

Consolidation of Finance Function

Key recommendations:

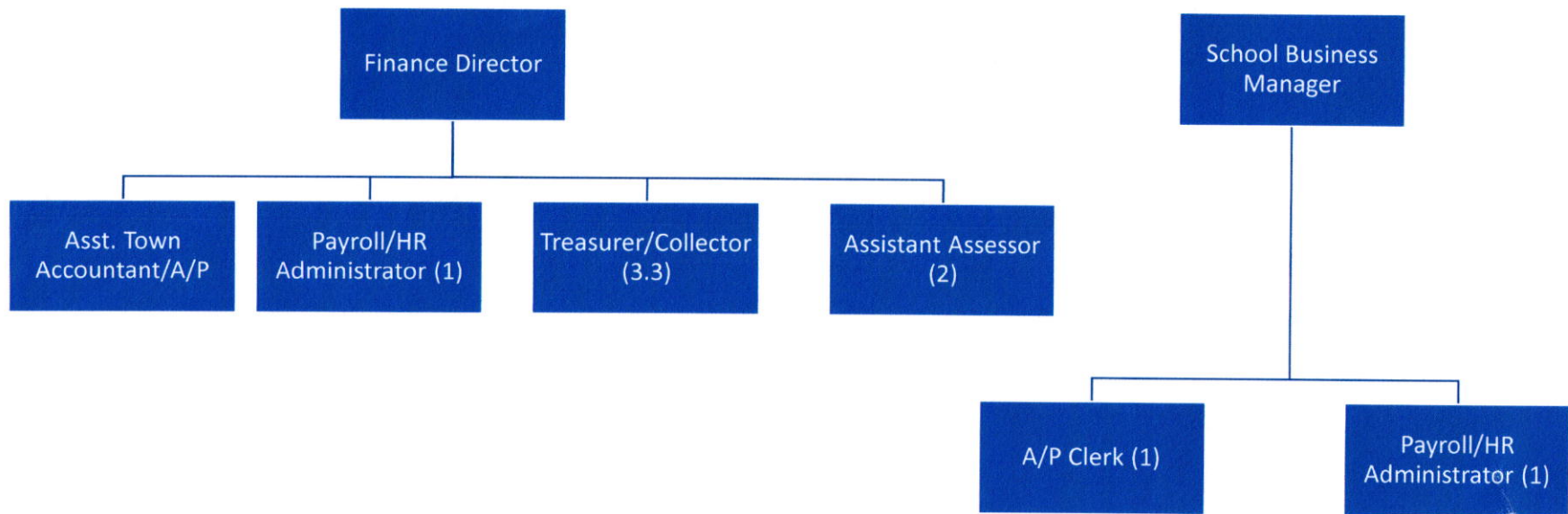
- **Restructure the Finance Department**

- Integrate the School and Town Finance departments under one Finance Director
 - Monthly meetings with Superintendent and Business Manager
- Cross-train town/school employees
 - Initial Accounts Payable training has begun with School AP Staff
- Segregate out HR from Payroll, HR should not fall under the Finance function
 - HR staffing would benefit Town and School - funding not currently available for additional staffing

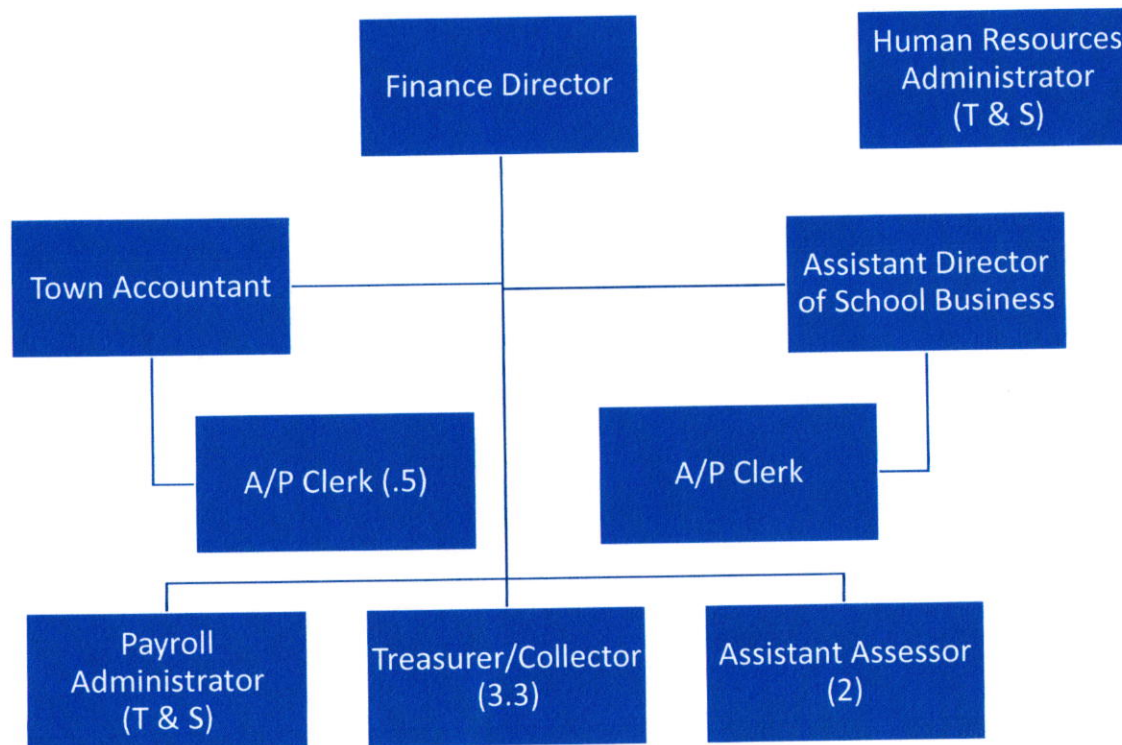
- **Implement the Town's financial software at the school**

- Community Compact Efficiency & Regionalization Grant in the amount of \$123,020 has been awarded to Millis – waiting for executed contract from DOR
 - Purchase and install additional licensed software modules for MUNIS financial system
 - Design Chart of Accounts in compliance with reporting requirements of the Department of Elementary and Secondary Education (DESE) and Uniform Municipal Accounting System (UMAS) of the Commonwealth of Massachusetts

Historical Separate Town & School Finance Department Structure



Proposed Finance Department Structure



Appendix A - Proposed Org Structure- Roles and Responsibilities Summary (for recommended changed positions)

Role	Finance Director	Town Accountant	Asst. Director of School Finance	
Level/ Experience	Executive level financial and accounting position with a minimum of 10 years experience. At least 5 years of management experience	Mid-level accounting background 5+ years experience in municipal accounting	Mid-level accounting background 5+ years experience in school finance	
Reports to	Board of Selectmen and School Committee	Finance Director	Finance Director, with additional responsibility to the Superintendent of schools	
Key job responsibilities	Oversee all financial departments Annual reporting and audit support Provide financial analysis, forecasting, insights and planning to Board of Selectmen and School Committee	Town General Ledger oversight Review of town payroll, a/p, and cash receipts Posting of adjusting entries Month-end close and internal town reporting	School General Ledger oversight Review of school payroll, a/p, and cash receipts Posting of adjusting entries Month-end close and internal school reporting	
Important characteristics/ attributes	Strong interpersonal skills Strong leadership Extensive background in financial analysis and forecasting	Strong municipal accounting background Strong interpersonal skills	Strong school accounting background Strong interpersonal skills	