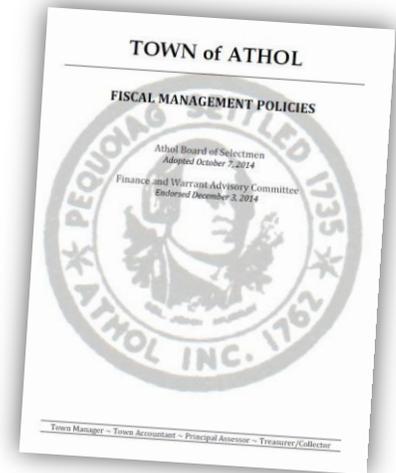


FY18 TOWN MANAGER'S GOALS

Approved by Board of Selectmen – August 8, 2017

FINANCIAL PROCEDURES

- Review and update as needed the 2014 Fiscal Management Policies for presentment to and adoption by Board of Selectmen and Finance & Warrant Advisory Committee.
- Review Capital Planning component of fiscal policies to include potential update to baseline funding target and future allocation of a recurring revenue stream to implement Capital Plan.
- Continue to seek efficiencies in finance offices to include parking ticket collection and tax title processes.



ECONOMIC DEVELOPMENT

- Develop an economic development plan for the Bidwell property specifically and “South Athol Road Corridor” generally. Advance related feasibility study for potential future interchange at state Route 2 and South Athol Road. Work with MRPC, BOS and Athol EDIC to publicly vet any proposals.
- Use office of Town Manager to build energy and collaboration for:



- 1) additional development surrounding the Exit #18 interchange with Route 2 with goal of securing full-service restaurants and a hotel,
 - 2) an action plan and resources for downtown Athol improvements,
 - 3) grants to support and leverage redevelopment of the long-vacant Union Twist mill, and
 - 4) completion of feasibility study for future Route 2 interchange at South Athol Road for long-term economic health and future traffic relief.
- Pursue completion of parcel-assembly for proposed realignment of Lake Ellis Road and Starrett Ave in conjunction with commercial redevelopment plans. Project would improve intersection conditions while facilitating additional tax base and job creation.
 - Continue Town Manager’s roundtable discussions with local business leaders and employers to ensure local government is responsive to concerns of business community.

NEIGHBORHOOD IMPROVEMENTS

- Continue to implement robust code enforcement program through Housing Task Force and renovation or demolition of distressed properties through Vacant and Abandoned Building Committee and other partner agencies.
- Seek to secure and utilize grants, special revenue accounts and/or other innovative methods to reduce vacancy and improve neighborhoods. Advance discussion with north central Mass. cities and towns and state DHCD to implement PILOT program to help renovate distressed properties in focused neighborhoods.
- Develop and implement plan for moving Riverbend, Ellen Bigelow and Sanders Street schools to the private sector in a manner that is harmonious with the surrounding neighborhoods.
- Support disposition planning efforts of Pleasant Street School Reuse Committee and policy decisions of Board of Selectmen regarding same.



MUNICIPAL OPERATIONS AND SERVICES

- Review existing personnel-related bylaws and establish written Personnel Policies and Procedures Manual for all Town personnel. Recommend updates or elimination of outdated bylaws as appropriate.
- Create "welcome" packet for all new hires to include benefit information and forms, personnel policies, collective bargaining agreements, payroll and other information.
- Convene "all staff" meetings on at least an annual basis to hear employee concerns and to share management policy decisions to ensure alignment throughout the organization.
- Review staffing levels in Department of Public Works to ensure sufficiency for maintaining and improving the Town's aging infrastructure.
- Review staffing in Police Department to ensure proactive community-based policing and monitor central dispatch call volume to assess staffing after six months of operation. Thereafter, initiate assessment of potential regional dispatch center in Athol with neighboring community(ies) as partner(s).
- Initiate planning-level discussion to re-establish a downtown fire and ambulance bay to improve response time to the Town's population center. This future project would enhance and leverage the downtown reinvestment program and grant-funded improvements noted above. Longer-term project.