

| Prioritize | | 2017 - 2018 BOF Objectives and Initiatives - November 1, 2017 | NEXT STEP | | NEXT DATE | |
|------------|-----------|---|---|--------|-----------|--|
| (A, B, C) | (1, 2, 3) | | | | | |
| | | <ul style="list-style-type: none"> ▪ Survey Questions <ul style="list-style-type: none"> ◦ Start from scratch with different type of questions ◦ When and who to work on? ▪ Community Engagement - have different groups attend focus group types of meeting in January and February <ul style="list-style-type: none"> ◦ Business Leaders (CBA, Service Clubs)? - Seniors? - PTO, C3 - Land use (Agriculture, Open Spaces, Land Trust) ▪ Legislators - invite each to attend different meetings - promote to get more taxpayers to attend | Reviewed Shrewsbury MA survey and felt a good base to work from. TriBoard Subcommittee to be formed after the election. Include new members to get fresh outside perspective. Rob to contact | 14-Nov | 2017 | |
| A | 1 | • OPENGOV - implementation | opengov.com in the 2017/2018 Budget, on hold until State Budget numbers known. | Nov | 2017 | |
| A | 1 | • GRANTS - How the Town and BOE are using. | Andreas presented info received from the FOI requests on 6/21/2017. He suggested the Town and BOE should prepare an annual list of grants that were received in prior FY. Art was in agreement and Rob spoke with Ron about the same. Rob sent e-mail to Ron and Art on 7/28 for 2016-2017 list. Discussion at 8/2 meeting with Maggie as to how to create - she thinks that a report she provides the State in September might work. | Dec | 2017 | |
| | | <ul style="list-style-type: none"> · Budget Direction <ul style="list-style-type: none"> ▪ Town budget - 2016 - 2017 process - repeat for 2017-2018? <ul style="list-style-type: none"> · Approach to budget - present the cost of those items that are ongoing items to determine the cost of maintaining current · Have departments prioritize new initiatives and assign cost/benefit to each separate from the above. · Connecting the continuing current services with a dollar amount and % increase. There was a lot of confusion what · New initiatives" calculated separately to see impact on the mil rate. This would also produce the impact on the mill rate if current services were continued (maintained) · Also if spending were the same as last year, what would mil rate be? | Agreed for 17/18 Youth Services Fire Department | 6-Dec | 2017 | |
| | | <ul style="list-style-type: none"> • ENERGY PROJECT - Using what we save above lease payments - absorb into operating budgets or capital projects? <ul style="list-style-type: none"> ▪ Create policy as to what lease payments will be used for when they expire in XX/XX/20XX. | Will ask Jim to present annual audit in October or November | 6-Dec | 2017 | |
| A | 1 | <ul style="list-style-type: none"> • HEALTH INSURANCE FUNDING – establish a new policy for calculating annual funding and reserve requirements. <ul style="list-style-type: none"> ◦ Revise formula to minimize year to year volatility ◦ Create policy - no official funding policy has been adopted in writing | Meeting with Lockton held on August 10, Maggie reviewed at September 6 meeting. | 6-Dec | 2017 | |
| | | • BOF: Powers, Responsibilities, Expectations, Limitations | | 6-Dec | 2017 | |
| A | | • BY LAWS REVIEW | last updated October, 2016 | 6-Dec | 2017 | |
| | | <ul style="list-style-type: none"> · BUILDING REPAIR/MAINTENANCE/REPLACEMENT <ul style="list-style-type: none"> ▪ Update Funding Plan for the Schools and Town Buildings Plans <ul style="list-style-type: none"> ▪ Determine annual funding amounts over the <u>next 5 years</u> · Update Current Equipment Reserve Plan <ul style="list-style-type: none"> ▪ Heavy Apparatus - it was proposed we factor in as lease purchases (fire engines, ambulances, etc) | 11/18/2015 - Jim P and Ken Jackson presented updated plan Added to the Reserve Plan | 6-Dec | 2017 | |
| | | • SCHEDULE LOCAL NEW MEMBER ORIENTATION | Maggie presented updated plan on 1/20/2017 | 6-Dec | 2017 | |

