DRAFT Minutes – Acton Finance Committee
Date February 26, 2008
Town Hall Room 204

Pursuant to a notice duly posted with the Town Clerk and with a quorum of members present, the Acton Finance Committee convened at 7:30 pm on February 26, 2008 to review various matters.

Members present for the meeting: Steve Noone (SN), Pat Clifford (PC), Herman Kabakoff (HK), Allen Nitschelm (AN), Kent Sharp (KS), and Pat Easterly (PE), Bill Mullin (left early) (BM), Mary Ann Ashton (MA), Bob Evans (BE).

Others Present: JoAnn Berry, Ann Chang, Paulina Knibbe (PK), Jean Flemming (JF), Sharon McManus, Ken Sigha-Hughes (KSH)

A group of citizens presented their citizen's petition for Town Meeting associated with proposing that the town hire a Community Services Coordinator. The group included Tina Grobauzski, Paul Hendren, Marge Kennedy, and Sally Campbell. A copy of the slides they used is attached to these minutes for reference. After the presentation BM asked why the United Way isn't funding this. They answered that the United Way did not have the funds. This is not a United Way proposal. BM suggested that they make a benefit to cost justification. He also asked if this proposal overlapped the 211 service. They answered that 211 identifies a need but does not provide a service. He also asked them to identify how this proposal interfaces with the Nursing Service. They said that they would do so. SN thought that 19.5 hours would not be enough to do the work outlined in the proposal. Not enough time for case work. KS thought that it is unlikely that the group will be able to come up with hard numbers to justify the savings. He suggested that we find a town which implemented this recently and try to get saving numbers from them. This effort may take a couple of years. AN asked what the desired outcome is at this Town Meeting. The group indicated that they thought that this would be an initial information session to the Town Meeting. They are looking for feed back. BE observed that he thought that there will be significant overlap. There is no need for another agency within the town.

PK gave a report regarding the Senior Center Expansion Feasibility Study. Some points included:

1. Senior Center provides social services and is also a community center.
2. There is currently not enough room/parking.
3. It is difficult to run simultaneous activities.
4. The senior population is growing. Will increase by 11.5% in 2020.
5. 33% of seniors currently use the senior center. With larger facility use will increase.
6. Neighboring towns are not interested in regionalization.
7. A new facility could be used as a shared use facility.
8. Currently looking at various locations.
9. Requesting $100K for a feasibility study once location(s) is (are) determined.

BE said that according to his understanding the current building is under used. He thinks that the $100K request is premature. AN agrees with BE. AN asked if we went to older centers. PK said no, we only looked at newer centers. AN asked if we looked at bigger centers. PK said yes. AN said that we should wait until the need is here in 2010. SN asked why the senior outflow from Acton has slowed down. PK did not know. He also asked if we were locked in to day time programs. PK said that it is a staffing issue and seniors prefer day programs. As seniors get younger, perhaps evening programs will work. PE asked what the $100K will be spent for. PK indicated that we will do as much as we can within our own capabilities. We will need help analyzing financial options and space layout. KS asked if the character of what seniors are doing is changing. We should take a closer look at the demand side. PC suggested that we work with the Robbins Mill facility. JF indicated that Robbins Mills provides activities for their residents only. HK indicated that this $100K is just the first step. It is exactly the same paradigm as we used for all new building studies. The $100K is money that results in a complete proposal to a future Town Meeting regarding the cost of the project. If this money is not authorized, the project could be delayed by as much as one year. Various citizens spoke in favor of this request including the Chairman of the COA board, and the Minuteman Senior Services Director.

KSH and SN discussed the CPC proposals. A copy of the list of projects is attached to these minutes for reference.
Exchange Hall – CPC money will be the last money in. MA likes this constraint. KSH thinks that the community will gain as a result of this project, thus defending use of public money to support a private profit making endeavor. AN is worried about precedent for Acton. SN observed that other private property requests have been denied. PC agrees with AN.
Open Space set aside – is reduced to $450K plus $50K for legal work for potential purchase.
NARA Picnic Pavilion $250K. This is a new project since our last meeting.
Surcharge – it is 5% of Acton's share plus the state match.
Affordable Housing – AN observed that it is 27% of the total being spent. He wants to reduce the amount spent to 10% and focus on purchasing open space. AN also indicated that he liked the NARA Pavilion project but did not support the Exchange Hall project.
Conant Consultant – AN asked why we needed a consultant. KSH indicated that it is necessary to determine the best use of the property. AN doesn't support. . MA asked if the CPC expected to fund the actual building of the trails. KSH said he anticipates that the CPC will allocate more money in that regard in the future.
Sachem Way – BE asked why we need $136K. KSH indicated that it is preliminary work for design and permitting to do the project. AN asked what the total cost of the project will be. KSH estimated $2MM. Some of the money will come from the ACHC and some from the State.
West Acton Citizen's Library – MA asked why the budget for this was increased. KSH indicated that the town was too conservative in their initial request.
KS asked how long the CPC money is available after Town Meeting approval. KSH said that projects have three years to start and five years to complete.

AN moved to recommend all projects except the Com. Housing Program Fund (#3), Exchange Hall (#4), and Conant Nature Trails Plan (#5).

MA seconded.

Passed Unanimously

MA moved to approve the Com. Housing Program Fund (#3), Exchange Hall (#4), and Conant Nature Trails Plan (#5).

PE second

HK pointed out that a no vote is required if a member is against just the Exchange Hall project.

MA pointed out that the Exchange Hall is a National Register property. All of us would benefit from this project. She likes the constraints. AN thinks that we should be more vigilant when looking at projects. He feels that the CPC committee is looking for things to fund. He pointed out that in future years funds may be scarce. PC agrees with MA. BE pointed out that Town Meeting has already taken votes to support the Exchange Hall project (i.e. the parking lot).

Vote: Yes - MA, KS, SN, PC, BE, PE
No – HK, AN
Absent – BM

Motion Passed 6 -2

There was no vote regarding last meeting minutes. Vote will be taken at the next meeting.

Motion – BE moved that the FinCom recommend all consent Articles in the Warrant.

MA second.

HK indicated that we still have not seen the Enterprise Fund and the Revolving Fund statements. PC said that she would ask again.

Motion passed unanimously.

ALG will meet next Monday morning. The BoS did not approve wording changing the source of funding $1.2MM from Free Cash (FC) to NESWC. SN presented a forecast for FY 2010 and FY2011. A copy of this forecast is attached to these minutes for reference. BE asked if the split is changed. PC indicated that this subject was not discussed. PC will participate in a joint presentation of this plan with the School Committee and the Selectmen. BE indicated that the presentation must address the split

KS discussed his concerns regarding the Salary Parity Study, particularly as regards the non-exempt employees. The study is not good and does not justify the increases it recommends. HK indicated that salary parity is a mistake. PE observed that we had a compromise. KS pointed out that our compromise was offset by the $100K set aside. The result is that salary parity cost was reduced by only $33K.

AN presented his views associated with how future budget procedures and policies should be conducted and implemented. He believes that the FinCom should take ownership of the budget, prepare it and present it to the Town Meeting (like Boxborough does). He quickly went through his philosophy, and gave us draft rules and guidelines to consider. He distributed some spreadsheets and information which are attached to these minutes for reference. We will address in the future.

Next meetings – March 4 – Selectmen budget hearing
March 18 – Schools Budget Hearing

AN asked if questions already asked will be answered prior to the hearings. SN agreed that we need answers prior to the hearings. PC will request answers.

MA announced that a High School Principal has been selected. She is Alexandra Callen, the Assistant Principal at Needham High School. She will start July 1.

KS moved to adjourn at 10:40PM.

