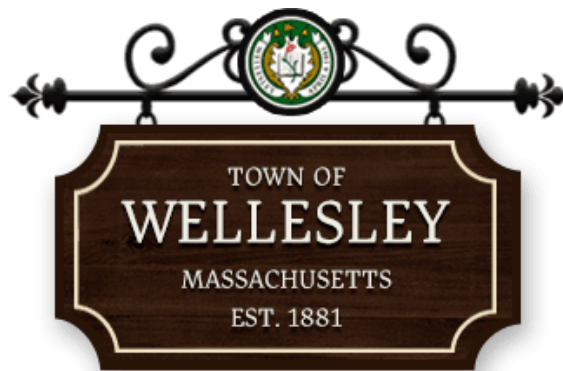


# The Town of Wellesley

## Records Digitization Plan



Prepared by:



## Final Report

September 10, 2019

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## 1. Introduction

Accufile understands that the Town of Wellesley's (TOW) overall goal is to develop and implement a records management plan to digitize public and town records. One significant benefit of this solution is to substantially improve employee and public access to town records. Additionally, we understand a desire for the town to unify their records retention policy throughout all town agencies and to develop a process to dispose of currently held non-essential records.

Currently, the Town of Wellesley's records are managed by multiple Town departments and kept in various mediums. Newer records exist on a combination of digital and paper formats. Older records, or those not created by the town, are largely paper records. These records generally exist on unbound paper media such as letter, legal, 11 x 17, and engineering/building plan sizes.

The source of funds for creation of this plan was provided by the Commonwealth of Massachusetts's Community Compact Best Practices Program. For additional detail please reference the following website - <https://www.mass.gov/best-practices-program>.

## 2. Goals

A records digitization plan is essential as Town departments are required to follow the records compliance requirements of the State, however, the degree to which all departments have reviewed their records and disposed of what is not required to be kept varies. With recent modifications to the Public Records Law, there exists a greater priority to making the Town's records more accessible to employees in a system that is digitized, organized and easily searched. Given the large volume of records held by Town departments, there is also interest in disposing of those records that are not required to be kept and may no longer be of relevance to the Town or the public. Once these goals are achieved, the benefits are that more information can be made readily available to the public and records can be easily located to satisfy public records requests.

The overall importance in completing the records digitization project is to provide improved public access to documents, enhance public transparency and reduce staff resources required to fulfill public records requests. Listed below are results and enhancements realized by creating a reduced paper environment from the TOW's current state of document management.

### a. Efficiency

- Improve overall utilization of Town resources including expenditures, space and staff time.
- Improve access to documents for decision makers.
- Create a more efficient expedited workflow for the creation, maintenance, preservation and potential destruction of internal records.
- Improve the ability of staff to search, locate and retrieve documents and records through proper indexing.
- Maintain control over future growth of documents and records volumes.

### b. Compliance

- Ensure compliance with municipal records retention schedules and applicable record keeping requirements.
- Maintain consistent internal application of recordkeeping policies.
- Retain only documents that are required for operational and compliance purposes.

**c. Transparency**

- Provide 24/7 public access to all public records.
- Make all documents searchable in an easy to use searchable web-based system.

**d. Retention**

- Implement a multiyear plan that includes scanning of critical backlog documents and provides expedited ability to locate and retrieve stored documents and records along with the long-term permanent storage of critical information.
- Provision of recommendations for specific changes to policies and application processes to ensure all new records generated are immediately added to the local document management system as opposed to being stored for scanning and indexing later.

**e. Reduction**

- Reduce overall space requirements for stored paper documents which will also benefit upcoming interior town hall renovations.
- Reduce volume of duplicate documents and records stored.
- Reduce the physical flow of paper documents and records.

**3. Scope**

Accufile was requested to perform the tasks listed below in developing the Records Digitization Plan.

**a. Records Review**

The TOW requested a review of the current state of the records for all the Departments located at Town Hall and to identify record type, format (paper, microfilm/fiche, maps, PDF, etc.) and their location. Also requested was a meeting with all Town Hall department heads to review indexing systems, completeness, and maintenance workflows.

**b. Best Practices for Records Destruction**

Accufile was requested to hold discussions with Department Heads and to advise on what records could be destroyed. Additionally, to recommend what records need approval from the Commonwealth utilizing Form RMU-2 – Application for Destruction Permission.

**c. Best Practices for Electronic Storage**

Accufile was requested to analyze available electronic systems for keeping records going forward and, if needed, recommend a platform and associated cost for the Town to acquire.

**d. Action Plan**

The TOW requested creation of a spreadsheet that outlines an action plan for all departments and the steps needed to accomplish the plan to keep records current in future years.

**e. Schedule and Cost Estimate**

Accufile was asked to provide a schedule and cost estimate for the first 3-5 years of work recommended in the action plan for budgeting purposes.

