

Town of Dartmouth, MA Five-Year Information Technology Strategic Plan

May, 2015



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Appendix A: Town of Dartmouth’s Website Evaluation

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Acknowledgements

The Town of Dartmouth would like to thank the employees of the Town who participated in the development of this report. Each department within the Town has contributed to the technology inventory list as well as the Employee Feedback Questionnaire that has been necessary to prepare this report.

Detailed information regarding technology initiatives, issues and budgeting were confirmed by Gregory Barnes, Director of Budget and Finance and Michael Courville, MIS Director. David Cressman, the Town Administrator also assisted in the development and launch of this report. This expertise helped to shape the strategic plan processes and phases involved.

Employee participation and knowledge was revealed throughout this six month process to ensure feasible and valid feedback to our stakeholders. The benefits of producing such a report are highlighted throughout various sections of this document and we hope the readers gain valuable insight on the technology initiatives here at the Town of Dartmouth.

Executive Summary

The Town of Dartmouth initiated a need to develop an IT Strategic Plan in August 2014. An internal team was formed to develop the guidelines, processes and overall implementation of the technology strategic plan to ensure valid and feasible information for the Town’s stakeholders. Employees, residents, and municipal partners all serve as the Town’s interest groups who are affected by technology. The Technology Strategic Plan focuses on buildings and operations at the locations of the following, the Town Hall, Department of Public Works (DPW), Dartmouth Community Television (DCTV), Dartmouth Council on Aging (COA), and the Southworth Library. The term, “The Town” within this report, refers to these specific five locations. Unfortunately, the strategic plan does not include the Dartmouth Public Schools or the Dartmouth Police Station, who both have detached technology plans.

The Strategic plan consisted of:

- An assessment of current conditions and inventory
- Employee feedback regarding technology issues
- Recommended actions over a five year period
- Budget projections over the years
- Prioritizations and benefits of actions

The final decisions based of strategic plan processes mentioned above, concluded *twelve* technological advancements needed to be implemented within the Town over the next five years. Based off various *Strategic Issues (Section II. B)*, the internal team developed a detailed summary of each initiative and the affect it will have on numerous stakeholders. The proceeding chart represents the Town of Dartmouth’s technology initiatives over the next five years. Current (C) and future (F) initiatives are listed in order of priority below:

Priority	Town of Town Initiative List
C1	Financial System Upgrade (Munis)
C2	Licensing & Permitting
C3	Document Management Software (DocuWare)
C4	Updating Telephone Services
C5	External Help Desk
C6	Email Conversion
C7	Website Evaluation & Upgrade
F1	INET
F2	Rewiring

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F3	Computer Replacements
F4	Digital Data Conversion
F5	Multifunctional Replacements
<i>A total of twelve technology initiatives for the Town over the next five years.</i>	

The 5-year Information Technology Strategic Plan for the town has accumulated a budget over the next five years for the twelve initiatives described above, although flexibility and consideration will be presented while undergoing each process. The yearly budgets were calculated based off detailed information outlines in *Technology Initiatives* (Section III). Estimations were also placed in parenthesis representing initiatives that have not yet finalized yearly cost calculations. Further details on this budget description are noted in *Budget & Timeline* (Section IV).

	Year 1 (FY2015)	Year 2 (FY2016)	Year 3 (FY2017)	Year 4 (FY2018)	Year 5 (FY2019)	Five Year Total
IT Budget	\$41,600	\$76,600	\$318,600	\$138,600	\$58,600	\$634,000 <i>(\$1,246,000- \$1,746,000)</i>

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I. Introduction

In order to develop a precise strategic plan, a process was structured to ensure valid and feasible planning for IT initiatives. Background objectives and methodologies were utilized to project this process into one comprehensive report. The project background, report format, and work performed will be outlined within this section for the Town's stakeholders to understand the initial planning procedure.

A. Project Background

The Town Administrator, David Cressman has confirmed the need to produce a Technology Strategic Plan for the Town of Dartmouth in order to measure, evaluate, and act upon technology issues and implementations within the Town. The Town Administrator initially noted that a master plan should be created to enhance the overall development of technology strategies within the community. However, after consideration regarding individual problems between facilities, this plan focuses on the following facilities of the Town, and not Dartmouth's Police Station and the School Department:

1. All Departments in the Town Hall located at 400 Slocum Road, North Dartmouth
2. The Department of Public Works (DPW) located at 759 Russells Mills Road, Dartmouth
3. Dartmouth Council on Aging (COA) located at 628 Dartmouth Street, South Dartmouth
4. The Southworth Library located at 723 Dartmouth Street, South Dartmouth
5. Dartmouth Community Television (DCTV) located at 247 Russells Mills Road, Dartmouth
6. Dartmouth Harbormaster located at 1 Bridge St #6, South Dartmouth

With the help of the Director of Budget and Finance, Gregory Barenas, the MIS Director, Michael Courville, and the Administrative Analyst, Brittany Doherty, a team was formed during the fall of 2014 to prepare and organize a comprehensive report. The Strategic plan consisted of:

- An assessment of current conditions and inventory
- Employee feedback regarding technology issues
- Recommended actions over a five year period
- Budget projections over the years
- Prioritizations and benefits of actions

Town of Dartmouth Mission

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The mission of the Town of Dartmouth is to provide the infrastructure, resources, and services to support economic, societal, and environmental prosperity of its citizens. Producing a Technology Strategic Plan will help the Town act upon their mission and goals. These initiatives reflect the Town's belief in continuous improvement for the community and their stakeholders.

Key Outcomes:

- Provide a road map to future technology initiatives within the Town
- Ensure technology issues are based on functional needs
- Strengthen the culture and collaboration between departments, citizens, and other stakeholders

B. Report Format

The report is sectioned in four major sections:

1. **Introduction:** This section describes the layout of the document and planning process involved to develop the Strategic Plan.
2. **Planning Framework:** This section depicts the current conditions regarding technology within the Town. It also presents a list of strategic issues that were analyzed by employees and Department heads that directly relate to new implementations.
3. **Technology Initiatives:** This section addresses the technology initiatives as a result of technology issues and updates within the community.
4. **Implementing the Technology Plan:** This section describes the costs and timelines for planning initiatives and presents guidance for the Town's employees while achieving these implementations over the years. The report acts a transformational tool to better the Town's technology strategic plans and its relationship with departments and citizens.

C. Work Performed

Although this was a cooperative effort from all members of the Town of Dartmouth facility, the Southwick Library, and also DCTV employees, a team formed to bind all information together into one comprehensive report. This team consisted of (1) David Cressman, Town Administrator, (2) Gregory Barnes, Director of Budget and Finance, (3) Michael Courville, MIS Director, (4) Brittany Doherty, Administrative Analyst. Each team member played a crucial role in the development of this report.

Weekly meetings were conducted with the team in order to ensure efficient communication channels and to track the overall goals of this report. The meetings were beneficial to provide

detailed information regarding new and ongoing technology information and also to connect these initiatives with issues in order to provide solutions.

An updated inventory sheet highlighting all programs, computers, printers, phones, and other technology related terms was the first of priorities. Simultaneously, departments initiated research to learn what other municipalities are doing to better their communities as ongoing technology updates were panning.

Participation from employees of the Town was necessary to give unbiased information on day-to-day operations. Each employee was issued a SWOT (Strengths, Weaknesses, Opportunities and Threats) questionnaire to reflect on technology aspects they experience daily. The SWOT questionnaire is designed to deliver feedback from departments related to potential areas of improvement and what individuals considered as strengths. These issues would then reflect the new initiatives proposed within the document, to better employee’s experiences on daily operations, and therefore, give the Town’s customers a more satisfying experience.

II. Planning Framework

In order to ensure effective and efficient implementations within the Town, current conditions of IT usage and functionality’s must be analyzed. Current conditions, strategic issues, and missions and goals of the IT department will be outlined in this section.

A. Current Conditions

The Town Administrator is responsible for the Town’s overall operations on a daily basis including 23 Town Departments. However, with respect to this specific report, the below table represents departments which have been recently analyzed in regards to technology issues and initiatives (21 departments). The Dartmouth Police Department and Dartmouth Public Schools are excluded from this report.