PC Seconded. Passed unanimously.

Respectfully submitted,

Herman Kabakoff
Clerk

Community Services Coordinator Proposal

Acton FINCOM Presentation

February 26, 2008

Agenda

- **How Did We Get Here?**
- **Needs**
  - **Many current services overloaded**
  - External agencies overloaded
  - Other Town agencies supporting informally
- **Benchmarking other Cities & Towns**
  - Town employees; only outsource overflow
  - Funded by tax $$; not grants
  - Mix of case management, referrals, and program management
- **Job Description**
- **Budget**

How Did We Get Here?

- ABUW Funded Agency Forums
- Town's History with COA and Nursing
- ABUW Funding of ABRHS Substance Abuse Counselor and other Social Services Agencies
- Board of Selectmen Recommendations & Encouragement

Acton Needs

Current Acton Services – Some Overloaded

- **COA – Full on 60+; receiving 60-**
- **ABRHS Substance Abuse (no others)**

Nursing does receive some requests, but can't say overloaded

External Agencies Overloaded

- Acton-Boxborough- Stow Clergy Association
  - –Fallen on hard times & need short term financial assistance
  - –Physical, mental and emotional disorders needing assistance that clergy don't have
- ABUW forum agencies (11/07)
  - –22 agencies & 2 Selectmen
  - –Top needs: Transportation; Social worker (10); Outreach to community; Collaboration with each other

Other Town Agencies Supporting Informally

- **Police**
- **Fire**
- **Acton Housing Agency**
- **Other?**

The Gap

- Less than 60 other than High School substance abuse
- Scenarios:
  - **–Pre-school**
  - **–Single mothers**
  - **–Disabled**
  - **–Immigrants**
  - **–Financial challenges**
  - **–Domestic violence victims**

-Integrated Challenges

Benchmarking

[A=Assessment; C=Counseling; R=Referrals; G=Grants Applications; P=Programs]

City or Town	Comm Svc Coordinator ?	Scope of Services	Employee or Outsource	Funding Source & Amount	Full or Part Time	
Andover	Yes, .5 LICSW, 1 Outreach Coor	A-C-R-P	E	Tax $$ & grants $66K FT $30K PT	Both	
Concord	No, but MS in Public Health COA??	A-C-R -P	O	Community Chest	.55	
Dedham	Yes, LICSW & @COA	A-C-R-P	E	Tax $$	FT	
Framingham	Yes, LICSW in HS, COA - 4	A-C-R-P-G	E	Tax $$ - HS $76K FT COA $26K PT	Both	
Marblehead	Yes, @High School	C - P interpreter	E	Tax $$	FT	
Marlboro	Yes, HSD – no/exp; COA - 3	A-C-R-P-G	E	HSD - $60K COA – Dir - $60K	FT	
Needham	Yes, 3 Youth, 2 COA, .5 Nurse	Sr, Youth, Vet, Nurse	Both	Tax $$	FT	
Sudbury	Yes,	A-C-R-P	E	Tax $$ - $66K	Jobshare	
Winchester	Yes – 3	Youth, Sr, Nurse	E	Tax $$, grants	FT	
Chelmsford Harvard Maynard	No		Referrals to agencies		N/A	

Job Description

(Sudbury highlights)

CHARACTERISTICS

- Complex tasks w/ judgment and initiative
- Frequent interaction with community, Town Depts, agencies, community groups
- Access to wide range of confidential info
- Supervise outsourced work, crisis response, case assignment & management

EXAMPLES OF WORK

- Identify at risk individuals & families
- Prevention, outreach, assessment, resource linkage, and case management
- After hours availability: case management; police; fire
- Emergency response network plan
- Liaison and accept referrals from Town Depts and State agencies
- Program leadership including needs assess
- Supervise volunteer projects

MINIMUM QUALIFICATIONS

- Masters in Social Work, Counseling or Psychology
- 5 or more years of experience
- Massachusetts social work and/or mental health license

KNOWLEDGE/SKILLS

- Base principles of social work, counseling and psychology
- Federal, state, regional and local human services agencies
- State law: neglect/abuse of elderly & child; and at risk individuals; SW confidentiality
- Build relationships with Town Depts & community agenices
- Develop, implement and monitor programs
- Provide standard & clinical supervision

Budget

- **Benchmarking Budget Range:**
  - Full Time: $60 – 70K
  - Part Time: high $20K – 35K
  - Depending on experience

- **Likely to go full time in future years, eg. years 2 – 4**

- **Haven't explored outsourcing, but likely higher, ie. salary and benefits plus margin**

- **Proposal:**
  - 19 hour town employee
  - $30K salary for LICSW with a Masters
  - Other?? – office, equipment – insurance – travel for in-home

Next Steps

- **Still a work in progress……**
- **Explore outsourcing**
- **Complete external benchmarking**
- **Complete Acton assessment**
- **Other steps recommended by FINCOM:**
  - ___
  - ___

BACKUP

St. Matthew's United Methodist Church

Building a Faith Community — Many Gifts, One Spirit

435 Central Street
Acton, MA 01720
(978) 263-2822
fax (215) 754-9878
smumc@verizon.net
www.saint-matthews.org

The Rev. Robert A. Moore
Pastor

David Potts
Director of Music

Susan Lee
Director of Handbells

Kenneth Plant
Organist

Donna L. Charlap
Office Administrator

February 24, 2008

To: The Town of Acton Finance Committee

The character of a community is indicated in large measure by how well it cares for its members who are unable to care adequately for themselves. We who are local clergy frequently encounter such members of the community who fall upon hard times and turn to the faith communities for assistance. Each month one of us has the duty of responding to these needs. Typically we will see about two dozen individuals/families per month. We almost always feel poorly equipped to be genuinely helpful to them, and our typical response is to give them a "band-aid" solution of vouchers for food assistance.

Two of the most common situations presented to us are (1) people who have fallen on hard times and need short-term emergency assistance and (2) people with physical, emotional, and mental disorders who have trouble managing their lives and resources who come to us for handouts on a regular basis.

People in the first category are the most straightforward to deal with. A typical example in this category is a self-employed wage-earner who is injured and out of work and has no financial safety net. Rent, utilities, and food must still be paid and the state social service system is not well designed to provide a rapid response to such situations. These situations arise less frequently, and we tend to cooperate in pooling resources from our congregations to address the needs.

People in the second category are the most frustrating for us, because most of us clergy are not trained social workers and do not have the wherewithal to help these people navigate the social services network. They need someone who can walk them through the system and help them learn some skills for managing their lives.

What is happening now is that these people often end up going to The Council on Aging or the Housing Authority because there is a human being to talk with. This takes away from the time and resources available to the intended clientele of those agencies.

We have been exploring this are convinced that it would be a highly beneficial to the town of Acton to have a town social worker. One of the most beneficial parts of the job would be training volunteers from our congregations and the community-at-large to handle these situations and assist people in navigating the social services system.

We look forward to working with you to develop a viable plan for strengthening our ability to care for those least able to care for themselves.

Sincerely,

Robert A. Moore

Congregations Participating in Addressing the Needs

Acton-Boxborough-Stow Clergy Association

2008 Emergency Assistance

The clergy of the Acton/Boxborough/Stow area have agreed to share the responsibility of offering assistance to those who are in need. Below is a listing of the religious institution responsible for any given month. Please refer people to the appropriate religious institution in order to provide consistency of care.

