

**Board of Selectmen/Town Manager**  
**Goals and Objectives**  
**Fiscal 2018 (July 1-June 30)**  
**Adopted by the BOS on September 25, 2017**  
***Update April 30, 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>  |  |
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| <b>Objective</b>   | <b>Action Item</b>   |
| <i>Continue working with the Finance Team to ensure the approved budget is maintained and properly appropriated.</i>       | <i>I have worked with department heads, the Board of Selectmen, Finance Committee and Capital Planning Committee to present a balanced FY19 proposed budget along with a responsible Capital Improvement Plan that addresses the most current capital needs of the community.</i>                |
| Clean up “old accounts” and update current accounts to streamline the transition to MUNIS                                  | <i>The Town Accountant continues to address old accounts with no activity. Many were closed out at the end of FY17. Some additional accounts will be closed by the end of FY18.</i>  |
| Seek alternative funding whenever possible through grants, endowments or gifts to enhance department funding and services. | <i>Winchendon has been successful over the past year in receiving a CDBG grant to reconstruct Chestnut Street in the summer of 2018. Additionally the reconstruction of Central Street was included in the State 10 Year Road Plan. The estimated reconstruction cost is over \$3.6 million.</i> |
| Maintain fiscal discipline in all departments  | <i>Departments continue to manage their operations while remaining within their approved budget. With the exception of the Snow and Ice Budget I do not anticipate any department needing a budget transfer to address an overall budget shortfall.</i>  |

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| Continue to pay down deficit borrowing   | <i>The remaining balance of the deficit borrowing at June 30, 2018 is \$611,990. There is an appropriation included in the FY19 budget for the annual principal payment of \$300,000. I anticipate the balance will be paid with the use of FY18 Free Cash.</i>   |
| Maintain and update projected 5-year forecast and Capital Improvement Plan   | <i>I have updated and presented the 5 Year Financial Forecast to the Board of Selectmen. That document was approved by the Board in early 2018</i>  |
| Continue upgrade to MUNIS and resolve issues through the Town Accountant, School Business Office and Town Treasurer  | <i>MUNIS has been upgraded to version 11.1. The Town Accountant intends to upgrade to version 11.3 sometime in FY19. The current 11.1 version is supported by MUNIS.</i>  |
| 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 | <i>I have continued to work closely with the Town Accountant in preparing the annual budget and managing to the approved budget on a daily/weekly/monthly basis. I have met with the Finance Committee to present my recommended budget and other times during the fiscal year to address any items of question or concern.</i> |
| <b>Goal II. Protect and Enhance Communication</b>  |   |
| <b>Objective</b>   | <b>Action Item</b>  |
| 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.   | <i>My staff and I are always cognizant of the importance of being completely transparent to the Board of Selectmen and the public.</i>  |
| Improve the responsiveness of town government by initiating a flow of information to inform residents of changes in by-laws and policies.  | <i>This is an ongoing objective. I will have at least one bylaw change to present to the Selectmen for consideration at the Fall 2018 Town Meeting.</i>   |

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| 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. | <i>Over the past year departments have begun to utilize the town website and Facebook page more regularly. In addition, CodeRed has also been utilized more frequently to make residents aware of issues that are time sensitive.</i>  |
| Create a culture of transparency and open government between all town departments and the public.  | <i>As mentioned earlier my staff and I understand, appreciate and strive to be as transparent as possible to encourage trust in our local government.</i>  |
| Utilize all sources of media, including newspapers, town website, social media and local cable access to increase positive communication between government and residents.                     | <i>Winchendon has an active website and Facebook page to provide current information to those who are interested. In addition, some town departments have begun using CodeRed on a more regular basis to inform the public on time sensitive issues.</i>   |
| Increase communication between town government and school administration for open and transparent engagement.  | <i>Superintendent Haddad and I continue to have a strong relationship. We work well together and speak whenever it is necessary.</i>   |
| Communicate and visit local business owners, community clubs, organizations and schools to ensure the town's commitment to all residents   | <i>Over the past year the Town moved the Fall Festival to Central Street for the first time in an attempt to showcase the local businesses to attendees. The day was an overwhelming success. The 2018 Fall Festival is also planned for Central Street and is anticipated to be larger than the 2017 event.</i> |
| Develop a welcoming kit for new residents and prospective businesses.  | <i>I have not developed a welcoming kit for new residents to date but will address this objective by June 30, 2018.</i>  |

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| <b>Goal III. Protect and Enhance Business and Economic Development</b>   |   |
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| Objective  | Action Item   |
| Make a concentrated effort to stop at local businesses to encourage communication between the town and proprietors.        | <i>I do stop at local businesses from time to time to introduce myself and solicit feedback on what the town can do better to support their businesses. I will strive to meet with local businesses more in the coming months.</i>  |
| Work with town businesses to improve their opportunity for successful operations within the community                      | <i>I do work with local businesses whenever possible to improve their relationship with the town. My hope is that by providing better support, their business will prosper.</i>   |
| Encourage and solicit new manufacturing and/or industrial development in the town and utilize designated industrial space. | <i>With the assistance of the Redevelopment Authority, Winchendon has been able to attract a large solar provider and a marijuana grower to the Hillview Business Park. These two business should begin site work in FY19 and provide the town will additional revenue and jobs. I continue to meet with representatives of Brandywine when asked hoping that project will become a reality at some point in the near future.</i> |
| Encourage new retail space in the downtown area in accordance with the Master Plan   | <i>Interested businesses are encouraged to explore their development opportunities downtown. There has been a few new businesses opening but redevelopment in this area remains slow.</i>   |

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| <b>Goal IV. Protect and Enhance the Historic District and Public Property</b>   |  |
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| <b>Objective</b>  | <b>Action Item</b>   |
| Implement the new street light program, restoring lights to previous dark areas and using decorative lighting in the downtown area.                                 | <i>The streetlight LED project began in the winter of FY18 and was halted for over two months by National Grid. This project will begin again in June. All streetlights are expected to be upgraded by June 30, 2018.</i>  |
| Encourage downtown businesses to work in conjunction with the Community Development Committee to encourage businesses to adopt “village friendly” design standards. | <i>The Community Development Department continues to work with the downtown businesses to enhance a village friendly feel for the downtown area. The Town received a grant to develop a town wide themed informational signage that would a consistent look to enhance the visual appearance of the signs throughout town.</i> |
| Actively encourage new markets and entrepreneurs to the downtown district   | <i>Interested businesses are encouraged to explore their development opportunities downtown. There has been a few new businesses opening but redevelopment in this area remains slow.</i>  |
| Protect the future use of town lands, manage buildings and facilities.  | <i>Town property is protected when necessary. The disposition of surplus town land and buildings continues to be reviewed.</i>   |