

Troy Clarkson
Town Manager of Bridgewater
Goals, Objectives and Expectations
Calendar Year 2011

The Council is providing overall goals, objectives and expectations for the period of January 1, 2011 through December 31, 2011. Even though the Council will provide feedback throughout the year on performance, at a minimum, the Council will perform a formal mid year review and formal final review around July and December, respectively.

Stage A- Approval of Goals, Objective and Expectation (Noted Below)

Town Manager/ Date

Council President/ Date

Stage B- Mid Year Review- Overall Rating Exceeds Meets Below
Comments:

Town Manager/Date

Council President/Date

Stage C- Final Year Review- Overall Rating: Exceeds Meets Below
Comments:

Town Manager/ Date

Council President/ Date

Goals, Objectives and Expectations Calendar Year 2011

Section 4-2 of the Bridgewater Charter highlights the powers, duties and responsibilities of the Town Manager. The Town Manager will be evaluated on all of these general items in addition to the more specific goals, objectives and expectations listed below.

Administration and Communications

Goal: Maintain and open and transparent atmosphere and ensure that all Town Councilors especially the President are informed on all important matters impacting the town.

- Weekly correspondence received by the town is scanned and sent to all Council members by Friday each week. A hard copy of all materials will be maintained in the town managers office for all Councilor to review.
- Weekly narrative of high level updates are provided to all Councilors by Friday each week.
- Communication of important town matters with the President on a daily basis or as necessary to ensure transparency of information. Councilors should not be surprised with important information presented after the fact and after certain actions have already been taken (ex. Hiring on Police and Fire).
- Any contract, agreement, interagency agreement or other proposals that may have policy or litigation implications for Bridgewater should be added to the agenda and discussed with the full Council before a contract is entered. (two examples are Whispering Woods and Concord Square Planning and Development 40 R at Claremont Properties).
- Town manager will work with Council President to put together a Council agenda by Thursday evening prior to an upcoming Tuesday meeting.
- Council agenda is provided (e-mailed) to all Councilors by noon on Friday with all relevant information and supporting documentation. One hardcopy of this complete package will be provided to the president and will be available by Friday evening at 5:00. Other Council members may also request a hardcopy.
- The Council agenda will also be posted on the Town Website by Friday evening before a Tuesday Council meeting.
- Provide complete and accurate documentation/information to Councilors as requested. Information is to be shared with Councilors in a timely manner and the entire Council should be copied when information is requested.
- Should maintain a positive attitude and promote this positive atmosphere throughout all departments.

Finances:

Goal: Make Progress Toward Financial Stability

Objectives:

- Develop and Implement Policies for Cash Reserves and Borrowing

- Reduce Negative Free Cash by at least \$250,000.
- Manage the Stabilization Account in accordance with policies defined by the Council.
- Achieve Full Compliance with FY09 Management Letter and DOR recommendations.
- Complete FY10 Audit and Begin to Implement Management Letter
- Submit budget to actuals and local receipt projection to actuals to Council on a monthly basis
- Begin Process of No Repeat Items in FY11 Management Letter.
- Take action to recover Real Estate Taxes Receivable outstanding for more than 3 years.

Goal: Achieve Budget Stability

- Submit and FY 12 and FY 13 budget simultaneously with the primary purpose of sustaining services for the entire community including the town and schools and that will be supported by the Council.
- The budget should consider impact of fixed costs including health insurance, retirement, sick leave buyback, transportation, and other costs and should be treated on a consistent basis with all departments including the schools.
- Achieve stability in health care costs through premium adjustments or other options including plans like the Group Insurance Commission.
- Provide information to the council concerning comparisons with other surrounding communities and to assist with contract negotiations and to utilize this information to negotiate fair, reasonable and affordable contracts.
- Negotiate contracts with Unions under general policy guidelines of the council and that are sustainable going forward.
- Take action to reduce health care costs to the town.
- Collaborate with the School District to leverage health care purchasing power if possible.
- Create a 5 year budget proposal as stated in the charter.
- Provide a reasonable increase to the Regional School District to support the sustainability of services and positions.
- The budget should consider building cash reserves/stabilization funds.
- Work with the Budget and Finance Sub Committee and the Finance Committee on all of these items.

Goal: Increase Internal Controls

Objectives:

- Adopt Uniform Accounting System for Cash Turnovers.
- Implement Purchase Order System.
- Implement Electronic Accumulated Time Accounting.
- Implement Central Purchasing.

Environmental Issues

Goal: Complete Transfer Station Permitting

Objectives:

- Work with DEP, BOH and Council to Achieve Agreement on Consent Order if Council decides this is in the best interest of the Town of Bridgewater
- Present recommendation on privatization opportunities.
- Work with BOH to develop and present an agreement that will continue the SEMASS agreement to provide trash disposal and or trucking or consider other options including going out to bid for these services. The general guideline is to look for savings in the contract that has been communicated to the Council.

