

**Town Manager Goals and Objectives
Fiscal Year 2017
Update to the Board of Selectmen
June 30, 2017**

Budget and Finances

1. Develop, implement, and manage a balanced budget - Town Manager must develop and manage a balanced budget in conjunction with the Town Accountant, Town Treasurer/Collector, and School Superintendent. The financial team must meet periodically to ensure that the approved budget is maintained as appropriated in order to avoid shortfalls and streamline the financial monitoring process.

Response: I presented a balanced FY18 budget that, similar to my recommended FY17 budget, did not rely on one time revenues to balance the budget. I anticipate the State will certify FY17 Free Cash in an amount greater than the \$300,000 used to fund a portion of the FY18 capital purchases. The Town Accountant, Treasurer/Collector, and School Business Manager communicate often and continue to reconcile accounts on a monthly basis.

2. Town Manager will expect monthly reconciliations from the Town Accountant, Town Treasurer/Collector and the school business office and report finding to the Board of Selectmen.

Response: As mentioned above reconciliations continue to occur on a monthly basis between the Accountant, Treasurer/Collector, and School Business Office. The Accounting and School Business Office meet on a regular basis to discuss any issues. The FY17 fiscal year ended one month ago. The Town Accountant has reconciled all of the receivable and payable accounts for the year and expects a budget surplus. Preliminary audit work will begin in mid-August. I expect Mr. Roselli too be pleased with the condition of the financial records.

3. Town Manager will work with the financial team to complete year end closings, reconciliations, research any variances, and prepare for outside Audit by August.

Response: My response to this goal remains the same as what was provided to the Board six months ago. The FY16 records were reconciled and closed in a timely manner. The FY16 fiscal year was closed on October 21st. The annual audit has been completed and Free Cash Certified. Below are the certified Free Cash amounts:

General Fund		\$1,670,652.00
Enterprise Fund	Water	\$ 166,249.00
Enterprise Fund	Sewer	\$ 727,071.00
Enterprise Fund	Transfer Station	\$ 3,257.00

Many of the FY15 deficits were addressed through modification of behavior or eliminating the deficit through corrective journal entries. The financial team is working very well together and I expect that to continue.

4. Town Manager will implement Auditor's management letter recommendations in conjunction with the Town Accountant and the Town Treasurer/Collector.

Response: There were no significant comments in the management letter on the town side. Any comments have been addressed and I anticipate the auditor will be satisfied with any corrective measures put in place.

5. Develop, manage, and implement a five year financial forecast for the Town, as well as a five year Capital Improvement Plan.

Response: I developed and presented a Capital Improvement Plan to the Capital Planning Committee and Board of Selectmen. All capital requests were based on that plan.

I began work on the five year financial forecast with the Town Accountant and found matching revenue and expenditure forecasts challenging to compare with the Town's financial records. I did use the forecast as a tool to assist in my FY18 budget preparation, the Town Accountant and I plan to modify the format of the financial plan and present it to the Board for review.

6. Town Manager will continue working with MUNIS and all financial officers to ensure that all systems are running efficiently, all necessary staff are trained, and all financial networks are communicating.

Response: The Town Accountant and School Business Administrator have met with MUNIS to develop a plan to upgrade the software. The Town Accountant has intentionally moved slowly with this project to allow himself to better understand the processes used by MUNIS now prior to making any decisions on how MUNIS will be configured in the upgrade. I support the direction the Accountant has taken with this project.

Communication

1. The Town Manager will maintain an open and transparent atmosphere and ensure that all Board of Selectmen members are informed of all important matters impacting the town.

Response: I have tried to keep the Board aware of all issues of importance through e-mail, phone calls, and Town Manager reports. I have not received any comments requesting any modifications to my communication

2. The Town Manager will keep Board members apprised of any and all legal matters that the Town is involved in, as well as their status.

Response: The few legal issues that have arisen have been brought to the Board's attention in a timely manner.

3. Town Manager will work with the Chairman of the Board of Selectmen to develop an agenda by no later than Wednesday evening before a Monday Board meeting.

Response: I have continued to work with the Chair to have a draft agenda for review on Wednesday and the packets ready to be picked up by Board members by end of business Thursday. The use of iPads will change how the packets are prepared but uploading the Board packet will occur on Thursday afternoons.

4. Town Manager will ensure that all Board members have an emailed copy with a hardcopy of all relevant meeting materials provided no later than 5:00 p.m. on Thursday before a Board meeting.

Response: Packets have been available by in large on Thursday by 5:00. There should be no deviation from that with the electronic packets.

5. The Town Manager will provide complete and accurate information to Board members as requested. Information is to be shared with Selectmen in a timely manner and the entire Board should be copied when information is requested.

