

Department Goals and Objectives for FY 2011

To: The Board of Selectmen

From: David A Colton, Town Administrator

Re: Report on Fiscal Year 2010 Departmental Goals and Objectives

Date: November 9, 2010

Since the close of Fiscal Year 2010 I have been reviewing progress on the goals and objectives of the various department heads. A link to the goals and objectives can be found at <http://www.easton.ma.us/Directory/townadmin/TownAdmin.htm>.

Overall the department heads have done remarkably well in reaching their goals. Like all of us some things we would have liked to have accomplished fell victim to the “Great Recession” and can be delayed until financial conditions improve. However, continued operation at a less-than optimal level has begun to exact a toll in some areas. The following is only a summary of noteworthy accomplishments and cautions. For a more detailed look at the work of our departments please see the Town Administrator’s quarterly reports which are also posted on line.

Public Health and Safety

The Police, Fire, Health and Inspectional Services department heads are all performing at a high level and deserve praise for operating with resources that have been cut back. All three have continued to meet the demands of their profession through professional development activities.

The Building Inspector, Mark Trivett, has been able to seamlessly implement the latest version of the State Building Code and integrated his responsibilities as one of Governor Patrick’s appointees to the Architectural Access Board. The Town is fortunate to have an individual of Mark’s integrity and credibility as its Inspectional Services Director.

As I commented in the report on my goals and objectives, the change in leadership at the Health Department which has occurred over the past two years has produced remarkable results. The Health Department is more focused than ever on serving the public as a team of professionals.

Allen Krajcik has been Chief of Police for little more than a year, but has accomplished several major goals. At the time of his appointment the position of Deputy Chief was cut from the budget. Allen responded by reorganizing his command staff by creating an executive officer at the lieutenant level. This was done by promoting a sergeant, thus not requiring additional staff. Allen has also improved the technology available to patrol officers, training in firearms, pedestrian safety, and reduced costs.

Chief Stone has, perhaps, the most difficult job of all as the Fire Department has been the hardest hit by budget cuts of all departments. The budget cuts have taken the form of lay-offs and extreme limits on spending for equipment replacements. In addition, several retirements have reduced manpower and required the chief to **assume greater responsibilities**. Tom has done a great job

meeting these demands and in obtaining grants to close some of the gaps. The Chief's job is further compromised by a deeply entrenched union with leadership that is often confrontational.

Further, the present financial situation at the fire department is not sustainable for the long term. The Town simply does not have the resources to staff three fire houses at minimum levels given current pay and benefits, especially the amount of paid time off received by our firefighter/paramedics and the contractually mandated 24 hour shift.

Our firefighter/paramedics and Chief are all dedicated to protecting the safety of the citizens of Easton. It does our citizens no good, however, to continue to operate in a manner that is not in line with the most effective and most efficient means of delivering top notch fire prevention and emergency medical services.

Accordingly, as soon as it is practical, I will seek funding for a comprehensive management study of the fire department for the purpose of developing an action plan that will result in a fully staffed fire and emergency medical department the Town can afford. In the meantime, I will conduct research into the staffing of area fire departments.

Public Works

The Public Works Department provides a wide variety of services to the public and other town departments. The Director and his managers also do an excellent job with fewer and fewer resources being made available each year. The Water Division operates on an enterprise fund and is supported entirely on user fees. Jack Marsh (Water Operations Manager) and DPW Director Wayne Southworth deserve a lot of praise for keeping the division functioning at an acceptable level without increasing the water rate for several years. Maurice Goulet (DPW Operations Manager) deserves credit for absorbing the new solid waste program into the DPW operation and the duties of the recent elimination of a supervisory position. The Public Works department enjoys a positive working relationship with the three unions that represent the managers and employees.

The DPW plays a major role in the Town's "Green Communities" initiatives as well as in many public activities such as the Arbor Day celebration and the Household Hazardous Waste Collection Day along with the Community Pride Roadside Cleanup, The Annual Water Division Open House and Poster Contest and the Canoe River Awareness Day.

Looking ahead there are three concerns that need to be mentioned. First, the requirement of the Commonwealth of Massachusetts that water consumption for a Town is kept to 65 gallons per capita. This places tremendous burden on the Water Division to promote conservation and enforce outdoor watering bans. So far the Town has met this challenge, but continued vigilance is necessary.