Town of Dartmouth Departments	
Accountant office	Department of Public Works (DPW)
Animal Control Office	Grant’s Department
Assessor’s Office	Harbor Master
Board of Health	Human Resources
Building Department	Library
Clerk’s Office	Park Department
Collector’s Office	Planning Department
Conservation Department	Select Board Office
Council on Aging	Treasurer’s Office

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Custodian's Office	Veteran's Office
DCTV	

*Departments not included within this analysis is the Dartmouth Police Station and Dartmouth Public Schools

Information Technology Department

The MIS Director of the Town maintains information technology strategies, research and implements technology solutions, and assists Town members on technology.

Inventory and Current Conditions

The facilities of the Town Hall, Department of Public Works, Council on Ageing, and Harbormaster currently have 85 personal computers to supports its employees. The Library currently has 47 personal computers and DCTV currently has 25 personal computers. These computers are connected to local and wide area networks that enable Town employees to access information and applications and carry out daily business processes.

Programs and Permissions

Departments use specific software applications to conduct their work including Munis for payroll, tax forms, accounts payable, permitting and inspections and other functions of use. Other software applications include First Class to update the Town's website, Invoice Cloud to which charges for accepting applications for tax payers, and also ArcMap 10.3 which is utilized in the Conservation Department. Each department, depending on the work responsibilities utilize specific software applications to better gain and organize necessary information. Various permissions are granted to these users to ensure quality and safety management within the Town.

Investments

The Town of Dartmouth is continuously investing in the development of technology to better serve various stakeholders including, citizens, businesses, and departments. The evolving technology environmental also inspires the Town to keep up to date with market conditions and regulations regarding technology operations. Recent 2014 commitments include:

- Updating the Town Hall's virus protection software for quality security, fast internet speed, and cost saving measures overtime.
- Virtual server upgrades to reduce physical servers footprint.
- Enhanced the backup capability of the Town.

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IT Support, Responsibilities and Safety

The Town Hall located at 400 Slocum Road and also its remote locations at the DPW, COA, and Harbormaster is projected under the MIS Director by operating the Global Data System (GDS) contract which implemented firewall and virus protection. Security that is independent of the Town includes the Dartmouth Police, DCTV, Dartmouth Public Schools, and Library. This security separation may change in the future.

The MIS Director works under the general direction of the Director of Budget and Finance/Treasurer. The Manager plans and carries out the regular work in accordance with standard practices and previous training, with substantial responsibility for determining the sequence and timing of action and substantial independence in planning and organizing the work activities, including determining the work methods. The Manager is expected to solve through experienced judgment most problems of detail or unusual situations by adapting methods or interpreting instructions to resolve the particular problem.

Instructions for new assignments or special projects usually consist of statements of desired objectives, deadlines and priorities. Technical and policy problems or changes in procedures are discussed with supervisor, but ordinarily the employee plans the work, lays it out and carries it through to completion independently. Work is generally reviewed only for technical adequacy, appropriateness of actions or decisions, and conformance with policy or other requirements; the methods used in arriving at the end result are not usually reviewed in detail.

The employee has access to town-wide confidential information in the management of the information management systems. The MIS Director is not responsible for the supervision of others, but does provide technical training to town employees on the use of computer programs and equipment. The nature of work and volume fluctuates seasonally and can usually be planned for in advance.

MIS Director Responsibilities

- I. Plans and coordinates activities such as installing and upgrading hardware and software, programming and systems design, the implementation of computer networks, and the development of Internet and intranet sites.
- II. Responsible for the upkeep, maintenance, and security of networks.
- III. Analyzes computer and information needs of the town and makes recommendations for cost effective solutions and improvements.
- IV. Ensures the availability, continuity, and security of data and information technology services for the town.

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- V. Develops and monitors performance standards, and implements and coordinates projects.
- VI. Responsible for division budget, including ordering, purchasing and processing payments for all IT needs.
- VII. Manages town/school payroll and RE/PP billing applications, financial systems, land base systems, and all town systems and programs.
- VIII. Provides training and help-desk support for all town departments.

B. Town Strategic Issues

Town strategic issues were developed by interviewing Department Heads in four locations including, the Town Hall, DPW, Library and DCTV. The MIS Director and Finance Director also gave insight on major issues that would be solved by implementing new plans over the course of the next five years.

A necessary first step in developing an information technology strategic plan that identifies specific technology solutions and investments for an organization is defining *Strategic Issues*. Strategic issues represent the challenges and needs of an organization relating to technology, business, or management operations of the Town. After conducting various meetings with Department Heads, the MIS Director, and Finance Director, a strategic issues table was formed to highlight the major issues of the town within these three components and the rank order of priority of solving these issues.

Below is the final, prioritized list of strategic issues that have been gathered as a result of on-site meetings. The strategic issues have been organized into the following categories:

- **Technology Issues (T):** Technology issues are related to problems with the way that technology is used to assist with internal day-to-day business processes of the Town's departments. *Example: Telephone services are weak.*
- **Business Issues (B):** Customer service issues are related to problems with the way that technology is used by customers of the Town's departments. *Example: Town's website is not up to date.*
- **Management and Operations Issues (M):** Management issues are related to how the Town approaches technology planning, acquires new technology (hardware and software), and how it manages the technology it has in place today. *Example: Staying up to date with life cycle technologies.*

Issue priority ranks have also been determined as the following:

- **Critical:** Priority issues should be addressed during the first year of the updated Strategic Plan.
- **High:** Priority issues should be addressed during years 2 and 5.
- **Medium:** Priority issues should be addressed in years 4 and 5.

Strategic Issues Defined

Issue Number	Issue Description	Issue Priority
Technology Issues		
T1	Town staff reported that telephone services are out of date and weak. In order to better communication with the Town’s residents and make staffs overall customer service experience easier, the town’s telephones system is in need of an upgrade.	High
T2	Multifunctional replacement cycles. As part of the Town’s replacement cycle procedures, multifunctional technologies will continue to be assessed and the Town will also need to address special concerns of individual departments as they come up.	Medium
T3	Facility wiring upgrades. Current facility wiring has caused many obstacles to implement other digital technology initiatives. Proper facility wiring will result in better functions for security, reliability, and speed of digital technologies including, computers, video surveillance, and phone systems.	Critical
T4	Upgrading and comprehending functions of Munis. Staff reported that they do not fully understand Munis capabilities.	Critical
T5	Allow sharing on licensing and permitting information between boards. Permitting departments cannot effectively share information and are in need of a streamlining process.	High
T6	Digital technologies need to be updated based on replacement cycles- networks, computers, and printers. In order to keep up with efficient technologies, the Town needs to keep up with replacement cycles to better suit staff functions.	High
T7	Departments do not have access to the server INET. These departments include the Department of Public Works (DPW)	High
T8	Upgrading software functionalities for staff. Software the staff currently uses is in need of an upgrade to keep up with	High

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	market conditions and capabilities.	
Business Issues		
B1	Town's official website is out of date. The town's website is not updated with relevant information or friendly navigation.	High
B2	Centralized system for meeting rooms. Communication and systems currently to schedule meeting rooms are not effective.	Medium
B3	The Town is reliant on paper based systems. Storage for paper reports is short.	High
B4	Scheduling issues (email). The current Outlook Web Access (OWA) program staff members utilize limits how many files can be shared and certain scheduling functions.	High
Management and Operations Issues		
M1	Payroll system not being utilized to greatest capacity. The Town's payroll system needs to be fully implemented to serve functionalities for departments.	Critical
M2	External help is needed to fulfill staff needs. Many departments are in need of technology assistance throughout daily operations and since there is only one MIS Director, external help is needed to assist these staff members.	Medium
M3	Training and communicating vital IT information to staff. Staff members reported that they are unaware of certain functionalities of programs. As new and upgraded programs are implemented, the Town staff will need training in order to better utilize these programs and software.	Medium
M4	Keeping up to date on programs, servers, software, and cycles. All programs and software of the town, digital or not, will need to be evaluated to check upon status.	Critical

C. Mission and Goals

The mission of the Town of Dartmouth is to provide the infrastructure, resources, and services to support economic, societal, and environmental prosperity of its citizens.

