

**Town Manager 2021 Goals and Objectives (Proposed)**

**COVID-19 PANDEMIC**

**Goal #1** – *Manage the Town of Cheshire’s response to the COVID-19 pandemic in order to protect the health and safety of our residents and businesses while maintaining a full complement of municipal services and best positioning the Town for a strong post-pandemic local economy.*

**Key Objectives:**

- Provide leadership to the Town’s local pandemic response through our Emergency Management Team including planning and coordination with key local and state partners.
- Support the COVID-19 vaccine rollout by the Chesprocott Health District through logistical coordination, resource and facility availability and Town public safety and staff support to vaccinate as many eligible individuals locally as possible.
- Provide ongoing support for residents and businesses as they recover from a challenging 2020 through initiatives coordinated by our Human Services and Economic Development departments.
- Continue to expand availability and access to all town buildings, facilities, parks and open spaces with all appropriate and necessary safety protocols in place.
- Carefully track eligible pandemic-related Town expenditures and continue to pursue FEMA reimbursement and State grant funding.

**FINANCE**

**Goal #2** - *Ensure the continued strength and stability of Town finances through disciplined fiscal management and conservative budgeting practices.*

**Objectives:**

- Hold a successful bond sale in late March 2021 and present a strong case for reaffirming the Town’s AAA bond rating from both Standard & Poor’s and Fitch.
- Develop a fiscally responsible FY22 Operating and Capital Budget that maintains high-quality Town services in the most cost-effective manner possible.
- Ensure Town Operating Budget and Audit Report documents meet GFOA award certification standards.
- Seek out creative solutions to reduce expenditures and increase revenues while continuing to support high-quality municipal services.

## **ECONOMIC DEVELOPMENT**

**Goal #3:** *Support strategic and targeted efforts to grow the Town's grand list to lessen the tax burden on residents and existing businesses, while maintaining the Town's quality of life, identity and sense of place.*

### **Key Objectives:**

- Pursue North-End utilities expansion and State DOT parcel conveyance to the Town for the purpose of marketing the property for economic development purposes.
- Hire a Coordinator for Economic Development and Grant Writing and facilitate transition from the retiring long-standing Economic Development Director.
- Increase publicity and visibility of the Town Council's adopted Tax Increment Financing District and Master Plan.
- Implement additional recommendations from the 2017 Arnett Muldrow Market Assessment and Marketing Plan for the Town of Cheshire.

## **MAJOR PROJECTS**

**Goal #4:** *Advance key capital projects and major initiatives as approved and prioritized by the Town Council.*

### **Key Objectives:**

- Work to identify Town Council priorities to guide goal-setting, planning and resource allocation decisions.
- Provide staff support including financial planning and analysis for the School Modernization Committee.
- Pursue successor municipal solid waste disposal location solution and long-term contractual arrangement following the unavailability of the former Wallingford Transfer Station/Covanta location.
- Coordinate final phase of the acquisition of 257 Fenn Rd through OSWLA grant acceptance and related easements.
- Complete a Facility Assessment and Master Capital Plan for the Cheshire Community Pool.
- Finalize activation of the Town's upgraded Public Safety Radio System including final installation/construction and acceptance testing.
- Complete the development of the Chapman/Bartlem Park South Master Plan Project and work with Town Council to identify funding for Phase 1 capital projects.
- Initiate Mixville Park operations and future capital master planning process.

## **TOWN OPERATIONS/CUSTOMER SERVICE/COMMUNICATIONS**

**Goal #5:** *Improve the effectiveness, efficiency and quality of Town services with a focus on enhancing the user experience of residents, businesses and visitors. Support efforts to improve town-wide communications to provide reliable and consistent information and enhance citizen engagement, awareness and participation.*

### Key Objectives:

- Complete upgrades to Town website.
- Initiate operational staff reorganization of Town Manager's Office, Human Resources and Economic Development Office.
- Complete Legal Services RFP for Municipal, Bond and Labor Counsel Services and successfully manage Town Attorney transition.
- Complete collective bargaining negotiations with the Town's five unions.
- Improve capital project management and oversight including formalizing a process for legal contract review.
- Continue efforts to increase employee morale, engagement and wellness strategies
- Improve the Town's Online Permitting System.
- Identify and Implement an Online Job Application System.