

Performance Evaluation
David A. Colton
Town Administrator
February 24, 2015

In accordance with my employment contract a thorough review of my performance and the establishment of goals and objectives are to be completed each year. Below are the goals that were set for this year. I will evaluate, for your consideration, my performance based on the following scale.

Exceeds expectations
Meets expectations
Failed to meet expectations

At the completion of this review, I will ask that you approve a one-year employment contract extension expiring on June 30, 2018. It is my further intention that this will be my last contract extension and that I intend to retire from public service on or before June 30, 2018.

1. Financial

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

- Enter bond market for FY 2015 capital program early in fiscal year to take advantage of low interest rates
- Hold no fewer than 2 budget sub-committee meetings in the fall of 2014 to articulate fiscal goals and objectives, as well as strategies for implementation, to the town
- Present the FY 14 Summary Financial Condition Report in December 2014.
- Identify areas for savings and potential budget busters
- Gather departmental budget requests and refine them in coordination with department heads during January 2015
- Present a fiscal year 2016 budget and budget message on or before April 1, 2015 or as required by the Town Charter.

David Colton: Exceeds expectations. We entered the bond market as planned achieving excellent results. Issuing \$14,205,000 in General Obligation Bonds at a Net Interest Rate of 1.975%; We also refunded bonds saving \$932,209 in long term interest cost and issued \$6,633,495 in short term notes at a net 0.154%. We evaluated employee health insurance costs and determined that a savings could be achieved by joining the Group Insurance Commission and successfully negotiated

an agreement with all Town and School unions to make this change as of July 1, 2015. The budget is on track to be presented on February 23. The area of exceptional performance was the opening of the 1.86 MW Solar facility on the landfill which in April of 2014 which is generating electric savings for the town.

***Dan Smith:** Meets Expectations. David, with the support of our financial team, had another strong performance. The Prospect Street Solar Field transitioned seamlessly from a cash negative to a cash positive asset. The Energy Service Performance Contract and our street lighting retrofit project will also drive savings next year. I strongly believe we must engage the market to improve, our already strong, long term Debt Service Credit Rating.*

***Dan Murphy:** Exceeds Expectations. The success of the budget sub committee continues to be a great benefit to the process. A clear view and regular discussion of the upcoming budget allows for all parties to weigh in and reach consensus. The switch to GIC was handled in an effective manner.*

***Dottie Fulginiti:** Meets Expectations. David's leadership and the expertise of our strong financial team have allowed us to continue to achieve excellent results with bonds and borrowing costs. I'm pleased to see that David continues to strive for new ways to create productivity, efficiency and savings. I feel that David and team do a good job presenting complex financial pictures throughout the year and have done a better job at making these reports and presentations available to the public. I would like to see us continue to find creative ways to communicate financial information to the residents. David does a good job of identifying areas for savings, alerts us of potential budget challenges and always presents several options for conquering financial challenges.*

***Carol Nestler:** Meets expectations. David provides us with a great deal of financial information. He has a vast knowledge of the numbers, financial opportunities available to us through funding resources, financing etc. He works closely with the Selectmen, Budget Subcommittee and the Town Accountant. I do not see a close working relationship with FINCOM. Further I feel FINCOM is an under-utilized resource in the community.*

***Colleen Corona:** Exceeds expectations. I feel that this is one of David's strongest areas. Throughout the slow economic recovery, He has continued to look for savings through consolidations and efficiencies. He also has worked incredibly hard to enhance revenue, and the solar field is an excellent example of this. David established a tightly scheduled budget process, and the budget was delivered ahead of schedule. The budget subcommittee continues to provide a venue for consensus during the budget process, and is an invaluable tool for communication.*

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 complete the classification plan update
- Continue efforts to reach agreement with the fire fighters.
- Prepare and submit a revised Personnel Plan
- Prepare a bargaining strategy for contracts expiring June 30, 2015

David Colton: Exceeds expectations. The classification and personnel plans update are complete and were presented on February 23. The firefighters are under agreement after two-plus years of negotiation, and we achieved a zero increase year. I have identified major objectives and a target rate of increase for all contracts and am prepared to discuss in executive session at your convenience.

Smith: Exceeds Expectations. David maintained a high ethical standard and successfully negotiated in good faith with every union. The Human Resources Board has addressed the tasks outlined in the bylaw. Murphy Exceeds expectations- After long delay, we were able to accomplish tow goals- update the HRB and the personnel compensation study and agreement with the Firefighter union.

