

Goals and Objectives
David A. Colton
Town Administrator
2015-2016

1. Financial

Town Administrator shall work closely with the Selectmen, Finance Committee, Budget Sub-committee, and Town Accountant in providing financial leadership. Objectives:

- Carefully navigate entries into the bond market for FY 2016 capital program to ensure that bond rating is not harmed from excessive use of stabilization fund.
- Begin pre-planning activities for a bond rating proposal to Standard and Poors in 2017.
- Hold no fewer than 2 budget sub-committee meetings in the fall of 2015 to articulate fiscal goals and objectives, as well as strategies for implementation, to the town.
- Present a Capital Budget to the Fall Town Meeting for approval.
- Present the FY 15 Summary Financial Condition Report in December 2015.
- Present the Community Comparison Report in early 2016.
- Identify areas for savings and potential budget busters.
- Identify grant and other funding opportunities.
- Carefully monitor transition to Group Insurance Commission products.

- Gather departmental budget requests and refine them in coordination with department heads during January 2015.
- Present a fiscal year 2017 budget and budget message on or before March 1, 2016 as required by the Town Charter.

2. Human Resources Management and Labor Relations

The Town Administrator shall interact with employee groups in good faith; in an atmosphere of mutual respect and trust.

Objectives:

- Work with the Human Resources Board to update the Town anti-discrimination language in the personnel by-law.
- Work with the Human Resources Board to bring the maternity and paternity leave provisions of the by-law into compliance with state law.
- Diligently conduct negotiations with Police, Fire, Clerical, Administrative and Professional, Water, and DPW bargaining units for 2016-2018 successor agreements.
- Prepare and submit a revised Personnel Plan in accordance with town by-laws.
- Assist the Town Clerk in developing policies around poll workers.
- Implement a workplace anti-violence policy.

3. Community Relations

The Town Administrator shall be an active participant in the Easton community. Objectives:

- Attend off hours community events as time allows.
- Develop positive and productive relationships with civic, business, and other groups important to the Town of Easton.
- Continue to produce regular local access TV programming to improve the dissemination of information to the community.
- Conduct the town's business in an open and transparent manner; maintain credibility with the media and general public.

4. Quality of Life

The Town Administrator shall develop and support programs that improve the quality of life for all Easton residents.

- Pursue a favorable Surrounding Community Agreement through the Massachusetts Gaming Commission process relative to the proposed Brockton Casino.
- Work with the Planning Director to develop the next phase of the North Easton Village revitalization project.
- Work with appropriate personnel to implement the new Department of Health and Community Services.
- Support efforts to improve recreational facilities and programs.
- Support efforts to renovate important public facilities such as Moreau Hall, Center School, Parkview School, and Frothingham Hall.

5. Planning and Economic Development

The Town Administrator shall actively participate in the planning process especially with regard to housing, economic development, open space enhancement, historic preservation, and transportation enhancement. Objectives:

- Work with the Chair of the Economic Development Council as it moves from a start-up to mature organization, including, the development of marketing materials and an EDC webpage.
- Carefully monitor the AvalonBay and Meadowview housing developments to ensure timely permitting and construction that achieves the Town's goal of reaching 10% affordable housing units.
- Work with the Town Engineer to design and construct sewers in the designated Queset sewer district.
- Complete the inter-municipal agreement with Mansfield and initiate design and permitting.
- Continue efforts to pursue wastewater service for the Easton Industrial Park.
- Conduct vigorous public outreach regarding the five-corner's wastewater needs area.
- Work to ensure the development of Queset Commons in accordance with the Development Agreement and all permits.
- Work to ensure a successful re-development of 114 Main Street.

- Support the finalization of Easton's cultural district designation.
- Support and participate in the Master Planning implementation process.

6. Infrastructure and Public Works

The Town Administrator shall actively participate in the development of infrastructure improvement planning and implementation. Objectives:

- Assist with the implementation of the ESCO energy efficiency and conservation measures proposed by DPW.
- Assist the Water Division in renewal of the Water Management Act permit and support the division in maintaining high standards.
- Continue to advocate for solar development that benefits municipalities.
- Assist the DPW, School Department and Green Communities Committee in implementing the five year plan and further grant applications to the DOER for its implementation.
- Assist the DPW Director in planning and construction the pavement management program and transportation enhancements in the following locations:
 - Route 123 at Center Street
 - Intersection of Routes 138 and 106.
 - Route 138 at Union Street
 - Route 138 at Elm Street

7. Town Government Efficiency and Effectiveness

The Town Administrator shall strive to improve the overall effectiveness and efficiency of Town government. Objectives:

- Ensure that appointed town boards and committees are adequately supported by staff.
- Strive to ensure that the best possible quality of services is delivered to the public with courtesy and respect at all times.
- Continue to annually review the performance of essential department heads and Town Counsel.
- Continue the enhancement of the Town's capabilities with regard to the web site and social media.
- Implement Epermitting for remaining users.
- Following complete implementation of Epermitting, coordinate staff with the Economic Development Council to revise "Doing Business in Easton?"

8. Service and Support to the Board of Selectmen

The Town Administrator shall be responsive to the needs of the Board of Selectmen. Objectives:

- Keep the Selectmen well informed of the matters under his control.
- Prepare high quality analyses and accurate information regarding the various issues facing the Town .
- Include an update on at least one project or department at each meeting of the Board, as time allows.

9. Relationships with other levels of Government

The Town Administrator shall strive to establish positive working relationships with agencies of other towns, the Commonwealth of Massachusetts, and the Government of the United States.

Objectives:

- Review, analyze, represent and present the position of the town and Board of Selectmen relative to implemented and proposed legislation and governmental policies and regulations.
- Pursue funding opportunities in support of town priorities and policy goals.
- Stay abreast of and perform research involving governmental legislation, policies and regulations.

10. Personal and professional growth

The Town Administrator shall pursue his continued growth and advancement and enhance his education for the good of the town.

Objectives:

- Attend professional meetings, seminars and conferences including the International City Management Association annual conference in September and the MMA conference in January.
- Continue active membership in state and national professional organizations.
- Continue to participate as a member of the MMA Personnel and Labor Relations Policy Committee.

