Consolidation of Finance and Personnel Operations
Presented By Mark A. Milne, Director of Finance
Town of Barnstable

ATFC Annual Meeting
October 20, 2012
## Services Provided

<table>
<thead>
<tr>
<th>Left Column</th>
<th>Right Column</th>
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</thead>
<tbody>
<tr>
<td>- Accounting (G/L A/P)</td>
<td>- Fin. Analysis &amp; Rpt.</td>
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<td>- Treasury (payroll)</td>
<td>- Transportation</td>
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<td>- Procurement</td>
<td>- Food Service</td>
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<td>- Risk Management</td>
<td>- Benefits Administration</td>
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<td>- Budget Preparation</td>
<td>- Employee Recruitment</td>
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<td>- Budget Monitoring</td>
<td>- Contract Administration</td>
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What Precipitated The Change?

- School Spending Deficit
- Failed School Override
- Vacancy in SBO Position
- New School Comm.
- New Town Council
- New Superintendent
Steps to Implementation

- Gauge political will
- Assess your capacity
  - Where is talent pool?
  - Understand the environment
- Focus on service deliver and not control

- Develop MOU
  - include op out clause
  - re-evaluation
- Training
- Collective bargaining considerations
Preferred Skills For Creating The Team

- Communication
- Analytical capacity
- Collaborative effort

- Accountability
- Leadership
- Positive intent
- Adaptability
Consolidated Finance Organization Chart

- Finance Director
- Town Collector
- Town Clerk
- Property Assessment

- Deputy FD
- Comptroller
- CPO
- Treasurer
- Budget Dir (PT)

- Fin/Bud Analyst
- A/P Staff (3)
- Purchasing Staff (2)
- C/R & Payroll Staff (5)
Day to Day Operations

- All staff located in School Administration Building
  - Adjacent to Town Hall
- Deputy FD is focused on school support
  - Assisted by Fin/Bud Analyst
- Dedicated Personnel Coordinator for schools
- All other staff are available for support daily
- Weekly meetings with Superintendent and Town Manager
- Deputy FD attends all School Committee meetings and school leadership team meetings
# Benefits Realized

<table>
<thead>
<tr>
<th>Improved financial reporting</th>
<th>Cross trained personnel</th>
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<td>Improved communication</td>
<td>Continuity of operations</td>
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<td>Cost savings</td>
<td>Improved customer service</td>
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<td>Eliminate disparity in pay scales</td>
<td>Improved sustainability</td>
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<td>More consistency</td>
<td>Positive bond rating impact</td>
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What Could Motivate the Discussion in Your Community?

- Opportunity for cost savings
  - Elimination of redundant procedures
  - Efficiencies in processes
  - Equal pay for equal work
- Vacancy in a key position
- Succession planning
- Improve cooperation and public perception
• Improved financial reporting for the municipality and school district
• Greater transparency and accountability to the public
• Improve employee relations
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