

# Town of Dover

## FY '20 Goals - Midyear Update



# FY '20 BOARD OF SELECTMEN GOALS

GOAL	FOCUS AREA	STATUS
Modernization	Onboard Assistant Town Administrator & Project Manager	Complete
	Technology Strategic Reviews & Backup Staffing	Complete
	Rollout Revamped Website	In progress / Anticipated completion in FY '20
	Develop Communication Policy	In progress / Anticipated completion in FY '20
Long Term Financial Planning	Plan for Capital Stabilization Fund	Complete
	Plan for OPEB Funding Strategy	In progress / Anticipated completion in FY '20
	Develop a Free Cash Policy	In progress / Anticipated completion in FY '20
	Provide Senior Tax Relief	Complete
	Plan for Open Space Fund	Incomplete
Community Inclusion	Respond to Citizen's in a Timely Manner	In progress / Anticipated completion in FY '20
Town Governance Structure	Review the Town's Operational Structure	In progress / Anticipated completion in FY '20



Complete



In progress / Anticipated completion in FY '20



Incomplete

# GOAL 1. Modernization

FOCUS AREA 1. Onboard Assistant Town Administrator and Project Manager

LEAD/S. Chris Dwelley

ACCOMPLISHMENTS	STATUS
Recruit and onboard ATA	Complete

NEXT STEPS (MUNICIPAL PROJECT MANAGER)	STATUS	TARGET DATE
Interview Candidates	Not yet started	Mid January
Onboard	Not yet started	Late February

# GOAL 1. Modernization

FOCUS AREA 2. Technology Strategic Reviews & Backup Staffing

LEAD/S. Diana Piesak, Chris Dwelley

ACCOMPLISHMENTS	STATUS
Conduct IT Infrastructure Assessment	Complete
Implement cybersecurity protections to safeguard data and hardware & software	Complete

NEXT STEPS	STATUS	TARGET DATE
Finalize scope for 2nd phase work: performance & infrastructure enhancements; automatic updates & controls; hardware replacement & capital plan development	In Progress	1/8
Present work completed and next steps to BOS	Not yet started	Mid-January
Dialogue with neighboring communities and entities on flexible on-demand support	In Progress	Ongoing

# GOAL 1. Modernization

FOCUS AREA 3. Roll out revamped website

LEAD/S. Diana Piesak

ACCOMPLISHMENTS	STATUS
Website platform selected	Complete

NEXT STEPS	STATUS	TARGET DATE
Finalize scope of work	In progress	1/27
Roll out revamped website	Not yet started	April / May

# GOAL 1. Modernization

FOCUS AREA 4. Develop Communication Policy

LEAD/S. Kate O'Brien, Diana Piesak

ACCOMPLISHMENTS	STATUS
Create social media accounts to build upon existing communication channels	Complete

NEXT STEPS	STATUS	TARGET DATE
Develop email policy	In Progress	1/19
Leverage new website's automatic notification capabilities	Not yet started	See goal 1.3
Develop best practices to coordinate information across various channels	Not yet started	2/3

# GOAL 2. Long-term Financial Planning

FOCUS AREA 1. Plan for Capital Stabilization Fund

LEAD/S. Karl Warnick

ACCOMPLISHMENTS	STATUS
Review and compile existing capital maintenance plans	Complete
Receive grant to cover cost of facilities evaluation	Complete
Contract with firm to conduct long range facilities assessment	Complete

NEXT STEPS	STATUS	TARGET DATE
Meet with BOS, Capital Budget, and Warrant to discuss long-range capital needs and funding sources	Not yet started	March

# GOAL 2. Long-term Financial Planning

FOCUS AREA 2. Plan for OPEB Funding Strategy

LEAD/S. Jerry Lane

ACCOMPLISHMENTS	STATUS
Compile data needed for actuary to update our OPEB liability	Complete

NEXT STEPS	STATUS	TARGET DATE
Present to BOS and Warrant for review	Not yet started	1/27

# GOAL 2. Long-term Financial Planning

FOCUS AREA 3. Develop a Free Cash Policy

LEAD/S. Jerry Lane, Kathy LaPlant

ACCOMPLISHMENTS	STATUS
Review DOR best practices and compile list of comparable communities' policies	Complete
Identify and contract with firm to oversee all financial policy development	Complete

