



TOWN OF DOUGLAS

OFFICE OF THE SELECTMEN

29 Depot Street • Douglas, MA 01516

Phone: 508-476-4000

Fax: 508-476-1070

Kevin D. Morse – Chairman
Michael E. Fitzpatrick – Vice Chairman
Timothy P. Bonin
Ross I. Smith
Maxwell S. Postma

Matthew J. Wojcik
Town Administrator

Lisa C. Freeman
Executive Assistant

Date: December 29, 2023
To: Douglas Selectboard
From: Town Administrator
Re: Goal setting for calendar 2024

Goals are essential for the objective evaluation of management level staff. I have drafted the following for your consideration, dividing where possible the tasks into categories based on regular day-to-day performance, and successful project completion.

Solid day-to-day performance sustains an employee on their trajectory. Strong day-to-day work with a high ratio of successful “good to have” project completion opens the conversation to merit / step acceleration. It is a supervisor’s role to prevent management grade employees from focusing too much on projects at the expense of day-to-day performance of core tasks.

I will evaluate department heads in accordance with the principles above.

ADULT SOCIAL CENTER

Day-to-day

- Center resources are efficiently utilized, and address the diverse needs of the senior population equitably.
- The Center maintains its essential role as a source of information for its clients.
- Center staff maintain up-to-date, accurate information on vulnerable populations in Town and assist in emergency management planning.
- Center bus is integrated into services provided by the Center and meets client expectations.
- Assets are properly maintained, including all preventive maintenance.
- The department budget is completed in a timely and complete manner. Resource requests are fully backed up with written analysis. Resource requests accurately reflect the needs of the department.
- Department staff are provided with goals and evaluations in a complete, timely and professional manner. Evaluations are in place to support the requested budget.

System Improvements / Merit Considerations

- Center bus funding sources make it possible for riders to use the service for free.
- Set up, implement, maintain veterans' breakfast program.
- Implementation and maintenance of walking club program.
- Coordinate quarterly inter-departmental meeting to discuss / update on known wellness issues with vulnerable residents.
- Participate in constructing a viable shelter plan for the Town.
- In the event of declared emergency, the Center and its staff support response and recovery efforts with information, outreach, and staffing as circumstances require

ASSESSOR

Day-to-day

- Major annual milestones are met in a timely manner, including but not limited to, setting the tax rate, revaluation, printing and mailing of tax bills.
- The department budget is completed in a timely and complete manner. Resource requests are fully backed up with written analysis. Resource requests accurately reflect the needs of the department.
- Department staff are provided with goals and evaluations in a complete, timely and professional manner. Evaluations are in place to support the requested budget.

System Improvements / Merit Considerations

- Opportunities for clerk to add skills and take on some work currently performed by department head are identified and a path established for education and training to take advantage of them.

BOARD OF HEALTH

Day-to-day

- Customer service is the first priority; members of the public are able to obtain stickers, review files, make application for septic systems and wells, and have questions answered in a prompt fashion. Enforcement actions are clearly and firmly explained to violators; compliance is achieved with as little adversarial interaction as possible.
- Annual / periodic inspections are conducted and documented as required.
- Transfer station operations run as scheduled (staff, vendors, etc. appear on time and work full hours, rubbish is hauled away on schedule with no excess buildup at the transfer station, etc.)
- Transfer station rules are enforced equally on all parties.
- Landfill testing and maintenance are completed on schedule. Items of concern are addressed in a timely fashion.
- Septic designs are reviewed and approved in timely fashion. Documentation of septic system location is verified in the field and maintained as town records on filed drawings.
- Complaints are investigated in a timely and thorough manner, cases are resolved appropriately.
- Public health notifications are posted to a wide audience, quickly, as circumstances warrant.
- Town participates in vaccination clinics as needed, and publicizes their availability in a proactive manner.
- Emergency public health supplies are kept current (i.e., not expired) and at adequate levels.

- The department budget is completed in a timely and complete manner. Resource requests are fully backed up with written analysis. Resource requests accurately reflect the needs of the department.
- Department staff are provided with goals and evaluations in a complete, timely and professional manner. Evaluations are in place to support the requested budget.

System Improvements / Merit Considerations

- Transfer station compacting operations are optimized to reduce the cost of hauling away rubbish (which is calculated on a per-run basis with the hauler).

