

Memorandum

To: Select Board

cc: Dorothy Blondiet, John Townsend, and Jamie Errikson

From: M.Malone

Re: Proposed revised goals

Date: July 28, 2020

Thank you for providing me with your thoughts on how we move forward for the balance of the year. Covid-19 disrupted how we live, budget, and increased our need to strategically plan. It has touched every facet of our personal lives, and disrupted our economy in profound ways. We must be laser focused in our pursuits and objectives, and recognize our limitations.

The uncertainty of our economic situation will be present at the same time that we must continue to provide essential services to the community. In my opinion, given the radical change caused by Covid-19, the ambitious goals that we set out to complete earlier this year must be re-prioritized. We must select what we are going to take on and postpone other items by virtue of necessity. Based upon the feedback I have received from the Board, what I have observed in the last two years, and the present pandemic situation, I am proposing three central objectives for the balance of the year that link to the Board's Visions and Values.

Objective I:

Improve means to virtualize revenue generating permits and alcohol licensing

This objective will specifically meet the Board's policy values related of Smart Growth and Economic Development. Permit revenue is a consistent revenue generator year over year and even with the economic fallout will be integral to the Town's future success. Unfortunately, our system and processing of permits and licenses is antiquated and now the need to go virtual is more pressing. Given the anticipated decreases in value of the commercial real estate market and corresponding increases to the residential tax rate, now more than ever being able to efficiently process, collect, and review permitting applications will be important.

Likewise, alcohol licensing is completely paper based and cumbersome. We need to invest in ourselves during this time, take advantage of anticipate downtime that may unfortunately be on the horizon and launch a new full and self-service on-line permitting and licensing software application. This will also serve the purpose of ensuring employees' efforts and expertise are contributing to the Town's identified needs.

Actions: Complete Request for Proposal for new permitting and licensing platform, evaluate responses, and acquire a new permitting platform for Community & Economic Development that will allow the Town to process permits and alcohol licenses applications on-line, including receipt of payments from individuals and vendors. Securing the platform by end of the calendar year, with

implementation to start in January. This will require a Town Meeting appropriation from Capital Stabilization in the amount of approximately 400-600k.

Objective II

Refining budgets and forecasts & Improving processes

This objective and goals will meet the Board's policy principles related to Finance Predictability and Quality of Life for All. Below are three distinct goals related to this objective.

A. Organize and correct misunderstandings & modernize functions within Munis

Town Administration has and continues to recognize the need to improve and enhance our purchasing functions. Town Administration wishes to modernize our purchasing order system. That is going to require investment of time and money with Munis and with the Town's (municipal and school) finance departments, and agreement to all use simple account principles. It makes practical sense to ensure we have fundamental accounts and principles and practices set as a threshold matter, and then work to streamline the purchase order system.

Action: Assist in the organization of a chart of account that links to School Department's End of Year Financial Report required pursuant to MGLs and establish standard expense reporting expectations for all Town departments so that Town Administration can refine forecasts. Following that achievement, streamline the purchasing order process for all Town departments. (NB: Depending upon a number of factors, portions of these goals may not be completed until after this calendar year.)

B. Define our fiscal Reality – Fy 21, Fy 22, & beginning stages of multi-year forecast planning (FY 22- 25)

To stabilize our budgetary process, we need a shared perspective/understanding. This is difficult because we all lack certainty regarding the magnitude of the Covid-19 fallout. Town Administration remains committed to sharing information and options to assist the Board come to consensus.

Actions: Town Administration will provide macro policy options for the Board to consider grounded in fiscal reality so that it can fulfill its function as the chief policy making agency of the Town. Town Administration will continue to define revenue and budget projections as information becomes available. In addition, Town Administration will provide information to the Select Board regarding the shifting landscape. Further, Town Administration will continue to work with all Town departments to further build out the Cleargov modular so that all information can be shared with constituents.

C. Improve the Town's time and attendance system for all Town departments.

We are fortunate to have talented professionals in the Comptroller's office, however, we need to provide them with the modern tools needed to allow the Town to process payroll.

Action: To evaluate and select possible vendors to improve our time and attendance for all Town Departments, inclusive of tracking positions, licenses, and other relevant data points for management.

Objective III.

Communication with the community and embracing diversity & differences

To further the Board's policy values of Financial Predictability, Quality of Life for All, and enhance Community Governance and Engagement, we will continue to improve our communication with the community and direct our attention to matters within our respective spheres of influence.

Actions: We will continue public engagement with the current tools at our disposal. We will need robust means to share what is happening with the broader community. Building this infrastructure will be from the ground up and will be an effort lead by our new Chief Information Officer/Director of Communications.

We will also work to acquire and implement a constituent response based platform and work order system. We will identify an entity and resources so that an unbiased community survey can be initiated and then evaluate options for funding in future years.

Information through Conversations on the Common with department heads will serve as another mechanism to share information with the public, residents and businesses about happenings. Town Administration continues to evaluate solutions and thoughts shared by all Town Departments heads, and is cognizant of the Town's Charter and specifically roles and responsibilities of retained professionals and elected bodies.

When necessary Town Administration will seek guidance from legal counsel as has been done in the past. And along with all of the above, Town Administration will assist the Select Board in its policy initiative of an Equity and Diversity Task Force, participate in those meetings, community discussions, and seek funding opportunities to further its mission.