Month	Religious Institution	Phone
Jan	**Congregation Beth Elohim**, Lewis Mintz 133 Prospect Street, Acton 01720-6218	978-263-3061 cbeacton@bethelohim.org
Feb	**Mount Calvary Lutheran Church**, Tim Knapp 472 Massachusetts Avenue, P.O. Box 986, Acton 01720-0986	978-263-5156 tknapp@mtcalvaryacton.org
Mar	**Acton Congregational Church**, 12 Concord Road, Acton 01720-4628	978-263-2728 margie@actonc.org
Apr	**Church of the Good Shepherd**, Gale Davis Morris 164 Newtown Road, Acton 01720	978-263-5782 admin@goodshepherdacton.org
May	**Congregation Beth Elohim**, Lewis Mintz 133 Prospect Street, Acton 01720-6218	978-263-3061 cbeacton@bethelohim.org
Jun	**United Church of Christ, Boxborough**, Ute Molitor 723 Mass. Ave., Boxborough 01719-1413	978-263-7387 ute1@verizon.net boxborochurch@verizon.net
Jul	**Acton Congregational Church**, Andrew Armstrong, Holgie Choi, Pam Gillispie 12 Concord Road, Acton 01720-4628	978-263-2728 margie@actonc.org
Aug	**St. Elizabeth's**, Walter Woods 89 Arlington Street, Acton 01720-2503	978-263-4305 office@seoh.org
Sep	**West Acton Baptist Church**, Jeff Long-Middleton 592 Mass. Ave., Acton 01720-2238	978-263-5902 wabcjeff@verizon.net
Oct	**St. Matthew's United Methodist Church**, Robert Moore 435 Central Street, Acton 01720	978-263-2822 bobmooresm@yahoo.com
Nov	**First Parish Church of Stow & Acton**, Thomas Rosiello 353 Great Road, Stow 01775-2100	978-897-8149 fpcstow@rcn.com
Dec	**Mount Calvary Lutheran Church**, Tim Knapp 472 Massachusetts Avenue, P.O. Box 986, Acton 01720-0986	978-263-5156 tknapp@mtcalvaryacton.org
Jan 2009	**Faith Evangelical Free Church**, Brad Johnson 54 Hosmer Street, Acton 01720-5520	978-263-0075 actonfaithefc@yahoo.com

ABUW Forum- November 2007

Organization/Agency Name	Objective	Concern(s)	Contact	Phone	E-mail address
Community Partnership for Children	Childcare scholarships	Transportation	Betsey Sweet	978-263-1827	bsweet@itcacton.org
Habitat for Humanity	Affordable housing	Transportation	Megan Foley		
Acton Housing Authority	Rent relief	Social Worker Housing Services for the disabled Transportation	Kelley Cronin and Fran Spayne	978-263-5339	kelley@actonhousing.net
Acton Community Housing Corporation	Affordable housing	Financial Credit Counselling	Nancy Travernier		
Friends of Boxborough Council on Aging	Services for Seniors	Transportation Activities for seniors - Outreach Affordable housing	John and Pat Fallon	978-263-116 Ext. 106	
English at Large	English language classes	Childcare Flexible work More services	Marlana Patton		
First Connections	Domestic violence issues, benefits, food stamps, etc	Social Worker	Ellen Weisstein		
Minuteman Senior Services	Services for Seniors	Transportation	Charlene Merritt		
Minuteman ARC for Human Services	Services for children and adults with disabilities	Transportation Outreach to immigrants Aging pop. Connection to the community	Patty Ochoa	978-287-7900	www.minutemanarc.org
CAFY (Community Alliance for Youth)	Information and support for parents of teenagers	Underage drinking Restorative justice	Bob McGowan		www.cafy.net
Friends of the Acton Council on Aging	Services for Seniors	Lack of space at Senior Ctr. Social Services	Steve Baran	978-264-9643	
No Place for Hate	Promote racial harmony	Outreach to immigrants Cutural awareness	Steve Baran		
Community Supper	Meal programs and food pantry	Legal services Transportation	Rhett Cahill		
Latino Family Network	Connect Latino families	Translation services - Better school-parents comm.	Zoila Ricciardi		
Acton-Boxborough Coalition for Healthy Youth	Prevent underage risk behavior	Underage drinking	Tina Grosowsky and Ingrid Holcomb	978-844-4588	abc4healthyyouth@yahoo.com
Acton-Boxborough-Stow Clergy Association	Support for parishioners	Social worker	Rev. Ute Molitor		
Household Goods Recycling Ministry	Furniture, household items and appliances	Volunteers - Car donation	Ira and Barbara Smith, Hoe Chappell	978-635-1710	www.hgrm.org
Network for Women's Lives	Prevention of domestic violence	Violence prevention - Elderly abuse	Shirley Ormsby	978-287-4089	info@networkforwomenslives.org
Acton Council of Aging	Services for Seniors	Transportation Social Worker Fuel assistance	Carol Steiner		
Domestic Violence Services	Support for domestic violence victims	Dating and elderly abuse Immigrant pop.	Marilyn Peterson		
South Middlesex Legal Services	Pro bono legal assistance	Outreach to immigrants	Brian Angel Burke	508-620-1830	www.smlegal.org

Benchmarking #1

Questions?	Concord	Dedham	Winchester	Marblehead
Spoke to:	Sadie Simone - 978-318-3034Community Services Coordinator	Tom Clinton - LICSW (Licensed Social Worker) Youth Commissioner 781-751-9190	Liz Silva 617-448-2815 Substance Abuse Prevention Coodinator	Judy Luise/HS Social Worker 781-639-3100 x2115
Does your town have a "social worker"?	Town does not have a social worker, Sadie has an MS in Public Health. She is a town employee but paid for by Community Chest. 19.5/hrs/week	Social Woker at COA. He has 4 full time staff. Counselors and a Youth Coordinator.	Social Worker and Nurse at COA. Public Health Nurse at Town Hall. Youth Service Coordinator, Each school has home/school liason. Phyllis Greenspan at middle school (Clinical Counselor). Each school has school Crisis Team	Jewish Communit Center/Marblehead Counseling Services, Hawk (Domestic Violence)
What subjects or populations does the social work cover, eg. health, mental health, elderly, psychological, domestic violence?	"One Stop Shop" for all Resources - provides assistance to town residents for any needs, conducts short term assessments, finds resources: housing, domestic violence, fuel assistance.	His office provides services for youth - counseling, programs & activities, diversion and job resources. Services are provides free to all youth and their families. Serves as go to person for fuel assistance and food pantry.	She provides coordination for all services for youth.	**JCC provides services for members**
Can you share the job description for each?	sent job description	will send job description		
	Concord	**Dedham**	**Winchester**	**Marblehead**
Are there people that provide similar services informally, eg. veterans department?	Youth Services Coordinator - works for Concord Youth Alliance offers support for teens in community. Council on Aging/Sr Ctr provides Social Worker, Veterans Services	Council on Aging, Veterans Services	COA/Veterans Services	Judy provides counseling, interpreter services, Student Assistance Team
Are the services provided by town employees or outsourced?		Tom/full time/town employee.	Liz is a Town emplyee/full time	Judy is school employee
	Concord	**Dedham**	**Winchester**	**Marblehead**
Where is the person's office located?	105 Everett St (Town building)	Town Hall/will be moving to high school.	Town Hall	High School
In what town department is the work done?	none	Youth Commission	Board of Health	School Department
Has the service changed over time?	Initially outsourced to Elliot Mental Health Center	35 years/grown and expanded	8 years -	10 years
How are the services funded, eg. taxes, grants, charitable contributions, etc.?	Community Chest	Town Tax $$	Town Tax $$/grants	Town Tax $$
What is budget for the work? Salary and benefits for the position?	19.5 hrs/wk, some evenings.	Full time	full time	full time
What works? What doesn't work? Challenges?	Job flexibility is key. Some weeks/months of the year (Dec-Jan) she is busier and works more hours per week.	Spends lunch time serveral days a week at the high school. Co-leads counseling group at hs. Involved with SADD (Students Against Destructive Decisions).	"Multi-Service Agency" model across all town departments/school liasons	Works with JCC/ Marblehead Counseling Services
What is the volume of cases handled? Monthly? Annually?	sees 14 - 30 clients/week	Serves @ 100 people a month.	?? 50/month	??
Are there any deficiencies identified in the current services?	Current services do not provide for middle income individuals.	No town coalition/Health & Wellness Committee at the High School		Lack of town coordinated services
Other	Sadie is very helpful and would be glad to meet with us if we need more information.	Very knowledgable about town establishing Youth Commission. According to MA Law Ch 40 Section 8E all towns can establish Youth Commission and it needs to be funded by town.	Model working well for the town/police very supportive- School Resource Officer trained extensively.	Only knows about high school students

