

**Report on
Goals and Objectives
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Town Administrator
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Fiscal Year 2010 was a very busy and historic year for the Town of Easton. The following is a review of the Goals and Objectives we set out one year ago:

1. Financial

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

- Objective: Review and update capital plans
- Objective: Endeavor to successfully adapt to economic uncertainties.
- Objective: Articulate fiscal goals and objectives, as well as strategies for implementation, to the town
- Objective: Identify areas for savings and potential budget busters

Fiscal Year 2010 was the first full fiscal year of the “Great Recession”. Given the difficulties we made it through with few problems. Of course, we have been focused on preparing and adopting the FY 2011 budget which was finally passed by Town meeting on June 14. The biggest challenge was in accounting for cuts to local aid. Since FY 2008 local aid has fallen by \$717,336 making balancing a budget while costs are increasing a difficult task. By managing our biggest budget items and containing our smallest we have been able to maintain services at an acceptable level.

A significant accomplishment in crafting the FY 2011 budget was the establishment of a capital stabilization fund which will help keep the Town on a steady fiscal footing over the long run.

Related to capital budgets was a successful bond issue and maintenance of our bond rating at A2 despite a down underlying economy.

2. Human Resources Management and Labor Relations

The Town Administrator shall interact with employee groups in good faith; in an atmosphere of mutual respect and trust.

- Objective: Resolve open contracts in a timely manner.
- Objective: Produce wage and benefit agreements that are fiscally sound
- Prepare and submit a Personnel Plan
- Identify changes to streamline the personnel by-law

On the labor front there was little activity during FY 2010 with three unions under contract beyond June 30, 2010 and three expiring on that date. Contract negotiations are currently ongoing with the DPW, Clerical and Dispatchers unions.

With the help of Mary Southworth we completed the Town's first comprehensive personnel plan in January as required by the Town Charter.

I have completed a review of the Personnel by-law and will be presenting the Selectmen with proposed changes in the next several weeks.

3. Community Relations

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

- Objective: Attend off hours community events
- Objective: Develop positive and productive relationships with civic, business, and other groups important to the Town of Easton
- Objective: Conduct the town's business in an open and transparent manner; maintain credibility with the media and general public.

I have not attended as many events in the past year as I would have liked. In addition, the deteriorating relationship with Stonehill College is regrettable. However, the Town's business is conducted in an open and transparent manner. Once again we were awarded the eGovernment Award with Distinction by Common Cause of Massachusetts.

4. Quality of Life

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

- Objective: Open Frothingham Hall as the Town's Senior and Recreation Facility

- Objective: Work with the Council on Aging and Recreation Directors to expand and improve programs
- Objective: Continue to make progress on plans to renovate Frothingham Hall
- Bring the Recreation Department to self sufficiency by June 30, 2010.

Frothingham Hall opened this year and is operating as a Community Center. This summer the Recreation Department is utilizing the space to offer many programs including a new one for pre-schoolers. The firm of cbt architects, Inc was selected to begin the design process for renovations. Conceptual design is complete and after a public process a renovation scheme was selected. The next step will be to hold a LEED charrette late this summer to develop methods to bring “green” design concepts into the program.

Unfortunately, the Recreation Director will be let go in September as a budget balancing measure which had the effect of bringing the department to self sufficiency. I am in the process of developing a reorganization plan of the department in cooperation with the recreation commission.

Also related to “quality of life” is the opening of Queset Gardens which is being sponsored by the Ames Free Library under a plan I proposed to link the lease of land to the Library for parking with responsibility of the care of the gardens.

5. Planning and Economic Development

The Town Administrator shall actively participate in the planning process especially with regard to housing, economic development, open space enhancement, historic preservation, and transportation enhancement.

- Objective: Support the Historic Commission in its effort to survey the historic properties in Easton
- Support the Historic Commission in the development of a North Easton Village Local Historic District
- Actively pursue the preservation and reuse of the Easton Shovel Works as housing
- Lead the Easton Affordable Housing Trust through the development of its initial plan

This has been the leading set of activities this past year. Of course the Shovel Shops Development has been well chronicled. Our success in recruiting a developer, articulating

a vision for the site, and securing town support to prevent the destruction of one of the most endangered historic sites in the nation is incomparable.

The procurement of a consultant to survey Easton historic sites was successfully completed and Town meeting adopted a North Easton Historic District in May after a lot of hard work by a citizen committee and Land Use Agent Stephanie Danielson.