Second, the ability to sustain an adequate maintenance program for the infrastructure of the town with shrinking financial resources is in doubt. As infrastructure, in our case buildings, roadways, signs, sidewalks, drainage and water systems, and public trees, ages it requires more maintenance. Staffing levels have begun to fall in response to the current recession, as have expense lines; but these must be restored as soon as practical in order to quell the very expensive deterioration of public facilities.

Third, is the demand for new infrastructure, particularly sidewalks and traffic control devices. Over time, portions of Easton have become less rural and more suburban in nature. The trend is that more people are walking, jogging and cycling than ever before. In addition, school bus routes have been trimmed leading to more demand for safe walking routes. Most of Easton's roadways are rural in

nature with no sidewalks or other amenities. This is creating demand for sidewalks, bike lanes, and increased traffic controls such as signals and signage. No funding for new infrastructure is provided in the town budget. In the coming year we will advocate for Town funded capital improvements in pedestrian and traffic safety.

Social Services

The Town has three departments that provide services to constituent groups; the Council on Aging, the Recreation Department and the Veteran's Services Department. The Council on Aging from a town budget point of view is the largest while the others rely on outside sources for much of their revenue such as user fees (Recreation) and State Reimbursement (Veterans).

The Director of the Council on Aging, Del Kent, runs a very smooth operation that provides many important programs to elder citizens of the Town. She has a difficult task in coordinating activities in various locations while relying on a number of volunteers. She has also taken a leading role in the development of the Frothingham Hall Community Center. Unfortunately, we have had to eliminate the position of Recreation Director and now rely on the Program Coordinator. I will present a reorganization of these two departments in the near future.

Veteran's Agent Steve Nolan does an outstanding job in meeting the needs of our veterans. This year he has agreed to be the regional Veteran's Agent for Easton and Norton. Organizing that effort will be a challenge for Steve the first half of this year, but once in place the new regional effort will achieve the same great results at a smaller cost.

General Government

We are fortunate to have a group of highly competent department managers in the key financial and administrative areas of accounting, treasury, assessing and clerk. They have all gone through a major financial software upgrade that has challenged their staff and commanded their attention. None-the-less they have each made strides in increasing the amount of public information available on the Town's web site and are about to embark on paperless bill presentment and collection.

I have two areas of concern with regard to these departments.

First, because they are small (2-4 full employees each) there is significant risk of failure should an individual be unavailable for an extended period of time. We have seen this happen in the Collector/Treasurers' office this year with the extended medical leave of an employee. Luckily we were able to identify a temporary solution and obtain funding via a reserve fund transfer, however had this been a higher skill level employee we probably would not have been as lucky. One possible solution is to merge departments into a Finance department headed by a Director of Finance. A larger department would give us the opportunity to re-write the departmental mission to be more expansive, create opportunities for cross training and an appropriate level of redundancy.

Second, are prolonged budgetary pressures. As we are preparing to budget for the third straight year of shrinking revenues, more and more pressure is put on budgets to cut personnel and expenses. These lead to sub-optimal and unpopular methods. For example, although the combination of polling places saved significant (as a percentage of the Town Clerk's budget) monies it led to traffic congestion at the last election. The decision to mail tax bills only twice per year has been unpopular and may be contributing to longer lines at the collector's window as last-minute payers increase because they did not receive a reminder. We hope paperless billing will help alleviate this condition. In addition, the troubles related to smaller departments mentioned above are only exacerbated by

shrinking budgets. We need to be aware that the ability of smaller departments to absorb budget cuts without significant public service implications is no more.

Planning and Community Development

This department has undergone significant change and is now under new leadership. In addition, we added the town's first community housing planner this year. The Planning department provides essential staff support to a growing number of Boards and Committees. Along with its traditional role with the Planning Board and Conservation Commission the department is providing greater than ever levels of support to the Historical Commission, Fair and Affordable Housing Partnership and the Community Preservation Act Committee. This year the Affordable Housing Trust and even the Recreation Commission have become more active.

The department also works on projects in a manner independent from the appointed Boards. Planning for the sewer system, monitoring the South Coast Rail Project, grant management, transportation planning, economic and agricultural development, and community visioning add to a very full plate. I look forward to a productive year with the new team in place.

Please let me know if you need any further information.