The Computer Services Department provides secure, reliable, and the highest quality technology-based services possible to assist town departments with day to day activities, while delivering excellence in customer service. The department accomplishes this by implementing, managing and supervising the overall operation of most of the town's financial and

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license/permit applications, non-School user network, geographical information system and assessor appraisal system. Secondary responsibilities include:

- Database, Email, Network, and Security Administration,
- Technical Support and Help Desk,
- Budgeting and Capital Planning,
- New Software and System Procurement, Testing and Implementation,
- Invoice Processing,
- Webmaster

IT Strategic Plan Goals

1. Identify IT projects and priorities to support the Town of Dartmouth's Five year Strategic Plan
2. Continuously work with departments to gain concerns or recommendations regarding technology.
3. Gain resident and other stakeholder's feedback regarding technology, business, and management feedback.
4. Collaborate on system-wide initiatives while representing the need of the Town.
5. Utilize this report as a measurement tool to evaluate ongoing projections and implementation for the future.

III. Technology Initiatives

This section provides details on how the Town can solve the above strategic issues by implementing technology initiatives over the course of five years. Current and future technology initiatives are categorized to secure ongoing and future planning processing and budgeting. This section summarizes the Town's consideration to market conditions, a technology initiatives reference table, and an overview of detailed technology initiatives that include priority rank and budget.

A. Market Condition Considerations

This IT Strategic Plan acts as a guide for the big picture of the Town’s plans. However, departments have to be flexible when engaging in the process and planning on these initiatives since external, environmental changes occur in technology daily. A larger municipal issue is engaging the Police Department and Dartmouth Public Schools into this strategic plan to create one comprehensive Town report to ensure a more coordinated Town wide approach. Cooperation and communication between all departments of the Town, Police in particular need to be more institutionalized. While decisions are made, every department should be a part of the conversations.

Cloud

The issue of cloud-based programs will likely take on greater importance in the upcoming years. The Town of Dartmouth will have to take advantage of these future technological opportunities to keep up with market conditions and to also improve Town’s utilization of specific programs.

B. Technology Initiatives Reference Table

The table below represents all of the initiatives developed between Town officials including, the MIS Director, Finance Director, Town Administrator, and other Department Officials over the years. This is a **prioritized** list and is meant to demonstrate the entire list of new initiatives involved to solve the various strategic issues. The strategic issue that is emphasized next to each initiative represents the various technology issues represented on page 10 of this report. A mixture of updating the Town’s current conditions and also adding new figures is within the contents of this overall project.

Initiative summary	Strategic Issue
<p>Financial System Upgrade (Munis) Munis is an ERP financial software solution the Town utilizes to encompass a wide range of public sector needs. This system manages the Town’s core functions including, financials, workforce management, and citizen services and revenues.</p>	<p>T4, T8, M3, M4</p>
<p>Licensing & Permitting With the ongoing strategic plan to implement Accela, a software solutions designed to connect citizens and governments, the Town will benefit from many solutions including, licensing, permitting, environmental health and safety, and citizen relationship management.</p>	<p>T5, B3</p>

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<p>Document Management (DocuWare) DocuWare will be implemented to perform document management solutions. Staffs can store, search, display, download, edit, and integrate documents into the Town’s business processes.</p>	<p>T5, T6, B3</p>
<p>Update Telephone Services The town currently uses Mitel analog system and will transfer over to Voice Over Internet Protocol (VOIP) digital phone system which will pose many benefits and solve many issues for the town.</p>	<p>T1, T6</p>
<p>External Help Desk The External Help Desk the Town is proposing will free up internal resources to focus on value added projects such as technology information initiatives. Help desk outsourcing can bring about better financial leverage by utilizing the current IT staff to focus on areas that improve operations and IT goals.</p>	<p>M2, M3</p>
<p>Email conversion For the town’s staff, Outlook Web Access (OWA) limits how many files can be saved and scheduling functions. Options are being evaluated to transfer out of OWA.</p>	<p>B3, B4, M1</p>
<p>Website Evaluation Town staff is evaluating the need to move from First Class software to a more web-based user-friendly program.</p>	<p>B1, M3</p>
<p>INET Currently, some of the Town’s satellite locations lack direct access to the main server system and more importantly information shared on that system. Implementing INET would resolve these issues.</p>	<p>T7</p>
<p>Rewiring of various facilities The Town Halls 1920s building makes new wiring difficult as it does not have current ‘drop-slots’ for wiring as newer buildings do. The concrete barriers and brick areas within the Town Hall building do not support wiring. The majority of the Town’s lines are Cat5 and the standard today has increased to Cat6.</p>	<p>T1, T2, T3, M4</p>
<p>Computer Replacements A majority of the Town’s current computers are nearing the end of their replacement cycle and will need to be updated as part of this cycle.</p>	<p>T8, T6, M4</p>
<p>Digital Data Conversion This data conversion will take historic paper data within the Town and transform it onto a digital database. This is a costly initiative given the amount of paper involved and could take many years to complete.</p>	<p>B3</p>

Multifunctional replacements Multifunctional replacements keep up with the Town’s replacement cycles, ensuring that proper replacement is initiated before the breakdown and cost of the repair needed to improve the technology is higher than the replacement cycles.	T2, M4
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C. Overview of Technology Initiatives

Each initiative in this section has been presented utilizing a standard form to keep consistency throughout the final projections. Initiative descriptions, priority, issues solved and budget information among other details are represented within these detailed tables.

Current and future considerations:

The strategic plan is categorized by **current** and **future** issues and initiatives to ensure proper prioritization of current and future planning procedures. The first section of initiatives represents current and ongoing implementations. Section 2 represent future initiatives that will begin implementation within the next 5 years.

Section 1: Current Initiatives

Town of Dartmouth IT Initiative					
Current #1 Financial System Upgrade (Munis)					
Initiative Description					
<p>Munis is an ERP financial software solution the Town utilizes to encompass a wide range of public sector needs. This system manages the Town’s core functions including, financials, workforce management, and citizen services and revenues.</p> <p><u>Initiatives should be handled in a three phase approach:</u> Phase 1: Migrate over to virtual using server 2012 (completed) Phase 2: Upgrade the new Munis version and test version (March) Phase 3: Retire Munis’s physical server May 1, 2015 Phase 4: Three-day training workshops for Payroll staff</p> <p><u>Project duration:</u> February- May 1, 2015 (+ training)</p> <p><u>Details:</u> Since the Town is currently utilizing version 9.3, the Town will transition to version 10.5 in April in order to make a smooth transition to the necessary version. The transition to version 10.5 will show enhanced efficiencies and effectiveness. The town had to make over 9,000 changes to be in the position to upgrade.</p> <p>The Town has previously updated the server working with GDS. The test version is now running and full implementation of version 10.5 is expected April 29th.</p>					
Initiative Source Information					
Functional Area:		Technology and Management Issues			
Priority Ranking:		1 of 7 (Current)			
Strategic Issue(s)					
T4	Upgrading and comprehending functions of Munis				
T8	Upgrading software functionalities for staff				
M3	Training and communicating vital IT information to staff				
M4	Keeping up to date on programs, software’s and cycles				
Initiative Ranking					
strategic Issue Rank		Cost Benefit	Ease of Implementation	Maturity of Technology	
Very High		High	Hard	Established-Leading Edge	
Estimated Initiative Budget					
FY 2015	FY2016	FY2017	FY2018	FY2019	5-Yr Total Cost
\$8,000	\$0	\$0	\$0	\$0	\$8,000

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<p>Budget Description</p>	<p>The Town annually pays OSDBA a fixed amount for Munis services which are already embedded within costs and budget. Future life-cycle costs will be determined around 2018, as the Town will most likely need to upgrade Munis. The 5-yr total cost does not include future life-cycle costs that will be expected in FY 2019.</p>
<p style="text-align: center;">Action items to implement tasks</p>	
<ul style="list-style-type: none"> - Fully implement Munis 10.5 	
<p style="text-align: center;">Anticipated Benefits</p>	
<ul style="list-style-type: none"> - The version the Town currently uses is retiring - Allows staff to enhance certain functionalities - By upgrading Munis the Town can take better advantage of their resources and move forward on initiatives, payroll, and Accounts Payable. 	

