

These goals and objectives are developed collaboratively with the Town Administrator, Board of Selectmen, and Department Heads, and set the general expectations for the coming year.

Goals and Objectives

For Fiscal Year 2017



David A. Colton
Town Administrator

Goals and Objectives
David A. Colton
Town Administrator
2016-2017

1. Financial

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

Objectives:

- Develop an early estimate of revenue and expenses for FY 2018 for discussion in September.
- Continue to advocate for the adoption, by the Board of Selectmen, a full range of fiscal policies.
- Hold monthly budget sub-committee meetings in the fall of 2016 to develop strategies for a balanced budget in FY 2018.
- Present a Capital Budget to the Fall Town Meeting for approval.
- Present the FY 2016 Summary Financial Condition Report in early 2017.
- Present the Community Comparison Report in early 2017.
- Work with the School Department to fully incorporate the FY 2018 school budget into a unified town budget document.
- Gather departmental budget requests and refine them in coordination with department heads during January 2017.
- Present a fiscal year 2018 budget and budget message on or before March 1, 2017 as required by the Town Charter.
- Work closely with the DOR and Collin's Center teams that will review financial and human resources operations, respectively, through the Community Compact.
- Provide assistance and information to the operational audit consultant as needed.

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:

- Diligently conduct negotiations with Public Safety Dispatch bargaining unit for a successor agreement.
- Prepare and submit a revised Personnel Plan in accordance with town by-laws.
- Implement a formal professional conduct policy for employees.

3. Community Relations

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

Objectives:

- Attend 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 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.

Objectives:

- Work with the Planning Director to develop the next phase of the North Easton Village revitalization project.
- Work with the Board of Selectmen on a plan to renovate/expand or replace Frothingham Hall.
- Support efforts to improve recreational facilities and programs.
- Work with the Board of Selectmen to develop and implement a municipal electricity aggregation plan for the bulk procurement of electrical supply for all account holders in Easton.
- Support efforts to renovate important public facilities and town owned buildings as outlined in the municipal building study.
- Continue to act as an Ambassador of the town when presenting opportunities for businesses, residents and cultural enrichment.

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:

- 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 and five-corners sewer districts.

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- Continue efforts to pursue wastewater service for the Easton Industrial Park.
- Work to ensure the development of Queset Commons in accordance with the Development Agreement and all permits.
- Work to support successful re-development of Main Street.

6. Infrastructure and Public Works

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

Objectives:

- 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, within the limitations of budget constraints, 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.
- Continue the enhancement of the Town's capabilities with regard to the web site and social media.
- Implement e-permitting for remaining users.
- Following complete implementation of e-permitting, 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 informed of the matters under his control.
- Prepare analyses regarding the various issues facing the Town.
- Include an update on at least one project, department, board or committee 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.
- Continue to participate as a member of the Joint Labor/Management Committee.
- Continue as a member of the CHAPA Policy Committee.

Office of the Town Administrator and Board of Selectmen

Connor Read, Assistant Town Administrator

I. Administration of Easton's Comprehensive Wastewater Management Plan

Objectives:

- Serve as the Town Administrator's representative for biweekly working meetings with key project engineers.
- Attend bid openings, pre-construction meetings, and other necessary meetings to represent the Town.
- 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. Update Electronic Permitting in the Town of Easton

Objectives:

- Pending launch of ABCC e-licensing portal for the 2017 renewal season, train alongside Assistant Town Clerk to ensure smooth transition for all Easton liquor licensees.
- Following complete build out of contracted modules, work with Full Circle Technologies, Inc. and interdepartmental staff to duplicate best practices across existing modules.
- Determine viability of single-user login feature for all modules.
- Work with Town Accountant and Collector / Treasurer to update e-permitting reporting functionality to be fully compatible with existing reconciliation processes.
- 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.

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- 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. Promote Inter-Departmental Efficiencies

Objectives:

- Continue working with Assistant Town Clerk to improve cross training on all Selectmen's licensing and business planning processes.
- Collaborate with Record's Manager and Compliance Officer to improve board and committee volunteer management workflow in order to maximize the efficiency and effectiveness of existing Access volunteer database, including internal and online roster management, appointment and expiration notifications, and committee contact information.
- Automate the annual renewal process utilizing the Town Clerk's volunteer database.
- Continue training staff from all departments on web content management.

