

# Department Goals & Objectives for FY 2010

## Fire Department Fire Chief Thomas Stone

The following is a list of goals and objectives I hope to accomplish or at least progress towards accomplishment during the upcoming year.

**Goal:** To fill three vacant firefighter positions and conduct the necessary training. The use of grant funding will be explored

### **Objectives:**

- Follow grant procedures if applicable
- 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:** To 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 based on the development of the “Queset Commons” project and proposed mitigation plans

### **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:** To 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

- Select the new format based on the review of several other communities/departments
- Organize the Standard Operating Guidelines in a written format

**Goal:** To establish and work with a fire department committee to update the current Easton Fire Department Rules and Regulations handbook

**Objectives:**

- 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 the Town Administrator and Town Counsel for review and approval

**Goal:** To 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:**

- Review the fire department’s 5 – 10 year capital plan
- Gather information and specifications if required
- Research available options for the types of equipment required and potential funding resources
- Make use of federal grant funds if approved

**Goal:** To 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:** To 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:** To 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 (IAFC), and the New England Association of Fire Chiefs
- As a members of the IAFC Health and Safety Section participate in discussions to improve firefighter health and safety
- 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

**Goal:** To work with the Fire Chiefs' Association of Massachusetts (FCAM) as a member of their Board of Directors to advance public safety efforts throughout the Commonwealth

**Objectives:**

- To represent the fire service in the communities of Bristol County (including Easton) as their elected member to the FCAM Board of Directors
- Work with other board members to strengthen the FCAM Strategic Plan
- Work with other board members to develop a legislative agenda to improve public safety codes and regulations

## **Police Department**

### **Police Chief Allen Krajcik**

1. **Restructure the department to add an executive officer position.** Since the elimination of the deputy chief's position there is no executive officer for the department. There currently are eight sergeant positions. My goal is to promote two sergeants to the rank of lieutenant and designate one of the lieutenants as the executive officer. This executive officer (XO) position would be primarily an administrative position, would act as the second in command for the department

and would also still count in the minimum manning clause and be responsible to supervise the shift in the absence of a sergeant. The second lieutenant would be in charge of the patrol force and special officers. With the current economic problems I most likely will only be able to promote one sergeant to the rank of lieutenant at this time.

2. **Purchase and install new laptop computers in the cruisers and train the officers to use the new IMC mobile software.** Since purchasing the IMC software to replace the Pamet software, we have not been using the full potential of the system as they have not been installed in the cruisers. This should be completed by mid-July. Grant money will be used to purchase the laptops.
3. **Achieve full accreditation through the Massachusetts Police Accreditation Commission.** We are currently certified by that agency, my goal is to complete the requirements for accreditation by October. Sgt. Sullivan has been delegated this task.
4. **Improve officer firearms training.** My goal is to hold two department wide firearms training sessions this fiscal year. One should be during the evening (low-light hours. Firearms' training is expensive but is necessary for officer safety and necessary to minimize liability.
5. **Work toward centralized dispatch.** I would like to continue to push for centralized dispatch. We presently only dispatch police calls. Fire calls are transferred to the fire department and a fire fighter does the dispatching. Consolidating fire dispatching into our communications center would reduce cost, free a firefighter from dispatch duties, and make a more efficient public safety dispatch system by having all the dispatch functions in one room.
6. **Aggressively pursue grant opportunities to help purchase and update department equipment and to rehire laid off personnel.** I also have a goal of obtaining grant money for the purpose of increasing traffic safety programs.
7. **Improve traffic safety in our community** through increased education, enforcement and by using innovative programs such as the crosswalk safety enforcement program that we recently have started.
8. **Reduce communications costs by eliminating the use of pagers.** Each officer has been issued a pager for about the past fifteen years. The cost is \$70 per person annually. By using free computer software we can send text messages to each officer's personal cell phone savings approximately \$2,100 per year. I will also look into using a microwave system to communicate between our radio receivers/repeaters instead of a dedicated telephone line (\$110 per month). The initial cost of the microwave is somewhat high but there will be a significant savings after the first five years.