Accounting

Wendy Nightingale, Town Accountant

I. The Office of the Town Accountant shall maintain integrity of financial data

Objectives:

- Periodically reconcile all cash and accounts receivable balances
- Review and analyze budget reports and general ledger trial balance for inconsistencies
- Prepare year-end balance sheet for free cash certification and schedule A as required by the Department of Revenue
- Work with Assistant Assessor and Collector/Treasurer to prepare and finalize the tax recap report
- Coordinate the Town's financial audit and communications between the Audit Committee and independent auditors
- Work with Collector/Treasurer's Office to prepare timely reconciliations and financial reports

II. The Town Accountant, as part of Town's finance team, shall provide guidance with respect to financial matters of the Town

Objectives:

- Meet regularly with the finance team to review budgetary requirements and funding strategies
- Partner with Collector/Treasurer in determining the Town's borrowing needs
- Prepare for and participate in conference calls with rating agencies
- Assist in the creation and finalization of town meeting warrant articles requiring appropriation of funds
- Work with town officials and Municipal Building Committee as needed to coordinate efforts with respect to MSBA (Massachusetts School Building Authority) accelerated repair projects

III. The Town Accountant shall provide assistance during the budget process

Objectives:

- Attend budget subcommittee meetings to work toward the creation of a balanced budget
- Provide additional reports/analyses as required
- Provide technical assistance and training as needed to department heads preparing budgets

IV. The Town Accountant shall work with the Capital Planning Committee to address the Town's capital needs

Objectives:

- Review funding requests submitted by Department heads
- Rank and prioritize capital budget items
- Prepare five year capital plan for Town Administrator

V. The Office of the Town Accountant shall coordinate with Information Technology to address technology needs of the department

Objectives:

- Work with Information Systems Manager and financial accounting software vendor to improve reporting needs where necessary
- Continue to build electronic data archives using DocuShare document management software
- Continue to print more reports to PDF files to reduce printing and paper consumption
- Work with Collector/Treasurer to explore the use of electronic payments for accounts payable.

VI. Enhance Staff Training

Objectives:

- The Town Accountant will attend training as necessary to maintain existing certifications and enhance professional development
- Assistant Town Accountant shall attend the Massachusetts Municipal Auditors and Accountants Association education program in March
- The accounting department shall hold periodic staff meetings to facilitate education in financial accounting areas and improve communications with staff members
- Review staffing responsibilities and reassign duties as needed
- Additional training shall be attended as needed and as funding permits

Assessors' Office
Robert Alford II, Chief Assessor

I. Complete the Fiscal Year 2016 interim adjustment of assessed values to ensure that all taxpayers are treated equitably

Objectives:

- Analyze trends in the real estate market.
- Determine adjustments for interim update
- Modify statistical tables in Vision Appraisal Software.
- Recalculate files to produce new assessed values.

II. Receive a certified tax rate from the Department of Revenue in time to send out actual tax bills before January 1, 2016

Objectives:

- Receive certification of “new growth” and LA4 form (total valuation by classes) by the Department of Revenue.
- Provide data and participate in classification hearing with Selectmen.
- Complete the Assessors' parts of the Recapitulation Sheet.
- Have Town Clerk, Accountant, Collector/Treasurer and Selectmen fill out their parts of the Recap sheet.
- Submit the entire Recap to the Department of Revenue, Bureau of Accounts by early December 2015.
- Receive certification.

III. Website

Objectives:

- Continue to update the Motor Vehicle section that will answer questions, as well as have the forms and other needed information the taxpayer needs to file an abatement etc.
- Continue to update the Exemption section that will have information and forms.
- Continue to update the Commercial and Industrial section that will have information and forms, such as Form of List and the Income and Expense forms that may be able to fill out.

IV. Appellate Tax Board

Objectives:

- Review all data collected from residential or income & expense questionnaires, on-site visits, and interrogatories to determine if appeals are valid.
- Have the assessors and appellants and their counsel meet to discuss appraisals and possible resolution of the appeals prior to going to court.
- Strategize with Town Counsel if pre-trial negotiations fail.
- Try unresolved cases at the Appellate Tax Board.

V. Work closely with finance team to ensure financial stability of the Town

Objectives:

As a team:

- Analyze receipts versus revenue estimates on a regular basis.
- Review expenses against budget appropriations to highlight potential problems.
- Anticipate possible revenue shortfalls and make decisions on how to deal with them.
- Complete subsequent years' revenue and expense projections.

VI. Produce reports from Vision data base for a variety of departments and outside contractors

Objectives:

- Work with department or contractor to define report.
- Format the report.
- Department Head or contractor will confirm that the report contains the needed information.
- Create a spreadsheet on the town common drive that can be used by all departments with all pertinent assessing information.

VII. Betterment Module

Objectives:

- Work with Softright to enter the new Septic Betterments.
- Work with Softright, Treasurer/Collector and Board of Health to improve tracking of septic betterments from filing to commitment.

VIII. Complete majority of building permits for fiscal year 2017 for preliminary bill.

Objectives:

- Complete field work on permits.
- Data enter the permit information.
- Complete preliminary "new growth" analysis.

IX. Vision

Objectives:

- Work with Vision Government Solutions for a smooth transition to Vision 7.
- Learn how to use the new software.
- Work with Vision Government Solutions to purchase a tablet for use in the field.
- Work with Vision on creating a bridge between the Building Permits and Vision software.

X. Staff development

Objectives:

- Attend training at Vision for Vision 7 and tablet.
- Attend Associations and DOR meeting / conferences.
- Encourage Board members to work toward their M.M.A.

XI. GIS Integration

Objectives:

- Work with the Department of Public Works to leverage existing Town GIS capabilities to improve the timeliness and user friendliness of obtaining abutters lists and other data from the Assessors' database.

Town Administration

Connor Read, Citizen Business Advocate

I. Administration of Easton's CWMP

Objectives:

- Provide administrative support to the Planning Department as well as the Department of Public Works during the planning process of the Queset area sewer.
- Develop informational presentations and documentation for public consumption.
- Function as central contact point between the Town and property owners impacted by the development of sewer districts.
- Negotiate with property owners in the district, as needed, relating to easements, takings, or other legal proceedings brought on by this project.
- Support ongoing planning and negotiations between Easton and the Town of Mansfield, Avalon Bay, and property owners relating to the Five Corners needs area.
- Continue to provide real-time information on the Town's sewer homepage www.easton.ma.us/sewer

II. Implement Full Electronic Permitting in the Town of Easton

Objectives:

- Complete the launch of all local Selectmen's licenses by the summer of 2015.
- Continue monitoring ABCC's transition to online licensing and adjust local licensing authority portion of liquor licensing accordingly.
- Notify all Selectmen licensees of transition to online permitting during summer of 2015.
- Support existing modules and facilitate appropriate meetings between staff and vendors to ensure electronic permitting is being used to fullest capacity.
- Troubleshoot software problems following the launch of new permitting modules.
- Consulting with staff of each department utilizing online permitting, develop training program to teach library staff how to use permitting modules so that they can assist the public.
- Provide assistance, as needed, to residents and businesses using the permitting modules.
- Following the implementation of all permitting modules, redesign the Town's permitting instructions and webpages on www.easton.ma.us to create a one-stop-shop location online for every permit in town. Incorporate this new permitting page into the "Doing Business in Easton?" guide.
- In conjunction with the Economic Development Council and the Board of Selectmen, promote the Town of Easton's new online permitting capacity to prospective businesses.

III. Continue Transition of Licensing and Volunteer Management to the Office of the Town Clerk

Objectives:

- Working in collaboration with the Town Clerk, train office staff on the use of online permitting modules for Board of Selectmen's licenses.
- Establish clear standard operating procedures for the solicitation of volunteers for Selectmen appointments and the notification of appointment by the Town Clerk's Office.