IV. Personal and Professional Education

Objectives:

- Attend at least one conference, seminar, or training in at least one of the following areas: public works, planning, zoning, or human resources management/ labor negotiations.
- 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.
- Volunteer to serve on MMMA Policy Committees, time permitting.
- Achieve full designation as Massachusetts Certified Public Purchasing Officer from the Inspector General's Office.

V. Improving Public Access to Information

Objectives:

- Encourage staff utilization of Customer Service Committee FAQ to improve customer service and access to information.
- Develop and implement quality control customer service training tool.
- Work with Revize to determine possibility of a visual refresh of Easton's official website, www.easton.ma.us ahead of the five year schedule.
- In collaboration with Information Systems Manager, Town Clerk, Ameriscan and Revize, procure and implement new and improvement agenda / calendar management software.
- Continue to explore new methods of digital public communications with Town staff as well as our partners at Full Circle Technologies, Revize, and Ameriscan.

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- 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.
- Continue working with partners at Cleargov to improve functionality of Easton's Financial Transparency Center (visual budget).
- Update visual budget with budgeted financial figures to date.
- Continue to grow Easton's social media presence on Facebook, Twitter, and Instagram to engage residents in multiple mediums.

VI. Community Relations

Objectives:

- Attend off-hours community and business events as time allows.
- Meet with members of active community groups and Town boards to understand community concerns and goals.
- Continue to attend all regularly scheduled Selectmen's meetings.
- Work with the Town Administrator to produce new episodes of Town Manger TV.
- Participate in at least one public information session or educational discussion with residents regarding public access to information on Easton's websites.

VII. Financial

Objectives:

- Support the Town Administrator in the development and implementation of an electricity aggregation program.
- 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.
- Working with the Town Administrator, collaborate with the School Department to incorporate their budget into the Town's new and improved budget document.
- Working with the Town Accountant, incorporate the necessary components into the annual budget document to pursue eligibility of certification by the GFOA.
- Explore opportunities to generate advertisement revenue through social media communications.
- If time allows, engage legislative delegation and appropriate state authorities to explore increased lottery revenue to municipalities.

VIII. Human Resources Management

Objectives:

- Attend collective bargaining sessions with the Town Administrator.

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- Assist Town Administrator in the development of proposals and counter proposals for use in collective bargaining.
- Conduct interviews with job candidates as appropriate.
- Assist Human Resources Coordinator with the administration of FMLA and insurance policies.

Section I: Public Safety Departments

Fire Department

Kevin Partridge, Fire Chief

I. Schedule Quarterly Officer meetings

Objectives:

- Review training objectives with officers
- Review SOP's
- Review department responses

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. Work on Regional Dispatch Study Committee

Objectives:

- Participate in Multi-town Regional Dispatch working group
- Assist with preparing Regional Dispatch Study report
- Assist with preparing presentation for Board of Selectmen

V. 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 FY18 Budget process
- Update Department 5-10 year capital plan, make adjustments
- Gather information and specifications as required for FY17 approved capital items

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VI. Hold meeting with Service Medical Director and Hospital Affiliate Medical Director:

Objectives:

- Review treatment and Transport data
- Discuss Patient Care and QA/QI
- Review any issue with patient transfers at hospital

VII. 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

VIII. Develop Specification for new Engine

Objectives:

- Form Engine committee within department
- Develop specifications
- Solicit Proposals
- Review, complete and award contract
- Oversee build and delivery

IX. Complete hiring process and promotional process

Objectives:

- Complete process to replace FI/Captain, and Lieutenant
- Complete hiring process for two new hires

X. Implement a new time off approval and tracking program

Objectives:

- Review time off issues and discuss with Union
- Preview computer based software for time-off and shift filling
- Implement new system

XI. Coordinate the replacement of Fire Inspector

Objectives:

- Coordinate Training of the Fire Inspector
- Review expectations and requirements of the FI job duties with the new FI
- Set goals and objective for the FI

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XII. Continue coordination 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

Police Department

Gary Sullivan, Police Chief

I. Assign a fourth Officer to the Detective Division.

Objectives:

- Assign a Juvenile Detective to investigate crimes committed by juveniles and serve as the liaison with Easton Wings of Hope to combat opiate epidemic;
- Redistribute the case load and prevent premature burnout;
- Improve clearance rates;
- Return stolen property to rightful owner(s);
- Improve services to victims/witnesses before and after court proceedings.

