



**Connor Read
Town Administrator
Goals & Objectives
Fiscal Year 2022
July 1, 2021 to June 30, 2022**

I. Covid-19 Response and Public Health

The Town Administrator shall work with the Easton Emergency Management Association (EEMA) to coordinate and manage the daily operations of all town departments in their collective effort to prepare and respond to the Covid-19 pandemic from operational, financial, and public policy perspectives. The Administrator and his staff shall work with the Select Board, Board of Health and other boards as appropriate and keep them abreast of local operational responses to the pandemic¹.

Objectives:

- Lead EEMA in conjunction with the Fire Chief/EMD to address ongoing pandemic response and recovery needs, including the coordination of local vaccine distribution for all eligible populations.
- Utilize traditional and new media, along with press contacts and all other available mediums, to communicate timely, accurate and actionable public health messaging to elected officials, policy bodies, and the public at large.
- Promote local, state and federal health data supporting the health and economic benefits of vaccination from Covid-19.
- Leverage federal and state resources, where available, to support local Covid-19 operations and capacity building (ex. vaccine clinics, PPE acquisition)
- Support businesses with compliance through Planning, Health and Econ. Development Council working teams to share recovery grant opportunities, branding opportunities (Easton Outside) and evolving state regulatory requirements.
- Participate in regional policy planning to share best practices and lessons learned.

II. Finance

The Town Administrator shall work closely with the Select Board, Finance Committee, Budget Subcommittee, and Finance Department in providing financial leadership to the organization and community.

Objectives:

Financial Planning and Leadership

¹ Due to the nearly universal impact of the pandemic on all aspects of local government, Covid-19 related objectives will be noted throughout goal categories and not just under this specific goal of public health.

- Closely monitor state and federal guidance for receipt and utilization of American Rescue Plan Act (ARPA) funds for local governments;
 - advocate for Easton’s maximal receipt of county administered funds;
 - coordinate programming across agencies and federal fund programs (i.e. schools and ESSER) to most efficiently utilize eligible funds in a complementary fashion;
 - strategize and implement effective programs using such funds to meet legislative intent to promote an equitable and inclusive recovery from the worst fiscal and public health crisis in a century;
 - Ensure compliance with United States Treasury accounting and reporting requirements.
- Protect and preserve local operational capacities during the economic recovery via continued fiscal restraint and multi-year planning of any state / federal relief funds (ARPA) and local reserves.
- Build consensus on longer term fiscal strategies to accomplish the above.
- Communicate key state and federal budget / policy items which help or hinder Easton’s capabilities to deliver services to the Board and the public.
- Lead the FY2023 operating and capital budget planning processes.
- Maintain Easton’s bond rating.
- Issue financial forecasts and other reports / analyses as warranted to inform the planning process for FY2023.

Operating and Capital Budgeting

- Update five-year Capital Improvement Plan, review requests and prioritize with the Capital Planning Committee in the spring, and present capital budgets to Town Meeting.
- Gather departmental budget requests and refine them in coordination with department heads during winter 2021/2022.
- Present a preliminary fiscal year 2023 budget and budget message on or before March 1, 2022 as required by the Town Charter.
- Support the Finance Committee and Budget Subcommittee in their budget review processes.
- Actively promote grant writing by all appropriate departments.
- Conduct fiscal sustainability analyses of various enterprise fund programs (water, solid waste and recycling) and recommend user fee adjustments to Board as warranted.

Other

- Apply for GFOA Distinguished Budget Presentation Award for FY 2023 budget book.
- Negotiate and utilize mitigation funds from approved projects to support the Town’s long term policy efforts.

III. Infrastructure, Facilities, and Public Works

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

Objectives:

- Elevate public planning discussions for public works and public safety facilities replacement to Select Board, Finance Committee and other applicable boards to begin establishing timelines and funding strategies.
- Advance the following infrastructure improvements already under construction:
 - North Easton Village Streetscape Project
 - Depot Street TIP construction (managed and funded by MassDOT)
- Advance the following facilities / public works improvements to bidding and construction phase:
 - Red Mill Road Water Treatment Plant for Iron and Manganese at wells 3, 5 and 7
 - PFAS Water Treatment Plants for wells 1,2 and 4.
 - CPA - Town Offices renovation
- Support the ongoing planning and engineering of the following:
 - Advance preliminary design phase of Foundry Street corridor TIP project using state grant and local mitigation funds as available.
 - Washington St and Elm St TIP
 - Industrial Park Sewer discussions with City of Brockton
- Continue to support the Blanche Ames Elementary School construction project as a member of the School Planning Committee and the SPC Technical Review Committee.
- Assist the Department of Public Works, through long term capital and immediate term operational planning, in their repair and maintenance of roadways and facilities within financial limitations.

