

Town of Colchester, Connecticut

127 Norwich Avenue, Colchester, Connecticut 06415

Board of Finance
Regular Meeting
October 4, 2017
Town Hall – 7:00 pm

Members Present: Chairman R. Tarlov, R. Lepore, A. Migliaccio, A. Bisbikos and T. Peters (after vote for appointment and being sworn in)

Members Absent: T. Kane

Others Present: First Selectman A. Shilosky, BOS R. Coyle and D. Mizla, BOE B. Bernier, Tax Collector M. Wyatt, D. Bouchard, J. Kelly, L. Marvin and Clerk J. Campbell

1. CALL TO ORDER

R. Tarlov called the meeting to order at 7:02 pm.

2. ADDITIONS TO THE AGENDA

None

3. APPROVAL OF MINUTES: September 6 Regular Meeting

A. Migliaccio MOTIONED to approve the minutes from the 9/6 regular meeting, SECONDED by R. Lepore. All members present voted in favor. MOTION CARRIED 4/0

4. CITIZENS COMMENTS

None

5. BOARD OF FINANCE VACANCY – Appointment of Replacement - Decision and Possible Action

A. Migliaccio MOTIONED to appoint T. Peters to replace the vacancy left by the resignation of S. Lowe, SECONDED by A. Bisbikos. All members present voted in favor. MOTION CARRIED. 4/0.

6. CORRESPONDENCE

None

7. DEPARTMENT REPORTS – 2nd meeting of the Month

- a. Tax Collector
- b. Finance

8. FIRST SELECTMAN

- a. Transfer requests – None

- b. **First Selectman's report** – A. Shilosky reported the building fee revenue is up since last year. The Town has 2 pending F.O.I. cases, to date has cost the Town approx. \$3500 in legal fees. There is still not a change in MV mill rate cap. The MV tax bills have not been sent out. Once sent the revenue should range between \$3.5-4 million. WJJMS Building Commission has not rec'd reimbursement from the State as quickly as they'd like. Incord is looking to expand a 30,000 sq. ft. building, meeting with them on the 11th to discuss. Alpha Q has started their site work on their buildings. Owners of Stop & Shop property will be adding a multi-purpose building next to Pet Valu. A retail company is working on their last marketing analysis to see if they will come to Colchester. Final details cannot be discussed at this point.

RECEIVED
COLCHESTER, CT
2017 OCT -6 AM 9:07
DAVE FURMAN
TOWN CLERK

9. NEW BUSINESS

- a. **2018-2019 Budget – Discussion and Possible Action** – R. Tarlov revisited last meetings discussion on the survey. T. Peters suggested clarifying the question when asked about maintaining the level of service and making the questions more unbiased. R. Lepore spoke on the survey she found from Shrewsbury, MA. R. Tarlov liked the breakdown of the answers by age bracket and income level. A. Bisbikos stated he would like open ended questions for each department on what each department does well and where they can improve upon. The board members agreed this survey should wait until after election, but should not require a lot of time. January posting should be possible. Potentially would like to have the questions reviewed by a focus group. R. Tarlov touched on doing budget forums, open to the public, but geared toward a specific target group, i.e. business leaders, seniors, PTO (parents), and environmental groups. The board would also like to have a legislator at different meetings rather than all at one.
- b. **2018 Meeting Calendar – Discussion and Possible Action** R. Tarlov stated there are holiday conflicts with the July 4th and September 19th meetings. Removed them from the schedule. R. Lepore MOTIONED to accept the 2018 meeting calendar, SECONDED by T. Peters. All members present voted in favor. MOTION CARRIED. 5/0

10. OLD BUSINESS

- a. **2017-2018 Budget Update – Discussion and Possible Action** – The Town is potentially facing the 2nd largest budget cut to ECS. This is based on our declining enrollment and our wealth rating. BOF would like to know the BOE has talked about the figures we could be facing and have a plan in place along with how long it would take to implement that plan. R. Goldstein and K. Goodwin should be at the next meeting to help present what the BOE has planned. BOF is asking what date is the last date without a budget that the BOE plans on acting. 10 positions are currently not filled due to the freeze. Potentially this freeze could be saving somewhere in the range of \$1 million.
- b. **Board of Finance Objectives and Initiatives – Review and Update** – No further discussion is needed at this point. The immediate concern is the budget and that was discussed previously in this meeting.
- c. **Police Department Past Expenditure for Interactive Software between laptops and server.** A. Migliaccio explained that the equipment the Police Commission purchased was not implemented for its initial purpose. She spoke with IT and found out that the equipment worked fine, and was purchased under the understanding the State would store our data. The State Police didn't have enough storage and wanted to charge us \$5,000/GB for storage and we needed 12 GB. We opted out of that solution. The computers that were purchased are useable and have been distributed to other departments in need. Sgt. Martinez will be asked if they would want to add an additional server for the police to use to help the ease of downloading the reports from the police computers/cameras.

11. LIAISONS' REPORTS

A. Migliaccio reported on COA. Becky attended a travel fest presentation for the tours they take. Senior Center is now filling busses instead of relying on other towns. TVCCA has placed a cut to the Bistro Meals, however the senior center was able to replace with a café meal. The senior center is doing community speaking. "Everything you didn't know about our senior center." Attendance for the month of August is 1809. A monthly high for the senior center. They will be hosting a 40th Anniversary Gala. BOE – the BOE and Andrea wanted to thank R. Goldstein and R. Tarlov for writing letters to advocate for the town. The cafeteria fund will be using funds to hire CREC. This is state mandated to change any item on the menu at the school. January 1st a new interim superintendent will start. R. Tarlov reported on YSS. Junk in the trunk was a successful first time event. Approx. \$600 was raised. There is a thought to move it to WJJMS next year. A. Bisbikos reported on the EDC, they are currently revising the CTIP application. Incord is expanding. We are in competition with Montville. They unveiled a Welcome to Colchester sign. Parks & Rec field sustainability fund is growing with the first priority being irrigation. Eagle Scout project of the dugouts is

finished. There have been issues with dogs on the playing field and there have been some incidents with bites. The BOS are in the process of creating a policy and signage to help with this issue. R. Lepore reported on the CHFD Monthly Officer's Meeting. They will apparently be going to quarterly meetings. A. Shilosky is not aware of this and will continue to research.

12. CITIZENS COMMENTS -

R. Coyle spoke in favor of having a tri-board meeting to react to any budget cuts. A \$9.4 million cut will have a catastrophic effect. This needs to be a community decision.

D. Bouchard spoke about Tolland, who is due to have an \$8.5 million cut. They are aware of the budget issues within the state and chose not to vote on a budget for the town until the state has been settled. They also have a tri-board already in place. D. Bouchard feels the town is "playing a waiting game" and needs to be more proactive.

L. Marvin asked how the Town/BOE will be able to cut \$9 million. If they can then they are over-funded to begin with. L. Marvin feels the BOF needs to come up with a plan.

J. Kelly spoke on the Junk in Trunk event. Suggested the YSS investigate local towns "Town-Wide Tag Sale." A few years ago he warned that things are changing in Washington and Hartford. He feels the BOE is "stone-walling" the public. A study from UCONN that looked out to "1940" shows Colchester will see a drop in enrollment. J. Kelly believed the BOE doesn't want to face the drop in enrollment. WJJMS will have well over 100 empty seats when finished. He also urges the town to invest in training employees on HIPPA rules.

13. ADJOURNMENT

A. Migliaccio MOTIONED to adjourn the meeting at 8:50 pm, SECONDED by A. Bisbikos. All members present voted in favor. MOTION CARRIED.

Respectfully Submitted,

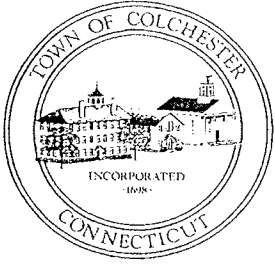
Joanie Campbell, Clerk

Attachments:

BOF Goals & Initiatives as of 10-4

Shrewsbury, MA Survey

August Tax Collectors Reports



Town of Colchester, Connecticut

127 Norwich Avenue, Colchester, Connecticut 06415

Board of Finance
Regular Meeting Minutes
September 6, 2017 – Town Hall – 7:00 pm

Members Present: Chairman R. Tarlov, R. Lepore, A. Migliaccio, T. Kane, A. Bisbikos

Others Present: First Selectman A. Shilosky, BOE B. Bernier, CFO M. Cosgrove, Tax Collector M. Wyatt, N. Kaplan and Clerk J. Campbell

1. CALL TO ORDER

R. Tarlov called the meeting to order at 7:00 pm.

2. ADDITIONS TO THE AGENDA

None

3. APPROVAL OF MINUTES: August 16 Regular Meeting

A. Migliaccio MOTIONED to approve the minutes from the 8/16 regular meeting, SECONDED by T. Kane. All members voted in favor. MOTION CARRIED 5/0

4. CITIZENS COMMENTS

N. Kaplan expressed his concern over the hiring freeze. N. Kaplan was under the impression that there was zero hiring in PW and P&R. A. Shilosky stated that they were in the process of hiring 2 of the 4 missing PW personnel and the P&R vacancy is in the process. P. MacDowell wanted to reiterate what N. Kaplan had stated.

5. CORRESPONDENCE

See the attached correspondence

6. BOARD OF EDUCATION UPDATE

Due to unforeseen circumstances the parties could not be here to discuss this further. The agenda item has been postponed to 10/4 potentially.

7. DEPARTMENT REPORTS

- a. **Tax Collector** – M. Wyatt reported from the prior meeting that the Assistant Tax Collector will start on Monday Sept. 11. There is still some confusion on the MV bills. The press release has been re-done and posted accordingly.
- b. **Finance** – M. Cosgrove also reported from the prior meeting. The position in Finance on the BOE side has been filed. ED-01 which will have BOE grant information should be ready later this month. M. Cosgrove will print a report from MUNIS for the grant fund. The board can then review and decide if it is enough information.

8. FIRST SELECTMAN

- a. **Transfer requests** - None
- b. **First Selectman's report** – Building has hired for the position of Land Use Assistant. Tax Collector has hired new assistant. A. Shilosky seems to think this candidate will be a great fit. Finance department filled their vacancy as well. PW is in the process of interviewing for 2 of the 4 vacant positions. We have the option to hire a 3rd person, but it may not be needed. A Multi-use machine is be purchased for PW to help eliminate some of the staffing concerns. P&R has interviewed for the Recreation Supervisor position. Jessica will be moved up into the Supervisor position. Currently the fields at the rec plex are in the best condition they have been in in a long time. Baseball had a fundraiser to support the replacement of the dugouts at the rec plex. They are working with PW to finalize the details. The Town Hall roof will be replaced. Capitol has not been transferred out of the general fund with the exception of \$25,000 transferred for IT. The computer systems are dying, 5 systems went down within the last month. Alpha Q building on Upton Rd. has been permitted. Lot next to Starbucks, owners have finalized drawings for a

RECEIVED
COLCHESTER, CT
2017 SEP 11 AM 8:52
A. Shilosky
FIRST SELECTMAN

multipurpose building going in. Upton Rd has a Manufacturer interested in putting in 100,000 sq. ft. building. We are in competition with Montville. A. Shilosky will talk with the EDC about working with the company. C-TIP application was suggested they fill out.

9. NEW BUSINESS

- a. **Review of meeting with Lockton** – M. Cosgrove, R. Tarlov, A. Shilosky, and B. Bernier met with Lockton. They revisited the funding model that they had presented about 1-1 ½ years ago. Lockton brought a Stonington Model because that is one of their clients. Similar to what we do with the exception of not using the entire fund balance to offset the claims and admin costs. 1/3 of the amount that exceeded the 100% claims number plus risk corridor number. M. Cosgrove did run the numbers based on the formula given. The numbers would be too high to change right over. They talked about phasing the new formula in over a 10 year period. Transitioning to a new stop loss program is also going to impact the cash flow. The current formula leaves room for too much volatility.
- b. **2018-2019 Budget – Discussion** – The budget Facebook page has not been successful. The BOF has chosen to remove any presentations from departments that do not have any new initiatives for the budget. A. Bisbikos suggested bringing in State Reps in again to discuss the state budget. T. Kane suggested a meeting with the State Reps coincide with the budget presentations. R. Lepore suggested redoing the survey questions. A. Bisbikos suggested inviting certain groups to meeting, such as a business owner evening, senior night, etc. R. Tarlov would like to see if Laurie Robinson is available to help with the survey questions again and potentially a tri-board committee. All members agreed this should be held after the elections in November.
- c. **Board of Finance Resignation and Vacancy** – There is now a vacancy on the board with a resignation of S. Lowe. The vacancy has been posted. If no other candidates are interested in the vacancy, the board will vote on an already interviewed candidate on the first October meeting.

10. OLD BUSINESS

- a. **2017-2018 Budget Update – Discussion and Possible Action** – There is still no budget from the State. A. Shilosky stated that he has an e-mail into Linda Orange to see what it happening with the mill rate.
- b. **Board of Finance Objectives and Initiatives – Review and Update** – R. Tarlov stated that he does not want to create a new mission statement, which was not his initial goal with the review. He does want to present something to the public on what the BOF can and cannot do. He believes the public thinks the BOF has more latitude then they actually do.

11. LIAISONS' REPORTS

A. Migliaccio reported on the Police Commission. The town has purchased some trail cameras to hopefully prevent some of the break-ins that have happened in the area. The money for these cameras came from the police fund. The police department had purchased software that would allow the data from the car's computer to automatically be downloaded into the state police servers. In a long process we have found out that the server apparently does not have enough storage for this to be downloaded. A. Migliaccio is going to follow up with Mario to make sure the information they are receiving is the correct lingo. A. Shilosky stated that the Police Commission is questioning why they are a commission. T. Kane suggested changing to a Public Safety Commission. R. Tarlov reported on Youth and Social Services. They are hosting an event called Junk in the Trunk. \$20 advanced registration, \$25 day of and you can sell your stuff out of your car. They will also be hosting the bake sale on Election Day. Resolution Run is also coming up. This is their 3rd year hosting this event. Last years was very successful.