Fire Department

Thomas Stone, Fire Chief

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 two of 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 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 work with the Town Administrator, and Police Chief, to improve the cost effectiveness and efficiency of public safety dispatch.

Objectives:

- To monitor the progress of the Bristol County 911 Regional Dispatch Feasibility Study
- To monitor the progress and expansion of the Norfolk County Mutual Aid Dispatch Center
- To meet with the Fire Chief and other officials in the Town of Sharon to determine the efficiency of their new regional dispatch operation. (Joint fire dispatch operation with Holbrook Fire/Norfolk County Control)

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

Objectives:

- 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.
- Continue to seek grant funding to support the Student Awareness of Fire Education (SAFE) Program.
- 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

Goal: To reduce the energy, fuel, and paper consumption of the Fire Department

Objectives:

- Change the requirement to record the daily apparatus and equipment checks on paper
- Change the requirement that the on-duty officer perform daily sub-station checks
- Work with the Town Treasurer to develop an electronic billing system for annual master box fee collections

Police Department

Allen Krajcik, Police Chief

Goal: To reduce traffic collisions by increasing traffic enforcement and through public education

Objectives:

- Increase directed traffic enforcement patrols
- Increase patrol visibility as a deterrent to traffic violators
- Analyze the locations of high accident areas and direct patrols to those locations
- Apply for State and Federal traffic safety and enforcement grants

Goal: Improve moral and improve communication within the department by conducting individual personnel interviews

Objectives:

- Interview each department employee individually to get positive suggestions and feedback to improve our department
- Implement the suggestions that the employees have to make improvements within our department

Goal: Gain Accreditation through the Massachusetts Police Accreditation Commission

Objectives:

- Complete the 250 standards required for full accreditation
- Receive State accreditation by March of 2011

Goal: Improve firearms training for all officers

- Send our four firearms instructors to advanced firearms training courses
- Conduct two daylight hour instructional firearms courses for all full time and part time officers.
- Conduct one night time (low –light) instructional course for full time officers.
- Review the department’s use of force policy with all officers
- Review our less lethal use of force policy with all officers

Goal: Use new technology to enable citizens to anonymously report crime

Objectives:

- Begin using the Crimestoppers “Text-A-Tip” program
- Give notice to the public of the availability of this tip line

Goal: Organize our records archives

Objective:

- Assign an officer to organize and secure the boxes of detective’s reports, photographs, etc.
- Preserve records in accordance with the State’s public records retention law

Goal: Reduce energy costs and paper usage

Objectives:

- Have town’s electrician install motion detectors for office lighting so that lights turn off and on automatically
- Adjust timer for parking lot lights so that they turn on/off as needed according to seasonal changes
- Install low energy light bulbs and replace the incandescent bulbs when feasible within the station
- Make use of document scanners and email to reduce the use of the copy machine and reduce storage requirements

Planning & Community Development

Bradford Washburn, Planning Director

Conservations Goals:

1. Continue to promote use of permit tracking software
 - a. All professional applicants submitting applications through PermitEyes
 - b. All reports and permit documents available to public using PermitEyes
 - c. Application submittal through PermitEyes available to all applicants
2. Land Management
 - a. Finalize budget and prioritization
 - b. Begin executing plans
 - i. Place tenant at Tufts Farm
 - ii. Develop forest stewardship plan (leveraged by DCR grant already awarded)
 - iii. Continue public outreach including joint sessions w/Recreation Commission
 1. Especially target EJ communities
 - iv. Develop formal plan for potential leasing of agricultural fields

Community Preservation Committee Goals:

1. Support efforts to acquire needed recreation land
2. Establish a process for rolling review of applications
3. Improve public relations

Planning & Zoning Goals:

1. Implement PermitEyes module for Planning
2. Complete Community Visioning Report
 - a. Complete Final Report
 - b. Conduct public meeting to discuss progress and next steps
3. Revise Zoning Bylaw to:
 - a. Include a process for a modification to an approved Site Plan
 - b. Require site plan approval for Class II licenses
 - c. Allow Accessory Dwelling Units and Mixed Use Districts
 - d. Revise parking ratios to encourage business development

4. Work with DOT on technical assistance grant (Route 138 and North Easton Village) and on station area designs for South Coast Rail in Easton
5. Close out unfinished subdivisions that have exceeded their approval timeframe
6. Revise Subdivision Rules and Regulations roadway standards to incorporate Low Impact Development principles
7. Complete consolidation of Planning & Zoning Board files into a by-address system

