

# Town of Norwell Town Administrator

**To:** Board of Selectmen

**From:** Peter Morin, Town Administrator

**Date:** 8/19/15

**Re:** Proposed Areas of Focus for Fiscal Year 2016

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Pursuant to the inclusion of Town Administrator Focus Areas on this evening's agenda, I have prepared this brief memo to hopefully guide and inform the discussion. These proposals are derived from my review of previous fiscal years focus areas and discussions with Pete Hechenbleikner and members of the Board. Please be assured that I welcome and candidly expect your guidance to ensure that the Board's priorities are appropriately articulated in the final version.

## **Leadership and Support**

- Continue the practice of providing the Board with weekly notes each Friday
- Create a "Punch List" progress report to update the Board on assigned tasks. The frequency and format of the report is at the Board's discretion.
- Create a Performance Measurement Report that identifies areas of emphasis, concern or goals for the Board. Identify "indicators" that will assist in assessing performance of a department, or an initiative. Gather data and track performance over time to identify trends and inform policy decisions.
- Streamline Board meetings through delegation of ministerial functions by the Board to the Town Administrator.

## **Budget Development and Finance**

- Develop a revenue forecast for the upcoming fiscal year.
- Develop a projected 3 year revenue forecast.
- Develop an FY17 budget that complies with the Selectmen's policies for reserves and debt, identify and with the Board's guidance prioritize new initiatives that may require funding. Determine whether new funding is sustainable and if not where reductions could be made while limiting adverse impact.
- Work closely with the School Superintendent to coordinate FY17 budget requests and identify when compliance with financial policies may become difficult. Include in FY17 budget development whether free cash, stabilization or other non-recurring revenue may be required.
- Identify efficiencies and with the board's approval implement them.
- Work with other elected officials and stakeholders to identify opportunities for commercial development that will enhance both revenue and the community. Focus on reuse or development of existing commercial property, so as to minimize the adverse impact on open space, residential character and quality of life.
- Provide the Board with a quarterly report on revenues and expenditures.
- Develop a 5 Year Capital Plan that identifies Town-wide capital needs and revenue sources.
- Oversee and complete a comprehensive fee analysis for all departments

## **Professional Development and Municipal Services**

- Set annual goals for reporting department heads and review performance.
- Develop performance measures and indicators for reporting departments, review with department heads and boards on a regular basis.
- Create a "Punch List" progress report for the Facilities Manager to keep the Board informed of task completion.

## **General Management and Facilities**

- Provide leadership for development of a thorough long term Capital Plan, in conjunction with the Facilities Manager, the Permanent Building and Maintenance Committee, Capital Budget Committee, Schools, Library, Water Department and Historic Commission and other constituencies.
- Revive DCAM certification as a procurement officer.
- Provide oversight and support on projects identified by the Board.

## **Community Relations and Communications**

- Work with Town Clerk and others with posting responsibilities to improve communication with residents including changes to the website and community access cable. Increase ability to obtain permits and pay fees and bills on-line.
- Assist in the preparation and presentation of a Town Forum before the May 2016 Special and Annual Town Meetings.