9. **Purchase new bulletproof vests** for the officers that need them using grant money. I have received a grant for \$20,000 from the Office of Justice Programs, US Department of Justice.

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

### **Goal: Continue Development of the DPW GIS Program**

#### **Objectives:**

1. Continue development of a DPW Water System Layers using GPS
2. Continue development of a DPW Storm Water Layer using GPS
3. Begin mapping and inventory of all traffic signs
4. Continue revisions to the Assessors Parcel Layer
5. Work with the Recreation Department on a sidewalk layer for the Ride to School Program
6. Celebrate GIS Day with a Public Display

### **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. Support the new Easton Green Communities Committee through the GIS Specialist who serves as Chair
2. Participate in EPA Energy Reduction Program
3. Advocate Energy Conservation with replacements 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 ( Green Bytes Newsletter )
7. Oversee the installation of solar panels at the Water Division Pumping Station as part of the Federal Stimulus Package

**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 Projects**

**Objectives:**

1. Serve as a member of the Old Colony Planning Council Joint Transportation Committee
2. Work with VHB on the STP Foundry Street 100% submission plan
3. Meet with Bay State Gas to coordinate their work with our 5 year plan
4. Oversee scheduled sidewalk and roadway improvements for this year
5. Advocate for funding for design and construction of the three Road Safety Audit Projects held on July 13<sup>th</sup> and 14<sup>th</sup> for the intersections of Prospect and Foundry Streets; Elm and Washington Streets; and Union and Washington Streets
6. Coordinate the 100% design of the 5-corners project with Mass Highway and our consultant
7. Work with the engineers from Beta, Inc and the Mass Rides Safe Routes to School Program to make improvements around the School Complex providing for safe pedestrian and vehicle flow

**Goal: Oversee Capital Budget Appropriations**

**Objectives:**

1. Prepare the annual Capital Budget and conduct presentations before the Board of Selectmen and the Capital Planning Committee
2. Execute contracts for new vehicles and equipment in all DPW Divisions
3. Work with Amory Engineers on the recommended improvements of the Water Division Master Plan

**Goal: Better utilization of the Town Web Site with continued development and updates to the DPW site through the efforts of the GIS Specialist**

**Objectives:**

1. Provide notices of all DPW construction projects
2. Post dates of all DPW public events
3. List Water Division System Wide Hydrant Flushing Schedule
4. Encourage other utilities to provide schedule updates of planned projects
5. Continue to update the Canoe River Aquifer Committee website and link to the Easton DPW website
6. Work to include more online GIS and map resources

**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 meetings
2. Serve as a resource for the committee
3. Submit the annual Capital Budget for their review and approval

**Goal: Provide support to Town Departments**

**Objectives:**

1. Police Department
  - Maintain Police Station Building
  - Assist Animal Control with pick up of dead animals
  - Provide GIS mapping
  - Provide vehicle maintenance for cruisers and animal control vehicle (20)
2. Fire Department
  - Maintain 3 Fire Station facilities
  - Provide GIS mapping
  - Provide DPW assembly room for meetings and training
3. Recreation Department
  - Maintain all playground facilities

- Assist with Town Pool operation; opening and closing
  - Provide GIS mapping
4. School Department
- Provide building maintenance at all schools
  - Provide GIS mapping
  - Supervise all fields maintenance
  - Assist with annual Graduation set-up
  - Provide vehicle maintenance for special needs buses and food service vans (9)
  - Oversee all snow removal operations
5. Town Clerk
- Set up for all Town Elections and Town Meetings.
  - Provide DPW assembly room for election worker training
6. Assessors
- Update Assessors GIS Maps
7. Library
- Assist with building maintenance and snow removal
8. Conservation Commission
- Maintain parking areas at Commission properties
  - Provide maintenance at Tufts Farm
  - Provide GIS mapping
9. Building Department
- Maintain vehicles (1)
10. Board of Health
- Maintain vehicles (2)
  - Provide DPW assembly room for meetings
11. Council on Aging
- Maintain bus fleet (5)
12. Data Processing
- Provide GIS Mapping
  - Relocate cable connections and wiring
13. Planning and Community Development
- Provide GIS Mapping