Historical Commission Goals:

1. Continue to explore and make recommendations on historic preservation through ordinances (e.g., Local Historic Districts, Architectural Preservation Districts)
2. Amend Demolition Delay by-law to better achieve original intentions
 - a. Ensuring Commission's ability to enforce conditions placed on decisions
 - b. Further define "demolition"

Affordable Housing Goals:

1. Oversee completion and DHCD approval of Housing Production Plan
2. Create a repository of information on housing affordability resources, accessible online and in print
3. Initiate information outreach on affordable housing policies and programs for the general public
4. Implement homebuyer assistance program
5. Oversee disposition of 12A Highland Street for the purpose of development of an affordable unit

General Goals:

1. Issue an RFP for a contract for appraisal services
2. Oversee development of town-wide Town-owned property database

Energy Efficiency/Paper Reduction:

1. Utilization of PermitEyes Software for Planning and Conservation filings

2. Electronic distribution of all Board and Commission materials for Board/Commission members (paper copies available by request)
3. Use laptop and projector at Board/Commission meetings and Development Review Team meetings to display plans, graphics and other project-related materials (paper copies available by request)
4. Limit number of paper copies of all Bylaws, Rules & Regulations and encourage users to access them on the Town's website

**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 Audit Committee to finalize a 3 year audit contract for fiscal years ended 2011-2013
- Work with Collector/Treasurer's Office to prepare timely reconciliations and financial reports

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 new contract for OPEB valuation as of January 1, 2011 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
- Provide additional reports/analyses as required
- Provide technical assistance and training 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:

- Work with Information Systems Manager on preliminary evaluation of telephone systems/options in anticipation of existing telephone lease expiration in November
- Continue to build electronic data archives using DocuShare document management software
- Print more reports to PDF files to reduce printing and paper consumption.

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 needed and as funding permits

Treasurer Collector Office

Teresa DeSilva, Treasurer/Collector

Goal: Bankruptcy Records / Foreclosure Notifications

Objectives:

- Establish filing procedures /guidelines for staff to use
- Monitor accounts for easier recognition when compiling tax takings

- Build spreadsheets for individual litigation accounts for reconciliation of payments received from court.
- Develop / organize notices of foreclosure from banks.

Goal: Identify Areas for Savings

Objectives:

- Pursue E-Billing of receivables (trash, water, personal property, and real estate)
- Reintroduce/Promote Online bill pay as well as expand the departmental collections of receipts to online programs
- Review office procedures for refinement – work with Assistant Treasurer/Collector to identify documents which can be stored through PDF or scanning vs. printing of copies.

Goal: Interoffice Relationships

Objectives:

- Review weakness between departmental communications in order to improve communications and flow of informational stream specifically with planning and community housing departments
- Work with Accounting Department for potential of expanding e-payments to vendors

Goal: Improve Office Efficiency

Objectives:

- Maintain strict timeframes for staff of processing collections, pulling receipts to Treasurer Side of software, updating QuickBooks for submission to accounting
- Have part-timer process all refunds on a monthly schedule
- Delegate posting of interest onto accounting sheets to finalize processing
- Instruct Assistant to complete entering bank interest into QuickBooks no later than 3 weeks after receiving statements
- Reconcile bank statements no later than 3 weeks after interest is entered into QuickBooks

Goal: Professional Growth and Development

Objectives:

- Attend professional meetings, annual school and conferences
- Maintain membership in professional organizations
- Demonstrate leadership on Associations Education Committee
- Professional representation of Town on Health Insurance Consortium Boards

Council on Aging

Dolores Kent, Director

Goal: 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. To improve elder services by implementing or expanding current programs
3. To provide information and make referrals for those services not available through the Council on Aging

Goal: 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 an effective preventative maintenance program for COA 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 effectively market the expanded transportation hours of service through 12/31/2011 or until funds are expended, whichever comes first Service during the expanded transportation hours is available to any Easton resident in need of transportation to destinations within our service district

Goal: 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 and telephone calls
4. To make home visits to homebound elderly
5. To provide monthly program information to area newspapers and cable TV

Goal: 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, 2011 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, state, or local programs.

