



Resident Satisfaction & Employee Business Process Survey Results & Proposed Strategy

2-Sep-2026

Prepared by the Southborough Municipal Technology Committee (MTC)

Two annual surveys answer different—and complementary—questions

The Satisfaction Survey measures resident outcomes; the Employee Business Process Survey identifies the operational causes and opportunities behind them.

R Annual Satisfaction Survey

OUTSIDE-IN

284 2025 resident responses**4-YR** trend view: 2021–2025

- MEASURES** Resident experience with services, communication, transparency, value and priorities.
- DETECTS** Low ratings, multi-year shifts, emphasis choices and recurring written themes.
- TESTS** Whether service and technology changes improve outcomes year over year.

Important context: a self-selected annual snapshot—directional evidence, not a statistically representative poll.

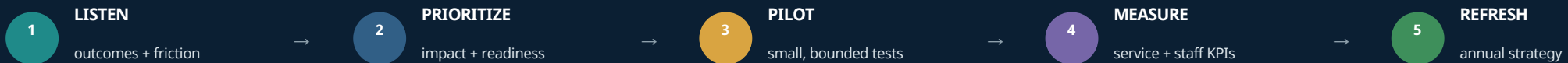
E Employee Business Process Survey

INSIDE-OUT

42 staff process nominations**121** resident nominations added

- SURFACES** Manual work, handoffs, duplicate entry, unclear ownership and technology gaps.
- EXPLAINS** Operational causes and staff capacity constraints behind service friction.
- PRODUCES** A structured pipeline to simplify, automate, pilot and measure.

The integrated review combines employee input with resident process nominations captured in the Satisfaction Survey.



The Strategic Technology Plan is the bridge from evidence to execution

A living 2026–2030 roadmap that guides how Southborough invests—not a catalog of products or a separate technology agenda.

Technology is the enabler; service outcomes are the goal.

1 PURPOSE

Living five-year roadmap

- ALIGN** Connect technology investments to the Master Plan and service goals.
- UPDATE** Refresh priorities annually using surveys, analytics and operating evidence.
- BALANCE** Match ambition to budget, staff capacity and long-term sustainability.

2 INVESTMENT GUARDRAILS

How we choose and design

Customer-first

Cloud-first

Shared platforms

Simplify + automate

Security + access

Responsible AI

3 ACCOUNTABILITY

From idea to sustained service

- GATE** Require an owner, fit-gap, legal, privacy and accessibility review.
- PILOT** Test small before scaling; plan for training, support and ongoing cost.
- REPORT** Use a small KPI set and provide annual Select Board and public updates.

WHAT SUCCESS LOOKS LIKE

Easier resident access

Less staff rework

Better value for money

More transparent service

Stronger resilience

Endorse a 90-day, measure-before-procure service improvement portfolio

Start the highest-impact diagnostic now, while launching visible, high-readiness pilots in parallel—and return with evidence before scaling.

Recommendation: authorize discovery, fit-gap work and bounded pilots—not procurement today.

DISCOVER NOW

87

Land use & permitting

Begin the end-to-end diagnostic despite complexity. Map ownership, cycle time, handoffs, legal constraints and data; return with redesign options and a business case.

PILOT NOW • HIGH READINESS + VISIBLE VALUE

81

Website / CivicPlus

Top-task content sprint plus a full platform capability review.

80

DPW service requests

Closed-loop intake, routing, acknowledgements, status and closure.

79

Transfer station

Permit, payment and access journey fit-gap and pilot.

76/75

Reusable workflows

Common payments/licensing pattern plus AI-assisted meeting records.

SELECT BOARD ACTION REQUESTED

1

Endorse the priority sequence and the 90-day portfolio.

2

Name one executive sponsor and accountable process owners; protect staff time.

3

Require a day-90 go / stop / scale decision, measured results and business cases before procurement.

BUILD ONCE, REUSE

Digital Process Factory: simplify, standardize forms / payments / status / records, apply AI guardrails, and measure.

PARALLEL POLICY TRACK

Town Meeting and governance / structure issues require separate legal, policy and public-trust review. Technology can improve access, records and transparency; it cannot decide governance.

DAY-90 EVIDENCE

cycle time • first-time completion • adoption • repeat contacts • staff effort • satisfaction

Southborough Semi-Annual Survey

2025 Results and Four-Year Trends

284 residents responded in 2025 · Compared with the 2021, 2022, and 2024 waves

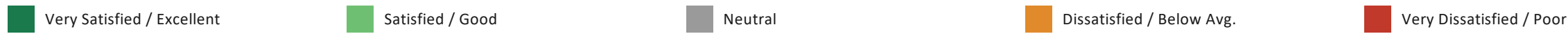
Prepared for the Town of Southborough, Massachusetts

How to Read This Deck

Two views of every question: where 2025 landed, and how it moved since 2021.

-  **2025 response distribution**
The stacked bar shows how everyone who rated an item answered — from most positive on the left to least positive on the right. The number beside each label is % positive.
-  **Four-year trend**
The line shows % positive at each survey wave. No survey was run in 2023, so that year is left empty on the axis.
-  **% positive**
The share choosing one of the top two answers (Very Satisfied + Satisfied, or Excellent + Good), out of everyone who gave a rating.
-  **“Don’t Know”**
Excluded from all percentages, so ratings reflect only residents with an opinion. Counts of who answered each item vary by question.

Answer categories, in fixed order



About the Survey

A self-selected web survey, run semi-annually by the Town since 2021.

2021 respondents

423

2022 respondents

510

2024 respondents

468

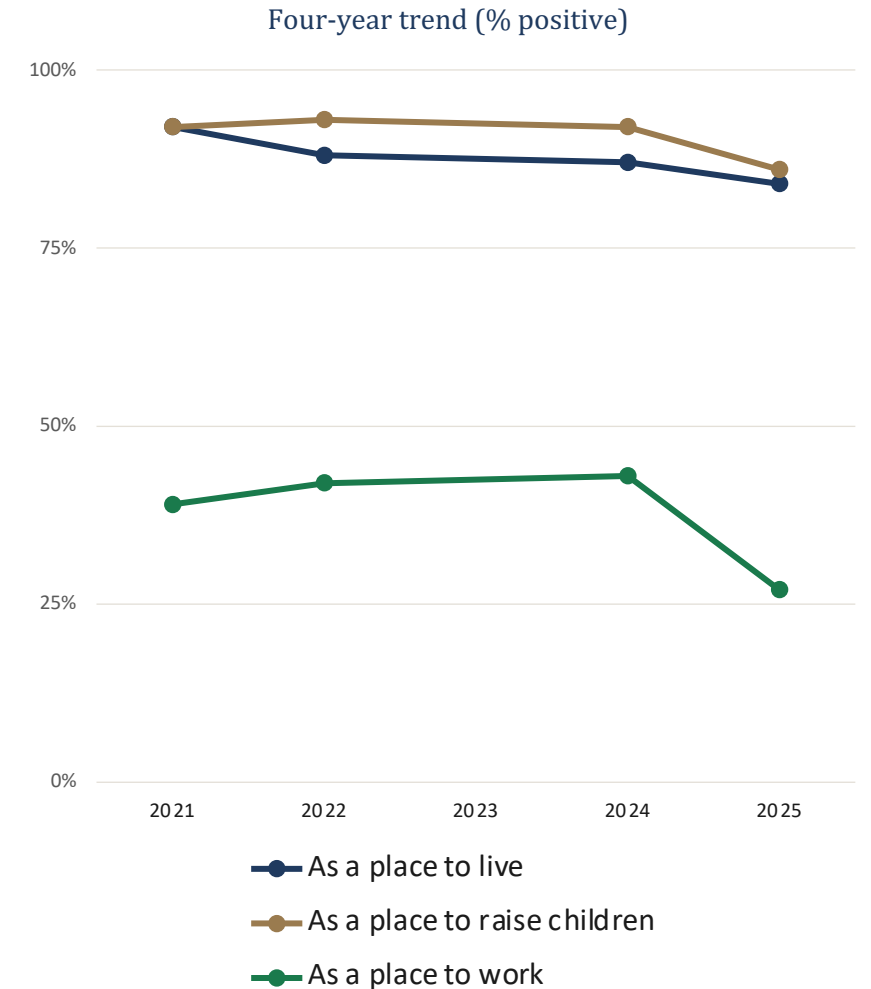
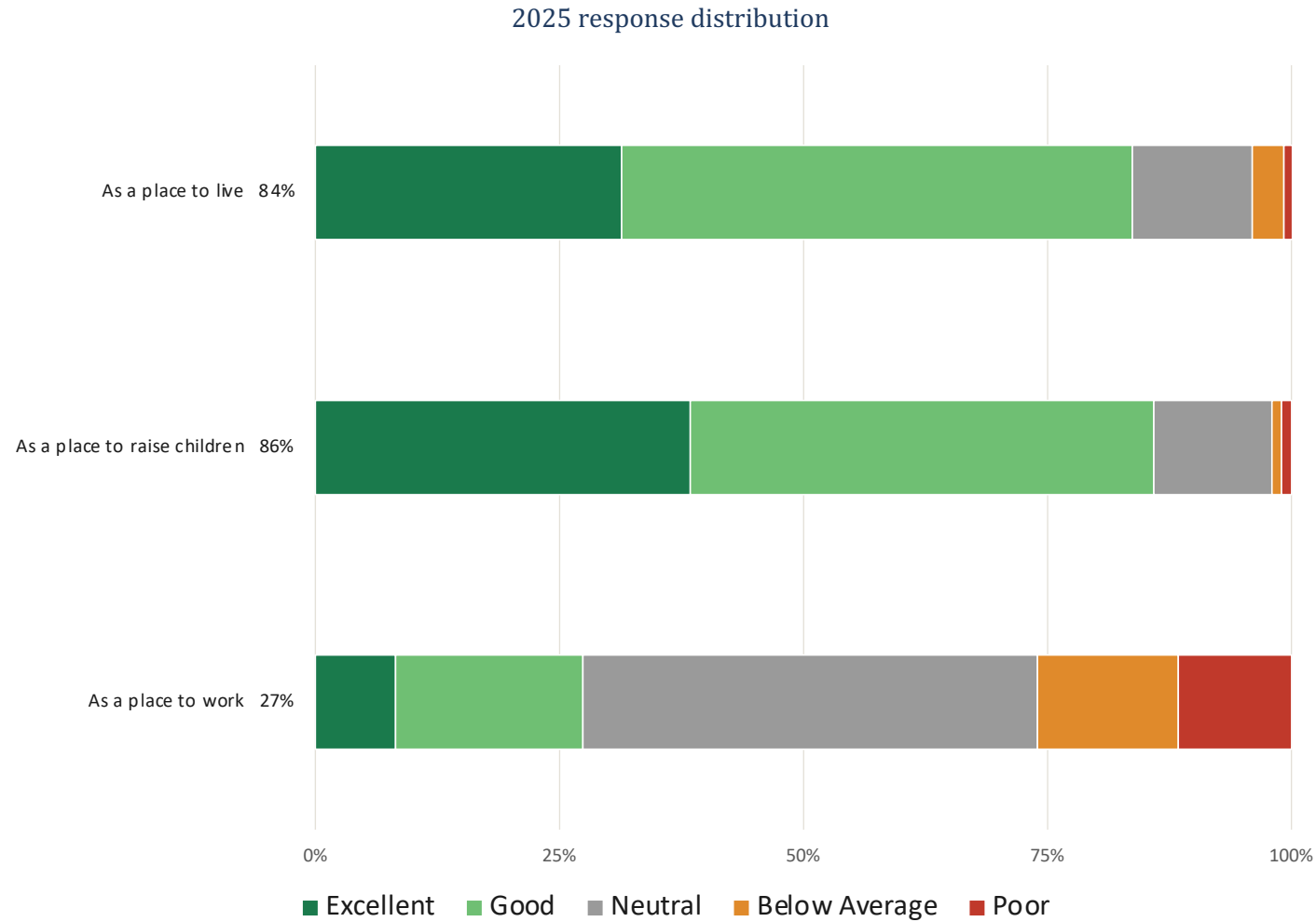
2025 respondents

284

Points to keep in mind when reading the results

- Respondents chose to participate, so they are not a random sample of Southborough. Results describe who answered, not the town as a whole.
- The 2025 wave drew 284 responses, well below the 468–510 of earlier waves, so year-over-year differences are less certain than they look.
- Most questions were optional and many residents skipped whole sections, so the number rating each item varies — often between 90 and 220.
- Residents may have answered in more than one year. Each wave is presented as its own snapshot; responses are not linked across years.

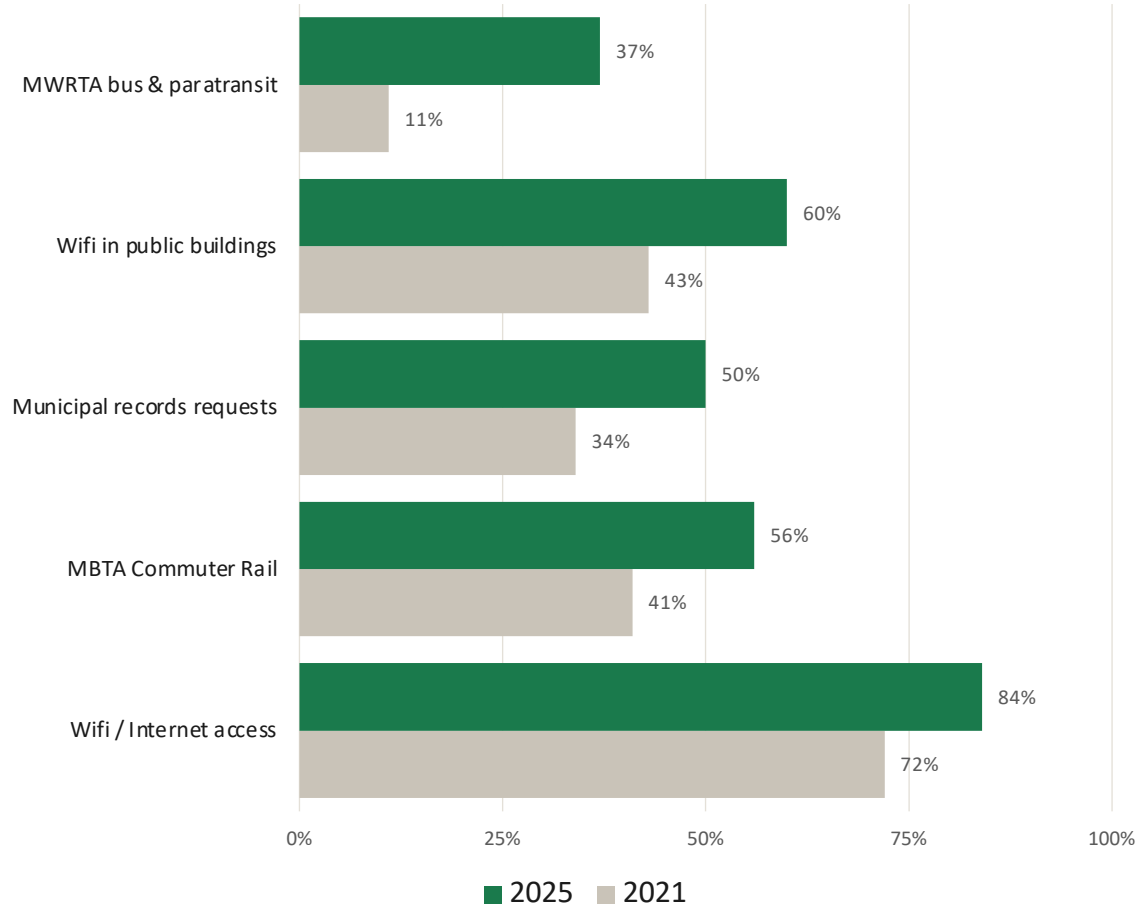
1 Overall Rating of Southborough



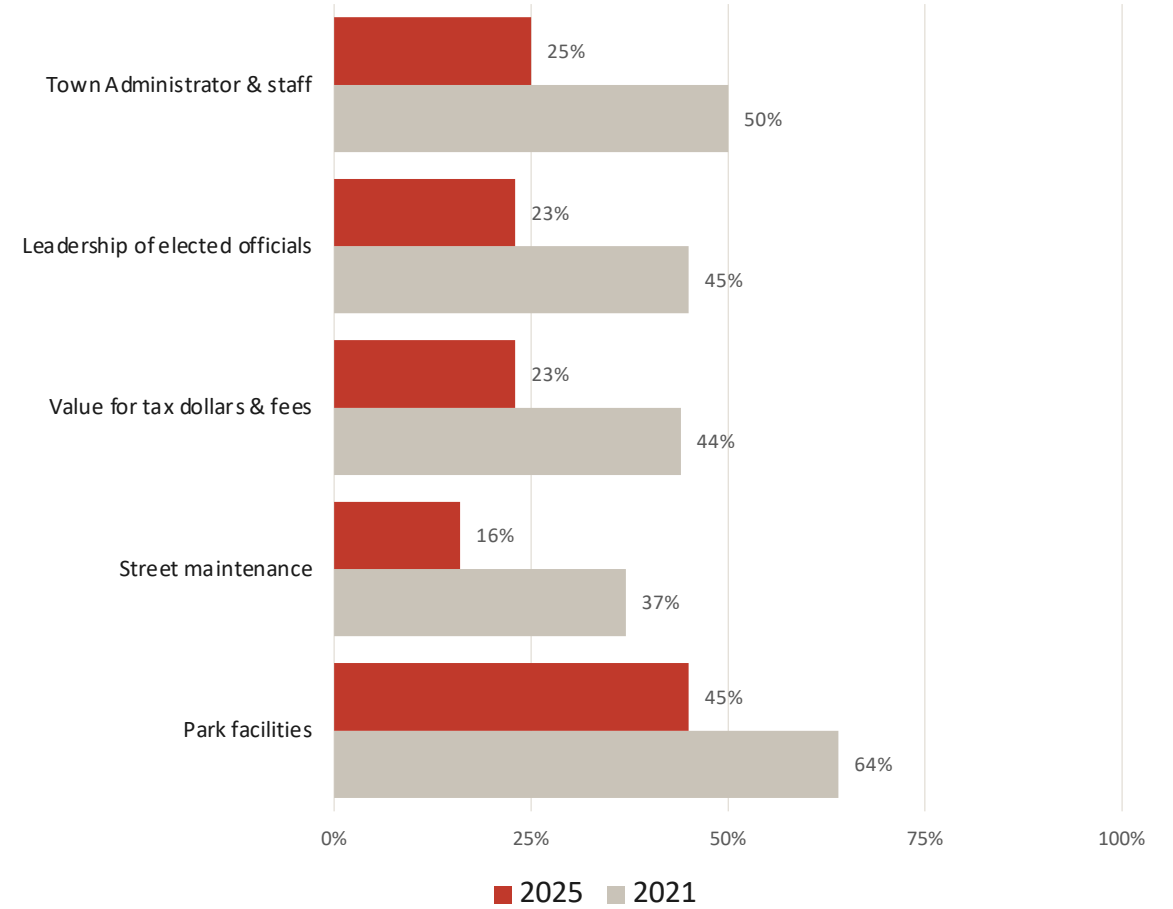
Percentages exclude "Don't Know" responses; % positive = top two categories. Trend lines are % positive by wave; no survey was conducted in 2023.

Largest Movers, 2021 to 2025

Most improved (% positive)



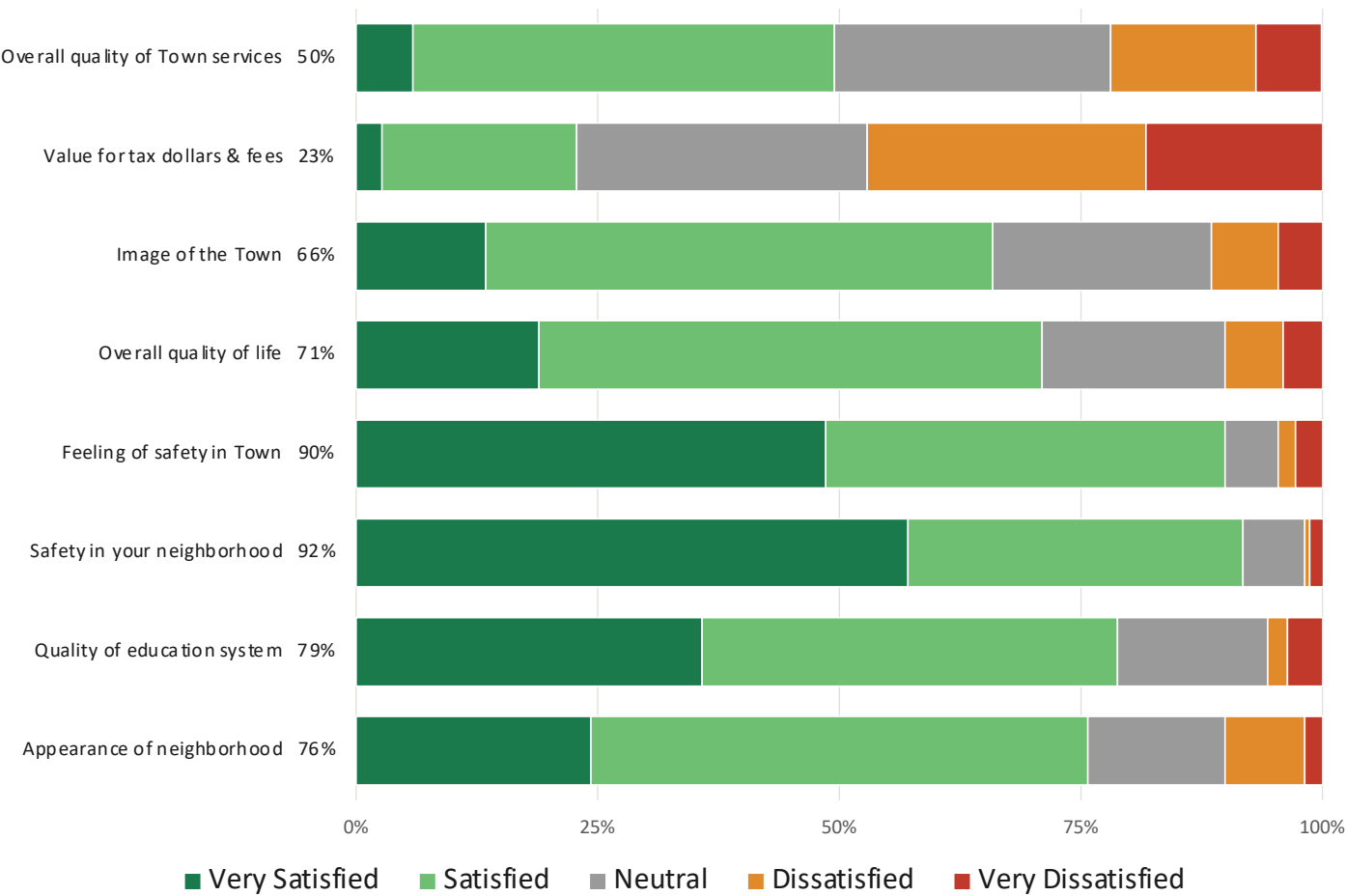
Most declined (% positive)



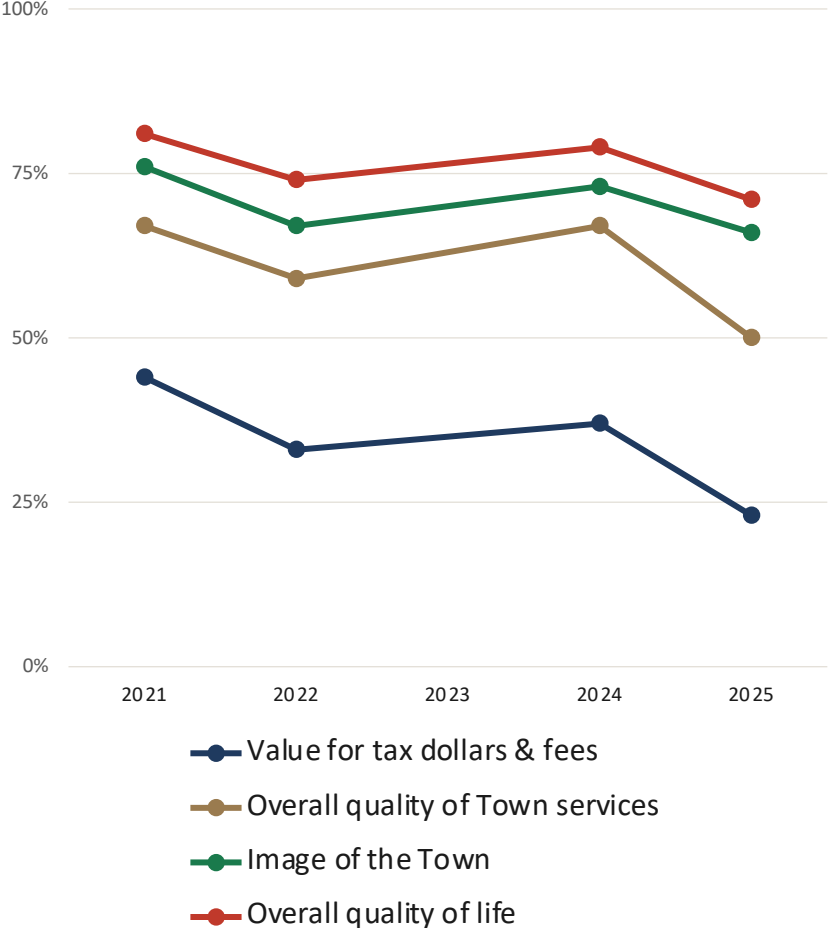
Change measured in percentage points of % positive between the 2021 and 2025 waves. Items must appear in all four waves to be ranked here.

