

Department Goals and Objectives for FY 2009

Fire Department Thomas Stone, Fire Chief

The following is a list of goals and objectives I hope to accomplish during the upcoming year:

Goal: Fill three vacant firefighter positions and conduct the necessary training

Objectives:

- Review Civil Service Paramedic List
- Request Civil Service Paramedic List
- Conduct interviews and background checks
- Make selections
- Conduct in-house training
- Schedule Fire Academy Training

Goal: Work with all parties – Douglas King Builders, subcontractors, Town Boards, Committees, and Inspectional Services to develop plans and move forward with the rehabilitation of the Depot Street Fire Station

Objectives:

- Survey the building and site
- Develop plans to address the current and future needs
- Develop a schedule to minimize disruption and station “down time”

Goal: Continue to work with the Training Captain and select members of the Fire Department to develop a written, organized, and current set of Standard Operating Guidelines

Objectives:

- Continue to revise and update the existing Standard Operation Guidelines.
- Develop new guidelines where needed
- Organize the Standard Operating Guidelines in a written format

Goal: Establish and work with a Fire Department committee to update the current Easton Fire Department Rules and Regulations handbook

Objectives:

- Form a committee of volunteers including at least one captain, one lieutenant, and one union representative
- Review the current Easton Fire Department Rules and Regulations.
- Delete obsolete regulations and add new regulations where necessary
- Reorganize the rules and regulations in a clear format
- Submit the new rules and regulations to Town Administrator and Town Counsel for review and approval

Goal: Work with the Capital Budget Committee, the Finance Committee, Town Administrator, and Board of Selectmen to address the capital needs of the Fire Department

Objectives:

- Purchase a new ambulance
 - Committee currently established
 - Develop specifications
 - Prepare IFB
- Review the Fire Department's 5 – 10 year capital plan
- Gather information and specifications
- Research available options for the types of equipment required and potential funding resources

Goal: Work with fire chiefs in all surrounding counties to strengthen the current mutual aid system

Objectives:

- Meet with the chiefs of surrounding counties on a regular basis (Bristol, Norfolk, Plymouth) to update apparatus and equipment resource lists
- Update the county operational “run cards” on an annual basis
- Seek ways to improve county-wide mutual aid communication system
- Take part in county/statewide task force and strike team drills

Goal: Work with other Easton agencies, boards, and committees to improve the overall fire protection and emergency response system to the Town of Easton

Objective:

- Meet with the Development Review Team when necessary

- Continue to work with the Inspectional Services Team and be proactive in code enforcement and fire prevention activities
- Continue to meet with the Police Chief and DPW Director to determine ways in which to provide the highest level of emergency response to the citizens in the safest possible manner
- Meet with Federal and State legislators to solicit public safety support

Goal: Continue my personal professional development in order to remain competent and perform to the best of my ability

Objectives:

- Continue to attend the annual professional development seminars offered by the Fire Chiefs Association of Massachusetts, the International Association of Fire Chiefs, and the New England Association of Fire Chiefs
- Continue to attend the Senior Fire Officers Forums and other training seminars offered by the Department of Fire Services as well as the Massachusetts
- Emergency Management Agency
- Attend the annual Congressional Fire Services Institute Caucus

**Police Department
Thomas Kominsky, Police Chief**

Goal: Improve the fuel and energy use efficiency of the Police Department

Objectives:

1. Lower gasoline usage
2. Lower natural gas and electricity usage
3. Recycle waste paper

Goal: Implement new computer-aided Dispatch and Records Management System

Objectives:

1. Properly train all personnel to use the system to its full capacity
2. Secure funding to cover cost

Goal: Hire and train three new police officers and increase the supervisory staff

Goal: Increase the use of Roll Call Training. Areas to be covered:

1. Use of Force
2. Handcuffing – Batons
3. Officer Safety
4. Minority Relations

Planning and Community Development

Marc Rousseau, Director

The Department of Planning & Community Development is in its second year of operation. As it was in the inaugural year, the Department will continue to build its operational capacity. This will include making improvements to process. Of equal importance will be the development of plans. The purpose being to give the Town of Easton an opportunity to apply for funding to advance community development projects and programs. There are always a lot of good ideas. However, consistent funding seems to be perennial problem. In developing the Community Development Plan, attention will be paid to the potential creation of a Community Foundation. This non-profit corporation could serve as an alternate funding vehicle for community projects.

Goal: Director of Planning & Community Development shall work closely with the Town Administrator and the Planning & Zoning Board to provide creative planning leadership

Objectives:

- Continued active leadership in the community visioning process
- Working with the community, staff, and an outside consultant to prepare a Community Development Plan

Goal: Improve the Quality of Life for Easton residents

Objectives:

1. Urban Land Institute (Boston)
 - A. With an agreement between ULI-Boston and the Town of Easton, sponsor a one-day technical assistance panel (TAP) focusing on leveraging the beneficial impacts from the development of the Queset Smart Growth Overlay District
2. Affordable Housing Trust - Capacity Building

- A. After the Board of Selectmen appoints members of the Trust, assist with the initial Trustee Meeting; fulfill legal obligations
 - B. Discuss Program of Action to include:
 - Housing Rehabilitation Program for Seniors
 - Further capitalization of Trust
 - Investigating projects to preserve and expand the supply of affordable housing
 - Investigate applicability of inclusionary zoning
 - Coordination of affordable housing efforts
3. Support the Planning & Zoning Board in its capacity as the Plan Approval Authority in reviewing project proposals in the Quset Smart Growth Overlay District. Work with the Staff Planner, Town Staff, and with outside consultants. Coordinate any preliminary meetings prior to the formal submission of plans.
 4. Assist the Town of Easton with the development of Shovel Shoppe Smart Growth Overlay District Zoning and Design Standards. Participate in any effort related to the submission of an application to Massachusetts Department of Housing & Community and passage of Smart Growth Overlay District Zoning by Town Meeting.
 5. With technical assistance funds received from implementation of MGL, Chapter 43D in Easton, retain planning consultant company to investigate alternative zoning to expand mixed-uses in existing development centers
 6. With staff, develop a re-use plan for Tufts Farm. The plan is to include finding a land steward/tenant with consideration of an affordable housing deed restriction, historic preservation elements and sustainable agriculture.
 7. Investigate the development of a Green Overlay District for strategic parcel in the community

Goal: Amend the Easton Planning & Zoning Board Subdivision Rules & Regulations

Objectives:

1. With staff and outside consultant update the street construction standards for public and private ways. Obtain Planning & Zoning Board approval.
2. With staff, update the procedures for completion of streets and the release of surety. Obtain Planning & Zoning Board approval. Retain third party engineering consultant.

