

REVISED **MEETING NOTICE**

Village of Scarsdale

A Work Session of the Scarsdale Village Board of Trustees is scheduled for Tuesday, April 20, 2021 at 5:00 PM. The meeting will be held via Zoom video conferencing service. Members of the public wishing to participate in the meeting can do so via online link at <https://zoom.us/j/93183703358>, or call into the meeting using 1-929-436-2866 and entering the Meeting ID 931 8370 3358*

Agenda

1. Receive Advice of Counsel
2. Mayor's Comments – (Anticipated to commence at 6:00pm)
3. Village Manager Briefing
4. Strategic and Financial Planning
5. Executive Session – Personnel Matter – The Board will convene in Executive Session to discuss the Village Manager Search

AK: 04-20-21

E-MAIL: Journal News (Lohud)
Scarsdale 10583
Scarsdale Hamlet Hub
Scarsdale Inquirer
The Daily Scarsdale

cc: Lobby Bulletin Board

**For a brief Zoom tutorial or to troubleshoot a problem, see here: <https://support.zoom.us/hc/en-us/articles/205566129-Raise-Hand-In-Webinar>. For other user questions, please visit the Zoom Help Center: <https://support.zoom.us/hc/en-us>.*

Strategic and Financial Planning

Work Session document

April 20, 2021

For discussion purposes

Vision

Strategic and Financial Planning

Four Pillars of Government

Quality of Life

Infrastructure
Municipal Services &
Sustainability

Public Safety

Economic
Development & Land
Use

Enablers

Technology
Communications
Personnel
Law

Agenda

- Mayor - Recap (10 minutes)
 - Decisions Made
 - Outstanding Items
- VM Briefing (10 minutes)
- Operational Efficiencies, Budget, and Financial Planning – Treasurer’s Office (15 -20 minutes)
- BOT Discussion (20 minutes)
- Public Comment specific to Treasurer presentation (10 minutes)
- Special Assignments – Board Alignment (20 minutes)
- Immediate Issue/Board Engagement/Prioritization (15 minutes)
- Public Comment (10 minutes)
- Next Steps (5 min)

* Times are approximate

Decisions Made – Work Sessions

- Work Sessions to include immediate issues and strategic initiatives
- VM provides briefing at Work Sessions
- Matters first introduced in Work Sessions
 - Board determines whether to advance to Agenda or keep in WS
 - If kept in WS, Chairs propose work plan; get consent of full Board
- Institute Quarterly Reviews - against Pillars and Enablers (get dates on calendar)

Decisions Made - Business Meetings

- Mayor/VM review preliminary agenda
- Packets to Board Wednesday evenings
- Board reviews and highlights items by Friday at noon
- Mayor/VM connect Friday
- Develop annual calendar – pro forma resolutions, budget, etc.

Outstanding Items

- Research Consent Agendas
 - Legal compliance
 - Best practices
- What Requires Staff Research v Consult
- Timing of Agenda/Business Meeting
 - 7 pm or 7:30 pm
 - Hybrid ?

Special Assignments

Pool Complex – Village Center/Complete Streets – Village Manager Search

Special Assignments		
Pool Complex	Complete Streets / Village Center	Village Manager Search
Mayor Veron	Mayor Veron	Mayor Veron
Deputy Mayor Arest	Deputy Mayor Arest	Deputy Mayor Arest
Trustee Ahuja	Trustee Lewis	Trustee Whitestone
		<p><u>Subcommittee Communications</u> Trustee Ahuja Trustee Whitestone Deputy Mayor Arest</p>

- BOT to Align on Goals
- Assemble Team (VM staff and BOT)
- Develop Workplan
 - Goals and Scope
 - Roles and Responsibilities
 - Timing and Deliverables
 - Community Engagement
- Bring to Committee of Whole

Immediate Issue

- Marijuana Legislation (Dispensaries and On-Site Consumption)
Choice to opt out by Dec 31 - Permitted by Law Adult-Use
 - Other Municipalities (staff)
 - Liaison to Community Organizations (BOT)
 - Residents Outreach (all)