12. CITIZENS COMMENTS

None

13. ADJOURNMENT

R. Lepore MOTIONED to adjourn the meeting at 8:41 pm, SECONDED by A. Bisbikos. All members voted in favor. MOTION CARRIED. 5/0

Respectfully Submitted,
Joanie Campbell, Clerk

Attachments:

Correspondence A & B, Lockton Handouts, Objectives & Initiatives

POSTED BATCH REPORT BY BILLING YEAR

OFFICE OF TAX COLLECTOR		OFFICE OF THE TAX COLLECTOR		TYPE: TOWN	CASH: TOWN	DATE: 09/05/2017	TIME: 12:39:00	PAGE: 1										
TOTAL ONLY : YES		BATCH# 0	TERM# 0	PAY DATE : 08/01/2017	TO 08/31/2017	CYCLE : 00	- ALL PAY TYPE : ALL	TAX/DEF : Tax	and Deferred	TYPE : 00	- ALL BILLS							
BILL #	S	TAXPAYER	TYPE	TOWN	INTEREST	LIEN	FEEs	B-INT	TOTAL	DATE-PAID	TP	OVR	TER#	BATCH#	SEQ# #	CLK	BK	AL
TOT REAL [1]				0.00	50.00	0.00	0.00	0.00	50.00		P	P	82	1339	8			
TOTAL:				0.00	50.00	0.00	0.00	0.00	50.00									
TOT PERS [2]				0.00	90.00	0.00	0.00	0.00	90.00		P	D	82	1337	28			
TOTAL:				0.00	90.00	0.00	0.00	0.00	90.00									
TOT YR 2000 [3]				0.00	140.00	0.00	0.00	0.00	140.00		ADJ	=						
TOTAL:				0.00	140.00	0.00	0.00	0.00	140.00									
TOT PERS [1]				232.55	631.37	0.00	0.00	0.00	863.92		P	P	82	1314	15			
TOTAL:				232.55	631.37	0.00	0.00	0.00	863.92									
TOT YR 2001 [1]				232.55	631.37	0.00	0.00	0.00	863.92		ADJ	=						
TOTAL:				232.55	631.37	0.00	0.00	0.00	863.92									
TOT REAL [1]				0.00	100.00	0.00	0.00	0.00	100.00		P	P	82	1326	6			
TOTAL:				0.00	100.00	0.00	0.00	0.00	100.00									
TOT PERS [2]				0.00	429.06	0.00	0.00	0.00	429.06		P	P	5	285	1			
TOTAL:				0.00	429.06	0.00	0.00	0.00	429.06									
TOT MV [2]				73.45	37.29	0.00	0.00	0.00	110.74		P		82	1319	2			
TOTAL:				73.45	37.29	0.00	0.00	0.00	110.74									
TOT YR 2002 [5]				73.45	566.35	0.00	0.00	0.00	639.80		ADJ	=						
TOTAL:				73.45	566.35	0.00	0.00	0.00	639.80									
TOT MV [9]				1,504.17	3,564.89	0.00	0.00	0.00	5,069.06		P		82	1337	12			
TOTAL:				1,504.17	3,564.89	0.00	0.00	0.00	5,069.06									
TOT MVS [2]				118.38	269.91	0.00	0.00	0.00	388.29		P		82	1337	20			
TOTAL:				118.38	269.91	0.00	0.00	0.00	388.29									
TOT YR 2003 [11]				1,622.55	3,834.80	0.00	0.00	0.00	5,457.35		ADJ	=						
TOTAL:				1,622.55	3,834.80	0.00	0.00	0.00	5,457.35									
TOT MV [10]				825.09	2,845.06	0.00	0.00	0.00	3,670.15		P	P	82	1329	1			
TOTAL:				825.09	2,845.06	0.00	0.00	0.00	3,670.15									
TOT MVS [1]				117.67	247.11	0.00	0.00	0.00	364.78		P		82	1337	14			
TOTAL:				117.67	247.11	0.00	0.00	0.00	364.78									
TOT YR 2004 [11]				942.76	3,092.17	0.00	0.00	0.00	4,034.93		ADJ	=						
TOTAL:				942.76	3,092.17	0.00	0.00	0.00	4,034.93									
TOT PERS [1]				50.00	99.00	0.00	0.00	0.00	149.00		P		82	1314	17			
TOTAL:				50.00	99.00	0.00	0.00	0.00	149.00									
TOT MV [6]				279.89	662.58	0.00	0.00	0.00	942.47		P		82	1337	29			
TOTAL:				279.89	662.58	0.00	0.00	0.00	942.47									
TOT MVS [2]				8.12	215.59	0.00	0.00	0.00	223.71		P		82	1338	20			
TOTAL:				8.12	215.59	0.00	0.00	0.00	223.71									
TOT YR 2005 [9]				338.01	977.17	0.00	0.00	0.00	1,315.18		ADJ	=						
TOTAL:				338.01	977.17	0.00	0.00	0.00	1,315.18									
TOT PERS [1]				41.44	63.79	0.00	0.00	0.00	105.23		P		82	1314	18			
TOTAL:				41.44	63.79	0.00	0.00	0.00	105.23									
TOT MV [4]				476.54	872.07	0.00	0.00	0.00	1,348.61		P		82	1338	22			

POSTED BATCH REPORT BY BILLING YEAR

OFFICE OF TAX COLLECTOR		OFFICE OF THE TAX COLLECTOR		TYPE: TOWN	CASH: TOWN	DATE: 09/05/2017	TIME: 12:39:13	PAGE: 4											
TOTAL ONLY : YES		BATCH# 0	TERM# 0	PAY DATE : 08/01/2017 TO 08/31/2017		CYCLE : 00	- ALL PAY TYPE : ALL		TAX/DEF : Tax and Deferred		TYPE : 00 - ALL BILLS								
BILL #	S	TAXPAYER	TYPE	TOWN	INTEREST	LIEN	FEES	B-INT	TOTAL	DATE-PAID	TP	OVR	TER#	BATCH#	SEQ# #	CLK	BK	AL	
TOT CUR/YR [824]		TOWN		1,226,721.61	10,049.23	0.00	140.00	0.00	1,236,910.84										ADJ = 857.34
TOT BACK/YR [210]		TOWN		38,123.83	20,244.49	312.00	37.07	0.00	58,717.39										ADJ = -3,560.22
TOT ACTIVE [1000]				1,261,918.67	22,361.29	312.00	177.07	0.00	1,284,769.03										ADJ = -2,326.54
TOT SUSPENSE [34]				2,926.77	7,932.43	0.00	0.00	0.00	10,859.20										ADJ = -376.34
TOT ADJUSTMENT [31]				-2,702.88	ASSM: 74512		EXEMP: 67611		-2,702.88										
TOT REFUNDS [2]				-200.45	0.00	0.00	-29.31	0.00	-229.76										
TOT BOUNCE CKS [9]				-54,107.49	-170.23	-24.00	0.00	0.00	-54,301.72										
TOT TRANSFERS [12]	-53.96		33.96	0.00	20.00	0.00			0.00										
GRAND TOTAL [1034]				1,264,845.44	30,293.72	312.00	177.07	0.00	1,295,628.23										ADJ = -2,702.88
TYPE P				1,331,316.38	30,581.25	336.00	206.38	0.00	1,362,440.01										
TYPE V				-12,163.00	-117.30	0.00	0.00	0.00	-12,280.30										
TYPE C				-54,107.49	-170.23	-24.00	0.00	0.00	-54,301.72										
TYPE R				-200.45	0.00	0.00	-29.31	0.00	-229.76										
TOWN		CURRENT:		1,236,910.84	BACK :		58,717.39												

RECEIPT TOTAL	1,295,628.23	
CASH TOTAL	21,173.44	
CHANGE TOTAL	304.36	

CASH BALANCE	20,869.08	
CHECK TOTAL	1,169,245.47	
CREDIT TOTAL	105,513.68	
DEPOSIT TOTAL	1,190,114.55	*** (EXCLUDE CREDIT CARD)

DEPOSIT TOTAL	<u>1,295,628.23</u>	

Delinquent Report

OFFICE OF THE TAX COLLECTOR As Of Date 08/31/2017 Cash Type : TOWN

Date: 09/05/2017 Page: 1

Conditions : Year 2001 To 2016 Dist To Order By Bill Number Include Susp : No Recap by Bank : No Recap by District No Tax/Def All

Bill #	S-D	Name	TOT Tax	TOT Adj	TOT Paid	Tax Due	INT Due	Lien Due	Fee Due	Bint Due	Total Due
TOT REAL	# Of Accts:	7	4,236.54	0.00	2,358.89	1,877.65	4,873.57	168.00	0.00	0.00	6,919.22
TOT PERS	# Of Accts:	7	4,762.50	705.60	0.00	5,468.10	14,876.00	0.00	0.00	0.00	20,344.10
TOT MV	# Of Accts:	3	221.38	0.00	0.00	221.38	604.37	0.00	0.00	0.00	825.75
YEAR 2001	# Of Accts:	17	9,220.42	705.60	2,358.89	7,567.13	20,353.94	168.00	0.00	0.00	28,089.07
TOT REAL	# Of Accts:	9	5,271.87	0.00	22.85	5,249.02	12,289.80	192.00	0.00	0.00	17,730.82
TOT PERS	# Of Accts:	15	7,637.88	0.00	0.00	7,637.88	18,602.32	0.00	12.00	0.00	26,252.20
TOT MVS	# Of Accts:	1	20.52	0.00	0.00	20.52	50.48	0.00	0.00	0.00	71.00
YEAR 2002	# Of Accts:	25	12,930.27	0.00	22.85	12,907.42	30,942.60	192.00	12.00	0.00	44,054.02
TOT REAL	# Of Accts:	10	5,788.35	0.00	0.00	5,788.35	13,461.69	240.00	0.00	0.00	19,490.04
TOT PERS	# Of Accts:	30	13,009.78	0.00	0.00	13,009.78	30,145.09	24.00	42.00	0.00	43,220.87
TOT MV	# Of Accts:	3	253.75	0.00	0.00	253.75	601.39	0.00	0.00	0.00	855.14
YEAR 2003	# Of Accts:	43	19,051.88	0.00	0.00	19,051.88	44,208.17	264.00	42.00	0.00	63,566.05
TOT REAL	# Of Accts:	9	3,927.55	0.00	985.52	2,942.03	6,312.80	216.00	0.00	0.00	9,470.83
TOT PERS	# Of Accts:	34	13,283.26	0.00	106.35	13,176.91	28,715.98	24.00	36.00	0.00	41,952.89
TOT MV	# Of Accts:	6	1,888.18	45.72	0.00	1,933.90	4,146.09	0.00	0.00	0.00	6,079.99
TOT MVS	# Of Accts:	2	724.67	372.40	0.00	1,097.07	2,058.07	0.00	0.00	0.00	3,155.14
YEAR 2004	# Of Accts:	51	19,823.66	418.12	1,091.87	19,149.91	41,232.94	240.00	36.00	0.00	60,658.85
TOT REAL	# Of Accts:	9	4,812.09	0.00	864.24	3,947.85	7,463.76	216.00	0.00	0.00	11,627.61
TOT PERS	# Of Accts:	11	8,828.60	0.00	0.00	8,828.60	14,801.48	0.00	0.00	0.00	23,630.08
TOT MV	# Of Accts:	4	2,388.17	0.00	0.00	2,388.17	4,800.23	0.00	0.00	0.00	7,188.40
TOT MVS	# Of Accts:	1	117.25	0.00	0.00	117.25	225.12	0.00	0.00	0.00	342.37
YEAR 2005	# Of Accts:	25	16,146.11	0.00	864.24	15,281.87	27,290.59	216.00	0.00	0.00	42,788.46
TOT REAL	# Of Accts:	8	3,720.30	-47.88	4.20	3,668.22	6,545.74	192.00	0.00	0.00	10,405.96
TOT PERS	# Of Accts:	46	16,239.86	-209.03	19.27	16,011.56	29,279.61	0.00	42.00	0.00	45,333.17
TOT MV	# Of Accts:	207	26,826.57	-338.13	476.51	26,011.93	47,201.53	0.00	6.00	0.00	73,219.46

Delinquent Report

OFFICE OF THE TAX COLLECTOR As Of Date 08/31/2017 Cash Type : TOWN

Date: 09/05/2017 Page: 2

Bill #	S-D	Name	TOT Tax	TOT Adj	TOT Paid	Tax Due	District No	INT Due	Tax/Def All	Lien Due	Fee Due	Bint Due	Total Due
TOT MVS	# Of Accts:	47	5,309.77	0.00	207.15	5,102.62	8,870.12	0.00	0.00	0.00	0.00	0.00	13,972.74
YEAR 2006	# Of Accts:	308	52,096.50	-595.04	707.13	50,794.33	91,897.00	192.00	48.00	0.00	0.00	0.00	142,931.33
TOT REAL	# Of Accts:	8	2,945.30	0.00	0.00	2,945.30	4,727.82	192.00	0.00	0.00	0.00	0.00	7,865.12
TOT PERS	# Of Accts:	44	23,720.07	0.00	9,848.30	13,871.77	22,687.81	0.00	78.00	0.00	0.00	0.00	36,637.58
TOT MV	# Of Accts:	201	28,196.73	-171.89	175.41	27,849.43	45,769.71	0.00	0.00	0.00	0.00	0.00	73,619.14
TOT MVS	# Of Accts:	44	4,804.73	66.82	599.14	4,272.41	6,660.91	0.00	0.00	0.00	0.00	0.00	10,933.32
YEAR 2007	# Of Accts:	297	59,666.83	-105.07	10,622.85	48,938.91	79,846.25	192.00	78.00	0.00	0.00	0.00	129,055.16
TOT REAL	# Of Accts:	8	3,159.72	-104.06	104.06	2,951.60	4,192.29	192.00	0.00	0.00	0.00	0.00	7,335.89
TOT PERS	# Of Accts:	20	20,131.35	0.00	0.00	20,131.35	29,593.08	0.00	18.00	0.00	0.00	0.00	49,742.43
TOT MV	# Of Accts:	199	25,105.98	-86.08	616.03	24,403.87	35,419.07	0.00	18.00	0.00	0.00	0.00	59,840.94
TOT MVS	# Of Accts:	32	2,210.85	-7.90	10.37	2,192.58	3,021.82	0.00	0.00	0.00	0.00	0.00	5,214.40
YEAR 2008	# Of Accts:	259	50,607.90	-198.04	730.46	49,679.40	72,226.26	192.00	36.00	0.00	0.00	0.00	122,133.66
TOT REAL	# Of Accts:	8	3,133.78	0.00	0.00	3,133.78	3,902.22	192.00	0.00	0.00	0.00	0.00	7,228.00
TOT PERS	# Of Accts:	15	7,929.16	0.00	0.00	7,929.16	9,853.61	0.00	18.00	0.00	0.00	0.00	17,800.77
TOT MV	# Of Accts:	180	23,507.49	-12.04	1,143.59	22,351.86	28,737.12	0.00	24.00	0.00	0.00	0.00	51,112.98
TOT MVS	# Of Accts:	36	2,094.07	-165.51	0.00	1,928.56	2,314.26	0.00	0.00	0.00	0.00	0.00	4,242.82
YEAR 2009	# Of Accts:	239	36,664.50	-177.55	1,143.59	35,343.36	44,807.21	192.00	42.00	0.00	0.00	0.00	80,384.57
TOT REAL	# Of Accts:	12	6,405.73	0.00	1,454.94	4,950.79	3,946.43	240.00	0.00	0.00	0.00	0.00	9,137.22
TOT PERS	# Of Accts:	22	5,938.29	-106.50	1,106.02	4,725.77	4,888.93	0.00	6.00	0.00	0.00	0.00	9,620.70
TOT MV	# Of Accts:	215	28,771.60	-50.14	519.22	28,202.24	31,252.11	0.00	12.00	0.00	0.00	0.00	59,466.35
TOT MVS	# Of Accts:	42	4,017.84	-17.16	0.00	4,000.68	4,080.70	0.00	0.00	0.00	0.00	0.00	8,081.38
YEAR 2010	# Of Accts:	291	45,133.46	-173.80	3,080.18	41,879.48	44,168.17	240.00	18.00	0.00	0.00	0.00	86,305.65
TOT REAL	# Of Accts:	14	7,436.16	749.32	383.98	7,801.50	5,991.69	312.00	0.00	0.00	0.00	0.00	14,105.19
TOT PERS	# Of Accts:	32	15,397.92	5.22	3,098.09	12,305.05	10,513.29	0.00	38.00	0.00	0.00	0.00	22,856.34
TOT MV	# Of Accts:	206	31,193.60	-315.64	432.24	30,445.72	27,942.82	0.00	20.00	0.00	0.00	0.00	58,408.54