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

- Objectives:**
1. To provide a variety of on-going activities for our older residents at the Frothingham Hall Community Center
 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: 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 keep elders informed regarding the community center renovation plans
 3. To 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. 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: To help maintain the minimum level of energy consumption at Frothingham Hall

Objectives:

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

Goal: To help reduce paper consumption at Frothingham Hall

- Objectives:
1. To help reduce paper consumption by only printing e-mails when a hard copy is essential and to include the statement, **“Help make the earth a greener place. If at all possible resist printing this e-mail and join us in saving paper.”** on all outgoing e-mails
 2. To use the double sided feature when documents need to be printed
 3. To reuse scrap paper whenever possible in lieu of using new paper

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

Goal: Continue Development of the DPW GIS Program

Objectives:

1. Develop an Interactive GIS Energy Map
2. Continue development of a DPW Water System Layers using GPS
3. Continue development of a DPW Storm water Layer using GPS
4. Continue mapping and inventory of all traffic signs
5. Continue revisions to the Assessors Parcel Layer
6. Celebrate GIS Day November 17th with a Public Display and Presentations
7. Improve GIS accessibility

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

4. Apply for a Water Conservation Educational Grant from the DEP

Goal: Promote Energy Conservation at all Town Facilities

Objectives:

1. Support the Easton Green Communities Committee through the GIS Specialist who serves as Chair
2. Participate in EPA Energy Reduction Challenge Program
3. Advocate Energy Conservation within the Capital Budget
4. Conduct a survey of water usage at all Town facilities
5. Work with National Grid and Bay State Gas on any available rebate programs
6. Provide educational material to all municipal employees (Green Bytes Newsletter)
7. Participate and assist with the production of films regarding conservation efforts to be televised on the local cable station
8. Reduce paper and waste products by installing electric hand driers in all town bathroom facilities
9. Investigate a Solar Energy installation on the 22 acre landfill site

Goal: Monitor Landfill

Objectives:

1. Oversee Maintenance contract with CDM
2. Coordinate annual mowing of the 22-acre site

Goal: Implement Road and Sidewalk Projects

Objectives:

1. Serve as a member of the Old Colony Planning Council Joint Transportation Committee
2. Meet with Bay State Gas to coordinate their work with our roadway improvements
3. Oversee scheduled sidewalk and roadway improvements for this year
4. Work with Beta Engineers on the design of the Prospect Street and Foundry Street intersection improvements
5. Work with MA DOT on the implementation of the 5-Corners reconstruction project
6. Work with Beta Engineers on the design of the Turnpike Street and Foundry Street intersection project

Goal: Oversee Capital Budget Appropriations

Objectives:

1. Prepare the annual Capital Budget and conduct presentations before the Board of Selectmen and the Capital Budget 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 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 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 Stations
- 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 Graduation set-up
- Provide vehicle maintenance for special needs busses 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
- Provide GIS mapping and support

6. Assessors

- Update Assessors GIS Maps

7. Conservation Commission

- Maintain parking areas at Commission properties
- Provide maintenance at Tufts Farm
- Provide GIS mapping

8. Building Department

- Maintain vehicles (1)

9. Board of Health

- Maintain vehicles (2)
- Provide DPW assembly room for meetings

10. Council on Aging

- Maintain bus fleet (5)

11. Data Processing

- Provide GIS Mapping
- Relocate cable connections and wiring

12. 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

Water Division

Jack Marsh, Operations Manager

Goal: Provide safe potable water to the community

Objectives:

- Continue efforts to comply with the EPA's Ground Water Rule (GWR)
- Install new equipment and software programming at all pumping stations to meet the MaDEP new Chemical Safety Initiative
- Comply with all state and federal drinking water regulations
- Complete MaDEP annual statistical report as required
- Conduct an annual system wide unidirectional flushing program

Goal: Conduct infrastructure maintenance and repairs

Objectives:

- To implement our completed Master Plan water main replacement program
 - Work with Amory Engineering on the design of water improvements for Holmes Street, Linden Street, Pleasant Street and King Avenue
 - Prepare bid documents, solicit bids for construction in the spring of 2011
- Conduct a minimum of one complete system wide leak survey using Acoustic Leak Detecting equipment
 - Pinpoint and repair all leaks in a timely fashion
- Continue our Backflow Prevention Program
- Repair water service and main breaks in a timely fashion
- Maintain meter replacement program by replacing approximately 700 meters annually

