

## **Town Manager 2022-2023 Goals and Objectives**

### **ECONOMIC DEVELOPMENT**

***Goal #1:*** 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, historical connections, identity and sense of place.

#### **Key Objectives:**

- Continue and expand outreach and support to existing local Cheshire businesses through meetings, visits and site walks
- Draft and advertise RFP for State DOT parcel conveyed to the Town in 2022 for the purpose of developing the property for economic development purposes.
- Support the development of the West Main Street Business District through various means including but not limited to applying for the BAR grant and implementing a new area design code, planning and developing additional municipal parking, possible relocation of Artsplace, etc.
- Increase publicity and visibility of the Town Council's adopted Tax Increment Financing District and Master Plan.
- Continue and expand Cheshire Business Appreciation event and Manufacturers Roundtable

### **FINANCE**

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

#### **Key Objectives:**

- Hold a successful bond sale in March 2023 and present a strong case for reaffirming the Town's AAA bond rating from both Standard & Poor's and Fitch.
- Maintain oversight and carefully manage the operating budget to generate a FY22 budget surplus
- Develop a fiscally responsible FY24 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 and implement Town Auditor recommendations including adoption of Federal Procurement Standards and establishing a Fraud Hotline.

## **PUBLIC SAFETY/PUBLIC HEALTH**

**Goal #3** – *Prioritize initiatives, projects and services that promote and ensure the highest levels of public safety for our community including continued management of the Town of Cheshire’s response to the COVID-19 pandemic.*

### **Key Objectives:**

- Improve communication with Chesprocott Health District regarding their finances and future goals/plans
- Closely monitor Fire Department staffing and equipment, improve volunteer incentives where possible.
- Monitor Trinity ambulance performance and response times
- Continue to provide leadership to the Town’s local pandemic response through our Emergency Management Team including planning and coordination with key local and state partners.
- Increase Cheshire Police Dept. public communications and access to information
- Design and construct a new Emergency Operations Center in the basement of Town Hall

## **RECREATION**

**Goal #4:** *Promote and expand recreational and leisure opportunities to enhance the quality of life for all Cheshire residents and promote positive physical, social and emotional experiences.*

### **Key Objectives:**

- Oversee the design development of the Chapman/Bartlem Park South Phase 1 capital project, keeping project on time and on budget for a Spring 2023 construction initiation. Work to identify additional funding opportunities to close any gaps and/or offset inflation cost pressures.
- Evaluate and pursue (if appropriate) open space land acquisition opportunities and coordinate final closeout of the acquisition of 257 Fenn Rd through OSWLA grant funding acceptance, related easements and open space management planning.
- Complete a Facility Assessment and Master Capital Plan for the Cheshire Community Pool.
- Initiate Mixville Park operations and future capital needs master planning process.
- Advance the installation of chicanes to improve public safety at the West Main Street trail crossing.

## EDUCATION

**Goal #5:** *Support the Town Council and Board of Education's major joint initiative to modernize Cheshire's public school facilities.*

### Key Objectives:

- Provide leadership and support as well as financial, planning and other technical resources to advance the Town of Cheshire's Next Generation school modernization capital projects.
- Continue to maintain and look for opportunities to expand shared services/field use.

## TOWN OPERATIONS/CUSTOMER SERVICE/COMMUNICATIONS

**Goal #6:** *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:

- Upgrade and improve Town website [www.cheshirect.org](http://www.cheshirect.org)
- Complete Legal Services RFP for Labor Counsel Services
- Reinforce the importance of customer service and timely follow up to all staff
- Increase internal communication between Town Manager, Department Heads and staff; as well as timely status reports and updates to the Town Council
- Continue efforts to increase employee morale, engagement and wellness strategies
- Formulate plans for managing emerging solid waste issues including the nips surplus revenue and streamlining and establishing a consistent bulky waste process.
- Improve the Town's Online Permitting System.
- Identify and Implement an Online Job Application System.
- Complete design and continue upgrades to Council Chambers and Chambers Lobby (carpet, chairs, wall photos, seal and signage)

**Addendum:**

**MAJOR CAPITAL PROJECTS**

- ❖ Oversee the design development of the Chapman/Bartlem Park South Phase 1 capital project, keeping project on time and on budget for a Spring 2023 construction kick off. Work to identify additional funding opportunities to close any gaps and/or offset inflation cost pressures.
- ❖ Initiate Mixville Park operations and future capital master planning process.
- ❖ Complete design and construction of John G. Martin Mixville Park Pavilion
- ❖ Design and construct a new Emergency Operations Center in the basement of Town Hall
- ❖ Provide leadership and support as well as financial, planning and other technical resources to advance the Town of Cheshire's Next Generation school modernization capital projects.
- ❖ Complete design and continue upgrades to Council Chambers and Chambers Lobby (carpet, chairs, wall photos, seal and signage)