Murphy: Exceeds Expectations. After long delay, we were able to accomplish tow goals- update the HRB and the personnel compensation study and agreement with the Firefighter union

Fulginiti: Exceeds Expectations. I am pleased that David was able to resolve issues with the firefighter contracts and bring that to a mutually agreeable resolve. We are realizing the benefits of the consolidation of police and fire dispatch services and have brought staffing levels for police and fire back up to pre-recession levels. The Human Resources board is off to a good start. The presentation of updated classification and personnel plans are a good first step in right-sizing our baseline policy while continuing to ensure that Easton remains attractive to current and future employees

Nestler: Meets expectations. David has accomplished everything on his goal list in this area.

Corona: Exceeds expectations: The personnel plan was updated and implemented. David works hard to be both fair and firm during contract negotiations, and has had significant success in achieving the goals established by the Board. David has prepared and discussed his future bargaining strategy with the Board.

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.

David Colton: Meets expectations. I have attended several off-hours events, most recently the Easton Chamber of Commerce Business Appreciation Night, and will continue to do so as my schedule allows. My local access show continues to be produced and I have appeared as a guest on another show. I hope you will agree that I have a reservoir of good will built up with the press and public.

Smith: Meets expectations. David communicates his perspective clearly, concisely, and most importantly respectfully to the Easton community. By actively engaging Town Management and highlighting their areas of responsibility on several ECAT programs David has further improved the visibility and contributed to the public's understanding of their roles, goals, and objectives.

Murphy: Meets Expectations. Interacting with the public and attending events is an important way to communicate the actions of the Town. I have seen David at many events in the past year.

Fulginiti: Meets Expectations. David continues to accept and respond to public requests for information and assistance. David treats the concerns of the public as a priority and responds to residents and staff in a professional and respectful manner. David's verbal, written and video communications skills remain an asset for Easton

Nestler: Meets Expectations (mostly) David is a public figure who is required to put in a lot of off hour time within in the community. He seems to have good working relationships. Within the elected appointed boards in the community there are several boards where there have been some issues. One instance that comes to mind was a personal assault (unjustified and inflammatory) that took place on a local TV show. David's response to the original incident was completely appropriate. However when an entire board, who had nothing to do with the incident, was called into question, I found it remarkably inappropriate. In my opinion there are relationships between David and some boards that could be strengthened.

Corona: Meets expectations: David interacts with many Easton groups, and is always willing to meet with anyone when requested. He responds quickly to citizen complaints, and has worked hard to increase transparency by supporting the recording of an expanded list of meetings, and by placing even more information on the web. He has always maintained an excellent relationship with the press.

4. Quality of Life

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

- Work with the Planning Director to develop the next phase of the North Easton Village revitalization project.
- Implement expansion of curbside recycling from every-other week to weekly service.
- 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.

David Colton: Meets expectations. Funding was identified to allow Gary Anderson to conduct a charrette that has resulted in a path forward for the next phases of village improvements. Recycling has been expanded to weekly, concurrently subscriptions grew from 3,386 to 3,628. Architectural services were made available to the School Committee to develop a statement of interest for school building assistance that should be on track for this spring.

Smith: Meets expectations. The successful completion of phase I of Main Street revitalization, the completion of Envision Easton, our Master Plan, charette process, and the upgrades to Frothingham Park, are just a few examples that have been very positive to all those living in our community.

Murphy: Meets expectations. Continued revitalization of downtown has been the most significant positive quality of life change in Easton, and its success is ongoing.

Fulginiti: Exceeds Expectations. David has done a great job of balancing and enhancing the day to day needs with a bridge to future improvements. The Town continues to support a dedicated Veterans Service Officer and many programs for our seniors. That is balanced with a variety of activities for children and families. The Queset House and the new Art Center have become an integral part of the community and have certainly enhanced the revitalization of North Easton Village. David has taken the first steps in addressing the short term and long term needs of our municipal buildings and schools and I am very pleased with the way he has brought together town, municipal and school leaders to work together for these very important projects.

Nestler: Exceeds Expectations. David works diligently to look for new projects and processes that makes things better for the community.

Corona: Meets expectations. David negotiated a new trash collection contract, which increased recycling from every other week to weekly at no additional cost to residents. This issue was identified as the top request of residents using town trash pick-up. The school department just submitted its statement of interest after completing a review of the

school facilities, with David's support. David continues to work with the utilities to assure the completion of the burying of overhead wires on Main Street, which is the last open item of the first phase of the downtown revitalization.