Delinquent Report

OFFICE OF THE TAX COLLECTOR As Of Date 08/31/2017 Cash Type : TOWN

Date: 09/05/2017 Page: 3

Bill #	S-D	Name	TOT Tax	TOT Adj	TOT Paid	Tax Due	District No	INT Due	Tax/Def All	Lien Due	Fee Due	Bint Due	Total Due
TOT MVS	# Of Accts:	52	9,759.74	0.00	278.27	9,481.47	7,892.46	0.00	0.00	0.00	0.00	0.00	17,373.93
YEAR 2011	# Of Accts:	304	63,787.42	438.90	4,192.58	60,033.74	52,340.26	312.00	58.00	0.00	0.00	0.00	112,744.00
TOT REAL	# Of Accts:	14	9,844.05	0.00	1,012.87	8,831.18	6,188.44	336.00	0.00	0.00	0.00	0.00	15,355.62
TOT PERS	# Of Accts:	35	19,781.15	0.00	1,153.22	18,627.93	12,686.44	0.00	24.00	0.00	0.00	0.00	31,338.37
TOT MV	# Of Accts:	197	32,108.93	839.59	1,453.06	31,495.46	23,284.48	0.00	6.00	0.00	0.00	0.00	54,785.94
TOT MVS	# Of Accts:	32	3,183.22	25.22	188.30	3,020.14	1,804.67	0.00	0.00	0.00	0.00	0.00	4,824.81
YEAR 2012	# Of Accts:	278	64,917.35	864.81	3,807.45	61,974.71	43,964.03	336.00	30.00	0.00	0.00	0.00	106,304.74
TOT REAL	# Of Accts:	21	31,600.30	0.00	9,401.53	22,198.77	9,571.85	432.00	0.00	0.00	0.00	0.00	32,202.62
TOT PERS	# Of Accts:	41	18,555.99	1,503.74	3,002.64	17,057.09	8,929.26	0.00	42.00	0.00	0.00	0.00	26,028.35
TOT MV	# Of Accts:	213	34,337.14	-306.33	658.16	33,372.65	18,910.94	0.00	6.00	0.00	0.00	0.00	52,289.59
TOT MVS	# Of Accts:	66	8,669.99	-116.02	875.45	7,678.52	3,709.95	0.00	0.00	0.00	0.00	0.00	11,388.47
YEAR 2013	# Of Accts:	341	93,163.42	1,081.39	13,937.78	80,307.03	41,122.00	432.00	48.00	0.00	0.00	0.00	121,909.03
TOT REAL	# Of Accts:	39	82,598.43	276.84	29,632.90	53,242.37	13,548.23	936.00	0.00	0.00	0.00	0.00	67,726.60
TOT PERS	# Of Accts:	33	15,657.78	1,803.45	873.43	16,587.80	6,183.19	0.00	36.00	0.00	0.00	0.00	22,806.99
TOT MV	# Of Accts:	320	51,204.12	-365.41	1,340.27	49,498.44	19,149.08	0.00	12.00	0.00	0.00	0.00	68,659.52
TOT MVS	# Of Accts:	91	10,207.78	10.61	737.49	9,480.90	2,769.30	0.00	0.00	0.00	0.00	0.00	12,250.20
YEAR 2014	# Of Accts:	483	159,668.11	1,725.49	32,584.09	128,809.51	41,649.80	936.00	48.00	0.00	0.00	0.00	171,443.31
TOT REAL	# Of Accts:	86	281,738.38	0.00	77,279.72	204,458.66	26,516.50	2,038.24	0.00	0.00	0.00	0.00	233,013.40
TOT PERS	# Of Accts:	46	21,471.62	2,060.46	3,639.42	19,892.66	3,837.85	0.00	66.00	0.00	0.00	0.00	23,796.51
TOT MV	# Of Accts:	587	97,903.63	7,311.74	6,981.92	98,233.45	20,200.99	0.00	24.00	0.00	0.00	0.00	118,458.44
TOT MVS	# Of Accts:	277	40,924.71	2,861.46	1,036.77	42,749.40	4,991.31	0.00	20.00	0.00	0.00	0.00	47,760.71
YEAR 2015	# Of Accts:	996	442,038.34	12,233.66	88,937.83	365,334.17	55,546.65	2,038.24	110.00	0.00	0.00	0.00	423,029.06
TOT REAL	# Of Accts:	226	380,153.63	0.00	47,352.30	332,801.33	8,918.82	0.00	40.00	0.00	0.00	0.00	341,760.15
TOT PERS	# Of Accts:	157	125,122.54	0.00	2,464.02	122,658.52	3,545.85	0.00	66.00	0.00	0.00	0.00	126,270.37
YEAR 2016	# Of Accts:	383	505,276.17	0.00	49,816.32	455,459.85	12,464.67	0.00	106.00	0.00	0.00	0.00	468,030.52
GRAND TOTAL	# Of Accts:	4340	1,650,192.34	16,218.47	213,898.11	1,452,512.70	744,060.54	6,142.24	712.00	0.00	0.00	0.00	2,203,427.48

GRAND RATEBOOK BALANCE SHEET REPORT
OFFICE OF THE TAX COLLECTOR
GRAND LIST YEAR 2016

*Year: 2001 To 2016, Pay Date: 08/31/2017, Time: 09/05/2017 11:39:12 am

All

Page: 6

Conditions: Recap By Year:Yes Recap By Dist:No Act/Susp: Active & Suspense (Separated), Cycle: 00 To 00, Type: TOWN, Bill Type: 00 - ALL BILLS												
YEAR/TYPE	ACTS	BEGINNING BALANCE	LAWFUL INC.	CORRECTIONS DEC.	TAXES COLLECTABLE	CURRENT SUSPENSE	TAXES/BINT PAID	INTEREST PAID	L+FEES PAID	TOTAL PAID	OVER PAID	UNCOLLECTED TAXES
(A) PERS (S)	55	12,549.10	0.00	0.00	12,549.10	0.00	244.05	218.37	0.00	462.42	0.00	12,305.05
PERS (S)	4	3,347.27	0.00	0.00	3,347.27	0.00	0.00	0.00	0.00	0.00	0.00	3,347.27
(A) MV (S)	463	30,445.64	0.00	0.00	30,445.64	0.00	0.00	21.25	0.00	21.25	-0.08	30,445.64
MV (S)	16	2,063.48	0.00	0.00	2,063.48	0.00	0.00	0.00	0.00	0.00	0.00	2,063.48
(A) MVS (S)	166	10,690.81	0.00	0.00	10,690.81	0.00	1,291.84	1,181.28	0.00	2,473.12	-82.50	9,398.97
MVS (S)	19	20,453.08	0.00	0.00	20,453.08	0.00	0.00	0.00	0.00	0.00	0.00	20,453.08
(A) YR: 2011 (S) YR: 2011	747 41	62,952.34 26,840.15	0.00 0.00	-86.40 0.00	62,865.94 26,840.15	0.00 0.00	2,914.78 0.00	1,820.05 0.00	0.00 0.00	4,734.83 0.00	-82.58 0.00	59,951.16 26,840.15
TOTAL 2011	788	89,792.49	0.00	-86.40	89,706.09	0.00	2,914.78	1,820.05	0.00	4,734.83	-82.58	86,791.31
(A) REAL (S)	142	12,541.32	0.00	-90.84	12,450.48	0.00	3,619.30	2,389.16	48.00	6,056.46	0.00	8,831.18
REAL (S)	2	1,420.14	0.00	0.00	1,420.14	0.00	0.00	0.00	0.00	0.00	0.00	1,420.14
(A) PERS (S)	83	18,944.12	0.00	0.00	18,944.12	0.00	316.19	540.01	0.00	856.20	0.00	18,627.93
PERS (S)	6	5,161.84	0.00	0.00	5,161.84	0.00	20.72	53.86	0.00	74.58	0.00	5,141.12
(A) MV (S)	850	32,865.37	0.00	0.00	32,865.37	0.00	1,547.87	1,122.59	0.00	2,670.46	-177.96	31,317.50
MV (S)	21	6,822.63	0.00	0.00	6,822.63	0.00	0.00	0.00	0.00	0.00	0.00	6,822.63
(A) MVS (S)	181	3,310.86	0.00	0.00	3,310.86	0.00	2,052.36	191.88	0.00	2,244.24	-1,761.64	1,258.50
MVS (S)	2	71.92	0.00	0.00	71.92	0.00	0.00	0.00	0.00	0.00	0.00	71.92
(A) YR: 2012 (S) YR: 2012	1,256 31	67,661.67 13,476.53	0.00 0.00	-90.84 0.00	67,570.83 13,476.53	0.00 0.00	7,535.72 20.72	4,243.64 53.86	48.00 0.00	11,827.36 74.58	-1,939.60 0.00	60,035.11 13,455.81
TOTAL 2012	1,287	81,138.20	0.00	-90.84	81,047.36	0.00	7,556.44	4,297.50	48.00	11,901.94	-1,939.60	73,490.92
(A) REAL (S)	6,219	26,984.36	0.00	-61.14	26,923.22	0.00	9,360.18	1,315.77	72.00	10,747.95	-4,635.73	17,563.04
(A) PERS (S)	1,004	18,286.35	0.00	0.00	18,286.35	0.00	1,243.39	767.78	12.00	2,023.17	-14.13	17,042.96

**GRAND RATEBOOK BALANCE SHEET REPORT
OFFICE OF THE TAX COLLECTOR
GRAND LIST YEAR 2016**

*Year: 2001 To 2016, Pay Date: 08/31/2017, Time: 09/05/2017 11:39:27 am All

Conditions: Recap By Year:Yes Recap By Dist:No Act/Susp: Active & Suspense (Separated), Cycle: 00 To 00, Type: TOWN, Bill Type: 00 - ALL BILLS

YEAR/TYPE	ACTS	BEGINNING BALANCE	LAWFUL INC.	CORRECTIONS DEC.	TAXES COLLECTABLE	CURRENT SUSPENSE	TAXES/BINT PAID	INTEREST PAID	L+FEES PAID	TOTAL PAID	OVER PAID	UNCOLLECTED TAXES
(S) PERS	3	2,990.05	0.00	0.00	2,990.05	0.00	0.00	0.00	0.00	0.00	0.00	2,990.05
(A) MV	16,181	32,792.94	0.00	-102.10	32,690.84	0.00	1,714.07	287.55	0.00	2,001.62	-2,395.88	30,976.77
(S) MV	21	6,312.42	0.00	0.00	6,312.42	0.00	0.00	0.00	0.00	0.00	0.00	6,312.42
(A) MVS	2,780	8,737.38	0.00	0.00	8,737.38	0.00	1,325.83	647.47	0.00	1,973.30	-266.97	7,411.55
(S) MVS	1	104.03	0.00	0.00	104.03	0.00	0.00	0.00	0.00	0.00	0.00	104.03
(A) YR: 2013	26,184	86,801.03	0.00	-163.24	86,637.79	0.00	13,643.47	3,018.57	84.00	16,746.04	-7,312.71	72,994.32
(S) YR: 2013	25	9,406.50	0.00	0.00	9,406.50	0.00	0.00	0.00	0.00	0.00	0.00	9,406.50
TOTAL 2013	26,209	96,207.53	0.00	-163.24	96,044.29	0.00	13,643.47	3,018.57	84.00	16,746.04	-7,312.71	82,400.82
(A) REAL	6,227	63,104.40	0.00	-92.28	63,012.12	0.00	16,574.43	3,654.19	150.38	20,379.00	-6,804.68	46,437.69
(A) PERS	1,012	16,497.21	0.00	0.00	16,497.21	0.00	76.59	28.04	0.00	104.63	-167.18	16,420.62
(A) MV	16,219	51,080.74	0.00	-92.03	50,988.71	0.00	4,438.25	1,069.56	-29.31	5,478.50	-2,947.98	46,550.46
					REFUND		0.00	0.00	-29.31			
(S) MV	3	518.92	0.00	0.00	518.92	0.00	0.00	0.00	0.00	0.00	0.00	518.92
(A) MVS	2,751	11,558.26	0.00	-169.96	11,388.30	0.00	2,323.21	689.13	0.00	3,012.34	-415.81	9,065.09
(S) MVS	3	216.67	0.00	0.00	216.67	0.00	0.00	0.00	0.00	0.00	0.00	216.67
(A) YR: 2014	26,209	142,240.61	0.00	-354.27	141,886.34	0.00	23,412.48	5,440.92	121.07	28,974.47	-10,335.65	118,473.86
					REFUND		0.00	0.00	-29.31			
(S) YR: 2014	6	735.59	0.00	0.00	735.59	0.00	0.00	0.00	0.00	0.00	0.00	735.59
TOTAL 2014	26,215	142,976.20	0.00	-354.27	142,621.93	0.00	23,412.48	5,440.92	121.07	28,974.47	-10,335.65	119,209.45
					REFUND		0.00	0.00	-29.31			
(A) REAL	6,258	177,579.67	61.82	-2,608.24	175,033.25	0.00	33,289.65	5,812.20	432.00	39,533.85	-62,715.06	141,743.60
(A) PERS	1,042	21,442.39	0.00	0.00	21,442.39	0.00	1,685.83	102.60	6.00	1,794.43	-136.10	19,756.56
(A) MV	16,491	117,600.89	140.64	-420.87	117,320.66	0.00	20,985.48	4,245.45	0.00	25,230.93	-1,898.27	96,335.18

GRAND RATEBOOK BALANCE SHEET REPORT
OFFICE OF THE TAX COLLECTOR
GRAND LIST YEAR 2016

*Year: 2001 To 2016, Pay Date: 08/31/2017, Time: 09/05/2017 11:41:29 am

All

(Separated)

Cycle: 00 To 00,

Type: TOWN,

Bill Type: 00 - ALL BILLS

L+FEES

TOTAL
PAID

OVER
PAID

UNCOLLECTED
TAXES

YEAR/TYPE	ACTS	BEGINNING BALANCE	LAWFUL INC.	CORRECTIONS DEC.	TAXES COLLECTABLE	CURRENT SUSPENSE	TAXES/BINT PAID	INTEREST PAID	L+FEES PAID	TOTAL PAID	OVER PAID	UNCOLLECTED TAXES
					REFUND		-200.45	0.00	0.00			
(S) MV	4	675.60	0.00	0.00	675.60	0.00	0.00	0.00	0.00	0.00	0.00	675.60
(A) MVS (S) MVS	3,148 1	52,646.08 132.82	275.72 0.00	-628.56 0.00	52,293.24 132.82	0.00 0.00	11,017.69 0.00	1,118.78 0.00	0.00 0.00	12,136.47 0.00	-1,473.85 0.00	41,275.55 132.82
(A) YR: 2015	26,939	369,269.03	478.18	-3,657.67	366,089.54	0.00	66,978.65	11,279.03	438.00	78,695.68	-66,223.28	299,110.89
					REFUND		-200.45	0.00	0.00			
(S) YR: 2015	5	808.42	0.00	0.00	808.42	0.00	0.00	0.00	0.00	0.00	0.00	808.42
TOTAL 2015	26,944	370,077.45	478.18	-3,657.67	366,897.96	0.00	66,978.65	11,279.03	438.00	78,695.68	-66,223.28	299,919.31
					REFUND		-200.45	0.00	0.00			
(A) Prior Total		1,031,017.21	478.18	-4,429.98	1,027,065.41	0.00	115,940.03	32,494.06	703.07	149,137.16	-85,927.47	911,125.38
					REFUND		-200.45	0.00	-29.31			
(S) Prior Total		433,204.18	0.00	-376.34	432,827.84	0.00	5,111.93	12,943.19	6.00	18,061.12	0.00	427,715.91
Prior Year	85,077	1,464,221.39	478.18	-4,806.32	1,459,893.25	0.00	121,051.96	45,437.25	709.07	167,198.28	-85,927.47	1,338,841.29
					REFUND		-200.45	0.00	-29.31			
(A) REAL	6,263	33,323,473.41	9,024.40	-29,511.36	33,302,986.45	0.00	16,871,267.41	8,326.73	100.00	16,879,694.14	-1,585.99	16,431,719.04
(A) PERS	1,024	1,483,524.46	2,319.31	-9,081.42	1,476,762.35	0.00	1,355,128.99	1,722.50	40.00	1,356,891.49	-1,025.16	121,633.36
(A) YR: 2016	7,287	34,806,997.87	11,343.71	-38,592.78	34,779,748.80	0.00	18,226,396.40	10,049.23	140.00	18,236,585.63	-2,611.15	16,553,352.40
(A) Grand Total	90,533	35,838,015.08	11,821.89	-43,022.76	35,806,814.21	0.00	18,342,336.43	42,543.29	843.07	18,385,722.79	-88,538.62	17,464,477.78
					REFUND		-200.45	0.00	-29.31			
(S) Grand Total	1,831	433,204.18	0.00	-376.34	432,827.84	0.00	5,111.93	12,943.19	6.00	18,061.12	0.00	427,715.91
Grand Total	92,364	36,271,219.26	11,821.89	-43,399.10	36,239,642.05	0.00	18,347,448.36	55,486.48	849.07	18,403,783.91	-88,538.62	17,892,193.69
					REFUND		-200.45	0.00	-29.31			

Town of Shrewsbury 2007 Citizen Survey Final Report



**Survey designed and data compiled and analyzed by
the students of
GOVT 107 / MPA 3900
Research Methods & Strategies
Fall 2007
Clark University**

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Executive Summary

Purpose:

The purpose of this research project was to give students studying research design and data analysis at Clark University an opportunity to conduct a survey which would provide town officials of Shrewsbury, Massachusetts with a better understanding of citizen attitudes and opinions regarding quality of life, quality of town services, and critical budgetary issues. This final report provides an overview of the research project, describes the methodology used, and analyzes the data collected.