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Town of Dartmouth IT Initiative					
C #2 Licensing & Permitting					
Initiative Description					
<p>A conceptual leap forward for the Town regards licensing and permitting software implementation. With the ongoing strategic plan to implement Accela, a software solutions designed to connect citizens and governments, the Town will benefit from many solutions including, licensing, permitting, environmental health and safety, and citizen relationship management.</p>					
Initiative Source Information					
Functional Area:		Technology and Business Issues			
Priority Ranking:		2 of 7 (Current)			
Strategic Issue(s)					
B3	The Town is reliant on paper based systems				
T5	Allow sharing of licensing and permitting information between boards				
Initiative Ranking					
Strategic Issue Rank		Cost Benefit		Ease of Implementation	Maturity of Technology
Very High		High		Hard	Leading Edge
Estimated Initiative Budget					
FY 2015	FY2016	FY2017	FY2018	FY2019	5-Yr Total Cost
\$12, 600	\$12, 600	\$12, 600	\$12, 600	\$12, 600	\$78,000
Budget Description		\$12,600 per year as resulted in the cost and an initial \$15,000 upfront to implement.			
Action items to implement tasks					
<ul style="list-style-type: none"> - Confirm a contract - Implement 					
Anticipated Benefits					
<ul style="list-style-type: none"> - Allow sharing of licensing and permitting information about various licensing and permitting boards - Cut back on paper records - would allow for more streamline permitting process where permitting departments would share information 					

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Town of Dartmouth IT Initiative					
C #3 Document Management Software (DocuWare)					
Initiative Description					
<p>In order to provide the Town’s staff members with organizational tools to better their work responsibilities and relationships to stakeholders, DocuWare will be implemented to perform document management solutions. Staffs can store, search, display, download, edit, and integrate documents into the Town’s business processes.</p> <p><u>Initiatives should be handled in a two phase approach:</u> Phase 1: Use DocuWare to fully digitize and improve the Accounts Payable process (procurement, contracts, invoices, bills, etc.) Phase 2: Specialized projects for specific departments.</p> <p><u>Project duration:</u> This ongoing process will be worked on through the spring and summer of 2015 and will revolutionize how the Town operates Accounts Payable (AP).</p>					
Initiative Source Information					
Functional Area:		Technology and Business Issues			
Priority Ranking:		3 of 7 (Current)			
Strategic Issue(s)					
T5	Allow sharing on licensing and permitting information between boards				
T6	Digital technologies need to be updated based on replacement cycles				
B3	The Town is reliant on paper based systems.				
Initiative Ranking					
Strategic Issue Rank	Cost Benefit	Ease of Implementation		Maturity of Technology	
Very High	High	Hard		Leading Edge	
Estimated Initiative Budget					
FY2015	FY2016	FY2017	FY2018	FY2019	5-Yr Total Cost
\$,6000	\$6,000	\$6,000	\$6,000	\$6,000	\$30,000
Budget Description		In early 2015, the department paid for the initial DocuWare software, concluding expenses for this initiative. The department discovered however, that another \$1,000 may be needed for software add-on.			
Action items to implement tasks					
<ul style="list-style-type: none"> - Continue progress on implementing system 					
Anticipated Benefits					

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- Assist in the process of information organization
- Further Town effort to digitize data

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Town of Dartmouth IT Initiative					
C #4- Update Telephone Services from Mitel analog system to Voice Over Internet Protocol (VOIP) digital phone system					
Initiative Description					
<p>A major ongoing initiative is upgrading the Town’s telephone services from Mitel analog system to Voice Over Internet Protocol (VOIP) digital phone system.</p> <p>Initiatives should be handled in a three phase approach: Phase 1: In order to implement the VOIP, the Town’s building wiring issues need to be resolved. <i>This initiative is described in greater detail under F #2 Rewiring of various facilities in the preceding table on page 27.</i> Vendors are evaluating solutions to the buildings wiring capability outlook. Although the Town has wiring capabilities, the fact is that the system functions on computer connections. The Town Hall’s 1920s building makes new wiring difficult as it does not have current ‘drop-slots’ for wiring as newer buildings do. The concrete barriers and brick areas within the Town Hall building do not support wiring. The majority of the Town’s lines are Cat5 and the standard today has increased to Cat6.</p> <p>Phase 2: Increase the number of lines- Areas where the Town have phones but no network lines. Ability to get lines to connect to phones.</p> <p>Phase 3: Update phone system from Mitel analog system to VOIP.</p>					
Initiative Source Information					
Functional Area:		Technology Issue			
Priority Ranking:		4 of 7 (Current)			
Strategic Issue(s)					
T1	Telephone Services are out of date and weak				
T6	Digital technologies need to be updated based on replacement cycles				
Initiative Ranking					
Strategic Issue Rank	Cost Benefit	Ease of Implementation		Maturity of Technology	
Very High	High	Medium-Hard		Leading Edge	
Estimated Initiative Budget					
FY 2015	FY2016	F 2017	FY2018	FY2019	5-Yr Total Cost
%0	\$18,000	\$0	\$0	\$0	\$130,000
Budget Description		\$18,000 was the cost of all procedures relating to this initiative thus far (2014/2015). There has been a budget of \$130,000 determined for this project, leading to \$112,000 left. Transferring to the VIOP system has been applicable relating to budget, however, the wiring issue is not determined in cost yet.			

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Action items to implement tasks	
<ul style="list-style-type: none">- Work with vendors to conclude a cost benefit wiring solution- State bid or RFP	
Anticipated Benefits	
<ul style="list-style-type: none">- Better quality, reliability and enhanced functionality of phone systems- Future wiring and digital systems will be resolved for future implementations	

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Town of Dartmouth IT Initiative					
C #5- External Help Desk					
Initiative Description					
<p>The External Help Desk the Town is proposing will free up internal resources to focus on value added projects such as technology information initiatives. Help desk outsourcing can bring about better financial leverage by utilizing the current IT staff to focus on areas that improve operations and IT goals. The Town will also be assured by these services to support personal of a professional and educated basis, specializing in assistance.</p> <p>This initiative is in initial stages of discussion and planning has not yet been developed.</p>					
Initiative Source Information					
Functional Area:		Management Issues			
Priority Ranking:		5 of 7 (Current)			
Strategic Issue(s)					
M2	External help is needed to fulfill staff needs				
M3	Training and communicating vital IT information to staff.				
Initiative Ranking					
Strategic Issue Rank	Cost Benefit	Ease of Implementation		Maturity of Technology	
Very High	High	Medium		Established	
Estimated Initiative Budget					
FY2015	FY2016	FY2017	FY2018	FY2019	5-Yr Total Cost
\$0	\$15,000	\$15,000	\$15,000	\$15,000	\$60,000 (estimated)
Budget Description		The External Help Desk initiative is in initial stages; however, budget has been established. Based off estimations, yearly costs will be around \$15,000.			
Action items to implement tasks					
<ul style="list-style-type: none"> - Procurement negotiations - Contracts - Communicating with staff - Implementation 					
Anticipated Benefits					
<ul style="list-style-type: none"> - Free up internal resources to focus on value added projects and IT Implementations - Solve the issue of more IT help and time management 					

