

**Board of Selectmen/Town Manager  
Goals and Objectives  
Fiscal 2019 (July 1-June 30)  
Adopted by the BOS on December 3, 2018**

**Mission Statement:** The Board of Selectmen and Town Manager provide executive leadership for the Town of Winchendon. Together, we pursue collaborative processes, ethical, and professional procedures to insure that Town resources are directed to providing the best services possible to protect public safety, public assets and a special quality of life in Winchendon.

***Relating to the Board of Selectmen***

<b>Goal I. Protect and Enhance the Financial Health of the Town</b>	
<b>Objective</b>	<b>Action Item</b>
A. <i>Continue working with the Finance Team to ensure the approved budget is maintained, properly appropriated, and use of funds maximized and used efficiently.</i>	
B. Clean up “old accounts” and update current accounts to streamline MUNIS and make account activity more transparent and easier to understand.	
C. Seek alternative funding whenever possible through grants, endowments or gifts to enhance department funding and services.	
D. Maintain fiscal discipline in all departments	
E. Update the Board of Selectmen on anticipated appropriations and all changes made by the Capital Planning Committee.	

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F. Maintain and update projected 5-year forecast, informing all Boards no less than quarterly.	
G. Continue upgrade to MUNIS and resolve issues through the Town Accountant, School Business Office and Town Treasurer	
H. Work with the Finance Committee, Town Accountant and Town Treasurer when preparing budgets, expenditures and anticipated financial obligations to be presented at the Annual Town Meeting in an effort to increase fiscal transparency	
<b>Goal II. Protect and Enhance Communication</b>	
Objective	Action Item
A. Maintain an open and transparent atmosphere with all elected and appointed boards and ensure that all Board of Selectmen members are informed of all important matters impacting the Town. Increase the number of multi-board meetings whenever necessary.	
B. Improve the responsiveness of town government by initiating a flow of information to inform residents of changes in by-laws and policies. Increase accessibility to all information using all available media.	

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C. Develop a communications strategy to promote the awareness of residents regarding changes to policies, initiatives and actions of town government. Make access to information more accessible and available by utilizing the Town's website and other media platforms.	
D. Create a plan for department heads to meet with the Board of Selectmen no less than annually to discuss issues and anticipated updates to their departments.	
E. Utilize all sources of media, including newspapers, town website, social media and local cable access to increase positive communication between government and residents. Create and innovate venues for open communication.	
F. Increase communication between town government and school administration for open and transparent engagement.	
G. Communicate and visit local business owners, community clubs, organizations and schools to ensure the town's commitment to all residents.	

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H. Increase dialogue with business owners and committees in an effort to have a more responsive and business friendly community, especially in the downtown area.	
I. Establish a line of communication between the Town and local businesses to increase communication and generate feedback for improvement.	
<b>Goal III. Protect and Enhance Business and Economic Development</b>	
Objective	Action Item
A. Make a concentrated effort to stop at local businesses to encourage communication between the town and proprietors.	
B. Work with town businesses to improve their opportunity for successful operations within the community, focusing on specific issues like parking, ease of access, encouraging high traffic areas, etc.	
C. Encourage and solicit new manufacturing and/or industrial development in the town and utilize designated industrial space.	
D. Encourage new retail space in the downtown area in accordance with the Master Plan	
E. Develop a plan to make the downtown area more inviting and encouraging to prospective business development. Develop a "Welcome Packet" to encourage more growth.	

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<b>Goal IV. Protect and Enhance the Historic District and Public Property</b>	
<b>Objective</b>	<b>Action Item</b>
A. Develop design standards for the downtown area. Create a vision that will enhance the look of downtown and encourage new businesses.	
B. Encourage downtown businesses to work in conjunction with the Community Development Committee to encourage businesses to adopt "village friendly" design standards.	
C. Actively encourage new markets and entrepreneurs to the downtown district. Develop a marketing plan (also for the industrial parks) for how businesses can make an impact in town, and how the town can positively impact their business.	
D. Protect the future use of town lands, manage buildings and facilities. Cooperate with the Finance Committee, Redevelopment Authority and Capital Planning to keep the Board updated as to future expenditures and maintenance costs.	

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<b>Goal V. Town Appearance and Projection</b>	
<b>Objective</b>	<b>Action Item</b>
A. Develop a plan to make the town more attractive and competitive for business and residential development.	
B. Establish procedures for identifying, notifying and working with property owners who are in non-compliance of Town by-laws and ordinances.	
C. Develop a strategy for targeting and enforcing by-laws and ordinances so that they are applied in a more uniform manner without discrimination.	
D. Establish a plan to transform targeted, blighted areas of town to improve overall Town appearance.	
E. Seek, and obtain grants and other sources of funding for improving Town appearance.	

***END - Board of Selectmen***

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<b>I. Protect and Enhance the Financial Health of the Town</b>	<b>STATUS –</b>
A.	
B.	
C.	
D.	
E.	
F.	
G.	
H.	
<b>II. Protect and Enhance Communication</b>	<b>STATUS –</b>
A.	
B.	
C.	
D.	
E.	
F.	
G.	
H.	
I.	
<b>III. Protect and Enhance Business and Economic Development</b>	<b>STATUS –</b>
A.	
B.	
C.	
D.	
E.	

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<b>IV. Protect and Enhance the Historic District and Public Property</b>	<b>STATUS –</b>
A.	
B.	
C.	
D.	
<b>V. Town Appearance and Projection</b>	<b>STATUS –</b>
A.	
B.	
C.	
D.	
E.	

***END – Town Manager***