Methodology:

The students, working closely with town officials, designed the survey after careful review of published research. Types of questions selected included respondent demographics, general satisfaction with the town and selected town services, opinions on trash collection funding options, and attitudes toward fiscal issues such as possible future Proposition 2½ overrides.

A sample of 1,520 registered and non-registered voters was selected for the survey by simple random sampling from a list of all 26,000 residents of Shrewsbury, age 18 and older. Questionnaires were mailed in November 2007 to those selected, and respondents were given the option of returning the paper version or completing the survey on-line. A total of 444 questionnaires (322 by mail and 122 on-line) were returned in time to be analyzed and included in our findings. Taking into account the 95 questionnaires that were returned by the post office as undeliverable, the response rate was 31.2%. In addition, 110 residents who were not chosen for the questionnaire were selected to take part in an in-depth interview and were notified with a letter and follow-up telephone call. Seven participated in the twelve-question interviews which took place at the town library. Responses greatly reinforced findings from the questionnaire.

Major Findings:

- 32.6% (143 respondents) rated their quality of life in Shrewsbury as excellent, and another 52.7% (231 respondents) rated quality of life just slightly below excellent;
- Fire services and ambulance services received the highest average satisfaction rankings, 1.339 and 1.363 respectively, on the five-point rating scale (1 = Excellent, 5 = Poor);
- All town services surveyed had average satisfaction above the middle rating of 3;
- 40.7% (175 respondents) reported no change in their financial situation compared to last year, and 38.1% (164 respondents) reported only a slight positive or negative change
- The large majority of respondents (70% or greater for each service) support maintaining spending at current levels for all services surveyed except for public schools;
- 44% (187 respondents) would prefer to raise spending for public schools, and 45.2% (192 respondents) would prefer to maintain spending for public schools;
- 67.2% (277 respondents) would consider a Proposition 2½ override, and 32.8% (135 respondents) would not support a Proposition 2½ override at all;
- 82% (223 respondents) of the 277 respondents who would consider a Proposition 2½ override would like to see public schools receive a share of the funds;
- For alternative trash collection funding, 26.8% (110 respondents) prefer pay-as-you-throw, 26.3% (108 respondents) prefer a flat fee, 25.9% (106 respondents) prefer to cut other services, and 21% (86 respondents) would prefer a Proposition 2½ override.

Acknowledgements

This report was indeed a group effort. Though compiled by the report preparation and presentation group, content was provided by the entire class, or project team, and developed in conjunction with Shrewsbury town leadership.

Members of the project team:

Philip Aldridge	Sabrina Fanger
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Thank you to Dan Morgado, Shrewsbury Town Manager, his staff, and the Citizen Advisory Board, comprised of William Gooley, John Lukach, and Dina Nichols, all of whom were incredibly patient and helpful throughout this process.

Finally, thanks to all of the Shrewsbury residents who took the time to participate in the survey and interviews and share their thoughts with us.

Background Information

Project Purpose and Structure

This research project was one component of a combined undergraduate/graduate, government/public administration course in social science research methods and strategies at Clark University. Brian Cook, Professor of Government and Director of the Public Administration masters program, and Dan Morgado, Shrewsbury Town Manager, agreed that the project could be mutually beneficial to both the class as survey consultant and the Town of Shrewsbury as its client, and a proposal was developed to articulate roles. (Please see Appendix A: Proposal.)

The purpose of the research project was two-fold: 1) to give students studying research design and data analysis an opportunity to apply concepts learned in class and assigned readings to a real-world, client-driven project, including testing several hypotheses based on published citizen survey research; and 2) to provide the Town of Shrewsbury with a better understanding of citizen attitudes and opinions regarding quality of life, service delivery, and related town issues.

The class, or project team, was divided into six project groups with the following areas of responsibility: 1) research design and review of relevant research; 2) survey and sampling methodology; 3) questionnaire design; 4) focus group/in-depth interviews; 5) data management and analysis; and 6) report preparation and presentation. Each group was responsible for completing its primary tasks, in addition to gaining a basic understanding of the entire research process and offering insights valuable to the completion of the project as a whole.

The Town of Shrewsbury organized a Citizen Advisory Board to provide additional guidance for the research project process. Each of the project groups had the opportunity to meet with the board and the town manager at their respective stages of the process. They offered input on all aspects of the project including identifying research questions, shaping the content of the survey instrument, designing the sample, and determining contact methodology. Thus the advisory board helped design the research project to ensure that it would meet the town's needs.

Research Problem and Questions

Shrewsbury town officials are continually challenged by the decisions they must make, which have a direct impact on residents and their perspectives on quality of life and town

services. One of those decisions currently being considered is trash disposal. Until now, residents have enjoyed trash disposal service at no additional cost because it is currently funded through the general tax levy. With the approaching expiration of the town's trash disposal contract, however, town officials are seeking the opinions of residents regarding alternative methods of trash disposal. Another significant issue is the future of Proposition 2½ overrides and what, if any, services the residents would be willing to support through an override. Shrewsbury town officials would like data on residents' opinions on these issues and general data on quality of life and satisfaction with town services to assist them in determining the future direction of the town in the areas of service delivery and finances.

Based on both the client's and consultant's needs, it was determined that the following four categories of questions would be addressed by the study:

1. Town residents' satisfaction with town services, including fire services, ambulance services, snow plowing, trash/yard waste collection, road maintenance, public schools, parks/recreation, library services, senior center services, and police services.
2. Town residents' opinions regarding trash disposal within the town of Shrewsbury, and preferences and expectations regarding alternative modes for trash collection in the future.
3. Town residents' opinions regarding fiscal matters pertinent to the Town of Shrewsbury, including the economic conditions and confidence of Shrewsbury residents as well as support for changes in local tax rates through a Proposition 2½ override.
4. A series of questions designed by the survey consultant allowing tests of several hypotheses of interest to be used for academic purposes.

Literature Review

While designing this survey several sources proved helpful. De Hoog, et al.'s article "Citizen Satisfaction with Local Governance" (1990) acted as a springboard which assisted in the design of models and hypotheses, as its goals and content were closely aligned with the current project. Looking at the hypotheses from this study enabled the project team to create hypotheses unique to this study. An additional article, "Drivers and Consequences of Citizen Satisfaction," (2004) analyzed data from two New York City customer service surveys and asserted that similar models could be used to assess customer service satisfaction as well as satisfaction with local

governments. This article contributed greatly to the project team's understanding of what it is that comprises the idea of "satisfaction." Furthermore, this article provided insight into how to structure a survey on customer satisfaction and how to analyze the data collected. O'Sullivan, Berner, and Rassel (2008) proved very influential in facilitating the primary tasks for conducting a survey. This book provided comprehensive direction and helped the project team to articulate and agree upon the study's purpose. It also served as a kind of overarching framework that guided the team step by step through the process of evolving the study's purpose, developing research questions, hypothesizing about and refining notions of citizen satisfaction, choosing model options, and settling on a final research design. Orcher (2007) provided another basic guide in the overall organization of the team's survey.

Methodology

Survey Instrument

A questionnaire, both paper (Please see Appendix B: Questionnaire) and an on-line option, along with in-depth, semi-structured interviews, were selected as survey instruments. Based on the research purposes, and after review of other citizen surveys and consultation with the town manager and citizen advisory board, it was determined that questions would be designed to assess the following:

- General questions of satisfaction
- Demographics of the respondents
- Resident opinions on options with regard to trash collection
- Attitudes towards fiscal distress/policy
- General questions of interest and further inquiry

The first category of questions was designed to address the general issue of citizen satisfaction regarding city services and governing, and the second was aimed at developing an understanding of the demographic composition of the town of Shrewsbury. The purpose of these questions was to gain further understanding of citizen satisfaction levels and any patterns related to specific characteristics of Shrewsbury residents.

The second category was intended to explore resident reactions to the available options for a new system of trash collection, including the possibility of an override, an introduction of a

pay-as-you-throw program, the introduction of flat fee program, or cutting other town services to continue to pay for trash collection through the general tax levy.

The third category was designed to examine the economic situation of the Town of Shrewsbury, particularly resident perceptions and economic confidence levels, as well as to gather opinions regarding current and possible future fiscal policies.

The plan for the fourth category was to ask questions not directly related to the levels of satisfaction but on issues that could be instrumental in explaining the data collected in the previous sections of the survey.

The length of the questionnaire was kept to four pages because of cost (of printing and mailing) and to limit the time burden on respondents. All of the questions on the questionnaire were closed-ended. The interviewees for the in-depth interviews were asked 12 questions, and the composition of the questions was both closed- and open-ended.

Sampling Design

In order to get the most representative sample of all of Shrewsbury residents, the survey methodology group decided to include both registered and unregistered voters. The sampling frame used was a town-produced extract from state records, which listed all residents of Shrewsbury, age 18 and older, a total of roughly 26,000 people.

The previous version of the Shrewsbury Town Survey in 2005 used a sample of 1,020 and received 373 useable responses, generating a 37% response rate. Although the 2005 sample of 373 produced results accurate to within about 5% on most questions at a 95% confidence level for this population size, the Shrewsbury Citizens' Advisory Board requested that in 2007 the survey be sent to more people to get "more accurate results." The survey methodology team weighed the citizens' desires against the cost and likelihood that increasing the sample size would result in "more accurate" findings. Orcher (2007, 47) points out that the recommended sample size for a population of 20,000 is only 377 and for a population of 30,000 it is 379. There was concern that the project would face rapidly diminishing returns on sample size given the size of the population. To balance the desire for increased accuracy against increased cost, the methodology group resolved to send out 1,500 surveys to town residents with the goal of getting 500 usable responses. An extra 20 surveys were added to compensate for potentially incorrect addresses.

The methodology group selected 1,520 adult residents by simple random sample without replacement (SRS). SRS ensures that the sample contains no duplicates, as one generally would not gain any additional information by interviewing the same respondent twice. The advantages of using this method are that it is unbiased and generally accepted as fair. The disadvantages are that it requires a listing of the population, and certain attributes may be over- or under-represented. To compensate, the project team followed the approach of the Andover Town Survey and determined that the demographic characteristics of the Shrewsbury sample could be compared to those of the town as reported in the 2000 census.

The residents selected received a paper copy of the survey and a postage-paid return envelope. To ensure anonymity, names were not included on the questionnaire or return envelopes. Participants were also given a URL to complete the survey on-line, which they could access using the ID number from their questionnaire. These ID numbers were not connected with any of the respondents' personal information in the process of sorting and distributing the questionnaires.

From the remaining list of those not chosen for the questionnaire, 110 residents were selected by SRS to be invited to participate in an in-depth interview session.

Contact Methods

First contact for those selected to receive a questionnaire was made via a postcard announcing each citizen's selection for the survey and telling all recipients to expect the survey within the following week. The postcards were mailed on November 14, 2007, five days before the surveys were mailed out.

Second contact was the questionnaire, plus a cover letter (please see Appendix C: Cover Letter) and postage-paid reply envelope, which was mailed on November 19, 2007. The cover letter was from Dan Morgado, the Shrewsbury Town Manager, and it emphasized the anonymity of the survey and that Clark students, rather than town officials, would be processing the results. The letter referred citizens to the Shrewsbury website where they could complete the survey on-line.

Third contact was made a few days after the survey. A second postcard was mailed on November 21, 2007, which thanked each citizen for his/her response and reminded those who

had not yet responded that there was still time for their voices to be heard. It included a phone number for citizens to call if they had misplaced their questionnaires and needed a replacement.

For those selected to participate in an in-depth interview, first contact was made via a letter announcing the citizen's selection for a face-to-face interview and to expect a follow-up phone call three days later. Also included in the letter were different days and times for the interviewee convenience. (Please see Appendix D: Interview Letter.)

During the second contact, the follow-up call, callers from the interview group asked for the person to whom the letter was sent or for one of the heads of the household. Potential interviewees were made aware of the role of Clark University in the survey, informed about confidentiality, and asked for their participation on one of the selected days and times.

The third contact was the actual interview where a semi-structured interview schedule was followed. Interviewees were asked to sign a consent form and were assured that their answers would remain confidential. Interviews were conducted on December 8, 10, and 11, 2007 at the Shrewsbury town library.

Response Rate Strategies

The mailing of the two postcards (alerting citizens to the coming questionnaire and reminding them to complete it) was one strategy for increasing the response rate, and though it increased the cost (printing and mailing) to the Town of Shrewsbury it was agreed that it would be worth the anticipated increase in the number of responses. In addition, the survey methodology group tried to think creatively about ways to encourage residents to send in their completed questionnaires in order to comply with the Citizen Advisory Board's request that we increase the response rate. They focused on publicity, thinking that if people knew about and were excited to participate in the research, they might be more likely to complete the survey. There was concern, however, that any method chosen had the potential to make residents who were not randomly selected upset that they did could not participate. To avoid this problem, publicity for the survey did not give the exact dates, so that citizens who had not been chosen would not realize they had not been selected until the survey had already been completed. In addition, Dan Morgado mentioned the survey on his bi-weekly television talk show, "Ask the Manager." In the context of town news, he encouraged citizens to respond if selected.

Sample Size and Quality

Returned questionnaires were accepted until December 3, 2007. The total number of responses was 444 – with 322 returned by mail, and 122 completed on-line. Out of the 1,520 questionnaires that were mailed, the post office returned 95 as undeliverable. This left a working sample of 1,425. Based on the 1,425 questionnaires that reached their destination, the response rate was 31.2%.

The margin of error for this sample size is +/- 4.6% at a 95% confidence level. For each question, the margin of error will vary. Fewer respondents increases the margin of error, but less variability in the responses (e.g., almost all people providing the same answer) decreases the margin of error. For example, the margin of error for Question 6, whether or not respondents have children in the Shrewsbury public schools, is +/-4.4 percent.

For the interviews, 110 letters went out. Phone numbers could be found for 80 of those, and they were called. Fifteen signed up to participate, but only seven came to the interview. The response rate for the interviews was 6.4%.

Findings

Note: Complete answers to all questions can be found in Appendix E: Codebook.

Demographics

Respondents were asked about length of time living in Shrewsbury, income, gender, age, and education level to determine who the respondents were (Questions 16-20). Following are the highlights:

- 42% of respondents have lived in Shrewsbury for 20 years or more
- 60% of respondents have a total household income of \$75,000 or higher
- Nearly 60% of respondents are female
- Two-thirds of respondents are between the ages of 35 and 64
- 60% of respondents have a Bachelor's degree or higher

Comparing respondent demographic data to the 2000 US Census data from Shrewsbury (please see Appendix F: Shrewsbury Statistics), the most recent available, the residents of Shrewsbury in 2000 differ from the respondents to the 2007 citizen survey in the following ways:

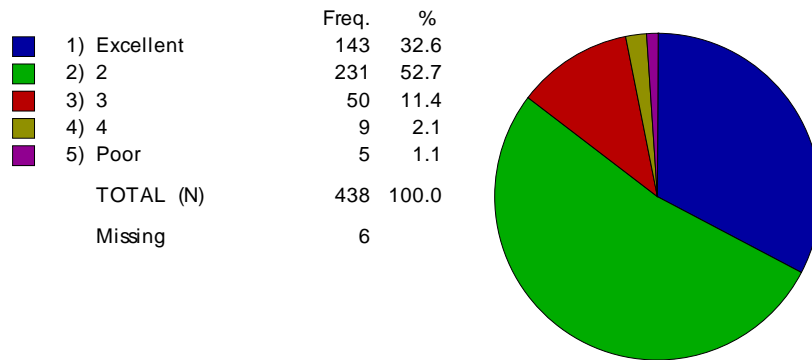
- 41% of residents in 1999 had a total household income of \$75,000 or higher compared to 60% of respondents to the 2007 citizen survey
- 51.4% of residents were female compared to nearly 60% of respondents
- 41.7% of residents were between the ages of 35 and 64 compared to 65.8% of respondents
- 46.1% of residents had a Bachelor’s degree or higher compared to 60% of respondents

Quality of Life

Respondents were asked to rate their quality of life in Shrewsbury. The response was overwhelmingly positive, with 85.3% of respondents ranking quality of life as a “1” (Excellent) or “2”.