May 8, 2015

Town of Dartmouth IT Initiative					
C #6- Email conversion					
Initiative Description					
<p>The Town currently utilizes Outlook Web Access (OWA) as the primary email resource. For the Town’s usage, OWA lacks certain functionalities. For the town’s staff, OWA limits how many files can be saved and scheduling functions.</p> <p>The Town is in the process of upgrading this system in an economical manner while maintaining acceptable level of security.</p> <p>This initiative also allows the Town to reach important steps to eliminate the need for paper payroll devices.</p>					
Initiative Source Information					
Functional Area:		Technology/Business/Management Issue			
Priority Ranking:		1 of 14			
Strategic Issue(s)					
B3	The Town is reliant on paper-based systems				
B4	Scheduling Issues (email)				
M1	Payroll system not being utilized to greatest capacity				
Initiative Ranking					
Strategic Issue Rank	Cost Benefit	Ease of Implementation	Maturity of Technology		
Very High	Medium	Medium-Hard	Established-Leading Edge		
Estimated Initiative Budget					
FY2015	FY2016	FY2017	FY2018	FY2019	5-Yr Total Cost
\$0	\$25,000	\$25,000	\$25,000	\$25,000	\$100,000
Budget Description		An estimate of \$25,000 a year to bring in Town’s own exchange service. Since the Town has not decided on which server to switch to (Google or Exchange) costs have not yet been concluded.			
Action items to implement tasks					
<ul style="list-style-type: none"> - Further evaluate options and costs 					
Anticipated Benefits					
<ul style="list-style-type: none"> - Allows the Town to be economically suited to provide email to all Town employees and Board members as well as certain enhanced functionality - Assist the Town in eliminating the need for paper payroll 					

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Town of Dartmouth IT Initiative					
C #7- Website Evaluation					
Initiative Description					
<p>Town staff is evaluating the need to move from First Class software to a more web-based user-friendly program. Appendix A: Town of Dartmouth Website Evaluation followed on page 32 outlines details regarding this initiative.</p> <p>The website evaluation has been mastered by Brian Donegran, an experienced intern from the University of Massachusetts Dartmouth. This thirteen page comprehensive <i>Town of Dartmouth Website Evaluation</i> is used as an internal tool for employees. Donegan’s work provided valuable feedback evaluating the Town’s website including all links, images, and navigation.</p> <p>As the most accessible official face of the Town of Dartmouth, the Town’s website plays an especially important role in making information and services available to the public. Incorrect, irrelevant or outdated information is not only useless to users but leaves visitors with a negative impression of the Town and its administration. Currently, the Town’s website contains a mixture of material spanning over a decade, much of it incomplete, hard to find or out of date.</p> <p>Although a full redesign of the Town’s site is not currently feasible, a comprehensive update would go a long way towards improving the aesthetics and usability of Town webpages. However, such a one-time action would not solve the long-term problem of website maintenance; thus meaningful content guidelines are also necessary.</p> <p>The Town will utilize the website evaluation Donegan has provided to ensure better quality of information and management of the Town’s website. Issue areas include (1) Lack of timely updates (2) Limited availability of Town records (3) A need for an enhanced website policy.</p>					
Initiative Source Information					
Functional Area:		Technology and Business Issues			
Priority Ranking:		7 of 7 (Current)			
Strategic Issue(s)					
B1	Town’s official website is out of date				
M3	Training and communicating vital IT information to staff				
Initiative Ranking					
Strategic Issue Rank		Cost Benefit	Ease of Implementation	Maturity of Technology	
Very High		Medium	Medium	Leading Edge	
Estimated Initiative Budget					
FY2015	FY2016	FY2017	FY2018	FY2019	5-Yr Total Cost
					TBD

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Budget Description	No budget has been determined for this initiative.
Action items to implement tasks	
<ul style="list-style-type: none"> - Procure new user-friendly website software - Present findings to Board meeting - Distribute software and policies to all departments - Guide employees through new website processes and policies 	
Anticipated Benefits	
<ul style="list-style-type: none"> - Solves long-term issue of website - Provides up to date real time information for residents 	

Section 2: Future Initiatives

Town of Dartmouth IT Initiative					
F #1- INET					
Initiative Description					
<p>Currently, some of the Town’s satellite locations lack direct access to the main server system and more importantly information shared on that system. Implementing INET would resolve these issues.</p> <p>Although the INET initiative is referenced as a Future (F) initiative, procedures have been underway to create a timely transition.</p> <p><u>Initiatives should be handled in a three phase approach:</u> Phase 1: The Town needs to communicate with the Dartmouth school system to understand process stages Phase 2: Town buildings will undergo implementation</p>					
Initiative Source Information					
Functional Area:		Technology Issue			
Priority Ranking:		1 of 5 (Future)			
Strategic Issue(s)					
T7	Departments don't have access to the server INET				
Initiative Ranking					
Strategic Issue Rank	Cost Benefit	Ease of Implementation	Maturity of Technology		
Very High	High	Medium-Hard	Established-Leading Edge		
Estimated Initiative Budget					
FY 2015	FY2016	FY2017	FY2018	FY2019	5-Yr Total Cost
\$0	\$73,000	\$0	\$0	\$0	\$73,000
Budget Description		A budget of \$73,000 has been established for this project.			
Action items to implement tasks					
<ul style="list-style-type: none"> - Ensure departments maintain adequate firewall and virus protection as lack of such will result in creating security vulnerability throughout a connected network - Implement INET 					
Anticipated Benefits					
<ul style="list-style-type: none"> - Allows for efficient sharing of information throughout the Town - Reduces internet and telecommunication cost 					

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Town of Dartmouth IT Initiative					
F #2 : Rewiring of various facilities					
Initiative Description					
<p>Rewiring various facilities in the Town is the number one priority in regards to technology implementations in the future. This initiative also acts as phase 1 of the Town’s C#4 initiative. Various phases will be constructed when rewiring the Town’s facilities that will take a number of years to finally complete this implementation. As stated, the Town Halls 1920s building make new wiring difficult as it does not have current ‘drop-slots’ for wiring as newer buildings do. The concrete barriers and brick areas within the Town Hall building do not support wiring. The majority of the Town’s lines are Cat5 and the standard today has increased to Cat6.</p> <p>Implementing a new wiring system internally for the Town will focus on speed and reliability which surpasses wireless capabilities.</p> <p><u>Initiatives should be handled in a three phase approach:</u> Phase 1: Request bids, RFP’s Phase 2: Fix the wiring issues regarding telephone services Phase 3: Fix the wiring issues regarding all other technology services for the future</p> <p>This is a vital initiative since virtually all digital devices within the town (computers, telephones, and security cameras) relies upon sufficient wiring.</p>					
Initiative Source Information					
Functional Area:		Technology and Management Issues			
Priority Ranking:		2 of 5 (Future)			
Strategic Issue(s)					
T1	Telephone Services out of date and weak				
T2	Digital technologies need to be updated based on replacement cycles				
T3	Facility wiring upgrades				
M4	Keeping up to date on programs, servers, software, and cycles.				
Initiative Ranking					
Strategic Issue Rank		Cost Benefit	Ease of Implementation		Maturity of Technology
Very High		High	Medium-Hard		Established-Leading Edge
Estimated Initiative Budget					
FY 2015	FY2016	FY2017	FY2018	FY2019	5-Yr Total Cost
\$0	\$0	\$180,000	\$0	\$0	\$180,000

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Budget Description	A quote for \$180,000 for the <i>entire Town, excluding the Dartmouth Public Schools and police</i> has been allocated for the rewiring budget.
Action items to implement tasks	
<ul style="list-style-type: none"> - Acquire funding for the initiative - Procure contracts 	
Anticipated Benefits	
<ul style="list-style-type: none"> - Resolve issue of outdated facility wiring - Maximize use of technologies 	

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Town of Dartmouth IT Initiative					
F #3 Computer Replacements					
Initiative Description					
<p>A majority of the Town’s current computers are nearing the end of their replacement cycle and will need to be updated as part of this cycle.</p> <p>The Town has considered 2016/2017 year for this upgrade in order to delay any Microsoft 8.1 version issues. Windows 8 and 8.1 is a widely panned technology that many users are not satisfied with thus far.</p>					
Initiative Source Information					
Functional Area:		Technology/Business/Management Issue			
Priority Ranking:		3 of 5 (Future)			
Strategic Issue(s)					
T6	Digital technologies need to be updated based on replacement cycles				
T8	Upgrading software functionalities for staff				
M4	Keeping up to date on programs, servers, software, and cycles.				
Initiative Ranking					
Strategic Issue Rank		Cost Benefit	Ease of Implementation	Maturity of Technology	
High		High	Medium	Established-Leading Edge	
Estimated Initiative Budget					
FY 2015	FY2016	FY2017	FY2018	FY2019	5-Yr Total Cost
\$0	\$0	\$80,000	\$0	\$0	\$ 80,000
Budget Description		Utilizing the inventory sheet the team has collected, the Town will replace all computers in FY2016/2017. The estimated cost is \$80,000.			
Action items to implement tasks					
<ul style="list-style-type: none"> - Secure 2016/2017 budget - Secure updated inventory - Implement initiative 					
Anticipated Benefits					
<ul style="list-style-type: none"> - Keep up to date with replacement cycle - Lead to greater functionalities - Newer computers will improve energy efficiency and will better handle more memory intensive software 					