- Automate the annual renewal process utilizing the Town Clerk's volunteer database, pending launch.

IV. Personal and Professional Education

General Objectives:

- Finish coursework and comprehensive examination to graduate from Master of Public Administration program in the spring 2016 semester.
- Continue increasing organizational knowledge through collaborative projects with various departments in Town, with particular focus on finance, development, and infrastructure.
- Attend at least one conference, seminar, or training in at least one of the following areas: public works, planning, zoning.
- Continue professional education by attending conferences and seminars offered by various organizations: MMMA, MMA, ABCC, ICMA, etc.
- Continue improving professional standing by serving on the MMMA's Future Managers Committee and the MPA Alumni Board at Bridgewater State University.
- Complete final required course with the MCPPO and Inspector General's Office towards the designation of Certified Procurement Officer.
- Complete webinars and attend courses, if available, to further knowledge and skills related to GIS and SoftRight.

V. Improving Public Access to Information

Objectives:

- Encourage staff utilization of Customer Service Committee FAQ to improve customer service and access to information.
- Ensure that at least one staff person from each municipal department is trained and capable of editing the Town website to improve content accuracy, availability, and timeliness.
- Continue to explore new methods of digital public communications with Town staff as well as our partners at Full Circle Technologies, Revize, and Ameriscan.
- Promote advancements in our communications systems at Selectmen's meetings and through press releases to maximize public awareness.
- Leverage the Ames Free Library's public information events to host an event dedicated to use of the Town's website and social media platforms.
- Explore financial viability of procuring Visual Budget or similar budget data visualization software.

VI. GIS

Objectives:

- Work with the Department of Public Works and Planning to facilitate cooperation amongst Town departments and their vendors to improve quality and availability of information synced with the Town's GIS database.
- Work with the Department of Public Works to successfully replace SeeClickFix with in-house reporting app available to the public.
- Explore opportunities for syncing licensing and permitting information from PermitEyes system with the Town's GIS system.
- Determine impediments to full synchronization of Assessors' database with existing GIS software and eliminate them.

VII. Community Relations

Objectives:

- Increase public visibility by attending off-hours community and business events.
- Meet with members of active community groups and Town boards to understand community concerns and goals.
- Attend meetings of boards and committees to stay abreast of ongoing projects impacting the community.

VIII. Financial

Objectives:

- Attend regular meetings of the Town Finance Team during the annual budgeting process.
- Assist the Town Administrator in key fiscal and budgetary analysis to produce reports and recommendations to policy makers and staff.
- With the Town Administrator, engage legislative delegation and appropriate state authorities to explore increased lottery revenue to municipalities.
- Working with the Town Administrator, improve annual budget messages by including easy-to-read graphs and charts to better educate the public on the Town's financial standing.
- Explore opportunities to generate advertisement revenue through social media communications.

IX. Human Resources Management

Objectives:

- Attend collective bargaining sessions with the Town Administrator.
- Assist Town Administrator in the development of proposals and counter proposals for use in collective bargaining.
- Integrate with soliciting and hiring process currently managed by Town Administrator and Human Resources Coordinator.
- Assist Human Resources Coordinator with the administration of FMLA and insurance policies.

X. Transition Successfully to Role of Assistant Town Administrator

Objectives:

- Ensure that responsibilities of Citizen Business Advocate position are appropriately transitioned or delegated to other staff.
- Maintain respectful and professional demeanor towards all staff and the public.
- Support the Town Administrator in the daily management of Town operations.
- Provide staff support to the Board of Selectmen, Budget Subcommittee, and Economic Development Council.

Office of the Town Clerk
Jeremy P. Gillis, MMC/CMMC-Town Clerk

I. Elections & Town Meetings

Objectives:

- Provide information and support to Town Administrator and Capital Planning Committee as well as Town Meeting to replace the Town's 20+ year old voting machines in Fall of 2015. These machines will no longer be serviceable shortly.
- Continued advocacy at the Statehouse to modernize the Massachusetts voting process. Prior advocacy resulted in early voting for the November 2016 State Election.
- Continue with Office policy to look for and implement cost savings for all elections in the Town of Easton.
- Plan, Prepare and Execute Presidential Preference Primary in March 2016, and Local Election in April of 2016.
- Execute all of the Office's responsibilities regarding all Annual and Special Town Meetings in Fiscal Year 2016.
- Receive, certify and return all nomination papers and initiative petition papers within 24 hours to their respective campaigns.
- File all Appropriate Paperwork from Elections and Town meetings with appropriate State Agencies.
- Provide timely and accurate information to prospective and certified candidates for local elected office regarding deadlines, campaign finance and other election rules at the start of January 2016.

II. Community Outreach and Relations

Objectives:

- Conduct a voter registration drive at 1 or more community event.
- Conduct a voter registration drive at Oliver Ames High School prior to registration deadline for March primary.
- Conduct a voter registration drive at Stonehill College prior to registration deadline for March primary.
- Conduct Dog Licensing at annual Rabies Clinic sponsored by the Board of Health.
- Increase Web presence by enhancing and further utilizing the Office's Twitter account, the Town's Facebook page, and other digital technology and social media.
- Conduct 4th Annual Community Shred Day.
- Partake in charitable drives with organizations such as Coats for Kids and Toys for Tots. .
- Continue to enhance relationship with the local media. Maintain credibility with Media and continue to ensure information such as election results are dispersed in an orderly timely fashion.

III. Records Management

Objectives:

- Continue PDF scanning & Microfilming of Vital Records from 2010-2000. Deaths for years 20006-2010 slated for Fiscal Year 2016. Marriage records commence in FY17.
- Implementation of Disaster Plan for Town Hall records by December 2015.
- Removal of all records eligible for destruction on an annual basis through Records Audit conducted by King Information in January 2016.
- Annual Review and update of the Town's Records Management Policy by November 2015.
- Continue to input older vital records into digital indexes.
- Continue to collaborate with the Commonwealth of Massachusetts on implementation of new state-wide vital record registry systems.
- Continue to reorganize all land-use files in a matter similar to the "one-folder" system utilized for candidates/volunteers/officials/staff.
- Ensure compliance with all Open Meeting Law, Ethics and Conflict of Interest requirements from all Town Employees, Boards, Committees and Commissions.
- Implementation of database program containing all Appointment, Resignation, Open Meeting Law, Ethics and Conflict of Interest training/compliance information.
- Implementation of Selectmen and Town Clerk online permitting/licensing modules.

IV. Public Access to Information

Objectives:

- Continue to require all Boards, Committees and Commissions to submit their agendas in compliance with all Town and State posting deadlines and minutes in a timely fashion, both in the approved digital format.
- Continued upgrade of Office's webpage
- Develop power-point presentation for Open Meeting Law and Ethics/Conflict requirements to be published on website by December 2015
- Continued posting of historical Easton Election and Town Meeting results to Town's Website.