Goal: Public Relations and Support to General Public

Objectives:

- Continue to alert customers of potential leaks within their plumbing system using our meter technology
- Prepare and distribute 2010 Consumer Confidence Report (CCR)
- Return phone calls to residents with complaints or concerns in a timely manner
- Conduct site visits to investigate problems for a resolution if one is attainable
- Keep the general public informed of construction and maintenance activities of the department through the use of the Water Division's Website

Goal: Provide Support to other departments

Objectives:

- Assist the DPW Director in implementing his goals
- Carryout any work orders submitted by other departments
- Continue to work with the SoftRight Company on the implementation of the Utility Billing module for the Water Division

Goal: Pumping Stations

Objectives:

- Maintain accurate master meters by testing and calibration
- Continue SCADA system maintenance with hardware and software upgrades
- Conduct annual well and pump performance test on all wells
- Run all emergency standby engines/generators on a regular basis

DPW Operations Division

Maurice Goulet, Operations Manager

Goal: Provide Program Support to the Department of Public Works

Objectives:

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. Attend Southeastern Regional Services Group (S.E.R.S.G.) meetings as Easton's Highway representative for regional services and supply bids.
5. Continue to apply for a safety grant from MIIA for monies for specialized training and prevention programs
6. Research and obtain a new digital work order system to reduce paper and streamline tasks.
7. Utilize the municibid.com website to dispose of surplus vehicles and equipment.
8. Contract a vendor to perform state inspections on all DPW vehicles on-site to save time and streamline the process for more efficiency and to ensure safety

Goal: Supervision of Highway Division Maintenance

Objectives:

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
6. Continue to seek out the most advanced technology and techniques to chemically treat the town's roadways

Goal: Conduct infrastructure repairs/improvements: Highway Division

Objectives:

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
7. Improve visibility of crosswalks in high traffic areas and around schools.
8. Attach 3 large sanders directly to the truck chassis for sanding operations to give more longevity to these vehicles

Goal: Supervision of Building and Grounds Division Maintenance

Objectives:

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. Continue to practice energy conservation methods in the DPW building. (control heating and electricity usage)
5. Sustain the professional appearance and efficiency of the DPW facility at the Center Street location

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

Objectives:

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

Objectives:

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
5. Continue to administer and maintain the town's solid waste and recycling program including appeasing customer concerns, assist in the quarterly billing, and investigate grant opportunities when available

Goal: Provide Support to the DPW Director

Objectives:

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 or when needed
3. Collect some Highway and/or Building and Grounds data or utilize a GPS unit to create data layers, for the GIS. (Preferably a drainage layer)

Board of Health

Mark Taylor, Kristen Kennedy, Health Agents

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

Objectives:

1. Maintain the same calendar month cycle for annual permits by starting the process sooner.
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 spread sheets as the main file to retrieve information. The excel spreadsheet is an efficient way to organize and compare year-to-year data. This will save time retrieving information. A hard copy of the permit application 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 dependence 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 as well as upcoming 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. This will be done through dumpster regulations, recycling surveys, permits and fees.

2. Identifying and Maintaining AED Defibrillators stationed throughout the town.
3. 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.) and reporting.
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 Volunteer's credentialed and badges.

Goal: Develop and build a competent working staff force

Objectives:

1. Develop cross training within Board of Health with all staff to broaden scope of services to the community. This would improve customer service by providing quick and reliable inspectional services.
2. Pursue educational opportunities for staff to grow in their profession. As well as maintain current professional licenses.
3. Clearly define the roles and responsibilities of the clerk position for this office. In so defining how and when turnovers, agendas, minutes, and information is given to the board as well as other departments. Continue with the development of the standard operational procedure (S.O.P.) for entire office.
4. Have monthly staff meetings. These meetings will be 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 Heads to discuss work priorities with staff members at the beginning of 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. 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 organize 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.
4. Make arrangements to receive pumping records in spreadsheet format to better serve the community.

