



TOWN OF SHREWSBURY

Richard D. Carney Municipal Office Building
100 Maple Avenue
Shrewsbury, Massachusetts 01545-5398

Town Manager - Fiscal Year 2024 Goals

Approved by Select Board July 25, 2023

Chapter 559 of the Commonwealth of Massachusetts Acts of 1953, *An Act Establishing A Selectmen-Town Manager form of Government for the Town of Shrewsbury*, defines the *Powers and Duties* of the Town Manager primarily in Section 11. The duties are broad stating:

The town manager shall supervise and direct and shall be responsible for the efficient administration of all offices, boards and committees appointed by him and their respective departments.

The above requirement means, first and foremost, the manager must ensure municipal services are managed and provided effectively and efficiently. Inherent for the role and success of a manager in a modern local government is the ability to make improvements and effect change directly and through the work of the entirety of town employees. Municipalities are not exempt from the continual and rapid changes in society as a whole related to technological and other innovations which drive consumer (resident) expectations.

The Select Board adopted the Town's first Strategic Plan in January 2023 which was based upon significant community input which is available [here](#). The Select Board further prioritized the following strategies at the outset of the fiscal year 2024 budget development process:



Engaged & Connected

Conduct biennial community survey to better understand broad resident perspectives on Town Government and services



Exceptional

Increase self-service, convenience and transparency options for Town residents and visitors



Thriving

Expand social services through increased opportunities and equitable access
Evaluate and pursue opportunities to improve multimodal transportation infrastructure, including sidewalks, bike lanes, and trails



Prosperous

Enhance existing land use planning to benefit residential use, while increasing commercial opportunities



Sustainable

Develop a plan to preserve, expand and promote the use of open space

The Town Manager will work directly and through the departments to pursue meaningful progress towards the accomplishment of all priorities and strategies in the plan, with specific emphasis on the above. The Town Manager understands and embraces his responsibility in sustainably managing the Town and accomplishing the goals set forth below with specific emphasis on addressing system racism, broadening diversity, increasing inclusivity and ensuring equity.

The Town Manager commits to the following goals:



Engaged & Connected

Implement a communications plan and develop programs and practices that enhance internal and external awareness of services, activities, and accomplishments of the organization

- Establish and publish a set of Key Performance Indicators for all Town Departments
 - Measure 1: 100% of Town Departments will establish key performance indicators by December 31, 2023 which will be updated as a part of the *2030 Strategic Plan* information portal (see below under Exceptional)
 - Example: [North Port, FL](#)
- Drawing from the 2023 Strategic Communications Plan:
 - Improve the use of existing communications tools
 - Measure 1: Establish regular communications in public facing departments with emphasis on Town Clerk and Treasurer/Collector consistent with the regular public facing activities of the departments (Elections, Census, Billings, etc.)
 - Measure 2: Twice-monthly Town Manager Download podcasts, Quarterly Shrewsbury Connection Newsletter, and the First Citizen's Academy



Exceptional

Leverage and consolidate technology and business processes and systems to increase resident/customer self-service, convenience, and transparency

- Improve online self-service for Residents and Businesses through a centralized customer service request portal that utilizes an existing business system, with no additional cost to the Town by June 30 2023.
 - Measure 1: 50% conversion of forms (paper or email) to centralized online application by Dec 2023.
 - Measure 2: Increased online application through this portal by Residents & Businesses 25% by Dec 2023.
 - Measure 3: 50% reduction in time for annual renewals (but Town staff & Applicants. (measure - Licenses, COI's and Dog before and after)
- Improve the end to end process and overall customer experience for all Billing related Items for the Towns taxpayers and ratepayers for FY24. The solution should incorporate enhancing customer service, increasing payment options, lowering total incurred cost by the Town (manpower and expense), as well as reducing pass through costs to the Towns taxpayers.
 - Measure 1: Increase payment options by 50% - currently only, cash, check, ACH {\$0.50 fee} and CC {variable fee}.
 - Measure 2: Review and recommend options to improve customer value and enhance processing efficiency by reducing or eliminating transaction fees and encouraging the switch to [e-billing](#) with a target of 75% of ACH transactions by fiscal year end.
 - Historically, the Town has not offered a 100% Electronic billing option. AS of 7.1.2023 customers can opt in to receive bills electronically only, printed only or both.
- Establish a "2030 Strategic Plan - Progress Portal", that provides transparency to residents and accountability to Town Departments of the progress being made on Service goal improvements and relative measures.
 - Measure 1: All Departments create at least one customer / service focused goal for FY24
 - Measure 2: All Departments measure / establish their baseline level of service being provided to Town residents and Businesses currently for their respective department / Division by Dec 30th 2023.
 - Measure 3: All departments set an improvement target over the baseline measure for FY24
- Conduct a comprehensive study to inform the Town's approach to Emergency Communications and Public Safety Dispatching
 - Measure 1: Complete the study in time to inform the fiscal year 2025 budget
- Initiate a comprehensive study to inform the Town's approach to Emergency Medical Services
 - Measure 1: Procure responses from qualified consultants, establish a project timeline and ensure appropriate oversight of the project
- Enhance long term financial forecasting to include operational and capital improvement plans
 - Measure 1: Update the current five year financial forecast
 - Measure 2: Identify major capital investments for the next 5 - 10 years and incorporate the impacts of these projects into a new layer/aspect of the five year financial forecast
 - Measure 3: Provide alternative models to aide in the understanding of tax payer impacts and the most advantageous plan



Thriving, Prosperous, Sustainable

Enhance programs, services, and physical infrastructure to increase the health and well-being of residents

- Facilitate the enhancement of recreation programs and passive recreation opportunities
 - Measure 1: Prioritize lands for trails development and draft trail layouts
- PFAS Treatment
 - Measure 1: Ensure the completion of design process to remove PFAS compounds from the drinking water to meet regulatory standards
- American Rescue Plan Act Project Implementation and Reporting
 - Measure 1: Execute the funding plan established by the Select Board consistent with the timeline of use for the funds
 - Measure 2: Develop a public facing report or portal documenting the expenditure of the funds
- Support the economic revitalization of the Town Center because of its significance to the vibrancy of the community
 - Measure 1: Lead the development of a prioritized list of recommendations for 15 Maple Avenue as the tax foreclosure process proceeds
- Identify major needs of Town buildings and recommend a prioritize investment plan
 - Measure 1: Submit the prioritized investment plan to the Select Board