Benchmarking #2

Questions?	Andover	Boxborough	Needham	Norwood
Spoke to:	Thomas Carbone, call in to Christine Sintros call not yet returned.	Call in to Kathie Schwarting, missed her office hours, followed up with email	Janice Berns - Dpeartment of Health	Unable to find contact person to return calls
Does your town have a "social worker"?	Yes - for elder services. 1.0 Full time Outreach coordinator; 0.5 Social Worker	From what I can see on the website, no	Yes, there are 3 social workers with the Youth Commission and the COA has 2 full time social workers The nursing group has 1.5 nurses and will be adding a 0.5 social worker. There is a contract with Riverside Community Care Network for a "Bridge" person who works strictly in the schools	
What subjects or populations does the social work cover, eg. health, mental health, elderly, psychological, domestic violence?	Elderly	Some services for Seniors	Seniors, Youth, Veterans. Nursing service overlaps with adult population.	
Can you share the job description for each?	Information and referral, answers to questions regarding health insurance, transportation options and housing, individual counseling are just a few of the social services available at the Center. The Social Day Program offers a supportive environment for adults facing life changes, enabling them to live at home and to remain active within the community setting. A registered nurse and other caring professional staff work with families and other health care professionals to meet the individual social and medical needs of participants and their families. Daily programming includes companionship, individual & group activities, a noon meal, morning & afternoon snacks, health monitoring, and support services. Friendly visitor program	Oversight of various mental health services (Concord Family and Youth Services; Eliot Community Human Services) available to Boxborough residents Visiting nurses, home health aides, and social worker services offered by Nashoba Nursing Service & Hospice	The Needham Youth Commission operates as a mental health resource providing professional and confidential clinical and programmatic services. We provide support, information, and direction to youth and families on issues such as family, social, peer, stress, loss, alcohol, drug, and other youth-related concerns. The Social Work Department offers individuals, couples, and group counseling surrounding issues of aging including problems with substance abuse. These services are provided free of charge. Visits are confidential and can be conducted in the Stephen Palmer Senior Center, over the phone, at your own home or at an appropriate convenient location. If for any reason we cannot offer the support you need, we provide referrals to organizations with the resources to be of assistance.	
Are there people that provide similar services informally, eg. veterans department?	Some assistance with Vets - fuel assistance, emergency money		N/A The senior, youth and Veteran services all fall in the same department. Diversified Community Social Services	
Are the services provided by town employees or outsourced?	Town		Town and Outsourced	
Where is the person's office located?	Senior center		Town Hall, schools, senior center	
In what town department is the work done?	COA		Diversified Community Social Services	
Has the service changed over time?	Yes, it has grown		Yes, it has grown and consolidated under one Department	
How are the services funded, eg. taxes, grants, charitable contributions, etc.?	Taxes, federal grants		Taxes	
What is budget for the work? Salary and benefits for the position?	For half time employee - 30K For full time employee 66K		Unsure/unwilling on staff salaries, contract with Riverside for 50K per year	
What works? What doesn't work? Challenges?			Very happy with Riverside contract	
What is the volume of cases handled? Monthly? Annually?			Unsure/unwilling on staff salaries, contract with Riverside for 50K per year	
Are there any deficiencies identified in the current services?			Additional help needed for "adult"population that falls outside of Youth and Senior.	
Other			Interestingly, A citizens' petition in the 1950s pushed the town to evaluate the town's mental health needs. From there, the COA and theYouth Commission were formed. She mentioned that 27 other towns use Riverside, including Newton, Arlington and Wellesley	

Benchmarking #3

Questions?	Sudbury	Marlborough	Framingham
Spoke to:	Martha Lynn - Social Worker 978-639-3358	Rosalind Baker, Director Human Services 508-460-3758; Amy Loveless, Exec Director, Council on Aging, LICSW, 508-485-6492	Alexis Silver, Human Service Coordinator 508-532-5408; have a call into Mary Parcher, Council on Aging 508-532-5980
Does your town have a "social worker"?	Yes - for 15 years; Sudbury needs one; it's a job share position;	HumSvc Dir is not a LICSW, but Council on Aging Exec Dir is (see below on other COA positions). HSD has 20 years experience with state and city and does case work; started in '87.	Not per se a social worker; a unique position 1 year old, created by Town Meeting in Spring '08, but Alexis is a LICSW with mediation training and maintains her clinical skills
What subjects or populations does the social work cover, eg. health, mental health, elderly, psychological, domestic violence?	All populations including seniors; all subjects; started out as a Mental Health focus and has evolved of the 15 years to cover all kinds of issues medical, seniors, housing, transportation (yes a big issue there as well); they also cover fuel assistance and Community Assistance (ie. temporary financial)	**HSD:** 0-60; shelter, pantry, yough, substance abuse (mental health and nursing both dropped); COA: 60+; senior case mgt.; fuel assist; state services, SHINE, senior center classes, referrals from Bd of Health, Housing, Assisted Living	This position oversees state funded programs, is a liaison to all agencies in Framingham and State, collaborates with agencies on grants; focal point on new initiatives, reports to Selectmen and Town Mgr., Research on funding sources, does referrals to other agencies, but DOESN'T do case work despite LICSW; participates in Mass Municipal Assoc as local office Human Service Coordinator; Bob Martin in Brockton 508-580-7867 chairs the group and would have a list.
Can you share the job description for each?	See in 2/9/08 email; generally does initial case management; **need to get into homes (transportation)**; also oversees programs (see above) and works with agencies	Rosalind and Amy are both sending; HSD runs the Marlboro Huamn Services Coalition - monthly meetings with all agencies	See 2/9/08 email with both job desc and accomplishments
	Sudbury	**Marlborough**	**Framingham**
Are there people that provide similar services informally, eg. veterans department?	Senior center - info and referral; not case work; lots of referrals from Police and Fire who aren't trained or equipped to deal with it (natural allies); they have people in the schools also and said most guidance counselors can't really meet the need and suggested we look at that as a possible as well; also get referrals from Mayor's office and Town Clerk - people on rants or just can't understand what the Town is doing, eg. taxes	Didn't get a good sense; didn't see a vet svcs; but do have a Disabilities Commission and Bd of Health description says referrals	Council on Aging provides these services for 55+; Amy at Marlborough told me that Mary Parcher is the Godmother of all Councils on Aging, gets everyone in all towns to focus on state initiatives, and knows everyone. Vet Services case work on benefits;
Are the services provided by town employees or outsourced?	Social worker position is a town position - not aware of any other town where the initial case work or referral is outsourced; they originally tried outsourcing with Parmenter (sp?), but didn't find effective or accountable; they do outsource some of the initial case management to three individual contractors at $40/hr, this year's budget is $29.5K for Mental Health and $7.5K for Senior for that outsourced work. They do provide office space for these individuals if needed.	Town employees, but outsources delivery of services. HSD: outsources $30K to a referral center; Marlborough Community Services (Fatina); and Boys&Girls Club; outsource budget was $200K two years ago	Alexis is a town employee; actual case work handled by agencies, some of which they fund through HUD Block Grant $$
	Sudbury	**Marlborough**	**Framingham**
Where is the person's office located?	Flynn Building - Town Hall	City Hall	Town Hall
In what town department is the work done?	Board of Health	Human Services	Reports to Town Mgr
Has the service changed over time?	Moved from a mental health focus to cover whatever comes up		Just 1 year old
How are the services funded, eg. taxes, grants, charitable contributions, etc.?	Town Tax $$	Town Tax $$	Town Tax $$
What is budget for the work? Salary and benefits for the position?	Social worker position is $66K for salary and health insurance; that's the budget; need someone with a masters and lots of experience; junior person won't help; need that overall quarterbacking of the agencies	**HSD:** $60K/yr salary/ben; $89K total budget (see outsource svcs above); **COA:** Exec Dir $60K; Outreach Coordinator $37K; Clinic Nurse 24hrs $25K; Social Svc Coordinator 14hrs $11K - Very tough to staff some of these jobs despite flex hours; $210K total budget	Range is $72-86K for the position, current $76K.
What works? What doesn't work? Challenges?	Need both initial case management and programs; shouldn't take long term case, but need to develop a relationship with the people since problems tend to be chronic and reemerge. Outsourcing leads to lack of accountability and cases seem to drag on forever since the outsourcer doesn't have an incentive to end; if outsource part of the case work, then need in-house person to oversee.	COA: Home care is key; initial assessment, but don't keep long term cases (although chronic);	Doing some case work would be helpful, but has hands full doing the program and liaison work.
What is the volume of cases handled? Monthly? Annually?	Currently 11 outsourced; I think she said she and her job share had 10+, but I'm guessing		N/A
Are there any deficiencies identified in the current services?	Keeping up with volume; hasn't heard of any towns sharing; Acton and Boxborough together likely overwhelming	COA: Getting staffing; hard to get social workers to apply for PT jobs	See above
Other	Martha is happy to help. She knew Steve Ledoux when he was TM in Sudbury before Westford; She also recommends that we speak to Dr. Don Kern (443-1897) who was very instrumental in getting the position established in Sudbury and would have a lot of great ideas for us.	COA: Police and fire are allies because they get asked for assistance and put in situations not equipped to deal with; hasn't seen sharing across towns	In addition to Mass Municipal Assoc might want to speak with Mass Assoc of Human Relations Commission; also Cynthia Walquist in New Bedford, director Community Services, has a different model with a $1.3M budget; indicates that other more affluent communities surrounding tend to "poach" services