Goal: Improve Communication with Permit Applicants

Objectives:

1. Complete, publish and post to the internet the “Development Guide To Permits in Easton.” Encourage applicants to utilize the DRT or Development Review Team process with a pre-application through the Department of Planning & Community Development.
2. With technical assistance funds received from implementation of MGL, Chapter 43 D in Easton, purchase GEOTMS software. Use to streamline the permit process and improve customer service.

Goal: Improve Development Approval Processes

Objectives:

1. Manage the Development Review Team process. Coordinate the review of appropriate applications and work to ensure that quality reports are produced and shared.
2. Review and approve Staff Reports relating to submissions
3. Work with staff and other town departments to promote the use of Geographic Information Systems. Establish GIS/GEOTMS Task Force.
4. With staff, review general application fees; amend fee schedule where appropriate
5. With staff, investigate improvements to the Site Plan Approval process. Possible improvements to include Special Permit/Site Plan approach with a public hearing and bonding.

Goal: Support Boards and Commissions

Objectives:

1. Promote responsible change and communication between the Planning & Zoning Board, Conservation Commission, Historic Commission, Housing Partnership, Community Preservation Committee and Cemetery Commission through departmental staff report. Supervise staff.
2. Directly support the activities of the Planning & Zoning Board, Plan Approval Authority, and the Community Preservation Committee
3. Provide recommendations to the Zoning Board of Appeals where a site plan application under Section 7-10 of the Easton Zoning By Law is involved
4. Use the Development Review Team venue to provide recommendations to the Zoning Board of Appeals for Comprehensive Permit (MGL, Chapter 40B) applications

Goal: Professional Development

Objectives:

1. Maintain American Institute of Certified Planners designation by participating in American Planning Association Certified Maintenance programs
2. Active professional involvement in the Massachusetts Chapter of the American Planning Association
3. Maintain regular office staff meetings, in part, to discuss the general direction of the office work load, individual work related problems, new policies, new ideas
4. Be a mentor to personnel. Encourage professional development in areas directly related to their work.

Goal: Energy Conservation

Objectives:

1. Reduce energy consumption where practical; including shutting lights off that are not needed, shutting the power off for the engineering copier and copy machine at the end of the day
2. Seek to replace the department truck used for inspections with a more gas efficient vehicle
3. Car pool to seminars and conferences where practical

Department of Community Planning & Development

Alice Savage, Staff Planner

Goals & Objectives Summary:

1. Facilitate Community Visioning process
2. Facilitate migration of migration of official Town Map and Zoning Map from Cad-Based to GIS-based data
3. Develop standard for digital submission of plans
4. Revise Stormwater Management Policy and Review Process

5. Improve customer service and increase efficiency of the permitting and review process
6. Support the efforts of the Fair & Affordable Housing Partnership
7. Work with Director to support the Planning Board in its capacity as the Plan Approval Authority in reviewing project proposals in the Queset Smart Growth Overlay District
8. Support the Planning Board in its obligation to uphold the regulations and policies of the Massachusetts Zoning Act (Chapter 40A) and the Municipal Planning and Subdivision Legislation (Chapter 41, 81A-81GG), and Easton's Zoning By Law, Subdivision Rules and Regulations, and all the rules and regulations promulgated there from

Goal: Support the Planning Board in its obligation to uphold the regulations and policies of the Massachusetts Zoning Act (Chapter 40A) and the Municipal Planning and Subdivision Legislation (Chapter 41, 81A-81GG), and Easton's Zoning By Law, Subdivision Rules and Regulations, and all the rules and regulations promulgated there from

Objectives:

1. Review submissions with applicants and staff to identify potential problems and ensure timely reviews
2. Assist with Development Review Team process
3. Provide technical reports and recommendations to the Board
4. Stay abreast of changes and new developments in regulations, policies and practices
5. Expand network of reference sources by establishing and maintaining relationships with other planning professionals
6. Attend workshops and classes to expand technical knowledge
7. Revise rules and regulations to increase user-friendliness
8. Work with Principal Clerk to update operational manual
9. Work with Director to update road construction standards
10. Work with Director and Land Use Agent to improve process for the completion of streets

Goal: Work with Director to support the Planning Board in its capacity as the Plan Approval Authority in reviewing project proposals in the Queset Smart Growth Overlay District

Objectives:

1. Draft rules and regulations and application materials
2. Participate in the review of submissions with applicants and town staff to identify potential problems and ensure timely reviews
3. Assist with the provision of technical reports and recommendations to the Board

Goal: Support the efforts of the Fair & Affordable Housing Partnership**Objectives:**

1. Work with the Partnership to define and publicize its role in the process of planning, developing, and reviewing proposals for affordable housing
2. Expand network of reference sources by establishing and maintaining relationships with other wetland professionals
3. Attend workshops and classes to expand knowledge of successful policies and available aid
4. Assist the Partnership in developing a list of priority parcels for affordable housing development
5. Redevelop and maintain Housing Partnership website

Goal: Improve customer service and increase efficiency of the permitting and review process**Objectives:**

1. Develop editable application PDF forms for web
2. Create and make web-accessible "Guide to Permitting" to clarify the permitting process to applicants
3. Participate in the implementation of automated permit software. As part of this process identify and implement strategies to automate workflow.
4. Participate in GIS/Permit Software Task Force
5. Act as resource to applicants and peers
6. Update Department, PZB, and FAHP websites monthly
7. Propose amendments to the Zoning By Law to clarify identified thorny issues, such as:

- a. Section 4-7. Should the exemption apply to lots recorded on a single deed?
- b. Section 9-2. Voluntary demolition
- c. Estate Lot application process
- d. Site Plan Consulting Fees