BUILDING COMMISSIONER / ZONING OFFICIAL

Day-to-day

- Customer service is the priority throughout every process from application to closure. Staff should be able to know how to find answers, identify common mistakes on filings and help people avoid them, and prevent process mishaps from causing unreasonable delay in the completion of an application process.
- All plans are reviewed within the prescribed timeframe.
- Permit applications are processed in a timely and transparent manner; customers are provided assistance when requested (within reason).
- All requested inspections are completed within the prescribed timeframe.
- ADA compliance reviews and enforcement activities are conducted in a timely and thorough manner.
- Incorporation of flood plain management issues into various Town processes is completed, including but not limited to, clarifying the role of decision makers.
- Coordinates with Fire Department to conduct life safety inspections of sprinkler and alarm systems.
- There are no substantiated complaints of the department using a “moving target” approach, in which punch list items are added after milestone inspections have been completed and passed on the work in question.
- Building and zoning code complaints are handled in a timely and transparent manner, and records are kept of all correspondence and inspection reports.
- Zoning Board decisions / conditions are enforced in a timely and complete manner.
- Fill-in inspector(s) used in a responsible manner to assure that Town has building official coverage at all times.
- The department budget is completed in a timely and complete manner. Resource requests are fully backed up with written analysis. Resource requests accurately reflect the needs of the department.
- Department head regularly attends and completes continuing education requirements.
- Department staff are provided with goals and evaluations in a complete, timely and professional manner. Evaluations are in place to support the requested budget.

System Improvements / Merit Considerations

- The Town’s ADA committee is fully populated and begins regular meetings in support of the Town’s efforts to improve buildings, sidewalks, and other public facilities with appropriate accommodations (requires coordination with TA and BOS).

- Department drives the planning process around digitization of its files – so-called “street file” that will match permitting activity to an address / lot number. Accomplished by establishing an outline for the organization of files, identification of possible obstacles / challenges, and communication of same to TA and digitization vendor in an actionable way.

COMMUNITY DEVELOPMENT

Day-to-day

- Customer service is the priority throughout every process from application to closure. Staff should be able to know how to find answers, identify common mistakes on filings and help people avoid them, and prevent process mishaps from causing unreasonable delay in the completion of an application process.
- Progress made on the community’s core planning documents, including a comprehensive community plan, build-out analysis, down town / complete streets, MVP.
- Grant opportunities that support the initiatives defined in core planning documents / efforts are identified and pursued.
- Complete procurement process for conservation consultant / hiring of agent as appropriate.
- Tech review is maintained, as a service to the public / applicants.
- Electronic permitting is used to the greatest extent possible.
- Board operations are professionally supported.
 - Timely, complete agendas and packets; OMA compliance
 - Peer reviews are completed on time to support decision-making
 - Minutes are drafted and approved in compliance with OMA
 - Public hearings are properly advertised and abutters notified
 - Legal counsel is properly leveraged.
- The department budget is completed in a timely and complete manner. Resource requests are fully backed up with written analysis. Resource requests accurately reflect the needs of the department.
- Department staff are provided with goals and evaluations in a complete, timely and professional manner. Evaluations are in place to support the requested budget.

System Improvements / Merit Considerations

- Conservation Commission enforcement procedures are reviewed and reformed as necessary to meet expectations regarding timeliness and quality of response.
- Town’s GIS data is fully updated to include utility infrastructure and other layers in a useful and accessible manner.
- Working with the Town Administrator, department establishes a comprehensive energy strategy for the future of the Town, including efficiency in existing operations and use of redundant, resilient and/or renewable resources in the future. Grant funding leveraged to make progress against this goal.

ECONOMIC DEVELOPMENT

Day-to-day

- Grant opportunities identified and prioritized in accordance with master plan and administration goals

- Grant applications reflect granting agency policy goals, are filed timely, and adequately communicated to key stakeholders to garner support.
- Grant implementation is smooth; reporting requirements are met timely, projects stay within budget and procurement guidelines, and closed out with all required documentation.
- The department budget is completed in a timely manner. Resource requests are fully backed up with written analysis. Resource requests accurately reflect the needs of the department.
- Owners of existing businesses are aware of, and use, the economic development staff as a source of information, point of access to decision makers and resource for planning.
- Staff are a reliable, neutral resource in messaging to stakeholders, relating facts in timely manner, building consensus around program objectives, and following up on questions and concerns.

System Improvements / Merit Considerations

- Douglas projects / grant completions are recognized with awards from government, non-profit and/or business organizations
- Progress made toward a Main Street revitalization effort. Possible grant sources identified, needs assessment from current business owners completed.