Figure 1: Quality of Life
(Question 1)

QualLife -- 1. How do you rate the quality of life in Shrewsbury?

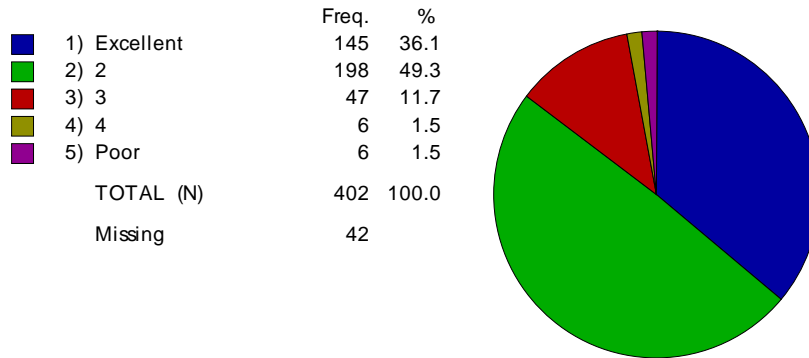


Similarly, 85.4% of respondents rate Shrewsbury as a good place to raise children with only 3% (12 respondents) responding with a “4” or “5” (Poor).

Figure 2: Place to Raise Children

(Question 2)

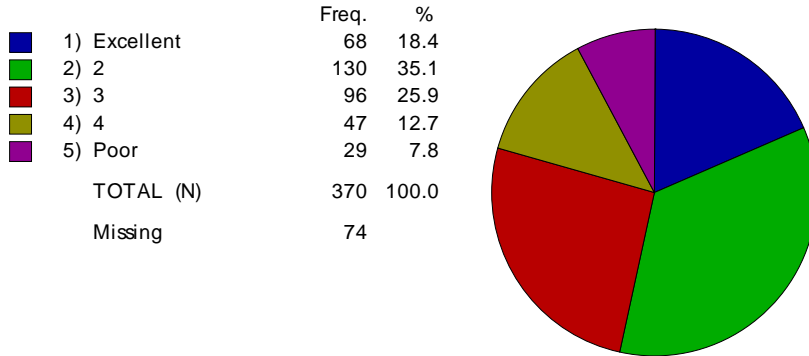
RaiseKids -- 2. How do you rate Shrewsbury as a place to raise children?



While responses were not as strongly positive as the responses to the two previous questions, 53.5% still rated Shrewsbury in the two highest satisfaction categories as a place to raise children. Additionally, 25.9% of respondents ranked this question with a “3” expressing neutral sentiment toward the quality of the town as a place to raise children.

Figure 3: Place to Retire
(Question 3)

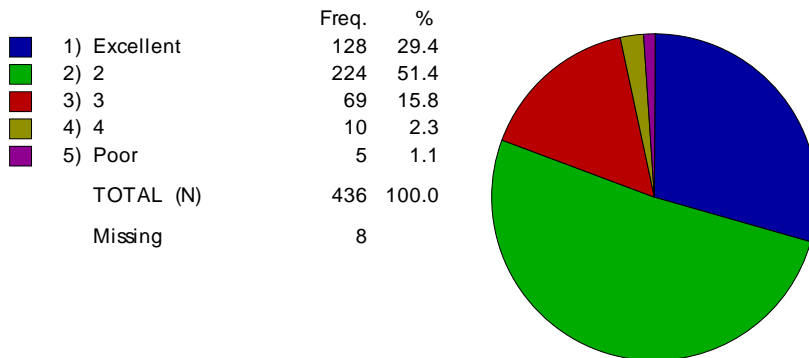
Retire -- 3. How do you rate Shrewsbury as a place to retire?



Respondents were then asked what they thought of Shrewsbury overall as a place to live, and respondents, once again, responded highly favorably, with 80.8% answering in the top two categories. A mere 3.4% (12 respondents) responded unfavorably with a “4” or “5” (Poor).

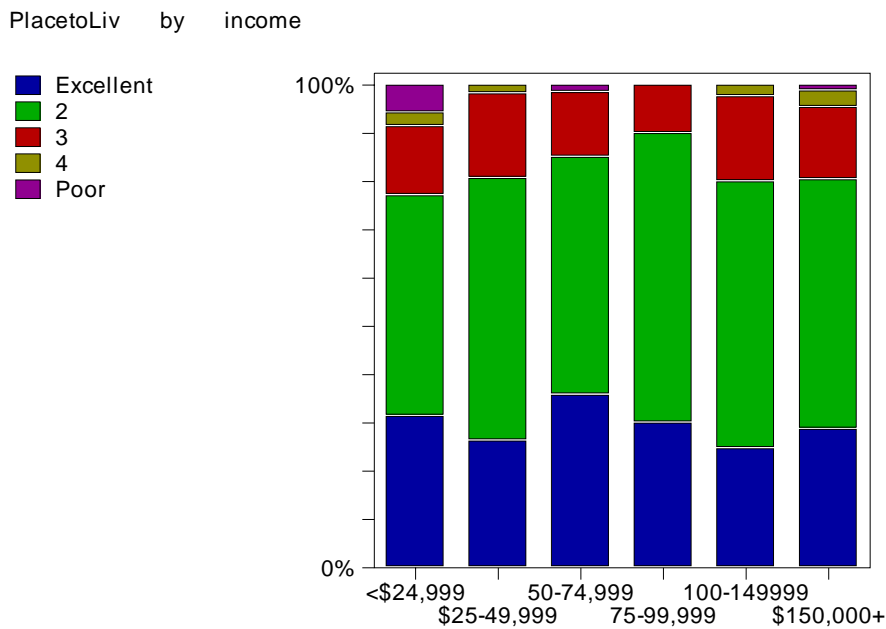
Figure 4: Overall Place to Live
(Question 4)

PlacetoLiv -- 4. How do you rate Shrewsbury overall as a place to live?



Next is a cross-tabulation of how respondents rated Shrewsbury as a place to live by income. The lowest income bracket (<\$24,999) contained the most negative responses regarding the town as a place to live overall, with some respondents in the highest income bracket (\$150,000+) also responding negatively to the question. In the income bracket between \$75-99,999, respondents were most positive with no negative responses to the question.

Figure 5: Cross Tabulation of Place to Live by Income
(Question 4 by Question 17)

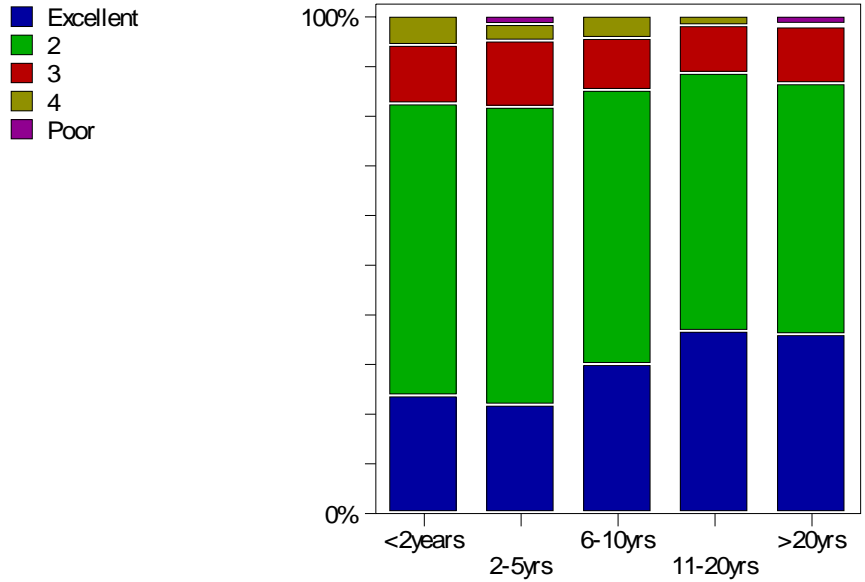


When cross-tabulating the overall rating of quality of life with time living in Shrewsbury, most respondents responded favorably, yet two groups contained a few respondents who rated it “Poor”: 2-5 years and 20+ years.

Figure 6: Cross Tabulation of Quality of Life by Time in Shrewsbury

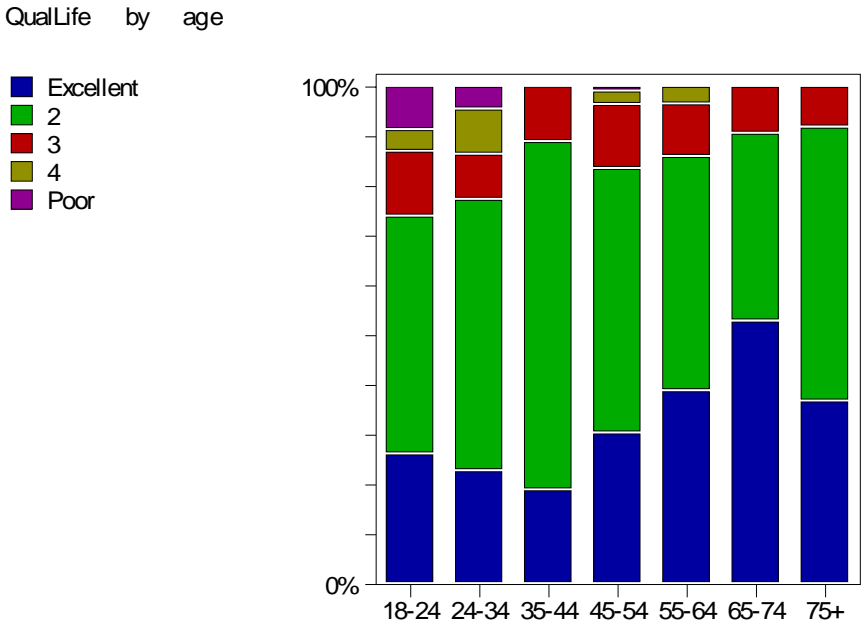
(Question 1 by Question 16)

QualLife by timinshrew



Finally, a cross-tabulation of overall quality of life and age shows that that the two youngest groups (18-24 and 25-34) had a higher percentage of respondents answering with a “4” or “5” (Poor). Age groups that had no “4” or “5” responses were 35-44, 65-74, and 75+. Across all age categories the view of Shrewsbury overall quality of life is very positive.

Figure 7: Cross Tabulation of Quality of Life by Age
(Question 1 by Question 19)



Satisfaction

Respondents were asked in questions 11 and 12 whether they had any contact with town employees over the past year, and what their impression of the town employees’ knowledge, responsiveness, and courtesy was. Following are the highlights:

- Two-thirds of respondents had contact with an employee over the past year
- 82% of respondents found town employees to be highly responsive (“Excellent” or “Good”)
- 86% found employees to be knowledgeable (“Excellent” or “Good”)
- 81% rated employees as courteous (“Excellent” or “Good”)
- 81% of respondents had a positive overall impression of employees of the town (“Excellent” or “Good”)

Residents were asked to score their satisfaction with town services on a scale of 1 (Excellent) to 5 (Poor). The following table orders the services from greatest average satisfaction to least average satisfaction. Note that all services are on the high end of the scale,

meaning that even road maintenance, which has the lowest satisfaction, still has an average satisfaction greater than “3” on a five-point scale, with 1 designated as “Excellent.”.

Figure 8: Satisfaction with Town Services

(Question 5)

Service	Average Satisfaction
Fire Services	1.339
Ambulance Services	1.363
Trash/Yard Waste Collection	1.565
Senior Center Services	1.669
Library Services	1.764
Police Services	1.853
Parks/Recreation	2.000
Public Schools	2.155
Snow Plowing	2.307
Road Maintenance	2.380

Influential Factors

Residents were asked to score the factors that influenced their decision to move to or continue to live in Shrewsbury on a scale of 1 (Very Important) to 5 (Not At All Important). The following table orders the factors from greatest average influence to least average influence. Public safety and geographic location are the two factors that most influenced respondents’ decisions to live in Shrewsbury, and Senior Center services and civic opportunity are the least influential factors.

Figure 9: Influential Factors

(Question 8)

Factors	Average Influence
Public Safety	1.623
Geographic Location	1.835
Public School	1.880
Property Value/Affordability	1.983
Town Ambiance and Lifestyle	2.049
Cultural/Recreational Access	2.290
Library Services	2.521
Job/Economic Opportunity	2.555
Senior Center Services	2.830
Civic Opportunity	2.841

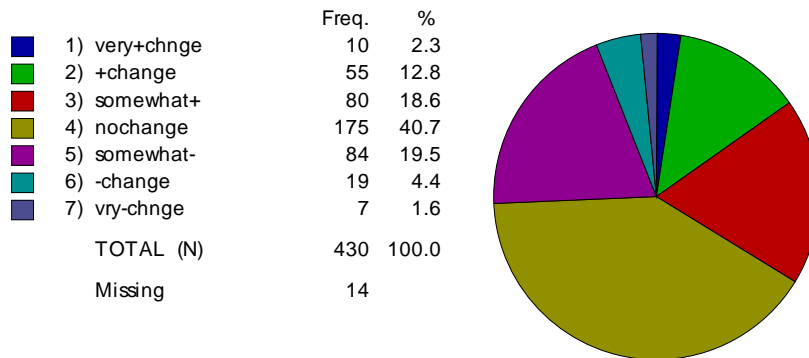
Financial Situation

This chart shows how respondents feel about their financial situation compared to last year, showing that 40.7% reported no change, and 78.8% were in the middle three categories meaning little to no change. Those having a positive change are slightly more than those having a negative change.

Figure 10: Financial Situation

(Question 14)

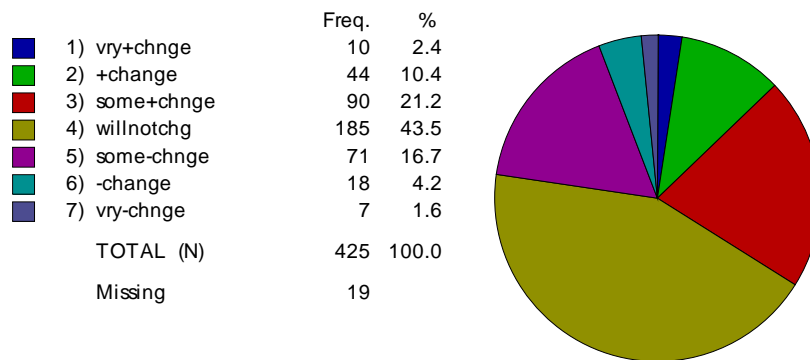
financsit -- 14. Please rate your financial situation compared to last year.



The next chart shows how respondents expect their financial situation to change over the next year. As with their current financial situation, 43.5% do not believe it will change, and 81.4% believe it will change little or not at all. Once again, those expecting a positive change are a slightly greater proportion than those expecting a negative change.

Figure 11: Financial Situation Outlook
(Question 15)

expectchng -- 15. How do you expect your financial situation to change over the next year?



Spending

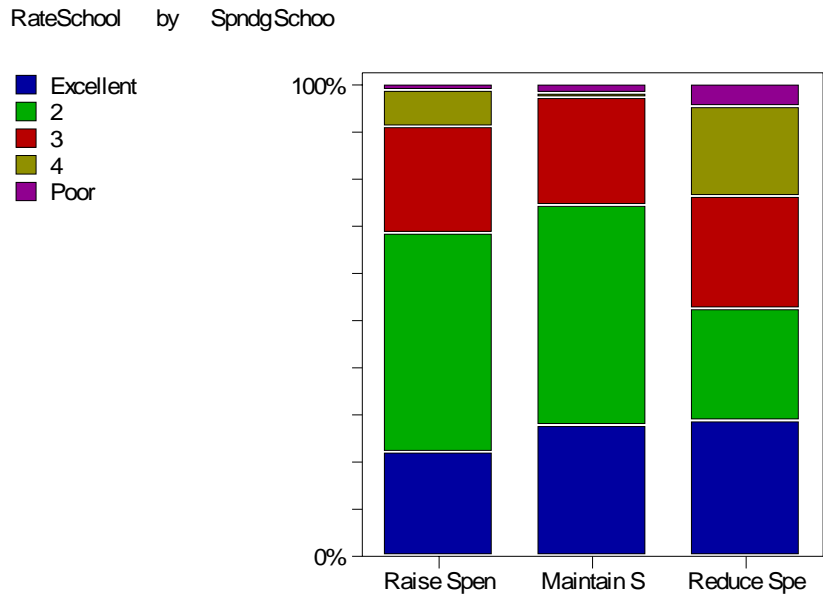
Assuming no increase in the town’s overall spending, respondents were asked if they would like to see spending raised, maintained, or reduced for specific town services. The data in the table is sorted by the “Raise” column, with the highest percentage on top. Public schools have the highest percentage of respondents who would like to see spending raised. Also notice that those wanting to see public school spending raised and maintained are nearly equal, and the reduce percentage is the second highest in that column. For all of the other services, the large majority of respondents support maintaining spending at current levels.

