

Article 6 Committee

Town Meeting update

May 16, 2016

Timeline

May 2013 committee created (fully appointed early 2014)

May 2014 Initial data analysis and report to TM

Feb 2015 Collins Center engaged for deeper analysis

Dec 2015 Collins report completed

Presentation and discussion

Feb 2016 Finance Committee

Mar 2016 Selectmen

May 2016 Town Meeting

Collins Report Summary

17 departments reviewed

- quantitative survey of operations/finances
- qualitative interviews with department heads and key staff greater in-depth analysis

Report considerations

- Service inventory
- Workforce age/experience
- Technology platform(s)
- Business processes
- Financial implications

Collins Report Recommendations

54 specific recommendations

- 16 public safety (FD, PD, Harbomaster)
- 12 town wide
- 6 DPW

Recommendation types

- Short-term
- Long-term
- Efficiency
- Effectiveness
- Risk mitigation
- Regionalization

Top Recommendations

1.2 Payroll processing

Streamline payroll processes by removing paper entry, adding standard data to paystub, continue migration to direct deposit, explore 3rd-party outsourced processing

1.6 Administrative staff cross-training

Increase cross-training among administrative staff to provide better service, allow more workload flexibility, and provide back-up for contingencies

6.1/6.2 Digital records management/codification

Implement system for vital records and mandatory reporting, codify records/by-laws/statutes

10.1 Online collections

Make all resident payments available online, in a common system

14.1 Day-to-day accounting functions

Continue to identify duplicate functions in town/school operations, consolidate/outsource back office processes, reallocate resources to provide analysis/CFO capability

Target Outcomes & Next Steps

NEXT STEPS

Collins report – a tool, not a result

Continue to support Selectmen, Finance Committee, School Committee as they begin to adopt recommendations

Spread the dialog beyond Swampscott to potential partners

Evaluate additional opportunities

TARGET OUTCOMES

Better service delivery at the same or lower cost

Same service delivery at a lower cost

Eliminate single points of failure