**4. Records Review**

Accufile reviewed the electronic and paper records from each Town department from August 2018 through November 2018. These reviews included meetings and discussions with Town department heads as well as question and answer sessions with the representative who handles their records daily. Discussions also

included a review of indexing systems, completeness and records maintenance workflows. This review identified the record type, the format (paper, microfilm/fiche, maps, PDF, etc.), and the location. A snapshot of each Town department is listed below including general observations and recommendations.

## **Town Hall Departments**

### **ASSESSORS**

Mainly paper records with all records contained in their town hall office. Annual destructions are conducted using Massachusetts guidelines and forms. The office also 'freezes' their records annually so they cannot be edited as they are of historical nature. Overlap exists with the Planning, Zoning Board of Appeals and Town Clerk. All non-active records can be digitized.

### **BUILDING DEPARTMENT**

This department is an example of where most Town departments should be, having 99% of records in a digital form. They have recently scanned all older documents and building plans and intend to scan the remaining 40 boxes of records. They utilize a scan, quality control and destroy method. There are possible document overlaps with Department of Public Works, Planning, Natural Resources and Board of Selectman. They are currently working with the IT department on licensing and permit software programs to automate the process.

### **FINANCE DEPARTMENT**

While a great number of their records are electronic, there is still need for digitization. Records are in multiple locations and sub departments which lessens document control. Annual record destructions do take place. The goal is to identify paper records that are already in electronic form and then destroy these paper records eliminating duplicate record keeping. Current year records plus one year are kept in office area cabinets. As more records become electronic, the amount of file cabinet space in their offices should shrink. Overlap exists with Retirement and Human Resource departments. All non-active records can be digitized with a future goal of greater reliance on electronic records and less paper retention.

### **HUMAN RESOURCE DEPARTMENT**

This department is heavily reliant on paper. It appears the department has kept paper records despite being also stored on microfiche. This decision made to keep paper poses a future space problem. There exists a plethora of file cabinets, library storage and other areas where files are kept. With the pending town hall renovation, space will be at a premium. Unless a new storage space is located for this department, they will have to begin digitization promptly. The goal should be to keep active files in paper and scan all inactive files. A further goal should be to move from paper to electronic record keeping in an expedited manner.

### **INFORMATION TECHNOLOGY**

This department has strictly electronic records. Town data drives are utilized and each department manages their own data on the town website. The Town uses MS Office 365 where some cloud based and data is backed up on a frequent basis with storage in fireproof safes. They use cloud/hosted databases and applications which will move the town forward in the electronic arena. The IT department needs to be included in all future digitizing initiatives, especially for the indexing of data and naming conventions. Greater digitizing of town department data will ease the burden of many public records requests.

**NATURAL RESOURCES**

This department is reliant on paper and has indicated that files have been saved past their retention date for public information purposes. The decision made to keep paper poses a future space problem. The goal should be to keep active files and permits in paper and scan all inactive files. A further goal should be to move from paper to an electronic format.

**PARKING CLERK**

All paper and electronic records for this department are kept with the Police Department and Treasurer's Office. As their records are stored elsewhere, retention and digitization would occur outside of the department.

**PLANNING BOARD**

This department is reliant on paper. The department has kept paper records that could have been destroyed. The decision made to keep paper poses a future space problem. Unless new storage space is located for this department, they will have to initiate a digitization program quickly. If digitized, information will be discoverable by geographical location, address and permit information. There are document overlaps with Department of Public Works, Building, Natural Resources and Board of Selectman.

**RETIREMENT BOARD**

While some of their records are electronic and on microfiche, there is still a need to digitize. Records are in multiple locations which makes for less control. There are unknown records which need to be researched and identified for retention or destruction. All non-active records can be digitized with a future goal of more reliance on electronic records and less paper retention. Future decisions need to be made on retention of data on microfilm.

**EXECUTIVE DIRECTOR (BOARD OF SELECTMAN)**

While a great number of their records are electronic, there is still a need for additional digitization. Records are in multiple locations which makes for less control. Some overlap exists with the Planning department. A complete inventory of other types of media, i.e., VHS tapes, fiche, and cassette tapes, needs to be done and a decision made as to retention or destruction.

**SUSTAINABLE ENERGY**

This department is strictly electronic. Any paper records utilized are scanned and destroyed. They utilize other department's records when needed.

**TOWN CLERK**

The Town Clerk has paper records kept in various locations. Since most of the records are on paper, there may be a security issue. Death and birth records are now provided by a Massachusetts software connection. Marriage records are still paper driven. Some records such as ballot boxes can and are being locally destroyed. There is a very minimal amount of records that could be scanned.

**TREASURERS OFFICE**

They retain a very small amount of paper records and routinely destroy documents after annual audits. All checks to the town are now electronic. Any copies of processed checks are actively destroyed. They hold tax records which can be scanned.



**VETERANS SERVICES**

All paper files consist of two small filing cabinets of active files and 15 binders of DD Form 214s which could be scanned.

**YOUTH SERVICES**

While the Youth Director was not interviewed, it is noted that only working files exist and are scanned and destroyed on a routine basis.