Preliminary Community Preservation Fund Applications

#	Applicant	Project	CPA Category	Request	Amended Request	Open Fund Balance	
						$ 682,395.00	FY07 coll.surcharge
						$ 690,028.00	FY08 St.TrustFundD
						$ 137,304.00	FY07 interest incom
						$ 193,565.14	FY07 unencumbere
#						$ 1,703,292.14	Total
1	AHA	Pre-dev.Funds - Sachem Way	CH	$ 136,000	$ 136,000	Preliminary work to look into building 12 units. $30,000 in leverage	
2	ACHC	Administrative Fund	CH	$ 15,000	$ 15,000	3 years worth	
3	ACHC	Com. Housing Program Fund	CH	$ 100,000	$ 200,000	Condo Buydown program. Increase allows 2 units instead of 1	
4	Bluebird R.T.	Exchange Hall	HP	$ 231,948	$ 231,948	CPC money will not be spent until project is complete and occupancy permit issued	
5	Conant El. School	Conant Nature Trails Plan	R	$ 15,000	$ 15,000	Funds Consultant study to plan trails	
6	Theater III	Window Restoration	HP	$ 40,000	$ 46,000	Restore 16 windows $4000 in leverage. Increased to add contigency	
7	ToA (BoS)	Trail Through Time	HP	$ 30,000	$ 35,000	1st phase. Restoration of stone remains at Wheeler Farm	
8	ToA (OS Com.)	Open Space Set-Aside	OS	$ 500,000	$ 450,000	Will increase total to $1,700,000	
		Open Space Purchase Appaisal Legal	OS	$ -	$ 50,000	Preparation for Purchase of specific parcel	
		NARA Picnic Pavillion	R		$ 250,000	New Project accepted proposed, accepted, approved 2/14/2008	
9	ToA (Rec.Com.)	Elm Street Playground	R	$ 75,000	$ 75,000	Construction of new playground Expect $25,000 in Private donations	
# 10	West Acton Citizen's Library	Exterior Restoration	HP	$ 67,500	$ 119,500	Restore windows and doors, scrape and paint $10,000 in leverage. Increased to	
11		CPC Direct Expense			$ 3,500	Coalition Dues	
#	ToA (BoS)	Admin. 5% of ('07 coll. surcharge		$ 68,121	$ 65,121		
				$ 1,278,569	$ 1,692,069		total balance

Set-Aside Fund Balance -	$	1,250,000.00
Set-Aside Fund Balance -	$	59,464.00

ALG Forecast
Fiscal 2010 and 2011 Forecast

Version 1.5 **Work in Process**
2/26/2008 **Subject to Change**

Assumptions

Revenue	FY10	FY11
Tax Increase	2.5%	2.5%
New Growth	$500,000	$500,000
Overlay	-$650,000	-$650,000
Chapter 70	15.0%	13.0%
Other Cherry Sheet	4.0%	4.0%
Excise Tax	5.0%	5.0%
Regional Revenue	14.2%	12.1%
Other	3.0%	3.0%
Expense		
Salaries Schools	5.0%	5.0%
Salaries Towns	5.0%	5.0%
Health Care	10.0%	10.0%
SPED Tuition	10.0%	10.0%
Transportation	5.0%	5.0%
Utilities	5.0%	5.0%
All Other	3.0%	3.0%
Increase in Property Value	5.0%	5.0%

