

**Town of Bridgewater
Town Council
FY13 Resolutions**

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Ordinance Number	Ordinance Title	Date Adopted
R-2013-001	Bridgewater's FY2014 Budget Policy Guidelines	February 26, 2013
R-2013-002	Establish Town Manager Goals	August 6, 2013
R-2013-003	A Resolution on the Recall Investigation Report	July 2, 2013
R-2013-004	Bridgewater's FY2015 Budget Policy Guidelines	October 15, 2013
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Bridgewater Town Council

In Town Council, Tuesday, Tuesday, February 26, 2013

Council Resolution: R-2012-001

Introduced By:	Councilor William Wood
Date Introduced:	January 22, 2013
First Reading:	January 22, 2013
Second Reading:	February 26, 2013
Amendments Adopted:	February 26, 2013
Date Adopted:	February 26, 2013
Effective Date:	March 29, 2013

Resolution #R- 2013-001

BRIDGEWATER'S FY 2014 BUDGET POLICY GUIDELINES

WHEREAS: The Town Council established orderly steps for the FY14 Budget creation process; and

WHEREAS: The Town Manager delivered a high-level overview of the FY14 Budget to the Town Council; and

WHEREAS: The economic outlook for FY14 continues to be uncertain, and a cautious approach to the budget is warranted; and

WHEREAS: Budget guidelines need to be clearly communicated from the Town Council to the Town Manager for effective Budget management.

RESOLVED: Pursuant to establishing guidelines and priorities for the Town Manager to develop the Annual Budget, the Town Council of Bridgewater, Massachusetts in Town Council assembled vote to adopt the following Policy Guidelines for the Town Manager to use in creating the FY14 Budget:

The Town Council is adopting these budget policy guidelines pursuant to Section 6-1 of the Bridgewater Home Rule Charter. Based on these guidelines, the Town Manager will develop budgetary goals and the Town Budget for Fiscal Year 2014.

ONGOING BUDGET PRACTICES

In preparing the budget for FY14, the Town Manager should continue to use the following budget practices:

- Continue the Town's efforts within all departments to obtain grant funding from federal, state, and other sources, including the implementation of a college internship program.
- Continue the Town's efforts to maximize the use of Chapter 90 monies to expand upon the road repair program started in FY12.
- Review the possibilities and cost implication of contracted services vs. staffing in various departments.
- Continue to enhance the Town's website and use other technologies as cost effective means for delivering information and services, increasing public awareness, and encouraging public feedback.

FINANCIAL POLICIES

The first and foremost goal of the FY14 budget must be to continue to build undesignated fund balances and to build reserves for Stabilization. The budget should be constructed to anticipate positive Free Cash which will

ROLL CALL VOTE: PASSAGE REQUIRES MAJORITY OF THOSE PRESENT AND VOTING.

enable the Town greater budgetary flexibility in future years, and will continue to enhance the Town’s bond rating. At the same time, the budget should maintain Town services.

Revenue:

- The Tax Levy is governed by statute and has a high confidence for receipt. For FY14 budget planning purposes, spending shall use 100% of the anticipated Tax levy amount after accounting for the appropriate overlay amount reduction.
- The value of the actual Tax Levy New Growth is affected by many factors including prevailing interest rates and unemployment rates. Given the uncertain economic forecast, New Growth projections shall be limited to \$250,000.
- Local Receipts are highly influenced by economic conditions and forecasts. Therefore, for FY14 planning purposes, spending shall be limited to 85% of FY12 actual values per revenue classification plus 85% of FY13 prison mitigation revenue.
- Revenue from State Aid should be the numbers used in the Cherry Sheet estimates released March 1.
- General Fund revenues from Ambulance Receipts should be limited to \$1 million.
- Gifts should not be used to calculate revenue estimates. Yearly formula grants from state and federal sources can be used to calculate revenue estimates.
- Grants may be used to calculate revenue if allowed by the terms of the grant.