Board Engagement

- With Boards and Councils (Decision Making & Advisory)
 - Board Charge
 - Work Plan
 - Recommendations
- With Legal Counsel
- With BOE and School Administration
- With Public
 - Public Comment (one way)
 - Work Sessions
 - Business Meetings (5 min pre/post before 10)
 - Public Hearing
 - Informal (two way)
 - Java with Jane – Dine the ‘Dale tent
 - With subsets of the Board - in town, on fields
- Meeting at Key Village Sites

Prioritization – Strategic and Financial

- Proactive Government – Articulate priorities (Apr 27-May 4)
 - Vision/Strategy/Finance
 - Priorities by Pillar & Enablers
 - Special Assignments
- Chairs manage planning/research process; Committee of the Whole decides
- Allow for Unexpected
- Timeline
 - 1-2 Years
 - 3-5 Years
 - 5+ Years

Upcoming Work Sessions

- April 27 5-6:45 pm; Agenda/Business Meeting thereafter
- May 4 5-8 pm
- May 11 5-6:45 pm; Agenda/Business Meeting thereafter
- May 18 5-8 pm
- May 25 5-6:45 pm; Agenda/Business Meeting thereafter

Appendix

Vision

Strategic and Financial Planning

	Four Pillars of Government					Special Assignments		
	Strategic & Financial Planning	Quality of Life	Infrastructure, Municipal Services & Sustainability	Public Safety	Economic Development & Land Use	Pool Complex	Complete Streets / Village Center	Village Manager Search
Chair	Mayor Veron	Trustee Whitestone	Trustee Crandall	Trustee Lewis	Deputy Mayor Arest	Mayor Veron	Mayor Veron	Mayor Veron
First Vice Chair	Deputy Mayor Arest	Trustee Crandall	Trustee Lewis	Trustee Crandall	Trustee Lewis	Deputy Mayor Arest	Deputy Mayor Arest	Deputy Mayor Arest
Second Vice Chair	Trustee Lewis	Trustee Ahuja	Trustee Brew	Trustee Brew	Trustee Ahuja	Trustee Ahuja	Trustee Lewis	Trustee Whitestone
	<u>Strategy</u> 1-2, 3-5, 10+ Years Service Delivery - Relative Value - Op Efficiencies - Talent/Resources <u>Finance</u> Budget Process Operating Expense Capex Financing/Borrowing Investment Reserves/Fund Balance/Ent Funds Assessment	<u>Assets</u> Library Pool <u>Activities</u> Recreation Parks & Fields Community Events <u>Affinity Groups</u> Youth Seniors Multicultural, Belonging <u>Well-being</u> Noise Open Space	Water Sewer Roads Bridges Buildings	COVID Fire Police SVAC School Cyber	Village Center - Boniface Park - Mural - Comp Plan Merchants/SBA Other Retail Hubs Development Preservation/Character Zoning and Code			<u>Subcommittee Communications</u> Trustee Ahuja Trustee Whitestone Deputy Mayor Arest

Chair Vice Chair

Underpinnings	Technology	Trustee Ahuja	Trustee Lewis	<ul style="list-style-type: none"> Digitization Tech Requirements 	<ul style="list-style-type: none"> Project Sizing Municipality / GIS
	Communications	Trustee Whitestone	Trustee Ahuja	<ul style="list-style-type: none"> Site Upgrade Social Media 	<ul style="list-style-type: none"> Cable / Video
	Personnel	Trustee Brew	Trustee Whitestone	<ul style="list-style-type: none"> Bds & Councils Recruitment Bylaw / Constitutions 	<ul style="list-style-type: none"> Timing / Process / Assignments Community Outreach / Messaging
	Law	Trustee Crandall	Trustee Brew	<ul style="list-style-type: none"> Code Updates 	<ul style="list-style-type: none"> Potential New Legislation



Key Words and Phrases

National Leader in Municipal Government
Take the Village Well Into the 21st Century
Capable of Delivering Best in Class Government Services
Fully Aligned with the Needs of our Increasingly Evolving and Diverse Community
Honor our Past and Build for our Future
Retain What Makes our “Village in a Park” so Special
Attracting and Retaining Outstanding Talent
Leveraging Technology and Best Practices
Resources