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Town of Dartmouth IT Initiative					
F #4- Digital Data Conversion					
Initiative Description					
<p>The Town of Dartmouth is considering the value of digitizing a significant portion of its data. This data conversion will take historic paper data within the Town and transform it onto a digital database. This is a costly initiative given the amount of paper involved and could take many years to complete.</p> <p><u>Initiatives should be handled in a three phase approach:</u> Phase 1: A significant portion of current documents no longer have a need and should be purged. Phase 2: Attaining a more complete quote as to the cost of conversion Phase 3: Distinguish a budget</p>					
Initiative Source Information					
Functional Area:		Technology/Business/Management Issue			
Priority Ranking:		4 of 5 (Future)			
Strategic Issue(s)					
B3	The Town is reliant on paper based systems				
Initiative Ranking					
Strategic Issue Rank	Cost Benefit	Ease of Implementation		Maturity of Technology	
Very High	High	Medium-Hard		Established-Leading Edge	
Estimated Initiative Budget					
FY 2015	FY2016	FY2017	FY2018	FY2019	5-Yr Total Cost
					\$500,000-1million
Budget Description		After phase 1 is complete, the department will have a better understanding of needed costs associated with data conversion since phase 1 removes much of the data.			
Action items to implement tasks					
<ul style="list-style-type: none"> - Purge paper documents - Attain quotes and distinguish budget - Implement initiative 					
Anticipated Benefits					
<ul style="list-style-type: none"> - Assist in the ability to transition into a digital-based system verse paper 					

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Town of Dartmouth IT Initiative					
F #5 Multifunctional replacements					
Initiative Description					
<p>Multifunctional copier replacements will be a phased implementation over the years with higher usage machines being replaced first (starting in FY2017/18). Multifunctional replacements keep up with the Town’s replacement cycles, ensuring that proper replacement is initiated before the breakdown and cost of the repair needed to improve the technology is higher than the replacement cycles. This initiative also improves efficiency by limiting breakdown of equipment and provides better functionality for the Town’s employees and residents.</p> <p>Over the years The town has made progressive improvements from copier machines to multifunctional machines.</p> <p>A separate printer initiative is as follows: Replacing desk jets with laser jets with the goal of eliminating as many printers as possible and substituting multifunctional printers.</p>					
Initiative Source Information					
Functional Area:		Technology and Management Issue			
Priority Ranking:		5 of 5 (Future)			
Strategic Issue(s)					
T2	Multifunctional replacement cycles				
M4	Keeping up to date on programs, servers, software, and cycles.				
Initiative Ranking					
Strategic Issue Rank	Cost Benefit	Ease of Implementation	Maturity of Technology		
Very High	High	Medium-Hard	Established-Leading Edge		
Estimated Initiative Budget					
FY 2015	FY2016	FY2017	FY2018	FY2019	5-Yr Total Cost
\$0	\$0	\$0	\$80,000	\$0	\$80,000
Budget Description		A budget of \$80,00 has been distinguished for this initiatives.			
Action items to implement tasks					
<ul style="list-style-type: none"> - Secure budget - Procure for products 					
Anticipated Benefits					
<ul style="list-style-type: none"> - Keeping up to date with replacement cycle to ensure equipment is efficient. 					

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- Keeping up to date with replacement cycle to ensure the cost of replacement is less than cost of potential repairs.
- Improves efficiency by limiting breakdown of equipment
- Provides functionality

IV. BUDGET and TIMELINE

This section provides budgeting projections and costs of each initiative. Flexible consideration will occur due to market conditions, funding, and overall technology process uncertainty.

A. Budget Overview

The 5-year Information Technology Strategic Plan for the town has accumulated a budget over the next five years for the twelve initiatives described above, although flexibility and consideration will be presented while undergoing each process. As the preceding twelve detailed initiatives tables represent the budget funding for each year, this table also represents some estimated calculations involved. This table does not represent the estimated budget of costs that have yet to be established in particular years. The estimated remaining budget and costs are represented in parenthesis under then column titled *five year total*. These estimations were configured from the C #4 Initiative: remaining \$112,000 left in the budget and also, F#4: estimated costs are between \$500,000-1million dollars. Also to be noted is that C#7 has yet to establish a budget.

	Year 1 (FY2015)	Year 2 (FY2016)	Year 3 (FY2017)	Year 4 (FY2018)	Year 5 (FY2019)	Five Year Total
IT Budget	\$41,600	\$76,600	\$318,600	\$138,600	\$58,600	\$634,000 (\$1,246,000- \$1,746,000)

B. IT Governance

Implementation of this plan will be overseen by the IT/Finance Department. Much of the network is under control of various departments (Police, DCTV, Library, Dartmouth Public Schools) and many of the software initiatives involve action participation of department employees concluding that the IT/Finance department and these various entities engagement is absolutely essential to its successful implementation.

C. Stakeholder Engagement

The Town is pleased to complete a 5-year Information technology Strategic Plan in order for enhanced efficient planning processes, stakeholder engagement, feedback and understanding, and overall improvement of actions relating to abide by the Town’s mission. The Town plans to continue communication with its residents, staff members, and service providers about new and ongoing technology initiatives to better understand the needs of advancements. As technology evolves so will the town’s commitment and investment to maintain and evolve technology initiatives.

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Appendix A: Town of Dartmouth Website Evaluation

General

- Dartmouth.ma.us should redirect to town.dartmouth.ma.us or be changed to homepage
- JPG compression makes images ugly, artifact-y
 - Adopt consistent image format policy?
- Re-implement dropdown menus from JS to CSS?
 - Eliminate entirely?
- Google search seems to work well enough
- Maybe not write things in ALL CAPS?
- Many things are PDFs when they don't need to be
 - Others are .docx or whatever
- Photos of more town officials?

About Dartmouth

- Town Seal should be PNG, GIF or ideally SVG
- Location section could use rewording; specify geographic size?
- Double-check Latin translation?
- Remove 2010 award thing at bottom?
- USGS should not have periods; are those plates necessary to mention?
- Explain form of government/provide explanatory links?
- Incorporation need not be a separate header, nor a complete sentence

Departments

- No need for separate A-G, H-Z pages
- Dropdown menus unnecessary; buttons work fine as just links

Animal Control

- Proofread description
- Redundant email links for Sandy Gosselin
- Replace link to dog laws with MGL site link
(<https://malegislature.gov/Laws/GeneralLaws/PartI/TitleXX/Chapter140/Section157>)
- Explain what ACO stands for in re: Supplementary Statement form?
- Information about donating to the gift account should not be a PPT
- Hot/cold weather advice should not be a PDF
- Replace bat advice with link to <http://www.mass.gov/eohhs/docs/dph/cdc/rabies/bat-what-to-do-in-home.pdf>
- Dog licensing link is broken

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- Replace Pet Waste and Bathing Beaches link with color digital PDF (<http://www.mass.gov/eohhs/docs/dph/environmental/exposure/beach-pet-waste.pdf>) or link to State site (<http://www.mass.gov/eohhs/gov/departments/dph/programs/environmental-health/exposure-topics/beaches-algae/pet-waste-and-bathing-beaches.html>)
- Fix DFW link (<http://www.mass.gov/eea/agencies/dfg/dfw/>)
- Replace Disaster Plan for Pets link? (http://www.humanesociety.org/issues/animal_rescue/tips/pets-disaster.html)
- Replace Lyme PDF with MA DPH factsheet? (<http://www.mass.gov/eohhs/docs/dph/cdc/factsheets/lyme.pdf>)

FAQ

- Proofreading
- Consolidate cat/dog adoption/spay/neuter advice
- Specify location of Habitat for Cats (New Bedford)
- Remove/replace malformed spay/neuter assistance link (“Check out their [link @ www.mac.org](http://www.mac.org)”)
- Maybe just re-write the whole thing/integrate most important sections into main Animal Control page

Rabies

- Replace fact sheet with link to updated MA DPH factsheet (<http://www.mass.gov/eohhs/docs/dph/cdc/factsheets/rabies.pdf>)
- Clean up the Suspect Rabies Incident Report (upload non-scanned version)
- Integrate rabies symptoms PDF info into rabies page?