3 Perceptions of the Community

2025 response distribution



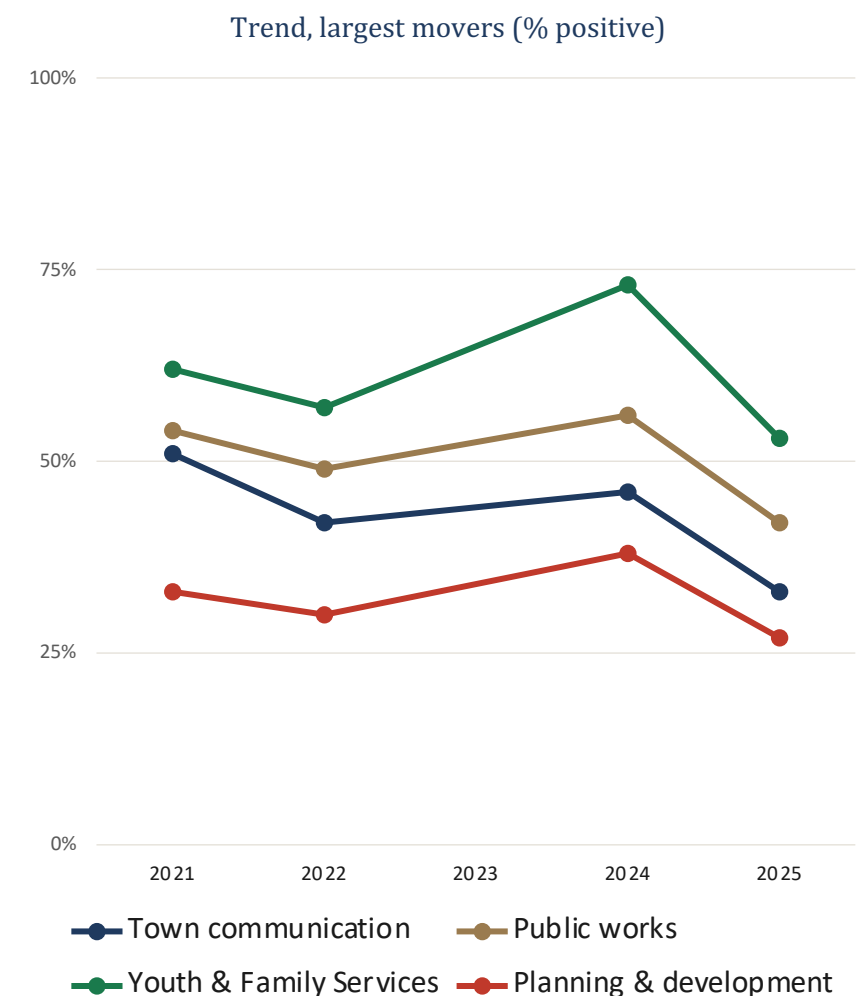
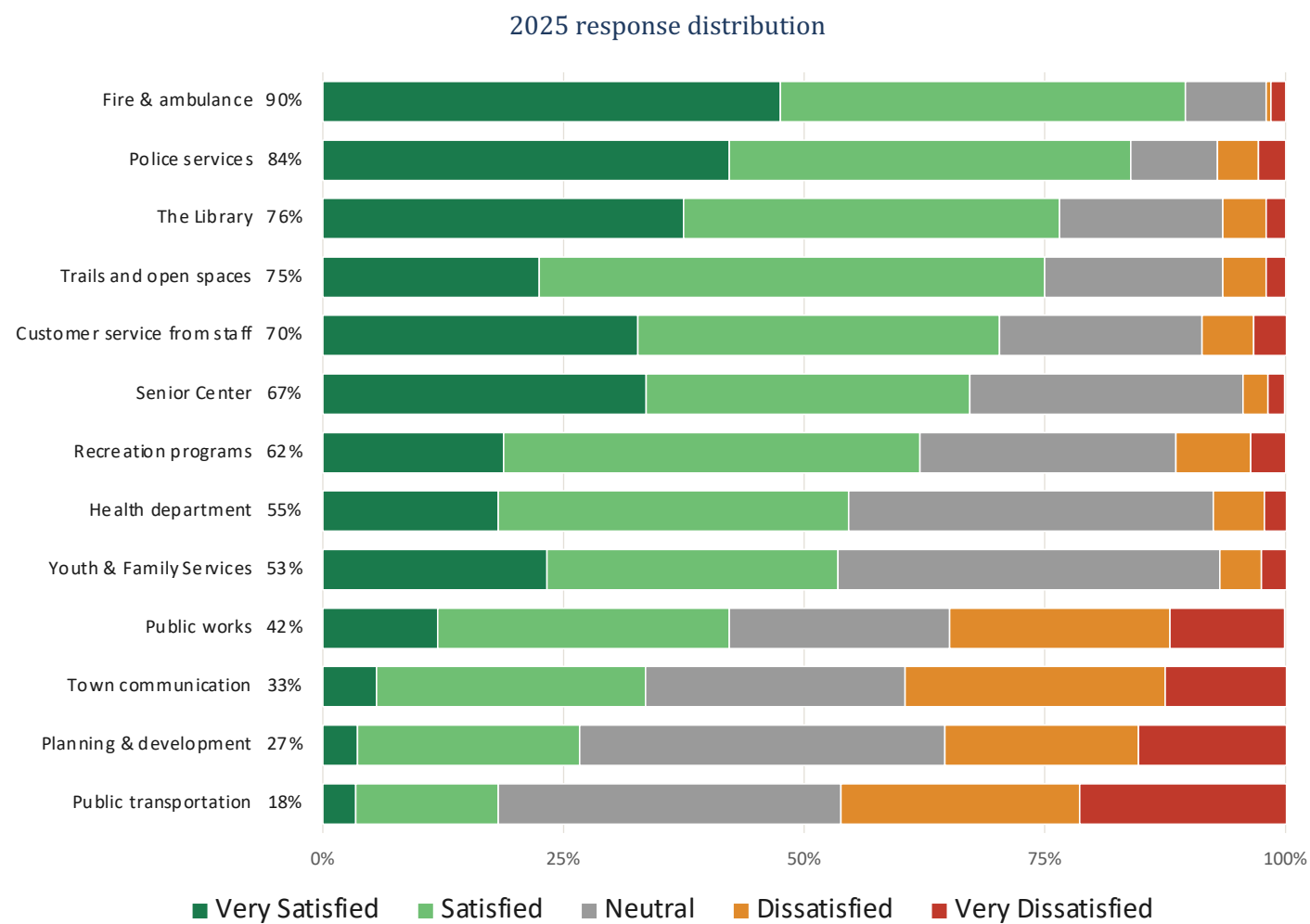
Trend, largest movers (% positive)



Percentages exclude "Don't Know" responses; % positive = top two categories. Trend lines are % positive by wave; no survey was conducted in 2023.

4

Quality of Town Services



Percentages exclude "Don't Know" responses; % positive = top two categories. Trend lines are % positive by wave; no survey was conducted in 2023.

Department by Department

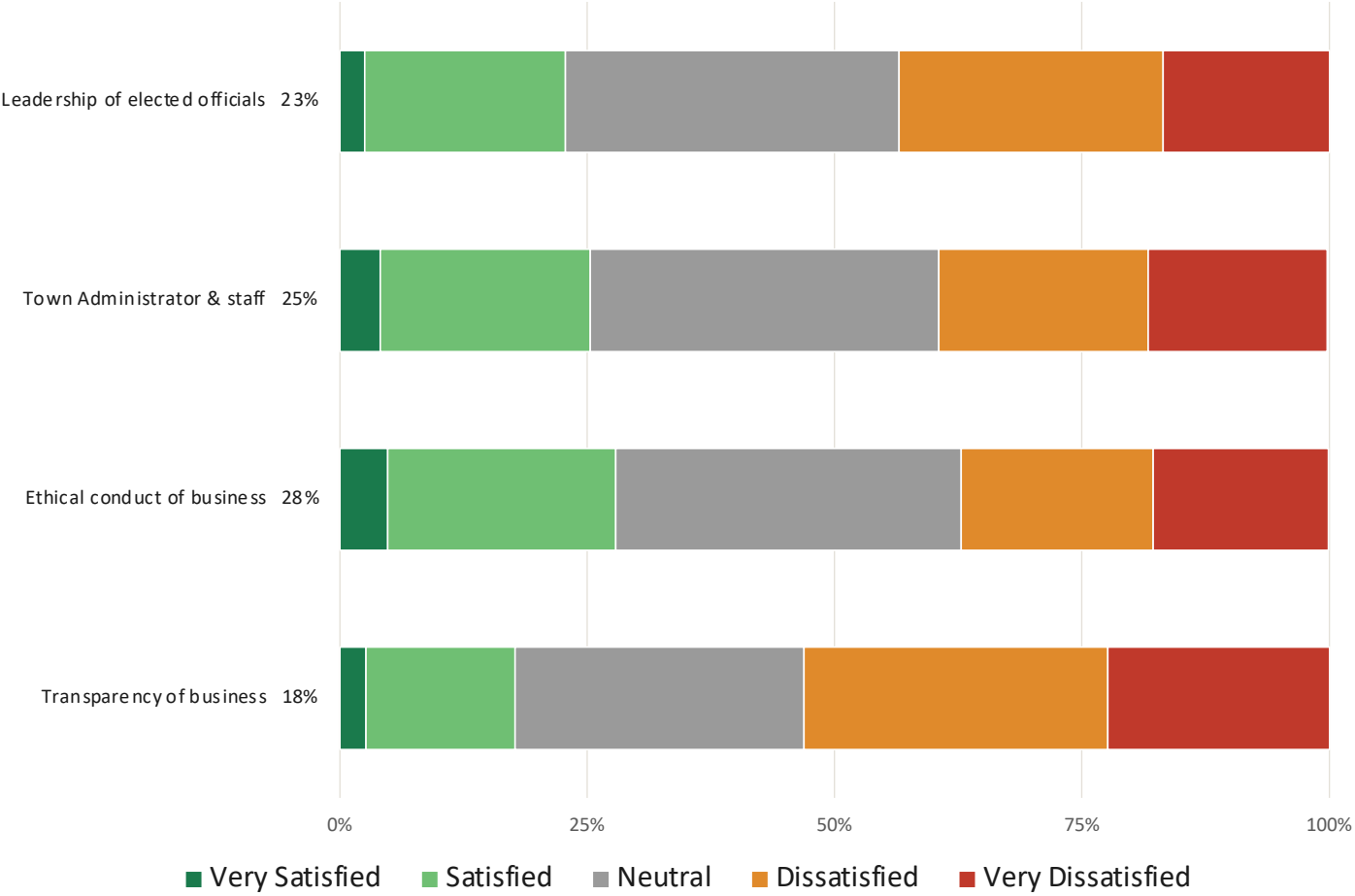
Ratings, Then Opportunities

Each department gets two slides: how residents rated it, then what those same residents suggested in their written comments.

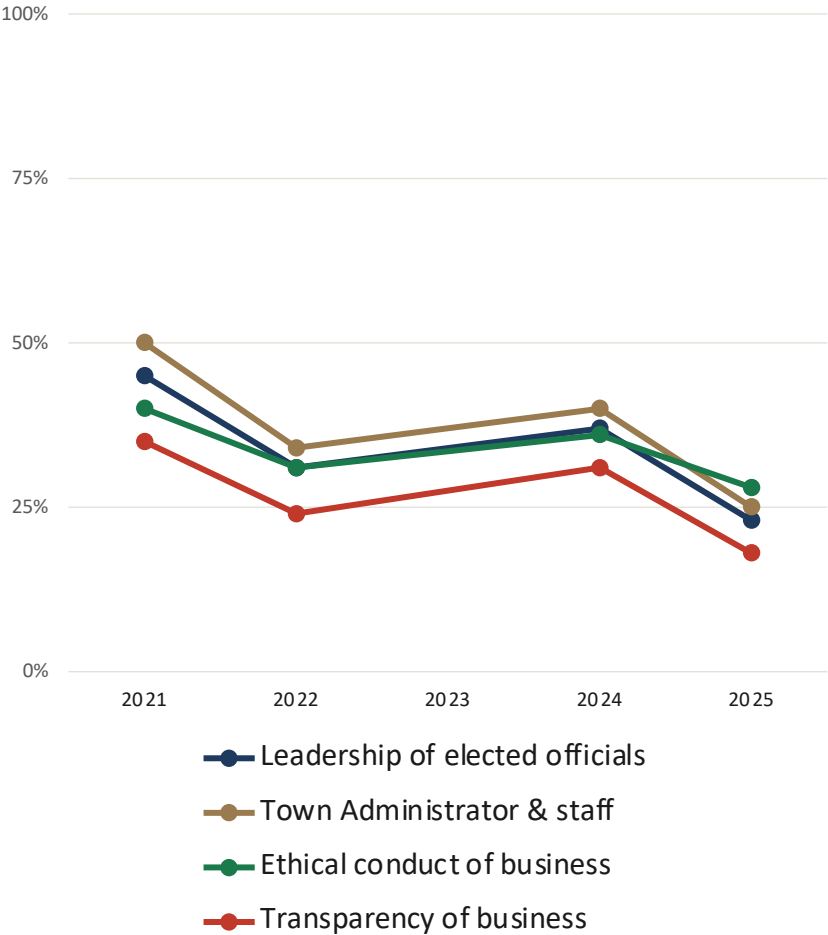
- **How these areas were chosen**
Each department's lowest-rated items, cross-checked against what residents ranked as deserving the most emphasis in that department.
- **Where the suggestions come from**
The open-ended comment fields and the process-improvement questions. These are residents' own words, grouped into themes
- **How to read the counts**
A count shows how many residents raised a theme unprompted, out of those who wrote a comment in that section. Comments naming individual employees are excluded.

5 Town Leadership

2025 response distribution



Four-year trend (% positive)



Percentages exclude "Don't Know" responses; % positive = top two categories. Trend lines are % positive by wave; no survey was conducted in 2023.

6 Town Leadership — Opportunities

What the ratings show

18%

satisfied with how transparently the Town conducts business, down from 35%

23%

satisfied with the value received for tax dollars and fees, down from 44%

72%

said a review of Town government structure is very or somewhat important

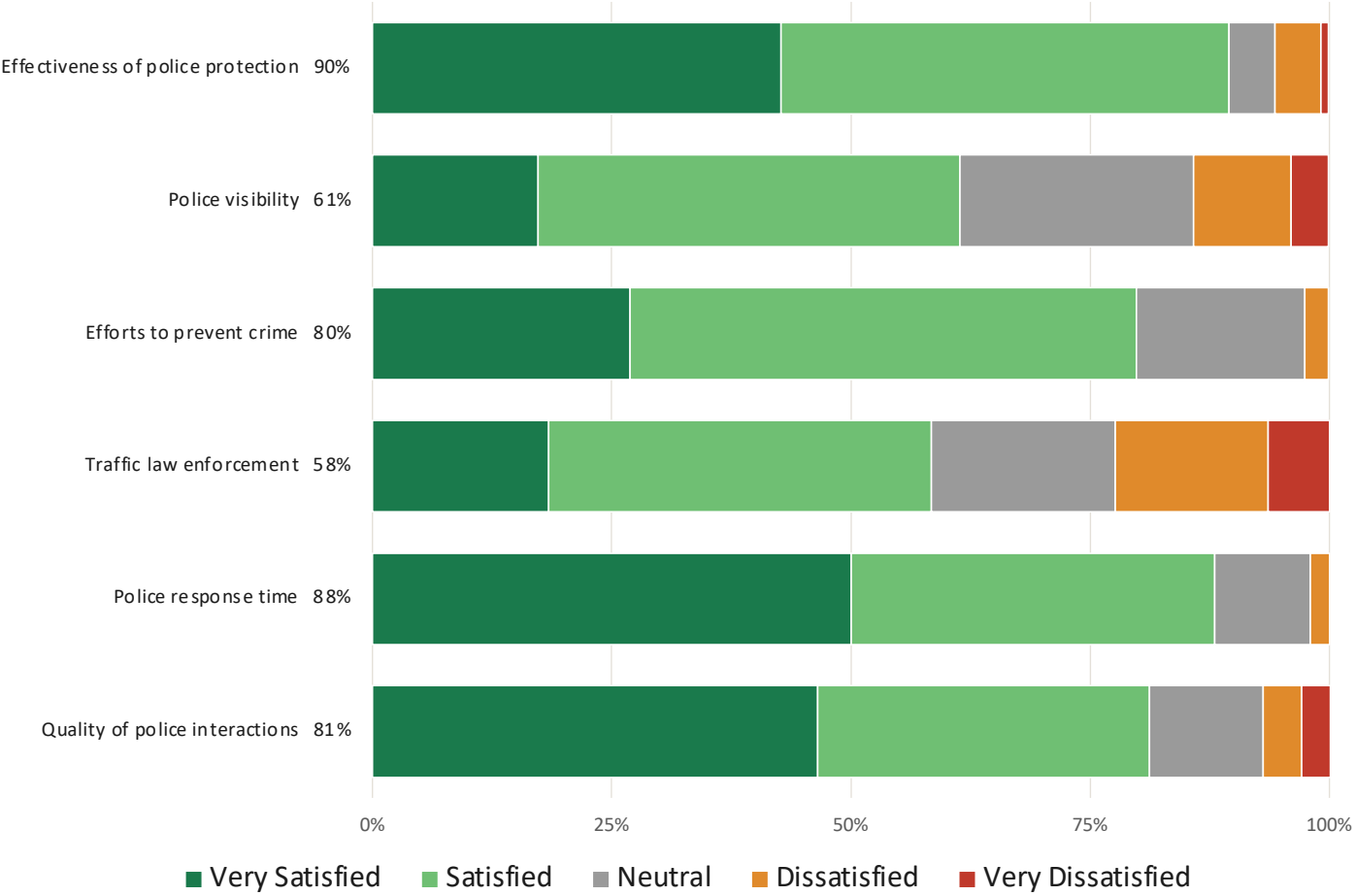
What residents suggested

- Fund streets and sidewalks before new initiatives** 58
Raised as often in leadership comments as in the public works comments themselves.
- Show residents what the tax rate is buying** 53
Mentions nearly tripled since 2021, and led every leadership theme in the latest wave.
- Hold senior staff and department heads accountable** 51
Comments naming individuals are excluded; the rest ask for published expectations.
- Conduct Town business openly and explain decisions** 48
Peaked at 23 mentions in 2022, and has been present in every wave since.
- Build a downtown worth walking to** 48
Near-identical wording in all four waves: a coffee shop, a grocery, restaurants.
- Consult residents before development decisions are made** 43
Fell from 14 mentions in 2021 to 2 in 2025, the sharpest decline of any theme here.
- Communicate proactively through one clear Town channel** 29
Both of 2025's most-used information channels are resident-run, not Town-run.

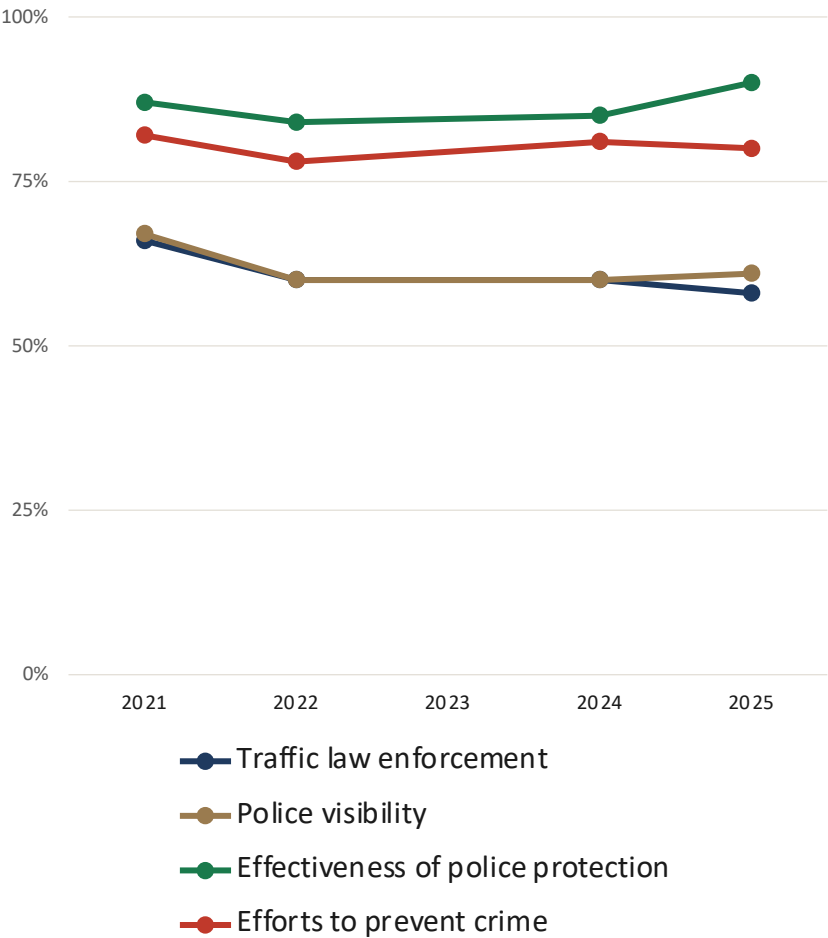
Counts are residents raising a theme across the 2021, 2022, 2024 and 2025 waves, out of 393 substantive written leadership comments. Themes shown are those raised by at least 4% of commenters; the seven most-raised are displayed. Themes are paraphrased from resident comments; comments naming an individual employee are excluded.

Police Services

2025 response distribution



Trend, largest movers (% positive)



Percentages exclude "Don't Know" responses; % positive = top two categories. Trend lines are % positive by wave; no survey was conducted in 2023.

8 Police Services — Opportunities

What the ratings show

58%

satisfied with enforcement of local traffic laws, the department’s lowest-rated item

61%

satisfied with the visibility of police in neighbourhoods

47%

of residents ranking police priorities put traffic enforcement first or second

What residents suggested

- **Enforce speed limits on neighbourhood cut-throughs** 51

The same roads recur across all four waves: Parkerville, Woodland, Oak Hill, Flagg and Deerfoot, Middle, and Latisquama.
- **Settle the right size and pay for the force** 17

Residents are split. Some ask for more officers and better pay to stop departures; others cite the per-capita ratio and ask why it is so high.
- **Stop red-light running at named intersections** 13

Route 9 at White Bagley, Central Street at Route 30, and Marlborough Road at Framingham Road are each named repeatedly.
- **Create informal ways for residents to meet officers** 11

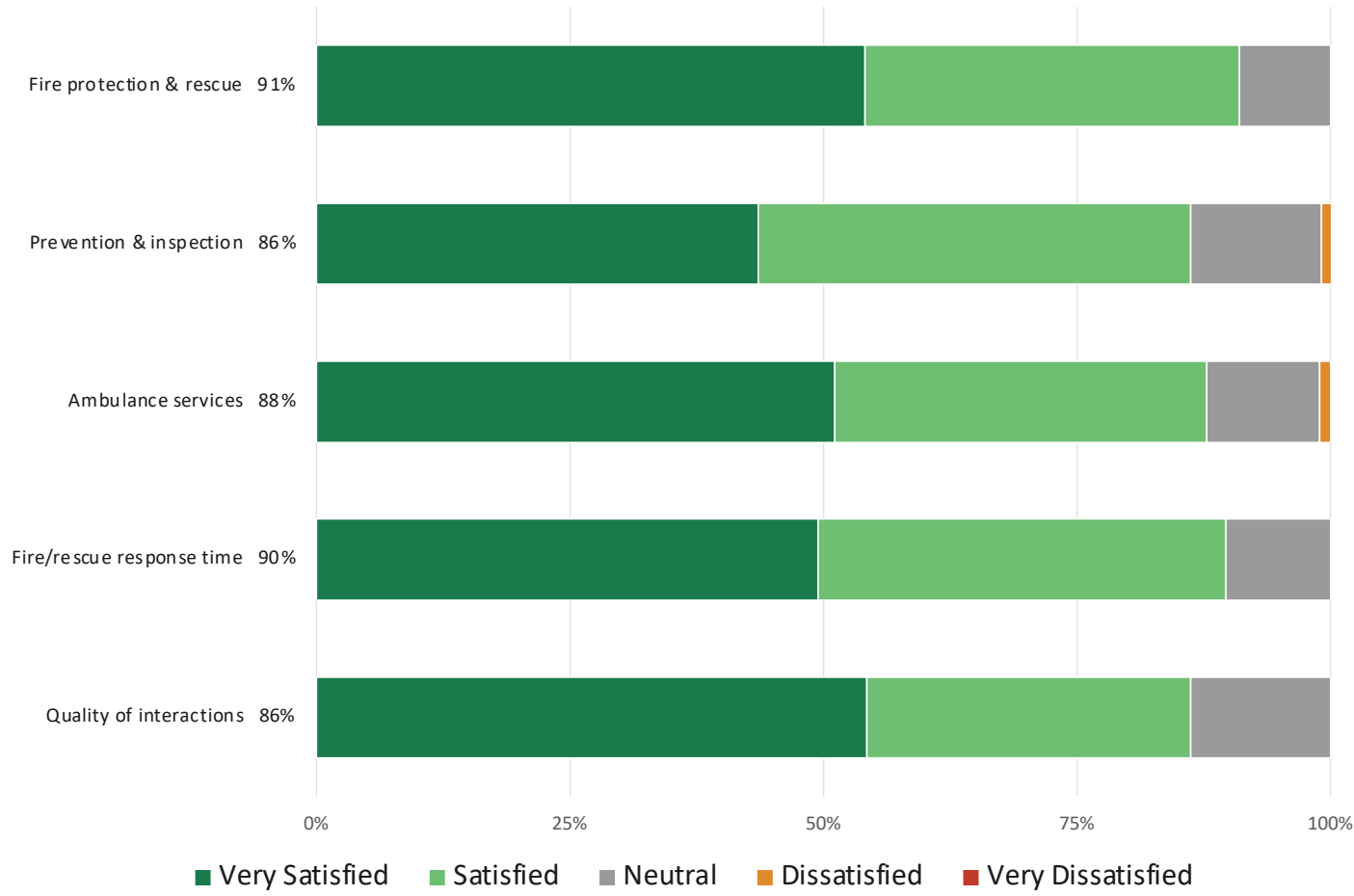
Coffee with a cop, time with the chief, a school resource officer, and youth programming. The 2025 officer is praised by name.
- **Justify cruisers, tasers, and body cameras** 10

The cruiser replacement cycle and body-camera policy, raised in every wave and from both directions.

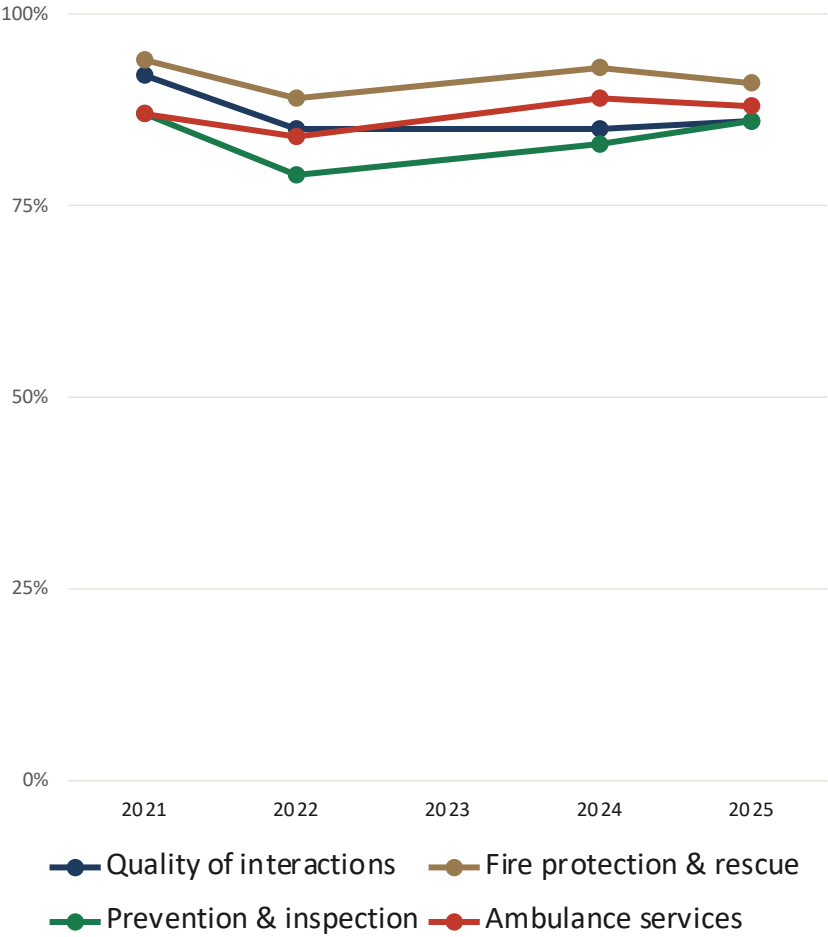
Counts are residents raising a theme across the 2021, 2022, 2024 and 2025 waves, out of 226 substantive written police comments. Themes shown are those raised by at least 4% of commenters. Themes are paraphrased from resident comments; comments naming an individual employee are excluded.

9 Fire and Emergency Medical Services

2025 response distribution



Trend, largest movers (% positive)



Percentages exclude "Don't Know" responses; % positive = top two categories. Trend lines are % positive by wave; no survey was conducted in 2023.

