

Board of Selectmen / Town Manager
Goals and Objectives
Calendar Year 2020
Reviewed by the BoS on March 30, 2020

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.

| Goal I. Protect and Enhance the Financial Health of the Town | |
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| Objective | Action Item |
| A. Work with the Finance Team (Finance Committee, Town Accountant, Town Treasurer) to present to Annual Town Meeting a budget that is efficient, maintained, and properly appropriated, while maintaining fiscal transparency. | |
| B. Seek alternative funding whenever possible through grants, endowments or gifts to enhance department funding and services. | |
| C. Maintain fiscal discipline in all departments. | <i>(Note: Per your request, this goal has been divided into two separate goals.)</i> |
| D. Establish written procedures for all "workarounds" for MUNIS and share with all necessary departments/personnel. | |
| E. Update the Board on recommended capital expenditures made by the Capital Planning Committee. | |

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| <p>F. Maintain and update a projected 5-year budgetary forecast, updating all pertinent boards and committees no less than quarterly.</p> | |
| <p>Goal II. Protect and Enhance Communication</p> | |
| <p>Objective</p> | <p>Action Item</p> |
| <p>A. Maintain an open and transparent atmosphere with all elected and appointed boards, ensuring that all Board of Selectmen members are informed of matters impacting the Town. Use multi-board meetings whenever necessary.</p> | |
| <p>B. Continue to improve communications informing residents of changes in by-laws, policies, initiatives and actions of Town government using all sources of media, including newspapers, the Town’s website, social media, and local cable to share important information to residents.</p> | |
| <p>C. Schedule department heads to meet with the Board of Selectmen no less than annually to discuss issues and anticipated updates to their departments.</p> | |
| <p>D. Coordinate with the School Department to utilize their media curriculum to expand and improve Channel 8 programming.</p> | |
| <p>E. Visit local businesses and communicate with business owners, community clubs, organizations and schools to ensure the town’s commitment to all residents and to generate feedback for community improvement.</p> | |

| Goal III Protect and Enhance Business and Economic Development | |
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| Objective | Action Item |
| A. Work with businesses to improve their opportunity for successful operations within the community, focusing on specific issues like parking, ease of access, encouragement of high traffic areas, etc. | |
| B. Encourage and solicit new manufacturing and/or industrial development and use of downtown retail space. Develop a "Welcome Packet" and marketing plan to encourage growth. Review and streamline permitting process for new business. | |
| 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 to work with the Community Development Committee. | |
| B. Protect the future use of town owned lands, maintaining and upgrading the Town's infrastructure. Work with the Finance Committee, Redevelopment Authority and Capital Planning Committee to keep the Board updated as to future expenditures and maintenance costs. | |

| Goal V. Town Appearance and Projection | |
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| Objective | Action Item |
| A. Establish procedures for identifying, notifying and working with property owners who are in non-compliance of Town by-laws and ordinances. | |
| B. Establish a plan to transform targeted, blighted areas of town to improve overall Town appearance. | |
| C. Continue to seek grants and other sources of funding for improving Town appearance. | |
| D. | <i>(Note: Moved "Upgrading Town's infrastructure to IV. B.)</i> |
| E. Increase resident's awareness of road repair procedures and work to rectify Town road deficiencies. Increase maintenance when at all possible on town-accepted roads. | |

END - Board of Selectmen

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-- Track Changes Mode --

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| Goal I. Protect and Enhance the Financial Health of the Town | |
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| Objective | Action Item |
| A. Work with the Finance Team (Finance Committee, Town Accountant, Town Treasurer) to present to Annual Town Meeting a budget that is efficient, maintained, and properly appropriated, while maintaining fiscal transparency. | |
| B. Seek alternative funding whenever possible through grants, endowments or gifts to enhance department funding and services. | |
| C. Maintain fiscal discipline in all departments. Establish written procedures for all "workarounds" for MUNIS and share with all necessary departments/personnel. | <i><u>(Note: Per your request, this goal has been divided into two separate goals.)</u></i> |
| D.C. | |
| <u>D. Establish written procedures for all "workarounds" for MUNIS and share with all necessary departments/personnel.</u> | |

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| E. Update the Board on recommended capital expenditures made by the Capital Planning Committee. | |
| F. Maintain and update a projected 5-year budgetary forecast, updating all pertinent boards and committees no less than quarterly. | |
| Goal II. Protect and Enhance Communication | |
| Objective | Action Item |
| A. Maintain an open and transparent atmosphere with all elected and appointed boards, ensuring that all Board of Selectmen members are informed of matters impacting the Town. Use multi-board meetings whenever necessary. | |
| B. Continue to improve communications informing residents of changes in by-laws, policies, initiatives and actions of Town government using all sources of media, including newspapers, the Town's website, social media, and local cable to share important information to residents. | |
| C. Schedule department heads to meet with the Board of Selectmen no less than annually to discuss issues and anticipated updates to their departments. | |
| D.C. | |
| <u>D. Coordinate with the School Department to utilize their media curriculum to expand and improve Channel 8 programming.</u> | |

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| Maintain and innovate communication venues between town government and school administration for open and transparent engagement | |
| E. Visit local businesses and communicate with business owners, community clubs, organizations and schools to ensure the town’s commitment to all residents and to generate feedback for community improvement. | |
| Goal III Protect and Enhance Business and Economic Development | |
| Objective | Action Item |
| <u>A.</u> Work with businesses to improve their opportunity for successful operations within the community, focusing on specific issues like parking, ease of access, encouragement of high traffic areas, etc. | |
| <u>A.B.</u> Encourage and solicit new manufacturing and/or industrial development and use of downtown retail space. Develop a “Welcome Packet” and marketing plan to encourage growth. Review and streamline permitting process for new business. | |
| 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 to work with the Community Development Committee. | |

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| <p><u>B.</u> Protect the future use of town <u>owned</u> lands, manage town buildings and facilities, maintaining and upgrading the Town's infrastructure. -Work with the Finance Committee, Redevelopment Authority and Capital Planning Committee to keep the Board updated as to future expenditures and maintenance costs.</p> | |
| <p>Goal V. Town Appearance and Projection</p> | |
| <p style="text-align: center;">Objective</p> | <p style="text-align: center;">Action Item</p> |
| <p>A. Establish procedures for identifying, notifying and working with property owners who are in non-compliance of Town by-laws and ordinances.</p> <p><u>B.A.</u></p> | |
| <p>C.<u>B.</u> Establish a plan to transform targeted, blighted areas of town to improve overall Town appearance.</p> | |
| <p>D.<u>C.</u> Continue to seek grants and other sources of funding for improving Town appearance.</p> | |
| <p>E.<u>D.</u> Continue the process of renovating/upgrading the Fire Station to provide better support for the town's Fire Department personnel.</p> | <p><i><u>(Note: Moved "Upgrading Town's infrastructure to IV. B.)</u></i></p> |
| <p><u>F.E.</u> Increase resident's awareness of road repair procedures and work to rectify Town road deficiencies. Increase maintenance when at all possible on town-accepted roads.</p> | |

END - Board of Selectmen