Livestock Regulations

- BOH and piggery regulations should not be PDF

Dog Hearings

- Remove page; move form to Animal Control page. Link to MGL should also be on Animal Control page (see above)

Assessor’s Office

- Date the ***IMPORTANT NOTICE***
- Eliminate empty fields between “Fax” and “Hours”
- “ONLINE PROPERTY LOOK-UP” and “Assessor’s Database” are same link

GIS Maps & Assessors Tax Map Sheets

- Map index is duplicated in 2 URLs, one on this page and one under the “Assessors Tax Map Sheets - January 1, 2014 Update”
- 2012 Dartmouth Street Map, Town Properties Map, Voting Precinct Map, and 2010 Architectural Property Inventory do not need their own subpages; each contains only one item, so the links there should be brought up one level
 - Voting Precinct Map link misspelled
- Maps should not be duplicated under size categories

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Additional Links of Interest

- Should be moved to main Assessor's Office page
- Fix DOR and ATB links

Building Department

- Remove empty fields; "Alt Phone" and preceding unused field
- Most of the things in "Additional Links" aren't actually links
- Building Code link is broken
- Permit Status check link is broken
- Plumbing & Gas, Wire inspectors should have listed email addresses

Zoning Bylaws

- Should not be PDFs
- Table of Contents link broken, should be at beginning

Collector's Office

- Big top picture, "ONLINE BILL PAYMENTS:", and "View or Pay your Bill" image link to same page
- Fix link to RMV Change of Address
- Probably don't need the pic of card logos under online payments
- Merge link Boat Excise Tax link to Assessor with Tax Rates link

FAQ

- Update supported browser list

Real Estate and Personal Property Due Dates

- Fewer colors
- Not in ALL CAPS

Parking Ticket Info, Delinquent Taxpayers, Launching Permits, Drop-Box, Bankruptcy

- Move info to main Collector's Office page?

Downloadable Forms

- Remove Change of Address link (is on main Collector's office page)

DCTV

- Watch Live link appears not to work?
- Merge channel info onto main page
- Update underwriters for 2015, move to main page?
 - Apparently, no current link to Underwriters page
- Bulletin board crawl links do not seem to display properly
- Add photos to staff profiles?
- Remove duplicate link to order shows
- Remove duplicate Facebook link

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Computer Services

- Non-PDF Red Flag and Social Media policies?

Council on Aging

- Remove 2 empty “Alt Phone” fields
- Remove links that aren’t actually links
- Health Services/Flu Clinic page contains nothing useful
- No information on how to set up “Daily Friendly Telephone Calls”
- Why are “Dining & Nutrition” and “Outreach” email links?
- Transportation page has no wheelchair information

Department of Public Works

- Remove unused field below Fax number
- Roy Pinheiro should have listed email address on subpages where mentioned

Downloadable Forms

- “FY’ 15 SMART Base Rate Fee Abatement Application” and “FY’ 15 SMART Senior Citizen Discount Application” missing
- Snow and Ice Policy link broken
- Linked to by many DPW subpages

DPW Administration

- SRPEDD Congestion Study link is broken

DPW Engineering

- Remove links that aren’t links
- Licensed Right-of-Way Contractors, Utility Layers already listed under Administration
- Move FAQ on-site?
- Utility Service Fees should not be PDF, possibly linked from main DPW page?

DPW Water and Sewers

- Engineering Inspections Procedures: link from Engineering department?
- Upload 2014 Water Quality Report?
- Cross-connection info need not be PDF
- Water Shut-Off Policy is not actually a link
- Backflow Prevention Device sheet should be non-scanned version if possible

Greater New Bedford Regional Refuse Management District

- Should just be link to outside webpage; this page seems redundant

DPW Highway Division

- Image is kind of overexposed
- Snow Removal Policy probably need not be a PDF
- 2015 Padanaram Bridge Schedule not actually a link

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Water Pollution Control

- Add Michael Arnold email address?
- Storm water NPDES Permit / Annual Report not a link

Solid Waste and Recycling

- Reformat transfer station hours for readability
- Remove Fall 2014 Yard Waste Collection Schedule
- “EPA Update MSW Generated” is apparently in password-protected section of website, and the link prompts for login information

Green Up

- “Green Up 2014 - Dartmouth 350th” link is broken

Director of Budget & Finance / Treasurer

- Remove unused fields between Fax and Hours
- Upload non-scanned S&P Report?
- Budget should be linked directly (not on subpage), non-scanned PDF if possible

Fire Districts

- Split contact info by district into different fields for readability?
- Remove unused fields under contact info
- Change Districts 1, 3 links to redirected sites

Harbormaster

- Maybe redirect to outside site? Seems redundant
- FAQ should be retitled “Mooring Information” or something
- Waiting list could use an update if applicable

Current Local Weather Conditions

- Local Waters Forecast not a link

Board of Health

- Dual-listed under Departments and Boards
- Use non-scanned PDF for drug disposal information?
- “Trench Conditions And Requirements” link broken in “Regulations and Documents”
- “Caring for your Septic System” link broken
- Merge info from “Dartmouth PHN Services with links” PDF into parent page “Public Health Nursing Services & Senior Information”
- “Contractors” section at bottom of BOH Forms/Applications empty
- AGWT links under “Private Well Information” are broken
- Email links for elected members?

Mosquito Information

- “Bristol County Mosquito Control” link broken
- “Massachusetts Department of Public Health Fact Sheet on EEE” link broken

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- “Dartmouth Moderate Risk of Eastern Equine Encephalitis (EEE)” prompts for login info

Storm Preparedness

- “Keep Food and Water Safe after a Natural Disaster or Power Outage” link broken
- “Ready America” should be replaced with external link

Food Service

- Update Food Code link?

West Nile Virus

- Update MA DPH link
(<http://www.mass.gov/eohhs/gov/departments/dph/programs/id/epidemiology/providers/public-health-cdc-arbovirus-info.html>)?

Medical Reserve Corps

- Maybe a non-scanned copy of the volunteer applications?
- NIMS 700 link broken
- Smaller text, less bright/varied colors?

Human Resources

- Employment opportunities page 404s

Active Employee Health Benefits

- Mail Order – Express Scripts form is poorly scanned

Legal Department

- Put something in the Contact: field?

Maintenance Department

- Name/contact info for head?

Department of Parks and Recreation

- Remove empty fields between Fax: and Hours:
- “Park / Rec. Commission Policies” not a link
- “Horseneck Beach / Demarest Lloyd Park” link broken

Parks and Beaches

- “Park / Rec. Commission Policies” is not a link

Recreation

- “Triathlon”, “Park / Rec. Commission Policies” are not links

Summer Concert Series

- “Musician bio’s” should not have apostrophe
- East Coast Soul link broken; ends in .ne, not .net
- Likewise, Grupo Fantasia’s broken link ends in .co, not .com

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Seasonal Programs

- Update for 2015

Recreation Center

- Add photo(s)?

Youth Sports Leagues

- Dartmouth Youth Football League (DYFL) link broken/site gone

Town Administrator

- Budget Information, Dog Hearings, Parking Ticket Appeals are not links
- Meeting Agenda and Meeting Minutes links go nowhere
- “Municipal Efficiency Study - Phase 1” is poorly scanned
- Remove “Dartmouth Citizen Satisfaction Survey” link?
- “Street Light Repairs” link 404s
- “Employment Opportunities” and “Employment Application” lead to same page

Town Moderator

- Name listed twice

Town Clerk

- Remove empty field between Fax: and Hours:
- License/Permit Information not a link

Election Results

- Remove links for elections that have yet to occur?
- Non-scanned 04-01-2014 Annual Town Election?