10 Fire and EMS — Opportunities

What the ratings show

91%

satisfied with fire protection and rescue — the highest-rated service in the survey

86%

satisfied with prevention and inspection, and with interactions — its two lowest items

21

substantive written comments, most of them praise rather than criticism

What residents suggested

- **Be more visible in the community year-round** 16

The most-raised fire theme in every wave. School visits, outreach to seniors living alone, and home safety education all recur.
- **Justify the department's cost and new positions** 9

Concentrated in 2025, following the addition of captain and lieutenant positions.
- **Stop billing residents for ambulance transport** 7

Raised in all four waves, with a consistent argument: the service is already funded through property tax.
- **Set a minimum staffing level per shift** 6

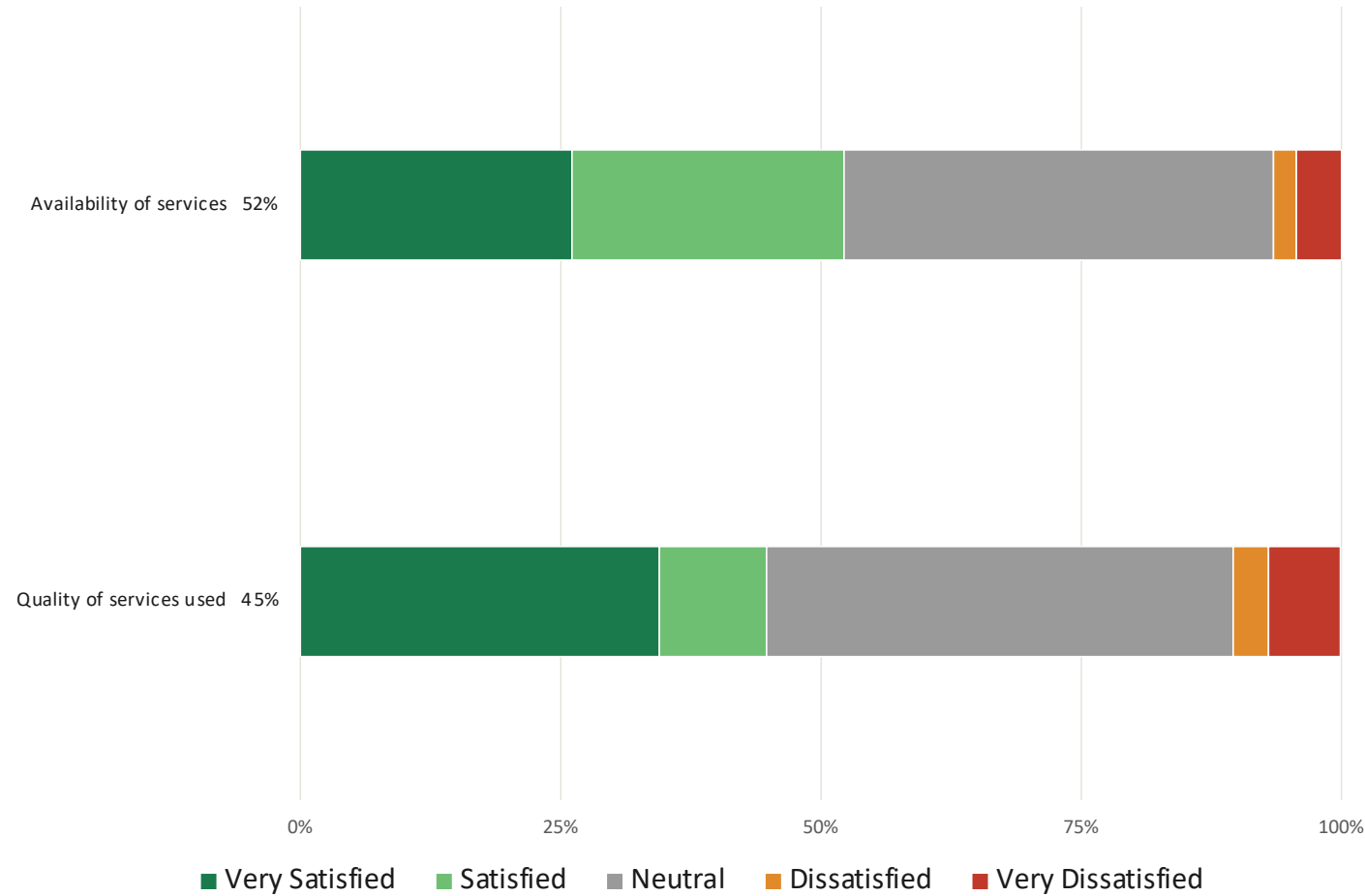
A minimum crew per shift, asked for in 2021, 2022 and 2025 in near-identical terms.
- **Study regional dispatch and shared services** 6

New in 2022 and concentrated in 2024. Police comments include residents firmly opposed to the same change.

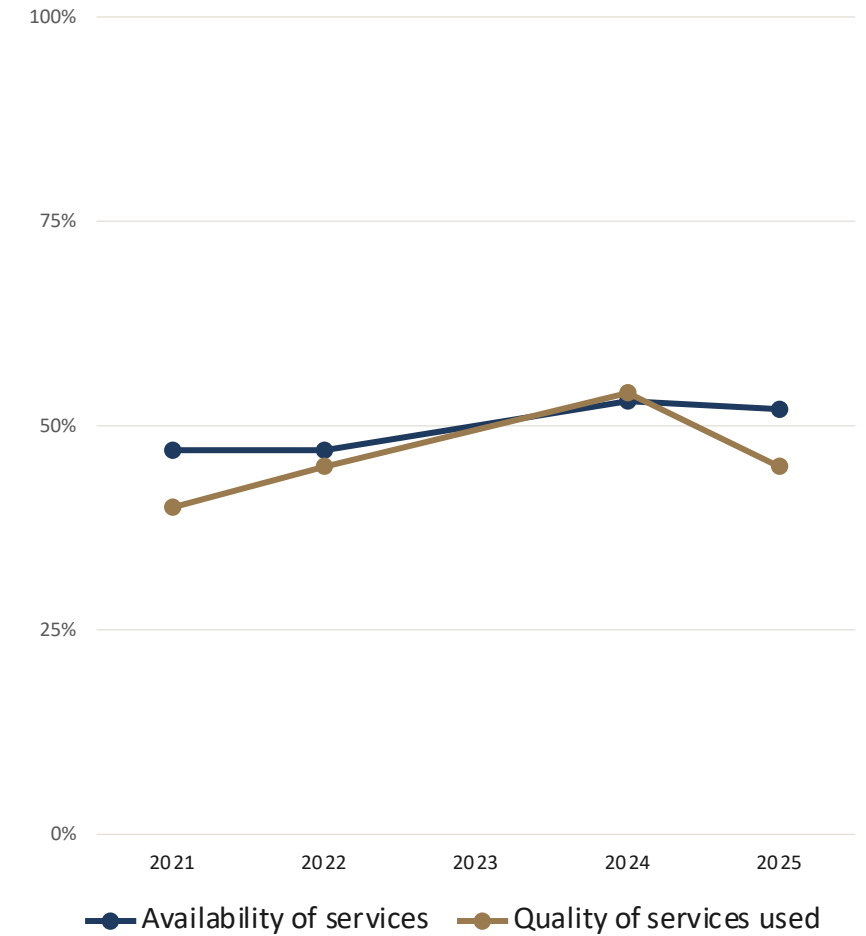
Counts are residents raising a theme across the 2021, 2022, 2024 and 2025 waves, out of 111 substantive written fire and EMS comments. Themes shown are those raised by at least 4% of commenters. Themes are paraphrased from resident comments; comments naming an individual employee are excluded.

11 Youth, Family and Behavioral Health

2025 response distribution



Four-year trend (% positive)



Percentages exclude "Don't Know" responses; % positive = top two categories. Trend lines are % positive by wave; no survey was conducted in 2023.

12 Youth, Family and Behavioral Health — Opportunities

What the ratings show

52%

satisfied with the availability of social and mental health services

45%

satisfied with the quality of services used, down 9 points from 2024

29

residents rated service quality — the smallest rating base of any department

What residents suggested

- **Fund and staff the department to meet demand** 18

Peaked at 9 mentions in 2022. Comments consistently separate praise for the staff from concern about capacity.
- **Make residents aware of what is offered** 18

Raised in all four waves, including by residents who serve on town boards themselves.
- **Shorten the wait for counselling** 8

Wait times, and referrals that lead to outside providers who are not accepting new patients.
- **Serve adults and seniors as well as youth** 7

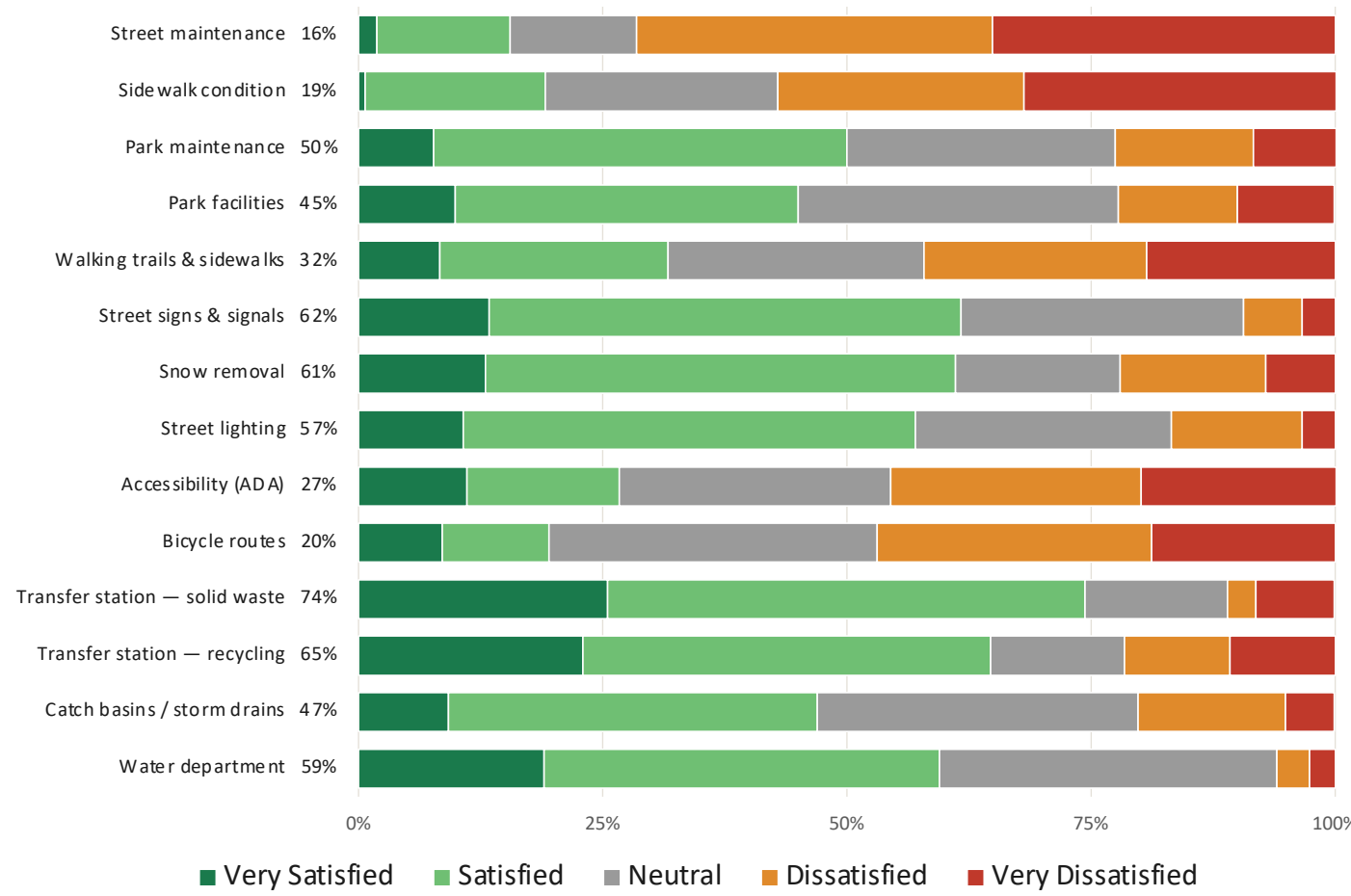
Requests to extend outreach across the lifespan, not only to youth, appear in all four waves.
- **Invest in prevention, not only crisis response** 6

A smaller but consistent ask for wellbeing and prevention programming alongside crisis services.

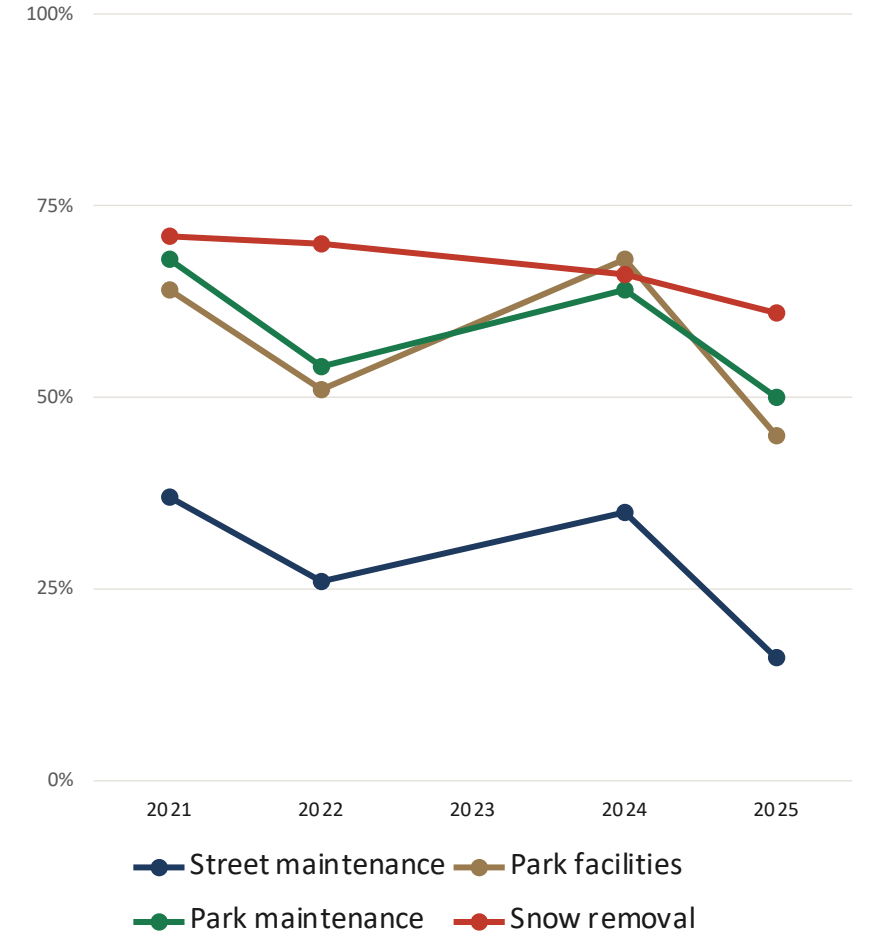
Counts are residents raising a theme across the 2021, 2022, 2024 and 2025 waves, out of 117 substantive written comments on youth, family and behavioural health. Themes shown are those raised by at least 4% of commenters. Themes are paraphrased from resident comments.

13 Public Works

2025 response distribution



Trend, largest movers (% positive)



Percentages exclude "Don't Know" responses; % positive = top two categories. Trend lines are % positive by wave; no survey was conducted in 2023.

14 Public Works — Opportunities

What the ratings show

16%

satisfied with maintenance of town streets, down from 37% in 2021

19%

satisfied with the condition of sidewalks in the Town

78%

of residents ranking public works made street maintenance a top-two priority

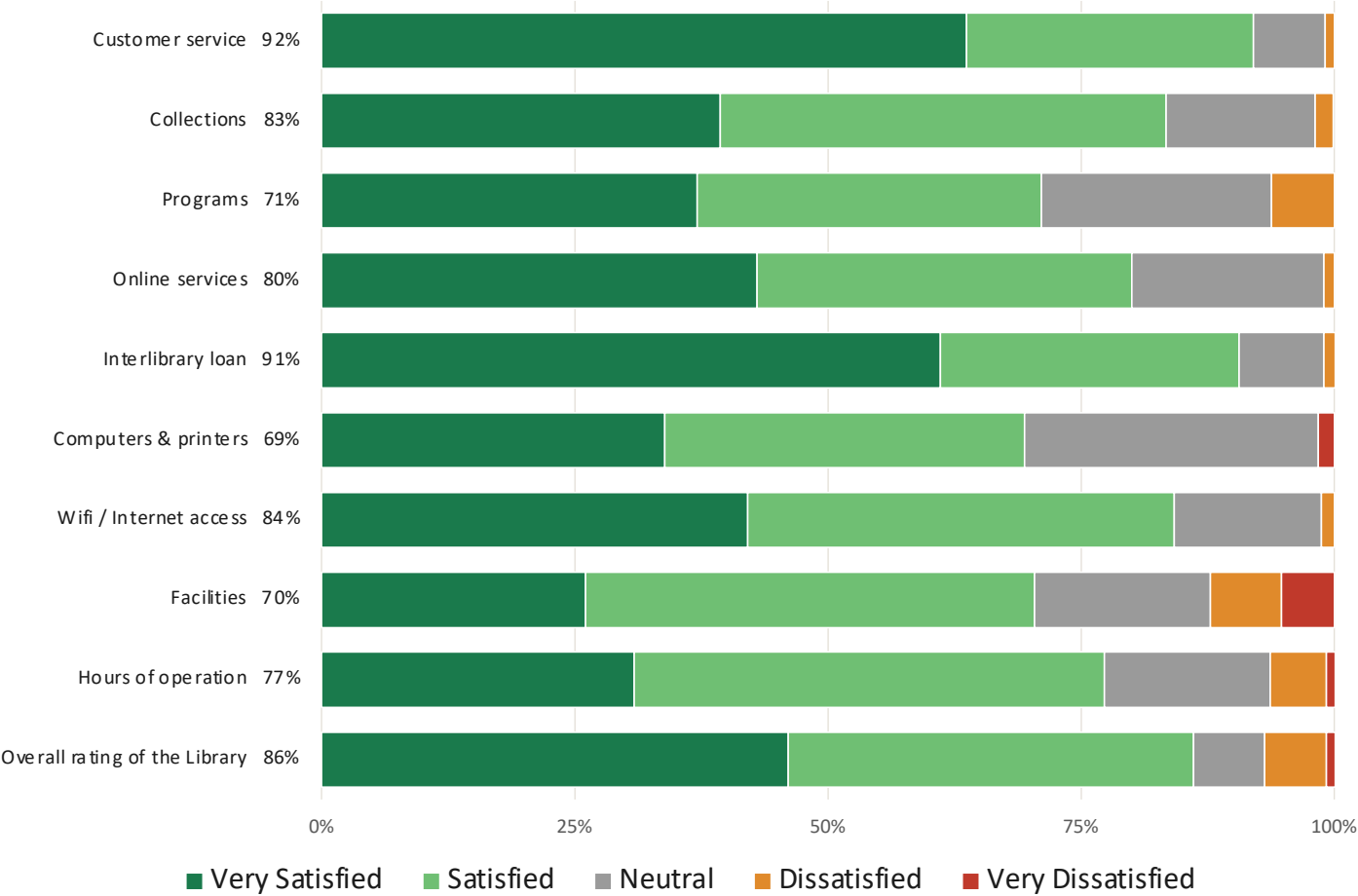
What residents suggested

●	Add sidewalks on specific roads	119
	The most-raised theme in the survey. Flagg, Deerfoot, Woodland and Parkerville recur by name.	
●	Repave streets rather than patch them	79
	Rose from 9 mentions in 2021 to 29 in 2025, as total public works comments fell by a third.	
●	Rethink transfer station hours, fees and recycling	65
	Hours, the annual sticker fee, what recycling accepts, and reopening the Swap Shop.	
●	Build a connected walking and biking network	47
	Residents describe Route 9 as splitting the town, and ask for a safe north-south crossing.	
●	Restore tree care and replace what is removed	37
	A qualified tree warden, replanting after removals, and care for what is planted.	
●	Clear snow from sidewalks and streets sooner	33
	Timing more than effort: sidewalks reported cleared days after a storm has passed.	
●	Fix drainage, catch basins and standing water	17
	Blocked catch basins, culverts and standing water, most often on the south side of town.	

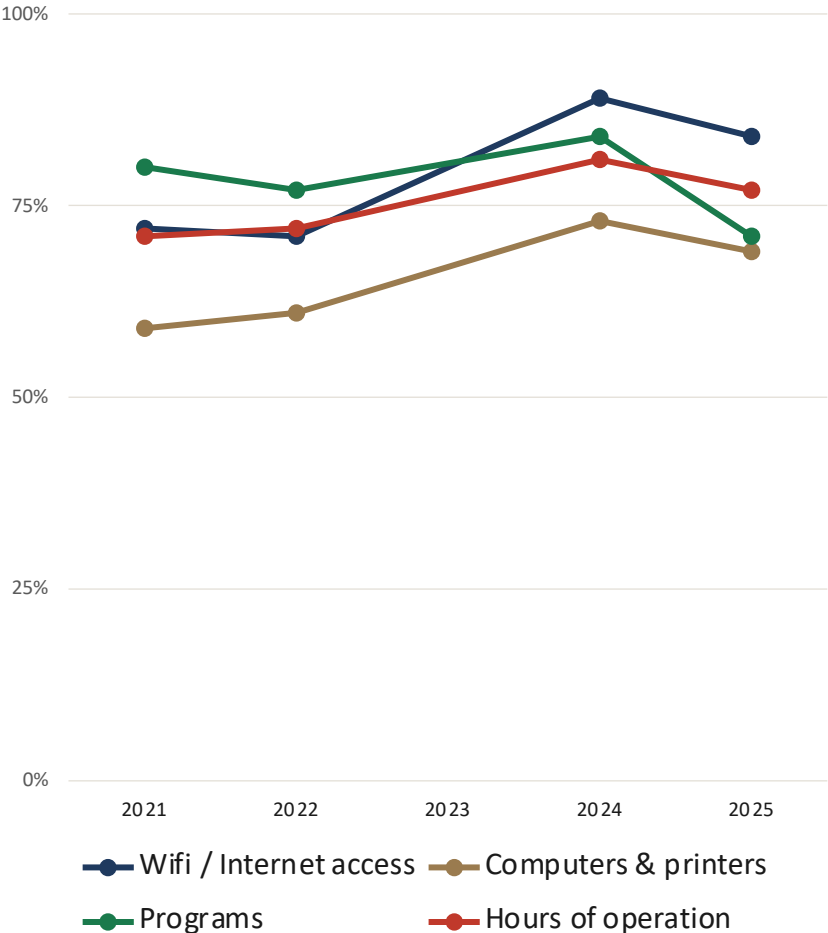
Counts are residents raising a theme across the 2021, 2022, 2024 and 2025 waves, out of 410 substantive written public works comments. Themes shown are those raised by at least 4% of commenters; the seven most-raised are displayed. Themes are paraphrased from resident comments; comments naming an individual employee are excluded.

15 Library

2025 response distribution



Trend, largest movers (% positive)



Percentages exclude "Don't Know" responses; % positive = top two categories. Trend lines are % positive by wave; no survey was conducted in 2023.

16 Library — Opportunities

What the ratings show

86%

overall rating of the Library, among the highest in the survey

69%

satisfied with computers and printers and 70% with facilities — its weakest items

38%

of residents ranking Library priorities chose facilities, second only to collections

What residents suggested

- **Open more hours, especially summer weekends** 26

Summer Saturday closures recur in 2021, 2024 and 2025; Sunday hours are the second request.
- **Expand the building and add meeting and study space** 22

Grew from 7 mentions in 2022 to 10 in 2025. A minority argue firmly against expanding.
- **Fix flooding and refresh the interior** 19

Basement flooding dominates 2021-22; interior comfort and seating carry it into 2025.
- **Grow the ebook and audiobook collection** 19

Libby, Hoopla, Kanopy and CW MARS are named more often in praise than in complaint.
- **Add programming for school-age children and teens** 17

Peaked at 8 mentions in 2024. Requests cluster on ages 5 to 13 and on a space for teens.
- **Add programming for adults** 12

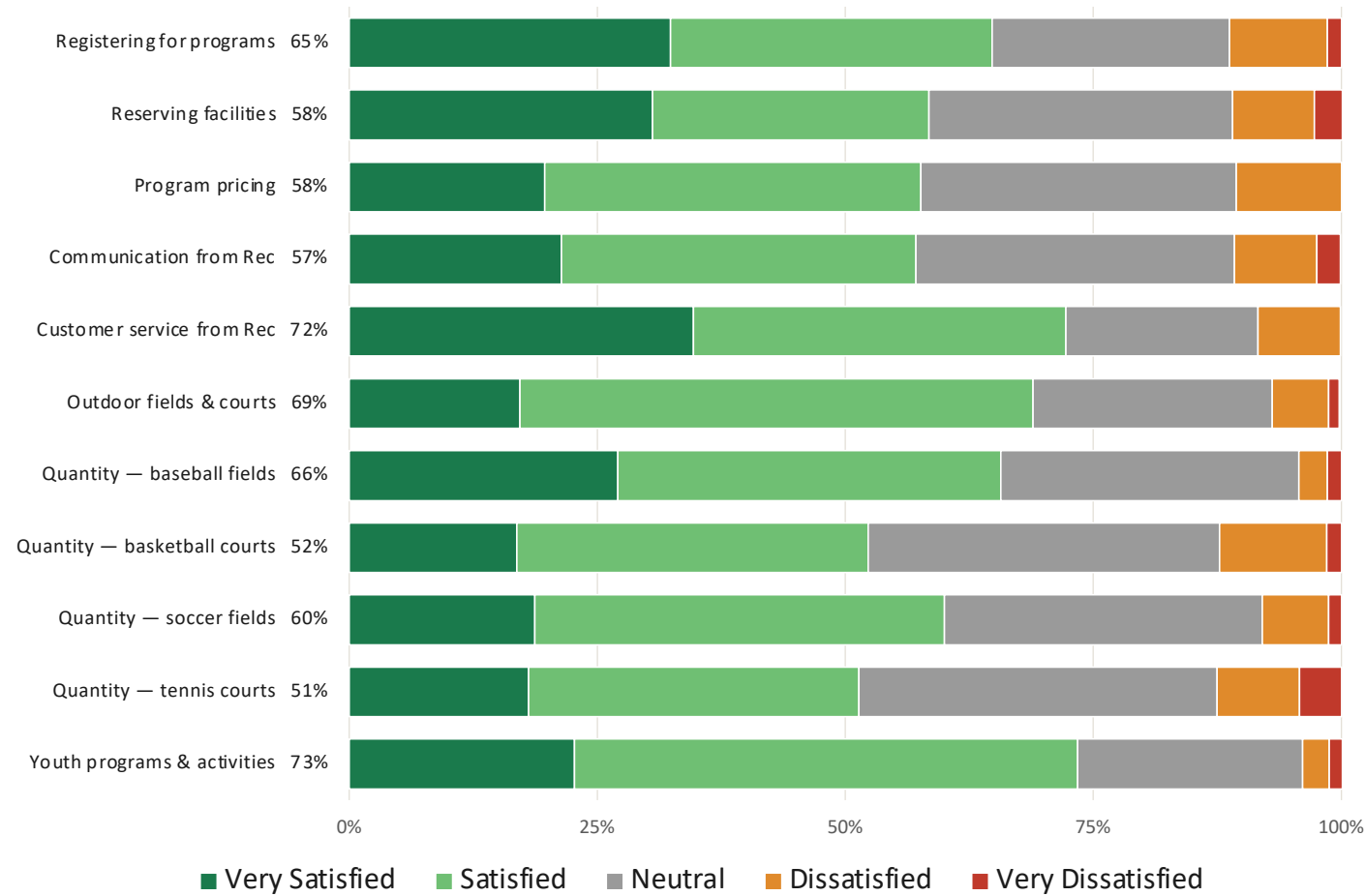
Rose from 2 mentions in 2021 to 5 in 2024, as children's programming drew consistent praise.
- **Fund the library at the level residents expect** 9

Praise for the staff, paired with the view that the budget is what limits what they can do.