Figure 12: Spending
(Question 9)

Service	Raise	Maintain	Reduce
Public Schools	44%	45.2%	10.8%
Police Services	23.9%	70.9%	5.2%
Fire Services	18.1%	77%	4.9%
Road Maintenance	15.4%	81.5%	3.1%
Library Services	13.6%	76.2%	10.1%
Parks/Recreation	12.1%	77.5%	10.4%
Ambulance Services	9.5%	87.9%	2.6%
Senior Center Services	8.4%	75.2%	16.5%
Trash/Yard Waste Collection	7.6%	87%	5.5%
Snow Plowing	7.3%	88.7%	4%

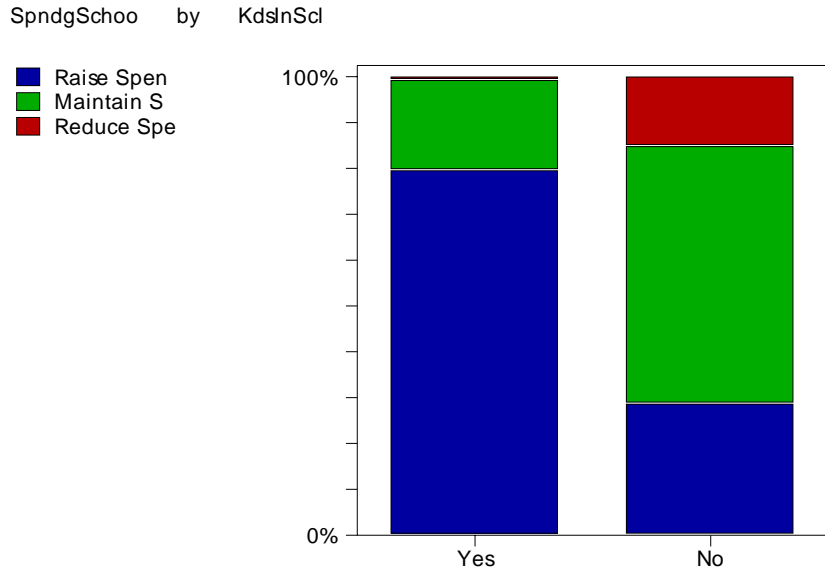
Because of the complexity of the responses regarding public school spending, we examined two cross-tabulations. The first is a cross-tabulation of school satisfaction by school spending. For those who want to raise or maintain spending, the large majority rate the schools as “Excellent,” or “2.” Those who want to maintain spending are most satisfied with the schools. Looking at those who want to reduce spending, proportionally more of them gave the schools a less satisfactory rating.

Figure 13: Cross Tabulation of School Satisfaction by School Spending
 (Question 5 by Question 9)



The next graph is a cross-tabulation of children in schools by school spending. The vast majority of those respondents with children in the schools support raising school spending within a fixed budget. However, even among those without children in the Shrewsbury schools, the vast majority support either raising or maintaining spending.

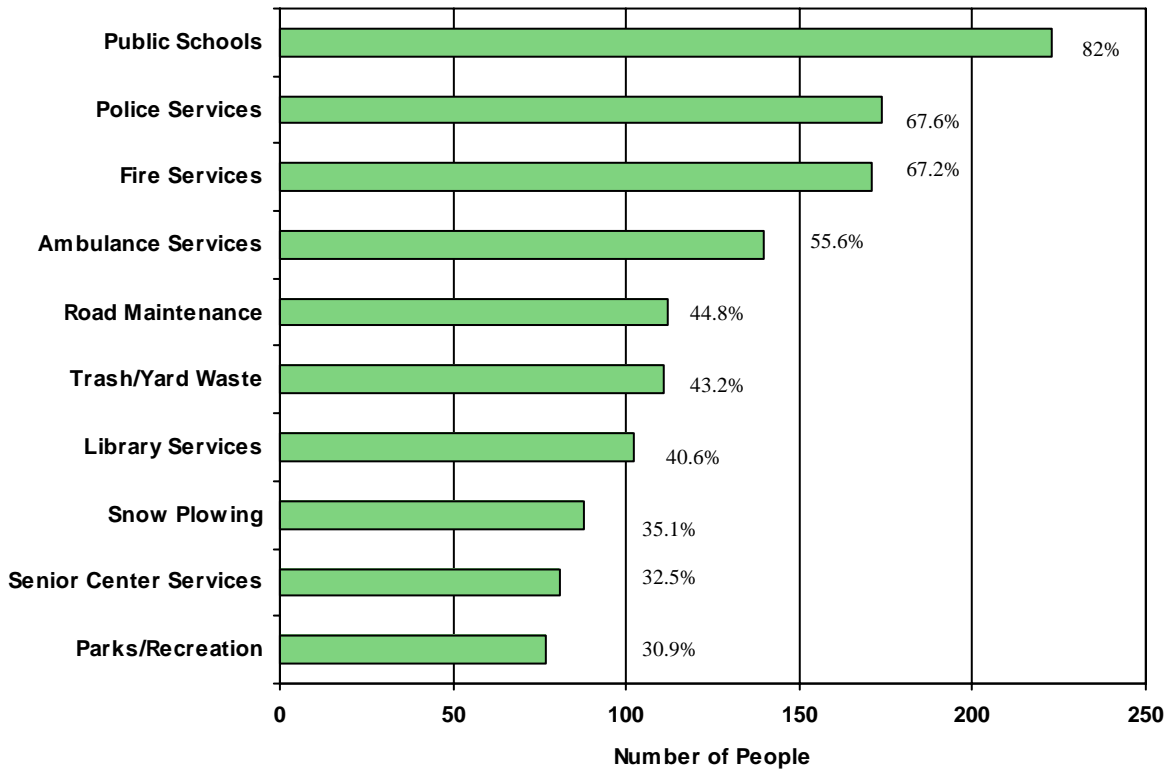
Figure 14: Cross Tabulation of School Spending by Children in Schools
 (Question 9 by Question 6)



Proposition 2½

In question 10, respondents were asked if services should or should not receive funds from a possible future Proposition 2½ override. If respondents did not support a Proposition 2½ override at all, they could so indicate and skip the rest of the question. The number of respondents answering the question for at least one service was 277 (67.2%), and the number of respondents indicating that they would not support a Proposition 2½ override at all was 135 (32.8%). For those 277 respondents who would support an override, the following graph shows what they think the funds should be used for.

Figure 15: Proposition 2 ½
(Question 10)



When looking at the results from question 10a-j in the codebook (Appendix E), keep in mind that the “No Funds” number does not include the 135 respondents who reported that they would not support an override.

Cross-tabulations were done of financial situation (Question 14) by each of the services in the Proposition 2 ½ question (Question 10). All of the findings were similar – that there was no significant difference in financial situation between those who thought a certain service should receive funds and those who thought that it should not.

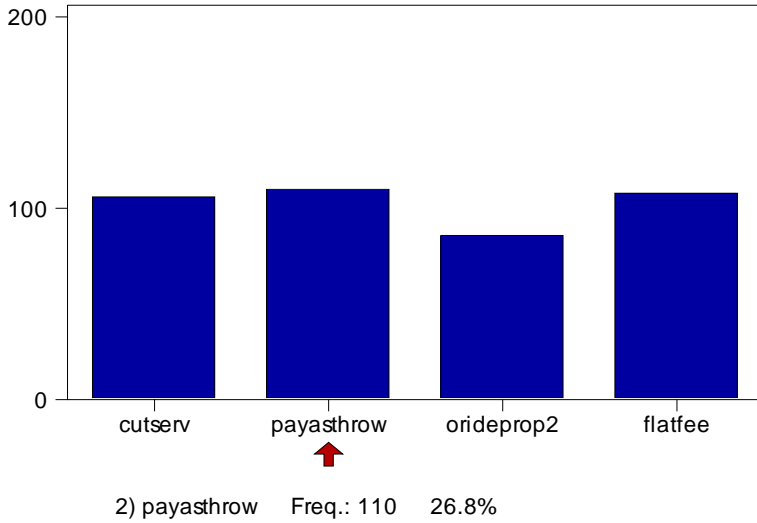
Trash

To help town officials make a decision on trash removal, respondents were asked which of four funding options they would prefer: 1) cut other town services to pay for trash; 2) pay as you throw; 3) Proposition 2½ override; and 4) flat user fee. There was nearly equal support for each of the four options. While no one option stood out as the overwhelming favorite, pay as you throw had the greatest number of respondents selecting it, with flat fee coming in second.

Figure 16: Trash Funding Options

(Question 13)

trashcontr -- 13. In January 2008, the Town's 20- year trash disposal contract with Wheelabrator inc. expires. A new contract will increase costs to the Town of approximately \$320,000 annually providing this service, the Town is considering the following funding options. Which of the following do you prefer?

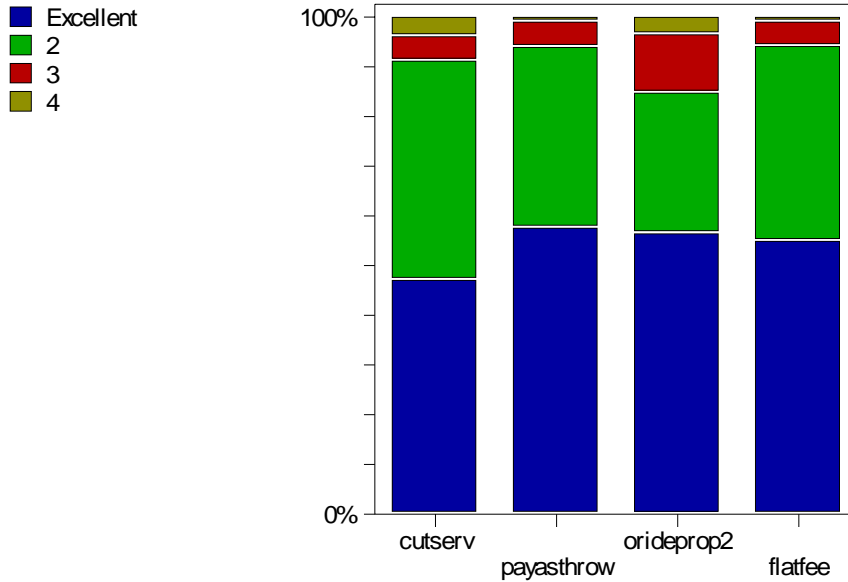


Finally, a cross-tabulation of satisfaction with trash and yard/waste collection by trash collection preference was done. Those wanting to cut other services to pay for trash had fewer respondents rating trash satisfaction as “Excellent,” and those wanting a Proposition 2½ override for trash had more respondents rating trash satisfaction as “3” or “4”.

Figure 17: Cross Tabulation of Trash Collection Satisfaction by Trash Funding

(Question 5 by Question 13)

RateTrash by trashcontr



Summary

Respondents expressed a high regard for the quality of life in Shrewsbury. They have a good impression of town employees. They are most satisfied with fire services and ambulance services, and least satisfied with snow plowing and road maintenance, although they are highly satisfied with all services. Overall, respondents would prefer to maintain spending for town services at current levels. However, they are most willing to increase spending and/or support a Proposition 2½ override for public schools. Finally, although not overwhelming winners, pay as you throw and flat fee are the most popular trash collection funding options.

The responses from the in-depth interviews are not included in our analysis; however, they generally support the findings from the questionnaires. (Please see Appendix G: Interview Results for complete responses to all questions.)

Appendix A: Proposal

PROPOSAL

TOWN OF SHREWSBURY, MASSACHUSETTS CITIZEN SATISFACTION SURVEY

SURVEY CONSULTANT: Students in GOVT 107/MPA 3900, Fall 2007, Clark University;
Brian Cook, Instructor

CLIENT: Town of Shrewsbury, Massachusetts; Daniel Morgado, Town Manager

Survey Consultant Agrees:

1. To consult closely with the city manager or his designees on the scope and content of the citizen satisfaction survey, the data collection method (mail, telephone, or Internet) and the form and content of the final report on the survey.
2. To explore four different categories of questions within the survey on citizen satisfaction:
 - a. survey of town residents and their satisfaction with town services, including but not limited to, police, fire, streets, electric service, cable service, parks and recreation, water and sewer, licensing and permitting, and billing and tax collecting [exact list, and inclusion of schools, to be determined];
 - b. survey of town resident opinions regarding rubbish disposal within the town of Shrewsbury, and preferences and expectations regarding alternative modes for trash collection in the future;
 - c. survey of town resident opinions regarding fiscal matters pertinent to the town of Shrewsbury, including the economic conditions and confidence of Shrewsbury residents as well as support for changes in local tax rates;
 - d. a series of questions designed by Survey Consultant allowing tests of several hypotheses of interest.
3. To design the survey instrument, pilot test the survey instrument, administer the survey (via mail, telephone, Internet or some combination thereof), and collate and analyze the responses.
4. To deliver a professional oral presentation on the survey results, as well as a full written report, including all necessary appendices, and accompanied by the complete data set of raw responses.

5. To organize and schedule the survey process with milestones and deliverables as agreed to by the Client, and with final products delivered no later than **5:00 p.m. EST, Friday, December 14, 2007.**

Client Agrees:

1. To provide clear guidance to Survey Consultant regarding scope and content of survey and final products.
2. To provide required, and agreed-upon, staff time and resources, supplies and materials, to insure timely completion of the survey project.
3. To insure timely responses to questions, or requests for clarification, materials and supplies, or access to and use of staff time and resources to ensure project schedule is met.
4. To understand that the survey is being undertaken in part as an instructional project, which may have a bearing on the quality of the project process and final products.
5. To accept the inclusion of the aforementioned questions on the survey instrument that will allow the testing of ideas of interest to the Survey Consultant.

Appendix B: Questionnaire



This survey is voluntary and completely anonymous. Please do not include your name or any other identification on the questionnaire. Complete the questionnaire by reading each question carefully and following the accompanying directions. Return the questionnaire in the postage-paid envelope provided, or complete the survey on the Internet by going to www.shrewsbury-ma.gov/TownSurvey. Log in using the ID number provided at the top of the questionnaire. In order to insure timely processing and analysis, please return by November 26, 2007.

