

DLS Section

A.

- A.1.
- A.2.
- A.3.
- A.4.
- A.5.
- A.6.

B.

- B.1.
- B.2.
- B.3.
- B.4.
- B.5.

C.

- C.1.
- C.2.
- C.3.
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- C.5.
- C.6.
- C.7.

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- C.14.
- C.15.

STRUCTURE AND ORGANIZATION

Review the Consolidated Finance Department Structure and Reassess Responsibilities
Create a Business Applications Manager Position
Convert to an Appointed Board of Assessors
Begin Succession Planning for Assessing Staff
Establish Employee Trainings and Professional Development
Conduct a Workflow Analysis and Create a Procedures Manual

FINANCIAL MANAGEMENT

Reduce Reliance on One-Time Revenue for Operational Funding
Incorporate Financial Policies into the Budget Process
Standardize Fee Structures for Third-Party Credit Card Processing
Implement Corrective Action Plan Following Annual Audit
Procure New Auditing Services

FINANCIAL OPERATIONS

Finance Administration

Hold Monthly Financial Team Meetings
Involve Finance Team in Capital Planning
Overhaul Departmental Turnover Processes
Assign Internal Audit Responsibilities for Digitized Procedures

Assessors

Reinstate Legal Services for Assessing Operations
Process Tax Work-Off Program Abatements Through Payroll
Abate Uncollectible Excise and Personal Property Tax

Comptroller & Payroll

Assign Additional Staff to Payroll
Take Full Advantage of Munis Payroll Module

Collector/Treasurer

Modify Cashbook and Correct Methodology Errors
Reconcile Cashbook and Receivables Monthly
Consolidate Responsibilities within Office Staff
Make Disbursement After Approval of the Warrant
Shift All Responsibility for Water Billing to Water Department
Move Responsibility for Police Detail Billing to the Police Department

DLS Report Page #	Priority	Action Plan	Substantial Completion
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9	High Priority	Current	2023 Fall
11	Medium Priority	Fall 2023	Spring 2024
12	Medium Priority	Fall 2023	Spring 2024
12	Priority	Fall 2023	Ongoing
13	Priority	Fall 2023	Ongoing
13	High Priority	Current	2023 Fall

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14	Low Priority	Spring 2023	Ongoing
15	Low Priority	Spring 2023	Ongoing
15	Priority	Fall 2023	Winter 2023
16	Priority	Fall 2023	Winter 2023
17	Priority	Fall 2023	Winter 2023

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18	Low Priority	Spring 2023	Ongoing
18	Low Priority	Spring 2023	Ongoing
19	High Priority	Current	2023 Fall
20	Low Priority	Spring 2024	Fall 2024
21	Low Priority	Spring 2023	Substantially Done
21	Priority	Fall 2023	Winter 2023
21	Medium Priority	Fall 2023	Spring 2024
22	Low Priority	Fall 2022	Done
22	Priority	Fall 2023	Ongoing
23	High Priority	Current	Fall 2023
23	High Priority	Current	Ongoing
24	Priority	Fall 2023	Winter 2023
25	Medium Priority	Fall 2023	Spring 2024
26	Priority	Fall 2023	Winter 2023
26	Priority	Fall 2023	Winter 2023

Responsible parties	Budget
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Select Board, Town Meeting, Town Administration, Finance Department	TBD
Town Administration, Department Heads, Finance Department	TBD
Town Administration, Select Board, Town Meeting	TBD
Finance Department	TBD
Finance Department	TBD
Finance Department	TBD

Finance Department	TBD
Finance Department	TBD
Finance Department	TBD
Finance Department	TBD
Finance Department	TBD

Finance Department	TBD
Department Heads, Deputy TA Operations, Finance Department	TBD
Finance Department	TBD
Finance Department	TBD

Finance Department	TBD
Finance Department	TBD
Finance Department	TBD

Town Administration, Finance Department	TBD
Finance Department, Human Resources, School Department	TBD

Finance Department	TBD
Finance Department	TBD
Finance Department	TBD
Finance Department	TBD
Finance Department, Department of Public Works	TBD
Finance Department, Police Department	TBD

Notes

Succession Planning for the entire FD has been funded for FY 2024

Emphasized in Free Cash Spending Plan for FY 2024 Budget
Incorporated in both Forecasting & Budgeting Process for FY 2024 Budget

Maintain Bi-weekly Finance Team Meeting & Adequate and Efficient Communication on daily basis
On-going collaboration between deputy TA operations & finance team in monitoring spending & real-time financing

Legal Services for Assessing Department has been funded consistently in annual budget.

One additional staff - Payroll Coordinator was on-board in Fall 2022
Position Control, Personnel Action Sheet are in the process of setup, Onboarding Checklist Implemented

Cash Management Modules in MUNIS are in the process of setup
Cash Management Modules in MUNIS are in the process of setup