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:

- Assist with the creation and start-up of an Economic Development Council
- Work with the Board to designate a new sewer district in conjunction with the Queset Commons Development
- Work with the Planning Board to develop new zoning that promotes economic development along Washington Street in conjunction with the proposed sewer district
- 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 and participate in the Master Planning process

David Colton: Exceeds expectations. The Economic Development Council has been established and is meeting regularly. Plans for the new Queset sewer district and zoning district are underway, additionally negotiations for a connection with Mansfield are ahead of schedule. The first building in the Queset Commons development is currently in the lease-up period and design has begun for the improvements to the intersection of Belmont and Washington streets. The Master Plan is complete and renovations are underway at 114 Main Street and other buildings in the village.

Smith: Exceeds Expectations. David's engagement in economic development continues to grow and expand throughout Town. Easton's competitive advantages are being marketed and a roadmap for success is under development in a collaborative manner. David's active and direct engagement will continue to be a critical to Easton's economic success.

Murphy: Exceeds Expectations. The EDC is off to a strong start with David playing an important role. Expanded sewer districts has been a priority and David has been effectively leading this process.

Fulginiti: Exceeds Expectations. David continues to balance the current community needs with the vision of what those needs and wants will be over the next 20 years and has created a pathway for community improvement. The update of the Master Plan is the blueprint that will keep the Town focused on the type of improvement that the residents desire. David's support and encouragement of the Economic Development team will lead to exciting opportunities for businesses, jobs and ultimately tax relief for our residents.

David has remained consistent and focused on responsible business growth and redevelopment. David continues to leverage his knowledge and relationships with those on a state and local level to achieve the Affordable Housing requirements and has been creative in his negotiations with developers to provide mitigation that is most beneficial to the community while easing the impact of the growth.

***Nestler:** Exceeds expectations David has accomplished everything on his goal list, all of which will contribute greatly to the community*

***Corona:** Exceeds expectations: The goals in this section have all been met, are moving toward completion, or are ahead of schedule. The Economic Development Council is now meeting. David continues to move forward with the plan established under the Comprehensive Wastewater Management plan, and the Master Plan is complete.*

6. Infrastructure and Public Works

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

- Shepherd the completion of the Comprehensive Wastewater Management Plan.
- Monitor the completion of the North Easton water and wastewater system improvements
- Assist with the implementation of energy efficiency and conservation measures proposed by DPW
- 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.
- Continue conversion of street lights to LED
- 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

David Colton: Meets expectations. The Comprehensive Wastewater Management Plan is complete, as are the sewer and water improvements in NEV. The energy efficiency plan is complete and funded for implementation this year. 1016 streetlights were converted to LED in the past year. The intersection projects have all made progress.

***Smith:** Exceeds expectations. The beautification of Main Street as well as being one of only a handful of municipalities in the Commonwealth to “max-out” in a highly competitive Green Communities Grant (\$250K) is a solid accomplishment. Also, the*

management of our historical winter with all of Easton's emergency management team was exceptional. Proactive communication, supporting action to clear snow from school roofs may have saved buildings and structures unlike some less fortunate communities..

Murphy: *Meets Expectations. Economic Development has been a priority over the last year and the infrastructure improvements around town have played a key role. David has been proactive in looking for and working towards these solutions*

Fulginiti: *Meets Expectations. David continues to work with Department Heads and Town Engineers to identify and create opportunities for improvement in our infrastructure. Under David's leadership, Easton has done an exceptional job of seeking grants for funding Green Initiatives, Intersection enhancements and Roadway improvements*

Nestler: *Exceeds expectations. Each project on the goals list has moved forward to another level from the previous year. Several are at or near completion, several others have to been taken from the planning to the implementation stage.*

Corona: *Meets expectations: One of David's strengths is infrastructure improvement. The Pavement management plan provides a data-driven road map for the maintenance of our roadways. We continue to make progress toward our wastewater management goals. Our energy efficiency measures have generated real savings for the community, and have allowed us to access Green Community grants*

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 e-permitting

David Colton: Exceeds expectations. We have exceeded expectations with regard to the website, social media, enhanced technology, and e-permitting. Town Crier now has 1376 subscribers, up 18% in the last year; This month we have reached over 72,000 unique individuals on Facebook during storm coverage; and our e-permitting system is working flawlessly for building, wiring, plumbing and conservation permits.

