

**To: Department Heads**

**From: John Moak**

**RE: Transition period**

I have been hired by the Board of Selectmen to manage the transition period during the search for a new Town Administrator. This could be a period up to 4 months, depending on the search process.

It is my responsibility to develop a program that will be instrumental in allowing the town to hire the best candidate available for the position of Town Administrator.

It will be my objective to provide an atmosphere of respect, confidence and accountability in local government.

I want to be able to present a positive and cohesive approach to town government. The candidates should be presented with a plan that focuses on the strengths of our community and a knowledge that the staff is aware of the needs of the community and are working collectively to address these needs.

It is essential that the Town of Pepperell is perceived as an interesting, progressive and sometimes challenging environment. That perception needs also to be a reality.

I plan to work with the residents and businesses to identify the strengths and needs of the community through the citizens' eyes. Equally as important, is to understand the strengths and needs of our local government. This task will lie heavily on each of you, examining your departments, the programs you have, the ones you want to implement and the challenges confronting you and the team.

This approach will only be successful if we work together as a team. There will probably be more meetings over the next few months than you are used to or may desire to have. But, I feel very strongly that the only way to paint an accurate picture is to have sincere and knowledgeable input to the program. I plan to hold meetings with individuals, full department staff and in areas of common interest such as public safety, cultural and civic services, planning, and finances.

By early August I would like to have a set of goals established for each department. Some of these goals may span more than one department. I also need to understand the goals of the Board of Selectmen. To begin this process, I am asking each department to submit to me by next Thursday morning the following information:

What do you want to accomplish for your department during FY 2019? (1 -3 objectives)

This can be a joint project with other departments.

- Why do you want to undertake these projects or programs? (bullet points)
- How do you plan to accomplish these objectives? (bullet points)
- What do you perceive to be the most acute challenges to your success?

I want this presented in a word document. It can be sent by email. But, if you do not feel comfortable listing your challenges in an email, you can submit hard copy marked "Confidential Draft". We all will work toward eliminating any apprehensions to identifying challenges as we work to establish goals.

If you have established goals for your department during the budget process, please use these, unless they have changed since your submittal.

My commitment is to move forward with what I feel are the keys to developing a successful plan for the future of the community and good government. Contrary opinions to the plan as it is developed are welcome, but if you do question the approach or the findings, be prepared to work toward correcting what you feel needs to be corrected. Expressing doubt helps us examine our path, but without solutions it lacks substance.

I look forward to working with all of you. I have spent most of the last four years working with state agencies to establish plans of action, correct deficiencies, bring equality to all staff, and restore respect for the agencies. Some of these tasks may be needed in this transition, some not. I have found in each case staff commitment is key.

My weekly planned schedule will be:

Mondays	8AM – 7PM (later for meetings)
Tuesdays	8AM – 3PM
Thursdays	8AM - 3PM

*July 9<sup>th</sup>, I do not plan to be at work,*

Schedule for that week

Tuesday	8AM - 7PM
Wednesday	8AM – 3PM
Thursday	Not sure yet