V. Financial

Objectives:

- Review all purchasing under Department review.
- Increase revenues through efficiency, constant enforcement and reminders.
- Practical reduction in overall expenditures through constant and thorough management.
- Annual review of Department fee schedule. Update as necessary.

VI. Office Staff and Employee Training

Objectives:

- Ensure adequate cross-training of all Office Staff members.
- At least 1 training class in a core Department subject (i.e. Elections, Public Records, Licenses & Permits) completed by each Staff member.
- Records Manager and Compliance Officer to attend Year 2 of the New England Municipal Clerks' Institute week long program in July 2015.
- Recruit and utilize new Election Workers due to impending retirements and technological upgrades.
- Work in conjunction with OAHS, SERVTHS and Stonehill to develop interest in the Electoral process and recruit new workers.
- Training class for all Staff and Election Workers in Election procedures.

VII. Professional Development

Objectives:

- Continue process to obtain designation as a Massachusetts Certified Public Purchasing Official (MCPPO). Step 1 of 3 was completed in March of 2012.
- Continue process to earn a Certificate in Local Government Archives and Records Administration, as issued by the National Association of Government Archives and Records Administrators (NAGARA)
- Continued attendance at Massachusetts Town Clerks' Association conferences and seminars.
- Continued attendance at New England Association of City and Town Clerks annual conference.
- Class Instructor on enhancing the Municipal Clerk Profession at least 1 MTCA conference.
- Continue active involvement, through committee and Executive Board/Vice President service, in local, state, regional and national associations.

Department of Public Works

David J. Field, P.E., Director of Public Works

I. Geographic Information System (GIS) Improvements

One of my primary goals for the DPW and for the entire Town is to continue working to improve our existing GIS system. To date we have upgraded our software licenses and migrated data to a central SQL server platform, and received high resolution aerial photography. Remaining objectives:

- Develop planimetrics
- Increase the use of GIS throughout DPW
- Replace existing utility system with GIS in the Water Division
- Increase the use of GIS throughout other departments

II. Pavement Management

Another primary goal is to continue to utilize pavement management for the prioritization of improvements. Objectives include:

- Continue to utilize a three year program
- Continue to track costs of completed repairs
- Introduce additional preventive maintenance repair methods (rubber chip seal)
- Resurvey roads to update RSR ratings every 4-5 years

III. Sewer

The DPW is responsible for the operation and maintenance of the public sewer system. Objectives include:

- Administer WWTP operations contract with Weston & Sampson
- Continue to maintain GIS layer
- Continue to administer Drain Layer licensing program
- Continue to administer permitting and billing programs
- Determine collection system maintenance needs and procedures
 - Clean and inspect sewer lines annually
 - Inspect manholes yearly
- Actively participate in the Five Corners and Queset sewer projects

IV. Energy Management Services

My goal is to implement an energy savings performance contract for municipal and school buildings. Performance contracting allows for the energy efficient upgrades of building systems and components with the energy savings paying for the cost of the project. To date we have evaluated the request for qualifications and have chosen Ameresco as our contractor. Ameresco completed the investment grade audit and we are now under contract for the construction of the measures. Objectives include:

- Implement construction of the project
- Hold bi-weekly project meetings
- Review and approve submittals and design
- Coordinate third party commissioning

- Monitor measures to ensure stated savings are achieved
- Complete solar PPA

V. Facilities Asset Management

Utilize completed comprehensive town wide facility assessment as the basis for a short and long term capital improvement plan for school and municipal facilities. Objectives include:

- Develop capital improvement program based on results
- Populate recommended maintenance tasks into work order program
- Maintain an up to date list of needed repairs

VI. Fleet Management Software

As part of our fleet replacement plan, I would like implement the use of a fleet management software package to track the costs of vehicle repairs, parts, and equipment downtime. Having access to vehicle maintenance costs is crucial to prioritizing fleet replacement decisions. Objectives:

- Work with Operations Manager and Highway Supervisor to begin using software
- Track all vehicle repairs and costs
- Utilize fuel system to determine vehicle mileage
- Utilize vehicle mileage to determine preventative maintenance scheduling

VII. Upgrade Existing Fuel System

Research and implement new fuel system. Current fuel equipment is approximately 20 years old and software platform is outdated and no longer supported. Objectives include:

- Upgrade existing equipment
- Upgrade software platform
- Automate connection between fuel system and fleet maintenance software

VIII. Scan Existing Paper Maps

I would like to scan all paper maps and index those maps in a database which I have created which will allow for quick retrieval and linking to GIS. To date over 4,000 images have been scanned.

- Complete the scanning of remaining maps/plans
- Complete the indexing of all scanned documents
- Continue to add new documents into scanned plans database as they are received.

IX. Streetlight LED Upgrade

As part of the continuing effort to reduce energy usage and reduce costs associated with the Town's street lighting system, I hope to complete the upgrade of the remaining 320 HPS streetlights to LED luminaires. In FY2013 the Town completed the purchase of the streetlights from National Grid and upgraded 146 lights using green communities grant funding. In FY2014 the Town converted an additional 1016 streetlights to LED using green communities funding. Objectives:

- Complete the conversion through the ESCO project
- Investigate performing maintenance in-house

- Build inventory to allow for timely warranty related repairs
- Begin planning for periodic replacement of LED lights at the end of the 10 year warranty

X. Implement/Expand Highway Work Order Program

The Highway Division is currently using the SeeClickFix application for limited for work orders and reporting. I would like to migrate to a GIS based solution and expand the use of work orders.

XI. Update Fleet Replacement Schedule

I would like to continue to update and revise the existing five year fleet replacement plan. Maintaining a comprehensive fleet inventory and evaluation process is essential to maintaining a cost effective fleet.

XII. Create Sign Retroreflectivity Program

As part of a federal mandate under MUTCD, the Town of Easton has adopted a program to comply with Federal retroreflectivity standards. My goal is to continue developing a GIS based sign inventory and then work to implement an inspection and/or replacement schedule which will allow us to track sign replacements.

XIII. Solid Waste and Recycling

My goal is to keep expanding the system while increasing our recycling rate and reducing the rates to participants. The Town has recently negotiated a new contract with Waste Management which will provide for weekly recycling pickup and quarterly bulk item pickup. I would like to continue working with our vendor and the Town to promote these new features and increase participation in the program while hopefully increasing the recycling rate.

XIV. Stormwater Phase II Permit

Continue to comply with existing permit and be prepared for upcoming permit when issued. Objectives:

- Complete the GIS inventory of the stormwater assets
- Develop a permit that will satisfy the NPDES requirements
- Implement the minimum control measures identified in the new permit

XV. Conduct Traffic Studies/Traffic Safety Committee

Provide technical support to the Traffic Safety Committee and answer and resolve numerous inquiries for traffic related complaints and requests.

