

## Town Manager's 2024 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 to expand outreach and support to existing local Cheshire businesses through meetings, visits and site walks; and through hosting the Cheshire Business Appreciation event and Manufacturers Roundtable meetings.
- Draft and advertise RFP for State DOT parcel conveyed to the Town in July 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 advancing the form-based code design development through the Brownfield Area Redevelopment (BAR) Planning Grant.

### FINANCE

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

**Key Objectives:**

- Hold a successful bond sale in Spring/Summer 2024 and reaffirm the Town's AAA bond rating from both Standard & Poor's and Fitch.
- Maintain oversight and carefully manage the operating budget to ensure a FY24 and FY25 budget surplus.
- Develop a fiscally responsible FY25 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.
- Continue to support expanded cybersecurity efforts including firewall and offsite server backup enhancements and robust employee training to best position the Town to avoid/respond to cyber threats and phishing attempts.

## **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 emergency preparedness and response.*

### **Key Objectives:**

- Provide oversight for the Chesprocott Health District’s finances and future goals/plans through implementation of the MOU and by development of a monitoring process.
- Assist with the relocation of Chesprocott Headquarters to the former ArtsPlace building including establishment of lease terms, access agreements, etc.
- Closely monitor Fire Department staffing and equipment, including volunteer numbers and response times.
- Complete construction of a new Emergency Operations Center in the basement of Town Hall.
- Explore opportunities to address emerging social service issues in Town including expanded case management support and the potential for a local emergency/temporary housing facility.

## **RECREATION**

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

### **Key Objectives:**

- Oversee the construction phase of the Bartlem Park South Phase 1 capital project, keeping project on time and on budget for a Fall/Winter 2024 construction completion.
- Evaluate and pursue appropriate open space land acquisition opportunities, and coordinate the closeout of the OSWLA grant for the acquisition of 257 Fenn Rd and initiate open space management plan.
- Implement initial construction phases of the Mixville Park master plan including expanded parking and the seasonal ice rink and seek grant funding for trail/interconnectivity improvement components within the plan.
- Oversee the successful relocation of ArtsPlace to the Ball & Socket property and transition the reporting relationship from the Library to the Recreation Department.
- Develop a Public Gathering Permit for large events on Town property to provide improved coordination and communication across Town departments and to better manage expectations and commitments made by event organizers.

## 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 financial, planning, and other technical support to advance the Town of Cheshire's Next Generation school modernization capital projects.
- Develop a plan for the future of Chapman and Darcey school buildings/properties

## 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).
- Implement an e-packet solution including devices for more efficient electronic creation and distribution of Town Council meeting materials.
- Successfully negotiate all five Town collective bargaining agreements.
- Increase the Town's use of social media for sharing information to the community.
- Complete a Town Hall space needs assessment and identify improved office space configuration plans for improved customer service and employee workflow.

## SUSTAINABILITY/TRANSPORTATION/ENERGY

**Goal #7:** *Explore practices that advance sustainability of the environment and our community. Pursue proven waste materials management and energy use programs and policies, and investigate enhancements to community mobility and transportation options, considering the value and cost effectiveness of implementation.*

### Key Objectives:

- Continue responding to emerging sustainability and solid waste issues including:
  - Additional proposals for utilization nips revenue
  - Streamlining and establishing a consistent bulky waste process
  - Exploring a Food Waste Diversion Program/Pilot
  - Consider funding a Town staff resource for sustainability initiatives/reporting

- Pursue initiatives around improved multi-modal transportation options
  - Public Transportation/Bus Shelters
  - Complete Streets/Trail Interconnectivity/Sidewalk Extensions/Mobility Study
  
- Energy Performance Contracting/Audits
  - Evaluate effectiveness and implement where applicable.