

**Town of Pepperell**  
**Goals and Objectives Form**  
*March, 2010*

**Fiscal Year 2011 brings challenges and it continues to require the need to plan for effective services.**

Please complete this form during the month of March, and review with your respective boards by April 15 to allow for publication prior to Annual Town Meeting, May 3, 2010.

**Department:** 14500 – Treasurer-Collector

**One document for each set of Goals & Objectives**

**GOAL:** (One sentence)

Strengthen and enhance procedures to improve the level of office efficiency.....

**OBJECTIVE:** (One to three sentences)

Establish mandatory bi-weekly payroll for all employees.

**Tasks or Activities** (List two-three pertinent projects, with time lines).

Continue open communication/dialogue leading up to Fall 2010 collective bargaining sessions with employee union representatives.

Re-establish written advantages; cost savings; time savings; and overall logic to bi-weekly payroll and communicate same to the Town's bargaining team. Work with the Town Administrator to consider any possible mitigating concessions which might create union incentive to approve.

Offer to hold and schedule bi-weekly informational work-shops for all employees during Fall 2010 in order to educate as to the benign impact of this payroll change.

**OBJECTIVE:** (One to three sentences)

Improve collection rates associated with Tax Title properties-

**Tasks or Activities** (List two-three pertinent projects, with time lines).

Establish monthly report of Tax Title properties and status to TA; BOS; and department heads.

Consider pros and cons of a more aggressive disclosure of Tax Title accounts and more severely delinquent non-tax title accounts as a collection leverage measure; including a discussion as to the merits of an expansion of the current by-law which requires current tax status for Building permits to include possibly Burning Permits; Transfer Station stickers; Firearms Permits; etc.

Review the parameters for Land Court Foreclosure with TA and BOS, as well as the general philosophy of the Board of Selectmen with respect to same.

Consider selected Land Court Foreclosure proceedings.

**OBJECTIVE:** (One to three sentences)

Streamline and improve the current office procedures regarding bankruptcy records and monitoring.

**Tasks or Activities** (List two-three pertinent projects, with time lines).

Establish filing procedures /guidelines for staff.

Monitor all new bankruptcy filings against real estate records and cross-reference same to DPW for utility accounts.

Keep Tax Title attorney apprised of all bankruptcy filings; Develop electronic spreadsheet for historic reference and notations, including any required Proof of Claim submissions.

**GOAL:** (One sentence)

Work with Administration and Department Heads to improve upon procedures and lower costs wherever possible.....

**OBJECTIVE:** (One to three sentences)

Explore all available options in the area of employee and retiree health insurance costs in order keep premiums down without unduly sacrificing benefits and deductibles....

**Tasks or Activities** (List two-three pertinent projects, with time lines).

Perform cost/benefit studies with respect to the following health insurance alternatives;

1. Mandatory rate-saver plan participation with an out-of-pocket reimbursement feature;
2. Dollar incentive plan to entice non-participation in Town health plans;

3. Quantify savings with respect to a pro-rated system of applying health insurance benefits;
4. Research Flexible Spending Accounts with respect to possible plan premium savings;
5. Compare pros/cons/savings by reverting to a different group plan for FY12 (Ie, MIAA);

**OBJECTIVE:** (One to three sentences)

Establish accurate recording of all employee accruals (vacation; sick time; personal time) on weekly (bi-weekly) pay checks;

**Tasks or Activities** (List two-three pertinent projects, with time lines).

Offer Treasurer's assistance to Town Accountant's office wherever possible to coordinate the completion of these employee accruals...

**OBJECTIVE:** (One to three sentences)

Investigate over-the-counter credit card payments for Collector's office as well as other pertinent Town departments (Sewer; Water; Clerk);

**Tasks or Activities** (List two-three pertinent projects, with time lines).

Research the costs associated with establishing over-the-counter credit card payment feature and determine feasibility;

**GOAL:** (One sentence)

Discuss with Town Administration the propriety of implementing a policy of 'SET-OFFS'; whereby the Treasurer is authorized to withhold the sum of money from whom there are monies owed to the Town, per M.G.L. Chapter 60, Section 93.

**OBJECTIVE:** (One to three sentences)

The implementation of 'SET OFFS' would represent an expansion of the current policy requiring that all taxes owed to the town be current prior to the issuance of certain

permits and licenses (building permits; restaurant; liquor; victualler, etc..).....and would be pertinent from a town-funds collection standpoint....

**Tasks or Activities** (List two-three pertinent projects, with time lines).

1. Identify all specifics involved with implementing 'SET OFFS' policy;
2. Discuss specific areas of collection that may be involved with all pertinent department heads;
3. Discuss findings with Town Administrator and determine feasibility of implementation;
4. Evaluate findings and offer pros and cons to the Board of Selectmen;
5. Determine final decision of whether to implement or not-

**GOAL:** (One sentence)

Establish a comprehensive written Policies and Procedures Manual for the Treasurer-Collector Office.....

**OBJECTIVE:** (One to three sentences)

Establishing a comprehensive Policies and Procedures Manual would serve to;

1. Document in writing all existing policies and procedures;
2. Provide a benchmark of continuity and standards for all office policies and procedures;
3. Allow for a more efficient means of training and cross-training;
4. Eliminate any existing or potential confusion with regards to policies and procedures-

**Tasks or Activities** (List two-three pertinent projects, with time lines).

1. Begin detailed documentation of all policies; procedures; and tasks; (In-Process)
2. Research other available sources for similar documentation for purposes of clarity and possible improvement; (Ie, Fellow Treasurer-Collectors; Massachusetts Collectors and Treasurers Assoc.)
3. Prepare comprehensive manual for implementation not later than 7/1/10;
4. Review manual annually for possible revisions and/or improvements-