XVI. Professional Development

My goal is to continue to participate in professional organizations (APWA, NBM Highway Association, ASCE, NEWEA, ITE, PCWWA) and attend continuing education seminars and conferences to stay abreast of new technologies and innovative solutions in public works, engineering, and GIS. In addition to participating in professional organizations, I would like to take an active role and explore committee positions within

those organizations as a way to further my professional career and share my experience and ideas.

XVII. Facilities Technology

My goal is to implement the use of tablets for certain key positions that utilize our computerized maintenance management software for facilities related work orders. With the increased use of the preventative maintenance module following the facilities assessment, I believe it will be more efficient to allow certain individuals to receive and complete work orders in the field then to travel back and forth to the office and or complete batch work order closings at the end of the day.

XVIII. Snow and Ice Improvements

My goal is to improve the level of service and efficiency in snow and ice control. Objectives include:

- Convert all plow blades to sectional blades. These have a higher upfront cost, but last much longer reducing the overall cost.
- Implement automatic vehicle location (AVL) tracking for town and contractor equipment
- Investigate increasing our use of liquids including salt brine
- Utilize multiple salt suppliers with a (70/30) split between the first and second bidder
- Continue installing ground speed controllers on all new equipment
- Retrofit existing equipment with ground speed controllers when feasible
- Install pavement temperature sensors on supervisor equipment
- Investigate permanent remote pavement temperature stations
- Send DPW personnel to additional training sessions
 - Explore sending multiple staff members to Snow and Ice training at annual APWA snow conference in Hartford in 2015.

XIX. DPW Personnel

My goal is to build on and improve the current DPW personnel structure. Objectives:

- Evaluate all positions to make sure that appropriate personnel are being utilized to their full potential
- Create/modify job descriptions as necessary to help department achieve goals
- Budget for civil engineer
- Budget for plumber
- Budget for carpenter

XX. DPW Facility Planning

My goal is to begin planning for the eventual replacement/relocation of the DPW facilities. Objectives include:

- Develop long range plan to address department needs
 - Salt storage facility
 - Larger gas pumps
 - Covered vehicle storage

- Environmental compliance
- Vehicle washing

XXI. Additional Goals and Objectives include

- Provide technical reviews for projects that come before Conservation, Planning, Zoning, and other Town boards and committees
- Review water rates and capital needs
- Explore becoming an accredited public works agency
- Continue to support Green Communities Committee and activities
- Continue to administer landfill maintenance activities
- Contribute to, facilitate, and/or manage the following ongoing projects:
 - Frothingham Hall Renovations
 - Depot Street TIP Project
 - Route 138/Union Street Tip Project
 - Route 138/Elm Street TIP Project
 - MSBA Roof Replacement at Moreau Hall
 - MSBA Feasibility Study for K-2 Schools

Department of Public Works

Maurice Goulet, DPW Operations Manager

I. Provide Program Support to the Department of Public Works

Objectives:

- Administer the Chapter 90 Program including project requests, estimating and reimbursements from the State
- Serve as Chairman of the DPW Safety Committee and provide safety training sessions/programs throughout the fiscal year to the employees for possible insurance reductions
- Serve as representative for regional services and supply bids and serve as witness to S.E.R.S.G at bid openings.
- Continue to apply for safety grants from MIIA for monies for specialized training and prevention programs
- Utilize the municibid.com website to dispose of surplus vehicles and equipment.
- Continue to support on-site vendor state inspections on all DPW vehicles to save time and streamline the process for more efficiency and to ensure safety.
- Continue to coordinate the scanning of large format hard copy plans into a digital library for all departments to access
- Process and approve DPW permits for construction activities including construction licenses, street opening permits, trench permits, sewer drain licenses, and sewer permits
- Coordinate, process and submit reimbursements to MassDOT for Winter Roadway Recovery Project (WRRP)
- Coordinate, process and submit reimbursements to FEMA/MEMA for winter storm declaration (disaster relief) including force account labor, materials, equipment and rental equipment
- Continue to work with MIIA to set up continuing education classes for employees
- Coordinate the renewals of all Engineer Hoisting Licenses for all required DPW employees

II. Supervision of Highway Division Maintenance

Objectives:

- Continue to maintain the vehicles and equipment in the Department of Public Works as well as designated vehicles in other town departments
- Maintain roadway signage as well as miscellaneous signage for special events
- Maintain linepainting of crosswalks, town office parking striping, stop lines and other miscellaneous roadway markings
- Maintain roadways and shoulders with flail mowing, gravel filling, pothole patching, street sweeping, and spot paving for safe travel
- Clear roadways during snowstorms utilizing sanding and snowplowing operations as well as clearing roadways during other emergencies such as floods and hurricanes

- Continue to seek out the most advanced technology and techniques that is price appropriate to chemically treat the town's roadways
- Improve on the data and GasBoy inputs with the Truck Tracker fleet maintenance software.

III. Conduct infrastructure repairs/improvements: Highway Division

Objectives:

- Improve roadway drainage by cleaning debris from all street catch basins
- Inventory and repair sunken and deteriorating catch basins and manholes as needed
- Install new drainage structures where necessary to control stormwater
- Rehab or install new sections of sidewalk to ensure safe pedestrian access
- Rehab or install new asphalt berms as needed to control street water runoff
- Continue to Replace existing signage with High Visibility signage throughout the town
- Improve visibility of crosswalks in high traffic areas and around schools.
- Continue to support the pavement management system and utilize the information to make sound decisions on repair methods on roadways and sidewalks within the town.
- Coordinate with contractors and engineers for roadway and sidewalk construction projects, inspections and paving schedules

IV. Supervision of Building and Grounds Division Maintenance

Objectives:

- Maintain equipment regularly in this department to ensure a safe work environment for employees and the public
- Maintain all school and municipal buildings which includes HVAC, Electrical and Craftsman needs
- Maintain all school and municipal fields and grounds which includes designated grass strips, athletic fields and cemeteries
- Continue to practice energy conservation methods in the DPW building. (control heating and electricity usage)
- Sustain the professional appearance and efficiency of the DPW facility at the Center Street location
- Continue to support the energy efficiency programs and projects with Ameresco

V. Provide Support to Easton's Aesthetics through the Tree Division

Objectives:

- Ensure that trees be posted and/or taken down that are obstructions or have deteriorated in the public way
- Ensure that stumps are ground down, after a tree has been removed, in a timely manner

- Conduct an Arbor Day tree planting celebration every year to help preserve our “Tree City USA” status
- Maintain edges of roadways chipping brush and cutting back areas as needed to improve sight distance
- Trim limbs that present a danger to the public way

VI. Provide Support to General Public

Objectives:

- Return phone calls to residents with complaints or concerns in a timely manner
- Conduct site visits to investigate problems for a resolution if one is attainable
- Keep the general public informed of construction and maintenance activities of the department through the use of the town’s website and posting through emails utilizing the “Easton Town Crier” and “Facebook”.
- Keep residents informed of construction and maintenance activities in their area through the use of letters, DPW Door Hangers and/or use of Variable Message Board – Highway Division and Building and Grounds.
- Continue to administer and maintain the town’s solid waste and recycling program including appeasing customer concerns, assist in the quarterly billing, and investigate grant opportunities when available
- Obtain and coordinate recycling carts for the residents in the Town’s Solid Waste and Recycling Program.
- Coordinate the repair and replacement of recycling carts to existing customers

VII. Provide Support to the DPW Director

Objectives:

- Attend meetings of the Joint Transportation Committee in the Director’s absence as an alternate member
- Follow up on issues and projects in the absence of the Director or when called upon to do so
- Assist the Director in creating a Sewer Division in the DPW
- Continue to assist in the expansion of the work order systems utilizing Commonwealth Connect, the Utility Cloud and the SchoolDude software programs
- Assist in the creation of the Sign Retroreflectivity Program under the MUTCD guidelines
- Assist the Director in implementing and maintaining a new Automatic Vehicle Location (AVL) system

Department of Public Works
Jack Marsh, Water Operations Manager

I. Provide safe potable water to the community.

Objectives:

- Continue efforts to comply with the EPA's Ground Water Rule (GWR)
- Comply with all state and federal drinking water regulations.
- Complete MaDEP annual statistical report as required.
- Conduct an annual system wide unidirectional flushing program.

II. Conduct infrastructure maintenance and repairs.

Objectives:

- To implement our completed Master Plan water main replacement program.
 - Start the design phase of Water Main Improvement on Depot Street from Cross Street to Purchase Street and Central Street to Washington Street.
- Perform an update to our current Master Plan
- Install approximately 1500 feet of new water main on Susan Rd / Live Oak Drive
- Conduct a minimum of one complete system wide leak survey using Acoustic Leak Detecting equipment.
 - Pinpoint and repair all leaks in a timely fashion
- Continue our Backflow Prevention Program
- Repair water service and main breaks in a timely fashion
- Maintain meter replacement program by replacing approximately 750 meters annually.

III. Public Relations and Support to General Public

Objectives:

- Continue to alert customers of potential leaks within their plumbing system using our meter technology.
- Prepare and distribute 2015 Consumer Confidence Report (CCR).
- Return phone calls to residents with complaints or concerns in a timely manner.
- Conduct site visits to investigate problems for a resolution if one is attainable.
- Continue to enhance the Water Division website by make additional information available to the public.
- Keep the general public informed of construction and maintenance activities of the department through the use of the Water Division's web page.

IV. Provide Support to other departments.

Objectives:

- Assist the DPW Director in implementing his goals.
- Carryout any work orders submitted by other departments.

V. Pumping Stations

Objectives:

- Start the process of selecting a firm for the design and construction of the replacement of Easton's Well #4
- Perform annual Well performance tests on all wells, pumps & motors.
- Maintain accurate master meters by testing and calibration.
- Continue SCADA system maintenance with hardware and software upgrades.
- Conduct annual well and pump performance test on all wells.
- Run all emergency standby engines/generators on a regular basis.

Fire Department

Kevin Partridge, Fire Chief

I. Implement additional community outreach programs for the department.

Objectives:

- Implement a town wide “Easton Alerts” program using Ping 4alerts
- Develop strategy to publicize “Easton Alert” program
- Train Emergency Management Team on use and benefits of “Easton Alert”
- Increase and improve fire department web-page, and twitter

II. Schedule and conduct monthly Training topics for Fire and EMS personnel.

Objectives:

- Select monthly training topic and coordinate with Instructor
- Assure groups and all personnel are completing training in a timely manner
- Document all training completed by personnel
- Schedule Company Officers Training

III. To continue to provide training and oversight of fire dispatch to the civilian communications personnel

Objectives:

- Continue training and provide continued mentoring to the communication personnel to provide efficient and good communication through central dispatch operations
- Provide feedback to communications personnel on Quality Assurance and Quality Improvement (QA/QI)
- Continue to explore other multi-town regional dispatch opportunities and grant funding opportunities

IV. To work with the Capital Budget Committee, the Finance committee, Town Administrator, and Board of Selectmen to address the capital needs of the Fire & Rescue Department

Objectives:

- Complete FY16 Budget process
- Update Department 5-10 year capital plan, make adjustments
- Gather information and specifications as required for FY16 approved capital items

V. Review implementation and progress of new Ambulance Patient Reporting System

Objectives:

- Review implementation of new Patient Records Management software
- Conduct regular errors checks to continue to increase accuracy
- Review EMT’s Patient Contact reports on a monthly basis of quality improvement

VI. Apply for Eligible Grant funding

Objectives:

- Complete application and manage SAFE Grant funding.
- Complete and manage Emergency Management Planning Grant (EMPG) funding.

- Complete Assistance to Firefighters Grant (AFG) application
- Complete documentation for FY14 AFG Grant Award

VII. Develop Specification for new ambulance

Objectives:

- Form Ambulance committee within department
- Develop specifications
- Go out to Bid for Ambulance
- Review and award bid and contract
- Oversee build and delivery of new ambulance

VIII. Continue Community Outreach on Fire and Life Safety initiatives

Objectives:

- Appoint new Department SAFE coordinator
- Continue to provide student fire and life safety education through the department Student Awareness of Fire Safety Education (S.A.F.E.) program in cooperation with the Easton Schools
- Provide outreach to the senior population on cooking safety

IX. Continue Participation on membership on the Greater Attleboro Regional Emergency Planning Committee (REPC)

Objectives:

- Attend monthly Meetings
- Participate in the annual workshop and table top exercises

X. Implement the use of the new State Fire Code

Objectives:

- Continue training of the Fire Inspector on the new Fire Code
- Coordinate with Building Department on changes to permitting process
- Adjust and implement new application process for applicants

XI. Coordinate and implement new Electronic Permitting system

Objectives:

- Review permitting matrix for software
- Beta test fire department permitting system
- Implement new on-line permitting system
- Educate the public on new requirements for on-line permitting
- Provide feedback for improving on-line system

XII. Develop and implement Plan to provide lap top/ tablets in ambulance and fire apparatus for real time data and situational awareness

Objectives:

- Review Information Technology (IT) inventory
- Establish a goal for IT needs of the department
- Provide Training and implementation of policy on use of mobile data terminals (MDU's) on ambulances and apparatus

Information Technology

Michael Deltano, Information Systems Manager

I. Effective Network Administration

Objectives:

- Minimize employee downtime and loss of productivity.
- Insure that network traffic is acceptable and that all switches and routers are performing within normal limits.
- Insure that all servers are operating efficiently.
- Insure that all important data on all servers are being properly backed up.
- Insure that all e-mail is being delivered and is secure.
- Insure that all users have proper access and that there is no unauthorized access.
- Insure that network is secure against virus attack by ensuring anti-virus and anti-spyware signatures are being distributed to all town computer systems on a daily basis.
- Monitor all Internet traffic on the network and prevent and report any misuse.