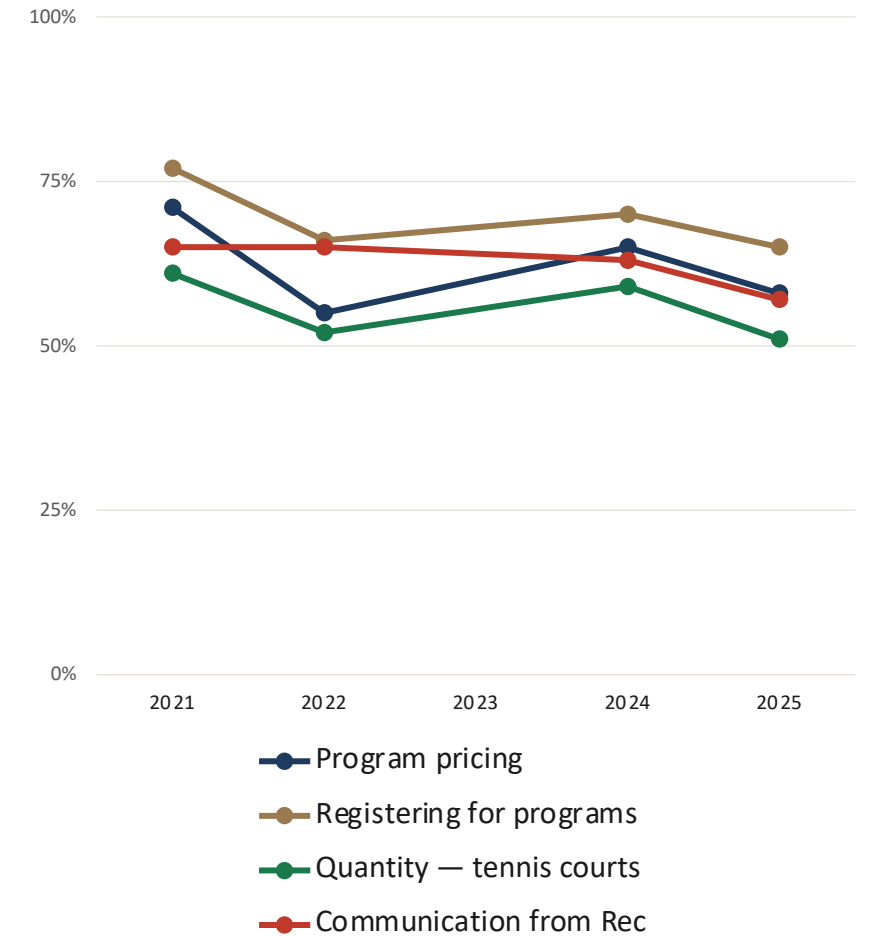
Counts are residents raising a theme across the 2021, 2022, 2024 and 2025 waves, out of 205 substantive written library comments. Themes shown are those raised by at least 4% of commenters. Themes are paraphrased from resident comments; comments naming an individual employee are excluded.

17 Recreation

2025 response distribution



Trend, largest movers (% positive)



Percentages exclude "Don't Know" responses; % positive = top two categories. Trend lines are % positive by wave; no survey was conducted in 2023.

18 Recreation — Opportunities

What the ratings show

51%

satisfied with the quantity of tennis courts; 52% with basketball courts

57%

satisfied with communication from the Recreation department

43%

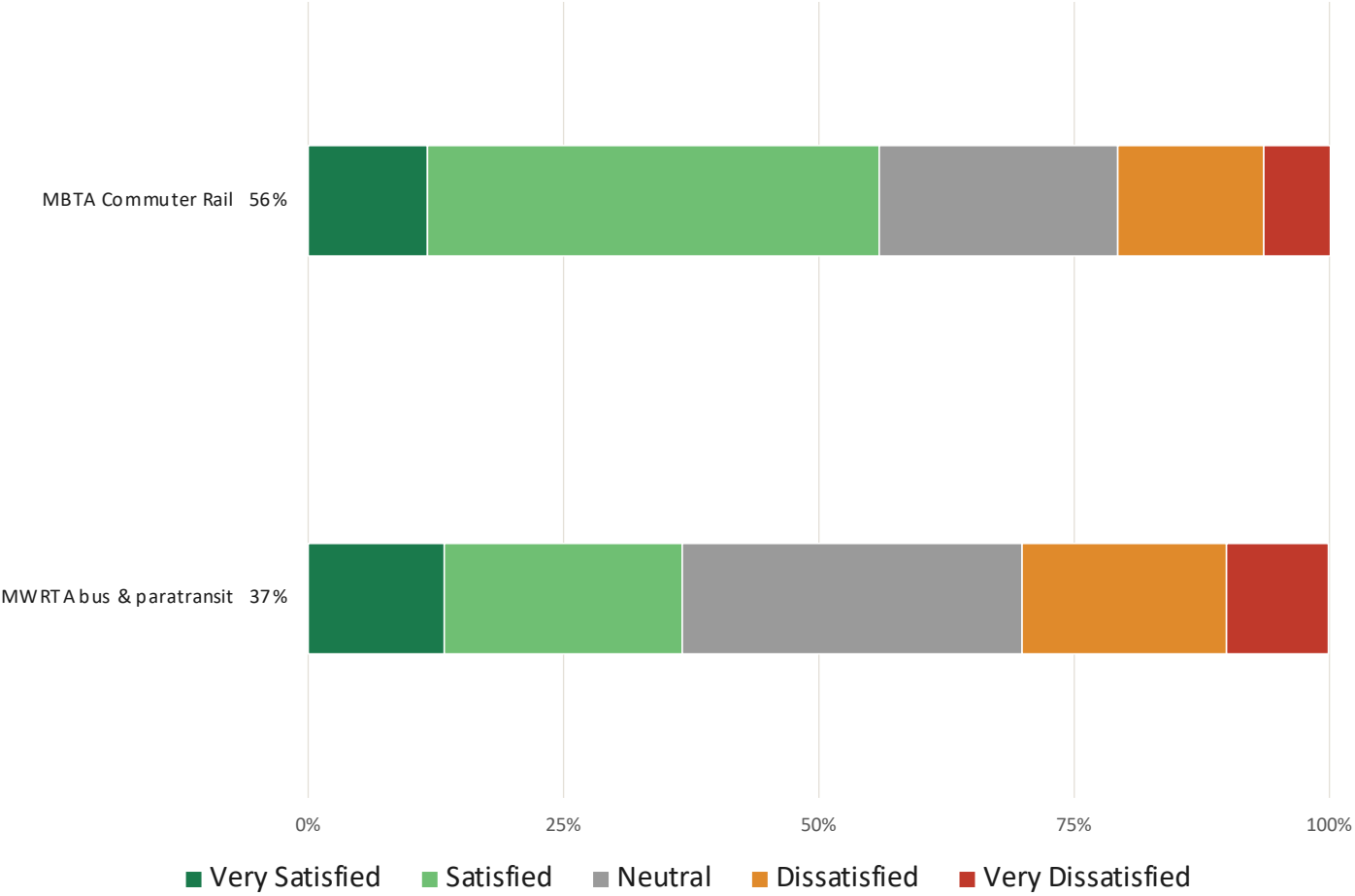
of residents ranking Recreation priorities chose youth programs, tied with fields and courts

What residents suggested

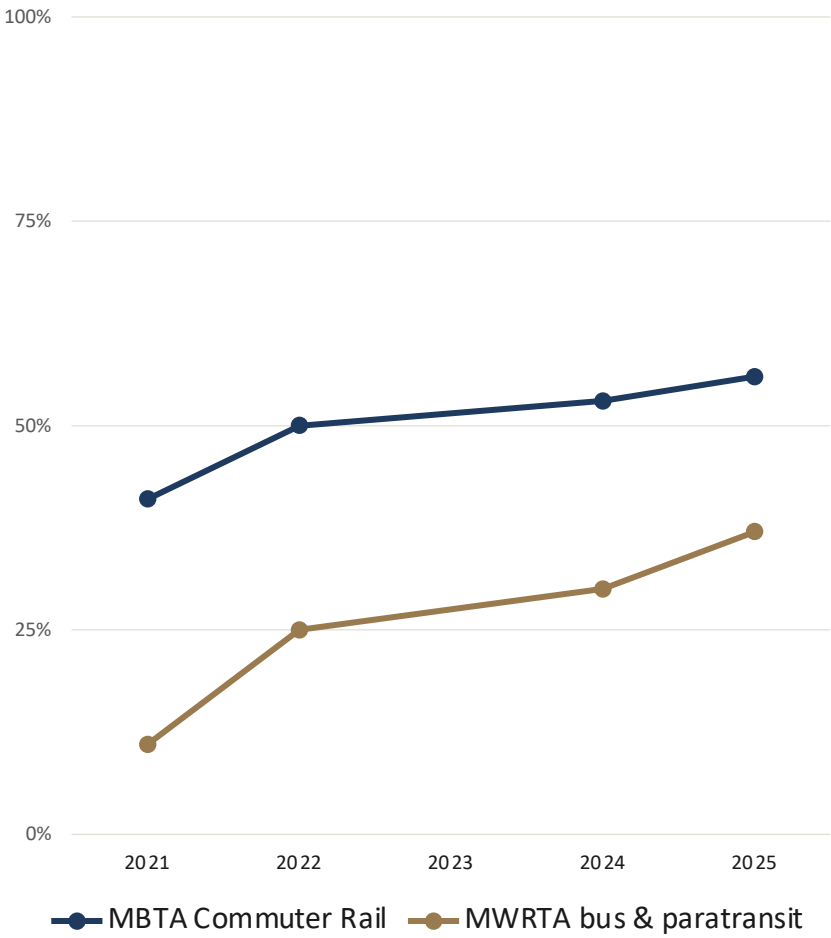
- Resurface and expand the courts** 33
Tennis surfaces recur from 2021; pickleball enters in 2022 and appears in every wave since.
- Programme for adults, not only children** 32
In all four waves, including residents noting the survey itself omits adult programming.
- Bring playing fields up to a safe standard** 27
Condition more than quantity: holes, drainage, mowing, and comparisons with nearby towns.
- Give the town a place to swim** 18
Asked for in every wave since 2021, sometimes as a share with a neighbouring town.
- Expand capacity and give residents first registration** 11
Programmes selling out, resident priority registration, and camp pricing.
- Build an indoor recreation facility** 10
An indoor space usable in winter, sometimes proposed as shared with another department.
- Balance sports with arts and non-sport options** 10
Arts, theatre and non-sport programming, most often asked for on behalf of tweens and teens.

Counts are residents raising a theme across the 2021, 2022, 2024 and 2025 waves, out of 196 substantive written recreation comments. Themes shown are those raised by at least 4% of commenters. Themes are paraphrased from resident comments; comments naming an individual employee are excluded.

2025 response distribution



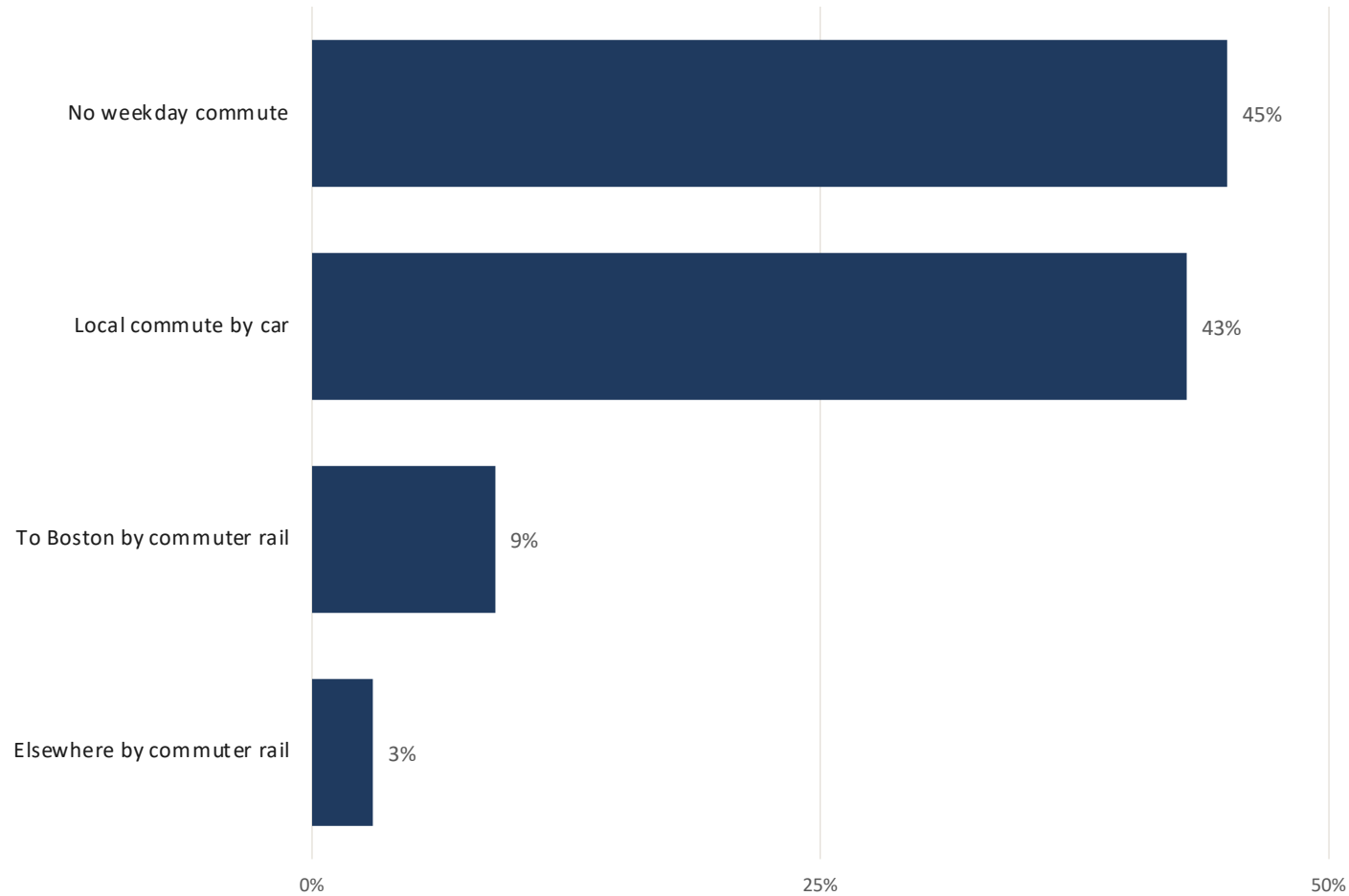
Four-year trend (% positive)



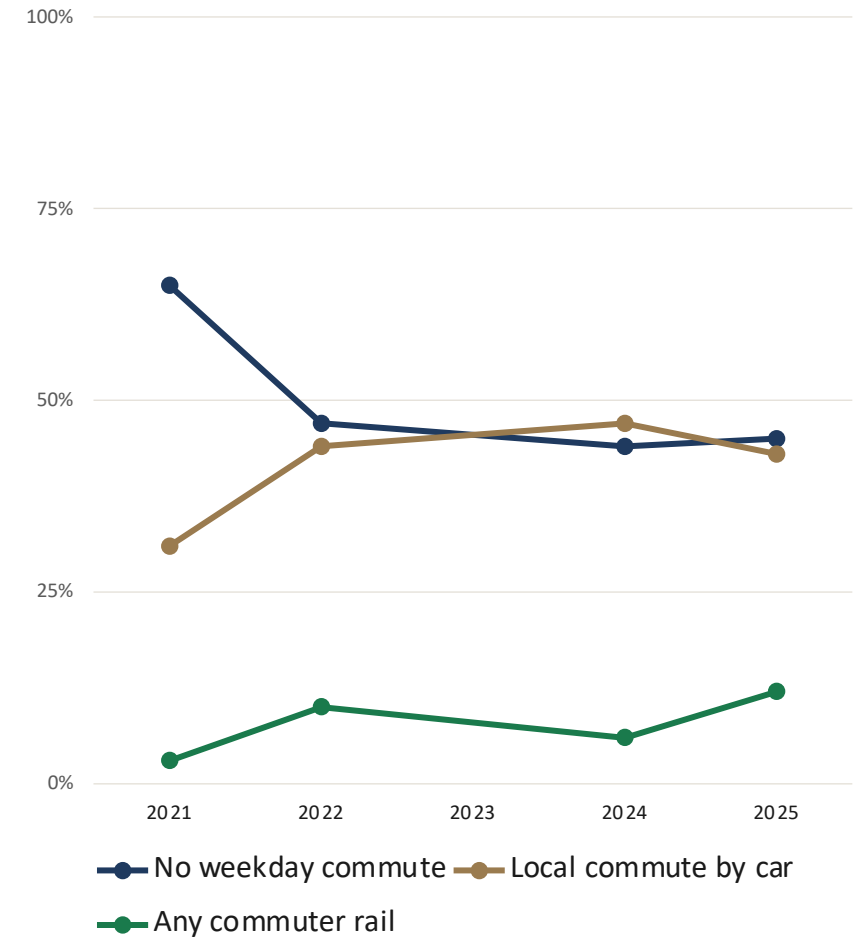
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20 Weekday Commute

Weekday commute (n=104)



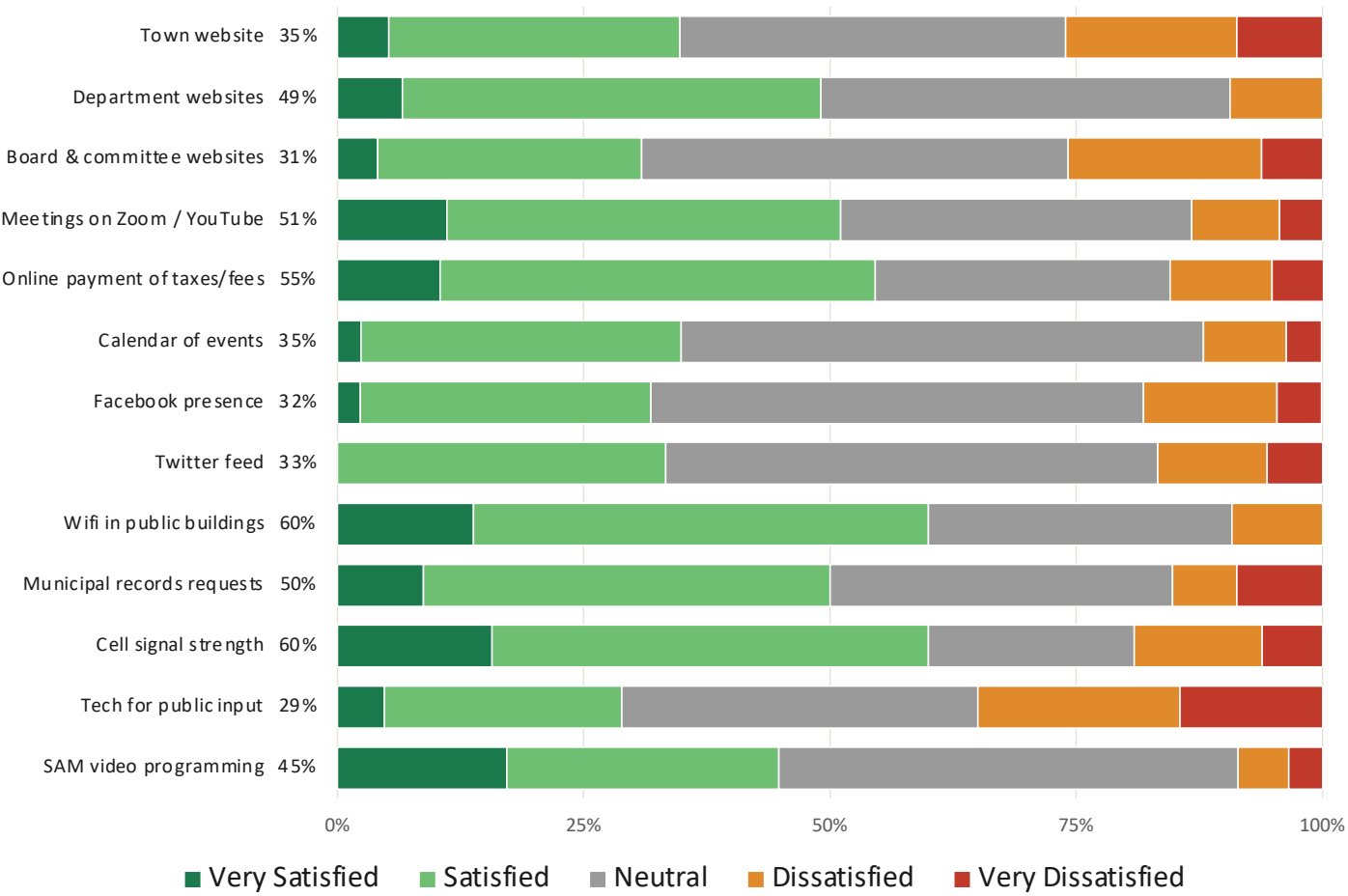
Trend, share of those answering (%)



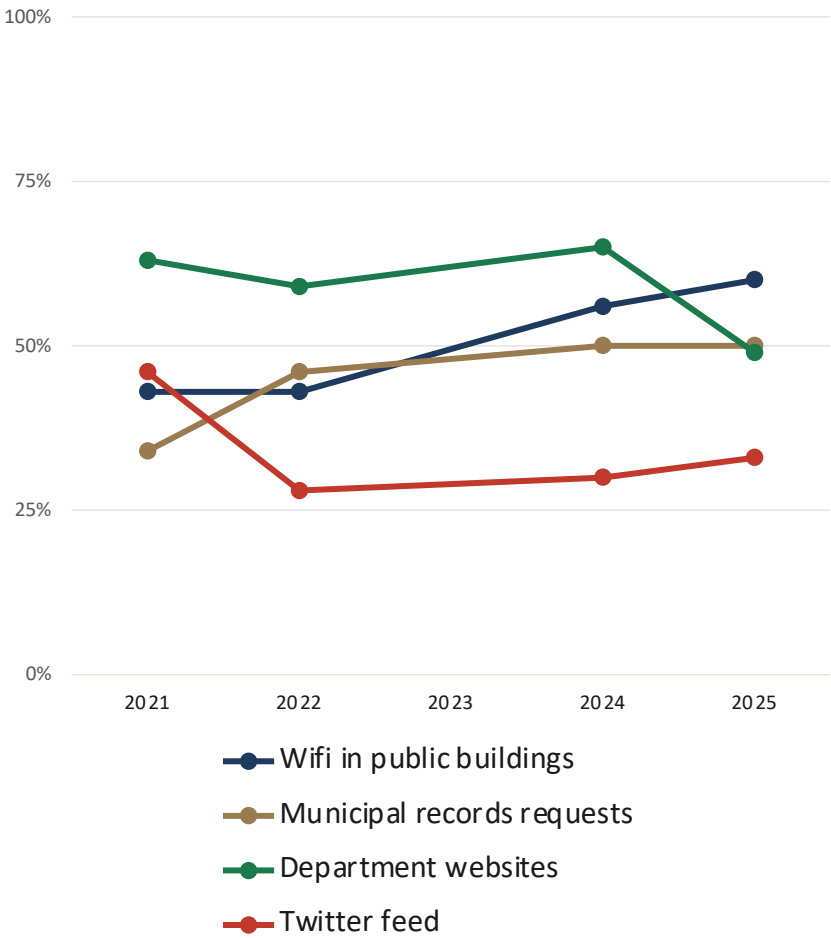
Bases: 213 in 2021, 320 in 2022, 154 in 2024, 104 in 2025. The 2021 wave was taken during the pandemic, when 65% reported no weekday commute; that has settled near 45%. Rail commuting has recovered from 3% to 12%. No survey was conducted in 2023.

Communication and Technology

2025 response distribution



Trend, largest movers (% positive)



Percentages exclude "Don't Know" responses; % positive = top two categories. Trend lines are % positive by wave; no survey was conducted in 2023.

What the ratings show

33%

satisfied with the overall effectiveness of Town communication, down from 51%

35%

satisfied with the usefulness of the Town website; 31% with board and committee pages

59%

made the Town website a top-two priority for emphasis, the highest in that question

What residents suggested

- **Rebuild the website around finding things**27

Rose from 5 mentions in 2021 to 9 in 2025; the redesign between waves did not reverse it.
- **Keep meetings streamed, recorded and easy to follow**19

First keep the pandemic-era streaming; later fix audio, labelling and posting of minutes.
- **Keep non-digital channels for residents who need them**18

Objections to Facebook and X as official channels; mail and email should remain options.
- **Fix cell service dead spots**11

The same places recur: Maplecrest and Pinecone, Framingham Road, Fisher Road, and Flagg.
- **Let residents take part in Town Meeting remotely**10

With the leadership comments on Town Meeting access, 26 residents ask for this.
- **Stop charging a fee to pay the Town online**7

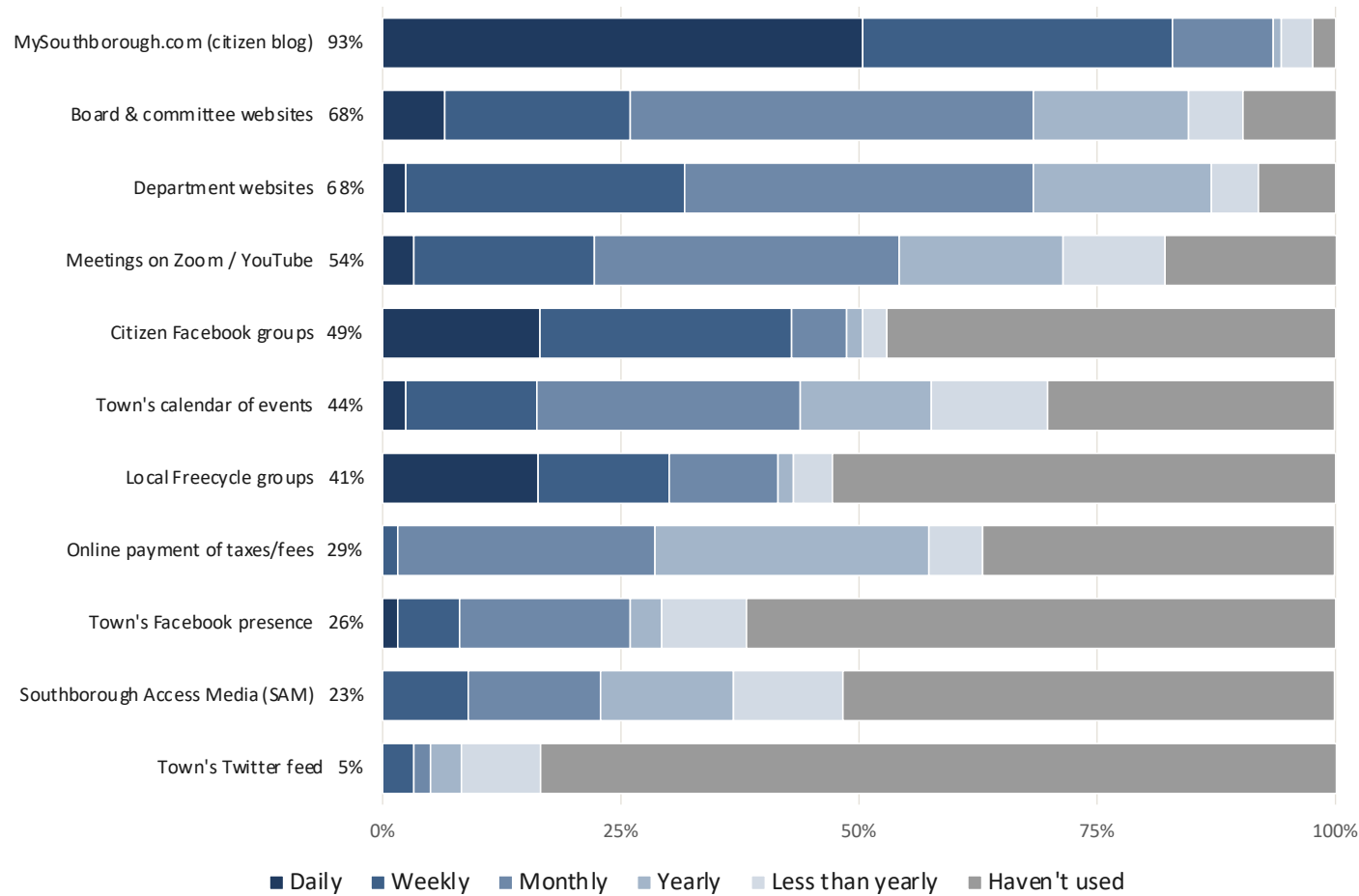
Raised in all four waves. The fee is said to discourage the cheaper payment method.
- **Publish one reliable summary of Town news**6

One summary, instead of news spread across departments, platforms and a private blog.