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

Objectives:

- Send all of the Supervisors to the FBI – LEEDA Supervisor Leadership Institute and Command Leadership Institute training;
- Send senior Patrol Officers to the FBI – LEEDA Supervisor Leadership Institute;
- Send Chief and Deputy Chief to the FBI – LEEDA Executive Leadership Institute;
- Conduct Firearms and Simunition training three times per year;
- TASER recertification once per year;
- Naloxone recertification once per year;
- Provide a minimum of sixteen hours of in-house training to the Public Safety Dispatchers (8 hours of Law Enforcement Dispatch and 8 hours of Fire Service Dispatch).

III. Achieve Re-Accreditation with the Massachusetts Police Accreditation Program.

Objectives:

- Continued oversight of the Accreditation process by the Deputy Chief;
- Department wide preparation for the onsite assessment;
- Increased involvement of the command staff with the process to improve efficiency and reporting requirements;
- Mock assessment and a review of the department's policies and procedures to ensure best practices.

IV. Maintain our Partnership with Easton Wings of Hope Coalition.

Objectives:

- Provide resources and information to families and victims of opiate overdoses;
- Participation in the National Prescription Drug Take Back Initiative twice per year;

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- Provide educational material to the public with regard to the proper disposal of prescription medications.

V. Regional Emergency Communications Center Feasibility.

Objectives:

- Attend regular meetings to discuss the regional communications center with the Towns of Norton, Mansfield, and Foxboro;
- Continue to have the Deputy Chief serve as a liaison for the RECC.

VI. Grant Applications.

Objectives:

- Bulletproof Vest - provide vests for all officers using the BVP program;
- State 911 Grants - provide training for the Public Safety Dispatchers and seek reimbursement from the Training Grant and Support and Incentive Grant;
- Pedestrian/Bicycle Grant - crosswalk decoys, enforcement, and education in high traffic areas;
- Utilize grants to purchase upgraded mobile data terminals for the patrol vehicles.

VII. Use Social Media and traditional methods to communicate with the public.

Objectives:

- The Deputy Chief will continue to serve as the press information officer;
- 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;
- 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;
- Community engagement with the Chief, Domestic Violence Officer, TRIAD Liaison Officer, Detectives, and Safety Officer.

Section II: Public Works

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. Remaining objectives:

- Plan for updated aerial photography and corresponding planimetric data
- Increase the use of GIS throughout DPW
 - Implement mobile applications for street signs, stormwater maintenance, and street sweeping
- 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, fog seal, and hot in place recycling)
- Resurvey roads to update RSR ratings every 4-5 years
- Use mile-year calculations to measure paving goals

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 manage the design and construction of 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. Objectives include:

- Complete the construction phase portion of the project and solar PPA project
- Monitor measures to ensure stated savings are achieved

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- Complete required Green Communities reporting

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:

- Continue to develop and update 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

Utilize a fleet maintenance program to track the life cycle costs of vehicles and determine the optimum replacement schedule. Objectives:

- Work with the Highway Supervisor and mechanics to increase usage of the 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

Replace existing fuel system with modern FuelMaster system. Objectives include:

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

VIII. Scan Existing Paper Maps

Continue scanning 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 Maintenance

Following the upgrade and conversion of the street lighting network to LED fixtures, I would like to maintain streetlights in good working order using GIS based applications to track outages and repairs. Objectives:

- Continue performing maintenance in-house
- Procure small bucket truck for Town Electrician to allow for timely maintenance
- Continue tracking outages and repairs using GIS
- Develop new subdivision regulations relating to streetlights

X. Implement/Expand Highway Work Order Program

Utilize GIS based work order program to receive and respond to citizen requests. Objectives:

- Develop and improve citizen interface
- Develop workflow to create work orders for field crews
- Develop mobile application for field crews to log actions taken

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XI. Update Fleet Replacement Schedule

Continue to update and revise the existing five year fleet replacement plan.

