

<u>Goal #</u>	<u>Main Goal</u>	<u>Sub-goals</u>	<u>Assigned to</u>	<u>Due date</u>
	<b><u>Divide Between Long Term and Short Term Goals:</u></b>			
	<b><u>Short Term: Those that can be Accomplished Within the Year.</u></b>			
1	<b>Construction of new public safety facility</b>			
		<i>Set up Project Committee?</i>		
		<i>Needs assessment study</i>		
		<i>Location/response time study</i>		
		<i>Relocation of transfer station (TBD)</i>		
		<i>Land acquisition costs (TM)</i>		
		<i>Engineering &amp; design costs (TM)</i>		
		<i>Construction costs (TM)</i>		
		<i>Questions: Consolidate 1 &amp; 2?</i>		
2	<b>Review of Town facilities</b>			
		<i>Prepare report on each building, including current condition, capital needs, estimated costs, etc.</i>		
		<i>Identify needs of departments and space/storage needs now and moving forward</i>		
		<i>Review potential of Neary School for Town use</i>		
		<i>Consolidation of departments/space</i>		
		<i>Potential reuse of existing facilities</i>		
		<i>Disposition of property (TBD)</i>		
2a	<b>Capital Assets</b>			
		<i>Evaluation of town's capital assets and schedule for replacement/purchases.</i>		
		<i>Identify surplus town equipment and property to sell for increased revenue and reduction of maintenance expenses.</i>		
3	<b>Collective Bargaining</b>			
		<i>Participate in teacher negotiations to ensure parity with town unions on health insurance and other issues</i>		
		<i>Frame discussions for methods of cost containment for successor contracts, including steps (and lanes, as applicable)</i>		
		<i>Ensure that contracts reflect current and forecasted financial conditions of the Town</i>		
		<i>Comparative pay and retention issues</i>		

4	<b>Increase PILOT payments</b>			
		<i>Review current structure of PILOT payments</i>		
		<i>Set target levels for various groups based on policy</i>		
		<i>Meet with various non-profit entities to gain consensus</i>		
		<i>Implement new structure with set review dates</i>		
		<i>Establish committee and timetable</i>		
		<i>Work with EDC to set target goals for the coming year</i>		
5	<b>Economic Development</b>	<i>Focus on vacancy rates, attracting new businesses</i>		
		<i>Work with existing businesses to understand and plan for future needs</i>		
		<i>Develop more business-friendly environment (website, development handbook, point of contact, etc.)</i>		
		<i>Develop and implement ways to expand tax base</i>		
		<i>Articulate specific, achievable goals</i>		
		<i>Implementation of a permitting guide</i>		
6	<b>Review Budget guidelines</b>	<i>Impacts of level service budget on departments</i>		
		<i>Study to determine appropriate staffing levels for departments for Public Safety, etc.</i>		
		<i>Zero-based budgeting</i>		
		<i>Improvements in cost-control/efficiencies</i>		
		<i>Personnel Retention Issues</i>		
		<i>Survivability of Departments</i>		
		<i>Long term impacts based upon level serviced budgets</i>		
7	<b>Communication with community</b>	<i>Establish better lines of communication with community</i>		
		<i>Explore establishing a blog or conduit for information on a regular basis</i>		
		<i>Work with SAM to establish TA cable show</i>		
		<i>Explore options for customer service</i>		
		<i>enhancements such as establishing a blog for information on a regular basis.</i>		
		<i>Software improvements for permitting</i>		
		<i>process to shorten time periods</i>		
		<i>Establish service metrics to assure</i>		
		<i>responsiveness to residents</i>		
		<i>Engage residents in input on priorities for</i>		
		<i>public facilities, services and programs</i>		
		<i>so that improvement programs reflect the</i>		
		<i>vision of the community</i>		
		<i>Hold regular office hours for Selectmen</i>		

		<i>to meet with residents</i>		
8				
	<b>OPEB</b>	<i>Use actuarial study to determine funding requirement</i>		
		<i>Determine funding level that Town can sustain</i>		
		<i>Adjust as necessary based on benefit changes</i>		
		<i>Improve presentation of benefit costs to reflect OPEB impact</i>		
		<i>Seek out stable funding source that can be committed to funding trust fund</i>		
9				
	<b>Town aesthetics/beautification</b>			
		<i>Meet with community groups to gather ideas on beautification</i>		
		<i>Repair/replace outdated or worn infrastructure (i.e., signage)</i>		
		<i>Prepare list of ideas for future Scout projects</i>		
10				
	<b>Internal/External Communication</b>			
	<b>(Short Term Goal)</b>	<i>Establish a protocol/checklist for communications</i>		
		<i>Liaison with School Committee</i>		
		<i>a. Work with School Committee to merge and consolidate infrastructure, software and staff;</i>		
		<i>b. Consider creating a seamless IT operation for all municipal departments</i>		
		<i>Strengthen BOS relationships with neighboring towns</i>		
		<i>Improve Selectmen relationship and frequency of meetings with State Representatives</i>		
		<i>Establish goals for departments under the authority of the BOS</i>		
11				
	<b>Consolidation of Services</b>	<i>What departments can be consolidated</i>		
	<b>(Short and Long)</b>	<i>Impact on costs</i>		
		<i>Impact on delivery of services</i>		
		<i>Human factor</i>		
		<i>Continue to explore Regionalization Opportunities</i>		
		<i>a. Discuss with comparable communities the potential collaboration on service delivery, operations', contract services and equipment purchases</i>		
		<i>b. Alternative ways to provide services.</i>		
		<i>Individual Dept. Wish List</i>		

		<i>viz., ultimate service delivery</i>		
		<i>Top three concerns about delivery of services</i>		
		<i>How to improve services without additional funds</i>		
		<i>Perception of efficiency at Town Hall</i>		
		<i>Areas for savings</i>		
12				
	<b>Town Meeting Improvements (Short Term)</b>	<i>Article Order</i>		
		<i>Incent Attendance</i>		
		<i>Voting Methods</i>		
		<i>Increase residential participation</i>		
13				
	<b>OML Training and Update (Short Term)</b>			
		<i>Enforcement and monitoring of OML</i>		
		<i>Enhance transparency and accessibility of all department and committee meetings</i>		
		<i>Have more committees/boards on TV</i>		
		<i>Written Materials and Supplements</i>		
		<i>Class room instruction and lectures.</i>		
		<i>Encourage all boards and committees to post draft minutes within two weeks of all meetings and timely replace with approved versions</i>		
14				
	<b>Becoming a Green Community (Short Term)</b>			
		<i>Benefits</i>		
		<i>Disadvantages</i>		
		<i>Costs</i>		
		<i>Long Term Impacts</i>		
		<i>Committee Report</i>		
15				
	<b>Advisory Relationship (Short Term)</b>			
		<i>Prepare a 3 Year Budget and Revenue Projection</i>		
		<i>Outlook on future override</i>		
		<i>In conjunction with Advisory, identify potential future impacts of new building projects</i>		
		<i>Create One Town Financial Policy</i>		
		<i>E.g., unification of policies on Reserves, Stabilization, Free Cash</i>		
		<i>Prepare a debt management presentation and strategic planning process for major capital building and infrastructure projects and review and prioritize</i>		