

**Board of Selectmen/Town Manager
Performance Objectives
Fiscal 2024**

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 ensure 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

Goal I. Protect and Enhance the Financial Health of the Town	
Objective	Action Item
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>	Hire a new Treasurer/Collector and see what improvements can be made in that office.
B. Continue to work on MUNIS to make account activity more transparent and easier to understand.	Work with Town Accountant to get revenue posted as quickly as possible so that MUNIS reports are up to date.
C. Seek alternative funding whenever possible through grants, endowments or gifts to enhance department funding and services.	Whenever I see a grant opportunity, I forward on to the appropriate department to see if it is worth pursuing
D. Maintain fiscal discipline in all departments to include meeting with department heads to curb overspending	Spending reports are sent out every month to each department head
E. Update the Board of Selectmen on anticipated appropriations and all changes made by the Capital Planning Committee.	Update 5 year capital plan and discuss with capital planning committee

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F. Maintain and update projected 5-year forecast, informing all Boards no less than quarterly.	This started with the February meeting of the Tri-board.
G. Work closely with the School Business Office, Town Accountant, and Town Treasurer	Weekly meeting schedule with School Superintendent started in December
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	Monthly scheduled meeting with Finance chair and vice-chair started in January. Have several meetings as needed with Finance chair
Goal II. Protect and Enhance Communication	
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.	BOS members are notified when there is breaking news in the Town
B. Develop a communications strategy to improve the responsiveness of town government by initiating a flow of information to inform residents of changes to by-laws, policies, initiatives and actions of town government. Increase accessibility and availability to all information using the Town's website and other media platforms.	Website and Facebook page are updated constantly with new information. We are working to make sure there is ability to make updates off-hours as well. This is being worked on.

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C. 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.	We will start this process in March to have a department head each month attend a meeting to give an update
D. Utilize all sources of media, including newspapers, town website, social media, electronic signs and local cable access to increase positive communication between government and residents. Create and innovate venues for open communication.	We respond to media inquiries and update the front page of the town website every day to keep it fresh. We also publish the same content on the Facebook page
E. Increase communication between town government and school administration for open and transparent engagement.	We have weekly meetings with the school department
F. Communicate and visit local business owners, community clubs, organizations and schools to promote a more responsive and business friendly community and to generate feedback for improvement.	I have visited some community clubs and organizations and will be meeting with more of them as well as more businesses

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Goal III. Protect and Enhance Business and Economic Development	
Objective	Action Item
A. 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.	I will continue to listen to business concerns and how the town can be a better partner
B. Encourage and solicit new manufacturing and/or industrial development in the town and utilize designated industrial space.	I attend all of the Redevelopment Authority meetings as we work to bring more businesses into town
C. Encourage new retail space in the downtown area in accordance with the Master Plan	We are applying to the State's vacant storefront program
D. Develop a plan to make the downtown area more inviting and encouraging to prospective business development. Develop a "Welcome Packet" to encourage more growth.	We will work to create a welcome packet that gives a guide to how to start and operate a business in town.

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Goal IV. Protect and Enhance the Historic District and Public Property	
Objective	Action Item
A. Develop design standards for the downtown area. Create a vision that will enhance the look of downtown and encourage new businesses.	We will work on design standards.
B. Encourage downtown businesses to work in conjunction with the Community Development Committee to encourage businesses to adopt “village friendly” design standards.	We will work on 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.	We will work with the state's Office of Business Development as well as other state agencies to bring more businesses to town
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.	I attend as many meetings as I can to keep the communication flowing.

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Goal V. Town Appearance and Projection	
Objective	Action Item
A. Develop a plan to make the town more attractive and competitive for business and residential development.	We will continue to communicate with business and developers to ensure a smooth process for working with the town
B. Develop a strategy for targeting and enforcing Town By-laws and ordinances to include procedures for identifying, notifying and working with property owners who are in non-compliance. Ensure enforcement is applied in a more uniform, non-discriminatory manner.	We will take a look at existing bylaws and ordinances and see if any updates are needed and also check on enforcement. Review enforcement actions taken and ones that were looked at but no enforcement was done
C. Establish a plan to transform targeted, blighted areas of town to improve overall Town appearance.	Update the list of properties in these categories and see who owns and follow up. Make sure properties with unpaid taxes are being put into tax title.
D. Seek, and obtain grants and other sources of funding for improving Town appearance.	Whenever I see a grant opportunity, I forward to the appropriate department to see if it is worth pursuing.
Goal V1. Professional Development	
Objective	Action Item
A. Ensure professional training/development for town employees where needed for individual success.	Regularly have one on one meetings with Department Heads and encourage them to take advantage of available trainings.
B. Complete training/collaboration opportunities (ex. MMA “Municipal Management Association Spring Conference” and “Boot Camp for New Managers”) to develop/enhance skills as new Town Manager	I attend as many MMA events as possible. I've been to at least five MMA events since I've started. I am currently enrolled in the Procurement classes offered by the Inspector General for Procurement Certification. I have completed and passed two of the three segments with the final segment scheduled in May, June 2024.

END - Board of Selectmen