## **Goal: Develop a strong team of DPW employees and managers**

### **Objectives:**

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

## **Operations Division Maurice Goulet, Manager**

### **Goal 1 - Provide Program Support to the Department of Public Works**

1. Objective 1 – Administer the Chapter 90 Program including project requests, estimating and reimbursements from the State
2. Objective 2 – Recommend and update the Roadway and Sidewalk Program
3. Objective 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. Objective 4 – Attend Southeastern Regional Services Group (S.E.R.S.G.) meetings as Easton’s Highway representative for regional services and supply bids.
5. Objective 5 – Continue to apply for a safety grant from MIIA for monies for specialized training and prevention programs
6. Objective 6 – Invest in a larger capacity tank system for the town’s de-icing program.

### **Goal 2 – Supervision of Highway Division Maintenance**

1. 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. Objective 2 – Maintain roadway signage as well as miscellaneous signage for special events
3. Objective 3 – Maintain line-painting of crosswalks, town office parking striping, stop lines and other miscellaneous roadway markings
4. Objective 4 – Maintain roadways and shoulders with flail mowing, gravel filling, pothole patching, street sweeping, and spot paving for safe travel
5. Objective 5 – Clear roadways during snowstorms utilizing sanding and snowplowing operations as well as clearing roadways during other emergencies such as floods and hurricanes

### **Goal 3 – Conduct infrastructure repairs/improvements: Highway Division**

1. Objective 1 – Improve roadway drainage by cleaning debris from all street catch basins
2. Objective 2 – Inventory and repair sunken and deteriorating catch basins and manholes as needed
3. Objective 3 – Install new drainage structures where necessary to control stormwater
4. Objective 4 – Rehab or install new sections of sidewalk to ensure safe pedestrian access
5. Objective 5 – Rehab or install new asphalt berms as needed to control street water runoff
6. Objective 6 – Continue to replace existing signage with high visibility signage throughout the town
7. Objective 7 – Improve visibility of crosswalks in high traffic areas and around schools.
8. Objective 8 – Retro-fit the Highway’s tractor for sanding operations.

### **Goal 4 – Supervision of Building and Grounds Division Maintenance**

1. Objective 1 – Maintain equipment regularly in this department to ensure a safe work environment for employees and the public
2. Objective 2 – Maintain all school and municipal buildings which includes HVAC, Electrical and Craftsman needs
3. Objective 3 – Maintain all school and municipal fields and grounds which includes designated grass strips, athletic fields and cemeteries
4. Objective 4 – Conduct improvements to the New Pond Spillway
5. Objective 5 – Conduct training to staff for energy conservation practices in the DPW building. (control heating and electricity usage)

### **Goal 5 – Provide Support to Easton’s Aesthetics through the Tree Division**

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

### **Goal 6 – Provide Support to General Public**

1. Objective 1 – Return phone calls to residents with complaints or concerns in a timely manner
2. Objective 2 – Conduct site visits to investigate problems for a resolution if one is attainable

## **Water Division**

### **John Marsh, Operations Manager**

#### **Goal 1 – Provide safe potable water to the community**

- Objective 1 - Update the Water Divisions Emergency Response Plan to be in compliance with MaDEP new regulations
- Objective 2 - Comply with the new EPA's Ground Water Rule (GWR)
- Objective 3 - Install new equipment and software programming at all pumping stations to meet the MaDEP new Chemical Safety Initiative
- Objective 4 - Comply with all state and federal drinking water regulations
- Objective 5 - Complete MaDEP annual statistical report as required
- Objective 6 - Conduct an annual system wide unidirectional flushing program

#### **Goal 2 – Conduct infrastructure maintenance and repairs**

- Objective 1 - To implement our completed Master Plan water main replacement program
- Objective 2 - Conduct one complete system wide leak survey
- Objective 3 - Continue our Backflow Prevention Program
- Objective 4 - Repair water service and main breaks in a timely fashion
- Objective 5 - Maintain meter replacement program