Expenses:

- Expect that the Retirement Assessment from Plymouth County will increase by approximately \$150,000.
- Identify all employees and their salary costs. Include written summaries of all initiatives greater than maintenance with the breakdown of expenditures and FTEs
- 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.
- Submit FY 12, 13, 14 and 15 budgets 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. This budget should also reflect FTE information for all departments for all years. (FY 15 budget may only include major changes that should be anticipated if known)
- Provide and include maintenance budgets for FY 14 and FY 15 for all departments including schools
- Continue same budget format that was used last year which included both the 101 for each department and the 102-103 for each department as separate line items. (use same spreadsheet)

Committee Referrals and Dispositions:

Referral(s)	Disposition(s)
<ul style="list-style-type: none"> • First introduced 1/22/13 • Referred to Council Budget & finance Committee • Requires consideration by Finance committee 	<ul style="list-style-type: none"> • 1/31/13: Vote 3-0 approve with proposed amendments. • 2/13/13: Vote 7-0 “table” with the hope of considering 2/27/13.

In accordance with the applicable provisions of the Town of Bridgewater Home Rule Charter and Town Council Rules and Procedures, the Town Council assembled voted, at their meeting on Tuesday, February 26, 2013, to approve the aforementioned Resolution by roll call vote (8-0)(1 vacancy).

A TRUE COPY ATTEST:

Ann M. Holmberg
Town Council Clerk

ROLL CALL VOTE: PASSAGE REQUIRES MAJORITY OF THOSE PRESENT AND VOTING.



Bridgewater Town Council

In Town Council, Tuesday, Tuesday, August 6, 2013

Council Resolution: R-2013-002

Introduced By:	Councilor Sheila Whitaker
Date Introduced:	May 7, 2013
First Reading:	May 7, 2013
Second Reading:	August 6, 2013
Amendments Adopted:	August 6, 2013
Date Adopted:	August 6, 2013
Effective Date:	September 6, 2013

Resolution #R-2013-002

ESTABLISH TOWN MANAGER GOALS

WHEREAS; Section 4-9 of the Bridgewater Home Rule Charter sets forth “Annually, the council president shall cause the town council to prepare and deliver to the town manager a written evaluation of the town manager’s performance”

WHEREAS; criteria for conducting a proper and meaningful evaluation includes, but is not limited to, goals set and agreed to by and between the Town Council and Town Manager.

BE IT RESOLVED: That the Town Council of Bridgewater, Massachusetts in Town Council assembled vote to accept the following Town Manager goals for the fiscal year 2014 with an interim review covering the period 12/2012 – 6/2013 and a final review to be at the end of fiscal year 2014.



Town of Bridgewater Town Manager Goals and Objectives

1. Financial Management The Town Manager provides leadership, timely updates and prudent advice on financial matters, gives effective assistance to the Board of Selectmen and other committees as appropriate, promotes coordination and cooperation among the town's financial departments, and develops capital and operating budgets in line with sound municipal practice and the town's bylaws.		
a.	Executes a well-organized budget development process	11/1/13
b.	Provide monthly updates on operating budget and capital budgets, consistent with the terms of the Charter.	Ongoing
c.	Effective coordination of financial plans among Administration, Town Accountant, School Department and state agencies	Ongoing
d.	Develop and execute corrective action plan of issues identified in the annual Audit Report, with status updates semi- annually to the Town Council, designed to improve the overall internal control environment to ensure the accuracy of financial transactions and statements.	Ongoing
e.	Implement cost containment strategies to ensure long term financial stability of the town. Cost effective strategies include: <ul style="list-style-type: none"> - Creating a contract negotiation process that is designed to ensure balanced and financially sustainable agreements - Evaluation of regionalization opportunities or partnering with school district on shared resource model - Development of PILOT Strategies to compensate for revenue loss when real estate transactions pulls property off tax rolls. - Leverage benchmark data when evaluating operational budgeting plans and goals 	12/15/13 Ongoing Ongoing Ongoing
2. Communications The Town Manager maintains and improves communications with the public and among town committees and departments, identifies and pursues opportunities for effective public communication, and is responsive to public and official inquiries.		
a.	Timely notification of issues that require Town Council attention or action	Ongoing
b.	Transparent and frequent public communication that is timely and comprehensive, leveraging the web site, a newsletter or BTV,	Ongoing
c.	Regularly communicate progress on Goals and Objectives to Town Council	Quarterly
d.	Design and implement appropriate communication protocol with School Districts, Bridgewater State University and Bridgewater Correctional Institution	3/1/14
3. Operations The Manager identifies opportunities to improve productivity, innovation, staff development and cost efficiencies; promotes a positive work environment, encourages accountability and cooperation within and between departments, and provides status reports while working to further major projects and initiatives.		
a.	Identifies and proposes specific areas to improve productivity, service and cost-efficiency	1/15/13
b.	Proposes staff development, training and accountability initiatives	Ongoing
c.	Achieves goals within prescribed timelines	Ongoing
d.	Delegates responsibility to department heads and staff as appropriate	Ongoing
e.	Coordinates Bridgewater projects with legislative delegation, state and regional agencies, etc.	Ongoing
4. Long Range Planning The Town Manager participates in the strategic planning process, and acts in a way to protect the long-term financial, social economic and environmental interests of the community.		
a.	Coordinates an annual strategic planning session with appropriate boards, committees, town employee and citizen involvement	2/1/13
b.	Coordinates development efforts to involve appropriate boards, departments and the public	Ongoing
c.	Prioritize and implements action steps in the approved Master Plan, Open Space Plan and other appropriate planning documents.	Ongoing
d.	Participates in the next phase of strategic planning as directed by the Council	Ongoing
5. Short Term Response The Town Manager responds appropriately to unexpected and unforeseen conditions and events.		
a.	Council members are informed of issues and consequences	Ongoing
b.	Town and department level response is appropriate	Ongoing
c.	The Town's response is coordinated with state and regional agencies	Ongoing
6. 2013-2014 Project Goals The Town Manager makes progress and provides updates on specific projects.		
a.	Administrative Code: Support the data gathering of current state of organizational structure, of town operations, as well as best practice research; presenting organizational requirements and structure to Town Council.	10/1/13
b.	Business Growth Improvement Plan: Assess current state of Bridgewater's resources and ability to attract	3/15/14

