

**Town Manager Goals and Objectives
Fiscal Year 2017
Update to the Board of Selectmen
November 21, 2016**

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 an FY17 budget that was responsible, in balance and began to address the backlog of capital items not purchased in the past few years. My recommended FY17 budget did not utilize Robinson Broadhurst grants to acquire/pay for operational expenses such as computers or salary expenses. The Town Accountant, Treasurer/Collector, and School Business Manager communicate often and 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: Reconciliations are occurring 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 FY16 audit was recently completed and Mr. Roselli was very pleased with the condition of the financial records. I would expect the condition of the financial records to continue to improve with the hiring of a new Town Accountant and School Business Manager.

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: 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: Any management letter comments will be addressed with the appropriate party. I do not anticipate any significant management letter comments on the Town's financial records.

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

Response: A five year financial forecast and Capital Improvement Plans were created in the fall of 2015 into early 2016. The Town Manager will update each plan for presentation to the Board in early 2017 prior to the development of the FY18 budget.

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 I have met with MUNIS to begin discussions on upgrading the software. Once the annual audit is complete the Town Accountant will begin planning for the upgrade.

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: There have been no legal matters brought against the Town since my arrival. When a legal issue is brought to my attention I will inform the Board as soon as possible.

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 worked 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.

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 Thursday at 5:00 since the Board set that expectation.

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: As mentioned in an earlier response I have provided responses to all Board members on topics the Board should be apprised of. I believe I provide all updates to the Board in a timely manner and the information I forward is accurate.

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: Over the past year I have created a Town Facebook page and assist in updating the page sharing information with Facebook users. An updated website has been designed and is scheduled to be launched by the end of December. The

new site will be more user friendly and easier for staff to maintain. Upgrades to the local access television hardware and software have been completed to allow for all meetings and events to be rebroadcast. My staff is currently developing a rebroadcasting schedule for Board and Commission meetings that are videotaped.

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: My relationship with School Superintendent Steve Haddad is very strong. Steve and I understand the importance of promoting a cooperative relationship to the residents and taxpayers and will continue to project a positive image.

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: Over the past year I have attended ribbon cutting ceremonies, walked Central Street meeting business owners and workers, made site visits to businesses, attended civic organization meetings and a number of Town related functions. I have also made 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 Town has hired a consultant to complete the personnel policies and job descriptions. That project will be completed and presented to the Board of Selectmen in the first quarter of 2017.

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

Response: I have attended one of the Communication Committee meetings and am committed to supporting the committee in the future to improve the types of information provided to interested parties.

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 met several business owners and have provided whatever assistance I could at the time. Business and economic development is an area that I intend to devote more time to in the upcoming year.

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 spent very little time soliciting new business opportunities in the industrial park. As mentioned above I intend to dedicate more time to this over the next year.

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: I have not established a Downtown Partnership group with business owner at this point.

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 am working 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 expect the information to be gathered by the spring of 2017 so those opportunities can be publicized to entice more people to visit and shop in Winchendon.

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

Response: The Board recently approved the assignment of the landfill solar field to Onyx Renewable Partners L.P. Onyx has shown a great deal of interest in moving forward with the development of the project during 2017. I would anticipate the Town seeing the financial benefits of the solar field at some point in FY18.

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 presented a procedure to address blighted, unsafe properties in the summer/fall of 2016. The Fire Chief is gathering the supplies needed to begin notifying the property owners and marking the blighted buildings.

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

Response: The Public Works Director has been working diligently to identify funding opportunities to address the failing infrastructure. A CDBG grant has been awarded to reconstruct Walnut Street along with replacing existing water and sewer lines. A second CDBG grant will be applied for in 2017 for additional road

reconstruction work. Additionally Mr. Gallant is working towards the Town adopting the Complete Streets criteria. Once adopted, the Town will be able to apply for additional funds to repair infrastructures.

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

Response: The DPW Director and I proposed operational changes at the Transfer Station to improve the financial viability of the Transfer Station Fund. We anticipate a budget surplus in FY17.

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, I have not spend much time on the revitalization of the downtown area yet but will over the next year.