II. Effective Network Management

Objectives:

- Identify and provide or recommend training needs.
- Stay current with the technology.
- Protect against catastrophic data loss.
- Stay current with the technology and make sure all hardware is up to date and in good working order.
- Document all aspects of the town network.
- Document software licensing.
- Maintain a proper and secure wide area network scheme.
- Maintain and monitor proper network security and firewalls.
- Support all municipal departments with their computer software and hardware requirements.

III. Maintain the Town Website

Objectives:

- Modify the content of the website to ensure it is accurate and up to date.
- Post any new or relevant information from any requesting town department or town official.

IV. Hardware and Software Upgrades

Objectives:

- Replace any 4 to 5 year old desktop computer with a new unit before it fails. Older computers will be recycled to the schools and library or sold on Municibid after being declared surplus.
- Replace any 5 to 6 year old server with new hardware, as needed, to avoid significant employee downtime. Old equipment will be sent to the schools if it is at all useful to them.
- Upgrade any obsolete software or operating systems on an as needed basis. Otherwise software and operating systems will be upgraded to the most current level at the time of hardware upgrades.
- Upgrade old laptops as financial resources permit and based on need.

V. Make sure all town owned computers have security software

Objectives:

- Install the Bit9 Parity software client to all new desktops and servers.
- Lockdown all town owned computers to prevent any viruses or spyware which have preceded signature updates from executing and propagating on the network.
- Install Sophos antivirus on all new computers.

VI. Prepare for the Future

Objectives:

- Continue to keep pushing SoftRight for their promised SQL upgrade which will be a 'cloud application'. They say it has come a long way and will give us another demo soon.
- Continue to work with Ameriscan to improve the Minutes-On-Demand for our website. I am currently still pushing for an 'auto-populating' calendar function.
- Continue to work with Adrienne to get other departments involved with using and contributing to GIS data.
- We currently have 11 physical servers and 18 virtual servers. Of the 11 physical servers 4 are node servers, 1 is a Windows 2003 Server (32 bit) and 5 are Windows 2008R2 Servers (64 bit) and 1 is Windows Server 2012 (64 bit). One of the physical servers (EastonDocs) will need to be rebuilt as a virtual server. That virtual replacement is built and in the next few weeks I will work with SRC Solutions to migrate the Docushare database and files. Of the 18 virtual servers 14 are already at Windows 2008R2 (64 bit) and of the other 3 Windows 2003 (32 bit) servers, only 1 more (Fire) will need to be rebuilt as Windows 2008R2 (64 bit). The other 2 are legacy servers that will always be Windows 2003.
- The wireless connection from the tower behind Fire Sta. 1 to Fire Sta. 2 is working great. I would like to continue to install wireless connections to have a backup to the fiber connections. The Town Offices to the Police station is the most critical connection but wireless is problematic at the Town Offices with all of the tall pine trees surrounding the building. I will continue to search for an alternate path to get to the Police station.

- The KVM switch and display in the Town Offices server rack is no longer functional. I will try to find a replacement which is USB based and install in place of the old one.
- The 2 Citrix node servers at the Town Offices are HP Proliant DL360 G6 servers which are not on the Citrix hardware compatibility list of any newer version of Citrix Xen Server above version 6.1. Citrix is now up to version 6.5. I need to find newer servers which are compatible with the newer software and replace them and upgrade the Citrix. The 2 servers at the Police station are G7 servers so they must also be compatible however I would prefer not to have to replace them for another 2 years. Much research needs to be done.
- The Police require more storage space for their IMC server to hold pictures and video's associated with cases. They are requesting an additional 1 terabyte. The PS4100 storage array over there only has about 100GB of space left. Since any volumes at the Police storage array will need to be replicated and backed up to the Town Offices storage array then both data centers will require more space. If the Capital Budget goes thru at the Special Town Meeting I will be buying 2 additional PS4100's to add to the capacity of both data centers.

Department of Planning & Community Development
Gary Anderson, Director of Planning

GENERAL GOALS

- I. Improve Communication With the Public, Boards and Commissions
- Finalize transition of Planning Board applications to online permitting (To our knowledge, first community in MA to do so)
 - Support town-wide GIS initiative for public GIS access
 - Highlight GIS and permitting tools on department web page
 - Complete work plan with each Board/Commission to identify and prioritize projects for the year
 - Improve online permitting coordination with Inspectional Services and other departments
- II. Advance Professional Competency
- Ensure professional staff attend one regional planning conference
 - Provide administrative staff site plan reading skills to improve development review process
 - Provide Community Planner with housing-related professional development and networking opportunities
 - Continue economic development professional development for the Director of Planning
- III. Plan for Infrastructure Improvements
- Coordinate 123/138 intersection improvements with Town's engineer and oversee completion of next design phase
 - Initiate signage and way-finding working group with DPW
 - Complete traffic and design work recommended in Rockery Charrette report and connect to Phase II of Main Street revitalization
- IV. Improve CPC planning and project administration
- Create CPC plan in order to prioritize potential future projects
 - Begin using clearer procedures for project monitoring, reimbursement and sign-off
 - Highlight completed projects on web site
 - Accept eligibility applications in digital format

WETLANDS PROTECTION and LAND MANAGEMENT GOALS

- I. Support Conservation Land Management Efforts
- Clifford G. Grant Management Area
 - i. Execute campaign to promote the new trail

- Flyaway Pond Management Area
 - i. Develop plan to formalize trail system, including bike path rehabilitation
 - ii. Identify costs and explore funding options
 - Gill Property
 - i. Develop master plan for recreational use, natural resource preservation and future town facility
- II. Identify Conservation Priorities
- Finalize Open Space Plan
 - Work with Con Com and CPC to prioritize parcels for potential acquisition and/or protection

SUSTAINABILITY GOALS

- I. Support Local Agriculture and Food Security Efforts
- Continue development of Agricultural Plan
 - i. Develop Agricultural preservation plan
 - 1. Document importance and production capability of remaining farmlands
 - 2. Educate land owners on various preservation options
 - 3. Promote sustainable agricultural options
 - Increase access to healthy food options for all residents
 - i. Collaborate with other departments and organizations to explore potential shuttle service to farmers market
 - ii. Continue the Wheaton Farm license agreement farm stand debit card program
 - iii. Increase gardening options, such as raised beds, at Community Gardens
- II. Plan for Mobility and Transportation Needs
- Collaborate with other departments and organizations to promote walking and bicycling for health and transportation
 - Continue pursuing connections between neighborhoods and to local amenities and open space/recreation.
 - Continue working with DPW Director to incorporate recommendations into future road projects
 - Continue to incorporate recommendations into future development projects
 - Coordinate/promote multi-modal road safety
 - Stay abreast of new developments in multi-modal transportation options to assess suitability to local needs
- III. Continue coordination with YMCA Healthy Easton Initiative
- Attend consortium meetings
 - Coordinate with Master Plan implementation

