit the assessing department by ensuring that timely information and notifications are posted, and that various deadlines are met, along with other services and programs that are available. This is accomplished by maintaining a current website and ultimately keeping the public informed.

Hence, this position would benefit multiple departments city wide and the public we serve.

Sincerely,
John Valade
Principal Assessor