

## Goals & Objectives (Sept. 1, 2017-August 30, 2018)

Ryan J. Aylesworth, Town Manager



### 1. Financial

Town Manager shall work closely with the Board of Selectmen, Budget Committee, and appropriate municipal staff/officials in providing financial leadership. Objectives:

- Identify areas for operating and capital cost avoidance without negatively impacting the overall quality of municipal infrastructure and services.
- Play a leading role in developing a strategy that will enable to the Town of Enfield to eliminate its existing undesigned fund deficit and achieve a positive balance of at least \$100,000 by the end of 2018.
- Play a leading role in developing a strategy that will enable to the Town of Enfield to eliminate its existing sewer fund deficit within the 5 years.
- Identify and secure grants or other external funding opportunities that further the needs and interests of the town.
- Identify opportunities to level-fund (or reduce) expenditures in major cost centers (i.e., salaries, benefit plans, P&C insurance, etc.).
- Develop a comprehensive annual budget in coordination with department heads, the Board of Selectmen, and Budget Committee between September 2017 and February 2018 that adequately funds the needs of the Town while minimizing increases in the tax rate/fees.
- Compile/update a list of capital item requests as presented by the various departments.
- In coordination with the Capital Improvement (CIP) Committee, play a leading role in developing a 6-Year Capital Improvement Plan for adoption by the CIP Committee and support from the Board of Selectmen and Budget Committee in advance of the 2018 Annual Town Meeting (ATM).
- Prepare a detailed "Warrant Articles Justification" document to accompany the 2018 ATM Warrant, which shall be posted no later than two weeks prior to the ATM.
- Ensure that the aggregate amount of funds contained in the town's reserves (undesigned fund, TIF, capital reserves, and water/sewer reserves) at the conclusion of 2018 is equal to at least 15% of the Town's annual operating budget (roughly \$1 million in reserves based on an approximately \$6.5 million annual operating budget).
- Complete at least one formal training in municipal finance, capital planning, or a related discipline provided by the NH-DRA, NHMA or other appropriate authority.
- Effectively serve as the Town's chief procurement officer and ensure that all department heads adhere to state laws and municipal policies governing procurement, engage in competitive procurement practices where appropriate, and maintain adequate records of significant procurement solicitation and contracts (>\$5,000).
- In coordination with the Town's external auditor and appropriate municipal staff, pursue changes to existing policies and fiscal management practices that will enhance internal controls and/or otherwise lead to "clean" annual audits.
- In coordination with the Assistant Town Manager and other appropriate municipal staff, review potential alternative finance and administration software and ensure the software used strikes the right balance of functionality and cost-effectiveness.

## 2. Human Resources Management and Labor Relations

The Town Manager shall interact with employee groups in good faith; in an atmosphere of mutual respect and trust. Objectives:

- Organize and facilitate regular meetings (1-2 times per month) of Department Heads and Town Hall staff.
- Complete an in-depth review of the Town's existing Personnel Policy and provide the Board of Selectmen with recommended modifications as appropriate.
- Work proactively with Primex (the Town's provider of all non-medical insurance coverage) to reduce unnecessary risk exposure and manage long-term costs.
- Ensure that the Town is adhering to pertinent laws and regulations with respect to workers compensation and unemployment practices.
- Assist the Town Clerk in developing policies around elections, as needed.
- Develop a sufficiently detailed performance evaluation protocol and complete annual performance reviews with all employees directly supervised by the Town Manager.
- Institute new policies and protocols with respect to retirement planning to help ensure that employees intending to retire in the near future provide the town with adequate notice and eliminate confusion regarding how final benefit payments are calculated.
- Begin planning for staff retirements that will likely take place over the next 3-5 years.
- Complete at least one training in human resources, personnel management, supervisory leadership, or related discipline.
- Help ensure that all prospective employees, whether full-time or part-time, are properly vetted prior to their hiring.
- Set a positive example with respect to professionalism and personal conduct, and help ensure that all staff conduct their business with integrity and dedication.
- Make a concerted effort to continue fostering a congenial, close-knit and supportive work environment for all employees of the town.

## 3. Community Relations, Quality of Life & External Communications

The Town Manager shall be an active participant in the Enfield community. Objectives:

- Attend off hours community events as time allows.
- Develop positive and productive relationships with civic, business, and other groups important to the Town.
- Conduct the town's business in an open and transparent manner; maintain credibility with the media and general public.
- Serve as the lead author of content (spanning all functional areas, departments and committees) disseminated via a new monthly town-wide electronic newsletter.
- In coordination with appropriate town staff and/or contractors, assume a leading role on the development and maintenance of the Town's official website and new official social media accounts to be developed and maintained by the town.
- Increase the amount of positive exposure/coverage that the Town of Enfield receives in the *Valley News* and/or other pertinent local news sources.