#### **Goal 3 – Public Relations and Support to General Public**

- Objective 1 - Return phone calls to residents with complaints or concerns in a Timely manner
- Objective 2 - Conduct site visits to investigate problems for a resolution if one is attainable.
- Objective 3 - Keep the general public informed of construction and maintenance activities of the department through the use of the town's website

#### **Goal 4 – Provide Support to other departments**

- Objective 1 - Assist the DPW Director in implementing his goals

- Objective 2 - Carryout any work orders submitted by other departments
- Objective 3 - Work with SoftRight Company on the implementation and integration of the town's new financial software

### **Goal 5 – Pumping Stations**

- Objective 1 - Install continuous monitoring for pH and chlorine levels on all of the towns wells
- Objective 2 - Maintain accurate master meter by test and calibration.
- Objective 3 - Continue SCADA system maintenance with hardware/software upgrades
- Objective 4 - Conduct annual well and pump performance test on all wells.
- Objective 5 - Run all stand by engines on a regular basis

## **Inspectional Services**

### **Mark Trivett, Inspector of Buildings**

#### **1. Inspector of Buildings shall manage the Building Department to deliver professional inspectional services to the Town of Easton**

- Manage a staff of eight 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

#### **2. Inspector of Buildings shall work closely with the Town Administrator to support strategic planning initiatives**

- 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
- Partner with Board of Health in a cooperative manner to provide office coverage and response to Easton residents and the business community

- 3. Inspector of Buildings shall promote professional development and excellence through training and continuing education**
  - Attend New England Building Officials' annual seminar at Bridgewater State 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 construction supervisors to attend available training seminars for continuing education requirements
  - Continue training Wiring Inspector as a Combination Inspector
  
- 4. 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**
  - Emphasize the importance and necessity of permits and the protection provided
  - Promote new energy code awareness and compliance with energy conservation requirements
  - Utilize the 780 CMR field inspection checklist for licensed construction supervisors on job sites
  - Promote pre-permitting conferences with designers, contractors and homeowners
  - Utilize new IBC Code Commentaries
  
- 5. Inspector of Buildings shall maintain Department web page and update fee schedules as required**
  - 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, for example, more fillable forms and applications
  
- 6. Inspector of Buildings shall work closely with the Commission on Disabilities as a member ex-officio**
  - 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
  - Continue survey of architectural accessibility in Easton

# **Planning & Community Development**

## **Alice Savage, Planning Director**

### **Conservation Goals:**

1. Implement permit tracking software
2. Develop land management action plan in response to land management plan report completed by Call of the Wild
3. Overhaul the Wetland Bylaw regulations to eliminate redundancies, inconsistencies, contradictions, and errors.
4. Develop a Conservation Land Acquisition Policy for purchased and donated parcels
5. Environmental Justice
  - a. Ensure EJ communities are specifically included in issues related to the town's environmental well-being (see Commonwealth Capital requirements)

### **Community Preservation Committee Goals:**

1. Establish a process for rolling review of applications
2. Improve public relations

### **Planning & Zoning Goals:**

1. Revise the Site Plan Approval Bylaw to include a process for a modification to an approved Site Plan
2. Close out unfinished subdivisions that have exceeded their approval timeframe
3. Revise parking ratios in the Zoning By Law to encourage business development
4. Revise Subdivision Rules and Regulations roadway standards to incorporate Low Impact Development principles
5. Propose Accessory Dwelling Unit Bylaw for May, 2010 Town Meeting
6. Complete consolidation of Planning & Zoning Board files into a by-address system

### **Historical Commission Goals**

1. Implement procedural changes for review
2. Complete Historic Surveys of North Easton District in compliance with MHC grant
3. Explore and make recommendations on historic preservation through ordinances (e.g. Local Historic Districts, Architectural Preservation Districts)