	new business. Identify best practices and structural needs to attract business. Execute a plan to become more business friendly with specific targets for increasing commercial revenue base. Analysis and recommendations on cost-saving initiatives, prioritizing collaboration with the School Department on facilities management, with quarterly status reports.	
c.	Implement performance evaluation for department heads and middle management, with mid-year status update	1/15/14
d.	Develop a performance dashboard to help facilitate the regular updates to Town Council on key strategic project, initiatives, operational initiatives and financial status.	12/15/13
e.	Leverage reports and analysis related to building improvements studies, to pull together a strategic plan for improvement, seek Town Council approval and Citizens support, execute and monitor.	Ongoing
f.	Redesign and update the web site and its content to be user friendly, transparent, and easy to navigate, creating a framework for ensuring current procedures and policies.	12/1/13
g.	Assess current state, identify operational performance issues and develop corrective action plan for Golf Course and Transfer Station.	10/15/13
7. Partnership: The Town Manager manages and cultivates partnership relationships between the Town and local University, Department of Corrections, and other local agencies.		Ongoing

Committee Referrals and Dispositions:

Referral(s)	Disposition(s)
<ul style="list-style-type: none"> This measure was introduced 5/7/13 Referred to Rules & Procedures Committee 	<ul style="list-style-type: none"> 5/28/13: Vote 2-0 recommend approval with amendments.

In accordance with the applicable provisions of the Town of Bridgewater Home Rule Charter and Town Council Rules and Procedures, the Town Council assembled voted, at their meeting on Tuesday, August 6, 2013, to approve the aforementioned Resolution by a roll call vote (9-0).

A TRUE COPY ATTEST:

Ann M. Holmberg
Town Council Clerk



Bridgewater Town Council

In Town Council, Tuesday, Tuesday, July 2, 2013

Council Resolution: R-2013-003

Introduced By: Councilor William Wood
 Date Introduced: June 4, 2013
 First Reading: June 4, 2013
 Second Reading: July 2, 2013
 Amendments Adopted: None
 Date Adopted: July 2, 2013
 Effective Date: July 2, 2013

Resolution #R-2013-003

A RESOLUTION ON THE RECALL INVESTIGATION REPORT

WHEREAS, Article 2-11 of the Bridgewater Home Rule Charter sets out the ability to investigate; and,

WHEREAS, The Town Council passed Order #2011-060 defining the rules of an investigation; and,

WHEREAS, Order #2011-060 step 8 requires an investigation report to be generated; and,

WHEREAS, The Town Council performed an investigation in November 2011 into the validity of the 1990 Recall Special Act and related issues; and,

WHEREAS, The Superior Court has ruled on the Recall Act and related matters;

NOW THEREFORE BE IT RESOLVED: That the Town Council of the Town of Bridgewater determines that the Superior Court ruling shall satisfy the requirement of the final report of the Council’s investigation into the recall effort and that the Council committee created with the express purpose to produce the investigation report has been dissolved.