Response: I continue to provide the Board with complete, accurate information. There have been a couple of times in the past six months that prior drafts of documents were accidentally distributed. The most recent being the Inter municipal Agreement with Templeton. I will strive to improve in this area in the future.

6. The Town Manager shall utilize all sources of media including newspapers, town website, social media and the town television station to increase positive communication with all parties. Every effort should be made to highlight the town in a positive way in order to improve the reputation of the town.

Response: The Town website has been updated and more current information is being regularly posted by all departments. The Town's Facebook page is also being used on a regular basis. The local access cable channel is now rebroadcasting a number of Board and Commission meetings multiple times per week. And new equipment has been purchased to improve the overall quality of the local access broadcasts.

7. The Town Manager will continue his positive relationship with the School Administration as it is imperative that the town and school continue to work together in order to progress.

Response: Superintendent Haddad and our staffs continue to have a strong working relationship. .

8. The Town Manager will continue communicating and working with business owners, community clubs and organizations, and other town citizens to ensure an easy and open access to town government.

Response: I continue to attend ribbon cutting ceremonies along with a variety of civic events invest in the community. I understand and appreciate the importance of being visible to residents and taxpayers. I also continue to make myself available in person or e-mail for anyone who has a question or concern.

9. The Town Manager will work with the Community Compact to codify human resources policies, update employee performance reviews and personnel plans.

Response: The project is complete and has been presented to the Board by the organization that created the documents. I anticipate the Board approving the documents in August 2017.

10. The Town Manager will continue working with the Communications Committee to update and increase town communications and web pages.

Response: The Communications Committee has not met in several months.

Business and Economic Development

1. Town Manager will work with all town businesses to improve their opportunity for successful operations in the community.

Response: I have and will continue to meet with businesses to provide any support I can. Enhancing the business community and tax base is critical to providing affordable service to the residents of Winchendon.

2. Town Manager will encourage and solicit new manufacturing and/or industrial development in the town and utilize space in the Industrial Park whenever possible.

Response: I have met with a number of businesses looking at relocating to Winchendon and will continue to do that.

3. Town Manager will encourage new retail business opportunities in the downtown area in accordance with the Master Plan. The Manager will also to establish a Downtown Partnership among business owners to foster communication among all retailers.

Response: The downtown businesses and Community Development Director Tracy Murphy have spearheaded a business group that meets on a regular basis to expand and support local business.

4. Town Manager will take advantage of the town's natural resources, parks, and recreation to encourage new business growth in the community.

Response: I continue to work with a group from the Winchendon School to develop a brochure and webpage identifying the variety of passive and active recreation opportunities on Winchendon. I am hoping the information will be gathered and the project completed by June 2018.

5. Town Manager will work towards negotiating and implementing the solar field as established.

Response: Onyx Renewable Partners L.P. has completed the solar field on the former landfill. Onyx is now waiting for National Grid to complete the upgrades to their system to allow for energy created at the former landfill site. Nation Grid has indicated the solar field to be producing energy by the end of 2017.

6. The Town Manager will establish and promote a policy for eliminated blighted properties as soon as possible in order to make the town more attractive to new business.

Response: The Building Commissioner and Fire Chief have developed a list of blighted buildings and notified the property owners that the buildings must be secured and made safe.

7. The Town Manager will work with the DPW Director to fund infrastructure maintenance and upkeep and improve roadways.

Response: The Public Works Director secured an engineering firm with Chapter 90 funds to inventory and grade the condition of every town road. This project is complete and the findings presented to the Board of Selectmen.

In addition CDBG grants have been awarded for the reconstruction of Walnut and Chestnut Streets. The Public Works Director and Community Development Director were also successful in having the reconstruction of Central Street included in the State Transportation Improvement Plan. The estimated cost of the Central Street project is \$3.8 million. The Public Works Director has worked with MassDOT to have and the State's section of Maple Street repaved in 2018. Lastly, Winchendon has submitted all necessary documents to be considered for future Complete Streets grants.

8. The Town Manager will continue working with the DPW Director to monitor the Transfer Station and improve fiscal solvency.

Response: I believe the Public Works Director and I presented a responsible budget and are eager to review the results.

9. The Town Manager will work with the Enhancement Committee to implement a strategy for revitalizing the downtown area.

Response: As mentioned a couple of times earlier, downtown businesses and Tracy Murphy have been meeting to address business concerns. Tracy Murphy has worked closely with a property owner to secure a CDBG grant to renovate the RHI building. In addition the Fall Festival will be held in the downtown area this fall. Finally, the reconstruction of Central Street will improve the functionality and perception of Central Street.