Smith: *Exceeds Expectations. As in 2014, I continue to be pleased with the quality of services, our continued investment in technologies, and our continued commitment to further enhance our internal policies & procedures.*

Murphy: *Exceeds Expectations: E-permitting is a key piece of both economic development and local government efficiency.*

Fulginiti: *Meets Expectations. Easton continues to find new ways to communicate with it's residents through conventional means and enhanced technology. I'm very excited about the e-permitting software and the GIS programs that we use. The GIS technology came in handy this winter with web tools that showed the public where the fire hydrants were located and allowed the public to interact by identifying hydrants that had been cleared of snow. Easton has been a leader in public communication and I look forward to finding new opportunities for continued communication. I consistently hear comments from residents that our employees at Town Hall are professional, responsive and helpful.*

Nestler: *Exceeds expectations – There is a great network of information in place and available via the web. E permitting is a fantastic idea that has come to fruition in Easton, nicely done!*

Corona: *Exceeds expectations: Throughout his tenure as Town Administrator, David has consistently pushed for technological efficiencies. The town has moved forward with e-permitting, made improvements to the web page, has placed more information on the web, and has significantly increased its social media presence. David ensures that town boards are adequately supported, and added secretary services to the historical commission to reflect the increased legal responsibilities of that board. David responds quickly to citizen complaints, and is willing to meet with anyone at any time.*

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

David Colton: Meets expectations. I believe that the Board is well informed.

Smith: Meets Expectations. David consistently makes himself available to meet, and provides information and counsel whenever requested.

Murphy: Meets Expectations.

Fulginiti: Meets Expectations. David continues to keep the Board informed of day to day matters. He is open minded to change and is prompt and responsive when I have a question and offers support and assistance when I have ideas.

Nestler: Meets expectations (mostly) – There is an enormous amount of information to disseminate and in defense of David he cannot give us every single piece of information he receives. David prepares high quality information and detailed reports in many areas. I have however been highly frustrated with the area of communication between David and the board since being elected. I have on several occasions felt there was information we should have been aware of but were not (examples Main street sinking, toxic material on Mechanic Street). I also received on at least one occasion an invitation to a meeting after asking for more information regarding projects in town. I am fairly certain that the invitation would not have happened without the request. I don't believe it was something nefarious but merely an oversight. Additionally I have asked for analyses on a few occasion that has not been provided when I believe it could have been. David and I have exchanged several emails with respect to this issue and he has recently added a monthly update report which will be helpful in this area

Corona: Meets expectations: This has been a year of transition for the Board of Selectmen, and there is always a need to adapt during a transition. David is always available for questions and is always willing to meet. David has prepared several email updates for the Board, which have been very helpful.

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.

David Colton: Meets expectations. I was appointed by the Governor to serve on the Solar Net Metering Task Force as the municipal representative, and have good working relationships with many state level elected and appointed officials.

Smith: Meets Expectations. David continually pursues & secures funding opportunities from the Commonwealth.

Murphy: Meets Expectations.

Fulginiti: Meets Expectations. David is very well known and very well respected in the Commonwealth on a local and state level. David is an active participant in the MMA (Massachusetts Municipal Association) and leverages his relationships with legislators to achieve success in many areas from grant awards to home rule petitions.

Nestler: Exceeds Expectations – David is widely respected throughout Massachusetts. Whenever attending events outside of Easton people speak very highly of David.

Corona: Exceeds expectations: David has established and maintained excellent relationships with our legislative delegation and state agencies. We have had significant success with grant applications, and our community is often mentioned as an example of best practices at state functions.

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:

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

David Colton: Meets expectations. Although I did not attend the ICMA annual conference in 2014 due to scheduling difficulties, I plan on attending the 2015 conference. I am an active participant as a member of the MMA Labor and Personnel Policy committee and regularly attend Massachusetts Municipal Managers Association meetings.

Smith: Meets Expectations.

Murphy: Meets Expectations.

Fulginiti: Meets Expectations. Although David has retirement in his sights, he continues to find opportunities for Personal and Professional Growth through educational workshops and networking opportunities. David sits on Boards that further local support from the State and he continues to bring his knowledge and best practices back to Easton.

***Nestler:** Meets Expectations David continues to actively pursue professional development and growth opportunities.*

***Corona:** Meets expectations.*

I would like to add one additional note. I have had the absolute pleasure of working with David closely over the past several years. I have the utmost respect for his commitment to Easton, his creative problem-solving abilities, and his vision. The downtown revitalization would absolutely not have occurred if David had not come forward with the idea to reach out to other developers to find a solution. Easton is a better place because of his hard work, and I will miss working with him.