IV. Planning and Economic Development

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

Objectives:

- Work with Planning Department to hold Envision Easton review and update meetings with stakeholders to monitor master plan implementation progress; incorporate reference to Envision Easton Action Plan deliverables into Town Administration planning and policy documents (such as budget and FY23's Goals and Objectives).
- Support the Affordable Housing Trust in their update of the 5-year Housing Production Plan and Action Plan.
- Empower commission of citizens and staff to develop a master signage / wayfinding plan for the Town.
- With sewer construction now complete in NEV, Queset, and Five Corners, evaluate next priorities of the Comprehensive Wastewater Management Plan with the Select Board.
- Promote private connections to the three completed sewer systems to incentivize infill and redevelopment in key development districts.
- Support Planning Board and Department in their efforts to reform zoning, particularly as it pertains to mixed use, redevelopment, and affordable housing
- Support the continued implementation of the Queset Development Agreement.

- Foster an environment conducive to successful development through the use of pre-permitting meetings with key stakeholders.
- Continue to provide staff support to the Economic Development Council.
- Carefully monitor approved housing developments to ensure timely permitting and construction that maintains the state mandated 10 percent SHI, including post decennial census.
- Proactively address and promote equitable and diversified housing opportunities to meet the varied needs of existing and new residents and families of Easton; provide analytical leadership to Select Board and all other public stakeholders to educate on the quantitative outcomes of Easton's affordable housing policies and their furtherance of various economic, educational, and equity focused goals of the Town and its boards.
- Support environmental and climate resiliency initiatives such as the Municipal Vulnerability Action Plan and regional Hazard Mitigation Plan.
- Explore the Green Communities Committee's potential pivot in scope to more broad based sustainability focus now that initial charge of achieving Green Community status and grant program has been accomplished.

V. 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, administering and executing personnel policy equitably and professionally.

Objectives:

- Strategize with the Select Board and prepare for collective bargaining negotiations with Town bargaining units for agreements set to expire June 30, 2022; closely coordinate with Easton Public Schools leadership on the same
- Prepare and submit a revised Personnel Plan in accordance with Town by-laws.
- Issue and manage Covid-19 specific personnel policies as necessary based on evolving state and federal mandates (ex. Workplace Control Plan mandated by Commonwealth).
- Support compliance with personnel policies of the Town and best personnel practices through the provision of employee education and trainings.
- Promote institutional resiliency through ongoing educational and professional training and advancement of key leadership and deputy positions.

VI. Quality of Life

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

Objectives:

- Serve on the School Planning Committee to support Easton Public Schools and the Blanche Ames Elementary School Project as it advances through construction.
- Work with Town Counsel to support Rent Control Board through receivership and auction process.

- Manage Easton’s community choice electricity aggregation plan.
- Advance Easton’s Age-Friendly Program, Tax Work Off Programs, and support DHCS in their rollout of Veteran and General Taxation Aid Committees and programs.
- Support substance and mental health coalition partnerships in Easton, particularly those which intersect and partner with emergency response departments, to promote recovery among those served.
- Support and expand community based emergency response programs such as the Easton Police Community Resource Officer program and the Easton Fire / DHCS Mobile Integrated Health program.
- Act as an ambassador of the Town when presenting opportunities for businesses, residents and cultural enrichment; highlight amenities of the Town which make it an attractive place to live, work and visit.
- Advance Age Friendly Community Action Plan development and associated programs.

VII. Town Government Efficiency and Effectiveness

The Town Administrator shall strive to preserve and promote the effectiveness and efficiency of Town government to maximize service delivery and promote organizational resiliency.

