

Town Manager

DESCRIPTION OF SERVICES:

The Town Manager is appointed by the Town Council to oversee the daily operations of the Town, advise and administer the policies and procedures of the Council, and enforce Town by-laws and actions passed by the Town Council. The Town Manager submits to the Town Council a proposed annual operating budget, also a capital budget and five-year capital improvements program. The Manager's authority and responsibilities are established in the Winthrop Town Charter.

Since the appointment of the Town manager, the town organization has moved toward a High Performance culture where the Town Manager shares power and decision making with Senior Management. The Town Manager and members of the Senior Management Team set the direction of the organization by defining a mission, supported by a strategic plan with defined goals and objectives. Within the high performance environment people are viewed as the greatest assets of the organization and are encouraged to work to their highest potential both within the traditional hierarchy and on cross-functional teams. In addition to the Senior Management Team the organization is assisted by a Traffic safety Advisory Committee, the Operating Budget Team and Capital Budgeting Team. The budgeting, financial planning, personnel and purchasing functions are managed by the Town manager's Office.

Staff in the Town Manager's Office also provides staff support to the Planning Board as well as information, materials, and technical assistance to all boards, committees, commissions, and the public.

HIGHLIGHTS:

The High Performance Team concept has been introduced to all municipal employees. Employees continue to be engaged in training and team based projects which cross-traditional lines and hierarchies, for example:

- Capital Budget Team convenes annually during the budget process to assemble, analyze, and make recommendation on the town wide five-year Capital Improvement Program.
- Operating Budget Team provides necessary coordination between the Town Manager's Office and the Financial Departments in producing the town's annual budget, presentation to the community and the Town Council.
- The Traffic Safety Advisory Committee developed a formal system and process for the consideration of citizen, elected official and the organization concerns regarding parking and traffic regulation insuring that final staff/committee recommendations are based on universal traffic and engineering standards as well as insuring that the petitioner and all interested parties have an opportunity to express their concerns. .
- The Senior Management Team developed a new set of updated Personnel policy guidelines as well as a booklet describing employee benefits. Personnel files have been centralized and basic personnel systems and performance standards have been established.
- A Site Plan Review ordinance was approved as well as a site plan review committee, process created establishing for the first time a comprehensive coordinated review process. In addition, the Planning Board's application, application process was revamped and formatted insuring a coordinated process in which expectations are set in advance and a process for public review and analysis is established.

- Project Management Steering Committee facilitates the start of successful implementation of project management within the organization.
- Harbor management team developed new comprehensive protocol regarding the management and protection of the harbor

BUDGET ISSUES:

- FY2008 budget preparation process continued in a collaborative spirit among the municipal and school functions as well as the Town Council's Finance sub committee and the Finance Advisor Committees. Important policies regarding capital investment and cash reserves are being explored and fine-tuned.
- Need for staffing support to sustain work effort with personnel, budgeting and project management system as well as continuing support for a more aggressive planning function.
- Sustaining an effort that encourages continuous improvement and increases in productivity at all levels of the organization
- Developing a capital financing strategy to begin addressing some long neglected infrastructure needs.

STAFFING:

1 Town Manager, 1 Senior Clerk, and 1 part time Administrative Assistant

| Element Totals | FY2006 Expended | FY2007 Appropriated | FY2008 Dept Request | FY2008 Recommend |
|-----------------------|----------------------------|--------------------------------|--------------------------------|-----------------------------|
| Compensation | 191,741 | 172,071 | 191,016 | 191,016 |
| Expenses | 72,519 | 307,869 | 141,245 | 140,769 |
| Total | 264,260 | 478,140 | 332,261 | 331,785 |

Town Manager's Office