The Easton Affordable Housing Trust got off to a great start in its first year of operation. We developed and adopted an Action Plan (available on-line) and secured funding through the Community Preservation Committee and Town Meeting. Our first Community Housing Planner was hired in July to implement the plan.

In addition, the Town adopted its first inclusionary zoning by-law to encourage the development of affordable housing units.

6. Infrastructure and Public Works

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

- Objective: Begin the implementation of wastewater collection, treatment and disposal options for the Town of Easton
- Objective: Assist with the implementation of energy efficiency and conservation measures proposed by DPW
- Objective: Support the goals of the Green Communities Committee
- Objective: Assist the DPW Director in planning for transportation enhancements in the following locations:
 - The vicinity of the Easton Public School complex
 - Intersection of Foundry Street and Prospect Street
 - Intersections on Washington Street at Union Street and Elm Street.

Strides have been made in this area. Town Meeting approved Easton's first Wastewater District and funding to complete the Comprehensive Wastewater Management Plan as required by state law. I meet regularly with our consultants to further our plans in this area.

Under Wayne Southworth's leadership DPW continues to do a great job reducing energy consumption in buildings and Town offices have, through the efforts of Jeremy Gillis and Mike Deltano, eliminated many unnecessary office machines thus reducing energy consumption and paper use.

The Green Communities Committee, led by Adrienne Edwards, has had a banner year culminating in the adoption by Town Meeting of the stretch energy code and expedited permitting of green energy related land uses. In addition, we adopted a fuel efficient vehicle policy.

A master plan was developed for improving traffic safety around the Public Schools complex by the Traffic safety Committee and BETA engineers. Although some improvements have been implemented we await the school committee's input before proceeding further.

Town Meeting appropriated funds to design intersection improvements at Foundry and Prospect Streets. Despite our best efforts, multiple meetings and field visits by the Massachusetts Department of Transportation (DOT) we were unable to convince officials to fund intersection improvements on State Route 138 at Union Street or Elm Street.

7. Town Government Efficiency and Effectiveness

The Town Administrator shall strive to improve the overall effectiveness and efficiency of Town government.

- Objective: Ensure that appointed town boards and committees are adequately supported by staff;
- Objective: Strive to ensure that the best possible quality of services is delivered to the public with courtesy and respect at all times.
- Objective: Continue to annually review the performance of essential department heads and Town Counsel
- Objective: Continue the enhancement of the Town's capabilities with regard to the web site working towards web casting of meetings and timely posting of financial reports.
- Objective: Develop a reorganization of Town Government Departments

I couldn't be more satisfied with the changes we made over the past year in the Health Department. The new team that is in

place led by Health Agents Taylor and Kennedy has been a breath of fresh air delivering important services with no “drama”. The H1N1 virus scare was met with a thorough and thoughtful response. Public comment has been universally positive and the entire department deserves recognition for tackling a long neglected file system which has improved departmental efficiency.

I have just complete performance reviews of department heads and review of their goals for the past year and will be reporting on their accomplishments shortly. The review of Town Counsel is currently underway.

All of our departments deserve praise for operating at a high level with minimal and sometimes less than optimal staff.

Boards and Committees have received a very high level of support from staff. This year has seen improvement in the relationship of staff to the CPC, Historic Commission and the Recreation Commission.

I abandoned plans to do a major reorganization of Town Departments because further consolidations would, in my opinion, be counterproductive. We did, however, successfully regionalize Veteran’s Services with the Town of Norton.

8. Service and Support to the Board of Selectmen

The Town Administrator shall be responsive to the needs of the Board of Selectmen.

- Objective: Keep the Selectmen well informed of the matters under his prevue
- Objective: Prepare high quality analyses and accurate information regarding the various issues facing the Town

9. Relationships with other levels of Government

The Town Administrator shall strive to establish positive working relationships with agencies of other towns, the Commonwealth of Massachusetts, and the Government of the United States.

- Objective: Review, analyze, represent and present the position of the town and Board of Selectmen relative to implemented and proposed legislation and governmental policies and regulations.
- Objective: Pursue funding opportunities in support of town priorities and policy goals.

- Objective: Stay abreast of and perform research involving governmental legislation, policies and regulations.

10. Personal and professional growth

The Town Administrator shall pursue his continued growth and advancement and enhance his education for the good of the town.

- Objective: Attend professional meetings, seminars and conferences.
- Objective: Continue active membership in state and national professional organizations.

These final three goals are ongoing and have been met with positive results except that I have, for budgetary reasons, neglected my own professional development. I hope to remedy this over FY 2011.