

MILFORD TOWN ADMINISTRATOR

STATEMENT OF VISION, GOALS, OBJECTIVES AND ACTIONS

February 2024

I. Financial

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

1. In coordination with Finance Director, examine the existing policies and fiscal management practices involving the development and creation of the annual Town budget and default budget.
2. Develop itemized plan to complete the budget for submittal to the Board of Selectmen for review and consideration in September 2024. This will include establishing hard deadlines, meeting dates, and improved coordination with the Board, staff, and Budget Advisory Committee.
3. Develop monthly financial reports as to how the current fiscal year's budget is being maintained. Reports will be presented to Board of Selectmen at the first Board of Selectmen meeting of each month as part of the Town Status Report.
4. As a function of the budget preparation process, identify areas for operating and capital cost avoidance without negatively impacting the overall quality of municipal infrastructure and services. Identify areas of potential savings and potential budget crises with emphasis of one area of the budget per year.
5. In coordination with the Town's external auditor and Finance Department, pursue changes to existing policies and fiscal management practices that will enhance internal controls and/or otherwise lead to "clean" annual audits and their timely submittal by September 2024.

II. Human Resources Management and Labor Relations

1. Organize and facilitate bi-weekly meetings with Department Heads and Town Hall staff.
2. Complete an in-depth review of the Town's existing Personnel Policy and provide the Board of Selectmen with recommended modifications as appropriate by July/August 2024.
3. Work proactively with Primex (the Town's provider of all non-medical insurance coverage) to reduce unnecessary risk exposure and manage long-term costs.
4. Annual review and consideration of the Town's health care costs and prioritization of benefits by the Town Administrator, Human Resources, and Board of Selectmen.
5. Ensure that the Town is adhering to pertinent laws and regulations with respect to workers compensation and unemployment practices.
6. Review employee compensation and suggest adjustments (where applicable) as part of the 2024-2025 budget cycle.
7. Continue planning for staff retirements that will likely take place over the next 1-5 years and develop succession plans.
8. Complete at least one training in human resources, personnel management, supervisory leadership, or related discipline.

9. Make a concerted effort to continue fostering a congenial, close-knit and supportive work environment for all employees of the town.

III. Community Relations

The Town Administrator shall be an active participant and engaged with the Milford community. Objectives:

1. Attend off hour's community events as time allows.
2. Develop positive and productive relationships with civic, business, and other groups important to the Town.
3. Meet with businesses and other groups in Milford at least twice per year and document said meetings.
4. With the assistance of Granite Town Media produce a podcast and/or show that informs the public of Town projects/events/news and introduces department heads, elected officials, and businesses to the residents of Milford.

IV. Planning and Economic Development

The Town Administrator shall actively participate in the strategic planning process especially with regards to economic development, residential/commercial/industrial growth, open space and recreation enhancement, historic preservation, and transportation improvements. Objectives:

1. Provide direct support and guidance to the Community Development Office and Planning Board regarding the long-term/master planning process, and help ensure that a complete draft of an updated Master Plan is prepared by mid-2025.

As a component of the Town Master Plan, facilitate and provide direct support to the Board of Selectmen, Planning Board, and Milford SAU to identify/prioritized the needs of the community and update the 2005/2014 Community Lands (Former Brox Property) Master Plan in 2024/2025.

2. Facilitate and manage the NHDES Alteration of Terrain permit application for the Milford Community Lands (Former Brox Property) Gravel Removal Operation. Seek approval and receipt of the permit in 2024.
3. Re-establish the Milford Economic Development Counsel and foster improved communications/relationships with the business community.

V. Town Government Communication/Efficiency and Effectiveness

The Town Administrator shall strive to improve community/interdepartmental communications and transparency and the effectiveness/efficiency of Town government. Objectives:

1. Identify & develop improved communication channels & policies (e.g. a Town Facebook Groups, Granite Town Media, easier to navigate website),

2. Improve Town Website:
 - Ensure consistent branding.
 - Utilize as marketing tool for town and as a conduit to communicate to the public/stakeholders. Ensure regular maintenance of content and information.
 - Modify/update the social media policy to relative to consistent content updates and maintenance responsibilities.
3. Focus outreach efforts to encourage and promote volunteerism in the Milford. Identify at least one new method of recruiting new board and committee members to open positions.

VI. Service and Support to the Board of Selectmen

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

1. Work diligently to ensure that the policy directives established by the Board of Selectmen are effectively implemented.
2. Keep the Board of Selectmen well informed of the matters under its control.
3. Prepare high quality analyses and accurate information regarding the various issues facing the Town.
4. Include an update on at least one project or department at each meeting of the Board, as time allows.
5. 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.

VII. Relationships with Other Levels of Government

The Town Administrator 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:

1. Continue to foster positive working relationships with surrounding towns and other towns within the County and Souhegan Valley by quarterly contact with the other towns' managers and administrators.
2. 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.
3. Stay abreast of and perform research involving pertinent governmental legislation, policies and regulations.
4. 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, Nashua Regional Planning Commission, Hillsborough County Commission, Milford School District, the

administrations of neighboring towns, etc).

VIII. Professional Growth

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

1. 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.
2. Attend pertinent professional meetings, seminars and conferences including the New Hampshire Municipal Association (NHMA) annual conference.
3. Maintain membership in pertinent regional, state and national professional organizations.