General Information

- Raffle Permits leads to Fee Schedule page
- Dog License info should be updated for 2015 deadlines

Veterans’ Services

- Legislation, Veterans’ Organizations, History, Veterans’ Tax Exemptions not actually links
- 2 empty Alt Phone: fields
- Massachusetts Veterans' Benefits link broken

Youth Advocate/Commission

- Youth Commission page
 - Empty Fax: field
 - “GP Schedule” broken

FAQ

- Group facilitation link is broken

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Support Groups

(http://www.town.dartmouth.ma.us/Pages/DartmouthMA_BComm/Youth/groups)

- All links broken

Girl Power

- All links are broken

Parent's Center

- Parents' Center? (Change to plural possessive?)

Single Parenting Resources

- Banana Splits link broken

Legal Assistance

- State AG link redirects to State portal

Online Medical Resources

- Merriam-Webster's Medical Dictionary, Harvard School of Public Health Lice Info links broken

Human Service Providers

- Fix typo under Hospitals section
- Recheck list

Family Support Sites

- Connect for Kids, local PFLAG, Medical Dictionary, CBS Healthwatch, Dr. Koop, 4 Parents links broken
- Divorce Resource Center links redundant

Internet Safety

- Information badly out of date and of limited relevance to contemporary web

Youth Employment

- All links broken

Emergency Hotlines

- Re-check phone numbers?
- Broken links: Overeaters Anonymous, McLean Eating Disorders Unit, National Eating Disorders Association, New Bedford Crisis Center, Local Samaritans, National Samaritans, Greater New Bedford Woman's Center, Elder Protection Hotline, Inter-Church Council of Greater New Bedford, Children's Hospital Boston, Pembroke Hospital, Bradley Hospital, Poison Control, National Poison Control Info
- Positive Action Against Chemical Addiction should have proper link
- Remove Project Rachel from list

Special Education Resources

- Redundant ISER links
- NPND link dead

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Teen Center/Teen Info

- Text on page comes across as dated/out-of-touch

Contact Page

- Remove (broken) Myspace link

Boards and Committees

- Link to Youth Commission broken

Agricultural Preservation Trust Council

- No listed members?
- **Not listed in Expiration Report**

Alternative Energy Committee

- Rename link to solar output charts
- Delete members, replace with select board members

Dartmouth Solar Challenge

- Update page for 2015

Zoning Board of Appeals

Agendas

- Empty “no subject” directory between 2014 and 2015

Board of Assessors

- 2 empty Alt Phone: fields, empty Hours:

Board of Library Trustees

- All fields other than Meeting: empty
- No minutes uploaded since 2011

Board of Public Works

- 2 empty Alt Phone: fields

Board of Registrars of Voters

- All fields empty
- Most Additional Links are not actually links
- Precincts and Polling Locations link is broken
- Clarify “Term”; beginning, end, length?
- Still exists (single member?) according to Expiration Report

By-Laws Review Committee

- Minutes, Agenda severely lacking
- Remove members for new ones

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Charter Review Committee

- Approved Motions PDF does not need its own subpage

Community Preservation Committee

- No 2015 minutes
- Clarify “Term” for board members
- Documents as HTML or PDF?

Conservation Commission

- No 2015 minutes, no old minutes
- “Homeowners Handbook for Coastal Hazards”, “Hiking Trail Maps”, and “Hiking & Conservation Areas in Dartmouth” links broken
- Salt Marsh Restoration Projects lists locations with no further context or information
- Wetland Site Inspection Form (Form A-1) duplicate link on main page, Forms subpage
- Wetland Consultants list broken
- “Paskamansett Park- Canoe & Kayak” not a link

Environmental Groups

- The Trust for Public Land link broken

Additional Links

- Almost all mass.gov links are broken
- “Buzzards Bay National Estuaruy program” (sic) link broken
- Native plants link broken
- “US Army Corps of Engineers Wetlands Permitting” link broken

Cultural Council

- Agenda and Minutes links 404

Housing Authority

- Empty field between Section 8 line and Hours
- “Term” column displays title

Disability and Accessibility Commission

- Agenda are missing
- Minutes are very limited in scope
- Remove “This page is currently under development” thing

Elderly and Disabled Taxation Aid Committee

- No content on page
- 2 agenda, no minutes
- Renamed Tax Payment Assistance Program?

Emergency Management Agency

- NWS link goes somewhere totally different

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- Move to departments

Finance Committee

- No minutes since 2013

Greater New Bedford Regional Refuse Management District Committee

- All fields empty
- Most links are not actually links
- “tour” misspelled as “toir”

Health Insurance Advisory Committee

- Empty fields between Fax and Hours
- No explanation of role, responsibilities, activities

Historical Commission

- “General By-Laws - Article 64 - Demolition of Historic Structures” link broken
- “Terms” should be more specific than “Current”

Industrial Development Commission

- Contains no useful information
- Defunct, should be removed/archived

Lincoln Park Plan Approval Authority

- No information on purpose, membership
- No listed minutes

Pathways Committee

- No meeting minutes

Personnel Board

- No contact info
- No info about purpose
- Duties assumed by Select board

Planning Board

- MEETINGS need not be all-caps
- No Alt Phone
- No 2015 minutes
- Update meeting schedule

Police Building Committee

- No minutes
- No info on purpose, scope

School Building and Renovation Committee

- Page devoid of information

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- Defunct, archive/remove

Select Board

- Aquaculture regulations should not be scanned PDF
- Update board vacancies
- Open Shellfish Areas PDF poorly scanned

Licenses

- “Special License to sell Beer & Wine” link broken
- MA ABCC links are duplicates

Sister City Delegation Committee

- No info on purpose, contacting

Soil Conservation Board

- What does that picture have to do with Dartmouth’s soil?
- Minutes links to Youth Commission minutes
- Soil Board Bylaw not well scanned

Solid Waste Advisory Committee

- Page is totally empty

Town Hall Space Reorganization Committee

- No info about committee, membership
- 2015 minutes empty

Veterans Advisory Board

- 2 empty Alt Phone: fields
- None of the ‘Additional Links’ are actually links

Waterways Management Commission

- Replace commission link with external link entirely?

Forms and Documents

- Update Animal Control “Annual” Report?
- “Property Owner’s Acknowledgement of Rights and Obligations” and “Chapter Land Forms” lead to same page
- “Income Tax Research” link 404s
- Parks and Recreation forms broken, other than “Recreation Employment Application”

Minutes and Agendas

- Many of these are missing or incomplete

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Online Services

- Bunch of identical links to same pages
- Town Facebook Page link broken; has slash in wrong direction

Town Videos / Public Service Announcements

- Nobody uses Silverlight, not even Microsoft

Subscribe to E-Alerts

- Leads to similar but totally different site?

Useful Links for Residents

- Town Twitter feed: Should not be context-free Bit.ly links
- “Local Legislators”, “Town Meeting Information”, “Special License to sell Beer & Wine”, “Pay As You Throw (PAYT) Official Bag Vendors”, “School Department”, “Emergency Information” links broken
- “Executive Administrator” should read “Town Administrator”
- Duplicate “Internet Safety” links

Useful Links for Businesses

- “Town Clerk's Website” link goes offsite
- “Mass.Office of Business Development”, “MA Financial Sources”, “Local Legislators”, “Procedure for Posting Surety and Lot Releases”, “Body Art Apprentice Task Procedures” links broken
- State Office for Minority and Women Business Assistance no longer exists, now Supplier Diversity Office
- “Procedure for Completion of Subdivision Improvements”, “Procedure for Posting Surety and Lot Releases”, and “Plan Submittals” go to same page

Useful Links for Visitors

- Best Western and Comfort inn links broken

Area Links

- Broken links: “Contact your Local Legislators”, “Massachusetts Emergency Management Agency”,
- Bruins, Breakers, Celtics, Red Sox, Pawtucket Sox, Massachusetts Office of Travel & Tourism should have links updated before redirects break
- Boston Pops and Boston Symphony Orchestra links forward to same page; should be consolidated