- Use data from fuel system to update mileage data for vehicles
- Use data from fleet maintenance program to identify ideal replacement schedule

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. Objectives:

- Use GIS application to identify and replace regulatory signs
- Use GIS application to identify and correct inventory issues

XIII. Solid Waste and Recycling

My goal is to keep expanding the system while increasing our recycling rate and reducing the rates to participants. Objectives:

- Expand the use of the system
- Increase the recycling rate for current subscribers thereby reducing rubbish tipping fees

XIV. Stormwater Phase II Permit

Comply with the newly released Stormwater Phase II permit. Objectives:

- Complete a gap analysis to determine what additional practices need to be added and an approximate cost
- Continue to update 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. Objectives:

- Maintain memberships in pertinent associations
- Regularly attend educational workshops, meetings, and conferences
- Explore opportunities to speak and present at conferences
- Take leadership roles in associations

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

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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.
- Continue the use of automatic vehicle location (AVL) tracking for town and contractor equipment
- Investigate increasing our use of liquids including salt brine
- Continue to 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

XIX. DPW Personnel

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

- Reorganize management structure of department based on recent resignation
- 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, plumber, and 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 fuel storage
 - Covered vehicle storage
 - Environmental compliance
 - Vehicle washing
 - Explore new DPW facility

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

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- Continue to administer landfill maintenance activities
- Contribute to, facilitate, and/or manage the following ongoing projects:
 - Queset Intersection Improvements
 - Depot Street TIP Project
 - Route 138/Union Street Tip Project
 - Route 138/Elm Street TIP Project
 - MSBA Feasibility Study for K-2 Schools

Public Works Water Division

Jack Marsh, 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.
 - Finish design phase of Water Main Improvement on Depot Street from Cross Street to Purchase Street and Central Street to Washington Street.
 - Bid Water Main project and schedule project construction for spring 2017.
- Finish 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 2016 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.

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IV. Provide Support to other departments.

Objectives:

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

V. Pumping Stations

Objectives:

- Oversee 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.

Section III: Public Services

Office of the Town Clerk

Jeremy P. Gillis, MMC/CMMC-Town Clerk

I. Elections & Town Meetings

Objectives:

- 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 State Primary in September 2016, Presidential Election in November 2016 and Local Election in April of 2017.
- Plan and execute “Early Voting” for the November election by offering at least 2 locations (COA and Town Hall) and at least 50 hours of Early Voting time.
- Take Part in Common Cause’s [“Early Voting Challenge”](#) and earn the associated Gold Medal status for the Town.
- Execute all of the Office’s responsibilities regarding all Annual and Special Town Meetings in Fiscal Year 2017.
- 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 2017.

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 November Election.
- Conduct a voter registration drive at Stonehill College prior to registration deadline for November Election.
- 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.
- Partake in charitable drives with organizations such as Coats for Kids and Toys for Tots. .

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- 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:

- Work with State Agencies to implement new Marriage online registration system.
- Continue to advocate statewide availability and issuance of vital records.
- Removal of all records eligible for destruction on an annual basis through Records Audit in January 2017.
- Annual Review and update of the Town's Records Management Policy by November 2016.
- Continue to input older vital records into digital indexes.
- 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 Selectmen and Town Clerk online permitting/licensing modules.
- Records Manager will coordinate with Board of Selectmen staff to improve board and committee volunteer management workflow in order to maximize the efficiency and effectiveness of Access volunteer database, including internal and online roster management, appointment and expiration notifications, and committee contact information.

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.
- 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.