Culture and Values

- Integrity
- Trust
- Respect
- Open Mindedness
- Assume Best Intent

Good Process

- Visibility to Important Issues
- Regular Updates
- Work Sessions for Discussion
- Welcome Diversity of Opinions
- Deliberate for Best Outcome
- Model Cohesiveness and Respect
- No Blindsiding
- Raise Issues and Concerns to Me

Village of Scarsdale



Memorandum

Treasurer's Office

To: Steve Pappalardo, Village Manager
From: Ann Scaglione, Village Treasurer
Date: April 19, 2021
Re: 4/20/21 Presentation to BOT

I was asked to present tonight on some of the items I have been working on and some areas of opportunity. As you know, I have been your Treasurer since October, and my immediate goal was to learn the staff, current operations and issues. In reviewing policies and procedures, I have identified areas where our financial processes can be updated.

Our accounting and financial reporting must be in compliance with Generally Accepted Accounting Principles and Governmental Accounting Standards Board. In addition, we must operate in compliance of New York State and Local requirements. Over time, the rules and requirements have been increasing, as well as the demand for timely, actional and transparent information. My goal is to review financial practices and operations, to identify opportunities to ensure we fulfill all requirements and strive to operate in models of best practices.

The majority of the opportunities that I have already identified and started addressing are related to modernizing our processes. Our Technology Advisory Committee has prepared a comprehensive report which includes their initial findings and recommendations of next steps. The opportunities listed below, with the suggested updates are in compliance with the recommendations of this report.

Current Focus:

The following are items that I am currently working on, with the expectation of completion by the end of this calendar year.

1. Issue a Consolidated Annual Financial Report for our 2020/2021 financial statements. The Government Finance Officers Association has issued the format and requirements for this report, with the intent to provide the reader of the financial statements a clear and comprehensive picture of the governmental entity. In addition, this allows for consistency among financial reporting of governmental entities, again with the goal of providing the

- reader with a clear, consistent format. The first year of preparing this report is the most challenging, as setting up the format and compiling historical facts; going forward the process will be more manageable.
2. Updating Tax Bills and Offering communication options to our residents. As the decision to offer installment billing for Village and School taxes will be continuing, we have identified some areas of improvement in our Tax Bills. We have reviewed many tax bills and are working to make a few changes to ensure our tax bills have clear due dates and penalty schedule. In addition, we are working to implement technology to allow taxpayers to elect to receive tax bills and tax receipts by email. Furthermore, we have redesigned our delinquent tax notices to include all taxes due on one notice. Delinquent notices will be mailed on a regular basis.
 3. The Village has a long history using New World as their financial software. There are many features and modules, some we have already, and others that can be purchased and implemented to update and streamline tasks. I am looking to implement procedures and technology to streamline the accounts payable and payroll tasks, to reduce redundant and paper intense processes. Specifically, I would like to utilize the workflow features to allow for electronic approval of purchase requisitions, purchase orders and vouchers. This would eliminate unnecessary paper throughout the organization in processing accounts payables. Additionally, there are several Payroll and Human Resources functions that can be automated with employee self-service modules.
 4. Streamlining Cash Receipts to allow for inhouse, batch processing of tax and water receipts. We are working with our bank and software companies to provide for remote desktop scanners to allow for creation of lockbox deposit batches, capturing images of both the check and remittance slip, and upload to tax and water software packages. The workload in the Treasurer's office has been significantly increased with the two-installment option, and this technology will provide a more efficient way to process the receipts, ensure compliance with NYS Comptroller guidelines, as well as digitize our transactions.
 5. Utilize existing technology for digitization. The Village has had Laserfiche for many years. We are exploring ways to utilize this existing technology to streamline workflow and increase digitization of documents, both within the Treasurer's department, as well in processes between departments. I am working with our Assessor to increase user licenses, update to the current version of the software and engage Laserfiche to assist with integration with our tax and financial systems.

The overarching goal is to improve the accuracy of processing transactions, working smarter using technology.