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. Work with Southeastern Regional School on “Green Building” with environmental teacher.
2. Establish Medical billing reimbursements to help fund future clinics.
3. 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).
4. 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]).
5. 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 current topics, events and programs

Town Clerk's Office
Jeremy Gillis, Town Clerk

Goal: Ease of access for Easton Residents to information

Objectives:

- Work with other departments to ensure information that needs to be available is
- Mandate that all agendas and minutes are submitted in electronic format, which can then be printed, scanned and located on DocuShare for any department use
- Continually update Town Clerk's web page to ensure that all information is easily located
- Open Meeting law training session for all Boards, Commissions and where applicable, employees
- Update webpage to include appointed handbook and all training materials

Goal: Preservation of Town's Historical Documents

Objectives:

- Input of Vital Records into new Softright Programs
- Locate and secure additional funding for preservation work

Goal: State Elections

Objectives:

- Prepare and execute State Primary and State Election
- File appropriate reports with Secretary of the Commonwealth
- Training class for all election workers
- Continue to look for and implement cost savings for elections in Easton

Goal: Annual Town Election/Town Meeting

Objectives:

- Prepare Election Calendar
- Issue and certify Nomination papers
- Voter registration drive
- Prepare for Annual Town Election, April 2011

- Prepare for Town meeting 2011
- Send by-laws/accepted provisions to appropriate state agencies

Goal: Office Procedures/Training

Objectives:

- Begin educational process to become a Massachusetts Certified Purchasing Agent
- Seek any and all Procurement Training that may be available
- Continued attendance at New England and Massachusetts Town Clerk conferences
- Attendance of Principal Clerk at IIMC Clerks Institute year 1
- Continuing cross training of all staff members
- Training class/webinar for office in utilizing Microsoft Outlook.
- Annual review of all office procedures, practices
- Annual review of Office fee schedule
- Continual update of Office files to enable ease of access

Goal: Green Office Practices

Objectives:

- Continue to implement “as much as possible” paperless strategy. This shall be accomplished by the following:
 - Utilizing DocuShare, PDF printing and Microsoft Outlook
 - Training class/webinar for office in utilizing Microsoft Outlook
 - Implementing a “No Print” email policy
 - If an email or document must be printed for reference, utilization of the “two pages” per sheet function will be required
 - Mandated submittal of Ethics and Open Meeting Law receipts via email.
 - Establish an email list for reminders to residents
 - For all Documents that were printed in duplicate, triplicate, etc. no longer will a department copy be printed. It will be printed 1x, and the department copy will be in scanned into DocuShare.
- Efforts to reduce all office waste
- Utilization of less electricity and heating/cooling systems
- Continue policy of re-use of items

Goal: Fiscal Practices

Objectives:

- Continual review of all purchasing under department purview
- Reduction in overall expenditures through constant management
- Work with Information Services to continue process of standardizing Town printers
- Increase of revenues through constant enforcement and reminders
- Continue to look for and implement cost savings for elections in Easton

- Seek any and all Procurement Training that may be available

Goal: Records Management

Objectives:

- Fine tuning of records management policy currently in place
- Collaborative efforts with Information Services to prepare for new regulations governing sensitive information
- Establish true archival practices regarding information/files stored in attic, including but not limited to, limiting access which will tie into #2 above
- Community shred day for the Citizens of Easton, in collaboration with Shred-it
- Removal of all records eligible for destruction on a quarterly basis

Inspectional Services

Mark Trivett, Inspector of Buildings

Goal: Inspector of Buildings shall manage the Inspectional Services Department to deliver professional services to the Town of Easton

Objectives:

- Manage a staff of eight and hold them to the highest level of professionalism
- Review and document employee performance
- Ensure staff is properly trained and has appropriate licenses and certifications
- 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

Goal: 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, create new efficiencies, reduce energy consumption
- Serve as a steward of the environment through administration of the Stretch Energy Code and Green Building Programs
- Partner with Development Review Team and new Planning Director 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

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

Objectives:

- Attend New England Building Officials' and Southeastern Mass. Building Officials' seminars with other Building Inspectors
- Ensure Inspectional Services' staff maintains required continuing education credits by attending monthly meetings of respective professional associations and available DPS/BBRS and ICC training programs
- Encourage licensed construction supervisors to attend available training seminars for continuing education requirements
- Continue training Wiring Inspector as a Combination Inspector and utilize this dual role in the field to realize efficiencies
- Increase training budget to 3% of overall budget as recommended by ISO as 780 CMR-8th Edition comes into effect

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

Objectives:

- Emphasize the importance and necessity of permits and the protection provided
- Promote 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

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, for example, more fill able forms and applications