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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 3 of the New England Municipal Clerks' Institute week long program in July 2016.
- Records Manager to attend at least 1 class on Time and/or Project Management.
- Assistant Town Clerk to attend at least 1 class on Licenses, etc. relative to Selectmen's license issuance.
- Records Manager and Assistant Town Clerk will both attend at least one customer training workshop offered during FY2017, preferably one offered by MIIA, in order to improve staff responsiveness to public requests for information both in person and via email or telephone.
- Office staff will ensure that materials pertinent to elections, Town Meetings, and other Town business such as voter registration forms, Town Meeting Warrants, and Annual Town Reports, are adequately stocked in the Town Offices lobby so that citizens have fully and ready access to these important documents.
- Assistant Town Clerk will continue to work closely with Assistant Town Administrator in the administration of the Selectmen's e-Permitting portal.
- 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:

- Begin process to earn "[Certificate in Public Leadership](#)" as awarded by the International Association of Clerks, Recorders, Election Officials and Treasurers.
- Earn at least 2 book credits of the required 10 necessary to earn status of [Athenian Leadership Society Fellow](#) from IIMC.
- Continued attendance at Massachusetts Town Clerks' Association conferences and seminars.
- Continued attendance at New England Association of City and Town Clerks' Annual conference. The 2016 conference will be held in Boston.
- 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.

Inspectional Services

D. Mark Trivett, Inspector of Buildings

I. Inspector of Buildings shall manage the Inspectional Services Department to deliver professional services to the Town of Easton.

Objectives:

- Manage a staff of six and hold them to the highest level of professionalism
- Review and document employee performance
- Ensure staff is properly trained and has appropriate licenses and certifications
- Encourage staff to achieve higher levels of efficiency and performance
- Promote consumer protection by ensuring third parties doing business in the Town of Easton hold the appropriate licenses, registrations, and insurance
- Provide services to constituents in person and via telephone & email; answer questions and assist in finding solutions
- Expedite permitting process and certificates of use and occupancy

II. Inspector of Buildings shall work with the Town Administrator to support strategic planning initiatives

Objectives:

- Communicate closely with Town Administrator and Assistant Town Administrator
- Support Master Planning including Queset and N. Easton Village Projects
- Support Efforts to Renovate Public Facilities and Town owned buildings
- Contribute to the business partnership and partner with Economic Development Council
- Contribute to the budget process, create new efficiencies, reduce energy consumption
- Serve as a steward of the environment through administration of the International Energy Conservation Code, Green Building Programs and Solar Projects
- Partner with Development Review Team and new Planning Director to review design standards and compliance by developers and designers
- Partner with Board of Health to provide office coverage and response to Easton residents and the business community
- Partner with Fire Chief and new Fire Prevention Officer

III. Inspector of Buildings shall deliver online permitting to improve services

Objectives:

- Ensure permitting system works as intended; adjust and customize as necessary
- Promote the system; support and train users
- Realize efficiencies through effective scheduling and licensing

Goals and Objectives Fiscal Year 2017

- Utilize reporting capabilities to document inspections and permits, including increased revenue
- Enable better communication between permit holders, staff and other Town departments
- Support Other Departments in the delivery of their Online Permitting Modules
- Contribute to the Revision of “Doing Business in Easton.”
- Utilize Town wide GIS system that will interact with online permitting

IV. Inspector of Buildings shall promote professional development and excellence through training and continuing education

Objectives:

- Attend New England Building Officials and Southeastern Mass. Building Officials seminars with other Building Inspectors
- Ensure Inspectional Services staff maintains required continuing education credits by attending monthly meetings of respective professional associations and available DPS/BBRS and ICC training programs
- Encourage design professionals, licensed construction supervisors, HVAC contractors and third party energy raters to attend training seminars for continuing education requirements
- Mentor Wiring/Building Inspector and expand his responsibilities for plan review, permitting and field inspections to realize efficiencies
- Maintain training budget at 3% of overall budget as recommended by ISO

V. Inspector of Buildings shall educate and train designers, developers, building contractors and homeowners on the application of 780 CMR, Massachusetts State Building Code and 521 CMR, AAB Rules and Regulations

Objectives:

- Emphasize the importance and necessity of permits and the protection provided
- Promote awareness and compliance with new and revised 780 CMR 9th Edition - State Building Code, new 2015 International Energy Conservation Code, new Mechanical Code and revised 521 CMR – Architectural Access Board Regulations
- Utilize field inspection checklists for licensed construction supervisors, HVAC contractors and insulation installers on job sites
- Promote pre-permitting conferences with designers, contractors, business owners and homeowners
- Purchase new revised Building Codes and the ICC Code Commentaries