### **General Government Goals**

1. Issue an RFP for a contract for appraisal services
2. Implement Affordable Housing Trust One-Year Action Plan
3. Oversee disposition of 12A Highland Street for the purpose of the development of affordable housing
4. Work with EOT to refine station area designs for South Coast Rail in Easton
5. Re-tenant Tufts Farm and complete renovation projects
6. Complete Community Visioning Report

## **Office of the Town Clerk Jeremy Gillis, Town Clerk**

### **Goal: Ease of access for Easton Residents to information**

1. Work with other departments to ensure information that needs to be available is.
2. Continue to request all Boards and Commissions to submit their agendas and minutes in electronic format and in a timely fashion
3. Continually update Town Clerk's web page to ensure that all information is easily located
4. Open Meeting law training session for all Boards, Commissions
5. Create an updated 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**

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

**Goal: State Elections**

1. Prepare and execute Special Election to fill vacant Senate Seat
2. Prepare and execute State Primary and State Election
3. File appropriate reports with Secretary of the Commonwealth
4. Training class for all election workers.
5. Continue to look for and implement cost savings for elections in Easton

**Goal: Annual Town Election/Town Meeting**

1. Prepare Election Calendar
2. Issue and certify Nomination papers
3. Voter registration drive
4. Prepare for Annual Town Election, April 2010
5. Prepare for Town meeting 2010
6. Send by-laws/accepted provisions to appropriate state agencies

## **Assessors Office**

### **Robert Alford II, Chief Assessor**

**Goal: Chief Assessor will complete the Fiscal Year 2010 Revaluation 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: Chief Assessor will receive a certified tax rate from the Department of Revenue in time to send out actual tax bills before January 1, 2010**

**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 2009.
6. Receive certification

**Goal: Continue to update the Assessor's website to produce a user friendly interface that will enable taxpayers to review their data information, receive answers to questions they may have and find forms they may need to fill out.**

**Objectives:**

1. Create a Motor Vehicle section that will answer questions as well as have the forms and other needed information the taxpayer may need to file an abatement etc.
2. Create an Exemption section that will have information and forms.
3. Create a commercial and Industrial section that will have information and forms such as Form of List and the Income and Expense form that may be able to fill out.
4. Create a Chapter section for tax payers that will provide information and forms

**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 2011 for preliminary bill.**

**Objectives:**

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

## **Recreation Department**

### **Jennifer Hruniak, Recreation 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. Continue to research and develop ideas for inclusive recreational opportunities
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: Work towards becoming a totally self sustaining department**

**Objectives:**

1. Continue to build the financial capacity of the department through expanded programming and careful examination of all department expenses
2. Work with the Recreation Commission to develop fund raising strategies
3. Seek program sponsorship from local businesses and organizations
4. Review program fees to insure that the maximum practical fee is being charged for program and event participation
5. 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. Maintain the distribution of quarterly brochures made available throughout town, listing all seasonal program offerings

**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: Make a smooth transition to Frothingham Hall and develop a successful, new community center**

**Objectives:**

1. Serve as a member of the Frothingham Hall Steering Committee.
2. Serve as a liaison to the Friends of Frothingham Hall non-profit organization
3. Work with the Council on Aging to develop a plan for building use that represents the best interests of the community
4. Research and implement opportunities for intergenerational programming.
5. 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 an active member of the Activate Easton Committee.
2. Continually develop new programs and activities that encourage healthy lifestyles
3. Expand upon current health/wellness programs and activities such as MA Safe Routes to School
4. Assist with the committee's fundraising and donations efforts

## **Council On Aging Del Kent, Director**

**Goal 1: To 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. To continually assess elder needs in order to create programs to meet those needs
  2. Improve elder services by implementing/expanding current programs
  3. To provide information and make referrals for those services not available through the Council on Aging

**Goal 2: To provide safe, efficient door to door transportation for our elderly and disabled residents to destinations in Easton and contiguous towns**

- Objectives:**
1. To support effective preventative maintenance program for vehicles
  2. To provide a driver training program that incorporates first aid, CPR, passenger sensitivity, wheelchair lift and securement, and defensive driver training
  3. To explore the expansion of transportation hours for disabled residents