Committee Referrals and Dispositions:

<i>Referral(s)</i>	<i>Disposition(s)</i>
<ul style="list-style-type: none"> This measure received a first reading 6/4/13. This measure was not referred to any committee. 14 Days has elapsed per Section XVIII of the Council Rules & Procedures, therefore this measure may be finally considered. 	

In accordance with the applicable provisions of the Town of Bridgewater Home Rule Charter and Town Council Rules and Procedures, the Town Council assembled voted, at their meeting on Tuesday, July 2, 2013, to approve the aforementioned Resolution by a roll call vote (7-0) (Councilors Wright and Whitaker absent).

A TRUE COPY ATTEST:

Ann M. Holmberg
Town Council Clerk

ROLL CALL VOTE: PASSAGE REQUIRES MAJORITY OF THOSE PRESENT AND VOTING.



Bridgewater Town Council

In Town Council, Tuesday, October 15, 2013

Council Resolution: R-2013-004

Introduced By:	Councilor William Wood and Councilor William Rivers
Date Introduced:	October 1, 2013
First Reading:	October 1, 2013
Second Reading:	October 15, 2013
Amendments Adopted:	October 15, 2013
Date Adopted:	October 15, 2013
Effective Date:	November 15, 2013

Resolution #R-2013-004

BRIDGEWATER'S FY 2015 BUDGET POLICY GUIDELINES

WHEREAS: The Town Council established orderly steps for the FY15 Budget creation process; and

WHEREAS: The Town Manager delivered a high-level overview of the FY15 Budget to the Town Council; and

WHEREAS: The economic outlook for FY15 continues to be uncertain, and a cautious approach to the budget is warranted; and

WHEREAS: Budget guidelines need to be clearly communicated from the Town Council to the Town Manager for effective Budget management.

RESOLVED: Pursuant to establishing guidelines and priorities for the Town Manager to develop the Annual Budget, the Town Council of Bridgewater, Massachusetts in Town Council assembled vote to adopt the following Policy Guidelines for the Town Manager to use in creating the FY15 Budget:

The Town Council is adopting these budget policy guidelines pursuant to Section 6-1 of the Bridgewater Home Rule Charter. Based on these guidelines, the Town Manager will develop budgetary goals and the Town Budget for Fiscal Year 2015.

ONGOING BUDGET PRACTICES

In preparing the budget for FY15, the Town Manager should continue to use the following budget practices:

- Continue the Town's efforts within all departments to obtain grant funding from federal, state, and other sources, including the implementation of a college internship program.
- Continue the Town's efforts to maximize the use of Chapter 90 monies to expand upon the road repair program started in FY12.
- Review the possibilities and cost implication of contracted services vs. staffing in various departments **and to eliminate overtime whenever practical.**
- Continue to enhance the Town's website and use other technologies as cost effective means for delivering information and services, increasing public awareness, and encouraging public feedback.

FINANCIAL POLICIES

The first and foremost goal of the FY15 budget must be to continue to build undesignated fund balances and to build reserves for Stabilization. The budget should be constructed to anticipate positive Free Cash which will

ROLL CALL VOTE: PASSAGE REQUIRES MAJORITY OF THOSE PRESENT AND VOTING.

enable the Town greater budgetary flexibility in future years, and will continue to enhance the Town’s bond rating. At the same time, the budget should maintain Town services.

Revenue:

- The Tax Levy is governed by statute and has a high confidence for receipt. For FY15 budget planning purposes, spending shall use 100% of the anticipated Tax levy amount after accounting for the appropriate overlay amount reduction.
- The value of the actual Tax Levy New Growth is affected by many factors including prevailing interest rates and unemployment rates. Given the uncertain economic forecast, New Growth projections shall be limited to \$250,000.
- Local Receipts are highly influenced by economic conditions and forecasts. Therefore, for FY15 planning purposes, spending shall be limited to 85% of FY14 actual values per revenue classification plus 85% of FY14 prison mitigation revenue.
- Revenue from State Aid should be the numbers used in the Cherry Sheet estimates released March 1. If no FY2015 Cherry Sheets are available, use the final FY2014 Cherry Sheet values.
- General Fund revenues from Ambulance Receipts should be limited to \$1 million.
- Gifts should not be used to calculate revenue estimates. Yearly formula grants from state and federal sources can be used to calculate revenue estimates.
- Grants may be used to calculate revenue if allowed by the terms of the grant.