**ZONING BOARD OF APPEALS**

There is overlap in this department with the Town Clerks Office, Planning Board, etc. The Massachusetts Special Permits Act was cited as the reason there has been no destruction in the last few years.

**Overlap and Duplication of Efforts**

During the assessment phase of this plan, duplication of efforts and overlap of some functions were identified. This apparent overlap creates inefficiency in use of resources and may also create confusion among town employees and the citizens requesting services. Listed below are the Departments where there appears to be overlap and duplication of efforts.

Overlap for retention of planning, drawings, decisions, etc.

- Planning Department
- Building Department
- Zoning Board of Appeals

Overlap for retention of specific employee documents and matters pertaining to benefits, etc.

- Retirement
- Human Resources

Overlap for retention of Town specific documents pertaining to projects and decisions.

- Board of Selectman
- Zoning Board of Appeals
- Town Clerks Office

**Duplication Analysis and Recommendations**

Each Department should have Missions and Goals that are synchronized with Town initiatives and do not overlap with other departments. Department goals should be focused on improvement of citizens' experience when interacting with town officials. Providing streamlined access to Town services will greatly enhance the goal for government transparency.

The Town Departments should, through a collaboration of team efforts, provide other Departments and the public with the necessary information to ensure accuracy, accountability and justification. Collaboration to attain these goals is always challenging especially across multiple teams and departments.

Both the Zoning Board and the Planning Board utilize the same plans, drawings, and blueprints to perform their functions. The two departments also have duplicative items stored in paper format. Inefficiencies arise as both departments store these records in different areas resulting in an inefficient use of town resources including paper, physical file cabinets and maintenance of these items.

The Building department performs a similar function to these two departments and has converted to a paperless environment. It is recommended that the Zoning Board and Planning Board replicate the Building Department's program and move to a paperless environment where all offices can effectively share documents.

## 5. Best Practices for Records Destruction

### Requirements

Town departments are required to follow the records compliance requirements of the Commonwealth, however, the degree to which all departments have reviewed all their records and disposed of what is not required to be kept varies. With recent modifications to the Public Records Law, there exists a greater priority to making the Town's records more accessible to employees in a system that is digitized and organized to be easily searched. During the assessment phase of this project it was noted that all the Town Departments would benefit from other town's Best Practices. As such, see listed relevant website information on Exhibit 1 Municipal Best Practices. The MA Retention Schedule indicates the specific types of documents that must be destroyed and when. If the paper records are destroyed, then so must the electronic records. The TOW has records in all media forms, i.e., paper, microfilm/fiche, maps, PDF, etc., and unless they are of a permanent nature, they must be destroyed per state guidelines.

### Best Practices

Best practices for records destruction are to always destroy records when their retention period is up. This prevents physical retention of records that are no longer needed. Records of a permanent or historical nature need to be retained. Another best practice for physical destruction is to obtain approval for destruction from the Commonwealth, then the town can shred the records themselves or hire a professional shredding company to shred the documents. It is not recommended to merely dispose of the records in a dumpster as there may be personally identifiable information (PII) or other sensitive information contained in the records.

Additionally, records also need to be maintained according to the Commonwealth of Massachusetts Retention Schedule. If there are records to be disposed of, approval needs to be arranged in advance. Form RMU-2 – Application for Destruction Permission needs to be filled out and approved by the Commonwealth's Records Management Unit. (See Exhibit 2 Form RMU-2 Example and links below.)

- Form RMU-2 Application for Destruction Permission internet link - 2012
  - <http://www.sec.state.ma.us/arc/arcpdf/RMU/rmu2.pdf>
- Massachusetts Municipal Records Retention Schedule internet link – 2016
  - <http://retweb.sec.state.ma.us/retweb/retention/schedules.asp>

## 6. Best Practices for Electronic Storage

Accufile reviewed the electronic architecture for each Town Hall department. This review included meetings and discussions with Town department heads as well as questions and answers with the representative who handles their records daily. A paper review of the description of the Town's current IT systems reveals a well thought out and forward-thinking information technology plan. The Town's use of data storage systems as well as applications and databases are well documented, however, our review concluded that TOW is similar to most municipalities in that their data resides in silos. Many Massachusetts municipalities are organized as

they have been for the last 50 years where each department does their own job, do not share data, much duplication is involved and inefficiencies are created. Each TOW department manages their own data and there is no single repository for the information.

It would be extremely challenging for the TOW to leverage their existing systems in order to improve their document management. TOW data should reside on one platform where all have access to it and it is not saved in multiple locations. The downfalls of data residing in multiple silos include:

- Data analysis and research become increasingly complicated
- Unnecessary multiple permissions and information access are created
- TOW employee efforts are duplicated
- Information stored in silos perpetuates a culture of silos
- Data security is compromised

Numerous best practices on Document Management exist, listed below are primary practices that should be of concern to the TOW:

- Creation
  - Use file naming conventions
  - Determine the folder hierarchy
  - Determine whether to use version control
- Management
  - Understand and develop processes for regulatory requirements
  - Make use of file indexing
  - Manage information
- Storage
  - Determine what needs to be online versus archived
  - Plan for the worst
  - Establish Service Level Agreements

There is a major opportunity for improvement at the TOW to eliminate a culture of silos by utilizing an Enterprise Content Management (ECM) system. The TOW records represent many of the town's key management and operational information assets. These records are also among the most difficult to manage, share, retrieve and preserve over time because they lack the structure and self-containment provided by a central database. Essentially, an ECM system creates this database-like environment for the unstructured records. This system enables users to capture records into a repository where they can embed descriptive metadata that enable the system to automatically manage, control access, retrieve and audit the records.