ALG Forecast

Finance Committee FY09 Budget Worksheet

Version 1.5
2/26/2008

Work in Process
Subject to Change

ABRSD

	FY06 ACT	FY07 B	FY07 ACT	% CHG 07Avs06A	FY08 B	% CHG 08Bv 07A	Escalation Factor	FY08 PROJ	Escalation Factor	FY09	Escalation Factor	FY10	Factor	FY11
Salaries Teaching	11,646,317	13,073,162	12,620,820	8.37%	13,785,477	9.23%		13,785,477	4.50%	14,988,980	5.00%	15,738,429	5.00%	16,525,350
Salaries Other	4,735,741	4,797,744	4,953,482	4.60%	5,080,310	2.56%		5,066,726	4.50%	5,496,883	5.00%	5,771,727	5.00%	6,060,314
Health Insurance	3,897,260	4,662,312	4,450,931	14.21%	5,182,453	16.44%	7.00%	4,762,496	2.50%	5,423,155	10.00%	5,965,471	10.00%	6,562,018
Fringes Other	775,849	862,177	843,885	8.77%	1,015,150	20.29%	4.00%	877,640	3.00%	1,101,566	3.00%	1,134,613	3.00%	1,168,651
Capital & One time Items	173,639	124,680	181,290	4.41%	160,214	-11.63%	4.00%	188,542	3.00%	368,132	3.00%	379,176	3.00%	390,551
SPED Tuition	2,505,205	2,180,810	2,231,165	-10.94%	2,811,740	26.02%	10.00%	2,454,282	8.00%	2,637,087	10.00%	2,900,796	10.00%	3,190,875
SPED Trans	539,785	616,802	598,586	10.89%	669,388	11.83%	10.00%	658,445	5.00%	706,528	5.00%	741,854	5.00%	778,947
Transportation	427,767	447,759	390,509	-8.71%	500,105	28.06%	5.00%	410,034	3.00%	542,124	5.00%	569,230	5.00%	597,692
Utilities	1,299,742	1,291,382	1,279,612	-1.55%	1,601,441	25.15%	5.00%	1,343,593	2.50%	1,442,938	5.00%	1,515,085	5.00%	1,590,839
All other	2,033,155	1,983,897	2,212,898	8.84%	2,033,634	-8.10%	4.00%	2,301,414	3.00%	2,162,355	3.00%	2,227,226	3.00%	2,294,042
	28,034,460	30,040,725	29,763,178	6.17%	32,839,912	10.34%		31,848,648	6.18%	34,869,748	5.95%	36,943,606	6.00%	39,159,280
Debt	1,855,788	2,224,180	2,224,180	19.85%	2,133,112	-4.09%		2,150,000		1,893,736				
	29,890,248	32,264,905	31,987,358	7.02%	34,973,024	9.33%		33,998,648		36,763,484				
Acton %	79.7%	78.5%	79.3%		78.5%			78.5%		78.5%		78.5%		78.5%
Acton Share ex debt	22356000	23,593,000	23,593,000		**25,779,331**			25,001,189		**27,386,700**		29,000,731		30,740,035

APS

	FY06 ACT	FY07 B	FY07 ACT	% CHG 07Avs06A	FY08 B	% CHG 08Bv 07A	Escalation Factor	FY08 PROJ	Escalation Factor	FY09	Escalation Factor	FY10	Factor	FY11
Salaries Teaching	9,714,116	10,435,739	10,221,923	5.23%	10,709,419	4.77%	4.50%	10,681,910	4.50%	11,357,781	5.00%	11,925,670	5.00%	12,521,954
Salaries Other	4,091,605	4,224,433	4,240,631	3.64%	4,494,731	5.99%	4.50%	4,431,459	4.50%	4,909,266	5.00%	5,154,729	5.00%	5,412,466
Health Insurance	2,847,853	3,264,827	3,195,545	12.21%	3,584,527	12.17%	7.00%	3,419,233	2.50%	3,770,770	10.00%	4,147,847	10.00%	4,562,632
Fringes Other	7,374	7,981	8,918	20.94%	8,488	-4.82%	4.00%	9,275	3.00%	17,000	3.00%	17,510	3.00%	18,035
Capital & One time Items	216,627	130,215	184,721	-14.73%	163,826	-11.31%		184,721		300,209		568,000		568,000
SPED Tuition	1,063,554	1,644,935	1,621,394	52.45%	1,741,613	7.41%	10.00%	1,783,533	8.00%	2,077,034	10.00%	2,284,737	10.00%	2,513,211
SPED Trans	311,727	315,656	306,138	-1.79%	297,030	-2.98%	10.00%	336,752	5.00%	395,484	5.00%	415,258	5.00%	436,021
Transportation	262,349	229,156	257,616	-1.80%	283,094	9.89%	5.00%	270,497	5.00%	330,458	5.00%	346,981	5.00%	364,330
Utilities	847,132	865,493	881,998	4.12%	1,080,846	22.55%	4.00%	917,278	2.50%	990,259	5.00%	1,039,772	5.00%	1,091,761
All other	1,032,806	928,414	1,003,613	-2.83%	946,199	-5.72%	5.00%	1,053,794	1.00%	1,021,304	3.00%	1,051,943	3.00%	1,083,501
	20,395,143	22,046,849	21,922,497	7.49%	**23,309,773**	6.33%	5.32%	23,088,451	9.01%	**25,169,565**	7.08%	26,952,448	6.01%	28,571,910
Minute Man	780000	750,000	750,000		787,000			787000		771000	3.00%	794,130	3.00%	817,954

TOWN	FY06 ACT	FY07 B	FY07 ACT	% CHG 07Avs06A	FY08 B	% CHG 08Bv 07A	Escalation Factor	FY08 PROJ	Escalation Factor	FY09	Escalation Factor	FY10	Factor	FY11
Salaries	9,553,071	10,087,331	10,011,324	4.80%	10,584,330	5.72%		11,162,094	180,686	11,342,780	5.00%	11,909,919	5.00%	12,505,415
Health Insurance	2,068,304	2,498,853	2,260,454	9.29%	2,764,525	22.30%		2,883,660	50,000	2,933,660	10.00%	3,227,026	10.00%	3,549,729
Middlesex Retire	1,736,915	1,999,140	1,999,140	15.10%	2,258,378	12.97%		2,367,281		2,367,281	3.00%	2,438,299	3.00%	2,511,448
Fringes Other	259,845	170,436	34,049	-86.90%	172,842	407.63%		753,461		753,461	3.00%	776,065	3.00%	799,347
Legal	608,903	577,000	452,356	-25.71%	567,264	25.40%		586,820		586,820	3.00%	604,425	3.00%	622,557
Capital & One time Items	609,699	386,556	867,439	42.27%	733,715	-15.42%				0	3.00%	0	3.00%	0
Gas& Diesel	176,994	215,974	166,807	-5.76%	215,976	29.48%		218,689		218,689	3.00%	225,250	3.00%	232,007
Revaluation	185,292	5,000		-100.00%	5,000	#DIV/0!				0	3.00%	0	3.00%	0
Snow & Ice ex salaries	277,077	311,500	178,234	-35.67%	605,500	239.72%		410,687		410,687	3.00%	423,008	3.00%	435,698
Property Liability Insurance	410,658	429,720	418,456	1.90%	455,503	8.85%				0	3.00%	0	3.00%	0
Machinery Repair & Supplies	211,776	262,585	234,675	10.81%	270,585	15.30%				0	3.00%	0	3.00%	0
IT Equipment Maint. & Software	383,710	384,645	413,760	7.83%	431,000	4.17%				0	3.00%	0	3.00%	0
Utilities	333,495	381,638	440,143	31.98%	387,275	-12.01%		710,945		710,945	5.00%	746,492	5.00%	783,817
All other	2,474,026	1,946,821	2,089,067	-15.56%	3,043,107	45.67%		3,867,284	629,826	4,497,110	3.00%	4,632,023	3.00%	4,770,984
	19,289,765	19,657,199	19,565,904	1.43%	22,495,000	14.97%		22,960,921	860,512	23,821,433	4.87%	24,982,507	4.92%	26,211,002
Debt	2,281,765	2,908,036	2,874,387		2,884,368			2,956,755		2,956,755		3,000,000		3,000,000
Total	$21,571,530	$22,565,035	$22,440,291		$25,379,368			25,917,676		26,778,188		27,982,507		29,211,002
Total Expense ex debt	62,820,908	66,047,048	65,831,401	4.79%	72,371,104	9.93%		71,837,561	6.60%	77,148,698	5.94%	81,729,816	5.64%	86,340,901