Objectives:

- Secure necessary funding to update, streamline, and improve Town’s online permitting system (single user login; shared databases, etc.) to promote efficient, transparent and reliable permitting and best economic development practices.
- Conduct FEMA / MEMA ICS training for department heads and key local officials for tabletops and professional development relating to disaster response and recovery
- Serve on SEMRECC Board of Directors to provide policy and strategic leadership to regional dispatch service provided to Easton; advance capital planning for radio technology via the same.
- Support Chief of Police in ongoing review and implementation of Massachusetts Police Reform.
- Promote best practices for board and committee officials through the administration of social media policy, ethics and open meeting law materials, and training opportunities.
- Maintain distribution and administration of board and committee policies and training materials through coordination with the Office of the Town Clerk.
- Promote risk reduction and best property, casualty and liability insurance practices by supporting Human Resources Coordinator and Executive Loss Control Committee.
- Strive to deliver the best possible quality of services to the public with courtesy, professionalism, equity, and respect at all times.
- Set annual goals and review the performance and key operational deliverables of essential department heads to ensure accountability and effectiveness.
- Continue to properly update the Town Code to reflect Town Meeting actions.

VIII. Communications and Community Relations

The Town Administrator shall be an active participant in the Easton community and shall strive to effectively communicate with the public utilizing traditional and new media.

Objectives:

- Launch a “Citizens Academy” or similar program during CY2022 focused on civic engagement and education for residents looking to learn more about the functions, roles, and responsibility of local government and its constituents.
- Support the collaboration and relationship between the Human Rights Committee and Office of Select Board to promote equity and inclusivity in Easton.
- Continue to foster welcoming and professional environment for all residents and visitors when interfacing with municipal service providers.
- Attend community and civic events as time and Covid-19 precautions allow.
- Develop positive and productive relationships with civic, business, and educational groups.
- Conduct the Town’s business in an open and transparent manner; maintain credibility with the media and general public.

IX. Service and Support to the Select Board

The Town Administrator shall be responsive to the needs of the Select Board and will serve the Board in a respectful and professional manner at all times.

Objectives:

- Keep the Select Board informed of the matters under his control.
- Provide the Select Board with professional advice and recommendations as is appropriate.
- Prepare analyses regarding the various issues facing the Town.
- Provide the Board with routine summaries of Town activities.
- Include regular departmental updates to the Board as time allows.
- Treat all members of the Board with equal trust and respect to foster a productive working relationship.

X. Inter and Intra-governmental Relationships

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

Objectives:

- Serve on the Commonwealth’s PFAS Interagency Task Force and make recommendations to Massachusetts legislature on the regulation and mitigation of PFAS contamination in the Commonwealth.
- Serve on SEMRECC Board of Directors to support regional emergency dispatch operations.
- Foster positive relationships with Town committees by meeting with chairpersons, attending meetings as necessary, and supporting the goals and objectives of the boards.
- Promote professional and respectful relationship with all board and committee members, valuing their contributions to the community.
- Maintain positive relationships with Easton’s legislative delegation and municipal professionals throughout the Commonwealth.
- Review, analyze, represent and present the position of the Town and Select Board relative to implemented and proposed legislation and governmental policies and regulations.
- Serve on regional professional boards and/or committees as appropriate.


XI. Professional and Personal Growth

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


Objectives:

- Continue service on the Mass. Municipal Association Fiscal Policy Committee and the Mass. Municipal Managers Association.
- Attend professional meetings, seminars and conferences as time allows.
- Attend professional trainings to maintain necessary certifications including the Massachusetts Certified Public Purchasing Officer program.
- Continue active membership in state and national professional organizations.

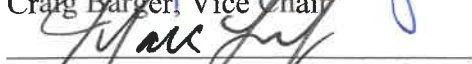
Accepted by Vote of the Select Board this 23rd day of August, 2021



 Dottie Fulginiti, Chair




 Craig Barger, Vice Chair



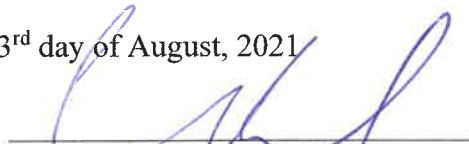
 Marc Lamb



 Jamie Stebbins



 Jennifer Stacy



 Connor Read, Town Administrator

DATE: 8-23-21