Next Steps:

We are currently reviewing technology opportunities to provide tools to streamline the budget process, tools to allow for generation of budget scenarios, allow for multi-year budgeting, as well

as to provide transparency of Village financial data. In our efforts to improve our budget process, I look to follow best practices and guidelines of the Governmental Finance Officers Association.

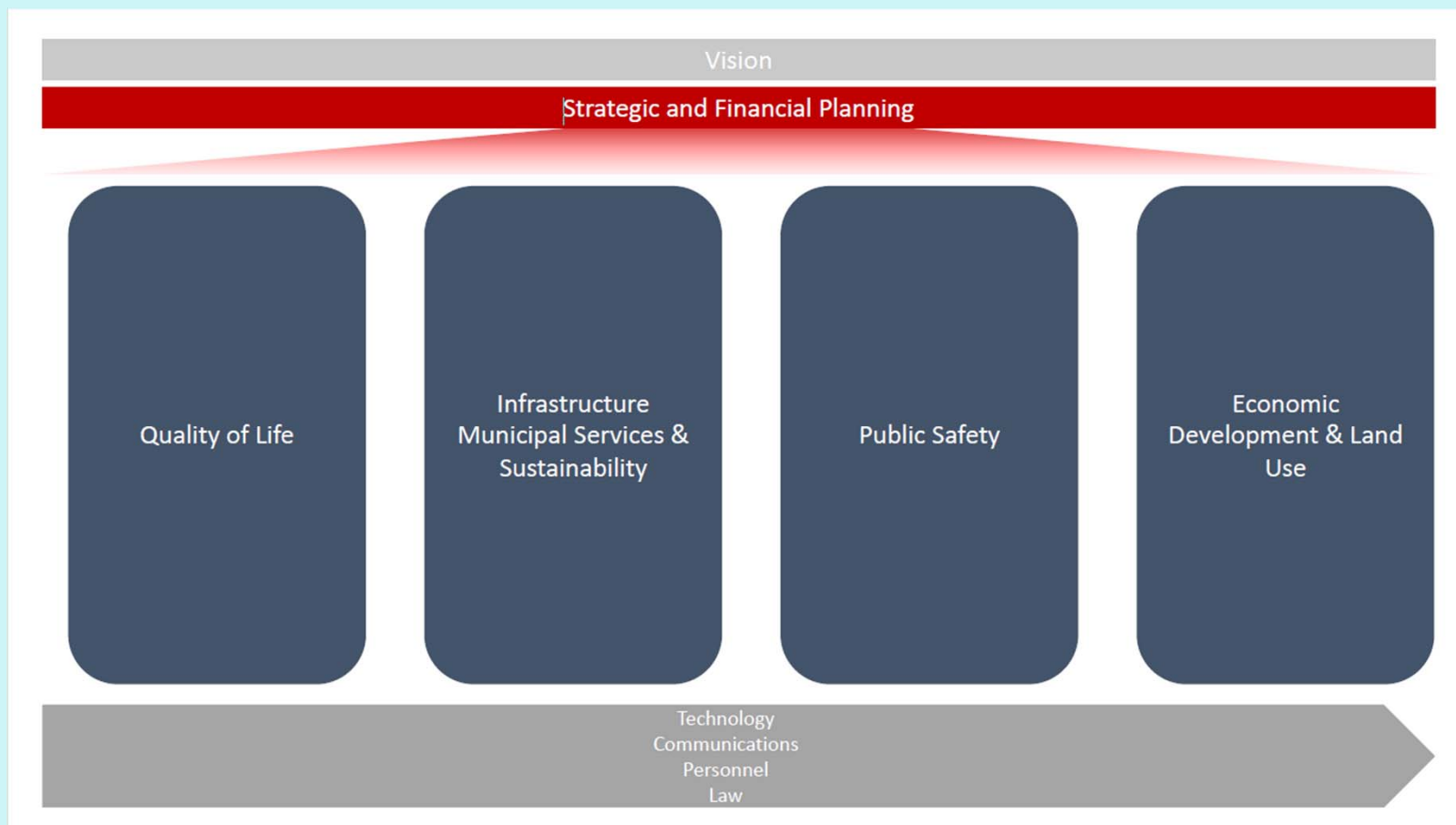
However, with an eye on improving our upcoming budget process, I would like to consider discussing improvement that can be implemented immediately. I recommend we start our process by discussing the goals and objectives of this board, using the input we have received from our active citizen groups, topics of public question and comments, and priorities of our taxpayers.