Goal: Develop and implement digital plan submission standard

Objectives:

1. Review MassGIS Standard for Digital Submission, Levels I, II, and III
2. Work with GIS Specialist, other permitting agencies to develop a town-wide digital submission standard to assist with the ongoing collection of digital plans and development of town GIS
3. Draft and implement a standard, choosing from Level I, II, III, or some combination thereof

Goal: Revise Stormwater Management Policy and Review Process

Objectives:

1. Review and propose changes to Subdivision Rules and Regulations and Site Plan Guidelines to encourage Low-Impact Development
2. Promote use of LID designs as part of review process
3. Draft Revised Stormwater Management Site Plan Guidelines and Subdivision Rules and Regulations
4. Revise fee schedule/procedure to facilitate more timely reviews

Goal: Facilitate migration of official Town Map and Zoning Map from Cad-Based to GIS-based data

Objectives:

1. Review proposed maps with GIS Specialist
2. Draft warrant article for annual Town Meeting
3. Present information on the change to Boards, public
4. Modify Flood Zone Language in Zoning By Law to refer to the most recent FEMA map, if possible

Goal: Assist with long-term planning projects

Objectives:

1. Assist with the development of Community Development Plan
2. Facilitate Community Visioning process
3. Actively participate in the Green Communities Task Force
4. Assist with Commercial Vacancy Study
5. Participate in ULI-Boston Technical Assistance Panel

Goal: Reduce Energy Consumption

Objectives:

1. Shut off lights when not necessary to be on. This would include lights within the office of the Department of Planning & Community Development and anywhere in Town Hall. Implement any and all practical measures over time.

**Department of Planning & Community Development
Stephanie Danielson, Land Use Agent**

MAINTENANCE GOALS

Goal: Support the Conservation Commission in its obligation to uphold the regulations and policies of the State Wetlands Protection Act and Easton's Wetlands Protection By-law

Objectives:

1. Review submissions, conduct on-site inspections and provide technical report and recommendations
2. Stay abreast of changes and new developments in regulations, policies and practices
3. Expand network of reference sources by establishing and maintaining relationships with other wetland professionals
4. Attend workshops and classes to expand technical knowledge
5. Promote use of LID designs
6. Act as enforcer of the state wetland regulations and town by-law regulations

Goal: Support the Town in accepting roads on a timely basis

Objectives:

1. Support the efforts of the Planning Board in the administration of their authority under MGL, Chapter 41 (Subdivision Control Law). Specifically as it relates to the successful completion of approved roads. This includes the release of lots and surety established to ensure the satisfactory completion of roads. Support includes:
 - a. Conducting on-site construction monitoring, ensuring conformity with plans, standards and regulations
 - b. Update Street Inspection Reports and Road Cost Estimates
 - c. Regularly review and update road costs used to calculate Road Cost Estimates
2. Work with developers and/or agents to complete streets identified by the Director of DPCD and DPW Director as priorities for acceptance at the Annual Town Meeting. This includes identifying older streets that should be accepted by the Town. Prepare for Town Meeting working with Town Counsel and support staff.
3. Work with Director and Staff Planner to make recommendations for improvements to the subdivision rules and regulations relative to street completion especially when a developer is determined to be in default by the Planning Board. Have ability to implement through the use of third party engineering consultant where appropriate.

MODIFYING GOALS

Goal: Participate in implementation of automated permit software

Objectives:

1. Purchase Conservation Commission module from DesLauriers Municipal Solutions, Inc. (GEO TMS). Have it installed. Attend training. Utilize the software to make process improvements. Work with Principal Clerk.

Goal: Ensure the wetlands protection by-law is consistent with the Town's Stormwater Management policies & regulations

Objectives:

1. Review the local by-law to determine if and where stormwater management should be incorporated
2. Review suggested changes with Town Counsel

3. Review with Conservation Commission
4. Obtain required vote of Conservation Commission and Town Meeting
5. Update Code – Town of Easton

Goal: Ensure a clear, objectives-driven plan exists for the ongoing management, intended use and continued protection of the conservation lands owned by the Town and managed by the Conservation Commission

Objectives:

1. Oversee completion of the Conservation Lands Management Plan
2. Review the plan with key stakeholders, solicit comments and complete
3. Work w/Commission to conduct public awareness sessions

Goal: Utilize Conservation Lands, where appropriate, to provide affordable housing, support local agriculture and preserve open space. Plan for the adaptive re-use of Tuft's Farm.

Objectives:

1. Identify potential agricultural uses for Tuft's Farm.
2. Investigate, potential for historic preservation project
3. Draft proposal for tenancy for Tuft's Farm
 - a. Agricultural Use, Affordable Housing Deed Restriction
 - b. Tenant responsibility
 - c. Town responsibility
4. Review with appropriate boards (e.g. Commission, Fair & Affordable Housing Partnership, etc.)
5. Prepare Request for Proposal; issue RFP
6. Monitor any decision made and assist with any implementation

Goal: Assist the Historical Commission in their efforts to become an effective regulatory agent, related to the Demolition Permit Review

Objectives:

1. Gain knowledge of other similar board's regulations
2. Draft proposed/suggested regulations
3. Assist in Commission's review and adoption of the regulations

Goal: Energy Conservation

Objectives:

1. Continue efforts to seek an alternative, more energy-efficient vehicle for inspections
2. Shut off lights where appropriate
3. Implement any and all practical measures over time

**Town Accountant
Wendy Nightingale**

Goal: 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 the Town's independent auditors to document internal controls in accordance with new accounting regulations

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

Objectives:

- Meet regularly with the finance team to review budgetary requirements and funding strategies
- Assist Collector/Treasurer in determining the Town's borrowing needs
- Prepare for and participate in conference calls with rating agencies
- Assist in the creation and finalization of town meeting warrant articles requiring appropriation of funds

- Work with Town officials and MA School Building authority to finalize school construction project audits and maximize reimbursement opportunities
- Seek optimal pricing for a new natural gas contract
- Obtain an actuarial valuation for post employment benefits (i.e. health insurance) other than pension to be in compliance with GASB 45

Goal: The Town Accountant shall provide assistance during the budget process

Objectives:

- Attend budget subcommittee meetings to work toward the creation of a balanced budget
- Work with the ad hoc committee to prepare a multi-year revenue/expenditure forecast
- Provide additional reports/analyses as required
- Provide technical assistance as needed to department heads preparing budgets

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

Objectives:

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

Goal: The Office of the Town Accountant shall coordinate with Data Processing to address the information technology requirements of the department

Objectives:

- Coordinate selection of financial accounting software
- Prepare for conversion of general ledger applications to new system when purchased
- Prepare for conversion of payroll and personnel applications to new system effective January 1, 2009 if town meeting vote is successful
- Work with the Systems Designer to facilitate migration from the Mapper system to the new financial software system
- Continue scanning warrants and other documents into DocuShare document management system and seek additional training for new/existing users

Goal: Enhance Staff Training

Objectives:

- Train Assistant Town Accountant to perform higher level routine accounting tasks
- Bring Assistant Town Accountant to state association school in March
- Send staff to additional training as appropriate

Treasurer Collector Office
Teresa DeSilva, Treasurer/Collector

Goal: Improve Office Efficiency

Objectives:

1. Reconfigure Office Floor Plan
2. Install new desk, computer stations
3. Install new wall structure/glass barriers

Goal: Bankruptcy Records

Objectives:

1. Establish filing procedures /guidelines for staff
2. Monitor accounts
3. Build spreadsheets for individual litigation accounts

Goal: Tax Title

Objectives:

1. Establish working relationship with Tax Title Attorney
2. Aggressively pursue delinquent tax title accounts which have not responded to payment plan options
3. Proceed with Land Court foreclosures

Goal: Website

Objectives:

1. Improve departmental information on website
2. Review online availability for all types of town receipts

**Veterans Services Department
Stephen Nolan, Director of Veterans Services**

Per MA General Law Chapter 115: The Veterans' Services Agent is the person charged with providing financial and medical assistance to qualified needy veterans and/or their dependents

Goal: Disbursement of monetary and medical benefits to eligible veterans and/or their dependents

Objectives:

1. Take applications for financial and/or medical benefits from veterans and/or their dependents
2. Obtain criteria for eligibility i.e. discharge papers, residence qualifications and dependency qualifications
3. Recommend to State Department of Veterans' Services for or against authorization of benefits
4. Make determination of the amount of benefits which shall be paid to applicant based on State DVS formula taking into consideration alternative sources of income available to applicant such as unemployment compensation, Social Security, Social Security Disability, VA Pensions, etc.
5. Prepare timely reports to the State DVS in order for Town to receive 75% reimbursement of benefits disbursed
6. Report status of State DVS reimbursement requests on quarterly work summaries

Goal: Counseling, advising and assisting veterans and their dependents in procuring federal and state benefits or entitlements for which they may be eligible

Objectives:

1. Aid veterans in filing with the Veterans Administration for service connected disabilities
2. Follow up filings with any and all appeals when necessary including attending appeal hearings with the veteran
3. Aid veterans with filing for available state benefits such as annuities for 100% disabled veterans, wartime bonuses, tax abatements, education benefits, veterans' license plates, etc.
4. Attend as many State DVS training seminars as possible

Goal: Assist veterans with housing, job assistance, and substance abuse rehabilitation

Objectives:

1. Establish local housing connections (landlords) who will aid with emergency housing for homeless veterans
2. Stay updated on local and state employers willing to offer training and employment to veterans
3. Have a working relationship with VA and Vet Center representatives to aid veterans with substance abuse problems

Goal: Arrange and/or provide transportation to veterans' hospitals or other medical facilities

Objectives:

1. Let local veterans' organizations and Elderly Services know that transportation service is available
2. Have volunteer drivers on call in case I am not available

Goal: Actively participate in patriotic and veterans' related issues and organizations

1. Regularly attend local VFW and American Legion meetings
2. Participate in parades and other veteran memorial services
3. Purchase flags for veterans' graves and participate in placing them on graves

Goal: Improve office efficiency

Objectives:

1. Update Veterans' Services portion of the Town website
2. Obtain volunteer assistance to organize office

Recreation Department
Jennifer Hruniak, Director

Goal: Offer a multitude of programs and special events to meet the recreational needs of all populations within the community

Objectives:

1. Continually develop new programs and expand upon existing programs in order to reach more members of the community
2. Focus on offering more recreational opportunities for preschool, teenage and adult populations
3. Begin planning and organizing inclusive recreational opportunities by working with the Brockton ARC and Easton Commission on Disabilities
4. Collaborate with local businesses, organizations, and committees that offer recreational opportunities
5. Work in conjunction with the Council on Aging to provide more recreational opportunities for the elderly
6. Play a more active role in the Town's holiday festivities and special events
7. Maintain a positive relationship of open communication with the community which will encourage sharing program ideas, suggestions, and feedback

Goal: Build financial capacity to bring greater stability and self-sufficiency to recreational programs.

Objectives:

1. Work with the Recreation Commission to develop fund raising strategies

2. Review program fees to insure that the maximum practical fee is being charged for program and event participation
3. Continually review program expenses to insure they are delivered at the lowest possible cost

Goal: Keep the community well informed about program offerings, the benefits of recreation, and the value of our department

Objectives:

1. Keep the Town website, cable access television, and local newspapers up-to-date with current program listings and registration information
2. Implement an on-line registration process for the convenience of program participants
3. Develop a quarterly brochure made available throughout town, listing all seasonal program offerings
4. Develop a database to allow e-mail distribution of quarterly brochures

Goal: Network with recreation departments and professionals in other communities to share ideas and stay informed on current issues and trends in recreation

Objectives:

1. Be an active member of the Massachusetts Recreation and Park Association (MRPA) by attending monthly regional meetings
2. Continue working on the MRPA Annual Conference Committee to organize and provide training and networking opportunities for all members
3. Take part in professional development opportunities and training courses relevant to the field of recreation

Goal: Prepare for the acquisition of Frothingham Hall and the development of a new community center

Objectives:

1. Serve as a member of the Frothingham Hall Steering Committee
2. Assist in developing a plan for building use that represents the best interests of the community
3. Research ideas for successful intergenerational programming
4. Re-evaluate programs for ways to better serve the community upon occupying Frothingham Hall (i.e. extending program hours, optimal days and times, etc.)

