



FY23 Selectboard Office Budget Request

A STRATEGIC STAFFING PROPOSAL TO ADVANCE THE COMMUNITY INTEREST

Existing Selectboard Office Capacity

- ▶ Montague employs a full time Town Administrator and a full time Executive Assistant, housed within the Selectboard Office (SBO)
- ▶ The SBO provides the overarching management structure for Town government with individual departments functioning as divisions
- ▶ The SBO takes pride in the achievements of recent decades and wishes to continue to fulfill the needs and expectations of the Town
- ▶ However, the SBO lacks adequate capacity relative to the scope of its responsibilities, detracting from organization performance
- ▶ Moving Montague forward will require strategic investment that ensures better operational systems, increased strategic planning, and greater ability to attract outside resources and investment

Scope of Responsibilities

- ▶ In FY22, Montague's overall budget is \$26M, with an operating budget of \$13.5M. We employ 75 staff and maintain 12+ buildings
- ▶ The SBO is responsible for managing or supporting many of the systems on which these people, facilities, & other infrastructure rely
- ▶ The responsibilities are extremely broad, requiring a wide range of competencies. They include direct management, oversight, or support for:
 - human resource and personnel management; department head recruitment and hiring; general departmental support and accountability, financial management and capital planning, capital project management and implementation, contract and vendor management, facilities and lease management, construction and services procurement, grant writing and management, intergovernmental relations, media and community relations, licensing, ADA compliance, information technology, board and committee support, emergency management, and management of special projects and other challenges or initiatives as they emerge.

Addressing the Problem: Why Now?

Reflecting on how we are positioned for the future. Is it acceptable that...

- ▶ We lack strategic plans for managing and repairing our aging physical infrastructure and routinely operate in a reactive mode
- ▶ Our administrative infrastructure and processes for human resources and procurement are under-developed and fragmented, and are managed in the moments between other work
- ▶ That important work related to governance, policy, financial planning, board recruitment, and professional development are unaddressed or stalled
- ▶ We lack time to research, pursue, implement, and manage many grants and resources that are available and needed to advance the Town's interest
- ▶ We pay an opportunity cost and accept risk because we lack the capacity to identify and exploit opportunities or focus on problems more proactively

*There are real costs to simply carrying on as we are,
Just as there are for investing in our Town's capacity*

If There's a Problem, How Do We Solve It?

Several possibilities were considered...

- ▶ Hiring of staff or securing vendor or inter-agency agreements to meet the needs of individual functional areas: Human Resources, Facilities Management, IT, Procurement, Grant Making, Engineering
- ▶ Building capacity focused on specific gaps within departments, or creating new departments/functional specialists

The proposed solution instead focuses on creating overarching SBO capacity that would better support the larger enterprise

- ▶ A full-time Assistant Town Administrator for Development, Facilities and Infrastructure
- ▶ A 20 hour/week clerical support position to support current and new responsibilities to be borne by the office

Why Approach it this Way?

The proposal for the ATA flows from the following observations...

- ▶ The capacity gaps cut across and impact all departments. They are diverse and complex, requiring a very broad, executive-level skillset
- ▶ It should be a managerial position (non-union) that is responsive not to a particular department, but to the broader Town's interests
- ▶ It was possible to create two complementary and well-defined positions with a logical division of labor that would ensure greater capacity to address critical deficits in current capacity
- ▶ The structure will accelerate initiatives of Town-wide consequence and enhance department support and coordination
- ▶ Added depth will enhance operational resilience as we confront retirements, and seek to onboard and develop new talent

Why Approach it this Way?

The proposal for the SBO Clerk reflects the need to...

- ▶ Free the Executive Assistant of time-consuming procedural tasks to focus on:
 - ▶ Consolidation of many HR processes into the SBO
 - ▶ Enhancement of license and permitting tools and procedures
 - ▶ Enhancement of contract and other record keeping
- ▶ Provide Clerical Support for
 - ▶ Paperwork processing
 - ▶ Meeting organization and materials production
 - ▶ Filing and record management (including digitization)
 - ▶ Website/electronic postings
 - ▶ Possible availability as a floater during peak demand for other offices

Division of TA ATA Responsibilities

- ▶ The ATA will report to the Town Administrator and oversee personnel in the Planning and Buildings departments, and have intensive engagement with DPW and WPCF, as well as other building leaders

Town Administrator	Assistant Town Administrator
Financial Management and Planning	Community and Economic Development
Capital Plan Prioritization and Financing	Facilities and Infrastructure Assessment
Human Resources/Staff Development	Facilities Capital Plan Development
Personnel Management	Infrastructure Capital Plan Development
Governance and Policy Development	Grant-making for Facilities and Infrastructure
Information Technology Strategy	Engineering and Construction Procurement
Supply and Services Procurement	Facilities Project Mgmt (w Building Leads)
Grantmaking and Grant Management	Infrastructure Project Mgmt (w DPW/WPCF)
Contract Review and Management	Grant and Contract Management
Community Related Services	ADA Coordinator
Board and Committee Development/Inclusion	Business Marketing and Outreach
Intergovernmental Relations and Advocacy	Targeted Board and Committee Support
Constituent Engagement and Support	

Proposal Costs/Offsets

- ▶ Increase in Selectboard budget of approximately \$119,000 (61%)
- ▶ Related pension and health benefit costs for 2 positions in the vicinity of \$10k and \$12 - \$37k, respectively
- ▶ Relocation of Montague Retirement Board office (space now provided by the Town at no cost. Space available in Town Hall if desired, but would require some improvements)

Offsets

- ▶ Elimination of MEDIC Stipend of \$4,000
- ▶ Reduced burden on Treasurer/Collector's staff working on HR Tasks, helpful following recent downsizing of that office
- ▶ Increased ability to attract grant resources
- ▶ Cost saving associated with better scoped, sequenced projects
- ▶ Cost and risk avoidance through shift to proactive resource management

Implementation Schedule

If approved at Annual Town Meeting...

- ▶ May-June: Finalize position descriptions and agreements
- ▶ July – Aug: Establish office spaces, temporary or permanent.
Post and hire positions using standard procedures for union (clerk) and non-union (ATA) leadership positions
- ▶ Sept-Oct: On-board staff, address any resulting gaps
- ▶ Nov-Dec: Develop strategic plan for SBO operations, prioritize work and start making things happen

Questions & Discussion