**Goal 3: To 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. To develop special programs to meet the health and welfare needs of our elderly residents
  2. To disseminate this information through wide distribution of the COA monthly newsletter
  3. To contact our elderly residents through mailings & telephone calls.
  4. To make home visit to homebound elderly
  5. To provide monthly program information to area newspapers
  6. To develop a weekly cable TV program highlighting elder services, programs and resources

**Goal 4: To assist elders in financial need**

- Objectives:**
1. To 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. To submit an article to Town Meeting that would increase the Senior Citizen Property Tax Work Off abatement from \$750 to \$1,000 effective July 1, 2010 for those elderly homeowners who complete 125 hours of service in a town or school department during the fiscal year
  3. To 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
  4. To help elderly residents reduce their medical expenses by providing information on various health insurance and prescription drug plans that meet their needs
  5. To help elderly residents obtain funds for home repairs through various federal or state programs.

**Goal 5: To provide varied opportunities for elderly residents to remain active members of the community**

- Objectives:**
1. To continue monthly birthday luncheons
  2. To expand the use of volunteers who assist with Council on Aging programs
  3. To provide transportation to/from Council on Aging programs during regular operating hours

**Goal 6: To provide elder services and programs at an easily accessible, central location**

- Objectives:**
1. To 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. To obtain donations of furnishings, equipment and funds to facilitate the COA move to and operation of the Senior Center at Frothingham Hall
  3. To keep elders informed regarding the community center plans
  4. To provide transportation for elders to informational forums and town meetings during which the community center will be discussed and action taken

**Goal 7: To provide adequate funding for all COA program and services.**

- Objectives:**
1. To prepare and submit an annual budget request to the town administrator
  2. To seek additional sources of funding through local contributions and Federal, State, and private foundations/organizations grants

**Goal 8: To help maintain the minimum level of energy consumption at Frothingham Hall**

- Objectives:**
1. To maintain minimum levels of electricity consumption in COA office space and during COA programs by shutting off all lighting and air-conditioning units when not needed
  2. To conserve heat in the COA office space and during COA programs in the shared activity rooms by keeping windows and doors closed during the heating season

## **Veterans**

### **Steve Nolan, Veterans Agent**

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

Objective 1 – Take applications for financial and/or medical benefits from veterans and/or their dependents.

Objective 2 – Obtain criteria for eligibility i.e. discharge papers, residence qualifications and dependency qualifications.

Objective 3 – Recommend to State Department of Veterans’ Services for or against authorization of benefits

Objective 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.

Objective 5 – Prepare timely reports to the State DVS in order for the Town to receive 75% reimbursement of benefits disbursed

Objective 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**

Objective 1 – Aid veterans in filing with the Veterans Administration for service connected disabilities

Objective 2 – Follow up those filings with any and all appeals when necessary including attending appeal hearings with the veteran

Objective 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.

Objective 4 – Attend as many State DVS training seminars as possible

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

Objective 1 – Establish local housing connections (landlords) who will aid with emergency housing for homeless veterans

Objective 2 – Stay updated on local and state employers willing to offer training and employment to veterans

Objective 3 – Have a working relationship with the Veterans Administration and Vet Center representatives to aid veterans with substance abuse problems

**Goal – Arrange and/or provide transportation to veterans’ hospitals or other medical facilities**

Objective 1 – Let local veterans’ organizations and Elderly Services know that transportation service is available

Objective 2 – Have volunteer drivers on call in case I am not available

**Goal – Actively participate in patriotic and veterans’ related issues and organizations**

Objective 1 – Regularly attend local VFW and American Legion meetings

Objective 2 – Participate in parades and other veteran memorial services

Objective 3 – Purchase flags for veterans’ graves and participate in placing them on graves

**Goal – Improve office efficiency**

Objective 1 – Keep the Veterans’ Services portion of the Town website updated

Objective 2 – Prepare veterans’ news items for the Easton Town Crier on a regular basis