Goal: Work to improve the town’s existing recreational facilities and to acquire additional open space for recreational purposes.

Objectives:

1. Work to find solutions to solve the lack of recreational open space in Town
2. Work closely with the CPA Committee to identify and study potential recreational sites
3. Support efforts to improve recreational sites in Town
4. Research funding opportunities related to improving and/or increasing recreational resources and facilities in Town

Goal: Promote physical activity, healthy eating habits, and educate the community on the importance of leading an active lifestyle

Objectives:

1. Serve as a member of the Activate Easton Committee
2. Assist in developing programs and activities that encourage healthy lifestyles
3. Assist with the committee’s fundraising and donations efforts

**Council on Aging
Dolores Kent, Director**

Goal: Provide services and programs, which enhance the quality of life of Easton residents age 60 or over, and enable them to age with dignity while maintaining health and independence

Objectives:

1. Continually assess elder needs in order to create programs to meet those needs
2. Improve elder services by implementing or expanding current programs
3. Provide information and make referrals for those services not available through the Council on Aging

Goal: Provide safe, efficient door to door transportation for our elderly and disabled residents to destinations in Easton and contiguous towns

Objectives:

1. Support an effective preventative maintenance program for all COA vehicles
2. Provide a driver training program that incorporates first aid, CPR, passenger sensitivity, wheelchair lift and securement, and defensive driver training
3. Explore the expansion of transportation hours for disabled residents

Goal: Acquaint all our elderly residents with the kind of information that can broaden their knowledge of elder issues and assist them in making informed decisions about the critical areas of their lives

Objectives:

1. Develop special programs to meet the health and welfare need of our elderly residents
2. Disseminate this information through wide distribution of the COA monthly newsletter
3. Contact our elderly residents through mailings and telephone calls
4. Make home visits to homebound elderly
5. Provide monthly program information to area newspapers and cable TV

Goal: Assist elders in financial need

Objectives:

1. Help eligible elders earn a \$750 property tax credit by placing them in positions with the town and school departments where that can contribute 100 hours of service in exchange for the \$ 750 property tax credit
2. Help elderly residents pay their winter heating fuel bills by completing Fuel Assistance or Good Neighbor Energy Fund applications and submitting the applications to Self Help, Inc. or to the Salvation Army
3. Help elderly residents pay their prescription drug bills by completing and submitting Prescription Advantage applications
4. Help elderly residents obtain funds for home repairs through the USDA Rural Housing chapter 504 grant program

Goal: To provide varied opportunities for elderly residents to remain active members of the community

Objectives:

1. Continue monthly birthday luncheons
2. Expand the use of volunteers who assist with Council on Aging programs
3. Provide transportation to/from Council on Aging programs during regular operating hours

Goal: Provide elder services and programs at an easily accessible, central location

Objectives:

1. Work with the Town Administrator, town officials and the Frothingham Hall Steering Committee in preparing renovation plans and seeking funding sources to renovate Frothingham Hall for use as a community center for elder and recreation programs
2. Keep elders informed regarding the community center plans
3. Provide transportation for elders to informational forums and town meetings during which the community center will be discussed and action taken

Goal: To provide adequate funding for all COA program and services

Objectives:

1. Prepare and submit an annual budget request to the town administrator
2. Seek additional sources of funding through local contributions and Federal, State, and private foundations/organizations grants

Goal: To help reduce the Town Offices energy consumption by 5%

Objectives:

1. Reduce electricity use in COA office by shutting off all lighting and air-conditioning units when not needed
2. Conserve heat in the COA office by keeping windows closed during the heating season

**Department of Public Works
Wayne Southworth, DPW Director**

Goal: Continue Development of the DPW GIS Program

Objectives:

1. Develop a DPW Water System Layer
2. Develop a DPW Storm Water Layer
3. Continue revisions to the Assessors Parcel Layer
4. Work with the Recreation Department on a sidewalk layer for the Ride to School Program.
5. Celebrate GIS Day with a Public Display
6. Complete revisions to the DPW Website

Goal: Provide Positive Public Relations**Objectives:**

1. Managers respond to all customer concerns within 24 hours
2. Conduct community outreach programs
 - Arbor Day Celebration and Tree Planting
 - Community Pride Roadside Clean-up Day
 - Household Hazardous Waste Collection Day
 - Water Works Open House and Poster Contest
 - Canoe River Aquifer Awareness Day
3. Provide information and articles to be posted at the Town Office, Library, and Town Web Site

Goal: Promote Energy Conservation at all Town Facilities**Objectives:**

1. Participate in EPA Energy reduction program
2. Staff attendance at MunEnergy Seminar
3. Advocate boiler replacement inclusion within the Capital Budget
4. Conduct a survey of water usage at all Town Facilities
5. Work with National Grid on any available rebate programs
6. Provide educational material to all municipal employees

Goal: Monitor Landfill

Objectives:

1. Oversee Maintenance contract with CDM
2. Coordinate annual mowing of the 22-acre site
3. Serve as a member of the Permanent Landfill Committee

Goal: Implement Road and Sidewalk Plan

Objectives:

1. Serve as a member of the OCPC Joint Transportation Committee
2. Work with CDM on the STP Foundry Street 100% submission plan
3. Meet with abutters at the 5-corners to discuss land takings necessary for the 25% MA Highway plan design for the redesign of the intersection
4. Meet with Bay State Gas to coordinate their work with our 5 year plan
5. Oversee scheduled sidewalk and roadway improvements for this year

Goal: Oversee Capital Budget Appropriations

Objectives:

1. Prepare a contract for a design engineer to develop plans and specifications for two new boiler at the Parkview School
2. Execute contracts for new vehicles and equipment in all DPW Divisions
3. Work with Amory Engineers on an updated Master Plan for the Water Division

Goal: Better utilization of the Town Web Site

Objectives:

1. Provide notices of all DPW construction projects
2. Post dates of all DPW public events
3. List Water Division Flushing Schedule
4. Encourage other utilities to provide schedule updates of planned projects

Goal: Protect the Canoe River Aquifer

Objectives:

1. Serve as Chairman of the Canoe River Aquifer Advisory Committee
2. Attend monthly meetings within the 5 communities of Easton, Foxboro, Sharon, Norton and Mansfield
3. Promote regional issues
4. Provide mailing and support staff for monthly meetings and events
5. Conduct an Annual Awareness Day in May

Goal: Serve as a member of the Municipal Building Committee

Objectives:

1. Attend bi-monthly meetings
2. Serve as a resource for the committee
3. Submit the annual Capital Budget for their review and approval

Goal: Develop a strong team of DPW employees and managers

Objectives:

1. Hold two meetings per month with division supervisors
2. Conduct monthly training assemblies with all DPW employees
3. Promote cross training between divisions
4. Promote a sense of Pride and team spirit

Water Division

Jack Marsh, Operations Manager

Goal: Provide safe potable water to the community

Objective:

1. Review Water Division Rules & Regulations. Make recommendations to revise where needed especially relating to water restrictions in order to meet MassDEP's Seasonal Demand Management Plan
2. Comply with all state and federal drinking water regulations
3. Complete MA DEP annual statistical report as required

4. Conduct an annual system wide unidirectional flushing program
5. Monitor pH and chlorine levels on a daily basis at all of the Town's wells

Goal: Conduct infrastructure maintenance and repairs

Objective:

1. Conduct one complete system wide leak survey
2. Continue our Backflow Prevention Program
3. Repair water service and main breaks in a timely fashion
4. Maintain meter replacement program

Goal: Improve Relations and Provide Support to General Public

Objective:

1. Continue to work on a new design for our water bills to make them more easily understand including usage graph
2. Return phone calls to residents with complaints or concerns in a timely manner
3. Conduct site visits to investigate problems for a resolution if one is attainable
4. Keep the general public informed of construction and maintenance activities of the department through the use of the Town's website

Goal: Provide Support to other departments

Objective:

1. Assist the DPW Director in implementing his goals
2. Carryout any work orders submitted by other departments
3. Perform water audits throughout town buildings as required

Goal: Pumping Stations

Objective:

1. Maintain accurate master meter by test and calibration
2. Continue SCADA system maintenance with hardware and software upgrades
3. Conduct annual well and pump performance test on all wells
4. Run all stand by engines on a regular basis

DPW Operations Division
Maurice Goulet, Operations Manager

Goal : Provide Program Support to the Department of Public Works

Objective:

1. Administer the Chapter 90 Program including project requests, estimating and reimbursements from the State
2. Recommend and update the 1 year Roadway and Sidewalk Program
3. Serve as Chairman of the DPW Safety Committee and provide safety training sessions/programs throughout the fiscal year to the employees for possible insurance reductions
4. Continue to apply for a safety grant from MIIA for monies for specialized training and prevention programs
5. Develop a Mission Statement for the Operations Division
6. Institute a new Salt Program in the DPW for Snow & Ice Removal to Reduce Salt Usage on the roadways

Goal: Supervision of Highway Division Maintenance

Objective:

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

Goal: Conduct infrastructure repairs/improvements:Highway Division

Objective:

1. Improve roadway drainage by cleaning debris from all street catch basins
2. Inventory and repair sunken and deteriorating catch basins and manholes as needed
3. Install new drainage structures where necessary to control stormwater
4. Rehab or install new sections of sidewalk to ensure safe pedestrian access
5. Rehab or install new asphalt berms as needed to control street water runoff
6. Continue to Replace existing signage with High Visibility signage throughout the Town

Goal: Supervision of Building and Grounds Division Maintenance

Objective:

1. Maintain equipment regularly in this department to ensure a safe work environment for employees and the public
2. Maintain all school and municipal buildings which includes HVAC, Electrical and craftsman needs
3. Maintain all school and municipal fields and grounds which includes designated grass strips, athletic fields and cemeteries
4. Research, obtain and install solar powered trash compactors on Main Street for public use

Goal: Provide Support to Easton's Aesthetics through the Tree Division

Objective:

1. Ensure that trees be posted and/or taken down that are obstructions or have deteriorated in the public way
2. Ensure that stumps are ground down, after a tree has been removed, in a timely manner
3. Conduct an Arbor Day tree planting celebration every year to help preserve our "Tree City USA" status
4. Maintain edges of roadways chipping brush and cutting back areas as needed to improve sight distance
5. Trim limbs that present a danger to the public way

Goal: Provide Support to General Public

Objective:

1. Return phone calls to residents with complaints or concerns in a timely manner

2. Conduct site visits to investigate problems for a resolution if one is attainable
3. Keep the general public informed of construction and maintenance activities of the department through the use of the Town's website and posting through emails utilizing the "Easton Town Crier"
4. Keep residents informed of construction and maintenance activities in their area through the use of letters or DPW Door Hangers – Highway Division and Building and Grounds

Goal: Provide Support to the DPW Director

Objective:

1. Attend meetings of the Joint Transportation Committee in the Director's absence as an alternate member
2. Follow up on issues and projects in the absence of the Director and whenever called upon
3. Collect some Highway and/or Building and Grounds data or utilize a GPS unit to create data layers, for the GIS

**Board of Health
Wade Saucier, Director**

Goal: Maintain the efficient permitting process for the Board of Health Office

Objectives:

1. Maintain the same calendar month cycle for annual permits
2. Each application form will have a quick review list of all supporting documents for a complete application. The goal for the list is to speed the process and quicken the office's review period for each type of permit therefore improving customer service. The list also helps the applicant to supply the office with a completed application decreasing the office's time in callbacks for necessary information prior to permit approval.
3. Board of Health inspectors to review each permit application. The inspector, for accountability, will initial each completed application review. To increase efficiency, the office will use the computer database as the main file to retrieve information. The excel spread sheet is an efficient way to organize and compare year-to-year data. This will save time retrieving information. A hard copy of the permit applications will be on file. Each employee has his or her own computer license therefore has access to the Board of Health's permit database.

