

TOWN MANAGER REPORT CARD

1 Authored Highland's "First Ever" strategic plan (adopted by the Highland Town Council on July 24, 2006)

i) Includes goals and objectives of:

i. Department managers

- Goals and objectives identified through "first ever" formal annual performance based review process

ii. Boards and Commissions

iii. Elected Officials

ii) Includes strategic capital spending plan to:

i. Set a self-imposed property tax supported debt limit for capital projects

- Prioritizes projects based upon a consensus of the Town Council with input from all department managers as well as board and commission members

ii. Specifies that new debt secured by sources other than property tax may grow without limit for infrastructure and equipment that will reduce operating expenses, improve productivity or for economic/redevelopment improvements that will increase the assessed value of the town

iii) Sets goals for reserve funds (operating balance)

i. Water and Sewer enterprise funds

- Maintain two (2) months equivalent of operating and maintenance expenses
- Maintain one (1) year equivalent of depreciation expense

ii. General Expenses

- Establishes a "Rainy Day Fund" equivalent to two (2) months of tax revenues in prior fiscal year
- Requires "super majority" (4 of 5 council members) for spending from the fund, except for borrowing from the fund to mitigate tax anticipation debt
- Specifies that supplemental appropriations from unreserved, undesignated cash balances to be requested by June 1 of the current year to accurately forecast carryover funds for subsequent year budgeting

iv) Identifies potential budget reduction, revenue and expense strategies

v) Identifies "customer communication & success" strategies

2. Authored and instituted Highland's "First Ever" annual formal performance based department manager review process

i) Department Manager identifies strengths, areas of improvement and goals and objectives (both personal and departmental)

ii) Department Manager's Board/Commission members provide input by separate document with same questions

iii) Town Council liaison to the department and Town Manager provide input by separate document with same questions

iv) Review meeting with Department Manager, Board/Commission President(s) and Town Council to reconcile information provided in the review document(s) as well as to set priorities and policy to support goals and objectives of the Department Manager

3. **Coordinated the Police Facility/Town Hall needs analysis (project postponed in favor of plans for storm drainage and sanitary sewer improvements)**
 - i) *Coordinated public forums to ensure public communication*
 - ii) *Opened communications with current owners of potential site to determine feasibility of location*
4. **Created an Information Technology support staff funded through departmental budgets that resulted in:**
 - i) *Updated and standardized computer equipment and programs throughout the civil governmental units*
 - ii) *Updated virus protection, firewalls, network and backup systems that ensure a stable and secure technology environment*
 - iii) *Migration to the "Spillman" police department software database system that allows for integration with county and state police communication networks*
 - iv) *Resolution of antiquated equipment failure in the Clerk-Treasurer's department including migration to an updated accounts payable software system*
 - vi) *Creation of and routine maintenance of a central Town of Highland internet website (www.Highland.IN.gov)*
 - vii) *Creation and implementation of a civil town government wide e-mail communication system for select employees involved in decision making, supervision, policing and citizen communication efforts*
 - viii) *Efficient maintenance, troubleshooting and short/long range system planning at minimal costs to our citizens (one (1) part-time college student and one (1) support contractor)*
5. **Coordinated approximately \$10 million in federal, state and local aid to Highland residents as a result of the September 13, 2006 rain event**
6. **Negotiated a flat rate compensation agreement with the town's insurance agents to eliminate the prior percentage of premium method of compensation**
7. **Coordinated the selection process of the engineering firm (DLZ) hired to independently review and analyze Highland's storm water/sanitary sewer system condition as well as the ongoing and future planned maintenance and improvement projects.**
8. **Administers and/or oversees various town wide projects including, but not limited to:**
 - i) *Employee Safety Committee*
 - ii) *Special Events Committee*
 - iii) *Insurance Policies (health, property and casualty, disability, workers compensation)*
 - iv) *Human Resources*
 - v) *Weekly staff meetings with the Department Managers to ensure departmental and community wide needs are being met*
 - vi) *Representing the Town when resolving citizen inquiries/complaints*
 - vii) *Administration and oversight of various contractor contracts*
 - ix) *Budget preparation and daily oversight*
 - x) *Highland's ex-officio member to the Shared Ethics Commission*

"Prior to my arrival, the Council members expended many hours per month, including Saturday mornings, managing administrative affairs of the town. I found the Town's departmental directors to be highly competent, but suffering from "paralysis by analysis" by some members of the Council and fragmented governing boards, who have independent jurisdiction over operations. Where I've found weakness, I've attempted to support departmental directors by maintaining respect for their capabilities and encouraging initiative. Relations are cooperative with other town employees and representatives of governmental units, where I strive to be regarded as a person of high integrity, ability and energy".

- Rich Underkofler, Highland Town Manager