By implementing an ECM system, the town will enhance the management of unstructured information throughout the records' lifecycle, from capture to indexing, retrieval, authorized disposal or long-term preservation. The record content streams stored in the towns ECM repository will include documents, email, web, system imports, media conversion and specialty files enabling enterprise search across the information asset bank. The ECM repository will become the main information bank for all unstructured information assets and enable publication locally and to the internet. All data should be stored in one ECM platform and should not utilize one separate platform for financial transactions and another for geographical information.

Hardware and software needed for this system to function and associated costs vary greatly based on functionality, volume and specific utility requirements. Keeping this in mind, the ECM system

recommendation to the TOW was developed from a combination of research, comparisons to similar platforms and how the TOW would best benefit from utilizing this system. Additional research was accomplished for other government agencies and municipalities that presently use ECM systems. For example, part of our research revealed that the Town of Greenwich CT recently implemented and is successfully using an ECM system that closely resembles what the TOW may need. Additionally, we found that the following institutions use comparable systems and include: seven MA municipal/city accounts, the City of Quincy, Wellesley College, the state of MA and the Mass Housing Finance Agency. There are key factors to consider in evaluating ECM systems including:

- Integration with Business Processes and Back-End Systems
- Core ECM Capabilities
- In the Office or on the Road Content When You Need It
- Integration with the Existing IT Infrastructure
- Automated Capture and Image Processing
- Records Management and Retention Policies
- Content Workflow and the Movement of Information
- Digital Asset Management
- Enterprise-Class Capabilities
- Strength of Vendor

For additional detail on key factors please reference the information included on the link below:

<http://www.oracle.com/us/products/middleware/top-10-criterias-for-ecm-wp-1939579.pdf>

Based on our research, assessment of the TOW systems/requirements and comparisons to other ECM users, Accufile recommends that the TOW consider using the Hyland OnBase Enterprise Information Platform. We also found that Hyland OnBase was referenced in a Gartner report as one of the leaders in ECM and would be an optimal fit for the TOW.

## **7. Action Plan**

The TOW must begin their Records Digitization Plan by having each town hall department review their MA retention guidelines and then destroy those records, electronic and paper, that are eligible per State guidelines. This will effectively cull down the overall records held by the town and reduce the amount of information that will have to be digitized and/or retained. The next step will be to identify those records that need to be digitized and follow the digitization plan. At the same time should the town elect to move to an ECM, a process for selection should be initiated.

Accufile has developed a customized plan for all departments that outlines action steps and a plan to keep records current in future years. Again, this plan starts with identifying records that are to be destroyed and then to identify those to be digitized. It also establishes requirements for each department to annually review their records to determine if records can be destroyed or retained and/or digitized. The last step is for each department is to move to a paperless environment, which is entirely possible, considering almost half of the departments are already close to being paperless. The TOW has an upcoming Town Hall renovation and it is recommended they utilize the next 3-5 years to complete the steps for each department that are contained in the action plan. See Exhibit 3 Department Level Records Action Plan.

## **Digitization Schedule/Scanning Priority**

Accufile has developed a digitization schedule and scanning priority matrix which estimates the cost for each department to digitize their paper documents. Care must be taken not to digitize duplicate documents as there is overlap in departments. Identifying duplicate documents will reduce the overall number of scans created and decrease overall cost. The scanning priority schedule is constructed such that the departments with the least number of documents will scan first to establish a Proof of Concept, perfected naming conventions and overall scanning processes before larger department records are scanned. See Exhibit 4 Digitization Schedule and Cost Estimates for more detail.

Additionally, Accufile has developed this schedule and cost estimates to identify the approximate amount of paper each department has that may be eligible to be digitized. It also considers the estimated cost per page to digitize the paper documents. Not everything has to be digitized. There are many original documents maintained by the Town Clerk that should stay as paper. This is especially relevant as the Town has plans to construct a vault with their upcoming town hall renovation and, if constructed properly, would be an ideal environment to store these original documents.

There are duplicate documents held by different departments and decisions will need to be made on who is the owner (record keeper) of that document. Additional internal decisions will need to be made as to which department is best suited to be the owner. After documents are loaded into document management systems, there are various tools to identify and eliminate duplicate files.

