

## PROPOSED OUTLINE – PROJECT PLAN

### **June (Organizational focus)**

- Kick-off - point person to act as project coordinator? Use of sub-committees? Use of outside facilitator?
- Department head meeting to discuss request for deliverables: short-term and long-term departmental goals, staffing needs and capital needs, other budgetary issues, SWOT analysis
- Inform public of initiative
- Governance issues – is current structure working for Hadley? Should we consider Charter?
- Current inventory (where we are): Town profile, executive summary from studies already completed with update on implementation, audit findings and related management letter from Melanson Heath, staffing analysis – organization chart plus positions and current salary as well as FTE analysis going back 5 years, high level review of long-range plan
- Salary/wage survey and personnel policy updates

### **July (Situation Analysis)**

- Detailed financial review – 5 year revenue projection discussion with FinCom, Assessor and Treasurer
- Detailed review of FY 2015 actuals versus budget and possible impacts on FY 2016 TM budget
- Department head discussions – review SWOT analyses
- Preparation for first public forum

### **August (Situation Analysis)**

- TA “state of union” report (wrap up for FY 2015 and outlook for FY 2016, etc.)
- Hold public forum – high level “here’s where we are”, results of SWOT analysis, obtain feedback
- Develop elements of future vision
- Agree upon priorities - key goals and roadmap to achieve based on input from forum
- Focus on Capital Plan in support of priorities/goals
- Related Articles for STM?
- Detailed discussion of free cash for FY 2016 and impact on future years

### **September (Strategy Formulation)**

- Agree on action plans
- Update 5-year projection and review
- Key issues discussion for FY 2017
- Budget guidelines established to support vision, key goals – communicate to department heads

### **October (Strategy Formulation)**

- Hold public forum for buy in/feedback
- STM

- Revenue analysis with Assessor
- Discuss Treasurer/Collector positions
- TA quarterly update and forecast for FY 2016

#### **November (Strategy and Implementation)**

- Meeting with department heads regarding budget questions/concerns

#### **December (Strategy and Implementation)**

- First draft of budgets due
- Revenues fixed, fixed costs discussed and agreed upon

#### **January (Strategy and Implementation)**

- Initial budget “roll-up” reviewed in detail
- Issues/concerns identified and communicated to department heads
- Begin individual departmental reviews
- TA quarterly update and forecast for FY 2016

#### **February (Strategy and Implementation)**

- Complete individual department reviews
- Finalize Capital Plan
- Related warrant articles?

#### **March (Strategy and Implementation)**

- Budget to FinCom for review and comment

#### **April (Strategy and Implementation)**

- Discussion of any recommended FinCom changes
- Communication of suggested changes to department heads for discussion (if not already occurred)
- Public hearing on budget
- Budget finalized for ATM
- TA quarterly update and forecast for FY 2016

#### **May (Strategy and Implementation)**

- ATM
- Continuation of strategic planning process for FY 2017