NEXT STEPS	STATUS	TARGET DATE
Meet with BOS, Capital Budget, and Warrant to discuss free cash and other reserve policies in advance of TM 2020	Not yet started	March

# GOAL 2. Long-term Financial Planning

FOCUS AREA 4. Provide Senior Tax Relief

LEAD/S. Janet Claypoole, Amy Gow

ACCOMPLISHMENTS	STATUS
Assess existing programs offered and additional programs that could be considered	Complete
Compile into a presentation of considerations for the BOS	Complete
Develop informational materials for the public	Complete

# GOAL 2. Long-term Financial Planning

FOCUS AREA 5. Plan for Open Space Fund

LEAD/S. Chris Dwelley

ACCOMPLISHMENTS	STATUS
Develop taskforce to review Hale Conservation proposal	Complete
Work with Open Space Committee to identify lead for broader open space needs and funding	Complete

NEXT STEPS	STATUS	TARGET DATE
Work with Open Space Committee to develop recommendations	Not yet started	Ongoing
Consider Community Preservation Act as a vehicle for open space financing	Not yet started	

### GOAL 3. Community Inclusion

FOCUS AREA 1. Respond to Citizen Issues in a Timely Manner

LEAD/S. Kate O'Brien

ACCOMPLISHMENTS	STATUS
Issue guidance related to notification of office closings	Complete

NEXT STEPS	STATUS	TARGET DATE
Evaluate staffing options to ensure consistent and regular coverage	In Progress	Ongoing
Leverage new website's citizen reporting capabilities	Not yet started	See goal 1.3
Identify other opportunities to provide responsive customer service	Not yet started	See goal 1.4

# GOAL 4. Town Governance Structure

FOCUS AREA 1. Review the Town's Operational Structure

LEAD/S. Chris Dwelley

ACCOMPLISHMENTS	STATUS
Create a Finance Team that meets regularly to discuss issues and projects	Complete
Evaluate and draft proposal to create a DPW	Complete
Propose hiring key staff positions to assist with service delivery, cross-departmental collaboration, and succession planning	Complete

NEXT STEPS	STATUS	TARGET DATE
Evaluate committee and volunteer positions to identify areas of overlap or inactivity	In Progress	4/1
Work with stakeholders to formally create operational departments	In Progress	Ongoing

## Additional FY '20 Projects

- Convert the Town's financial software system
- Update Personnel Rules & Regulations
- Conduct a classification & compensation review and update
- Review the Town's financial operations
- Develop Free Cash & Reserve Policies
- Solar Opportunities at Town Garage
- Space Needs Assessment
- Training (IT training; OML Training, Safety Training)
- Hale Conservation Proposal
- Caryl Community Center Building Project
- Automate the Town's time & attendance process

## FY '20 Recap

FY '20 has been a foundational year establishing the practices, structure, and resources needed to build from:

- ✓ Filling key vacancies and hiring key positions to bring the team back to full capacity;
- ✓ Evaluating operations to identify opportunities and develop multi-year roadmap;
- ✓ Coordinating resources to deliver services efficiently and cost effectively;
- ✓ Implementing foundational tools that will mature and develop into additional value add, i.e. website & financials;
- ✓ Developing policies and procedures to sustain the organization, and town, for years to come.

# Looking Toward FY '21

## Modernization

- Leverage new website:
  - Utilize website as “shared portal” for key documents & information
  - Identify online services for convenient customer service
  - Develop a GIS platform & presence
- Identify internal processes that would benefit from automation:
  - PO's
  - Employee Self Service
  - Vendor Self Service

## Long Term Financial Planning

- Consider pursuing CPA
- Develop suite of financial indicators to spot trends, anticipate financial issues, and assist in overall budgeting and financial planning
- Develop a robust budget book that highlights departmental goals, projects, priorities, and performance indicators
- Diversify revenue streams

## Land Use

- Start master planning process now, with an eye toward marrying open space, housing, and water resources

## Community Inclusion

- Establish Citizens' Academy
- Develop internship program

## Town Governance Structure

- Continue to review operational structure for additional opportunities
  - Community Services Department
  - Land Use Department
- Leverage regional partnerships for support
  - Norfolk County
  - MAPC
  - Neighboring communities
- Develop robust training curriculum