

## Collins Center Report Recommendations, June 2022

Financial						
Recommendation	Description	Status as of 8/29/22	Final Ranking	Mark	Adam	Roy
1.3.2	The Town should appoint a Finance Director to lead the Financial Management Team.	Hired May 2022	2	1	1 and done	
1.1	Follow DLS guidelines and established best practices during the annual budget process, which includes reaching consensus on all financial forecasts.	FY2024 Budget Summits will focus on Revenue and other fiscal policy	3	1	1 and doing	1
1.3.1	The Town should formalize a Financial Management Team in accordance with best practices established by DLS.		4	1	1	2
2.3	The Town should develop a strategy to build permanent reserves.		5	2	1 and doing	2
2.5	The Town should refocus on planning and economic development in order to attract an appropriate level of commercial and/or industrial activity in order to expand levy		5	2	1 and doing	Let's hire a planner first
2.1.2	The Town should develop other sources of revenue, including PILOT agreements and a comprehensive review of municipal fees and local receipts.		5	2	2	1
2.2	The Town should develop a comprehensive strategy to restructure departments, services, employee benefits, fixed and variable expenses, and wages.		8	3	3	I see opportunistic possibilities, not a comprehensive strategy
2.6	The Town should coordinate training programs across finance-related departments and, where relevant, boards and committees.		8	3	3	2
2.7	The Town should invest in upgrading its CAMA system.		8	3	3	2
2.1.1	The Town should significantly reduce or otherwise end its reliance on free cash and other		9	3	3	3
Powers and Duties						
Recommendation	Description	Status as of 8/29/22	Final Ranking	Mark	Adam	Roy
1.7	The Town should conduct a classification and compensation study to ensure all relevant positions are up to date.	Study underway. Results expected late Fall 2022	3	1	1 and doing	
2.4	The capital plan should be developed by the Town Administrator in conjunction with department leaders and be vetted by the Capital Committee before submission to the Select Board and Warrant Committee.		4	1	2	1
1.6.1	The Audit Committee should be appointed by the Moderator to provide a check on the finance officers.		6	2	3	1
1.5	The Town should clearly define and strengthen the powers and duties of the Select Board and Town Administrator through Select Board policy, bylaws, and/or special legislation.		7	2	2	3
1.2	The Town should create an organization that is more centralized through Select Board policy, bylaws, special legislation, or Massachusetts General Law.		8	3	2	3
1.6.2	The Capital Committee should be appointed by the Select Board and be charged with working alongside the Financial Management Team.		XX	3	3 but not doing this	NO
Appointed Vs. Elected						
Recommendation	Description	Status as of 8/29/22	Final Ranking	Mark	Adam	Roy
1.4.2	The Town should transition to an appointed Treasurer/Collector who is an integral member of the Financial Management Team.		3	1	1	1
1.4.1	The town should seek special legislation to replace all relevant elected non- policymaking boards, committees, and positions with appointed ones, including the Treasurer/Collector and Board of Assessors.		7	3	1	3
1.8	The Board of Assessors should be appointed and the full-time Assessing Administrator should fill a Board seat.		8	3	2	3