1	How do you rate the quality of life in Shrewsbury? Please check only one box.
Excellent	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 Poor <input type="checkbox"/> N/A
2	How do you rate Shrewsbury as a place to raise children? Please check only one box.
Excellent	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 Poor <input type="checkbox"/> N/A
3	How do you rate Shrewsbury as a place to retire? Please check only one box.
Excellent	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 Poor <input type="checkbox"/> N/A
4	How do you rate Shrewsbury overall as a place to live? Please check only one box.
Excellent	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 Poor <input type="checkbox"/> N/A

5	If you have used the following Town services in the last 3 years, how do you rate your experience with them? Please check only one box for each service.					
	Excellent ←—————→ Poor					No Experience
	1	2	3	4	5	N/E
a. Fire Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Ambulance Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Snow Plowing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Trash/Yard waste collection	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Road Maintenance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Public Schools	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. Parks/Recreation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. Library Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i. Senior Center Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j. Police Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6	Do you currently have children enrolled in the Shrewsbury public school system? Please check only one box.	Yes <input type="checkbox"/> 1	No <input type="checkbox"/> 2
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7	If you have lived in another town in the past three years, how would you rate Shrewsbury's services compared to your former place of residence? Please check only one box.
Excellent <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 Poor <input type="checkbox"/> N/A	

8	Rate the level of importance of the following items as influences on your decision to move to or continue to live in Shrewsbury. Please check only one box per influence.					
Very Important ←————→ Not at all Important No Experience						
	1	2	3	4	5	N/E
a. Public Schools	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Job/Economic Opportunity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Civic Opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Geographic Location	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Town Ambiance and Lifestyle	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Cultural/Recreational Access	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. Property Values/Affordability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. Library Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i. Senior Center Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j. Public Safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9	Assuming no change in the amount of money the town has to spend, please indicate whether you would prefer to raise, maintain, or reduce spending on each of the following town services. Please check one box for each service.			
		1 Raise Spending	2 Maintain Spending	3 Reduce Spending
	a. Fire Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	b. Ambulance Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	c. Snow Plowing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	d. Trash/yard waste collection	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	e. Road Maintenance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	f. Public Schools	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	g. Parks/Recreation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	h. Library	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	i. Senior Center Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	j. Police Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10	If the Town were to propose a Proposition 2½ override, which Town services should receive a share of the funds from the override? Which services should not receive any of the override funds? For each service listed below, please indicate your preference.		
	<i>If you would not support a Proposition 2½ override at all, check the following box and continue to question 11.</i> <input type="checkbox"/>		
		Should receive funds from override	Should not receive funds from override
		1	2
	a. Fire Services	<input type="checkbox"/>	<input type="checkbox"/>
	b. Ambulance Services	<input type="checkbox"/>	<input type="checkbox"/>
	c. Snow Plowing	<input type="checkbox"/>	<input type="checkbox"/>
	d. Trash/Yard waste collection	<input type="checkbox"/>	<input type="checkbox"/>
	e. Road Maintenance	<input type="checkbox"/>	<input type="checkbox"/>
	f. Public Schools	<input type="checkbox"/>	<input type="checkbox"/>
	g. Parks/Recreation	<input type="checkbox"/>	<input type="checkbox"/>
	h. Library Services	<input type="checkbox"/>	<input type="checkbox"/>
	i. Senior Center Services	<input type="checkbox"/>	<input type="checkbox"/>
j. Police Services	<input type="checkbox"/>	<input type="checkbox"/>	

11	Have you had any in-person or phone contact with an employee of the Town of Shrewsbury within the past 12 months?	No [go to question #13] <input type="checkbox"/> 1	Yes [go to question # 12] <input type="checkbox"/> 2
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12	What was your impression of employees of the Town of Shrewsbury in your most recent contact? (Rate each characteristic below).				
	Excellent	Good	Fair	Poor	Don't Know
a. Knowledge	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
b. Responsiveness	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
c. Courtesy	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
d. Overall Impression	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5

13	In January 2008, the Town's 20-year trash disposal contract with Wheelabrator-Millbury, Inc. expires. A new contract will increase costs to the Town of approximately \$320,000 annually. To continue providing this service, the Town is considering the following funding options. Which of the following do you prefer? Please check only one box.
<input type="checkbox"/> 1	Maintain current trash service through cuts to other town services, possibly services you favor.
<input type="checkbox"/> 2	"Pay as you throw" requires residents to purchase trash bags at selected locations in town.
<input type="checkbox"/> 3	Override "Proposition 2½" to cover the increased cost of the trash service, thus retaining the homeowner tax deductibility of the service.
<input type="checkbox"/> 4	An annual flat user fee the Town would charge each homeowner for the trash service.

14	Please rate your financial situation compared to last year. Please check only one box.						
<input type="checkbox"/> very positive change	<input type="checkbox"/> positive change	<input type="checkbox"/> somewhat positive change	<input type="checkbox"/> has not changed	<input type="checkbox"/> somewhat negative change	<input type="checkbox"/> negative change	<input type="checkbox"/> very negative change	

15	How do you expect your financial situation to change over the next year? Please check only one box.						
<input type="checkbox"/> very positive change	<input type="checkbox"/> positive change	<input type="checkbox"/> somewhat positive change	<input type="checkbox"/> will not change	<input type="checkbox"/> somewhat negative change	<input type="checkbox"/> negative change	<input type="checkbox"/> very negative change	

16	How long have you lived in the Town of Shrewsbury? Please check only one box.				
Less than 2 years	2-5 years	6-10 years	11-20 years	More than 20 years	
<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	

17	Which category best describes your total household income during the past year from all sources before taxes? Please check only one box.					
Less than \$24,999	\$25,000-\$49,999	\$50,000-\$74,999	\$75,000-\$99,999	\$100,000-\$149,999	\$150,000 or more	
<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	

18	Are you male or female? Please check only one box.	Male <input type="checkbox"/> 1	Female <input type="checkbox"/> 2
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19	In what category is your age? Please check only one box.					
18-24 years	25-34 years	35-44 years	45-54 years	55-64 years	65-74 years	75+ years
<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7

20	What is the highest degree or level of school you have completed? Please check only one box.					
No High School diploma	High School diploma	Some college, no degree	Associate's degree	Bachelor's degree	Graduate or professional degree	
<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	

21	What is your primary source of Town information? Please check only one box.					
Town Website	Telegram & Gazette	Public Access TV	Shrewsbury Chronicle	Community Advocate	Weekly Record	Boston Globe
<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7

Appendix C: Cover Letter



Dear Shrewsbury Resident,

You have been selected as part of a scientific sample of Town citizens to offer your views about Town services and the quality of life in Shrewsbury. Your Town officials are very interested in learning more about what residents like you think about the Town and how to make it a better place to live. The Town of Shrewsbury has contracted with Clark University to conduct this survey. I would appreciate your taking a few minutes to complete the enclosed questionnaire. To maintain the integrity of the sample, only you as recipient of this mailing should complete the questionnaire.

The survey is completely voluntary. Your responses to the questions posed will remain completely anonymous. You may refuse to answer any question and you can stop answering questions at any time. All responses will be received, coded, and analyzed by Clark University, with a final report presented to the Town of Shrewsbury. No information identifying individuals is being collected, and at no time will individual responses be reported or shared. To further ensure the anonymity of all participants, the only identifying information on the questionnaire is the randomly selected ID number, used for data collection purposes only. It will not be linked in any way to your responses or to your personal information. This ID number is recorded on the enclosed questionnaire and serves as a password for respondents who choose to complete the questionnaire online.

If you have access to the Internet, we strongly urge you to complete the questionnaire online. You can access it at <http://www.shrewsbury-ma.gov/TownSurvey>. To log on, please enter your ID number, answer all questions, and click on the submit button to submit your responses. It's as easy as that. Please note that the Town only incurs postage charges if you choose to return the paper version of the survey. Completion of the survey on the Internet is free to both you and the Town. If you would prefer to complete the paper version of the survey, please answer all questions in accord with the instructions on the questionnaire and return it in the enclosed postage-paid envelope.

To ensure timely processing of the questionnaire and completion of analysis to be of immediate use to the Town, please complete and submit the questionnaire by November 26th, 2007. If you would like to speak to someone in the Town about the survey, please call the Town Manager's office (508-841-8508). If you would like to speak to the researchers about the survey, please call Professor Brian Cook, Professor of Government at Clark University (508-793-7155). I am grateful for your participation and your commitment to improving the Town for all its residents.

Sincerely,

Daniel Morgado
Town Manager

Appendix D: Interview Letter

Dear Shrewsbury Resident,

You have been selected as part of a scientific sample of Town citizens to offer your views about Town services and the quality of life in Shrewsbury. Your Town officials are very interested in learning more about what residents like you think about the Town and how to make it a better place to live. The Town of Shrewsbury has arranged with Clark University to conduct a limited set of face-to-face interviews. These interviews will help provide the Town with a better understanding of citizen attitudes and opinions regarding the quality of life in the Town, the level of satisfaction with Town services, options for addressing the financial needs of the Town, and the strategies for addressing the financial demands of waste collection and disposal services. I would appreciate your taking a few minutes to review the interview process, outlined below.

The interview is completely voluntary. Your responses to the questions posed will remain completely confidential. You may refuse to answer any question and you can stop answering questions at any time. All responses will be received, reviewed, and analyzed by Clark University, with a final report presented to the Town of Shrewsbury. At no time will individual responses be reported or shared. To further ensure the confidentiality of all participants, an agreement will be signed by the interviewer and interviewee stating that only data in the form of responses to questions will be collected for data analysis. Your responses will not in any way be linked to your personal information.

I invite you to take advantage of this opportunity to participate in a face-to-face interview that will take 15-30 minutes. Within the next three days a Clark University representative will contact you by phone to schedule an interview at your convenience. Select days and time are listed below. Please carefully consider which day and time slot is most convenient for you and let the representative know so that your interview can be scheduled promptly.

Saturday, December 8th 10-2
Monday, December 10th 6-8:30
Tuesday, December 11th 6-8:30

Sincerely,

Dan Morgado
Town Manager

Appendix E:

Codebook

(MicroCase 5.0, Wadsworth Publishing Company, 2006)

1) QualLife

1. How do you rate the quality of life in Shrewsbury?

Mean: 1.863

	Freq.	%
1) Excellent	143	32.6
2) 2	231	52.7
3) 3	50	11.4
4) 4	9	2.1
5) Poor	5	1.1
Missing	6	
TOTAL	438	100.0

2) RaiseKids

2. How do you rate Shrewsbury as a place to raise children?

Mean: 1.831

	Freq.	%
1) Excellent	145	36.1
2) 2	198	49.3
3) 3	47	11.7
4) 4	6	1.5
5) Poor	6	1.5
Missing	42	
TOTAL	402	100.0

3) Retire

3. How do you rate Shrewsbury as a place to retire?

Mean: 2.565

	Freq.	%
1) Excellent	68	18.4
2) 2	130	35.1
3) 3	96	25.9
4) 4	47	12.7
5) Poor	29	7.8
Missing	74	
TOTAL	370	100.0

4) PlacetoLiv

4. How do you rate Shrewsbury overall as a place to live?

Mean: 1.945

	Freq.	%
1) Excellent	128	29.4
2) 2	224	51.4
3) 3	69	15.8
4) 4	10	2.3
5) Poor	5	1.1
Missing	8	
TOTAL	436	100.0

5) RateFire

5a. If you have used the following Town services in the last 3 years, how do you rate your experience with them? Fire Services.

Mean: 1.339

	Freq.	%
1) Excellent	85	72.0
2) 2	28	23.7
3) 3	4	3.4
5) Poor	1	0.8
Missing	326	
TOTAL	118	100.0

6) RateAmbul

5b. If you have used the following Town services in the last 3 years, how do you rate your experience with them? Ambulance Services.

Mean: 1.363

	Freq.	%
1) Excellent	89	71.8
2) 2	28	22.6
3) 3	5	4.0
4) 4	1	0.8
5) Poor	1	0.8
Missing	320	
TOTAL	124	100.0

7) RateSnowP

5c. If you have used the following Town services in the last 3 years, how do you rate your experience with them? Snow Plowing.

Mean: 2.307

	Freq.	%
1) Excellent	78	20.6
2) 2	162	42.9
3) 3	95	25.1
4) 4	30	7.9
5) Poor	13	3.4
Missing	66	
TOTAL	378	100.0

8) RateTrash

5d. If you have used the following Town services in the last 3 years, how do you rate your experience with them? Trash/Yard waste collection.

Mean: 1.565

	Freq.	%
1) Excellent	220	54.1
2) 2	153	37.6
3) 3	25	6.1
4) 4	9	2.2
Missing	37	
TOTAL	407	100.0

9) RateRoads

5e. If you have used the following Town services in the last 3 years, how do you rate your experience with them? Road Maintenance.

Mean: 2.380

	Freq.	%
1) Excellent	67	17.4
2) 2	162	42.2
3) 3	109	28.4
4) 4	34	8.9
5) Poor	12	3.1
Missing	60	
TOTAL	384	100.0

10) RateSchool

5f. If you have used the following Town services in the last 3 years, how do you rate your experience with them? Public Schools.

Mean: 2.155

	Freq.	%
1) Excellent	69	24.4

2) 2	128	45.2
3) 3	64	22.6
4) 4	17	6.0
5) Poor	5	1.8
Missing	161	
TOTAL	283	100.0

11) RateParRec

5g. If you have used the following Town services in the last 3 years, how do you rate your experience with them?

Parks/Recreation.

Mean: 2.000

	Freq.	%
1) Excellent	97	28.4
2) 2	166	48.5
3) 3	66	19.3
4) 4	8	2.3
5) Poor	5	1.5
Missing	102	
TOTAL	342	100.0

12) RateLibrar

5h. If you have used the following Town services in the last 3 years, how do you rate your experience with them? Library Services.

Mean: 1.764

	Freq.	%
1) Excellent	148	42.7
2) 2	145	41.8
3) 3	44	12.7
4) 4	8	2.3
5) Poor	2	0.6
Missing	97	
TOTAL	347	100.0

13) RateSnrCtr

5i. If you have used the following Town services in the last 3 years, how do you rate your experience with them? Senior Center Services.

Mean: 1.669

	Freq.	%
1) Excellent	63	52.1
2) 2	41	33.9
3) 3	12	9.9
4) 4	4	3.3
5) Poor	1	0.8
Missing	323	
TOTAL	121	100.0

14) RatePolice

5j. If you have used the following Town services in the last 3 years, how do you rate your experience with them? Police Services.

Mean: 1.853

	Freq.	%
1) Excellent	116	50.2
2) 2	65	28.1
3) 3	28	12.1
4) 4	12	5.2
5) Poor	10	4.3
Missing	213	
TOTAL	231	100.0

15) KdsInScl

6. Do you currently have children enrolled in the Shrewsbury public school system?

Mean: 1.700

	Freq.	%
1) Yes	129	30.0
2) No	301	70.0
Missing	14	
TOTAL	430	100.0

16) CmprSvcs

7. If you have lived in another town in the past three years, how would you rate Shrewsbury's services compared to your former place of residence?

Mean: 2.190

	Freq.	%
1) Excellent	22	27.8
2) 2	28	35.4
3) 3	22	27.8
4) 4	6	7.6
5) Poor	1	1.3
Missing	365	
TOTAL	79	100.0

17) RateImpSch

8a. Rate the level of importance of the following items as influences on your decision to move to or continue to live in Shrewsbury. Public Schools.

Mean: 1.880

	Freq.	%
1) Very Impor	185	54.1
2) 2	82	24.0
3) 3	35	10.2
4) 4	11	3.2
5) Not Import	29	8.5
Missing	102	
TOTAL	342	100.0

18) RateImpJob

8b. Rate the level of importance of the following items as influences on your decision to move to or continue to live in Shrewsbury. Job/Economic Opportunity.

Mean: 2.555

	Freq.	%
1) Very Impor	84	26.2
2) 2	90	28.0
3) 3	74	23.1
4) 4	31	9.7
5) Not Import	42	13.1
Missing	123	
TOTAL	321	100.0

19) RateImpCiv

8c. Rate the level of importance of the following items as influences on your decision to move to or continue to live in Shrewsbury. Civic Opportunities.

Mean: 2.841

	Freq.	%
1) Very Impor	41	13.3
2) 2	84	27.3
3) 3	100	32.5
4) 4	49	15.9
5) Not Import	34	11.0
Missing	136	
TOTAL	308	100.0

20) RateImpLoc

8d. Rate the level of importance of the following items as influences on your decision to move to or continue to live in Shrewsbury. Geographic Location.

Mean: 1.835

	Freq.	%
1) Very Impor	175	42.0
2) 2	161	38.6
3) 3	64	15.3
4) 4	9	2.2
5) Not Import	8	1.9
Missing	27	
TOTAL	417	100.0

21) RateImpLif

8e. Rate the level of importance of the following items as influences on your decision to move to or continue to live in Shrewsbury. Town Ambiance and Lifestyle.

Mean: 2.049

	Freq.	%
1) Very Impor	125	30.4
2) 2	177	43.1
3) 3	81	19.7
4) 4	20	4.9
5) Not Import	8	1.9
Missing	33	
TOTAL	411	100.0

22) RateImpRec

8f. Rate the level of importance of the following items as influences on your decision to move to or continue to live in Shrewsbury. Cultural/Recreational Access.