#### 4. Planning and Economic Development

The Town Manager shall actively participate in the planning process especially with regard to residential growth, economic development, open space and recreation enhancement, historic preservation, and transportation enhancement. Objectives:

- Provide direct support and guidance to the Town's Planning and Zoning Administrator regarding the long-term/master planning process, and help ensure that a complete draft of an updated Master Plan is prepared by the end of 2018.
- In coordination with the Board of Selectmen, the Town's Planning and Zoning Administrator, and the TIF Committee, complete a thorough analysis of the long-time purpose and feasibility of TIF District and develop associated recommendations.
- Assume a leading role – in coordination with the Town's Planning and Zoning Administrator – collaborating with the Enfield Village Association, Lebanon Area Chamber of Commerce, and entities promoting local businesses and potential new recreational, commercial and/or residential development in Town.
- Support efforts to improve recreational facilities/programs and renovations of important public facilities such as Huse Park and Lakeside Park, and promote the implementation of plans/programs that maximize the public's use and enjoyment of these facilities.

#### 5. Infrastructure and Public Works

The Town Manager shall actively participate in the development of infrastructure improvement planning and implementation. Objectives:

- Assist the Director of Public Works in planning and implementing construction and other transportation enhancements in priority locations.
- In close coordination with the Director of Public Works, play an active role in writing and securing competitive grants that will be used to improve the quality of transportation infrastructure in Town.
- In close coordination with the Director of Public Works, play an active role in writing and secure competitive granting that will be used to improve the efficacy of water/sewer infrastructure in Town.
- Provide regular guidance and recommendations to the Water & Sewer Commissioners that helps the commission establish effective policy and rate assessments.
- Provide support to the Director of Public works to ensure that the town's Route 4A sewer extension project is successfully completed during 2017, so that the Town is able to begin bringing additional customers online during the spring of 2018.
- In coordination with the Emergency Management Director and other pertinent local officials, ensure that the town's Hazard Mitigation Plan is appropriately updated during 2018.

#### 6. Town Government Efficiency and Effectiveness

The Town Manager shall strive to improve the overall effectiveness and efficiency of Town government. Objectives:

- Ensure that appointed town boards and committees are adequately supported by staff.
- Strive to ensure that the best possible quality of services is delivered to the public with courtesy and respect at all times.
- Annually review the performance of essential department heads and Town Counsel.
- Oversee the enhancement of the Town's capabilities with regard to its official website, electronic newsletter (to be developed) and social media (to be developed).
- Oversee the successful conversion of the Town's official website to a new format that has additional functionality and is more user-friendly.
- Ensure that the Town's website offers a means for residents to pay their property taxes, water and sewer bills, and other fees in a secure and convenient manner online beginning with the May/June 2018 (first issue) property tax bills.
- Research and provide recommendations regarding the efficacy of the Town implementing a new electronic permitting application to make the permitting process more efficient for residents and contractors.
- Ensure that necessary upgrades to Town Hall IT infrastructure (i.e., the existing server, network switches, and wiring) are successfully performed by a licensed contractor as needed.

#### 7. Service and Support to the Board of Selectmen

The Town Manager shall be responsive to the needs of the Board of Selectmen. Objectives:

- Work diligently to ensure that the policy directives established by the Board of Selectmen are effectively implemented.
- Keep the Board of Selectmen well informed of the matters under its control.
- Prepare high quality analyses and accurate information regarding the various issues facing the Town.
- Include an update on at least one project or department at each meeting of the Board, as time allows.
- Help ensure that the Board of Selectmen continues to conduct its official business in a manner that appropriately adheres to the Open Meeting Law and/or other pertinent state laws and regulations.

#### 8. Relationships with other levels of Government

The Town Manager shall strive to establish positive working relationships with agencies of other towns, county-wide organizations, the State of New Hampshire, and the Government of the United States. Objectives:

- Review, analyze, represent and present the position of the town and Board of Selectmen relative to implemented and proposed legislation and governmental policies and regulations.
- Stay abreast of and perform research involving pertinent governmental legislation, policies and regulations.
- Engage in regular meetings and develop productive working relationships, with the key external government officials and agencies (i.e., Governor's Office, members of the state

legislative delegation, NH-DRA, NH-DOT, other state agencies, Upper Valley-Lake Sunapee Regional Planning Commission, Grafton County Commission, Mascoma Valley Regional School District, the administrations of neighboring towns, etc).

#### 9. Personal and Professional Growth


The Town Manager shall pursue his continued growth and advancement and enhance his education for the good of the town. Objectives:

- Attend pertinent professional meetings, seminars and conferences including the New Hampshire Municipal Association (NHMA) annual conference in November 2017.
- Maintain membership in pertinent regional, state and national professional organizations.
- Begin the process of obtaining the additional training needed to become a "Credentialed Manager" under the ICMA.


BOARD OF SELECTMEN

  
Fred Cummings, Chair

  
John Kluge

  
Meredith Smith

TOWN MANAGER

  
Ryan J. Aylesworth

DATE: 9/18/2017

DATE: 9/18/2019