Tasks that can be performed first and concurrently include having all departments begin reviewing their records and sort out documents that can be destroyed and scanned. A sequential task involves budgeting for scanning. All departments cannot start scanning at the same time as the cost will be prohibitive. Utilizing the information contained in the Scan Priority columns listed in Exhibits 4 and 5 will be essential in prioritization. In preparation for movement to a paperless environment, the TOW can begin to migrate all forms to an electronic format and inform vendors that documents will now be received and sent electronically. Once a decision is made to move to a new ECM system, the announcement of the change to both town employees and the public needs to be accomplished.

## **General Observations and Recommendations**

- All town departments should review their records to determine if there are duplicate records and destroy the extra copies.
- All paper records should be reviewed to determine if they are duplicates of an electronic record as these also can be destroyed.
- Give digitizing priority to permanent records versus inactive records that may be destroyed in the near future.
- Based on the recommendations in this Digitization Plan, a 3 to 5-year 'scan' plan should be developed based on the Town's budget and town hall renovation schedule.
- Decision should be made regarding the original documents that were scanned as to keep them or destroy them.
- Prior to any scanning, files should be culled as much as possible to reduce scanning costs.
- Utilize a proven scan vendor who also has electronic data systems recommendations.

- Emphasis for the future (after this plan) should be placed on Town departments doing their own digitization as documents become available to prevent paper records creep.
- With the creation of a Town Records Vault, and putting most the Town Clerk's records in it, there may be no need to digitize some of their original documents.
- Older records in various other mediums, i.e., VHS tapes, CD's, microfiche, computer disks, and cassettes should not be digitized as the focus should be on older paper records.
- When space planning for the Town Hall renovation, records storage spaces (file cabinets) should only be assigned for active and daily records.

Refer to Exhibit 5 Records Review Analysis for additional Notes, Comments and Recommendations.

## **8. Schedule and Cost Estimate**

Based on the recommendation for an ECM system and the associated costs detailed in the Action Plan and Digitization Schedule, the timeframes for completion and cost estimates are summarized on Exhibit 6. Estimated Duration and Cost Schedule Summary. This schedule of costs and duration of action items is based on a five-year plan.

## **9. Conclusion**

Accufile's deep experience in Records Information Management and digitizing solutions will provide the Town of Wellesley a distinct advantage in your current and future records needs. We offer a flexible, tailored solution designed specifically for the Town of Wellesley. We are available to answer any questions you have and appreciate the opportunity to provide our professional services to your organization.

For more information about Accufile, Inc. please click on the following link:

<https://www.accufile.com/records-management/>

## Exhibits

### **Exhibit 1 Municipal Best Practices**

#### **Mass.gov "Municipal Best Practices" Website**

<https://www.mass.gov/municipal-best-practices>

Best Practices should address the following areas:

- Local government governance
- Local government financial planning
- Information technology
- Departmental procedures
- Other best practices and general guidance

#### **Massachusetts Municipal Association Best Practices Series**

<https://www.mma.org/about-mma/publications/bestpractices/>

- Series of annual publications citing municipal best practices.

<https://www.mass.gov/info-details/community-compact-best-practice-areas#related->

#### **Community Compact Best Practice Areas**

[Age and Dementia Friendly Best Practices](#)

[Education Best Practices](#)

[Energy and Environment Best Practices](#)

[Financial Management Best Practices](#)

[Housing and Economic Development Best Practices](#)

[Human Resources Best Practices](#)

[Information Technology Best Practices](#)

[Public Accessibility Best Practice](#)

[Public Safety Best Practices](#)

[Regionalization/Shared Services](#)

[Transportation / Public Works Best Practices](#)

[Contact](#)

[Related](#)

Exhibit 2 Form RMU-2 Example

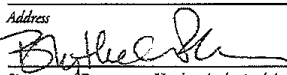
The Commonwealth of Massachusetts

William Francis Galvin  
Secretary of the Commonwealth  
Records Management Unit – Massachusetts Archives at Columbia Point  
220 Morrissey Blvd., Boston, Massachusetts 02125-3384  
Email: rmu@sec.state.ma.us  
Website: www.sec.state.ma.us/arc/arcrmu/rmuidx.htm  
Phone: 617-727-2816 Fax: 617-288-8429

FORM RMU-2 – APPLICATION FOR DESTRUCTION PERMISSION

IMPORTANT! Record custodians must re-submit this form each time they intend to destroy any of the records listed herein. No record can be destroyed unless it is included in an authorized disposal schedule.

1. Destruction Permission for: Town of Wellesley Board of Selectmen  
*Municipal Entity (city, town, school committee, etc.)*
2. Total approximate volume of records proposed to be destroyed (cubic feet, file drawers, boxes, etc.)  
Ten file drawers
3. Location of records: Board of Selectmen's Office
4. The last audit of accounts of this office was completed on August 1, 2018  
*Month/Day/Year*
5. I certify that the last entries on the records listed in this application were made prior to the retention date of this agency's Disposal Schedule(s) thus satisfying the legal requirements that certain records be kept for a specified length of time and are not subject to pending audit or investigation.