**Treasurer Collector Office  
Teresa DeSilva, Treasurer/Collector**

**Objective:** Bankruptcy Records

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

**Objective: Tax Title**

- Tasks:**
1. Proceed with Land Court Foreclosures

**Objective: Website**

- Tasks:**
1. Improve Departmental information on website
  2. Review online availability for all types of Town Receipts

**Objective: Improve Office Efficiency**

- Tasks:**
1. Improve use of new software program

2. Establish and maintain stricter timeframes for collection process and refunds
3. Delegate more

## **Town Accountant Wendy Nightingale**

### **The Office of the Town Accountant shall maintain integrity of financial data**

- 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 streamline cash receipt/collection process with new financial accounting software

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

- 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
- Obtain an actuarial valuation for post employment benefits (i.e. health insurance) other than pension to be in compliance with GASB 45

### **The Town Accountant shall provide assistance during the budget process**

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

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

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

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

- Work with new software vendor to prepare additional customized reports that will enhance user needs
- Work with Information Systems Manager on preliminary evaluation of telephone systems/options in anticipation of existing telephone lease expiration in FY11
- Continue to build electronic data archives using Docushare document management software

**Enhance Staff Training**

- 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 needed and as funding permits

**Data Processing**  
**Michael Deltano, Information Systems Manager**

**Goal 1: Effective Network Administration**

**Objectives:**

1. Minimize 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 efficiently.
4. Insure that all important data on all servers are being properly backed up.
5. Insure that all e-mail is being delivered and is 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 ensuring 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 2: Effective Network Management**

**Objectives:**

1. Identify and provide or recommend training needs.

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 3: Maintain the Town Website**

#### **Objectives:**

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

### **Goal 4: 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, as needed, to avoid significant employee downtime. Old equipment will be sent to the schools if it is at all useful to them. Seek virtualization opportunities and continue the server virtualization project at the Police Station.
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 5: 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.

\* The Sophos anti-virus was purchased and rolled out 6 months earlier than anticipated and is working very well with the Bit9 Parity.

### **Goal 6: Prepare for the Future**

#### **Objectives:**

1. Continue the virtualization project with the servers at the remote sites in town.

Currently there are 2 servers at the Police Station (1 for Police dispatch and 1 for Fire dispatch), 2 at the Water Division and 2 at the School Business Office which can eventually be migrated into the virtual environment at the Police Station. All 6 of these

servers are 6 or more years old and hard drives are failing on them on a regular basis. The DPW server has been shutting down once a week for approximately one month which indicates that its motherboard could fail any day. Parts from last year's decommissioned servers will be utilized to upkeep them until the virtualization project is complete.

Long term advantages:

- a) 8 virtual servers are running at the Town Offices and only 6 physical servers are running at that location of which 3 are dedicated to the virtual environment. 5 of those 6 physical servers have a replacement cost of under \$4000 and eventually the document imaging server will be virtualized when larger hard drives are purchased in a year or two for the storage array. Of the 6 servers that should be virtualized this year, 5 of those are high end \$8000 servers and they will be replaced with 3 \$4000 servers running the virtual environment. When the project is finished we will have a total of 10 physical servers (6 running the virtual environment) and all of them can be replaced for under \$4000 each. We will also have a total of 14 virtual servers running and the ability to create more with just the cost of a server license.
  - b) The main part of this project will be the purchase of another EqualLogic storage array for the Police Station. Dell/EqualLogic now has a new array which is almost half the price of the array purchased last year but can do everything we need. The most important task being the mirroring of server snapshots between the Town Offices and Police Station. If either site ever went down we could start those servers at the other location. This is the best disaster recovery method available to the Town.
  - 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. There has now been a measurable amount of savings at the Town Offices since January 2009.
2. Finish off the SoftRight migration and push them for their promised SQL upgrade.
  3. Install and implement permit tracking software for the Conservation Commission and then other land use departments.
  4. Continue to research the possibility of putting in a point-to-point wireless connection from the Police Station to Fire Station 2 in order to dispose of the last Verizon point-to-point T1.
  5. 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. (This was delayed from last year due to the anti-virus upgrade as well as the spam filter/content filter upgrade.)