

Focus Area: Improve Communication and Increase Transparency				
Goals	Timeframe	Responsible Party	Comments	Status
Engage community in visioning and decision-making	Ongoing	Organizational Goal		
Add a full-time communications professional to Town Hall	Spring 2020 Town Meeting	Town Manager	Included in Town Manager's recommended budget.	
Develop more FAQs for issues of community-wide interest	FY21	Communications professional in partnership with TM/DHs	Included in Town Manager's recommended budget.	
Use social media to engage with residents	FY21	Town Manager	This ties into goal of hiring a full-time communications professional. Also need to review social media policies.	
Conduct more surveys regarding trends and constituent concerns/opinions	FY21	Communications professional in partnership with TM/DHs	Included in Town Manager's recommended budget.	
Use technology to communicate more effectively and efficiently	Spring 2020 Town Meeting	Town Manager	In collaboration with the School Department, we are convening a working group to create and execute a new information technology vision for the Town.	
Implement dashboard technology for town services	Spring 2021	Town Manager	Will work with IT/communications professional/departments to realize this goal over the next year.	
Review agenda design, creation process, and move to digital format	60 - 120 Days	Town Manager, Assistant Town Manager, Select Board	ATM to work with SBM Sarah MacDonald to create consent agenda (April). TM/ATM will work with SB to update agenda policy outlining submission deadlines, focus on consistent meeting schedule, and move to digital agenda packets (July).	
Create a customer friendly atmosphere in Town Hall	Ongoing	Town Manager	In the new Town Hall, we will utilize volunteer greeters to welcome and direct customers. There are training resources that we have previously offered and will prioritize to enhance our customer relations.	
Focus Area: Support Modern Governance, Enhance Intragovernment Relations, and Foster a Culture of Excellence				
Goals	Timeframe	Responsible Party	Comments	Status
Create mission statement and organizational values	90 Days	Town Manager, Assistant Town Manager, Select Board	TM/ATM to work with employees, volunteers, and other stakeholders to create a draft mission statement and list of organizational values. Will be presented and adopted at SB meeting.	
Review form of government	FY21	Select Board		
Evaluate appointed committees for continued need/support	FY21	Assistant Town Manager/Select Board		
Review board and committee appointment process	FY21	Assistant Town Manager/Select Board	ATM to work with SBM Dimitria Sullivan on this initiative.	
Create orientation program for elected/appointed officials	90 Days	Town Manager, Assistant Town Manager, Select Board	This will include providing relevant training, creating a policy handbook, and working with TC.	
Schedule summit of boards/committees and establish system of joint goal setting	Jun-20	Town Manager, Assistant Town Manager, Select Board	This is a task that will involve coordination of many individuals/groups. The Town Manager's Office will coordinate and make scheduling of this a priority in FY21. It will then become an ongoing practice.	
Adopt Code of Conduct for elected and appointed officials	180 Days	Select Board		

Recruit for Diversity	Ongoing	Town Manager, Human Resources, Select Board		
Review department reporting and management	FY21	Town Manager/Select Board/Town Meeting		
Implement performance reviews and professional development plans for all staff	FY22	Town Manager, Human Resources, Select Board		
Focus Area: Maintain and Improve Financial Health and Stability of Community				
Goals	Timeframe	Responsible Party	Comments	Status
Continue to mitigate tax increases	Ongoing	Town Manager	This is an objective that will require ongoing work and a coordinated effort from the Town Manager, Select Board, Finance and Warrant Committee, and Town Meeting each budget year.	
Maintain AAA bond rating	Ongoing	Town Manager	This is an objective that will require ongoing work and a coordinated effort from the Town Manager, Select Board, Finance and Warrant Committee, and Town Meeting each budget year.	
Maintain solvency of Reyes Fund	Ongoing	Town Manager	This is a goal that will remain a focus of budgets in FY21 and beyond.	
Develop a strategy to control cost of solid waste management	Summer 2020	Town Manager/DPW/Select Board	Recycling, bulk items & white goods, textiles, compost, Hazardous Waste Days, former town dump	
Negotiate contracts that balance financial realities with goals for effective, efficient delivery of services	Ongoing	Town Manager	This is a task that will involve coordination of many individuals/groups. The Town Manager's Office will coordinate and make scheduling of this a priority in FY21. It will then become an ongoing practice.	
Focus Area: Continue to Improve Community Facilities, Resources, and Amenities				
Goals	Timeframe	Responsible Party	Comments	Status
Complete and move into new Town Hall	Spring 2020	Town Manager		
Build and occupy new Public Safety Building	Spring 2020 - Fall 2021	Town Manager		
Create a plan for current DPD property and Keystone Parking Lot	Fall 2020	Town Manager/Planning Department/Select Board		
Champion efforts to develop the town's climate resiliency and mitigation strategies	Ongoing	Town Manager/Planning Department/Select Board		
Support policies to incentivize sustainable housing development	Ongoing	Select Board/Planning Department/Planning Board		
Create a plan for former Transfer Station	Spring 2021	Town Manager/Planning Department/Select Board		
Address Town-wide Transportation Issues	Ongoing	Town Manager/DPW/Engineering/Select Board/Planning Board	To include policy on traffic mitigation, codifying complete streets, sidewalk policy, review of truck ban, and policy to improve planning and coordination with non-municipal utility/development projects	
Identify and analyze data and trends that will impact the Town's future (economic, development, demographics, environmental, etc.)	Ongoing	Town Manager/Assistant Town Manager/Economic Development Department/Select Board		