Goals and Objectives Fiscal Year 2017

VI. Inspector of Buildings shall promote Department via web page, local media and ECAT Objectives:

- Disseminate information to the public concerning the building code and its influence on the economic well-being of a municipality and safety of citizens
- Post appropriate advisories and other guidelines to the public

VII. Inspector of Buildings shall work with the Commission on Disabilities as a member ex-officio
Objectives:

- Attend meetings of the Commission
- Provide professional assistance and technical support as needed
- Act as liaison to other Town of Easton departments and Commonwealth of Massachusetts agencies
- Continue survey of architectural accessibility in Easton

Health & Community Services

Kristin Kennedy, Director

I. Develop written standard operating procedures for key departmental functions and responsibilities

Objectives:

- Engage other departments as needed for input in developing and implementing procedures
- Provide historical and statutory references as necessary in the procedure
- COA- Focus will be on the Tax work of program and Newsletter production
- BOH- Focus will be on updating existing written procedures
- Veterans' Service- Focus will be on the procedure for dental approvals for Chapter 115 recipients
- Recreation- Focus will be on the procedure and timeline for opening the town pool.
- Procedure for department payroll will be created.

II. Implement expanded community outreach programs

Objectives:

- BOH will continue to reach out to specific groups potentially affected by current events or trends (example: coordinating Zika messaging and resources with Stonehill and schools during times of potential Caribbean travel)
- COA will continue to expand efforts to provide information to seniors through a revised and updated newsletter, resource fairs and targeted information sessions
- Veteran's Service- provide quarterly opportunity for veterans to interact with VSO and each other such through coffee hours, talking sessions, etc.
- Recreation- Focus on offering more recreational opportunities to preschool, adult and senior populations. Opportunities may be age specific or encourage interaction between different populations.

III. Continue participation in emergency planning efforts:

Objectives:

- Continued attendance at monthly coalition meetings
- Participate in the annual workshops
- Continued efforts to develop emergency dispensing plans in cooperation with other Town departments, with the goal of a walk through drill this fiscal year.
- Continue efforts to develop plans for sheltering operations with other Town departments
- Expand efforts to be able to reach special populations during emergencies who may not be reached through social media and electronic means.
- Expand rolls and training for staff that have not been exposed or involved in emergency operations before with effort to be placed on identifying those who may be at increased risk or have specific needs in an emergency.

Goals and Objectives Fiscal Year 2017

IV. Provide opportunities to Advance Professional Competency

Objectives:

- Encourage professional staff to attend conferences and training events
- Personally attend annual Massachusetts COA conference
- Encourage support staff to attend conferences which expand knowledge and understanding of core areas
- Provide opportunity for COA to complete ethics training in a format that allows for group participation.
- Provide support to BOH and recreation Commission in completing required ethics training.

V. Work with Boards and Committees to ensure regulations and policies are current and consistent

Objectives:

- BOH- Provide guidance in revising existing septic regulations into a cohesive regulation
- COA- Provide guidance on possible revisions to the qualifications to the Tax work off program.
- Veterans' Services- Provide proposed revisions to the discretionary fund procedures in cooperation with the Town Accountant to allow for the effective utilization of these funds for aiding veterans with eminent needs while maintaining accountability.
- Recreation- continue efforts to develop plans for revenue stream that provides for facility sustainability.

Section IV: General Government Services

Assessors' Office

Robert Alford II, Chief Assessor

I. Complete the Fiscal Year 2017 revaluation of assessed values to ensure that all taxpayers are treated equitably

Objectives:

- Analyze trends in the real estate market.
- Determine adjustments for revaluation.
- 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, 2017

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 2016.
- 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.

Goals and Objectives Fiscal Year 2017

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. Going Paperless

Objectives:

- Scan and attach to Vision Address Changes and Master Deeds.
- Review the files in the Attic and determine which ones can be disposed of.

VIII. Complete majority of building permits for fiscal year 2018 for preliminary bill.

Objectives:

- Complete field work on permits.

Goals and Objectives Fiscal Year 2017

- Data enter the permit information.
- Complete preliminary “new growth” analysis.

IX. Exemptions

Objectives:

- Plan a presentation at the Council on Aging on Exemptions in the Fall.