Expenses:

- Expect that the Retirement Assessment from Plymouth County will increase by approximately \$350,000.
- Identify all employees and their salary costs. Include written summaries of all initiatives greater than maintenance with the breakdown of expenditures and FTEs.
- 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.
- Submit FY 14, 15 and 16 budgets 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. This budget should also reflect FTE information for all departments for all years. (FY 16 budget may only include major changes that should be anticipated if known)
- Provide and include maintenance budgets for FY 15 and FY 16 for all departments including schools.
- Continue same budget format that was used last year which included both the 101 for each department and the 102-103 for each department as separate line items. (use same spreadsheet)

Committee Referrals and Dispositions:

Referral(s)	Disposition(s)
<ul style="list-style-type: none"> • This measure was referred to the Council’s Budget & Finance Committee • 14 days has elapsed per Section XVIII of the Council Rules & Procedures, therefore this matter may be finally considered this evening. 	<ul style="list-style-type: none"> • Meeting 10/10/13: vote unanimously to recommend approval.

In accordance with the applicable provisions of the Town of Bridgewater Home Rule Charter and Town Council Rules and Procedures, the Town Council assembled voted, at their meeting on Tuesday, October 15, 2013, to approve the aforementioned Resolution by a roll call vote (9-0).

A TRUE COPY ATTEST:

Ann M. Holmberg
Town Council Clerk

ROLL CALL VOTE: PASSAGE REQUIRES MAJORITY OF THOSE PRESENT AND VOTING.



Bridgewater Town Council

In Town Council, Tuesday, October 15, 2013

Council Resolution: R-2013-005

Introduced By: Councilor William Wood
 Date Introduced: October 1, 2013
 First Reading: October 1, 2013
 Second Reading: October 15, 2013
 Amendments Adopted: None
 Date Adopted: October 15, 2013
 Effective Date: October 15, 2013

Resolution #R-2013-005

TOWN COUNCIL MEETING DATES - 2014

WHEREAS: The Bridgewater Town Council Rules and Procedures, Section III Meetings states, "The Town Council will hold regular meetings on the first and third Tuesdays of each month beginning at 7:30 p.m. In the months of June, July and August, the Council will meet monthly on the first Tuesday, following the first Monday"; and

WHEREAS: Adoption of this Resolution, establishes regular meeting dates which are an exception to the aforementioned rule; and

RESOLVED: The following dates are established as regular meetings for the calendar year 2014 and regular meetings will be held either in the Memorial Building, 25 South Street, Bridgewater, MA or at BTV Studios, 80 Spring Street, Bridgewater MA, beginning at 7:30 p.m., unless otherwise noted.

January 7, 2014	July 8, 2014
January 21, 2014	August 5, 2014
February 4, 2014	September 9, 2014*
February 25, 2014*	September 23, 2014*
March 4, 2014	October 7, 2014
March 18, 2014	October 21, 2014
April 1, 2014	November 4, 2014
April 15, 2014	November 18, 2014
May 6, 2014	December 2, 2014
May 20, 2014	December 16, 2014
June 3, 2014	

*Exceptions to Section III of the Council Rules and Procedures are noted with an asterisk.

Committee Referrals and Dispositions:

Referral(s)	Disposition(s)
<ul style="list-style-type: none"> This measure was not referred to a committee. 14 days has elapsed per Section XVIII of the Council Rules and Procedures, therefore this matter may be finally considered this evening. 	

In accordance with the applicable provisions of the Town of Bridgewater Home Rule Charter and Town Council Rules and Procedures, the Town Council assembled voted, at their meeting on Tuesday, October 15, 2013, to approve the aforementioned Resolution by a roll call vote (9-0).

A TRUE COPY ATTEST:

Ann M. Holmberg
Town Council Clerk