FINANCE

Day-to-day

- The Department successfully completes the transition from an earlier version of Munis, the general ledger program, to the current version.
- The Town Accountant and Treasurer maintain their existing practice of frequent reconciliation of various accounts.
- The Town achieves a so-called “clean audit” with no management letter or “side letter” comments.
- The audit is completed in a timely manner.
- The department files for free cash certification with time to spare for the preparation of the fall special town meeting.
- Prompt payment discounts from vendors are identified and utilized.
- Annual process of establishing a tax rate and mailing bills is executed with no or minimal issues.
- The department budget is submitted in a timely and complete manner. Resource requests are fully backed up with written analysis. Resource requests accurately reflect the needs of the department.
- Department staff are provided with goals and evaluations in a complete, timely and professional manner. Evaluations are in place to support the requested budget.

System Improvements / Merit Considerations

- Principal Assessor and Tax Collector establish and implement a comprehensive strategy to resolve unknown ownership of certain real estate, long term delinquencies, tax title and takings.
- Collaborating with other departments and the BOS, department formulates and recommends a policy to govern the implementation of the senior work-off program.
- Department participates in a process to identify means to fund the Town’s OPEB liability, and

recommends financial policy for BOS consideration to document the Town's approach to this issue.

- Areas where more extensive fiscal controls may be needed are identified, and the Department participates in establishing the necessary policies to put them in place.

FIRE & AMBULANCE

Day-to-day

- EMS meet the standards of 105 CMR 170. Members are provided with training, resources, and support to maintain clinical sophistication of ambulance service.
- Fire responses are not delayed due to preventable errors or poor judgment by responding staff.
- Fire prevention and code enforcement issues are identified and compliance secured in a timely manner. All facilities for which an annual inspection is required by code get at least one each year.
- Fire Department maintains a collaborative relationship with the building and health departments with respect to inspectional services and code enforcement.
- Command staff implement the staffing model with few disruptions. All shifts are filled in advance with minimal to no holdovers caused by unfilled shifts.
- Call department recruitment and retention supports the operational needs of the department.
- Training is documented for all full time and call personnel.
- Preventive maintenance schedules are established and implemented for all assets. Documentation is kept up to date and presented on request.
- Captain(s) and lieutenants are fully trained and managed to their middle management role. Their evaluation instruments reflect the key role these positions play in mentoring, morale, and organizational performance, and are scored accordingly.
- Staff needs for formal training / education are identified and addressed.
- The department budget is completed in a timely and complete manner. Resource requests are fully backed up with written analysis. Resource requests accurately reflect the needs of the department.
- Department capital replacement schedule is planned out for 20 years and funding projections are tied back to it.
- Department staff are provided with goals and evaluations in a complete, timely and professional manner. Evaluations are in place to support the requested budget.
- Maintain and practice public communications during emergencies, in preparation for emergencies, and regarding community risk reduction programs.
- Update all SOGs and policies based on best practices in the fire and emergency medical services industry.
- Health and wellness initiatives for firefighters are supported and maintained, including annual physicals that meet NFPA 1582/1583 and policies for decontamination of equipment and facilities.

System Improvements / Merit Considerations

- Overtime is held to a spending level at or under 21% of payroll (calculated as union OT / union payroll).
- Design and implementation of wildland interface education program(s) for residents living in vulnerable areas of town.

- Implement alternative water supply infrastructure plan, including dry hydrants and cisterns in specific locations outside of the hydrant district.
- Grant funding applied for and awarded.
- Improvement in the Town's ISO rating.
- Formulation, organization and testing of command and operations structure for working fires outside of the hydrant zone.
- Progress made in addressing the large account receivable associated with ambulance fees, to include:
 - Formulation of write-off policy;
 - Organization of account reporting to make aging of receivables more transparent;
 - Collection vendor procurement and performance measurement put on schedule and metrics.

HIGHWAY

Day-to-day

- Staff transition due to retirements and transfers is managed successfully, defined as, sufficient trained staff is available for plowing season.
- Department staff follow health and safety protocols and receive no warnings from OSHA or state labor department inspectors.
- Reported potholes are fixed within seven business days of the report. Routine pothole repairs are made in accordance with the annual schedule.
- The department successfully implements the annual paving plan, which includes identification and preparation for next year's project(s)
- Roadways are swept on schedule and all collected material properly disposed of.
- Storm water catch basins are cleaned on schedule and collected material properly disposed of; MS-4 compliance objectives met.
- Brush alongside public ways is cut annually.
- When necessary, unpaved roads are graded per Town by-law.
- Department has adequate supplies of road salt, subcontractors, and other resources prepared in advance of typical storms and clears roads in less than 48 hours

System Improvements / Merit Considerations

- Staff qualifications for hoisting and driving are elevated and staff training fully supported to reach those credentials.
- Stormwater management plans are established for perennial problem areas in Town where icing occurs.