Goal: Acquire Open Space

Objectives:

- Continue to Work with Community Preservation Committee on Identification and Acquisition of Property.
- Close Purchase on at least One Major Property.
- Draft Plan on Open Space and Trail Maintenance.

Goal: Explore Future Recreation Needs

Objectives:

- Submit a plan on a possible Conservation/Recreation Merger.
- Develop Plan with Recreation Commission on Playing Field Needs Maintenance.
- Work closely with the Recreation Commission to develop plan for parkland management.

Infrastructure

Goal: Improve Roadways

Objectives:

- Complete comprehensive road inventory and submit to Council for review.
- Submit private road policies for Council review and approval.
- Develop Street Acceptance Policy.
- Utilize Ch. 90 Funds for Roadway Improvements in a District-Fair Manner.
- Work with Public Safety Sub Committee on these matters.

Goal: Conduct Comprehensive Analysis of Water/Wastewater Systems

Objectives:

- Complete Comprehensive Study of Water/Wastewater/Stormwater.

- Present a plan to Implement Schedule for Upgrade of Wastewater Treatment Plant.
- Working with the Mitigation Sub Committee, develop a plan and a possible agreement with BSU for future water/wastewater needs and achieve commitment for mitigation.
- Work with the Mitigation subcommittee to identify possible mitigation options for the town of Bridgewater with the University, Prison, MBTA and any other entities. This includes the Waste Water Treatment plant.

Goal: Continue Building Improvements

Objectives:

- Provide a financial plan to support building improvements that considers all outstanding debt. As the debt payments conclude these funds should be considered for new needs, restorations or other.
- Complete Town Hall Renovations.
- Submit Academy Building Restoration Project Plan to Council with no impact on tax rate.
- Submit Long-Range Building Improvement Program with Funding Schedule to Council including recommendation on McElwain School.
- Include Bridgewater Regional School District capital needs within Bridgewater Improvement plan.
- Submit a plan for repairing, replacing, or relocating the School Street Fire Station.
- Work with Community Preservation Committee to Establish Preservation Priorities.

Goal: Improve Downtown

Objectives:

- Work with the Improving Downtown Committee to develop a strategy for downtown revitalization.
- Provide a funding plan to Council for a possible contract with a Consultant.
- Develop Application for Community Development Block Grant Monies
- Involve the Historic District Commission and Historical Commission and Community and Economic Development Sub Committee in these discussions.

Human Resources

Goal: Continue Staffing Recovery

Objectives:

- Implement the Personnel Administrative rules and regulations as defined in Charter Section 5-2.

- Establish a plan for the Council to review concerning staff recovery options for the town of Bridgewater. Some of the positions to include in this plan are a Town Planner, Parking Clerk, Police, Highway, Schools, etc...
- Council should approve plan before the hiring process begins.

Goal: Codify HR Policies

Objectives:

- Develop and Implement Hiring Practices and a complete Human Resource Policies and Procedures library
- Ensure all positions have a job description.
- Ensure that every employee undergoes a performance review each year.
- Develop and Submit to Council Personnel Plan to Replace Wage & Personnel Plan.
- Update Classification and Compensation Plans.

Goal: Continue Administrative Changes

Objectives:

- Collaborate with the Rules and Procedures Sub-Committee to define the first Administrative Code. Have it in Ordinance form by the first Council meeting in September.
- Submit a plan to the Council for a new DPW and Finance Department.
- Submit Five Year Staffing Plan to Council.

Technology and Infrastructure

Goal: Update Website

Objectives:

- Add Calendar for Meetings to Comply with Updated Open Meeting Law.
- Provide Mechanism for Citizen Input on Website.
- Update website to include all changes under new form of government.
- Implement procedures and policies for web content provisioning, aging, and archiving as defined by Council Ordinance.
- Work to bring in additional cable providers in the town of Bridgewater to improve competition if possible.

Goal: Continue Technology Upgrades

Objectives:

- Provide analysis to Council on possible High Speed Connection to Remote Locations.
- Explore Expanding Telephone System to Police, Fire and Highway Departments.
- Provide an Analysis on Cloud Computing.
- Improve instant notifications to citizens for urgent or emergency messages.

Regional School District

Goal: Work collaboratively with Regional School District and increase understanding of School Finances

- Work collaboratively with the BRRSD especially in preparing the annual budget for the town of Bridgewater understanding that a reduction in State Chapter 70 and 71 reimbursement must come from the member towns to support services and staffing.
- Develop a plan with the District to restore staffing and lead to more reasonable class sizes in Pre K- 12.
- When building budgets, consider fixed costs increases especially health insurance costs in a similar manner to how the town covers these costs.
- Improve understanding of the all school funding issues including Chapter 70 and 71 funding, special education, school choice, contracts, grants and other important matters to aid in budget construction.