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
- Continue survey of architectural accessibility in Easton

Goal: Inspector of Buildings shall investigate computer and information technologies to improve services

Objectives:

- Investigate software tools and devices that support operations such as plan review, permitting, inspections, reporting and tracking
- Require submission of Project Completion Affidavits and a Building “as-built” on a CD in PDF format prior to issuance of a Certificate of Occupancy
- Endeavor to disseminate information to the public concerning building code enforcement and its influence on the economic well being of a municipality and the safety of its citizens

Assessors Office

Robert Alford, II Assistant Assessor

Goal: Chief Assessor will complete the Fiscal Year 2011 Interim adjustment 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, 2011

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 2010
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. Continue to update the 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. Continue to update the Exemption section that will have information and forms
3. Continue to update the 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 Land 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
5. Work with the Treasurer / Collector to resolve all past outstanding personal property bills in order to release prior years overlay

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
4. Create a spreadsheet on the town common drive that can be used by all departments with all pertinent assessing information

Goal: Complete majority of building permits for fiscal year 2012 for preliminary bill

Objectives:

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

Goal: Conserve energy.

Objectives:

1. Request motion sensor for inner hall way to office
2. Request that a separate switch for each row of lights in Chief Assessor's office and outer office. This would allow us to just have one set of lights on when needed instead of two all the time.
3. Each Friday one of the three of us in the Assessor's office will not use their electronics. This will be accomplished by doing fieldwork, time off or doing other office work.

Goal: Conserve Paper.

Objectives:

1. Continue to place more forms on the Assessor's web page. Direct people to the website. Save paper and postage.
2. Continue to create postcards instead of letters. Save on paper and postage.

3. Print new property record cards on revaluation years only. This will save over 8000 pieces of paper each year. Ink will also be saved because the property record cards are double sided and some have multiple cards.

Data Processing

Michael Deltano, Information Systems Manager

Goal: Effective Network Administration

Objectives:

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

Goal: Effective Network Management

Objectives:

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

Goal 3: Maintain the Town Website

Objectives:

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

Goal 4: Hardware and Software Upgrades

Objectives:

- Replace any 4 to 5 year old desktop computer with a new unit before it fails. Older computers will be recycled to the schools and library.
- 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.
- Upgrade any obsolete software or operating systems on an as needed basis. Otherwise software and operating systems will be upgraded to the most current level at the time of hardware upgrades.
- Upgrade old laptops as financial resources permit and based on need.

Goal 5: Roll out the Bit9 Parity software

Objectives:

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

- 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:
 - 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.

- 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.
 - New servers could be brought on-line in hours instead of days.
 - Crashed servers could be re-built in minutes instead of hours.
 - Tape backups would be replaced with server images and mirrored for the best possible disaster recovery solution.
 - Less hardware means less energy consumption. There has now been a measurable amount of savings at the Town Offices since January 2009.
- Keep pushing SoftRight for their promised SQL upgrade.
- Install and implement permit tracking software for the Conservation Commission and then other land use departments. Stephanie has been working with the selected vendor but as yet nothing is on our servers and no other departments have been involved. That should all change in the next few months.
- 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. This could be bundled with the new phone system.
- Add document management to our website by working with Revize Software. They are the only vendor who I have talked to who will do a partial implementation of the document management solution only without taking over the entire website. The cost will only be \$2500 up front and then \$50/month after that.
- Get some training on Windows 7 and Server 2008. Skillsets Online has provided a quote for online training for only \$1950 for both of these operating systems. I would not have to travel offsite for a week at a time and the cost is far less than a traditional classroom type of training. The demo I was given shows that they have a good amount of hands on webex style labs which are very much like a preconfigured lab.
- Upgrade the hard drives in the Town Offices EqualLogic storage array to match the size of the one at the police station. This will involve taking down all the Town Offices virtual servers and moving the data to the new drives on a different array and then moving the new drives to our array.
- Research, purchase and implement an email archiving solution so that we will be able to store and search all emails going back for 5-7 years. This will protect the town from any possible legal situations if retrieval of old email is requested by Town Counsel.
- Research and coordinate the re-wiring of both data and phone lines in the Town Offices with the purchase of a new phone system. This will include all 3 fire stations, DPW, Water and possibly Police as part of the project.
- Work with Adrienne to get other departments involved with using and contributing to GIS data.