Blythe C. Robinson  
*Print or Type Name*  
525 Washington Street, Wellesley, MA 02482 781-431-1019  
*Address Phone*  
 8/23/2018  
*Signature of Department Head or Authorized Agent Date*

<b>DO NOT USE THIS SPACE</b>
Disposal Schedule(s) #
<p><b>APPROVALS:</b> Pursuant to provisions of MGL, ch. 66, Supervisor of Public Records hereby grants permission to destroy the records listed in this application under the Disposal Schedule(s) above.</p> <p style="text-align: center;"><b>SUPERVISOR OF PUBLIC RECORDS</b> <i>Rebecca Murray</i> Supervisor of Public Records <b>AUG 23 2018</b> Date of approval</p>

Item No.	Description of Record (Give Form # if any)	Retention Period	Inclusive Dates
<i>Example:</i> 1.104	Personnel, Leave Reports (Authorized)	Retain 3 years	01/90-12/00
01.020	Correspondence, General Administrative	Retain 3 years	01/95-12/14
01.072	Open Meeting Law: Documents, Exhibits or Other Records Used	Retain 6 mths	01.95 - 12/17
22.003	Administration, Appointment Certificates, retention after termination	Retain 3 years	01/95 - 12/14
22.015	Animal Control, Complaint against vicious/barking dog	Retain 5 years	01/95 - 12/12

Please list additional records on a separate sheet(s)

RMU2 02/27/12



**Exhibit 3 Department Level Records Action Plan – Town of Wellesley**

Town of Wellesley, MA (TOW)			ACCUFILÉ EXPERTISE KNOW-HOW RESULTS	
Records Digitization Project Plan				
Task#/Process	SubTask#	Process	Responsible Party	Completed Y/N
<b>1.0 Assess Current Records Management Program</b>				
	1.1	Meet with departments to determine current state	Accufile/TOW	Yes
	1.2	Define ownership and responsibility of records	Accufile/TOW	Yes
	1.3	Establish estimated volumes	Accufile/TOW	Yes
	1.4	Identify duplications/overlap between departments	Accufile/TOW	Yes
	1.5	Provide assessment results to TOW	Accufile/TOW	Yes
<b>2.0 Records Retention Review</b>				
	2.1	Define current state of records processes for departments	Accufile/TOW	Yes
	2.2	Review applicable MA records retention guidelines	TOW	Yes
	2.3	Disseminate applicable MA records retention guidelines	TOW	Yes
<b>3.0 Records Destruction</b>				
	3.1	Departments review eligible documents per MA records retention guidelines	TOW	No
	3.2	Determine what records can be destroyed	TOW	No
	3.3	Departments review these documents to make sure no legal holds affect destruction	TOW	No
	3.4	Departments fill out the form RMU-2 application for destruction permission	TOW	No
	3.5	Departments submit the form and wait for the approved permissions	TOW	No
	3.7	Once permission is received destroy the papers via shredding or other secure destruction methods	TOW	No
	3.8	Ensure that destruction is witnessed and that a certificate of destruction is issued	TOW	No
<b>4.0 Digitization of Records</b>				
<b>Identify</b>	4.1	Identify records to be scanned	TOW	No
	4.2	Departments decide on what to scan based on recommendations, request rate and retention (permanent retention has priority)	TOW	No
<b>Review</b>	4.3	Determine what records need to be scanned first (scanning order)	TOW	No
	4.4	Validate year and type of record	TOW	No
<b>Prepare</b>	4.5	Prepare documents to be scanned	TOW	No
	4.6	Box records to be scanned	TOW	No
	4.7	Create inventory of records boxed	TOW	No
	4.8	Label boxes as 'boxes to be scanned'	TOW	No
	4.9	Audit/record labeled boxes	TOW	No
	4.10	Organize records by type where possible	TOW	No
	4.11	Store boxes in a separate specific area for pick up	TOW	No
<b>Deliver</b>	4.12	Designate TOW individual(s) as responsible party	TOW	No
	4.13	Use chain of custody form for transfers	TOW	No
	4.14	Ensure sign off is obtained from proper MA approval authority	TOW	No
<b>Digitize</b>	4.15	Send records to vendor or scan internally for smaller files	TOW	No
	4.16	Ensure quality control measures are used	TOW	No
	4.17	Vendor or TOW staff member scans and performs quality control	TOW	No
	4.18	Spot check electronic vs paper file	TOW	No
	4.19	Check for double feeds	TOW	No
	4.20	Check for skewing	TOW	No
	4.21	Scanned documents loaded into central repository (ex. OnBase)	TOW	No
	4.22	Original records are held pending quality control review	TOW	No