POLICE

Day-to-day

- Maintain positive presence on social media and community building engagement.
- Complete timely renewal of police officer contract.
- Police responses are within time standards set by department leadership.
- In-service training is documented for all personnel.

- Department maintains extra level of firearm qualification (as present).
- Preventive maintenance schedules are established and implemented for all assets. Documentation is kept up to date and presented on request.
- The department budget is completed in a timely and complete manner. Resource requests are fully backed up with written analysis. Resource requests accurately reflect the needs of the department.
- Department staff are provided with goals and evaluations in a complete, timely and professional manner. Evaluations are in place to support the requested budget.

System Improvements / Merit Considerations

- Finalization of MCI / hostile emergency protocols with Fire and Ambulance. Attention to incident command / response components.
- Department identifies and addresses continuity of operations considerations, including command, drone operation, etc. to be able to maintain activities over multiple operational periods.
- Department participates in wildland interface / evacuation planning and training with Fire Department.

TOWN ADMINISTRATOR

Operations / Work Product

- Select Board business is docketed in a timely and complete manner; the Board's operations are efficient and transparent as a result.
- Communication of matters rising to the Board's direct involvement (contract ratifications, department reorganizations, revenue projects, budget priorities and / or balance, department head appointments, major public safety responses, etc.) is timely and complete.
- Implementation of health insurance related initiatives is completed (SIGMA Health, focused programs for targeted health conditions, policy for disbursement of trust fund surplus).
- Commitment of ARPA funds by December 2024.
- Plans for a new Highway Department facility are completed in time for May 2024 ATM consideration at the conceptual level.
- The Town has a full set of up-to-date emergency planning documents tailored to the specific needs and conditions of the Town of Douglas (COOP, HAZMIT and CEMP).
- The Town's Shelter and Reunification needs are identified, contracted for (where needed) and properly resourced with durable assets.
- Police and Fire union contracts are completed in time to include results in the FY 2025 budget with fiscal impact statement.
- Completion of Police Chief, Police Lieutenant, and Asst. Chief, Fire & Ambulance contracts.
- The Town operating budget is in presentable form by January 16, 2024. Pending data is factored at a worst case scenario level or bounded in a plausible range of values.
- Department staff are provided with goals and evaluations in a complete, timely and professional manner. Evaluations are in place to support the requested FY 2025 personnel budget.
- Municipal staff recognition program / policy is finalized and fully implemented.
- Staff meetings and trainings occur on a regular / routine basis, programs and policies are communicated to staff

Long Term / Systemic Improvements; Merit Considerations

- TA achieves ICMA-CM status (certified manager, self-driven process).
- Town of Douglas achieves a bond rating improvement. Currently AA3 under Moody's, thus, an improvement would be either a AA2 or above from Moody's, or a Standard & Poor's rating of AA or above.
- An energy planning document is finalized and presented to the BOS for consideration by July 2024.
- The TA's influence is observed as directly beneficial to department heads' efforts to achieve systemic improvements / merit considerations.

TREASURY / TAX COLLECTION

Day-to-day

- Customer service is first priority. Taxpayers are able to get questions answered, status clarified, and payment plans finalized as needed with professionalism and courtesy.
- Staff exceed minimum requirements under law for notice prior to sending out demands or higher levels of tax enforcement.
- Policy regarding identification and resolution of past due tax accounts is in place and followed. Annual pace of resolution of uncollected taxes is acceptable to the Finance Director.
- Policy established for coordination of Chapter 61 / rollback taxes with Assessor as part of municipal lien release process
- The department budget is completed in a timely and complete manner. Resource requests are fully backed up with written analysis. Resource requests accurately reflect the needs of the department.
- Department staff are provided with goals and evaluations in a complete, timely and professional manner. Evaluations are in place to support the requested budget.

System Improvements / Merit Considerations

- The Town's Investment Policy is brought up to date, in compliance with State rules, and all stabilization balances are properly invested in interest bearing instruments at an acceptable level of risk.