ALG Forecast Model Summary

Version 1.5
2/26/2008

Work in Process
Subject to Change

		FY08	FY09	FY10	FY11	09 v08	10v 09	11v10
Budgets Ex Debt								
	Municipal	22,495,000	23,821,433	24,982,507	26,211,002	5.90%	4.87%	4.92%
	APS	23,309,773	25,169,565	26,952,448	28,571,910	7.98%	7.08%	6.01%
	ABRSD	25,779,331	27,386,700	29,000,731	30,740,035	6.24%	5.89%	6.00%
	MM	787,000	771,000	794,130	817,954	-2.03%	3.00%	3.00%
	Total	**72,371,104**	**77,148,698**	**81,729,816**	**86,340,901**	6.60%	5.94%	5.64%
Revenue								
	Levy ex debt	54,361,000	56,370,000	58,429,000	60,389,725	3.70%	3.65%	3.36%
	2.50%	761,000	1,409,000	1,460,725	1,509,743	85.15%	3.67%	3.36%
	New Growth	650,000	650,000	500,000	500,000	0.00%	-23.08%	0.00%
	Overlay	-500,000	-500,000	-650,000	-650,000	0.00%	30.00%	0.00%
	Debt Excl	3,332,000	3,102,000	3,102,000	3,102,000	-6.90%	0.00%	0.00%
	Chapter 70	4,230,000	5,228,141	6,012,362	6,793,969	23.60%	15.00%	13.00%
	Other Cherry S	1,836,000	1,928,000	2,005,120	2,085,325	5.01%	4.00%	4.00%
	SBAB	1,086,000	1,086,000	1,086,000	1,086,000	0.00%	0.00%	0.00%
	Excise	3,100,000	2,945,000	3,092,250	3,246,863	-5.00%	5.00%	5.00%
	Regional	4,825,000	5,780,000	6,600,760	7,399,452	19.79%	14.20%	12.10%
	Other	1,733,000	1,683,000	1,733,490	1,785,495	-2.89%	3.00%	3.00%
	Subtotal	75,414,000	79,681,141	83,371,707	87,248,571	5.66%	4.63%	4.65%
	Total ex Debt	**70,996,000**	**75,493,141**	**79,183,707**	**83,060,571**	6.33%	4.89%	4.90%
Net Position before Reserve Use		**-1,375,104**	**-1,655,557**	**-2,546,109**	**-3,280,330**			
Reserve Use								
	E&D	286,000	511,000	425,000	445,937			
	Free Cash	1,594,000	-55,443	2,121,109	484,795			
	Neswc		1,200,000	0	2349598			
Use of Reserves		**1,880,000**	**1,655,557**	**2,546,109**	**3,280,330**			
Net Position after Reserve Use		**504,896**	**0**	**0**	**0**			
Balance								
E&D	1,100,000	1,100,000	1,100,000	725,934	445,937			
E&D Generation			136,934	145,004	153,700			
E&D Use			-511,000	-425,000	-445,937			
E&D Balance	**1,100,000**	**1,100,000**	**725,934**	**445,937**	**153,700**			
Free Cash	1,900,000	1,900,000	2,404,896	2,705,294	843,860			
Free Cash Generation		504,896	244,955	259,675	273,915			
Free Cash Use			55,443	-2,121,109	-484,795			
Free Cash Balance	**1,900,000**	**2,404,896**	**2,705,294**	**843,860**	**632,979**			
Neswc	4,886,417	4,886,417	4,886,417	2,349,598	2,349,598			
Neswc Use			-1,200,000		-2,349,598			
Neswc Capital			-1,336,819					
Neswc Balance	**4,886,417**	**4,886,417**	**2,349,598**	**2,349,598**	**0**			
Total Reserves	**7,886,417**	**8,391,313**	**5,780,825**	**3,639,395**	**786,680**			

		FY08	FY09	FY10	FY11
Existing Valuation		4,145,370,000	4,352,638,500	4,570,270,425	4,798,783,946
New Growth Value		46,066,619	46,066,619	35,743,813	35,991,071
Total Valuation		4,191,436,619	4,398,705,119	4,606,014,238	4,834,775,018
Tax Rate		$14.11	$13.99	$13.89	$13.65
SF Value		569247	597709	627595	658975
SF Tax Bill	7928	8,032	8,361	8,719	8,995
% Change		1.31%	4.10%	4.28%	3.17%
Residential Value		465,198	488,458	512,881	538,525
Residential Tax Bill	6479	6,562	6,833	7,125	7,351
% Change		1.28%	4.13%	4.28%	3.17%

FROM Allen NITSCHELM

DRAFT RULES/GUIDELINES

(This is just the start of such a list...we should all add to it. I may be stretching on some of these points, so please treat this very much as a work in progress.)

1. All new spending requests must be prioritized.

This is key. Requests that are lower on the priority list should not be funded just because there is money available. Just the opposite. There should be more scrutiny for items further down the list. So this is a cooperative system...the other town boards prioritize and we use their list to make decisions about what is important and what isn't.

2. A full backup must be presented for any new spending request.

As a matter of policy, new spending proposals that are not justified should be rejected.

3. Funds not used during the current fiscal year may not be spent on other items but will be reserved for next year's use. However, spending must still be justified.

We want to give incentives to departments not to spend to their limit. One way is to encourage them to transfer funds from under-performing areas to other areas or new programs. Another is to allow them to (essentially) "carry forward" unused funds. But knowing what they are not spending is critical to finding inefficiencies, and we aren't using it. On top of that, we are allowing them to "go shopping" without fully vetting their requests. Remember, each year, they are getting at least some of their top requests. At the end of the year, by definition, they are spending monies on lower-ranking requests.

4. Items that are more expensive (short or long term) must have a higher level of backup data than less expensive items.

We should prioritize our time and staff's energy on what really matters, which is partly what something costs, both short- and long-term.

5. Requests for Increases in recurring expenses must be funded by sustainable revenue sources. This can include higher revenue than the "base" revenue needed to fund projected normal increases, cuts in expenses, or increased permanent efficiency.

See the new color-coded spreadsheets.

6. One-time revenues should only fund one-time expenses, or may be saved (Stabilization Fund) to make bond payments.

7. We should reserve funds for high priority initiatives that are just delayed (not cancelled).

If something is high priority but gets delayed, we should not necessarily spend the money that we had set aside, because, again, we would be doing so on a lower-priority item.

8. New programs that have multiple-year implications must be outlined for the duration of the funding required. Studies that are funded should state what the total request for the improvement will be if/when the study recommends it. (In other words, there must be a spending limit for the entire project that is outlined in the study request).

We should never approve study monies with an open-ended cost. When there are committees formed to build a new facility, there should be some instruction as to what the costs should be (or if unknown, the committee should report back when costs are better determined.) The example I would use is the Fire Station committee, which I had thought was building a $2m - $3m facility and I was surprised to attend a meeting well into the process that was proposing a $7m facility.

9. Any change to the scope of a project or study must be voted on by the appropriate committee and the BOS. If the change has a financial implication, it must also be approved by FinCom.

If Town Meeting approves a study and the goals/costs change, then the study's viability is called into question and just because TM approved it, the major boards need to review.

10. We should insist on proper backup and documentation for any increased spending initiatives. By asking the boards to find efficiencies in order to pay for new programs, we will incentivize them to do so. This will probably spur many creative ideas for reducing expenses and finding efficiencies because this is how room for new programs is created in the budget process.

We seem unable to force efficiencies. We don't spend a lot of time on looking at the base budgets. Most of our time (nearly all of it) is spent on new initiatives, which represent just 5% of the total spending. So we need to find ways to get staff to look at efficiencies in their own budgets and bring them forward. This may do that.

PLEASE ADD YOUR ADDITIONAL GUIDELINE SUGGESTIONS TO THIS LIST!

DRAFT

SAMPLE REQUEST FOR INCREASE IN OPERATING EXPENDITURE

(Recurring expense requests must include the source of recurring revenue, details on any savings efficiencies in any other budget line-item, and any other backup information currently provided. Savings estimated in other budget line items must be detailed in those other budgets as well, and must result in actual decreases from the average increase. The key here is to detail the available "recurring revenues" to the town (or school) and how much of the available revenues are being used for this request. Also, it shifts the burden of funding the request to a combination of available revenues and other efficiencies.)