**Exhibit 3 Department Level Records Action Plan – Town of Wellesley (continued)**

5.0 Future Processes				
Ongoing Annual Processes				
<b>Review</b>	5.1	Conduct a formal annual review of Records Management processes	TOW No	
	5.2	Conduct periodic reviews of records during the year	TOW No	
	5.3	Departments make note of and report on new document types	TOW No	
	5.4	Update retention requirements as needed	TOW No	
	5.5	Archive/destroy documents as indicated by the annual review	TOW No	
<b>Communicate</b>	5.6	Establish continuous education and communication to departments on policies	TOW No	
	5.7	Set do not print policy if paper is in electronic format	TOW No	
<b>Identify</b>	5.8	Continuously identify records needing destruction	TOW No	
	5.9	Identify records for scanning	TOW No	
<b>Digitization</b>	5.10	Scan records of a permanent nature	TOW No	
	5.11	On an ongoing/annual basis have departments review and scan records	TOW No	
<b>Destruction</b>	5.12	Destroy duplicate records	TOW No	
	5.13	Discard paper records that are in electronic form	TOW No	
	5.14	Destroy files containing working files-no approval needed	TOW No	
	5.15	Destroy only records authorized for destruction	TOW No	
	5.16	Use MA Records Retention Schedule for applicable rules	TOW No	
<b>Destruction Rules</b>	5.17	Establish if department no longer requires the records	TOW No	
	5.18	Ensure records are not subject to current or pending litigation	TOW No	
	5.19	Ensure Records have no special security requirements	TOW No	
	5.20	Utilize RMU-2 Form for approval	TOW No	
	5.21	Only destroy records after approval	TOW No	
	5.22	On a regular basis follow the review procedure and submit for destruction	TOW No	
Future Processes/Recommendations				
<b>Go Paperless</b>	5.23	Continuously move towards a paperless environment	TOW No	
	5.24	Encourage incoming records to be sent electronically	TOW No	
	5.25	Scan smaller sets of files at TOW	TOW No	
	5.26	Back up everything electronically	TOW No	
	5.27	Continuous education to TOW staff about need for paperless environment	TOW No	
	5.28	Share files electronically where possible vs printing documents	TOW No	
	5.29	Reduce the number of office printers	TOW No	
<b>Establish and Communicate Policies</b>	5.30	Communicate milestones to TOW departments	TOW No	
	5.31	Set policy to scan records to a local drive	TOW No	
	5.32	Pursue policy where electronic file is official file	TOW No	
	5.33	Destroy originals per policy after scanning	TOW No	
	5.34	Set policy to not print emails unnecessarily	TOW No	

This table can be modified with insertion of start and end date columns.

**Exhibit 4 Digitization Schedule and Cost Estimates – Town of Wellesley**

<b>Town of Wellesley Digitization Schedule and Cost Estimates</b>					
<b>Department</b>	<b>Estimated Amount of Paper</b>	<b>Page estimate</b>	<b>Estimated Cost per Page</b>	<b>Cost</b>	<b>Scan priority</b>
Information Technology	0				0
Youth Services	0				0
Sustainable Energy	0				0
Veterans Services	0				0
Parking Clerk	0				0
Town Clerk	Not determined				0
Building Department	40 boxes	40 x 1500 = 60,000	0.15	60,000 x \$.15 = \$9,000	1
Treasurer's Office	6 boxes - letter	6 x 3000 = 18,000	0.15	18,000 x \$.15 = \$2,700	2
Retirement Board	1010 inches	1010 x 150 = 151,500	0.15	151,500 x \$.15 = \$22,725	3
Human Resources	16 drawers / 3 boxes	16 x 4500 = 72,000 3 x 1500 = 4,500	0.15	76,500 x \$.15 = \$11,475	4
Executive Director	6 drawers / 13 boxes	6 x 4500 = 27,000 13 x 1500 = 19,500	0.15	46,500 x \$.15 = \$6,975	5
Natural Resources	33 drawers / 14 boxes	33 x 4500 = 148,500 14 x 3000 = 42,000	0.15	190,500 x \$.15 = \$28,575	6
Finance	7 drawers, 110 boxes, 22 binders	7 x 4500 = 31,500 110 x 3000 = 330,000 84 x 50 = 4,200	0.15	365,700 x \$.15 = \$54,855	7
Zoning Board of Appeals	32 file drawers	32 x 4500 = 144,000	0.15	144,000 x \$.15 = \$21,600	8
Planning Board	40 lateral drawers, 49 vertical drawers, 84 notebooks, 69 boxes	40 x 4500 = 180,000 49 x 3000 = 147,000 84 x 50 = 4,200 69 x 3000 = 207,000	0.15	538,200 x \$.15 = \$80,730	9
Assessors	106 file drawers	106 x 4500 = 477,000	0.15	477,000 x \$.15 = \$71,550	10
<b>Legend</b>					
1 small file drawer = 2 standard boxes					
1 standard box = 1500 pages					
1 letter box = 3000 pages					
1 large file drawer = 4500 pages					
1 page = \$.15 average cost to scan					
1 inch = 150 pages					
\$.15 per scan cost includes pickup					
Destruction negotiable after scanning					