Counts are residents raising a theme across the 2021, 2022, 2024 and 2025 waves, out of 115 substantive written technology and communication comments. Themes shown are those raised by at least 4% of commenters. Themes are paraphrased from resident comments.

How Residents Get Town News

2025 response distribution



Trend, largest movers (% at least monthly)

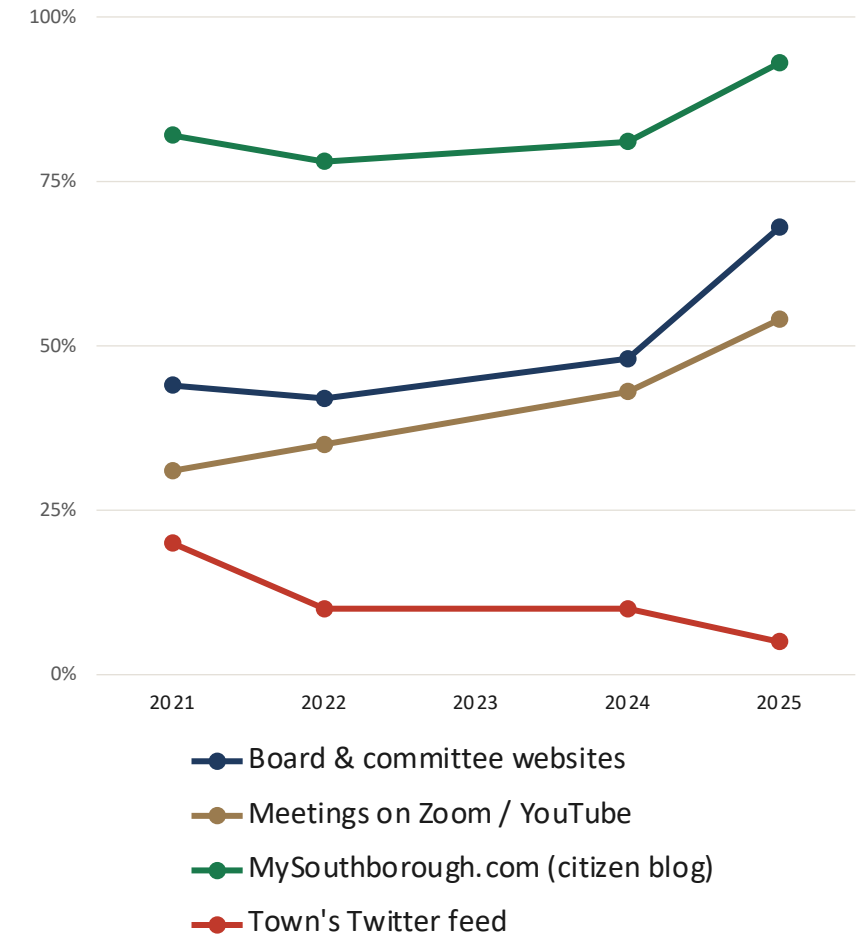
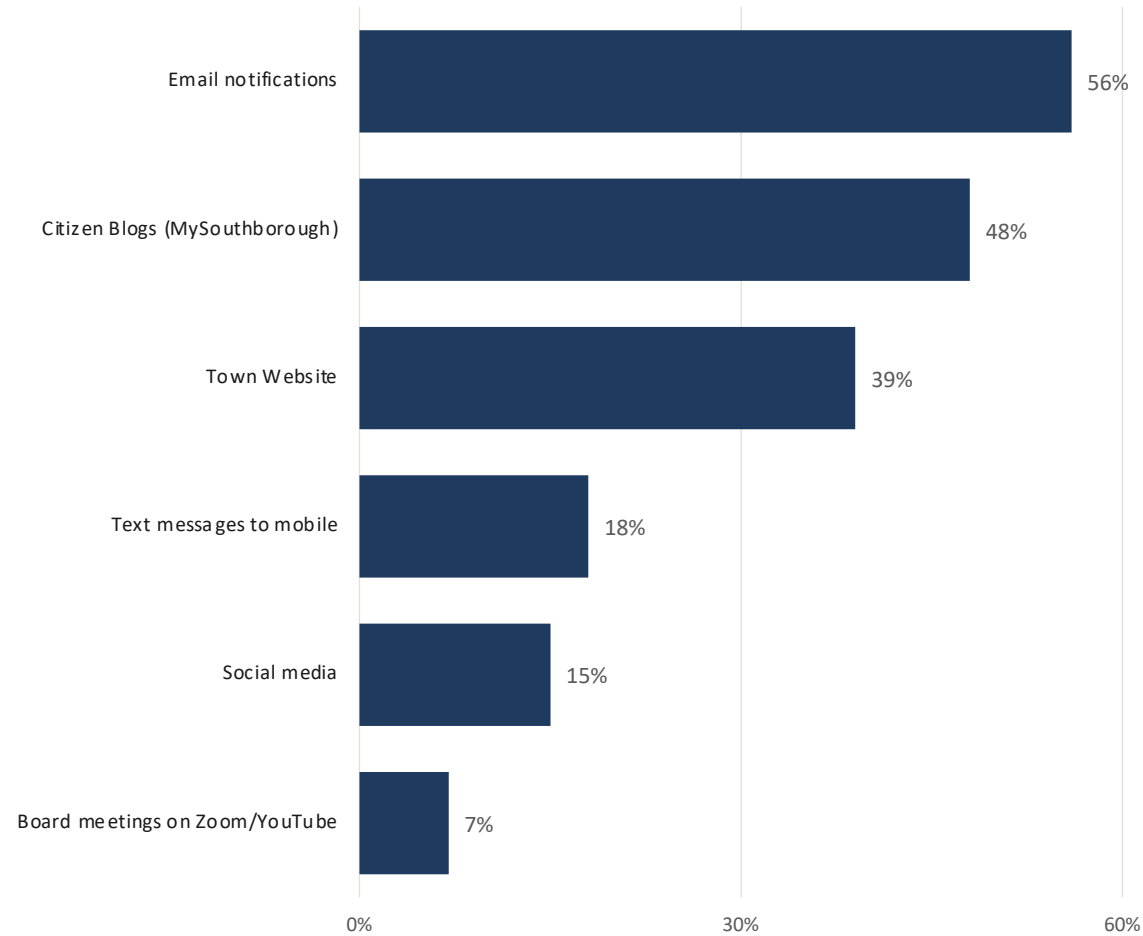


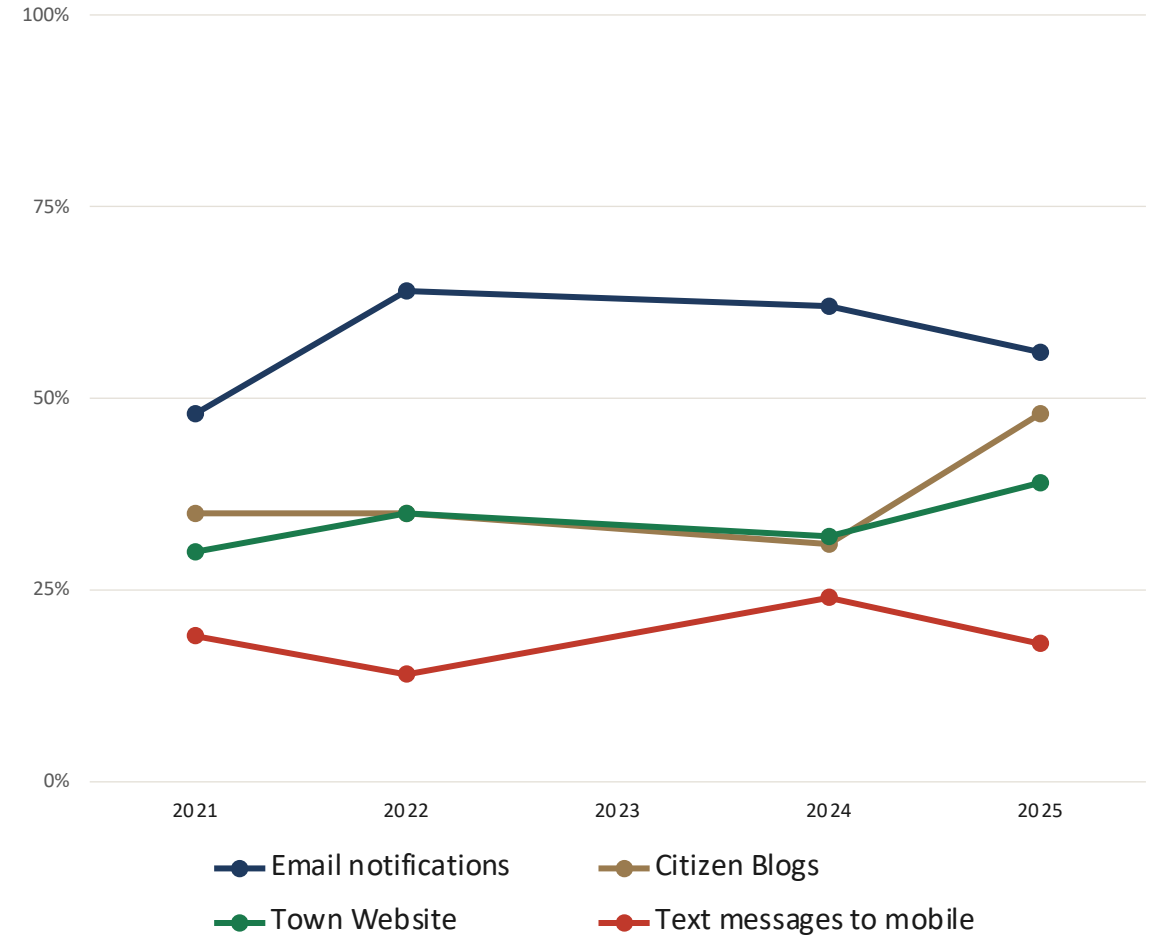
Figure beside each label is the share using that channel at least monthly. The two most-used channels are both resident-run, not Town-run. Board and committee websites and meeting video have gained most since 2021; the Town's Twitter feed has fallen from 20% to 5%. No survey was conducted in 2023.

24 Preferred Ways to Hear from the Town

Top two preferred sources of Town information (n=106)



Trend, share naming each source (%)



Residents named two preferred sources, so shares total more than 100%. Bases: 188 in 2021, 243 in 2022, 130 in 2024, 106 in 2025. MySouthborough has overtaken the Town website and now trails only email. Asked separately as a single choice, 79% of 111 respondents prefer email for Town notifications; that question was not asked in 2021. No survey was conducted in 2023.

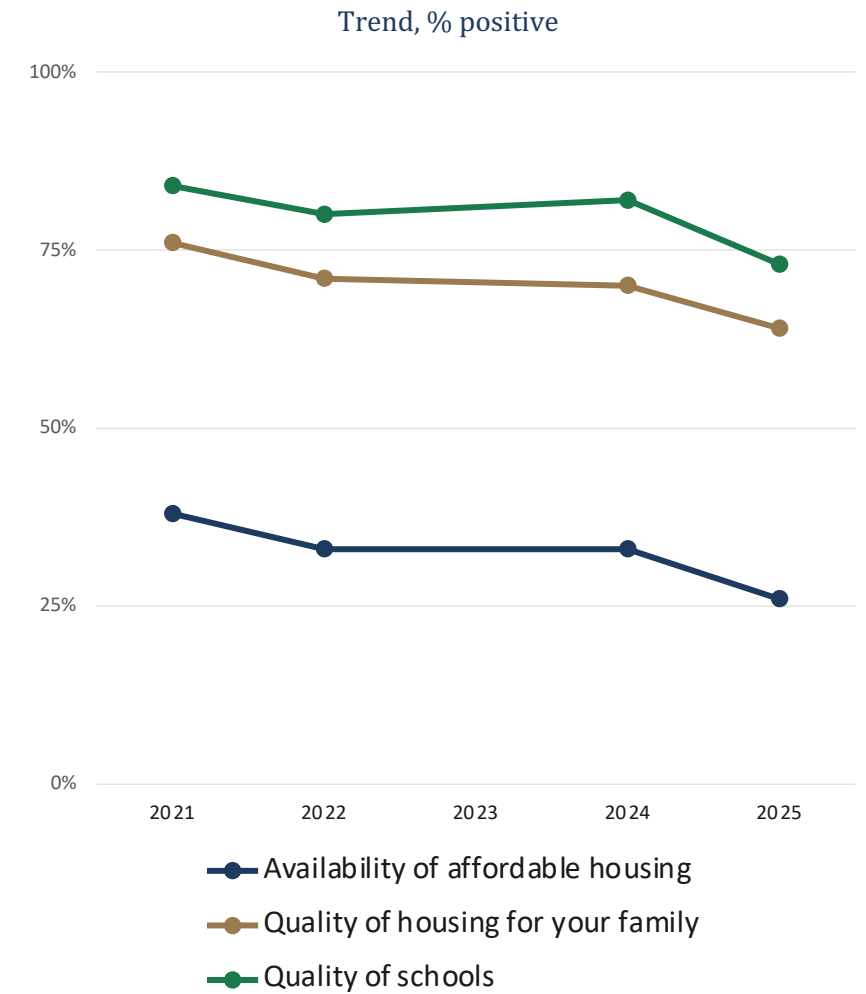
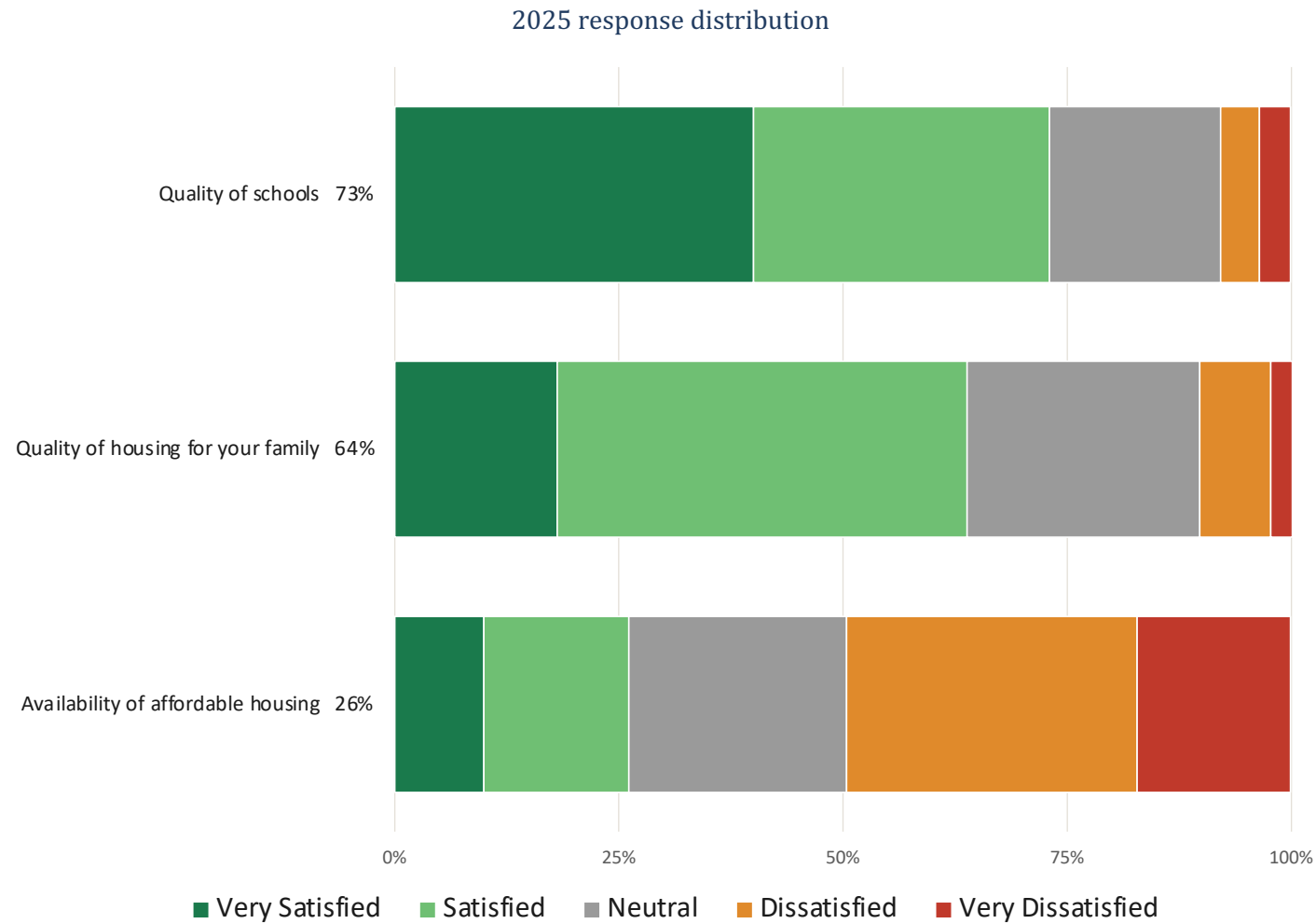
Beyond Town Services

Housing, Business, and Everyday Life

Three groups of questions the Town asks every wave, covering what residents can afford, where they spend, and how they are doing.

- **Housing and schools** Three satisfaction items on housing cost, housing quality, and the schools.
- **Local businesses** Where residents actually shop across nine everyday categories, and what they want the Town to attract.
- **Resident wellbeing** Self-reported health, ability to meet household needs, and standard of living compared with their parents.

25 Housing and Schools



All three items have fallen at every wave since 2021: housing affordability from 38% to 26% and the schools from 84% to 73%. Percentages exclude "Don't Know" answers; % positive = top two categories. Trend lines are % positive by wave; no survey was conducted in 2023.

Where Residents Spend

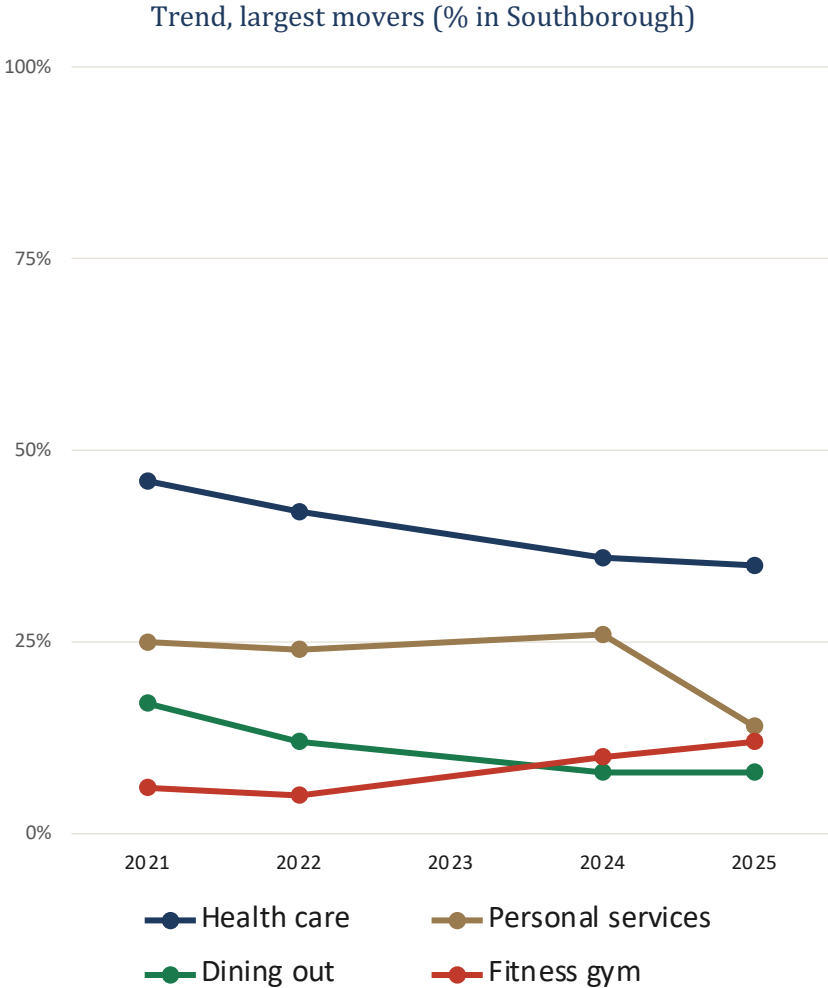
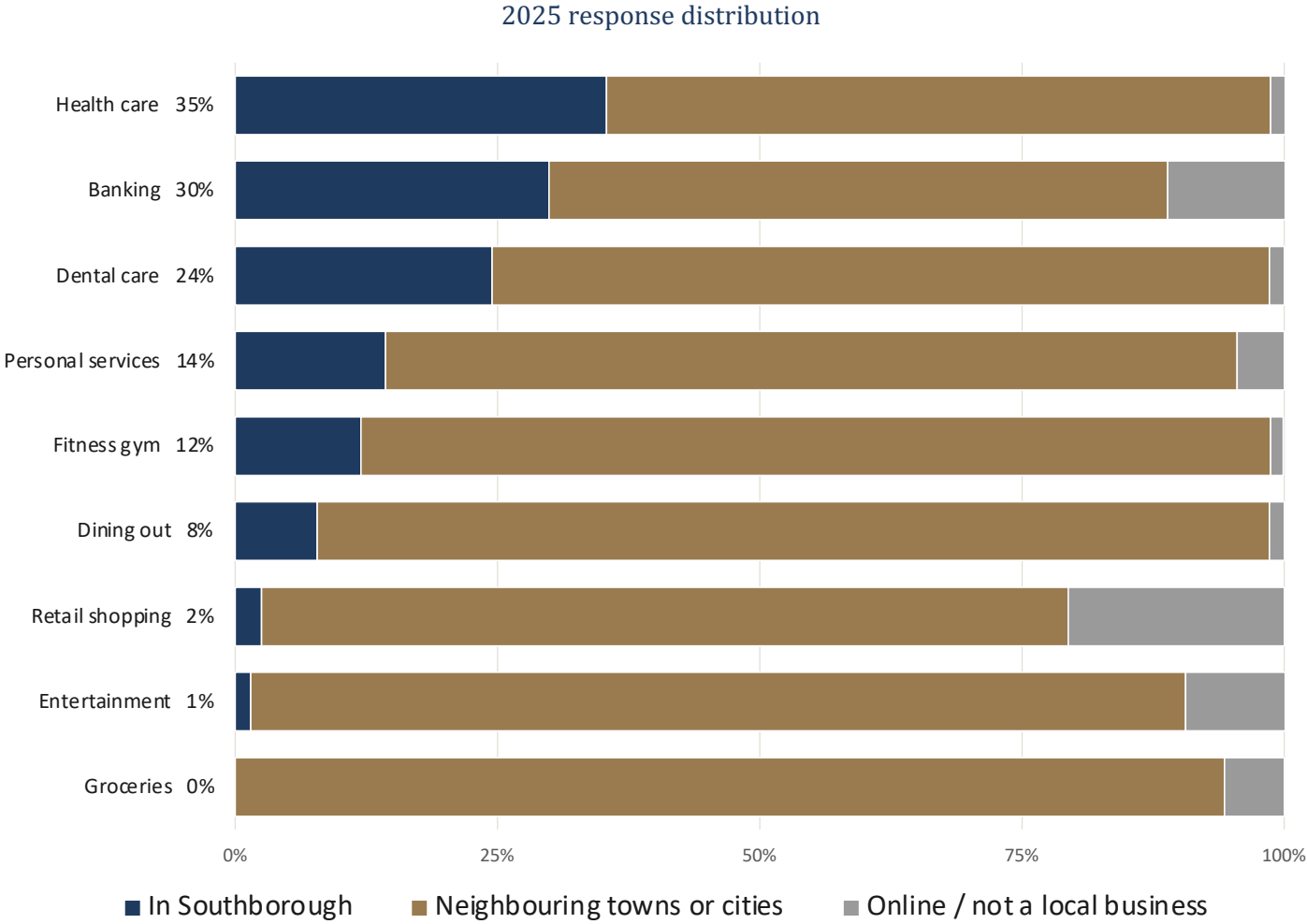
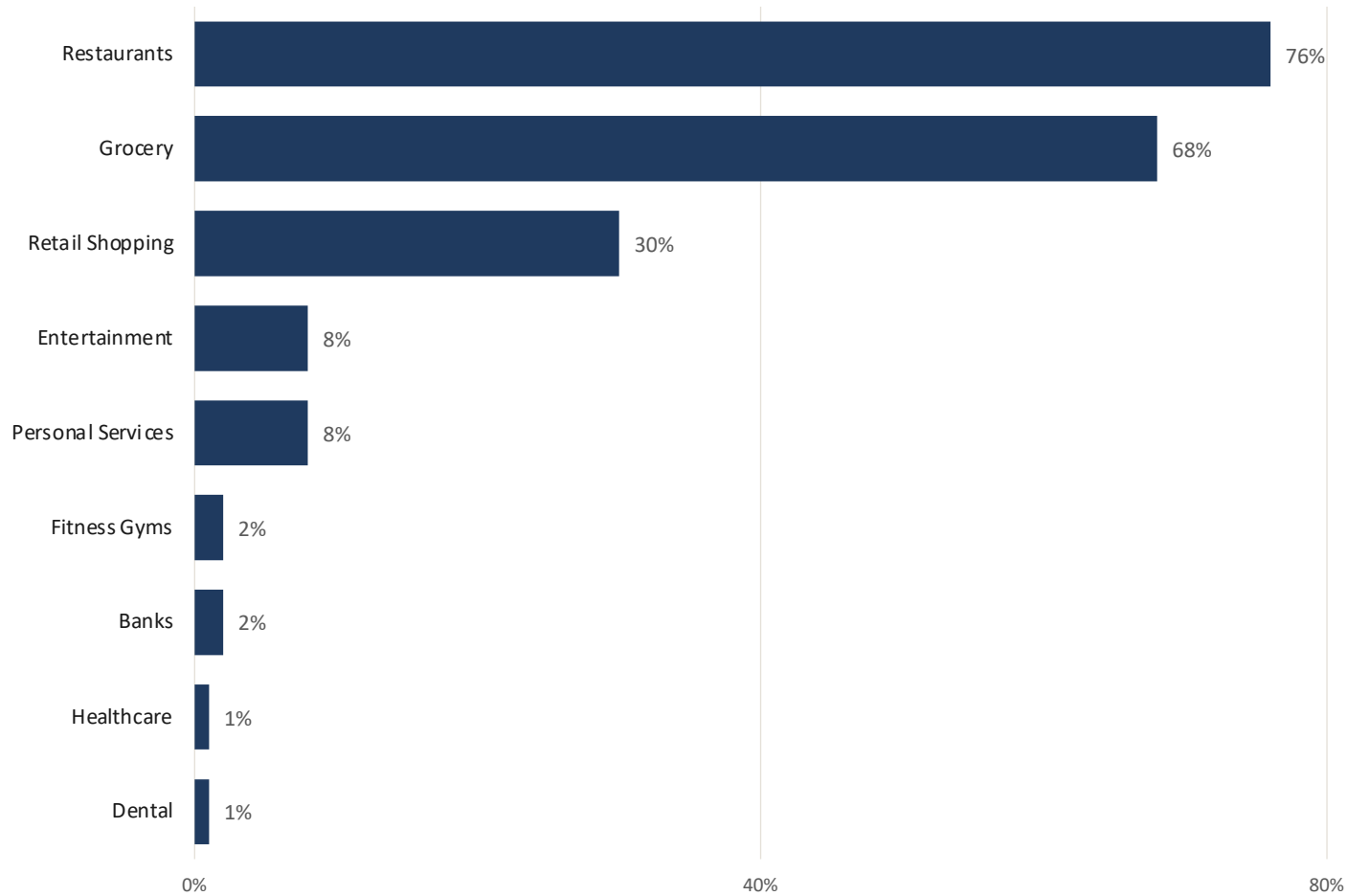


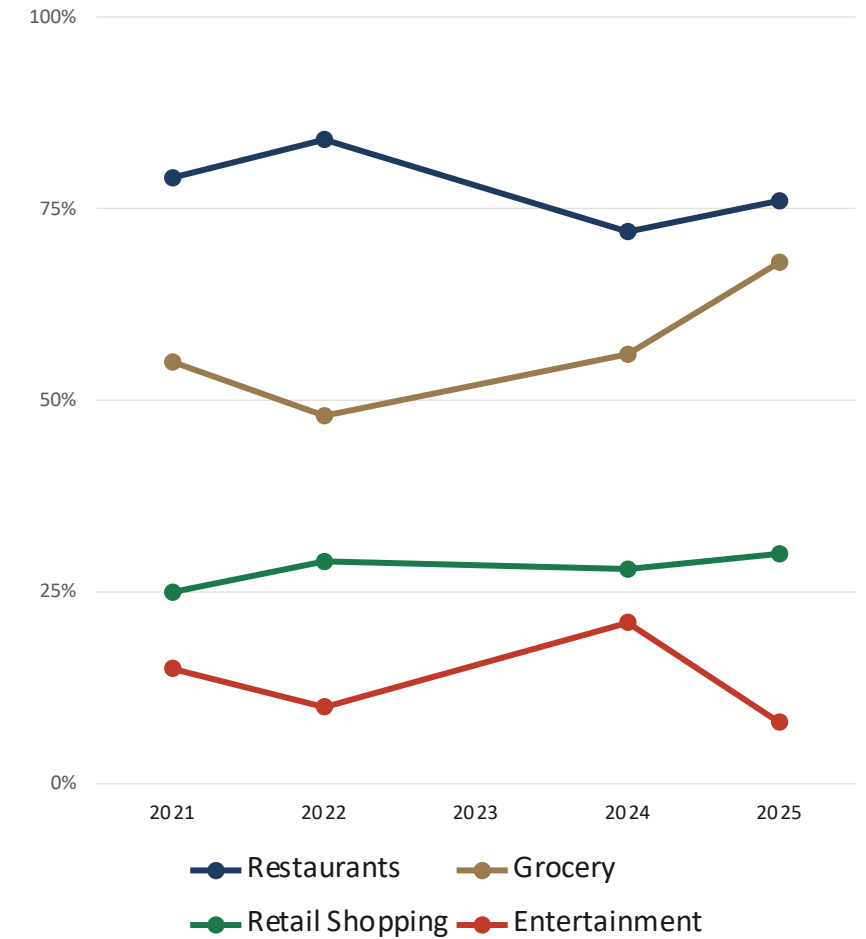
Figure beside each label is the share going to a Southborough business; 2025 bases range from 83 to 160. No respondent named Southborough for groceries in any wave. Health care, personal services and dining have all shifted out of town since 2021. No survey was conducted in 2023.