X. Staff development

Objectives:

- Have the Assessor’s Assistant attend Vision and Softright training
- 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. Continue to work to be able to click on and off parcels that do not lie in the 100 or 300 foot zone.

Town Accountant

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
- Ensure compliance with recent Affordable Care Act reporting requirements to include issuance of forms 1095-C to employees/retirees and electronic filing to the IRS.

II. The Town Accountant/Budget Director, 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
- Review sufficiency of trash fees with Assistant Town Administrator
- Finalize water enterprise indirect cost allocation plan
- Review online payment functions (including e-permitting) and collaborate with Collector/Treasurer to explore additional banking options

III. The Town Accountant/Budget Director shall play a key role in the budgeting process

Objectives:

- Assist Town Administrator in the preparation of revenue estimates
- Assist in the preparation of a multi-year financial forecast
- Attend budget subcommittee meetings and work toward the creation of a balanced budget
- Provide technical assistance and training as needed to department heads preparing budgets
- Explore Government Finance Officers Association (GFOA) submission requirements for Distinguished Budget Award and incorporate into the budgeting process
- Provide additional reports/analyses as required

IV. The Accounting Department shall participate in the upcoming operational audit and Department of Revenue Community Compact Review

Objectives:

- The Town Accountant/Budget Director shall attend and participate in Audit Committee meetings as an ex-officio member.
- The Town Accountant/Budget Director shall work with Town Administrator's Office and provide input for the draft operational audit RFP and participate in the RFP evaluation process.
- Provide requested documents and information to the selected consultant as needed.
- Meet with representatives from the Collins Center and provide information as requested to meet the objectives of the Community Compact Grant for the organizational study of human resource functions.
- Meet with representatives from the Department of Revenue and provide requested as requested as it relates to the Community Compact review of financial operations.

V. The Town Accountant/Budget Director 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

VI. 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.

VII. Enhance Staff Training

Objectives:

- The Town Accountant/Budget Director will attend training as necessary to maintain existing certifications and enhance professional development
- The Town Accountant/Budget Director shall attend the MA Collectors and Treasurers Association annual school to gain further knowledge of collection and treasury functions

Goals and Objectives Fiscal Year 2017

- 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

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.

Goals and Objectives Fiscal Year 2017

- 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. They are currently working on the 'auto-populating' calendar function that I have requested the last few years.
- 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. Direct Networks has indicated there is some new wireless technology for 'near line of sight' that might suit our needs. I will continue to follow up.
- 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 7.0. 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. I am rolling over the capital money for 2 new servers in FY2016 to combine with FY2017 to get 4 new servers all at once so the appropriate licensing can be purchased.
- The HP5400zl switch at the Police Station is now about 7-8 years old. This is the central switch to the entire network and connects to all of our fiber optic lines. Every time there is any electrical disturbance it seems to lose part of its running configuration and then needs a reboot. This brings the entire network down for about 5 minutes and happens frequently during the summer months after electrical storms. A replacement switch will be about \$16,000 and will be a tricky install. Hopefully I can get this done in FY2017.

Goals and Objectives Fiscal Year 2017

- Though the police video system has had some issues, I am planning to get 3 IP cameras at the Town Offices and 2 for Frothingham Hall so police dispatch will have 'eyes' on the 5 doors at both buildings. Better to have them and not need them than to need them and not have them. This should not be an expensive endeavor.

Department of Planning & Economic Development

Gary Anderson, AICP, Planning Director

GENERAL GOALS

- I. Improve Communication With the Public, Boards and Commissions
Objectives:
- Complete work plan with each Board/Commission to identify and prioritize projects for the year
 - Update website to highlight past and current projects
 - Install temporary signage noting CPA projects
- II. Advance Professional Competency
Objectives:
- Ensure professional staff attend one regional planning conference
 - Provide administrative staff additional training to improve development review process
- III. Complete Infrastructure Improvements
Objectives:
- Oversee completion of Roosevelt Circle/Washington Street intersection project through MassWorks Grant
 - Oversee completion of Ali's Park at Eastondale playground
 - Oversee CPA-funded work at Oaks Ames Memorial Hall