Position: Colonel
Department: Police

Annual cost (including salary and benefits): $95,000

Sources of funding:

$50,000 will come from operating revenue (1).
$32,000 will come from expense reduction (2)
$13,000 will come from department efficiency (3).

NOTES:

(1) Our operating budget projections include an increase in available operating revenue of $250,000 for the town. We propose using $50,000 of this revenue to fund about 50% of the cost of the Colonel.

(2) The town employs four p/t workers in the XYZ department. These workers will be consolidated into two f/t workers for a cost savings of $32,000 per year.

(3) The overtime budget for the next fiscal year will be reduced by $13,000 due to the increased efficiency of the department based on this new hire.

Note that this strongly incentivizes the BOS or SC to find creative ways to fund new initiatives. It gives them the ability to move money from a non-performing budget area to a performing area or a new program.

DRAFT

SAMPLE REQUEST FOR INCREASE IN CAPITAL EXPENDITURE

(Capital expense requests must include the source of funds, available funds, and status of the item. The new key piece of information is detailing the available "one-time" revenues to the town (or school) and how much of them this request will use. If capital items are to be bonded, then the bonding costs may have to be paid for out of future operating budgets or savings can be set aside in a Stabilization Fund to make future payments.)

Request: New Truck for the highway department (1)

Cost: $30,000, one-time.

Savings: The old truck is useless and has no salvage value. Savings on repairing the old truck are negligible.

Sources of funding:

$30,000 will come from reserves (free cash). (2)

NOTES:

(1) Information on truck that will be replaced and status of truck fleet:

This truck is a 1985....

We currently have 5 trucks of this type....see the attached equipment list....

(2) We have proposed using $500,000 in Free Cash in next year's budget. The town's share is $150,000. $30,000 of this will be earmarked for the new truck. See new capital list.

The level of scrutiny for increases in operating expenses must be higher since they have a long-term impact on the budget. The amount of the increase must also be factored in...more expensive items must face higher scrutiny.

The key here is that the source of revenue for all new appropriations must be identified, including how much of the revenue will be used and how much will be left over.

SCHOOLS TOWN

TYPE	Increase $	Increase $ above 4%		Increase >4% by color			School	School	School	Town	Town	Town
							Take 70/30 split when monies go to both entities					
	2,009	(246)		(246)			(172)			(74)		
	648	592		592			414			178		
	0	0			0			0			0	
	0											
	1,079	793		793			555			238		
	0											
	(155)	(273)		(273)						(273)		
	(132)	(181)			(181)						(181)	
	83	65		65			45			19		
	0											
	964	732		732			732					
NO 4%, NET	511					511			358			153
	0											
NO 4%, NET	1,200					1,200			840			360
	0			0								
	6,207	**1,483**	**TOTAL**	**1,664**	**(181)**	**1,711**	**1,575**	**0**	**1,198**	**89**	**(181)**	**513**
NOTES:	(1)	(2)		(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)

Green revenues available for permanent cost increases (i.e., new staff) or any other purpose. Notes 3, 6, 9.

Yellow revenues available for one-time expenses or, with caution, recurring expenses. Notes 4, 7, 10.

Red revenues available for one-time expenses. Not subject to 4% threshold (not used to fund operating expenses). Notes 5, 8, 11.

4% assumes that our base expenses (salary increases, health insurance costs, etc.) will go up, on average, by 4% per year.

Note 2: The total amount available for recurring expenses above 4%.

SCHOOL RECURRING REVENUES AVAILABLE (Note 6 + Note 7): $1,575,000.

TOWN RECURRING REVENUES AVAILABLE (Note 9 + Note 10): ($92,000)

If we wish to change assumptions about estimated revenues, or how much the "base budget" will increase (salaries, benefits) we can modify the assumptions. Also, our use of Free Cash and E & D can be changed which will affect the amount of "RED" monies available. Spreadsheet does not include any NESWC funds. Putting expenses in categories (school, town, or split) may not be accurate. I estimated where I thought the expenses went.

9 of 3 pg

Allen Nitschelm's ALG FY09 Model and Revenue Forecast

'HIS SHOWS REVENUES BY TYPE OF REVENUE AND ADDS UP TOTALS AVAILABLE BY SCHOOL AND TOWI

Feb. 23, 2008 AN VERSION DRAFT

Recurring revenues | Recurring but unpredictable (i.e., not stable past 1-2 years) | Non-recurring

FY Revenues:	2005 (Recap)	2006 (Recap)	2007 Final	2007 Updated	2007 (Recap)	2008 Final	2008 Updated(1)	2009 Forecast (2,3,4,5)	Comments	TYPE
Tax Levy:										
Base	$ 44,753	$ 46,480	$ 52,256	$ 52,256		$ 54,361	$ 54,361	$ 56,370		
2 1/2%	$ 1,119	$ 1,162	$ 1,306	$ 1,306		$ 761	$ 761	$ 1,409		
New Growth	$ 608	$ 814	$ 550	$ 799		$ 650	$ 650	$ 650		
Debt Excl.	$ -	$ -	$ -	$ -		$ -	$ -	$ -		
Overlay	$ (346)	$ (500)	$ (500)	$ (500)		$ (500)	$ (500)	$ (500)		
Total Tax Levy (excl. c	$ 46,134	$ 47,956	$ 53,612	$ 53,861		$ 55,272	$ 55,272	$ 57,930		
Cherry Sheet	$ 3,866	$ 4,186	$ 4,979	$ 4,979		$ -	$ 6,066	$ 7,145		
SBAB - Twin School	$ 1,086	$ 1,086	$ 1,086	$ 1,086		$ 1,086	$ 1,086	$ 1,086		
Excise Taxes	$ 2,553	$ 2,835	$ 3,300	$ 2,805		$ 3,100	$ 3,100	$ 2,945	5%	
Fees	$ 899	$ 705	$ 1,200	$ 1,300		$ 1,365	$ 1,365	$ 1,233	5%	
Int. Income	$ 168	$ 190	$ 250	$ 350		$ 368	$ 368	$ 450	Held flat	
Pension/Pothole/Other	$ 279	$ 82	$ -	$ -		$ -	$ -	$ -		
Regional Revenue	$ 2,236	$ 2,532	$ 3,967	$ 3,868		$ 4,823	$ 4,825	$ 5,789		
Regional E&D Acton's	$ 397	$ 314	$ 337	$ 337		$ 286	$ 286	$ 511		***NO 4%, NET***
HS Interest/Bond Pren	$ 144	$ -	$ -	$ -		$ -	$ -	$ -		
Free Cash	$ 2,348	$ -	$ 137	$ 137		$ 1,600	$ 1,594	$ 1,200		***NO 4%, NET***
Operating Override	**$ -**	**$ 3,800**	**$ -**	**$ -**						
Capital Override										
Revenues before Ov	$ 60,109	$ 59,886	$ 68,868	$ 68,723		$ 67,900	$ 73,962	$ 78,289		
Revenues including	$ 60,109	$ 63,686	$ 68,868	$ 68,723		$ 67,900	$ 73,962	$ 78,289		
Revenue incl overrid	$ 59,024	$ 62,600	$ 67,782	$ 67,637		$ 66,814	$ 72,876	$ 77,203		

Green revenues available for permanent cost increases (i.e., new staff) or any other purpose. Notes 3, 6, 9.

Yellow revenues available for one-time expenses or, with caution, recurring expenses. Notes 4, 7, 10.

Red revenues available for one-time expenses. Not subject to 4% threshold (not used to fund operating expenses). Notes 5, 8, 11.