27 Business Types Residents Want

2025 response distribution

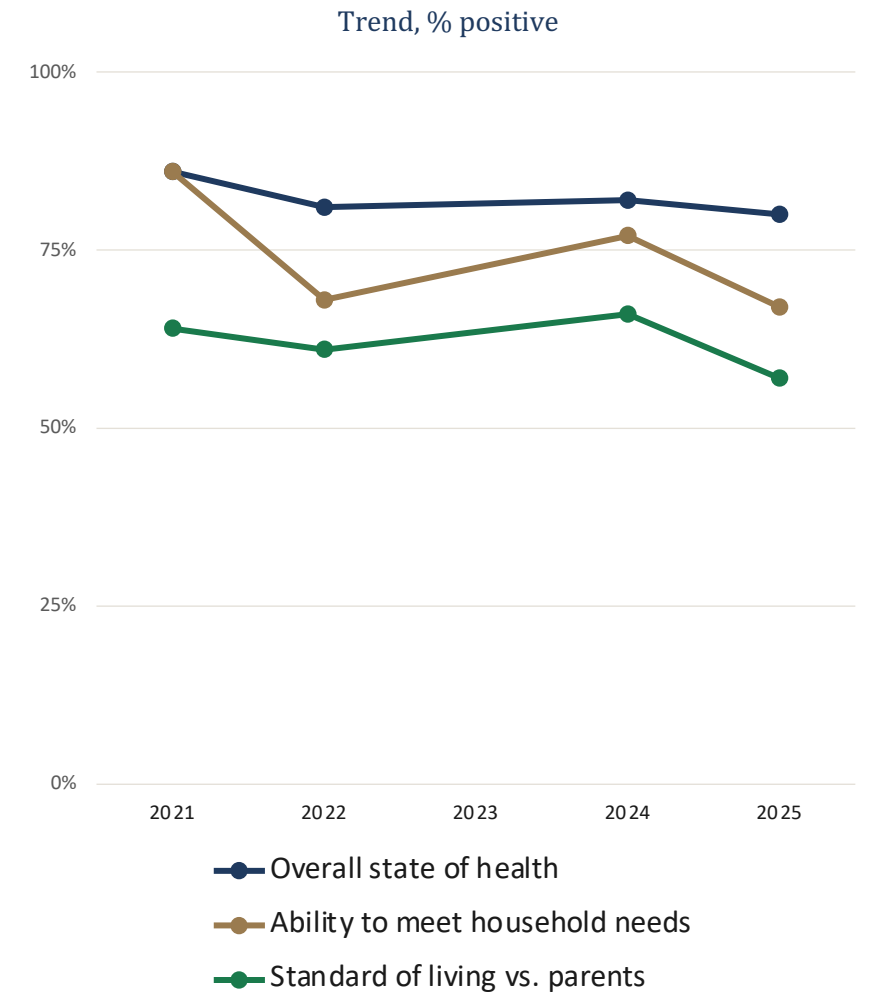
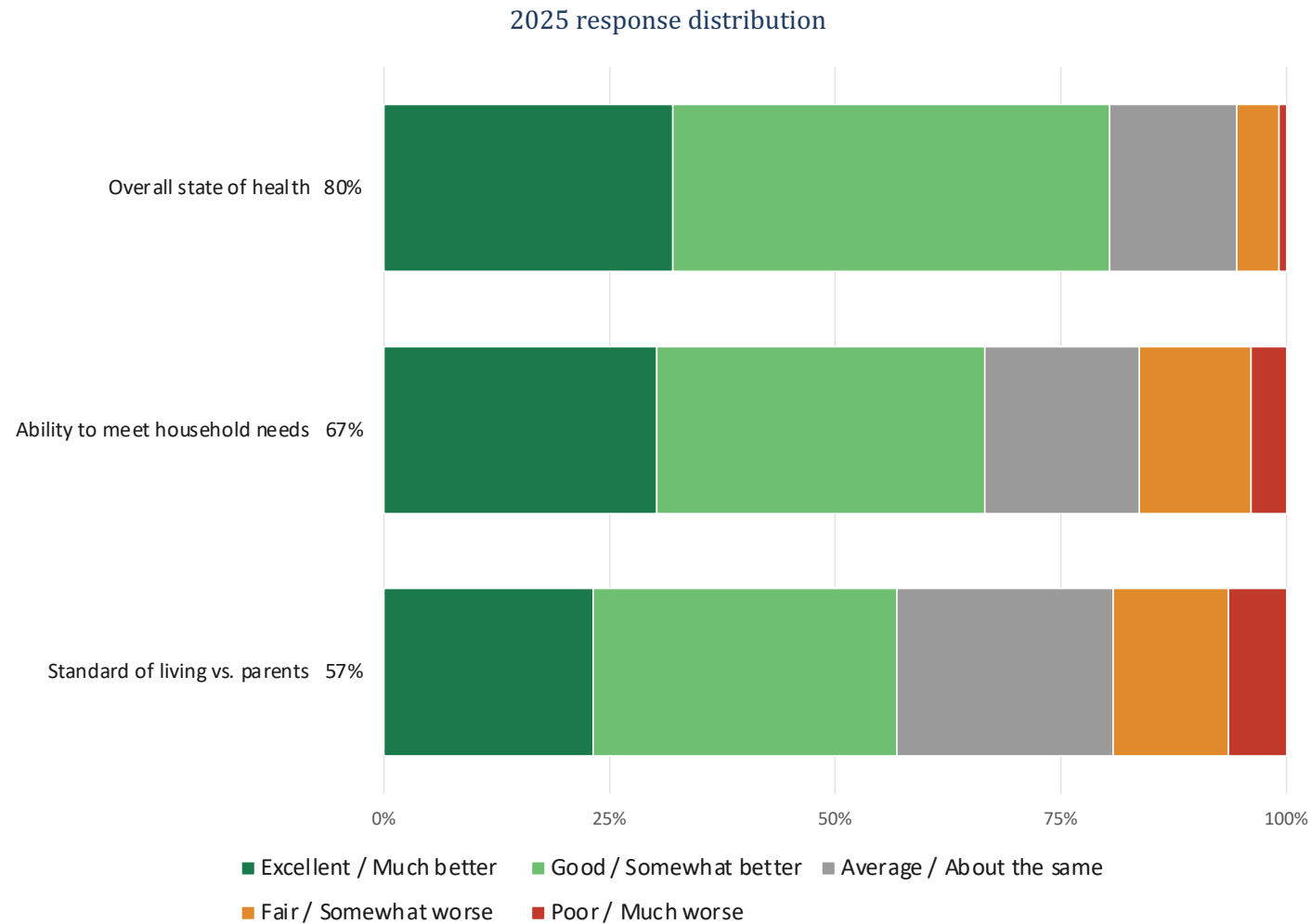


Trend, share naming each type (%)



Residents named two business types, so shares total more than 100%. Bases: 202 in 2021, 290 in 2022, 172 in 2024, 128 in 2025. Restaurants have led at every wave; demand for a grocery has risen from 55% to 68%. 22 residents added a type in free text in 2025. No survey was conducted in 2023.

28 Resident Wellbeing



Two scales are shown together, as elsewhere in this deck: Excellent to Poor for health and household needs, Much better to Much worse for standard of living. 2025 bases are 128, 129 and 125 after excluding "Don't Know". Ability to meet household needs has fallen from 86% to 67% since 2021. No survey was conducted in 2023.

Added in 2025

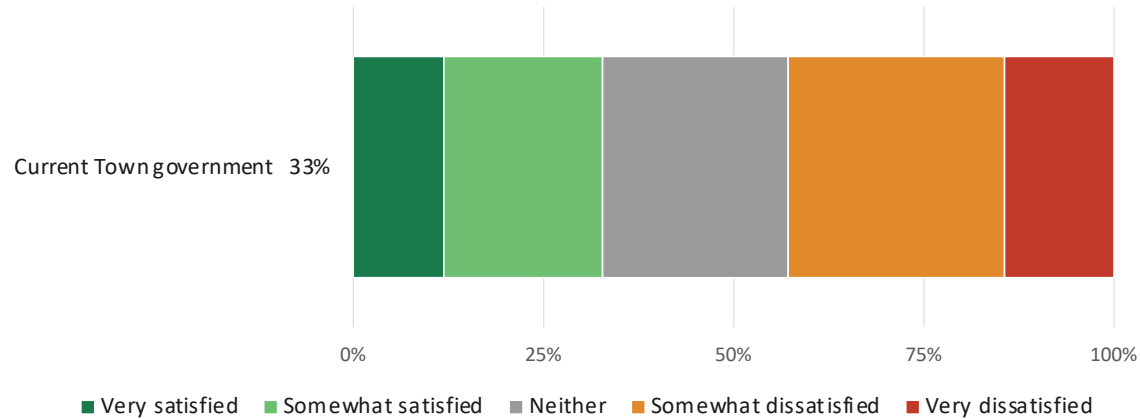
The Structure of Town Government

A new section asking whether the Town should review how it governs itself, who should lead any review, and how much residents trust each body to take part.

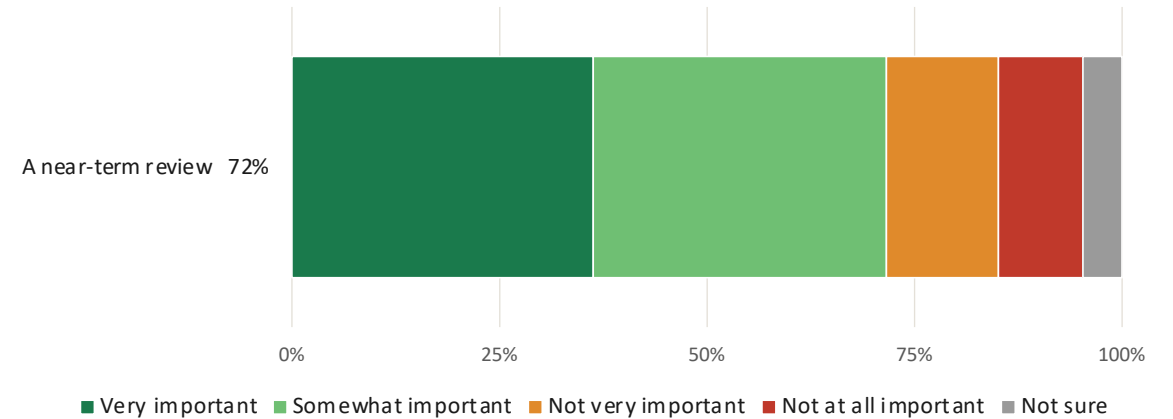
- **Where residents stand** Satisfaction with the current structure, and how important a near-term review is.
- **How a review would run** Who should lead it, which ideas are worth exploring, and what any review should prioritise.
- **Trust and confidence** Confidence in six groups to play a constructive role, plus 116 written answers.

29 Satisfaction and Appetite for Review

Satisfaction with the current structure



Importance of a near-term formal review



33%

satisfied with the current structure

43% are dissatisfied — the only battery in the survey where dissatisfaction leads.

72%

call a review important

154 of 215 rated a near-term formal review very or somewhat important.

38

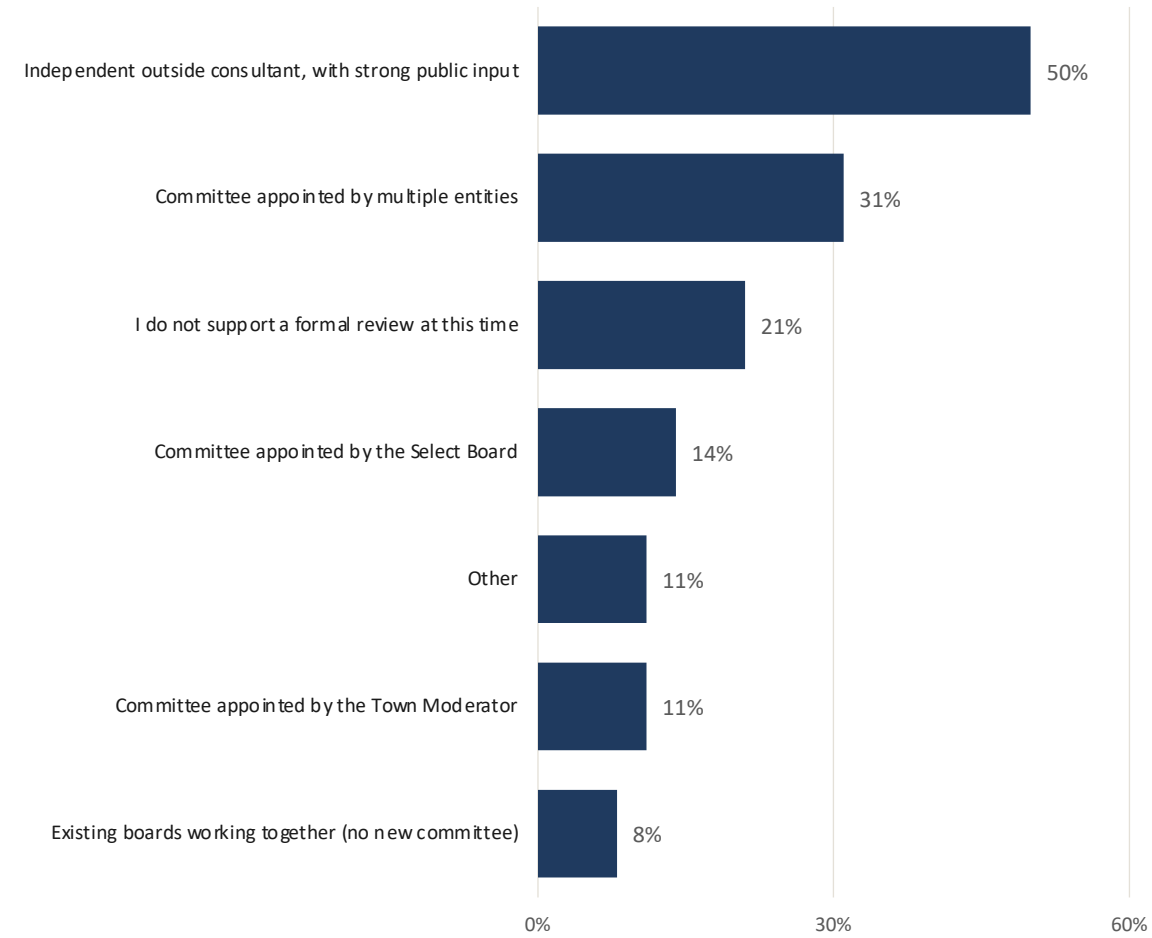
skipped this section

The section was optional; 245 of 283 respondents were offered it.

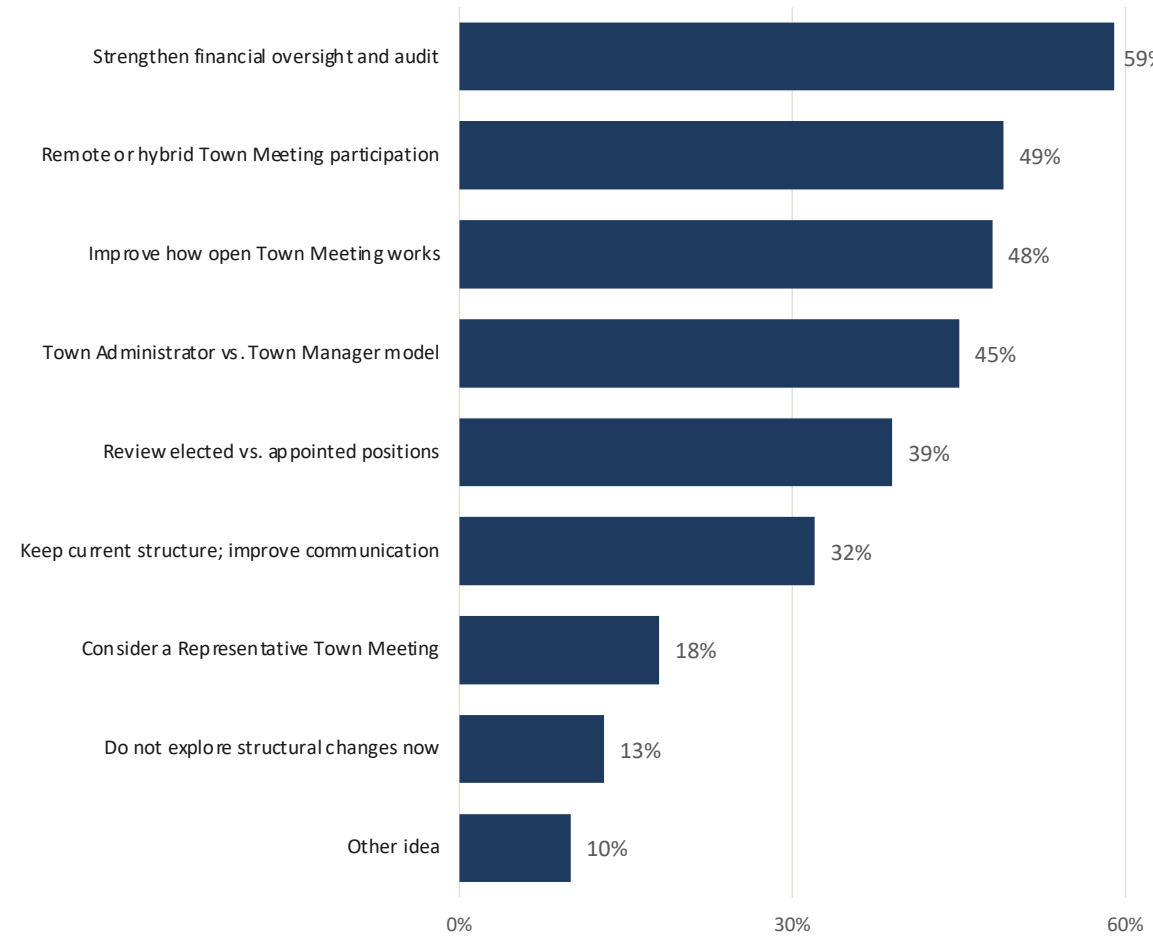
Left excludes 14 “Not sure” answers (n=201). Right shows all 215 answers including “Not sure”, matching the 72% figure quoted earlier in this deck.

Who Should Lead a Review, and What to Explore

Who should lead a review (n=118, select all)



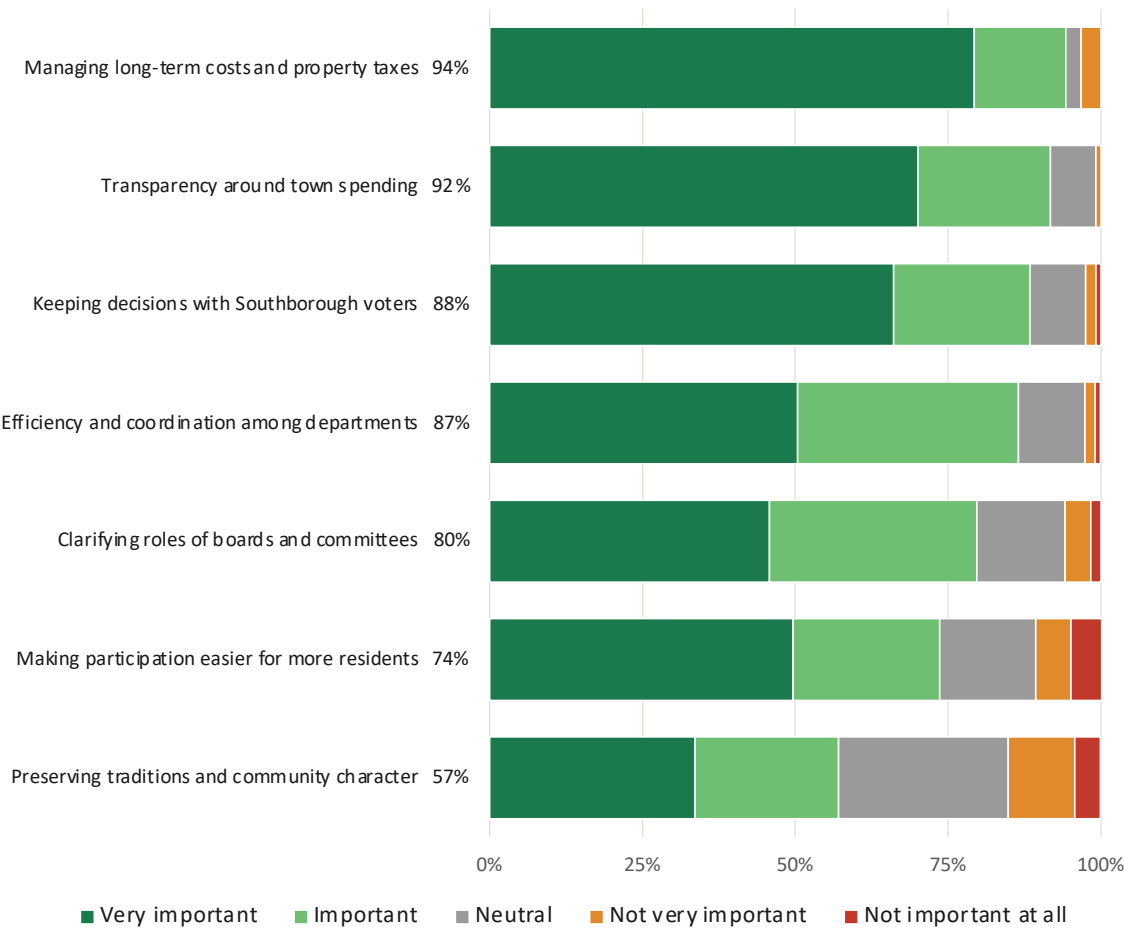
Ideas worth exploring (n=119, select all)



Both questions allowed multiple answers, so shares total more than 100%. An independent consultant is the single most-supported approach; 21% oppose a formal review at all, and 13% oppose exploring structural change. 13 residents wrote in another approach and 12 another idea.

Review Priorities and Confidence in Town Bodies

Priorities for any review



Confidence in each group's constructive role

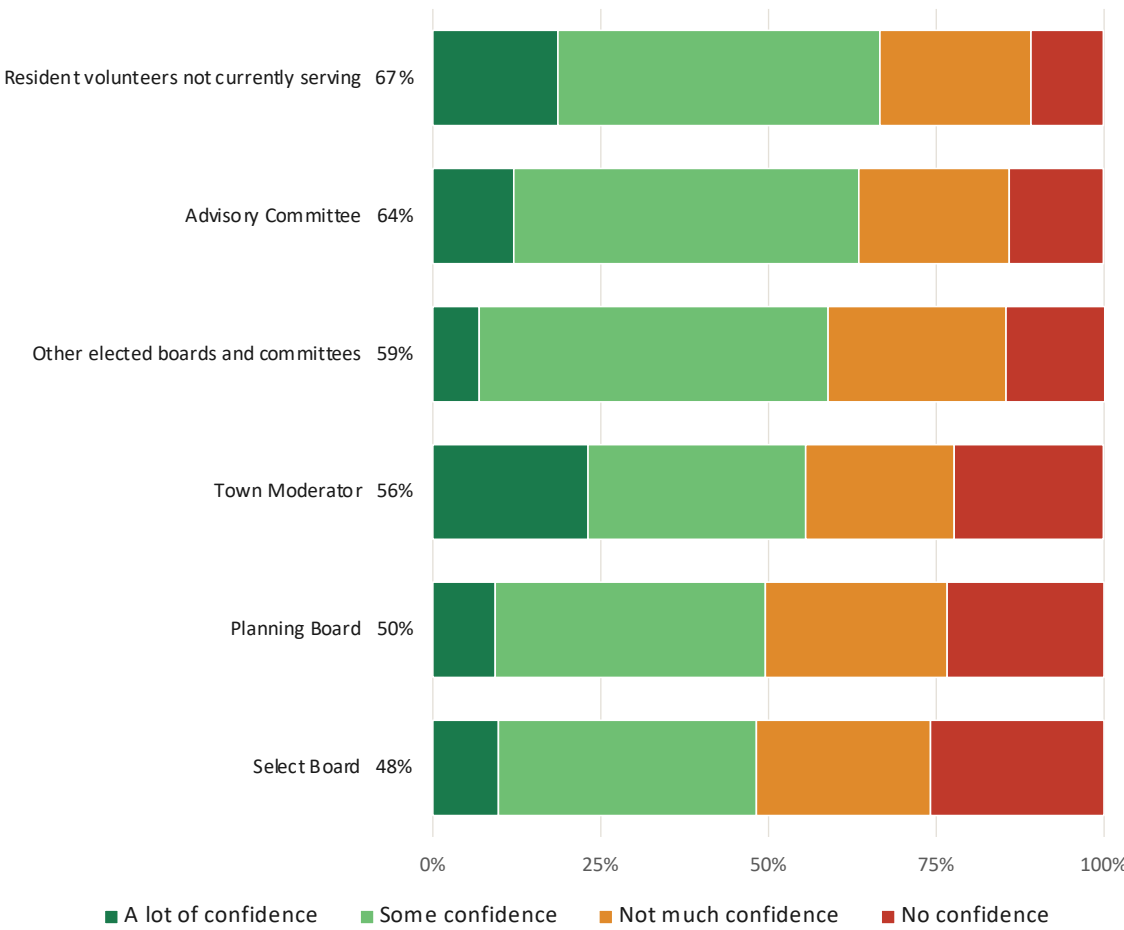


Figure beside each label is the share choosing one of the top two categories. Confidence excludes "No opinion or not familiar" (7 to 15 answers per row); bases run 102 to 121. Residents not currently serving in elected positions draw more confidence than any elected body.

