

1. The committee recommends that the town assume operational responsibility for the Raynham Public Library. The committee's analysis, in conjunction with the town Treasurer, found that the added expense to the town related to OPEB and future retirement benefits amounts to approximately \$40k per year. Offsetting much of this added expense will be savings in services such as accounting, insurance, payroll, audit, and maintenance which the town currently pays for as part of its annual contribution to the library. Relieving the library of these duplicate expenses will result in savings for taxpayers.

Assuming control of the operations of the Public Library will grant the town more oversight of its annual expenditure. The town should want to better understand how the library operates and have more input on its operations. Currently the town provides over \$400k in funds to an outside organization, the library, without any governance or accountability. This is an extremely risky policy without any precedence.

In order to attract qualified and motivated staff, including the next Library Director, it is imperative that employees are part of the town municipal structure. Having employees working for a small 501(c)3 is not a selling point for the future. Potential employees will want to know that they are part of a stable municipal system. This will be extremely important over the next few years as the Library searches for a new Director.

Finally, as part of municipal government, the library will develop a path forward along with all town departments. Having the library participate inside local government will improve the social fabric of the town as it integrates and collaborates with all town departments. The committee believes that the Town has a responsibility in the future of the library.

2. The committee recommends that the town consider streamlining and enhancing services provided by the planning, building, and conservation departments. Much of the work performed by these three groups have some amount of overlap. Coordinating their efforts will enhance the delivery of services that the town provides to our residents as well as those seeking guidance on development. Included in this restructure might include a physical consolidation of the departments into a common space as well as a reconfiguration of staff responsibilities. This consolidation would protect the Town from having a staff member be a single point of contact and expertise. The committee envisions a staff that is cross-trained and proficient in all aspects of the office. The committee defers to Mr. lafrate for his vision for this office.

3. The committee, through numerous interviews with department heads, has identified three potential staffing deficiencies. First, the committee's top finding is that the town workforce has grown to the point where a Human Resources position should be considered. There are a number of functions of the HR professional that are not being properly performed today including but not limited to; diversity training, sexual harassment policy and training, employee consultation and guidance, and a standardized performance review process. Second, the committee, through its discussions with a number of town officials, determined that there is a need for a

dedicated financial professional. Last, the committee recommends that the vacant position of Assistant Town Administrator be filled as soon as possible. There are a number of ways to accomplish eliminating these deficiencies and while the committee has suggestions, we would defer to the Town Administrator and affected department heads as to how best to fill these gaps.

4. The committee recommends resizing the Board of Selectmen from 3 to 5. Over the course of our research, we discovered some frustrations around the limitations of the 3 member board. Specifically, due to open meeting laws, two board members are prohibited from discussing the issues facing the town outside of open meetings. This does not lend itself to a thoughtful, deliberative body. While important discussions are always taking place en meeting, it unfairly handcuffs the members of the Board from having candid discussions as positions are developed. Resizing the board to 5 would also allow for sub-committees of the Board to work on issues that need the input of the board in the formative stages of discussion. This would greatly enhance the ability of the board to proactively work on issues outside of formal meetings. This will also allow the Board to select certain members to spearhead issues that compliment their skills and professional experience. An expanded Board is also more representative of the Raynham of tomorrow. As we approach a population of 20,000 residents, there is a new generation of potential selectmen and selectwomen willing and able to serve. An expanded Board presents more opportunity for civic engagement as in most years there will be multiple seats open at election.

5. The committee spent considerable time on a proposal to separate the Board of Selectmen from the Board of Health. While there are very good arguments to do so, the committee felt that at the current time it would be best to continue as currently constituted. The committee has the utmost confidence in the Health Agent and in the Board of Health and currently there is no compelling reason to change. However, the Board may want to consider integrating the Animal Control office under the Health Agent. The committee believes that the functions of the Animal Control professionals are more in line with the responsibilities of the Health Agent.

6. The committee identified a serious concern regarding conflicts of interest and recusal on public boards and commissions. In order to protect the town as well as our residents serving on important boards and commissions, the committee recommends that the Board of Selectmen or the Town Administrator research alternate member status. In an effort to maintain functioning boards and commissions, it is imperative that a full board or commission is seated for important proposals. The alternate status is also a successful tool for the member to gain important experience. There are communities that use alternate member status with great success.

7. The committee recommends that the town engage General Code or a similar provider and initiate a code and bylaw codification project. The bylaws of the town are in need of updating and organization. Through the codification process, General Code will review all of our current bylaws, both general and zoning, and make legal recommendations as to form, content, and presentation. Additionally, once bylaws are

in proper form, General Code will organize them in an appropriate manner and provide online access to our residents. This will provide both the residents and our departments a single depository for all of our legislation. Upon completion of the codification, General Code will provide annual services to maintain the bylaws online as well as integrate new and/or amended bylaws going forward. As an enhancement, General Code will link all bylaws to our assessor maps. This will allow residents to review all bylaws that impact any parcel in town. This service will greatly enhance the capabilities of our building department and result in significant efficiencies in that office. Finally, codifying the towns bylaws will minimize mis-interpretation of bylaws by both the public and town officials, thus avoiding costly errors and/or omissions.

8. The committee recommends that the town dedicate resources to continue modernizing the delivery of services to taxpayers. While progress has been made over the last year, the committee strongly supports the vision of the town IT director. The committee believes that all town departments, wherever feasible, should strive to deliver services through enhanced technology solutions. For example, the committee believes the Town should have the goal of all transactional business be available online should the residents desire to do their business that way. The committee also encourages the Board of Selectmen to lead all departments in an effort to become as transparent as possible. This would include making the most requested forms and documents available online as well as facilitating online submission and payment for these forms. The committee also recommends that the Town encourage all departments to communicate online with the public. The committee acknowledges that work needs to be done to make the towns online presence more seamless and easier for town departments to leverage. Finally, the committee recommends that the Town assess security at town facilities and make improvements as necessary for the protection of town property and, more importantly, town employees.