PLANNING & ZONING GOALS

- I. Implement Comprehensive Master Plan
 - Hold additional implementation meetings
 - Communicate implementation efforts through social media
 - Meet informally with various non-municipal leaders to coordinate implementation
 - Support Cultural District's application for official cultural district designation
- II. Revise Zoning Bylaw
 - Begin to modify village zoning districts (smaller lot requirements, frontage, etc.)
 - Study and consider Compact Neighborhood zoning district(s)
 - Pursue comprehensive zoning bylaw overhaul
 - Analyze zoning for underutilized commercial areas
 - Review Bylaw to eliminate barriers to accessibility
- III. Improve Efficiency of Development Approval Process
 - Finalize design guidelines and conservation checklist for Quset Commercial District
 - Complete transition to online permitting for Planning and Zoning Board applications and communicate new process
 - Support and participate in town-wide GIS initiative to move towards GIS-based permitting
 - Assist Planning and Zoning Board in revising Administrative Rules & Regulations
 - Transition peer review administration to Land Use Planner

HISTORICAL COMMISSION GOALS

- I. Continue implementation of the Historic Preservation Plan (HPP):
 - Finalize design guidelines
 - Support Commissioners on HPP action items – ongoing demolition review and local historic district oversight, as well as new signage, preservation restriction monitoring, property owner outreach, and scenic roads designation initiatives.
 - Draft, approve, and record preservation restrictions for relevant CPA projects
 - Offer additional training for Historical Commission on roles and responsibilities
- II. Improve public outreach & awareness:
 - Update & enhance Commission web page
 - Encourage Massachusetts Historical Commission to add ~300 new/updated property surveys to MACRIS for public access to historic property surveys
- III. Enforce legal agreements and regulations:
 - Include demolition delay and local historic district permits in online permitting
 - Review demolition delay and local historic district procedures
 - Review and enforce preservation restrictions

AFFORDABLE HOUSING GOALS

I. Assist the Affordable Housing Trust in implementation of Affordable Housing Action Plan:

- Continue current round of Homebuyer Assistance Program grants
- Initiate third round of home repair grant program for low and moderate income residents, pending legal review
- Identify sites and partners for long-term small development project
- Engage with CPC to communicate past, present and planned work

II. Plan for Future Affordable Housing Development

- Work with Town officials to administer mobile home park rent control.
- Continue to assist residents by connecting them with appropriate affordable housing resources; conduct additional outreach; improve referral options for foreclosure assistance
- Coordinate and finalize Avalon Bay and Meadow View Commons comprehensive permits
- Monitor SHI to ensure Town remains in compliance with MGL 40B
- Create reference spreadsheet of all SHI properties in Easton
- Actively engage with owners of buildings for potential adaptive reuse

ECONOMIC DEVELOPMENT GOALS

V. Plan for Economic Development

- Reorganize department to better address Town economic development initiatives
- Assist with securing agreements for sewer service with surrounding communities
- Pursue market or economic development study for commercial centers
- Implement recommendations of Community Self-Assessment tool and Industrial Park Study
- Engage with Chambers of Commerce to coordinate business development efforts
- Offer consultations and information for those looking to open a business in Easton
- Engage with property owners of priority parcels for Economic Development

Police Department

Gary Sullivan, Police Chief

I. Improve the proficiency of our Civilian Dispatchers using an in-house training program.

Objectives:

- Develop a lesson plan and implement an in-house training program using grant related funds.
- Ensure the Dispatchers receive sixteen hours of mandatory refresher training.
- Work with the Fire Chief to improve upon the Dispatch operations.
- Meet with the Police and Fire Chiefs in Norton, Mansfield, Attleboro, and Foxboro to further discuss the feasibility of a regional Communications center.
- Work with General Dynamics as we transition into using the Next Generation 9-1-1 System.

II. Improve the proficiency of all staff members through training.

Objectives:

- Send the Supervisors to the FBI – LEEDA Supervisor Leadership Institute four day training program.
- Utilize webinars and other types of online training for all staff members.
- Conduct Firearms training three times per year.
- Conduct six hours of required TASER training with every officer.
- Attend meetings with the Southeastern Massachusetts Chiefs Association; and attend professional development training for Police Chiefs.

III. Increase staffing levels for the department.

Objectives:

- Request one additional position to bring staffing levels to thirty six officers.
- Explore increasing the hours of the three part time dispatchers to 40 hours per week.

IV. Continue to work towards Re-Accreditation with the Massachusetts Police Accreditation Program.

Objectives:

- Assign an assistant (Sergeant) to work with the Accreditation Manager.
- Greater involvement of the command staff in the accreditation process to improve efficiency and reporting requirements.
- Update the department's policies/procedures and rules and regulations.

V. Communicate with the public using Social Media, ECAT, and the Media.

Objectives:

- Ensure the police logs are posted on the Town's website on a weekly basis.
- Utilize Facebook to alert citizens of public safety emergencies, major incidents, and any Police related events.
- Meet with Easton Community Access Television ECAT and schedule an appearance to introduce myself and talk about our public safety programs. Schedule an appearance with the Domestic Violence Officer and provide information to the public on resources available to victims of domestic violence.
- Provide information to the Press using traditional press releases and face to face interviews.
- Update the Police Department's website and provide educational information to the public.

Office of the Treasurer/Collector

Teresa DeSilva, Treasurer/Collector

I. Office of the Treasurer/Collector shall improve office efficiency

Objectives:

- Work with Accounting Department to expand to E-Payments for vendors, expand of preliminary work already in progress
- Expand E-Billing of receivables to other Departments work with Building, Licensing.
- Pursue updating of Softright to Web based system
- Refine electronic version of employee forms and data updates.

II. Office of the Treasurer/Collector shall improve collections

Objectives:

- Set procedure for Tax Auctions--to become a yearly procedure
- Hold auction for tax title receivables to reduce outstanding balance.
- Develop aggressive procedure for collection of delinquent personal property bills

III. Office of the Town Treasurer/Collector shall maintain bankruptcy records

Objectives:

- Establish filing procedures and guidelines.
- Monitor accounts for easier recognition when compiling tax takings.
- Create spreadsheets for litigation accounts
- Monitor bank foreclosures

IV. Town Treasurer/Collector shall represent the Town with the GIC

Objectives:

- Continue as Coordinator for the health insurance program
- Continue with Board of Health to increase wellness education for employees
- Develop procedures and policies for Retirees, including but not limited to School Retirees on Bristol County Retirement.

V. Office of Treasurer/Collector shall work with Credit Agencies

Objectives

- Contact rating agencies
- Establish procedures for receiving new ratings
- Engage departments as needed for potential rate increase

VI. Professional Growth and Development

Objectives:

- Demonstrate leadership as President for MCTA
- Bring Assistant Town Treasurer/Collector to State association educational meetings.
- Send staff to additional training as needed and as funding permits.