32 Town Government — What Residents Said

What the numbers show

116

written answers across the two open questions on town government

70

residents named one specific next step the Town should take

46

added a closing message for town leaders and neighbours

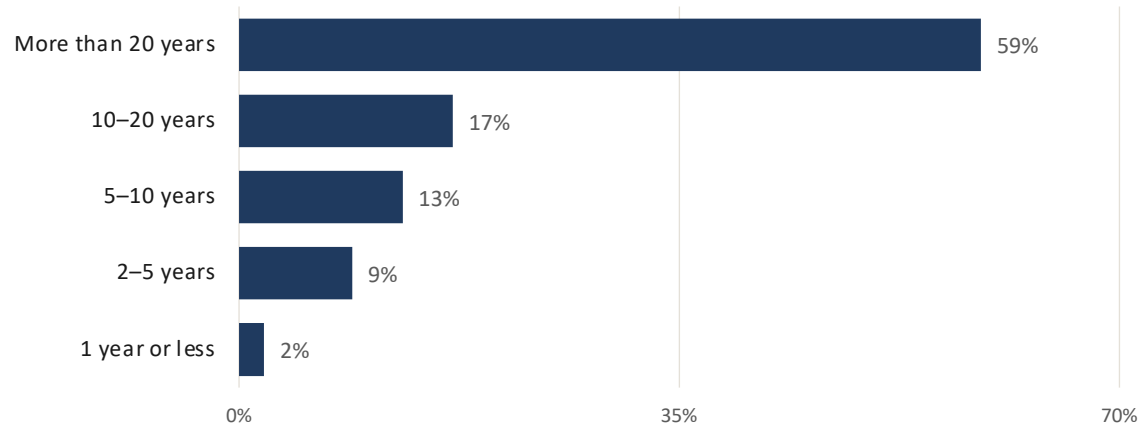
What residents said

- **Make it possible to vote without attending in person** 34 of 116
The most-raised theme. Residents describe three-hour evening sessions, babysitting costs, and hand counts as barriers.
- **Listen to the outcome of votes already taken** 25 of 116
Comments return to the Neary school decision as the example, and ask that boards act on what residents said.
- **Bring taxes and spending under control** 22 of 116
Affordability for seniors and young families is the recurring frame, alongside calls to grow the commercial tax base.
- **Commission an independent, outside review** 14 of 116
Consultants, auditors, or comparison with similarly sized Massachusetts towns.
- **Explain decisions, not just announce them** 10 of 116
Residents distinguish posting a notice from publishing the reasoning behind a decision.
- **Leave the structure alone** 10 of 116
A consistent minority answered “take no further action” and defended open Town Meeting as worth keeping.

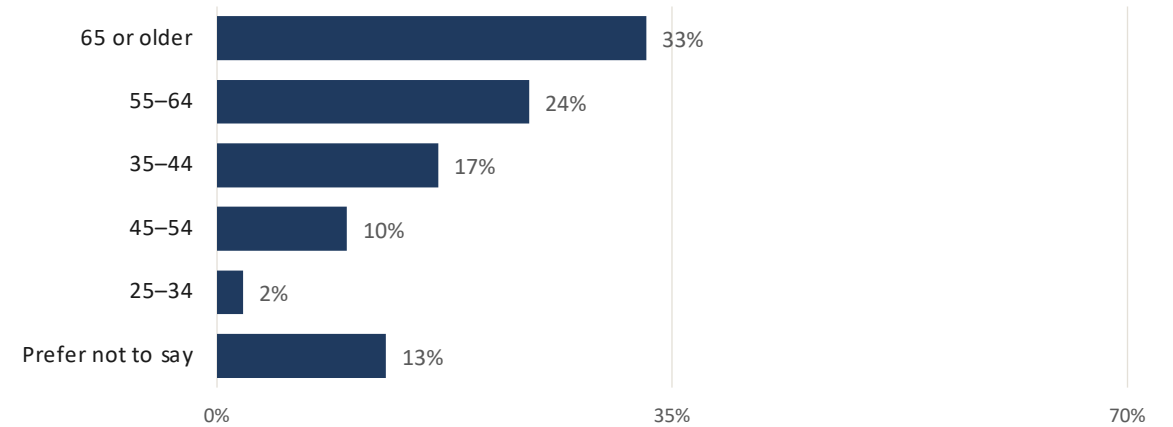
Counts are residents raising a theme unprompted across 116 written answers to the two open-ended government questions. Themes overlap, so they total more than 116. Comments naming individual employees are excluded.

35 Who Responded in 2025

Years lived in Southborough (n=158)



Age of respondent (n=153)



99%

own their home

Just 2 of 158 respondents rent.

67%

have no children under 20

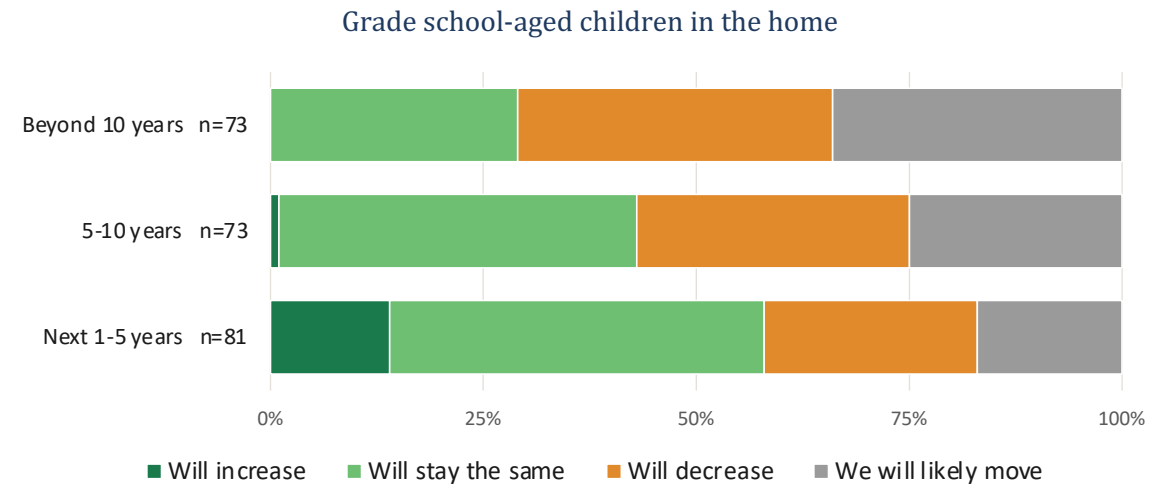
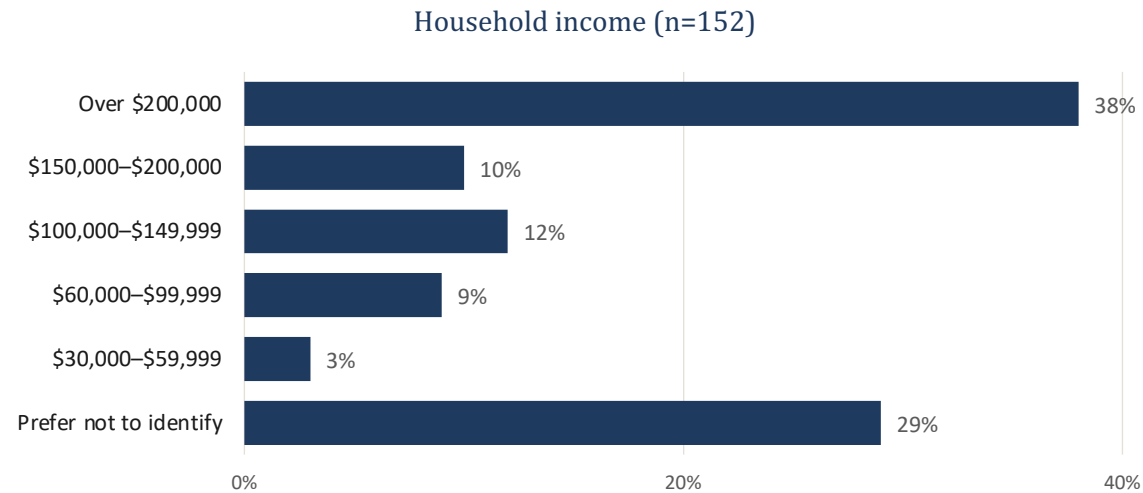
A third of households include a child under 20.

76%

expect to still be here in 5 years

37 of 157 said they do not expect to stay.

36 Who Responded — Household and Income



92%

live in a single-family house

6 of 158 live in a duplex or townhome and 3 in an apartment or condominium.

80%

of those answering identify as White

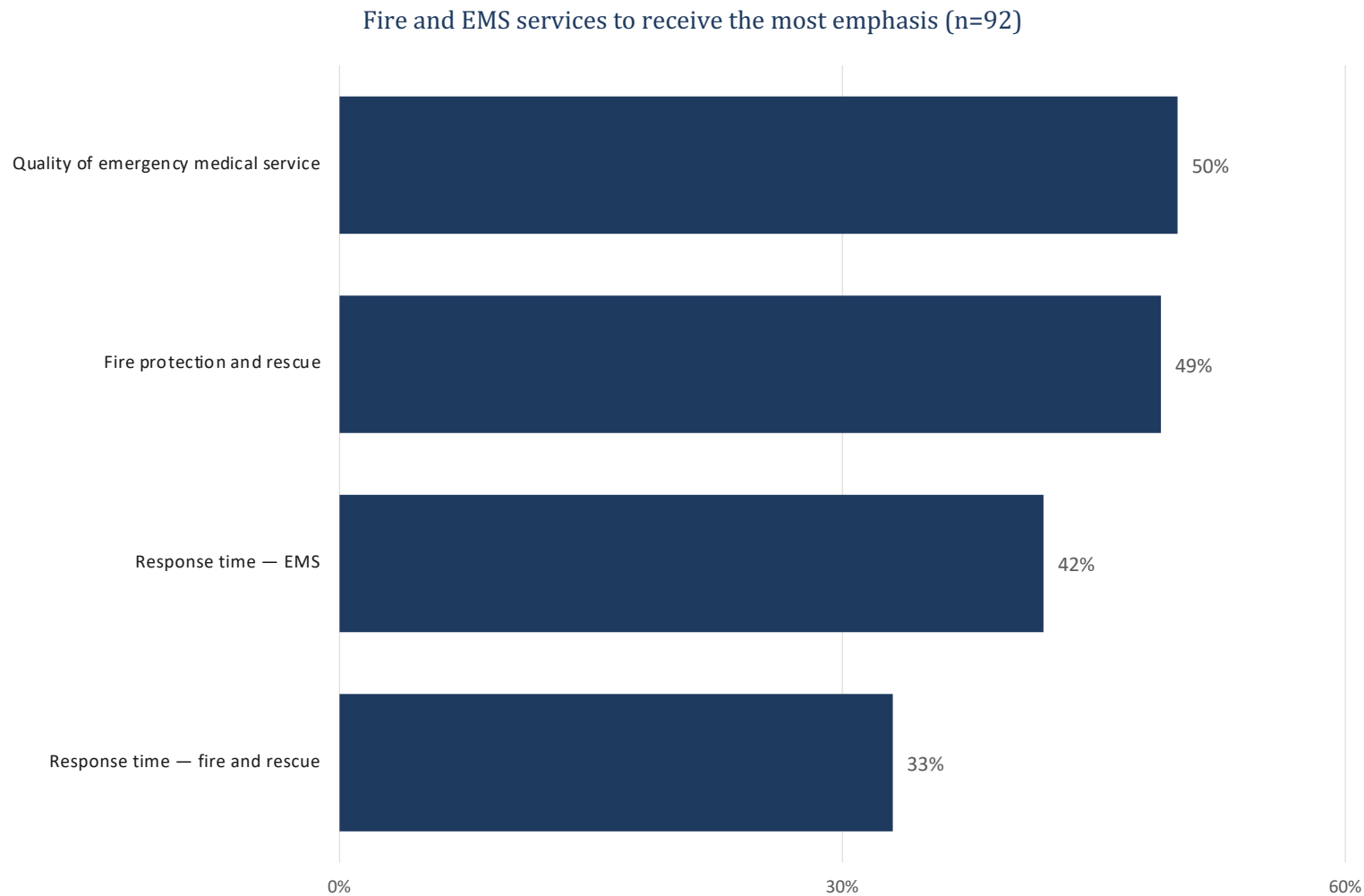
119 of 149. A further 21 preferred not to identify; all other groups total 11.

42/42

female and male

65 each of 154 answering, with 23 preferring not to identify.

37 Where Residents Want Emphasis



Top pick in each other section

47%

Police

Enforcement of traffic laws

78%

Public Works

Maintenance of town streets

39%

Library

Collections

43%

Recreation

Fields and courts, tied with youth programs

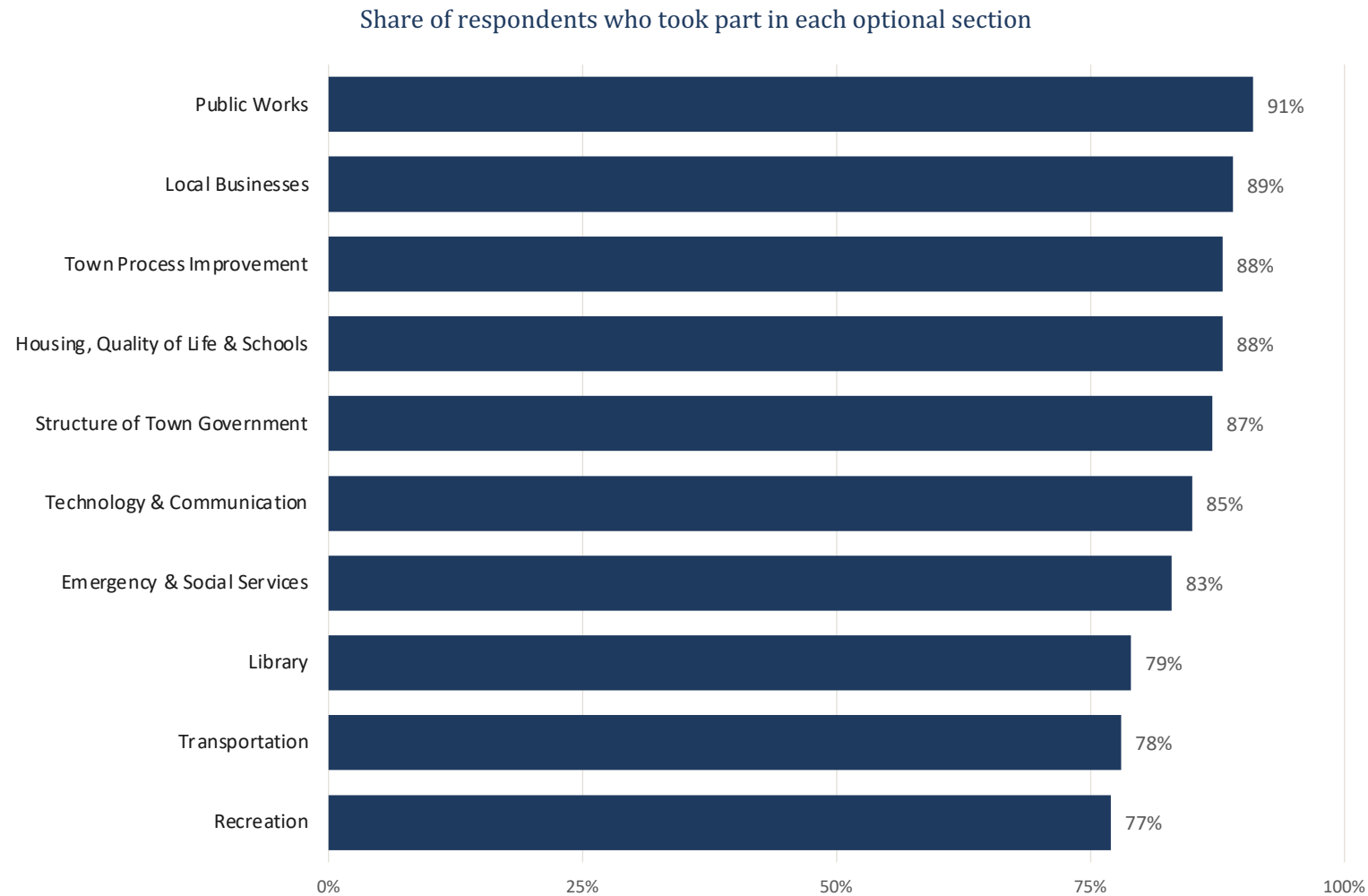
59%

Communication

Usefulness of the Town website

Each department's section asked which TWO services should receive the most emphasis over the next two years. Shares are of those answering that question, counting first and second picks together, so they total more than 100%. The Fire and EMS question is charted here because it is the one not quoted earlier in this deck.

38 Appendix: Participation by Section



Why bases vary

103

of 283 respondents chose to skip at least one section, using the opt-out question.

64

skipped Recreation, the most-skipped section; Public Works was skipped by only 26.

90–220

is the resulting range of respondents rating any given item across the survey.

Respondents were shown a list of sections and asked to select any they did not want to give feedback on. Bars show the share of all 283 respondents who did not opt out of each section; actual response counts per item are lower again because individual questions were also optional.

Service Improvement & Digital Quick Wins

Integrated analysis of the Business Process Improvement Survey, the 4 year Satisfaction Survey, and the 2026–2030 Municipal Technology Strategy

EVIDENCE

163 process nominations
+ 1000+ satisfaction respondents

PRIORITIZE

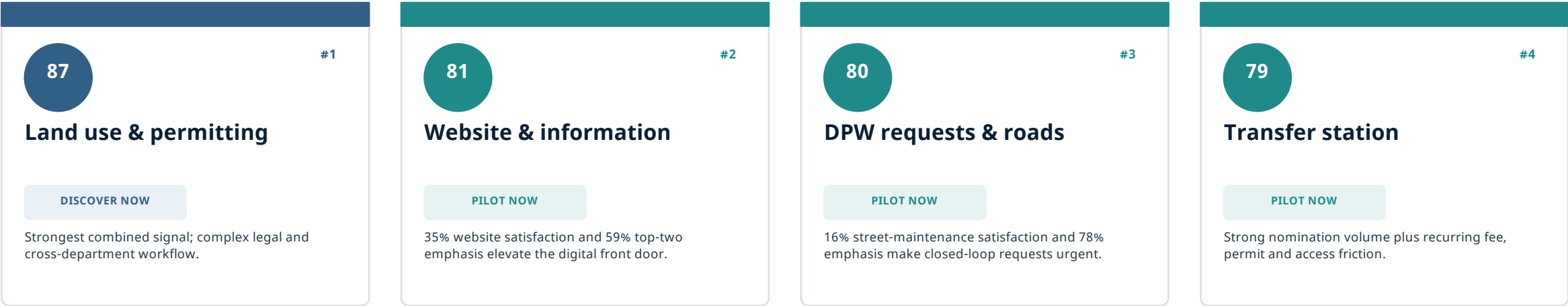
One integrated
30 / 25 / 25 / 20 framework

ACT

Four measured pilots
+ one transformation diagnostic

Use the combined evidence to optimize, pilot, then scale

The satisfaction results prioritize the order within the resident-facing agenda: website and DPW rise, the transfer station is a high-readiness quick win.



STANDARDIZE THE NEXT WAVE

Payments & licensing 76

Use the Digital Process Factory to establish common forms, payments, routing, status, notifications, records and measurement—rather than buying isolated departmental tools.

Meeting & records admin 75

LEADERSHIP ACTION NOW

- 1 Name one executive sponsor and accountable process owners
- 2 Authorize demos and fit-gap work—not procurement yet
- 3 Protect staff time and require a measured day-90 decision

Portfolio principle Review first and implement first are not identical: begin the complex land-use diagnostic while launching high-readiness pilots in website, DPW, transfer permits, payments and meeting records.

Two surveys, one prioritization model

Process nominations identify what people want changed; satisfaction ratings, trends, emphasis and comments identify where service outcomes and trust are weakest.

BUSINESS PROCESS SIGNAL

163 process nominations

- 65 nominators
- 42 staff + 121 resident
- Shows the process families people want changed

SATISFACTION SIGNAL

284 2025 resident responses

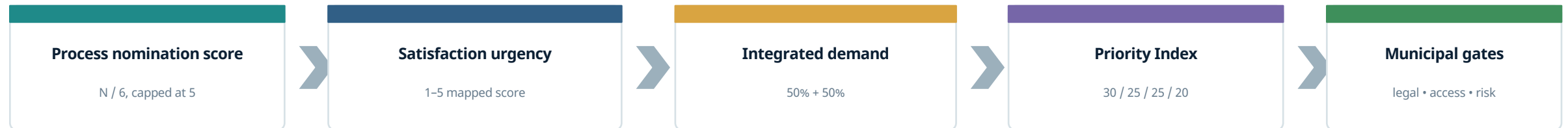
- Current % positive
- Four-year trends, emphasis and written comments
- Shows weak outcomes, urgency and trust gaps

TECHNOLOGY FIT

5-YEAR 2026–2030 strategy horizon

- Customer-first, cloud-first and shared platforms
- Automation, security, accessibility and responsible AI
- Constrains solution design and measures

How the evidence enters the existing framework

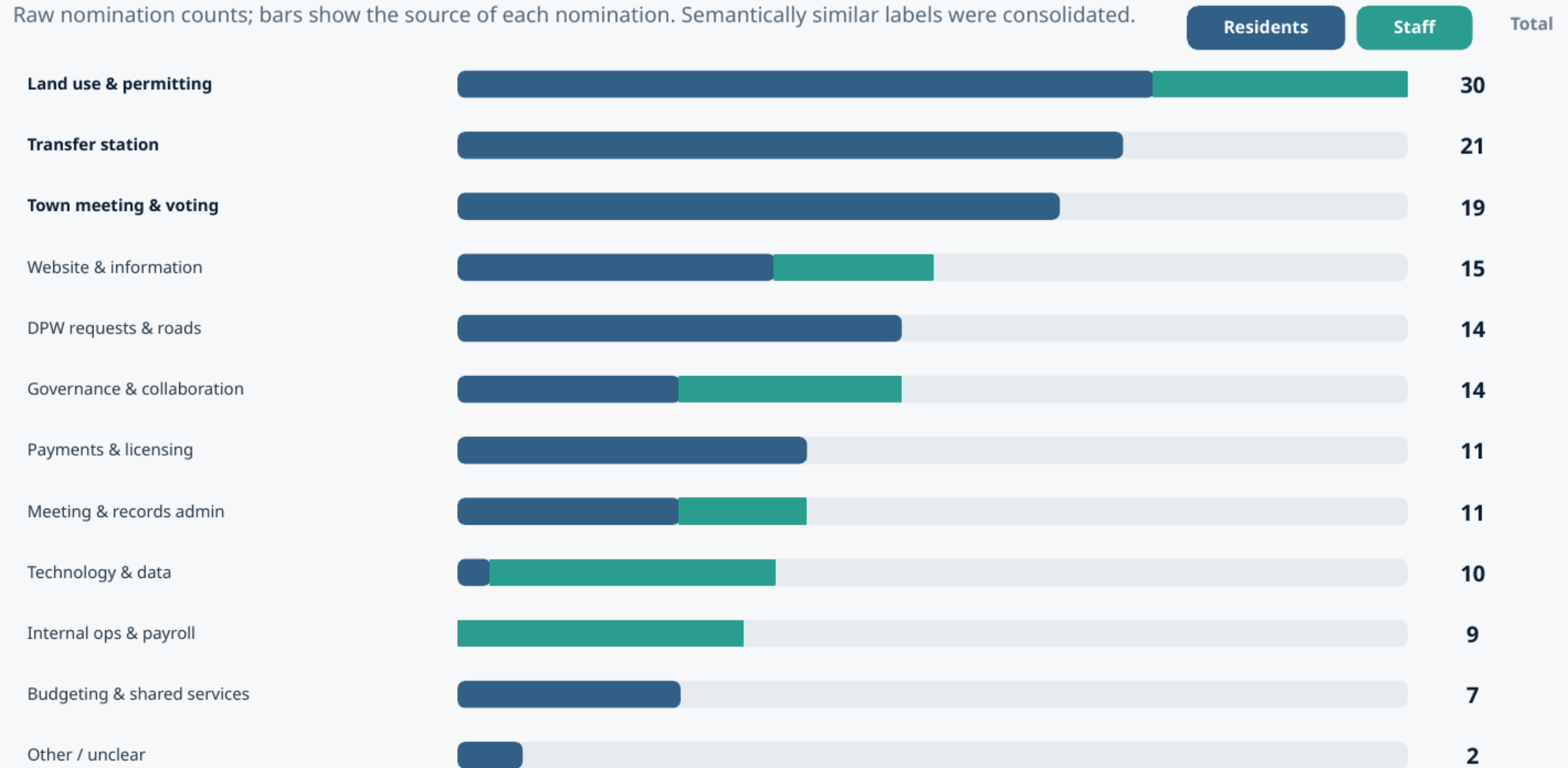


Avoid double counting

The satisfaction urgency score uses service ratings, 2021–2025 trends, emphasis selections and department-level written comments only. The resident process-nomination fields are already counted inside the 163 nominations and are not scored again.

Most nominated process families

Raw nomination counts; bars show the source of each nomination. Semantically similar labels were consolidated.