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| | | <ul style="list-style-type: none"> o Communication during off budget season. - continue work done on communicating, Informing and Educating the Voter during the upcoming year. | Tom created communication pieces for revaluation, mil rates, grandlist, etc. | | |
| | | <ul style="list-style-type: none"> ▪ How do we want to communicate? <ul style="list-style-type: none"> o Informational Meetings? o Web Site o TriBoard Discussions o o What do we want to communicate <ul style="list-style-type: none"> ▪ Declining Enrollment, per pupil spending, test results - Graphs forward to BOE <ul style="list-style-type: none"> o ▪ Fund Balance Policy and History <ul style="list-style-type: none"> o (We had a piece previously approved by Board - changes recommended by Maggie were approved) ▪ Budget and Tax Rate History <ul style="list-style-type: none"> o ▪ Revaluation <ul style="list-style-type: none"> o ▪ Unexpended BOE Fund Balances <ul style="list-style-type: none"> o Graph forwarded to BOE ▪ Department Fundraising <ul style="list-style-type: none"> o ▪ People Costs <ul style="list-style-type: none"> o Have official document explain benefits package in contracts o STEPS: what are they? o STEPS: a document stating # staff get contractual increases by increase range 1-2%, 3-5%, 6% and higher | Links on Art's Weekly Update to new budget communications. | January | 2017 |
| | | <ul style="list-style-type: none"> o Graphs and a Budget in Brief <ul style="list-style-type: none"> ▪ Review BOF graphs and new ones created on 6/24 by Town staff ▪ Choose relevant graphs: how to best create relevant and objective graphs to be included in a "Budget in Brief" ▪ Create Budgets in Brief that are similar for BOE and Town ▪ Having Budget document showing headcount trends for Town and BoE. | <p>On the web site: full budget, abbreviate</p> <p>Stated at 4/1 Meeting, would like to see this</p> | | |
| A | 1 | <ul style="list-style-type: none"> • POLICE Department - cost of state trooper program vs other alternatives • Police and 24/7 - Other alternatives - Resident Trooper Program - Rob and Stan met with the Police Commission (July 2015) and communicated that in these times of tight budgets, that the Town could not take on this type of expense without definitive data that would justify the cost. | Waiting for a State Budget before other towns continue talks. | | 2018 |
| | | <ul style="list-style-type: none"> • Create a policy for funding from operating budget to maintain Unassigned/Undesignated fund balance %? At this point we create by | | | |
| | | <ul style="list-style-type: none"> • Continued study of reorganization of Town Hall | | | |

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| | | <ul style="list-style-type: none"> • BOE: <ul style="list-style-type: none"> ▪ Should the capital needs of the schools be removed from the BOE budget - discussed with BOE <ul style="list-style-type: none"> § The actual building projects are a Town expense, the ongoing maintenance is not. § The BOE when faced with a decision of capital vs operation has always deferred the capital and maintenance § BOE cannot do capital planning (funding) beyond the current year. § Having capital maintenance within the BOE budget removes BOF ability to plan and make these decisions § The Town has transfers and capital outside the operational budget, BOE does not. | BOE stated they will handle in their budget. | | |
| | | <ul style="list-style-type: none"> ▪ 3 - 5 year plan to adjust to declining enrollment reviewed at 8/19/2015 meeting | | | |
| | | <ul style="list-style-type: none"> ▪ BOE - do we want to communicate expectations of what we would like to see the budget accomplish? | done on November 18, 2015 | | |
| | | <ul style="list-style-type: none"> • Budget Facebook Page | decision not to continue (2017/09) | | |
| | | <ul style="list-style-type: none"> • BOF Web Page: what do we want to add? <ul style="list-style-type: none"> ◦ centralized location to retrieve BOF policies and Town policies relating to BOF <ul style="list-style-type: none"> ▪ Fund Balance Policy ▪ Budget Transfer Procedures - Use of Capital Reserve Fund ▪ BOE Unexpended Funds Policy ▪ Compensation Policy for Nonunion Employees and Elected Officials | <p style="text-align: right;"> DONE DONE DONE DONE </p> | COMPLETED AUGUST 4, 2016 | |
| | | <ul style="list-style-type: none"> • FIRE/AMBULANCE Department Strategic Plan Implementation <ul style="list-style-type: none"> ◦ Plans for Retention? ◦ Plans to Increase Call Response Time? ◦ Plans to Increase Call Response Participation ? - Ambulance Incentive Plan was to increase this ◦ Training Issues ◦ Hybrid Department vs Full time ? | Chief Cox discussed, Ambulance Incentive Program results, challenges in recruitment, training, and retention. Status of research on Paramedic Services | 2-Aug | 2017 |
| | | <ul style="list-style-type: none"> • AMBULANCE <ul style="list-style-type: none"> ◦ Review net costs of Services ◦ Review annual report for the Ambulance Incentive Program | | | |
| | | · SNOWREMOVAL budget plan: Jim P presented at 10/21 meeting - | New Policy Created February, 2016 | | |
| A | 1 | • PROGRAM FUND - 5 year plan, budget vs fund expenses | Cheryl to present FY report for last 24 months | 16-Aug | 2017 |
| | | · Create a policy for approving use of reserve accounts | DONE | | |
| | | · Health Insurance Funding – establish a new policy for calculating annual funding and reserve requirements. | DONE (2014) | | |
| | | · Finalize an agreement with BOS/First Selectman for approving expenditures that require line item transfers before the money is | DONE | | |
| | | · Have Budget document for Town and BoE showing labor salaries and benefits as % of Budget | DONE | | |
| | | · How do we create parity for nonunion position pay increases with union | DONE | | |
| | | · Policy for elected officials pay | DONE | | |
| | | <ul style="list-style-type: none"> • Review Board of Finance and Board of Finance Members Purpose, Responsibilities, Limits of Authority, Meetings, FOI | Done, June 7, 2017 | | |
| | | <ul style="list-style-type: none"> · Additional Items <ul style="list-style-type: none"> ▪ ▪ ▪ ▪ ▪ ▪ | | | |