ECONOMIC DEVELOPMENT GOALS

- I. Promote Economic Development
Objectives:
- Assist with implementation of Comprehensive Wastewater Management Plan
 - Investigate market feasibility for one or more commercial centers
 - Promote consultations and information for those looking to open a business in Easton
 - Engage with property owners of priority parcels for Economic Development
 - Produce promotion materials for Quset Commercial District
 - Oversee EPC assessment grant for Crofoot Gear property
- II. Improve Communication Regarding Economic/Business Development
Objectives:
- Conduct business visits to assess the needs of existing local businesses
 - Attend 1-2 Chamber of Commerce meetings to update members on Town initiatives
 - Televis EDC meetings and promote efforts via social media

PLANNING & ZONING GOALS

Goals and Objectives Fiscal Year 2017

I. Implement Comprehensive Master Plan

Objectives:

- Hold additional implementation meeting(s)
- Communicate implementation efforts through social media
- Meet informally with various non-municipal leaders to coordinate implementation

II. Improve Zoning Bylaw

Objectives:

- Publish and distribute new Zoning Bylaw
- Consider residential village zoning district (smaller lot requirements, frontage, etc.)
- Study and consider Compact Neighborhood zoning district(s)
- Reconsider exemptions included in new Zoning Bylaw- as discussed on Town Meeting floor

III. Improve Efficiency of Development Approval Process

Objectives:

- Finalize design guidelines for Quset Commercial District
- Revise online permitting system as per new Zoning Bylaw requirements
- Move Zoning Board of Appeals to online permitting
- Create meeting calendar for Zoning Board of Appeals

AFFORDABLE HOUSING GOALS

I. Plan for Affordable Housing Development

Objectives:

- Complete Housing Production Plan
- Monitor SHI to ensure Town remains in compliance with MGL 40B
- Complete reference spreadsheet of all SHI properties in Easton

II. Promote Creation of Additional SHI Units

Objectives:

- Finalize feasibility analysis for Foundry Street property
- Identify development partner for small project
- Fund at minimum two additional homebuyer assistance grants
- Actively engage with owners of buildings for potential adaptive reuse

LAND MANAGEMENT AND ENVIRONMENTAL PROTECTION GOALS

I. Identify Conservation Priorities

Objectives:

- Finalize Open Space and Recreation Plan
- Assist with accomplishment of Year 1 Open Space & Recreation Plan Goals
- Coordinate priority parcel planning with PZB, EHC and CPC

II. Support Conservation Land Management Efforts

Objectives:

Goals and Objectives Fiscal Year 2017

- Execute campaign to promote Clifford G. Grant Management Area trail
- Develop plan to formalize Flyaway Pond Management Area trail system and explore funding options
- Partner with Water Division to evaluate effectiveness of water conservation program
- Partner with GIS and Rec Commission to develop recreational literature and map

III. Support Local Agriculture and Food Security Efforts

Objectives:

- Develop Agricultural preservation plan
- Increase access to healthy food options for 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

TRANSPORTATION AND MOBILITY GOALS

I. Address Mobility and Transportation Needs

Objectives:

- Begin implementing Downtown Parking Study recommendations
- Implement Complete Streets policy promoting road safety for all users
- Continue pursuing connections between neighborhoods and to local amenities and open space/recreation with Accessible Easton ad hoc group
- Continue working with DPW to incorporate recommendations into future road projects
- Coordinate/promote multi-modal road safety education

II. Advocate for Local Priority Projects

Objectives:

- Participate in OCPC road audits
- Advocate for improvements to Elm/Washington, Union/Washington intersections and Depot Street
- Advocate for multi-use trail along MBTA line

HISTORICAL AND CULTURAL RESOURCE GOALS

I. Continue implementation of the Historic Preservation Plan (HPP):

Objectives:

- 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.
- Assist Historical Commission with consideration of new Local Historic District in South Easton

Goals and Objectives Fiscal Year 2017

- Host training for Historical Commission on roles and responsibilities

II. Enforce legal agreements and regulations:

Objectives:

- Accept demolition delay and local historic district permits electronically
- Review demolition delay and local historic district procedures
- Review and enforce preservation restrictions

III. Support Cultural District

Objectives:

- Provide support for District approval including updated map
- Provide staff assistance as needed once state designation is achieved