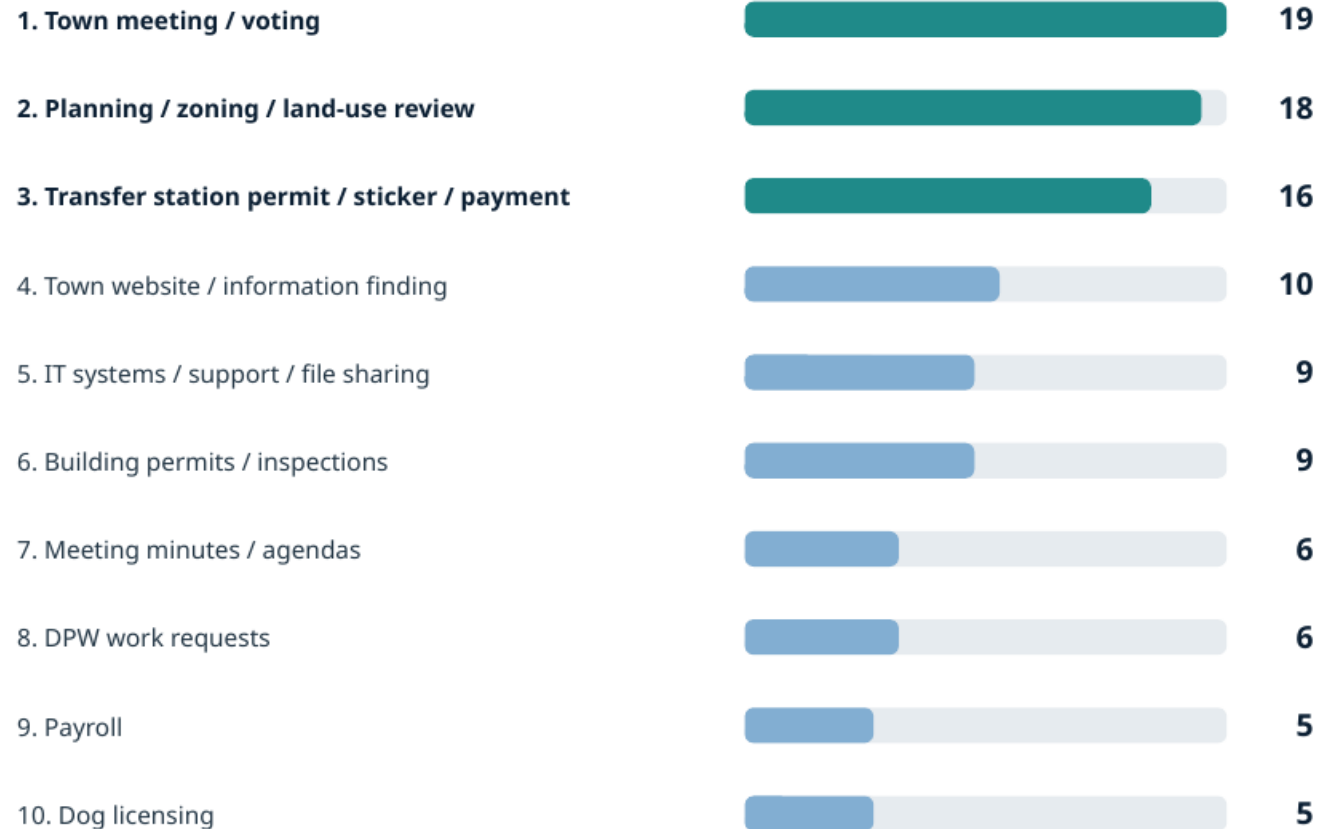
The six largest families account for 69% of all nominations; the top three alone account for 43%.

Source: supplied survey exports; semantic grouping and directional scoring by OpenAI.

The raw wording reinforces the same priorities

Top repeated process themes after normalizing obvious spelling variants and synonyms.

Most repeated specific processes



RESIDENT LENS

121 nominations

- Land use, planning, zoning and building permits
- Transfer-station permits, fees and rules
- Town meeting and voting access
- DPW requests, roads and website information

STAFF LENS

42 nominations

- Technology, IT support and file management
- Payroll, onboarding and administrative tracking
- Cross-department communication and decision rights
- Meeting minutes, Zoom and public records

Implication: pair resident-facing service redesign with the digital workplace and governance changes staff say are required to sustain it.

What respondents say is painful—and what “better” looks like

Directional keyword coding of linked comments; themes overlap and one nomination may appear in multiple themes.

46

Slow approvals / unclear ownership

BETTER STATE

Fewer handoffs, explicit decision rights, predictable turnaround

37

Limited self-service / no status visibility

BETTER STATE

Online intake, tracking, notifications and clear next steps

35

Manual work / paper / duplicate entry

BETTER STATE

Reusable data, integrated forms and less rework

35

Fees / payment options / access constraints

BETTER STATE

Transparent fees, convenient payment and equitable access

24

Fragmented systems / departmental silos

BETTER STATE

Shared platforms, records and cross-department workflows

18

Hard to find information / unclear process

BETTER STATE

Task-based website content and a single source of truth

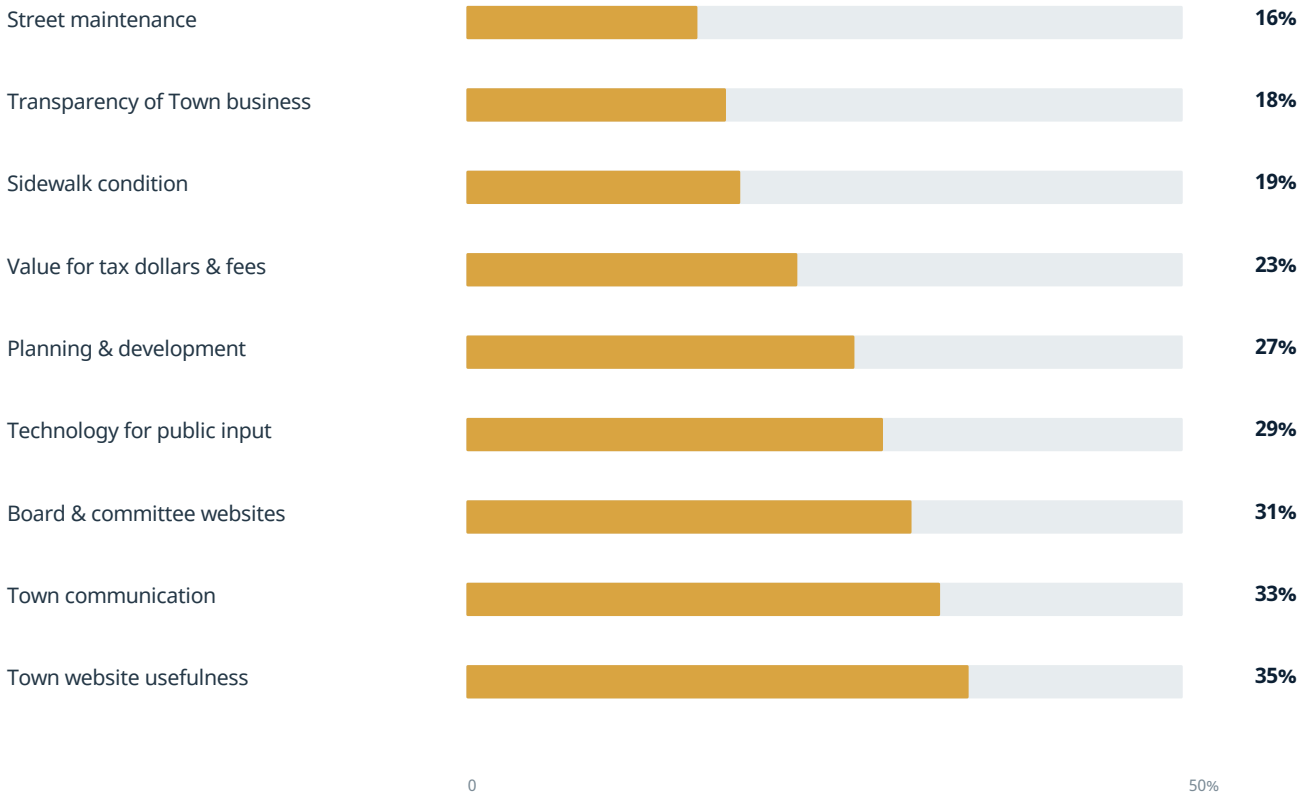
Common design principle: simplify the process before digitizing it—then provide one clear entry point, reusable data, status visibility, and human support for exceptions.

The satisfaction survey helps prioritize the focus

Low ratings and explicit priorities elevate the website and DPW among the fastest resident-facing wins, while strengthening governance and Town Meeting as a parallel policy track.

Lowest-rated 2025 indicators

% positive; "Don't Know" excluded



Explicit priority and review signals

78%

street maintenance
made top-two DPW emphasis

59%

Town website
made top-two communication emphasis

72%

near-term government
review rated important

87%

department efficiency
and coordination important

92%

transparency around
Town spending important

94%

long-term costs and
property taxes important

TRANSFER STATION NUANCE

65% / 74%

positive for recycling / solid-waste service

65 recurring comments still focus on hours, fees and recycling. Prioritize the permit, payment and access journey before changing core service delivery.

Prioritization Framework; including the demand signal

The service, savings and feasibility hypotheses remain unchanged. The 25% demand dimension now combines process nominations and independent satisfaction evidence.

30%

Resident service improvement

Access, clarity, turnaround, reliability, transparency and user effort

25%

Cost / efficiency savings

Staff hours, rework, handoffs, avoidable contacts, processing cost and revenue leakage

25%

Integrated demand signal

50% normalized process nominations + 50% satisfaction urgency

NOMINATIONS

SATISFACTION

20%

Feasibility / readiness

Process ownership, technology fit, legal flexibility, data availability and change capacity

PRIORITY INDEX

30% Service + 25% Savings + 25% Integrated Demand + 20% Feasibility

SATISFACTION URGENCY — 1 TO 5

Current rating • trend • emphasis • recurring comments

MANDATORY GATES

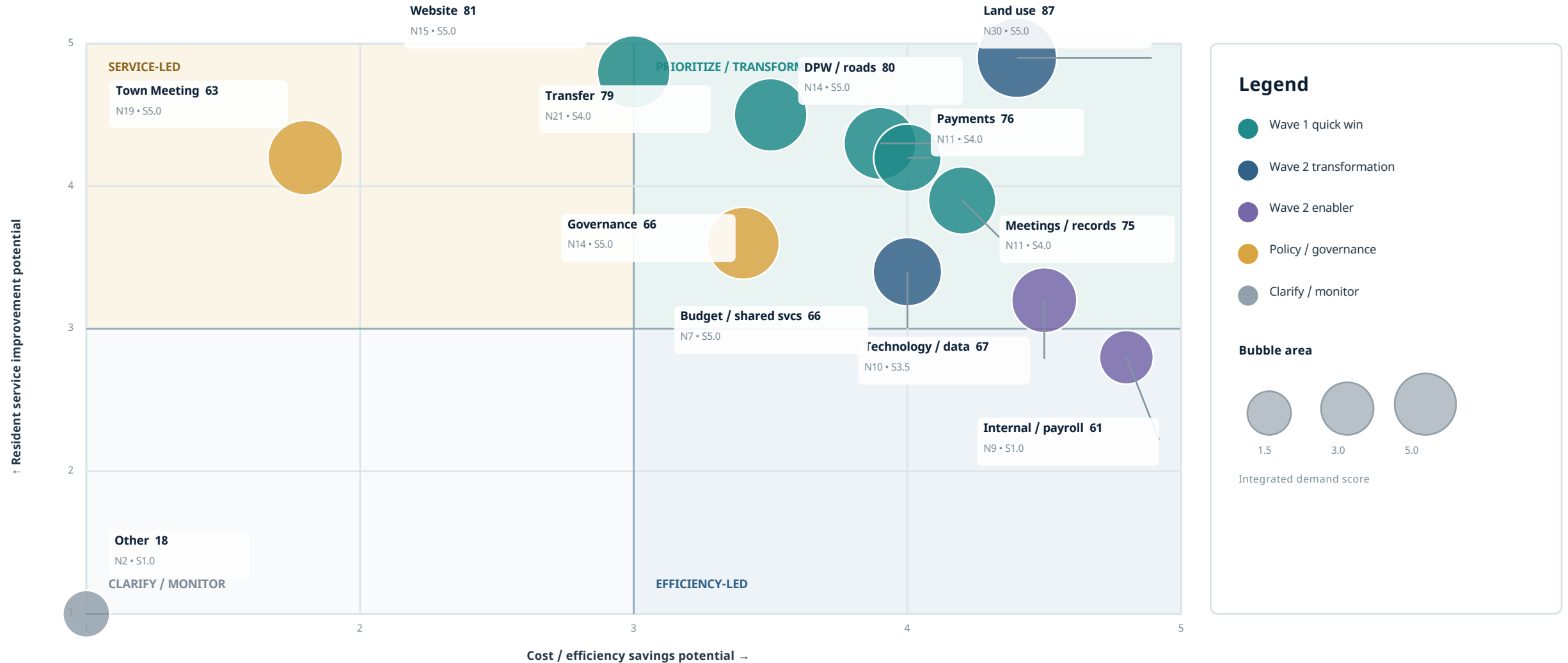
Legal / statutory • privacy / security • equity / nondigital access • records retention • change capacity

PATHWAYS

Pilot now: high index + readiness • Discover now: high impact, complex implementation • Policy track: statutory / governance dependent

Impact / savings bubble chart—data from both surveys

Axes are the business-process service and savings hypotheses. Bubble area reflects integrated demand; labels show the index plus process nominations (N) and the 1–5 satisfaction urgency score (S).



Sequence: discovery by impact, implementation by readiness

The combined evidence prioritizes the ranking within the quick-win portfolio; it does not remove the need to begin the more complex land-use diagnostic now.



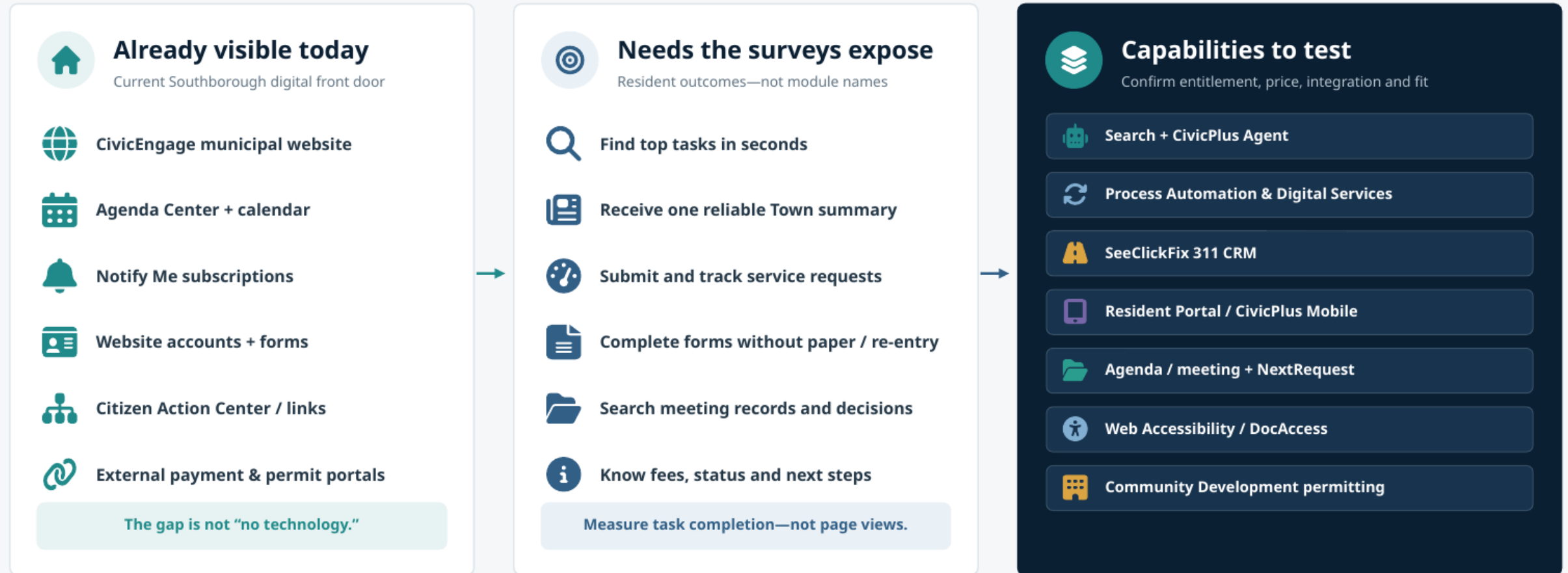
This is execution of the adopted Technology Strategy—not a new agenda

Each proposed action directly advances the Town's goals, investment principles and 2026 roadmap.

Proposed action	 Citizen experience	 Employee efficiency	 Cost & operations	 Data & transparency	 Secure & accessible
 CivicPlus + website sprint					
 DPW request / SeeClickFix pilot					
 Transfer permit optimization					
 Meeting / records automation					
 Digital Process Factory					
Guiding principles Customer-first • cloud-first • shared platforms • automate manual work • security/privacy by design • human-reviewed AI  2026 roadmap match Website analytics + 2–3 practical AI pilots + a curated FAQ assistant.					

Website upgrade: treat CivicPlus as a platform review, not just a redesign

Southborough already has core CivicPlus functions; the opportunity is to expose, configure, govern and integrate the right capabilities.



Decision principle: configure and govern core capabilities first; buy an add-on only when a measured service gap remains and the integration / total-cost case is stronger than alternatives.

A 90-day CivicPlus + content sprint can improve the resident front door now

Design around the 15–20 tasks residents actually come to complete, with analytics and ownership built in.

0–30 DAYS

Instrument & inventory

Identify the top 15–20 resident tasks
Review search terms, zero-results and exit pages
Inventory CivicPlus modules, entitlements and integrations
Name a content owner for every top task

31–60 DAYS

Prototype & test

Rewrite pages in plain, task-based language
Prototype one news hub and common service pattern
Test search / Agent against curated public content
Run resident usability and accessibility sessions

61–90 DAYS

Launch & govern

Improve the ten highest-volume tasks
Publish content, alert and archive standards
Stand up a small KPI dashboard
Return with configure / buy / stop recommendations

Baseline established

Prototype tested

Top tasks improved

Measure: task success • time to answer • zero-result searches • support contacts • alert subscriptions

Concept: a task-based digital front door

Illustrative—not a final design

How can we help?

 Search services, meetings, permits...

 Report a road issue

 Apply for a permit

 Pay a bill or fee

 Find meeting records

Town news • alerts • deadlines • “what changed”



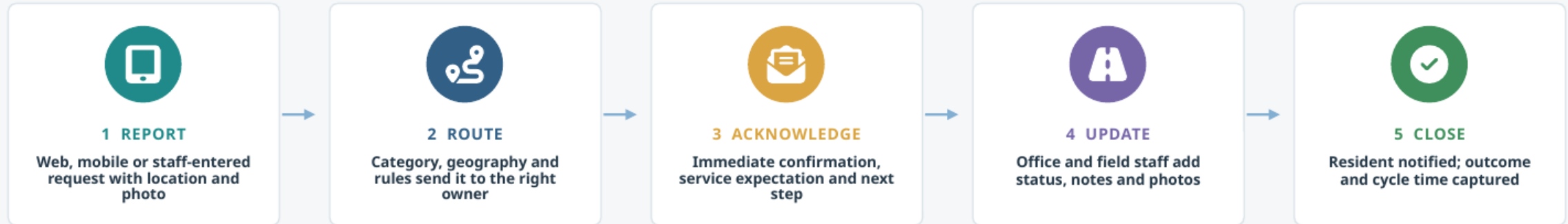
Governance deliverable

A content owner, review cadence and success metric for every top task.

DPW service requests: close the loop with a SeeClickFix pilot

A narrow, well-owned pilot can turn potholes, sidewalks and drainage requests into trackable cases with resident updates.

SeeClickFix is now part of the CivicPlus ecosystem



Recommended pilot design

4 request categories

8-12 weeks

Web + mobile + phone

Start with potholes / road hazards, sidewalk defects, drainage / catch basins, and trees / grounds
Use one status taxonomy, one queue and named service owners; retain a non-digital intake path
Set realistic acknowledgement and update standards—do not promise completion dates the Town cannot control
Decide whether the public can view individual requests by category; protect sensitive or enforcement-related cases
Test GIS / work-order integration or a disciplined export before expanding

Go / no-go measures

- Time to acknowledge
- Median time to close
- % receiving status updates
- Repeat calls / duplicate reports
- Post-close resident satisfaction

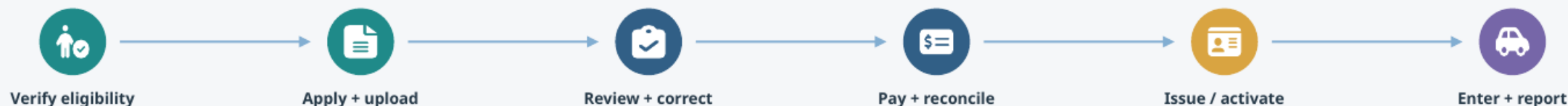
Pilot rule: process ownership before public launch.

Transfer station: optimize the end-to-end permit journey

Southborough already accepts online applications; the decision is whether configuration, a specialized platform or consolidation best removes remaining friction.



Current-state fact: the Town website routes online transfer-station permit applications to an OpenGov portal. Focus discovery on fees, verification, review, fulfillment, access and staff reconciliation—not simply “putting the form online.”



OPTION A



Optimize current OpenGov workflow

Best when the platform is basically fit and the pain is configuration / operating discipline.

- Simplify fields and evidence requirements
- Improve save, correction and status messages
- Add lower-cost payment choices where feasible
- Automate staff routing, fulfillment and reconciliation

OPTION B



Benchmark Bonsai Logic TownHall247

Best when specialized permit sales, residency checks and facility access are the primary need.

- Online and in-person permit / payment handling
- Resident verification and controlled document review
- QR / scannable permits and facility-use reporting
- Optional license-plate recognition / sticker replacement

OPTION C



Test CivicPlus / shared workflow

Best when platform consolidation and a common resident experience outweigh specialized access features.

- Process Automation forms and workflow
- Resident portal / account experience
- Integrated notifications and payments options
- Potential reuse across other permits and licenses



Recommended next step: a 6-week scripted fit-gap and total-cost comparison using the same resident and staff scenarios. Decide “configure, replace or consolidate” only after baseline data and demos.

Create a repeatable Digital Process Factory—with AI inside clear guardrails

The durable win is a formal method that simplifies a process before configuring technology, then measures whether the change worked.

A six-step improvement sprint

Common method for every department



Mandatory gates: legal / statutory • privacy / security • accessibility / nondigital access • records retention • change capacity



AI where it is safe and useful

Draft and convert forms; summarize meetings and documents
Search approved public records and policies
Generate first-pass notices, translations and FAQs
Never make final eligibility, enforcement or policy decisions

Human review • approved tools • no sensitive data in public AI • obvious path to a person

First-wave backlog

- Meeting minutes / summaries
- Common forms, payments & licensing
- Public records / document search
- Payroll, onboarding & admin tracking
- Land-use / permitting diagnostic

Target cadence: two measured sprints per quarter.

90-day roadmap: four measured pilots and one transformation diagnostic

Start small, use common gates and return to leadership with evidence—not vendor promises.

0–30 DAYS

Confirm & baseline

Name executive sponsor and process owners
Baseline website, DPW, permit and meeting metrics
Inventory CivicPlus licensing / integrations
Select DPW categories and AI minutes pilot
Map current transfer-station journey



31–60 DAYS

Simplify & prototype

Run resident top-task tests
Configure DPW sandbox and routing
Conduct scripted vendor demos
Prototype common forms / notifications
Complete land-use current-state map



61–90 DAYS

Pilot & measure

Launch limited website and DPW changes
Test minutes automation with human review
Pilot transfer-station improvements where feasible
Publish KPI dashboard and lessons
Return with configure / buy / stop decisions



3–12 MONTHS

Scale winners

Expand successful request categories
Standardize forms, status and notifications
Implement transfer platform decision
Develop land-use redesign business case
Report quarterly to Select Board and public



DECISIONS REQUESTED

1

Approve the 90-day portfolio and one executive sponsor

2

Name accountable process owners and protect staff time

3

Authorize demos / RFIs and a modest pilot budget—not procurement

4

Require a public KPI update and decision memo at day 90

Integrated category scoring and pathway assignment

Scores are 1–5; Priority Index is the weighted score converted to 0–100. Satisfaction urgency is a directional mapped score, not a statistical estimate.

#	Process family	N	Sat.	Demand	Service	Savings	Feasible	Index	Recommended pathway
1	Land use & permitting	30	5.0	5.00	4.9	4.4	2.6	87	● Wave 2 transformation
2	Website & information	15	5.0	3.75	4.8	3.0	4.5	81	● Wave 1 quick win
3	DPW requests & roads	14	5.0	3.67	4.3	3.9	4.0	80	● Wave 1 quick win
4	Transfer station	21	4.0	3.75	4.5	3.5	4.0	79	● Wave 1 quick win
5	Payments & licensing	11	4.0	2.92	4.2	4.0	4.1	76	● Wave 1 quick win
6	Meeting & records admin	11	4.0	2.92	3.9	4.2	4.0	75	● Wave 1 quick win
7	Technology & data	10	3.5	2.58	3.2	4.5	3.2	67	● Wave 2 enabler
8	Budgeting & shared services	7	5.0	3.08	3.4	4.0	2.6	66	● Wave 2 transformation
9	Governance & collaboration	14	5.0	3.67	3.6	3.4	2.3	66	● Policy / governance
10	Town meeting & voting	19	5.0	4.08	4.2	1.8	2.0	63	● Policy / governance
11	Internal ops & payroll	9	1.0	1.25	2.8	4.8	3.5	61	● Wave 2 enabler
12	Other / unclear	2	1.0	0.67	1.0	1.0	1.0	18	● Clarify / monitor

Method note

Nomination score = $N / 6$, capped at 5. Integrated demand = 50% nomination score + 50% satisfaction urgency. Satisfaction urgency excludes process-nomination fields to avoid double counting.

Appendix: CivicPlus capability evaluation scorecard

Use the same resident scenarios and decision criteria across CivicPlus modules and alternative vendors.

Resident / staff need	Evidence of the gap	CivicPlus capability to test	Decision questions
Find information quickly	Website usefulness 35%; website is top communication priority	Municipal Website search, CivicPlus Agent, content tools	Accuracy on local rules? Search analytics? Curated sources? Content owner?
One reliable Town channel	Town communication 33%; residents ask for one summary	Notify Me, Mass Notification, CivicPlus Mobile, news / alerts	One subscription profile? Email + text? Segmentation? Delivery reporting?
Submit and track requests	37 comments coded as limited self-service / no status; DPW requests = 14 nominations	SeeClickFix 311 CRM and Conversations	Routing and mobile field use? Public visibility? GIS / work-order integration?
Digitize forms / workflows	35 comments coded as manual / paper / duplicate entry	Process Automation & Digital Services; Power Automate integration	Included vs add-on? Payments / e-sign? Data export? Admin skill required?
Improve permitting	Land use = #1 process family; building permits repeated	Community Development modules and community portal	Fit with current ViewPoint / OpenGov? Migration? cross-department workflow?
Records and meeting access	Meeting / records admin = 11 nominations; records satisfaction 50%	Agenda & Meeting Management, NextRequest, AI summaries	Retention and official-record rules? Search? redaction? staff review burden?
Accessible digital service	Strategy requires inclusive access and WCAG / ADA discipline	Web Accessibility, DocAccess, captioning / translation tools	Scope, ongoing monitoring, PDF remediation, nondigital alternatives?

Score every option on resident task success, staff effort, integration, security/privacy, accessibility, implementation capacity, recurring cost and vendor exit / data portability.

Capabilities summarized from current official CivicPlus product pages; availability, licensing and security posture require vendor confirmation and Town review.

Appendix: sources, current-state checks and assumptions

The recommendations are evidence-based, but they are not procurement decisions or validated financial estimates.



Southborough evidence base

Southborough Business Process Improvement Survey Overview — 163 nominations from resident and internal survey exports
 Southborough Semi-Annual Survey — 2025 Results and four-year trends — 284 self-selected respondents
 Southborough MTC Technology Strategy 2026 — goals, principles, current environment, AI guidance, KPIs and roadmap
 Survey priority scores are directional triage hypotheses, not validated savings or legal-feasibility determinations

Key source-derived principle

Simplify the process before digitizing it; then provide one clear entry point, reusable data, status visibility and human support.



Current-state web checks

The official Town site is powered by CivicPlus / CivicEngage
 The site exposes Agenda Center, Notify Me, website accounts, forms, Citizen Action Center and external payment / permit links
 The transfer-station page currently links residents to an OpenGov online permit portal
 These checks support an “optimize and integrate before replacing” posture

Official product pages reviewed

CivicPlus Municipal Websites, Agent, Process Automation, SeeClickFix 311 CRM, Community Development and Web Accessibility; Bonsai Logic TownHall247 / transfer-station software.



Assumptions and guardrails

Vendor capabilities are vendor-reported; pricing, licensing, references, accessibility, security and integrations are not yet validated
 No recommendation assumes that a CivicPlus capability is included in Southborough's current subscription
 AI output is a draft; staff retain accountability and residents retain a path to a person
 Legal, public-records, retention, privacy, procurement and nondigital-access requirements remain mandatory gates
 Pilot capacity and ongoing operating costs must be included in each business case

This deck proposes a structured evaluation and pilot agenda—not a vendor award.