4. Increase dependent on Excel and Microsoft merge to print permits and labels from database

Goal: Continue the support and involvement of the Board of Health Office in current town and state programs

Objectives:

1. Investigate and promote town's involvement in recycling efforts. Explore possible incentives through the Board of Health's permitting procedure (sliding permit fees) or residential incentives to purchase sponsored merchandise through recycling efforts.
2. Maintain close contact with the state's mosquito collection and surveillance program regarding West Nile Virus (W. N. V.) and Eastern Equine Encephalitis (E. E. E.)
3. Guest speaker at the Pro-Homes seminars based out of Taunton, MA. Pro-Homes a state program that helps low-income state residents purchase homes. Some of the participants are Easton residents. Health Director's participation can create good public relations helping the public in a positive, helpful program.
4. Continue to develop the Town's emergency dispensing site (E.D.S.) including education opportunities for the general population, town employees and the Medical Reserve Corps Volunteers
5. Continue to hold emergency response team meetings for Department Heads and employees that are still interested
6. Investigate funding or volunteer training for CPR/defibrillator certification for public employees. Current certifications expired April 2008. Original training for personnel was funded by a Board of Health grant.

Goal: Develop and build a competent working staff force

Objectives:

1. Develop cross training for personnel to broaden scope of services to the community. This would improve customer service by providing quick and reliable inspectional services.
2. Pursue education opportunities for personnel to grow in profession
3. Continue with the development of the standard operational procedure (S.O.P.) book to assist staff in office
4. Have weekly staff meetings. The meeting is an opportunity for inspectors to discuss problems they faced in the field. Update each other on inspections that are ongoing and

codes that have been adopted. This procedure will help reduce time in completing inspections and keeping the staff updated on projects and law.

5. Department Head to discuss work priorities with staff members at the beginning each day. This will help the office stay focused on day-to-day accomplishments. In addition, it helps to maintain a focus on the daily workload as well as long-term goals.
6. Conduct field inspections with an educational approach to create a positive relationship with the community's businesses
7. Maintain educational pamphlets for the public outside the Board of Health office

Goal: Maintain statutory mandated inspections within the community

1. Schedule work among staff. This will help to reduce energy consumption and provide better service. Inspections would be scheduled within close proximity of each other (North Easton, South Easton, etc.). Gasoline usage and traveling time between inspections will be shortened.
2. Provide inspection requests (i.e. septic installers) between certain times of the day either in A.M. or P.M. The requests are required to be made in advance so office can plan to organized group inspections within town. This will provide better service and reduce energy in gasoline.
3. Keep office updated with latest state, federal and local regulatory change

Goal: Promote public health

Objectives:

1. Promote public health through comments related to land use projects proposed or existing in town. For example, recommend sidewalks to connect isolated cul de sacs to promote pedestrian walking.
2. Promote public health through the local media and town website (i.e. town crier and "What's New" section of the web page). (i.e. mosquito spraying information and summer related facts sheets)
3. If opportunities arise; pursue grant(s) to promote public health (i.e. past applications and awards; defibrillators, skin cancer ed. pamphlets and a tent [donated to the recreation department])
4. When the occasion arises, write local Board of health regulation(s) for the Board of Health to adopt

Goal: Maintain communication among town departments, boards, state and federal government entities

1. Attend scheduled meeting at local government
2. Attend state level meeting(s) and conference calls
3. Attend Board of Health meetings
4. Continue communications with media outlets to inform public about currents topics/events/programs

**Town Clerk's Office
Jeremy Gillis, Town Clerk**

Goal: Ease of access for Easton Residents to information

Objectives:

1. Work with other departments to ensure required information is available.
2. Work with IT Department to ensure all documents posted can be in a searchable PDF format
3. Request all Boards and Commissions to submit their agendas and minutes in electronic format and in a timely fashion
4. Update of Town Clerk's web page to ensure that all information is easily located
5. Open Meeting law training session for all boards and commissions
6. Create a CD containing all important town documents, open meeting law, etc for board and commission members, as well as the public

Goal: Preservation of Town's Historical Documents

Objectives:

1. Continued digitization of Town's vital records into Massachusetts Laser Birth registry
2. Continued input of older records into Excel and Access indexes
3. Locate and secure additional funding for preservation work
4. Utilize interns to index records

Goal: State Elections

Objectives:

1. File appropriate reports with Secretary of the Commonwealth
2. Training class for all election workers
3. Look for and implement cost savings for elections in Easton
4. Utilize high school help with Presidential Election Night

Goal: Annual Town Election/Town Meeting

Objectives:

1. Prepare Election Calendar
2. Issue and certify Nomination papers
3. Voter registration drive
4. Prepare for Annual Town Election, April 2009
5. Prepare for Town meeting 2009
6. Send by-laws/accepted provisions to appropriate state agencies

Goal: Office Procedures/Training

Objectives:

1. Continuing cross training of all staff members
2. Training classes for all members of office
3. Review of all office procedures, practices
4. Review of Office fee schedule

Goal: De-cluttering and making office more welcoming, efficient, and user-friendly

Objectives:

1. Moving of all duplicate and non-everyday files to attic cages
2. Removing all items from tops of filing cabinets
3. Removing all excess cabinets and clutter
4. Posting of important/mandated information in a better/professional manner than taping it to the wall

5. Implement an “as much as possible” paperless strategy

Inspectional Services

Mark Trivett, Inspector of Buildings

Goal: Inspector of Buildings shall manage the Building Department to deliver professional inspectional services to the Town of Easton

Objectives:

- Manage a staff of seven and hold them to the highest level of professionalism
- Ensure staff is properly trained and has appropriate licenses and certifications
- Ensure 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 offer solutions
- Strive to close out all open building permits and issue certificates of use and occupancy

Goals: Inspector of Buildings shall work closely with the Town Administrator to support strategic planning initiatives

Objectives:

- Meet regularly with Core group
- Contribute to the budget process with Town Administrator
- Partner with Development Review Team to review design standards and compliance by developers and designers
- Participate in the administration of the new excavation & trench safety regulations

Goal: Inspector of Buildings shall promote professional development and excellence through training and continuing education

Objectives:

- Attend New England Building Official’s annual seminars at UMass and Bridgewater State, along 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 training programs
- Encourage licensed contractors to attend available training seminars
- Continue training Wiring Inspector as a Combination Inspector

Goal: Inspector of Buildings shall educate and train designers, developers, building contractors and homeowners on the 7th Edition of 780CMR, Massachusetts State Building Code

