

# Goals and Objectives

for the upcoming fiscal year

# Why are goals and objectives important?



- Clarifies direction and purpose.
- Sets benchmarks for measuring progress.
- Provides motivation and sense of accomplishment.
- Ensures alignment on vision and direction.
- Helps guide decision-making.
- Allows for ongoing evaluation of progress and performance.

Citizen Engagement, Communication, Transparency

Employee Engagement and Team Building

Long-term Financial Stability

Infrastructure and Capital Planning

Service Delivery and Operational Improvements

Planning Initiatives



**Goal**

Increase and improve the availability of information to the public and identify new ways to communicate and engage residents in local government.

**Goal**

Engage employees to build a strong team, positive work environment, and culture where employees are recognized for their performance and motivated to work together.

**Goal**

Develop policies and practices to ensure the Town's long-term financial stability.

**Goal**

Manage and plan capital investments and improvements ensuring proper maintenance, care, and stewardship of public assets.

**Goal**

Identify ways to continually improve the delivery of municipal services and operations by encouraging creative thinking and data-driven decision making.

**Goal**

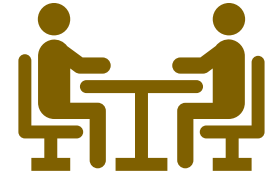
Pursue methods and programs to assist the community to plan for its future while respecting its past and maintaining the character of the community.

# Citizen Engagement, Communication, Transparency



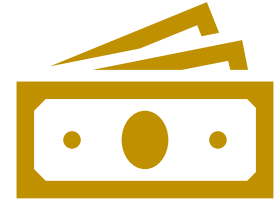
- Create a Communication Strategy for the Town. To the maximum extent possible, plan out content in advance, identify communication methods and schedule, ensuring increased communications through a variety of channels to reach all demographics of the community.
- Create social media accounts and develop ongoing, regular communications.
- Support the development and ongoing publication of the Select Board's Resident Newsletter.
- Plan and execute an annual Volunteer Appreciation event.
- Develop a program and curriculum for a Resident Boot Camp to inform and educate residents about municipal operations and how departments function.
- Through an active recruitment strategy, seek to increase resident participation to as close to a 100% fill rate as possible for board/committee positions.
- Work with current board and committee members to plan and execute a Board and Committee Open House as a recruitment strategy to education residents on the role and responsibilities of our boards/committees and existing opportunities to serve.
- Organize and schedule Town Administrator in-person and remote open office hours.
- Develop and publicize a Resident Survey.
- Create and implement a schedule for ongoing maintenance and regular updates to the Town website.

# Employee Engagement and Team Building



- Create training opportunities for Department Heads & and other Town employees by working with them to identify areas of interest and desired development.
- Create and support ongoing opportunities for staff volunteer projects.
- Develop employee recognition programs.
- Plan and execute an annual all staff activity.
- Continue regular, monthly department head meetings.
- Implement regular, annual performance reviews.
- Develop and deliver ongoing training to Department Heads on website content creation and ongoing maintenance.
- These efforts are meant to improve employee retention and job satisfaction.

# Long-term Financial Stability



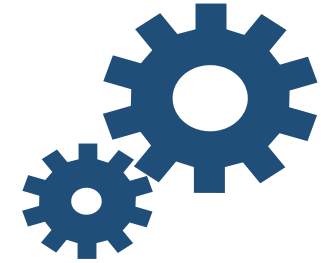
- Organize a financial summit and/or Selectmen retreat.
- Continue to build upon the existing financial forecast.
- Develop a more comprehensive budget document.
- Improve upon existing departmental budget worksheets.
- Begin to develop financial policies for the Select Board and Advisory Board's consideration.
- Begin the budget process earlier and align our local process with the School District.
- Identify and consider sources of additional revenue generation and cost efficiencies.

# Infrastructure and Capital Planning



- Support the implementation of capital improvement projects funded through ARPA and CPC.
- Develop a Capital Improvement Plan with Department Heads, Select Board, and the Capital Planning Committee.
- Work with the Conservation Commission and Road Commission to oversee the completion of the Phase II Assessment of Woodward's Dam.
- Support the Conservation Commission's efforts to implement the Drews Landing Boardwalk project.
- Work with the Town Engineer, Conservation Commission, and Road Commission to finalize a plan to repair/replace/fund Joint Grassbrook culvert.
- Oversee and manage the repair of the bandstand
- Develop a plan to expend the \$50,000 ARPA funding for public safety improvements.
- Finalize and gain approval for purchase of new fire rescue truck.
- Work with neighboring towns and state and federal officials to develop a plan to mitigation PFAS at the high school.

# Service Delivery and Operational Improvements



- Seek out opportunities for interdepartmental and regional collaborations, cross-training, and back-up staffing options.
- Consider options that would provide improved availability to residents for counter services with existing staff.
- Identify areas of improvement to elevate the resident experience in-person and online.
- Hire and develop a training, transition, and support program for the new Treasurer/Collector.
- Begin the development of a "playbook" for the town containing office procedures, workflow, systems, and policies.
- Execute the rollout and implementation of Microsoft 365.



# Planning Initiatives



- Aggressively seek out grant opportunities.
- Formalize project tracking and central repository for all employees and residents to access and view.
- Create a centralized spot for all grants, requirements, timelines, and progress for employees to track.
- Manage and execute the Municipal Vulnerability Planning Process.
- Manage and execute the AARP grant funded walk audit project.
- Work with the Affordable Housing Committee and Select Board to complete updating the Housing Production Plan.
- Complete the LDA and Lease agreement documents with MCO & Associates for the MUD District affordable housing development.
- Work with the Union Building Committee to support the creation of a plan to implement improvements and identify re-use options.
- Complete the cybersecurity grant training program.
- Ensure compliance and proper reporting for the Town's MS4 Stormwater Permit.
- Participate in the Regional Digital Equity Grant Project being led by the City of Lowell.