



TOWN OF STOUGHTON

OFFICE OF THE TOWN MANAGER

10 Pearl Street – Stoughton, MA 02072 (781) 341-1300 Fax (781) 297-2879

Fiscal Year 2024 Objectives- July 1, 2023 to June 30, 2024

1. Centralized Purchasing

The objective is to reduce Vendor costs by 10% through negotiation, Contract management, Vendor relations and improved materials management.

2. Comprehensive Financial Policy

Establish a comprehensive financial policy and system of management control which formulates our financial structure, reduces risk, increases free cash, strengthen our bond rating, reduces the cost of borrowing and eliminates the use of free cash in balancing our operating budget.

3. Net Zero FTE's

With better use of technology and information systems, maintain FY25 employee headcount at FY24 level.

4. Stabilization Fund

Increase the Town's Stabilization Fund to a minimum of 20%, as required for communities with a double AA bond rating.

5. Policy Manual

Build a functioning Policy manual to be maintained online which will provide all employees guidance with respect to Standard Operating procedures. ("SOP's")

6. Unutilized Equipment

Conduct a September equipment Auction. Sell, trade or scrap unutilized surplus equipment. Terminate insurance coverage and registration expense.

7. Tax Title Takings

Make meaningful progress in tax title takings. Return taken properties to the tax base.

8. Senior Housing

Develop and implement a plan for increasing affordable Senior Housing Units.

9. Regional 911

Adopt Reg 911. Reduce dispatch operating budget by \$600,000. Invest between \$5,000,000 and \$10,000,000 in State funding to make Stoughton a leader in EMS technology.

10. Exit Civil Service

By achieving this objective, we will improve Labor Relations, remove poor performers, recruit highly qualified employees and improve overall performance of the Town's workforce.

11. Trash & Recycling- Recycling Transfer Station

Complete site selection and facility design. Develop project Budget and present to Town Meeting. Begin permitting process and finalize Capital Plan.

12. Continued Professional Development

Every employee will engage in a form of professional development in FY24. Training shall include but will not be limited to skills training, certification, licensure and internal training in Town accounting software system. In addition, Department Heads will become trained in the use of progressive discipline requirements, Project Management.

13. Town Wide Beautification

It is our primary objective to beautify the Town by improving inspectional services, enforcing the new solid waste guidelines and by enhancing public spaces with landscaping and continuous maintenance.

14. Community Center

We will continue to seek grant funding for maintenance and repair of the Train Station. It is our goal to host the first public event at the Community Center in FY24.

15. Transparency and Communication

Several measures will be taken in FY24 to improve transparency and communication with residents and Town Meeting members. Those measures include investment in the Town Website, Electronic billboards at DPW and Town Hall, frequent public Information Sessions, Monthly emails to Town Meeting members, On line permitting and improved Department Head quarterly reports.

16. Town Infrastructure

Our goal is to plan and promote further investment in water and sewer underground infrastructure which promotes economic expansion. Further, reconstruction and resurfacing of Town roads will be coordinated with underground projects. Articles will be presented at the Special Town Meeting so that services are coordinated in time for the following construction season.

17. Collaboration With School System

After years of a them vs. us relationship, we plan to work closely and collaborating with the new Superintendent and the School Committee in support of common goals and objectives.

18. Water Meters

Completing the water meter project in FY24 will increase revenues and reduce expenses. Further, we will save substantial time by eliminating the current billing system and converting all Water/Sewer financial activity to Munis. Meter readings will be done remotely and leaks will be detected immediately.

19. Fire Department

Complete construction of the new Fire Station on time and budget. Leave Civil Service. Coordinate the transition to Regional 911.

20. Solid Waste

Implement Solid Waste plan. Explore more advanced methods of Waste Management and source reduction. Engage the DPW staff in Town's beautification objective, #13.

21. Water

Anticipate, plan and react to the upcoming federal PFAS Regulations.

Thank you,

A handwritten signature in black ink, appearing to read "Thomas J. Calter". The signature is fluid and cursive, with a long horizontal stroke at the end.

Thomas J. Calter,
Town Manager