Exhibit 5 Records Review Analysis – Town of Wellesley

Town of Wellesley Records Review Analysis					
Department	Estimated Paper Records	Scan Priority	Electronic Records	Notes and Comments	Recommendations
Information Technology	0	0	100%	All records electronic. Provides data drives to all departments; i.e., Finance - personal, G-drive - department specific and H-drive - for town data transfer use. Provides information for each department to update/maintain their own data on town website. Robust data backup system in place. Utilizing ViewPoint Cloud for permitting and licensing information. Inordinate amount of electronic time spent satisfying public research requests.	n/a
Youth Services	0	0	90%	All records electronic. Any active files that are paper should be scanned to local drive.	n/a
Sustainable Energy	0	0	100%	All records electronic. Any active files that are paper should be scanned to local drive.	n/a
Veterans Services	0	0	90%	All records electronic. Active files are paper and then scanned to local drive. Older paper records are D0214s and can be scanned.	Digitize and then destroy older D0214s.
Parking Clerk	0	0	100%	No paper records. Uses ComPlus for ticket mgmt. Monthly reports held by Treasurer.	n/a
Town Clerk	Not determined	0	30%	Older vital records in paper for historical purposes. Election and town meeting records held for MA retention periods only. MA software interface provided for other vital records.	Ensure MA guidelines followed for destruction of records on an annual basis.
Building Department	40 boxes	1	9%	Excellent example of scanning all records. Has plan to scan remainder with all public documents available via town website. Working on licensing and permit programs to automate process.	Pursue online permit and licensing along with other affected departments.
Treasurer's Office	6 letter boxes	2	95%	Utilizes MUNIS software with all paper checks actively destroyed after annual audits. No active paper storage.	n/a
Retirement Board	1000 inches in cabinets	3	30%	Has combination of older paper records, electronic records and some information on microfilm. Recommend scanning of all paper documents and transfer of medium from microfilm to electronic as microfilm will deteriorate over time.	Transfer data from all microfilm and scan all paper records.
Human Resources	16 drawers/ 3 boxes	4	20%	Mainly a paper driven department with paper records being kept even after scanning to electronic. Recommend scan of all paper and not to microfilm. Destroy paper after scanning and QC phase.	Complete transition from paper / microfilm to electronic.
Executive Director	6 drawers / 13 boxes	5	80%	Has paper records in office area as well as library. Recommend scanning of all permanent and active records to reduce footprint. Explore use of Laserfiche more to reduce paper records.	Increased use of Laserfiche and scanning of all paper records.
Natural Resources	33 drawers / 14 boxes	6	20%	Abundance of paper files that should be reviewed for retention and then all scanned. Department appears to keep paper over electronic and will have less space when town hall renovation starts.	Complete transition from paper to electronic.
Finance	7 drawers, 110 boxes, 22 binders	7	30%	Large department with multiple sections. Appears to have the majority of their files as electronic yet still maintain paper copies. Has an active annual destruction program but it is recommended that all active plus 3 year old files be scanned and paper destroyed. Older files of a permanent nature should be scanned and destroyed.	Continue annual destruction. Complete scanning of all permanent records with all newer paper records maintained in electronic environment.
Zoning Board of Appeals	32 file drawers	8	10%	Appears to be keeping all paper files even those that are duplicative of other departments. Should only be keeping appeal paper work as plans, etc. are available elsewhere. Should be utilizing electronic system where one set of the same plans is available to multiple departments.	Destroy duplicate copies of plans, maps, etc. and work with Planning and Building Dept for electronic retention of master copies.
Planning Board	40 lateral drawers, 49 vertical drawers, 84 notebooks, 69 boxes	9	10%	Appears to be keeping all paper files even those that are duplicative of other departments. This department should be holder of plans, maps, etc. for use by other departments. If so, then all will be discoverable by geo location, address and permit information.	Destroy duplicate copies of plans, maps, etc. and work with ZBA and Building Dept for electronic retention of master copies.
Assessors	106 file drawers	10	10%	Mainly a paper driven department with many older records retained. Recommend scan of all paper and not to microfilm. Destroy paper after scanning and QC phase.	Scan all other data files and work with other departments for electronic retention of master copies.
<b>Legend</b>					
1 small file drawer = 2 standard boxes; 1 large file drawer = 4,500 pages					
1 standard box = 1,500 pages	1 letter box = 3,000 pages	1 inch = 150 pages			

**Exhibit 6 Estimated Duration and Cost Schedule Summary– Town of Wellesley**

<b>Estimated Duration and Cost Schedule Summary</b>						
<b>Category</b>	<b>Actions</b>	<b>Estimated Costs</b>				
		<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
<b>Action Plan</b>	Destruction	\$ 5,000	\$ 5,000	\$ 1,000	\$ 1,000	\$ 1,000
<b>Digitization</b>	Building Dept	\$ 9,000				
	Treasurer's	\$ 2,700				
	Retirement	\$ 22,725				
	Human Resources		\$ 11,475			
	Executive Director		\$ 6,975			
	Natural Resources		\$ 28,575			
	Finance			\$ 54,855		
	Zoning Board			\$ 21,600		
	Planning Board				\$ 80,730	
	Assessors					\$ 71,550
<b>ECM System</b>	Technology			\$ 150,000	\$ 150,000	
	Maintenance			\$ 18,000	\$ 18,000	\$ 18,000