The Sky is the Limit

Linking Vision, Goals, and Resources



Four Pillars of Scarsdale's Governance



Operationalizing Policy Level Goals

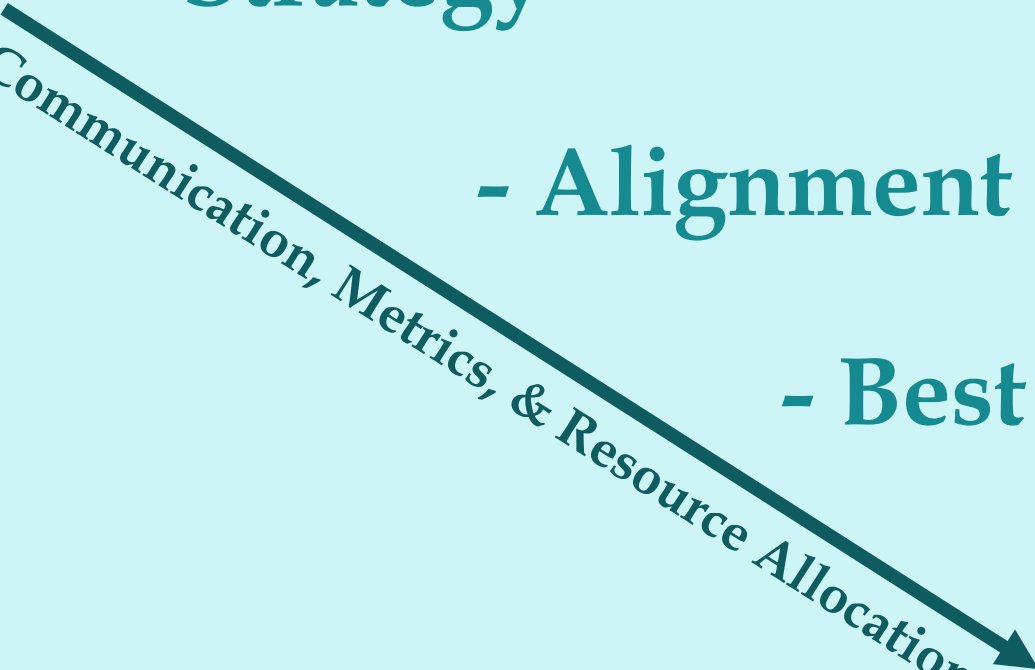
- Strategy

- Alignment

- Best Practices

- Results

Communication, Metrics, & Resource Allocation



Continuous Improvement



2021 Strategies: Comprehensive Annual Financial Report

- **Financial Transparency**
- **Concise Summary of Financial Position**
- **Government Finance Officer's Association
Best Practice Format**

2021 Strategies: Tax Billing Improvements

- **Improved Communication**
- **Enhanced Transaction Accuracy**
- **Working Smarter through Technology**

2021 Strategies: Accounts Payable and Payroll

- **Process Streamlining**
- **Eliminate Paper and Manual Processes**
- **Reduce Cycle Times and Lower Costs**
- **Working Smarter through Technology**

2021 Strategies: Cash Receipts

- **Efficiency Gains**
- **Enhanced Regulatory Compliance**
- **Workflow Digitization**

2021 Strategies: Maximize Lazerfiche Usage

- **Interdepartmental Collaboration**
- **Maximize Existing Software Benefits**
- **Enhance Accuracy and User Convenience**

Next Steps

- *Develop SMART Goals and Objectives*
- *Align Staff and Financial Resources*
- *Consider Multi-Year Budgeting*
- *Pursue GFOA Distinguished Budget Award*
- *Consider Baldrige Framework to Support Continuous Improvement*

Integrity

Trust

Respect

Open-Mindedness

Goodwill