Objectives:

- Conduct a comparative analysis between the previous 6th Edition and the new 7th Edition
- Introduce new field inspection checklist for licensed construction supervisors on job sites
- Promote pre-permitting conferences with designers, contractors and homeowners
- Utilize new IBC Code Commentaries

Goal: Inspector of Buildings shall maintain Department web page and update fee schedules as required

Objectives:

- Conduct annual permit fee survey of comparable surrounding towns
- Analyze and report on survey responses
- Adjust IS Department fees if necessary
- Conduct staffing survey of comparable surrounding towns
- Revise and improve web page offerings to create a more efficient permitting process

Goal: Inspector of Buildings shall work closely with the Commission on Disabilities as a member ex-officio

Objectives:

- Attend regular 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
- Conduct survey of architectural accessibility in Easton

Assessors Office
Robert Alford, II Assistant Assessor

Goal: Asst. Assessor will complete the Fiscal Year 2009 Interim Update of assessed values to ensure that all taxpayers are treated equitably

Objectives:

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

Goal: Asst. Assessor will receive a certified tax rate from the Department of Revenue in time to send out actual tax bills before January 1, 2009

Objectives:

1. Get “new growth” and LA 4 form(total valuation by classes) certified by the Department of Revenue
2. Provide data and participate in classification hearing with Selectmen
3. Complete the Assessors’ parts of the Recapitulation Sheet
4. Have Town Clerk, Accountant, Collector/Treasurer and Selectmen fill out their parts of the Recap sheet
5. Submit the entire Recap to the Department of Revenue, Bureau of Accounts by early December 2008
6. Receive certification

Goal: Integrate GIS system with Vision Appraisal software to produce a user friendly interface that will enable taxpayers to view map and property data in one place

Objectives:

1. Work with Applied Geographics and Vision to get the software installed.
2. Learn how to use the new software
3. Work out the “many to one” issues with condominiums.
4. Update new subdivisions and new construction into the system
5. Prepare a list of instructions for all users

Goal: Resolve cases pending at the Appellate Tax Board

Objectives:

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

Goal: Work closely with finance team to ensure financial stability of the Town

Objectives:

As a team:

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

Goal: Produce reports from Vision data base for a variety of departments and outside contractors

Objectives:

1. Work with department or contractor to define report
2. Format the report
3. Department Head or contractor will confirm that the report contains the needed information

Goal: Complete majority of building permits for fiscal year 2010 for preliminary bill.

Objectives:

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

Data Processing

Michael Deltano, Information Systems Manager

Goal: Effective Network Administration

Objectives:

1. Minimize any employee downtime and loss of productivity
2. Insure that network traffic is acceptable and that all switches and routers are performing within normal limits
3. Insure that all servers are operating normally
4. Insure that all important data on any server is being properly backed up
5. Insure that all e-mail is being delivered and is also secure
6. Insure that all users have proper access and that there is no unauthorized access
7. Insure that network is secure against virus attack by making sure that anti-virus and anti-spyware signatures are being distributed to all Town computer systems on a daily basis
8. Monitor all Internet traffic on the network and prevent and report any misuse

Goal: Effective Network Management

Objectives:

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

Goal: Maintain the Town Website

Objectives:

1. Modify the content of the website to make sure it is accurate and up to date

2. Post any new or relevant information from any requesting Town department or Town official

Goal: Hardware and Software Upgrades

Objectives:

1. 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.
2. Replace any 5 to 6 year old server with new hardware before it fails and causes significant employee downtime. Old equipment will be sent to the schools if it is at all useful to them. Seek virtualization opportunities.
3. 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.
4. Upgrade old laptops as financial resources permit and based on need

Goal: Roll out the Bit9 Parity software

Objectives:

1. Install the Bit9 Parity software client to all new desktops and servers
2. Lockdown all town owned computers to prevent any viruses or spyware which have preceded signature updates from executing and propagating on the network
3. Continue search for a new anti-virus solution that works better with the Bit9 Parity. Sophos seems to be the best solution so I will prepare to migrate toward that in FY2010 when the Computer Associates maintenance runs out.

Goal: Prepare for the Future

Objectives:

1. Research and purchase equipment for a virtual server environment that will also allow us to backup across the WAN. Ultimately this will require a stable iSCSI Storage Area Network (SAN) device located at the Town Offices as well as the Police Station. The Dell/EqualLogic solution has redundant capabilities as well as upgrade potential so is the front runner hardware. These devices are all very expensive and could go as high as \$50,000. A scaled down EqualLogic PS5000E could start at about \$22,500 but has a huge upgrade capacity. We will also need 2 multi-processor servers with large memory capacity and no hard drives located at both the Town Offices and the Police (4 total). This will allow us to virtualize most of our 17 servers. These servers each cost about \$8000. Total cost in today's dollars is about \$132,000. So we are looking at about 6 years to implement this plan. When this plan is complete we will have minimized our

expenditures on server hardware and made our disaster recovery not only state of the art but redundant. Long term advantages:

- a. We will be able to reduce the actual server hardware from 17 servers to about 7 or 8 servers thereby reducing annual replacement costs of 3-4 servers per year at about \$24,000 to maybe 1 server a year at \$8000
 - b. Virtualized servers will be mirrored between the Police Station and the Town Offices so if either location or any server went down there would be no reason to interrupt employee work flow
 - c. New servers could be brought on-line in hours instead of days
 - d. Crashed servers could be re-built in minutes instead of hours
 - e. Tape backups would be replaced with server images and mirrored for the best possible disaster recovery solution
 - f. Less hardware means less energy consumption
2. Migrate and replace our current financial software with a new package from a new vendor
 3. Migrate the Police Dispatch software from Pamet to IMC
 4. Install and implement GEOTMS permit tracking software for the Conservation Commission first and the other land use departments following
 5. Research the possibility of putting in a point-to-point wireless connection from the Police Station to Fire Station 2 so that we can dispose of the last Verizon point-to-point T1
 6. Work with a team to upgrade the web site and make it more user friendly by creating a task oriented interface rather than the current department oriented layout. Particularly with regards to permits, forms, agendas and minutes