Mean: 2.290

	Freq.	%
1) Very Impor	89	23.2
2) 2	154	40.2
3) 3	96	25.1
4) 4	28	7.3
5) Not Import	16	4.2
Missing	61	
TOTAL	383	100.0

23) RateImpAff

8g. Rate the level of importance of the following items as influences on your decision to move to or continue to live in Shrewsbury. Property Values/Affordability.

Mean: 1.983

	Freq.	%
1) Very Impor	158	38.5
2) 2	144	35.1
3) 3	75	18.3
4) 4	23	5.6
5) Not Import	10	2.4
Missing	34	
TOTAL	410	100.0

24) RateImpLib

8h. Rate the level of importance of the following items as influences on your decision to move to or continue to live in Shrewsbury. Library Services.

Mean: 2.521

	Freq.	%
1) Very Impor	83	21.6
2) 2	127	33.1
3) 3	95	24.7
4) 4	49	12.8
5) Not Import	30	7.8
Missing	60	
TOTAL	384	100.0

25) RateImpSnr

8i. Rate the level of importance of the following items as influences on your decision to move to or continue to live in Shrewsbury. Senior Services.

RANGE: 1 to 6

Mean: 2.830

	Freq.	%
1) Very Impor	56	23.2
2) 2	56	23.2
3) 3	50	20.7
4) 4	31	12.9
5) Not Import	48	19.9
Missing	203	
TOTAL	241	100.0

26) RateImpPS

8j. Rate the level of importance of the following items as influences on your decision to move to or continue to live in Shrewsbury. Public Safety.

Mean: 1.623

	Freq.	%
1) Very Impor	217	53.4
2) 2	143	35.2
3) 3	33	8.1
4) 4	8	2.0
5) Not Import	5	1.2
Missing	38	
TOTAL	406	100.0

27) SpndgFire

9a. Assuming no change in the amount of money the town has to spend, please indicate whether you would prefer to raise, maintain, or reduce spending on each of the following town services. Fire Services.

Mean: 1.869

	Freq.	%
1) Raise Spen	77	18.1
2) Maintain S	328	77.0
3) Reduce Spe	21	4.9
Missing	18	
TOTAL	426	100.0

28) SpndgAmbul

9b. Assuming no change in the amount of money the town has to spend, please indicate whether you would prefer to raise, maintain, or reduce spending on each of the following town services. Ambulance Services.

Mean: 1.931

	Freq.	%
1) Raise Spen	40	9.5
2) Maintain S	371	87.9
3) Reduce Spe	11	2.6
Missing	22	
TOTAL	422	100.0

29) SpndgSnow

9c. Assuming no change in the amount of money the town has to spend, please indicate whether you would prefer to raise, maintain, or reduce spending on each of the following town services. Snow Plowing.

Mean: 1.967

	Freq.	%
1) Raise Spen	31	7.3
2) Maintain S	377	88.7
3) Reduce Spe	17	4.0
Missing	19	
TOTAL	425	100.0

30) SpndgTrash

9d. Assuming no change in the amount of money the town has to spend, please indicate whether you would prefer to raise,

maintain, or reduce spending on each of the following town services. Trash/Yard Waste Collection.

Mean: 1.979

	Freq.	%
1) Raise Spen	32	7.6
2) Maintain S	367	87.0
3) Reduce Spe	23	5.5
Missing	22	
TOTAL	422	100.0

31) SpndgRoads

9e. Assuming no change in the amount of money the town has to spend, please indicate whether you would prefer to raise, maintain, or reduce spending on each of the following town services.

Mean: 1.877

	Freq.	%
1) Raise Spen	65	15.4
2) Maintain S	344	81.5
3) Reduce Spe	13	3.1
Missing	22	
TOTAL	422	100.0

32) SpndgSchoo

9f. Assuming no change in the amount of money the town has to spend, please indicate whether you would prefer to raise, maintain, or reduce spending on each of the following town services. Public Schools.

Mean: 1.668

	Freq.	%
1) Raise Spen	187	44.0
2) Maintain S	192	45.2
3) Reduce Spe	46	10.8
Missing	19	
TOTAL	425	100.0

33) SpndgParRc

9g. Assuming no change in the amount of money the town has to spend, please indicate whether you would prefer to raise, maintain, or reduce spending on each of the following town services. Parks/Recreation.

Mean: 1.983

Freq.	%
-------	---

1) Raise Spen	51	12.1
2) Maintain S	327	77.5
3) Reduce Spe	44	10.4
Missing	22	
TOTAL	422	100.0

34) SpndgLibra

9h. Assuming no change in the amount of money the town has to spend, please indicate whether you would prefer to raise, maintain, or reduce spending on each of the following town services. Library Services.

Mean: 1.965

	Freq.	%
1) Raise Spen	58	13.6
2) Maintain S	324	76.2
3) Reduce Spe	43	10.1
Missing	19	
TOTAL	425	100.0

35) SpndgSnr

9i. Assuming no change in the amount of money the town has to spend, please indicate whether you would prefer to raise, maintain, or reduce spending on each of the following town services. Senior Center Services.

Mean: 2.081

	Freq.	%
1) Raise Spen	35	8.4
2) Maintain S	315	75.2
3) Reduce Spe	69	16.5
Missing	25	
TOTAL	419	100.0

36) SpndgPolic

9j. Assuming no change in the amount of money the town has to spend, please indicate whether you would prefer to raise, maintain, or reduce spending on each of the following town services. Police Services.

Mean: 1.812

	Freq.	%
1) Raise Spen	102	23.9
2) Maintain S	302	70.9
3) Reduce Spe	22	5.2

Missing	18	
TOTAL	426	100.0

37) Propsuport

If you would not support a proposition 2 1/2 override at all, check the following box and continue to question 11

Mean: 1.328

	Freq.	%
1) support	277	67.2
2) no support	135	32.8
Missing	32	
TOTAL	412	100.0

38) Fireserv

10a. If the Town were to propose a Proposition 2 1/2 override, which Town services should receive a share of the funds from the override? Which services should not receive any of the override funds? For each service listed below, please indicate your preference.

Fire Services

Mean: 1.324

	Freq.	%
1) Yes Funds	171	67.6
2) No Funds	82	32.4
Missing	191	
TOTAL	253	100.0

39) Ambulserv

10b. If the Town were to propose a Proposition 2 1/2 override, which Town services should receive a share of the funds from the override? Which services should not receive any of the override funds? For each service listed below, please indicate your preference.

Ambulance Services

Mean: 1.444

	Freq.	%
1) Yes Funds	140	55.6
2) No Funds	112	44.4
Missing	192	
TOTAL	252	100.0

40) snowplow

10c. If the Town were to propose a Proposition 2 1/2 override, which Town services should receive a share of the funds from the override? Which services should not receive any of the override funds? For each service listed below, please indicate your preference. Snow Plowing

Mean: 1.649

	Freq.	%
1) Yes Funds	88	35.1
2) No Funds	163	64.9
Missing	193	
TOTAL	251	100.0

41) trashcolct

10d. If the Town were to propose a Proposition 2 1/2 override, which Town services should receive a share of the funds from the override? Which services should not receive any of the override funds? For each service listed below, please indicate your preference. Trash/Yard waste Collection

Mean: 1.568

	Freq.	%
1) Yes Funds	111	43.2
2) No Funds	146	56.8
Missing	187	
TOTAL	257	100.0

42) Roadcare

10e. If the Town were to propose a Proposition 2 1/2 override, which Town services should receive a share of the funds from the override? Which services should not receive any of the override funds? For each service listed below, please indicate your preference. Road Maintenance

Mean: 1.552

	Freq.	%
1) Yes Funds	112	44.8
2) No funds	138	55.2
Missing	194	
TOTAL	250	100.0

43) pubschools

10f. If the Town were to propose a Proposition 2 1/2 override, which Town services should receive a share of the funds from the

override? Which services should not receive any of the override funds? For each service listed below, please indicate your preference. Public Services

Mean: 1.180

	Freq.	%
1) Yes Funds	223	82.0
2) No Funds	49	18.0
Missing	172	
TOTAL	272	100.0

44) parkrec

10g. If the Town were to propose a Proposition 2 1/2 override, which Town services should receive a share of the funds from the override? Which services should not receive any of the override funds? For each service listed below, please indicate your preference. Parks/Recreation

Mean: 1.691

	Freq.	%
1) Yes Funds	77	30.9
2) No Funds	172	69.1
Missing	195	
TOTAL	249	100.0

45) libserv

10h. If the Town were to propose a Proposition 2 1/2 override, which Town services should receive a share of the funds from the override? Which services should not receive any of the override funds? For each service listed below, please indicate your preference. Library Services

Mean: 1.594

	Freq.	%
1) Yes Funds	102	40.6
2) No Funds	149	59.4
Missing	193	
TOTAL	251	100.0

46) seniorserv

10i. If the Town were to propose a Proposition 2 1/2 override, which Town services should receive a share of the funds from the override? Which services should not receive any of the override funds? For each service listed below, please indicate your preference. Senior Center Services

Mean: 1.675

	Freq.	%
1) Yes Funds	81	32.5
2) No Funds	168	67.5
Missing	195	
TOTAL	249	100.0

47) Polceserv

10j. If the Town were to propose a Proposition 2 1/2 override, which Town services should receive a share of the funds from the override? Which services should not receive any of the override funds? For each service listed below, please indicate your preference. Police Service

Mean: 1.328

	Freq.	%
1) Yes Funds	174	67.2
2) No Funds	85	32.8
Missing	185	
TOTAL	259	100.0

48) employcont

Have you had any in-person contact with an employee of the Town of Shrewsbury within the past 12 months?

Mean: 1.663

	Freq.	%
1) No	142	33.7
2) Yes	279	66.3
Missing	23	
TOTAL	421	100.0

49) emplyimpre

11a. What was your impression of employees of the Town of Shrewsbury in your most recent contact? Knowledge

Mean: 1.750

	Freq.	%
1) Excellent	143	47.0
2) Good	119	39.1
3) Fair	26	8.6
4) Poor	7	2.3
5) Don't Know	9	3.0
Missing	140	
TOTAL	304	100.0

50) Resposive

12b. What was your impression of employees of the Town of Shrewsbury in your most recent contact? Responsiveness

Mean: 1.785

	Freq.	%
1) Excellent	142	47.0
2) Good	107	35.4
3) Fair	36	11.9
4) Poor	10	3.3
5) Don't know	7	2.3
Missing	142	
TOTAL	302	100.0

51) Courtesy

12c. What was your impression of employees of the Town of Shrewsbury in your most recent contact? Courtesy

Mean: 1.753

	Freq.	%
1) Excellent	159	52.3
2) Good	88	28.9
3) Fair	36	11.8
4) Poor	15	4.9
5) Don't Know	6	2.0
Missing	140	
TOTAL	304	100.0

52) Impression

12d. What was your impression of employees of the Town of Shrewsbury in your most recent contact? Overall Impression

Mean: 1.809

	Freq.	%
1) Excellent	139	45.9
2) Good	107	35.3
3) Fair	39	12.9
4) Poor	12	4.0
5) Don't Know	6	2.0
Missing	141	
TOTAL	303	100.0

53) trashcontr

13. In January 2008, the Town's 20- year trash disposal contract with Wheelabrotory Millbury, inc. expires. A new contract will increase coss to the Town of approximately \$320,000 annually. To continue providing this service, the Town is considering the following fusing options. Which of the Following do you prefer?

Mean: 2.478

	Freq.	%
1) cutserv	106	25.9
2) payasthrow	110	26.8
3) orideprop2	86	21.0
4) flatfee	108	26.3
Missing	34	
TOTAL	410	100.0

54) financsit

14. Please rate your financial situation compared to last year.

Mean: 3.821

	Freq.	%
1) very+chnge	10	2.3
2) +change	55	12.8
3) somewhat+	80	18.6
4) nochange	175	40.7
5) somewhat-	84	19.5
6) -change	19	4.4
7) vry-chnge	7	1.6
Missing	14	
TOTAL	430	100.0

55) expectchnng

15. How do you expect your financial situation to change over the next year?

Mean: 3.812

	Freq.	%
1) vry+chnge	10	2.4
2) +change	44	10.4
3) some+chnge	90	21.2
4) willnotchg	185	43.5
5) some-chnge	71	16.7
6) -change	18	4.2
7) vry-chnge	7	1.6
Missing	19	
TOTAL	425	100.0

56) timinshrew

16. How long have you lived in the Town of Shrewsbury?

Mean: 3.871

	Freq.	%
1) <2years	17	3.9
2) 2-5yrs	60	13.8
3) 6-10yrs	69	15.9
4) 11-20yrs	104	24.0
5) >20yrs	184	42.4
Missing	10	
TOTAL	434	100.0

57) income

Which category best describes your total household income during the past year from all sources before taxes? Please check only one box.

Mean: 3.924

	Freq.	%
1) <\$24,999	35	8.9
2) \$25-49,999	58	14.7
3) 50-74,999	69	17.5
4) 75-99,999	60	15.2
5) 100-149999	86	21.8
6) \$150,000+	87	22.0
Missing	49	
TOTAL	395	100.0

58) gender

18. Are you male or female?

Mean: 1.579

	Freq.	%
1) Male	177	42.1
2) Female	243	57.9
Missing	24	
TOTAL	420	100.0

59) age

19. In what category is your age?

Mean: 4.316

	Freq.	%
1) 18-24	23	5.3
2) 24-34	22	5.1
3) 35-44	91	21.0
4) 45-54	109	25.2
5) 55-64	85	19.6
6) 65-74	53	12.2
7) 75+	50	11.5
Missing	11	
TOTAL	433	100.0

60) education

20. What is the highest degree or level of school you have completed?

Mean: 4.425

	Freq.	%
1) nohighscho	11	2.6
2) highschool	51	11.9
3) somecolleg	69	16.1
4) assocdegre	44	10.3
5) bachdegree	120	28.0
6) graddegree	133	31.1
Missing	16	
TOTAL	428	100.0

61) sourceinfo

21. What is your primary source of Town information?

Mean: 2.851

	Freq.	%
1) townwebsit	68	16.4
2) T&G	188	45.3
3) pubactv	32	7.7
4) shrewchron	42	10.1
5) comadvocat	46	11.1
6) weekrecord	28	6.7
7) bostonglob	11	2.7
Missing	29	
TOTAL	415	100.0

Appendix F: Shrewsbury Statistics

Shrewsbury Statistics Retrieved from the 2000 U.S. Census

Population: 31,640

Gender Characteristics:

Males: 48.6% (15,380)
Females: 51.4% (16,260)

Age Characteristics:

15 years to 19 years old: 4.7% (1,499)
20 years to 24 years old: 3.6% (1,126)
25 years to 34 years old: 14.1% (4,460)
35 years to 44 years old: 19.3% (6,105)
45 years to 54 years old: 13.9% (4,406)
55 years to 64 years old: 8.5% (2,694)
65 years and over: 13.5% (4,274)

Education Characteristics:

High School graduate: 20.9% (4,565)
Some College, no degree: 16.9% (3,707)
Associate Degree: 7.8% (1,716)
Bachelors Degree or higher: 26.5% (5,789)
Graduate of Professional Degree: 19.6% (4,296)

Economic Characteristics:

Median Household Income (1999): \$64,237
Income Breakdown from 1999
Less than \$24,999: 17.5% (2,161)
\$25,000 to \$49,999: 20.7% (2,566)
\$50,000 to \$74,999: 20.9 % (2,595)
\$75,000 to \$99,999: 13.9% (1,724)
\$100,000 to \$149,999: 16.9% (2,104)
\$150,000 or more: 10.2% (1,267)
Individuals below Poverty Level: 1,498

Housing Characteristics:

Median Household Value (dollars): \$195,500
Number of Single-Family owner occupied homes: 8,113

Appendix G:

Interview Results

Town of Shrewsbury Interview Results

December 2007

Conducted by: Clark University

Summary

Demographics:

There were seven residents surveyed with the following ages represented: 75, 61, 52, 54, 60, 43, and 42. The following precincts in the Town were represented: 1, 2, 3 (2), 5, 8, and 9. The most evident trend is that those respondents who supported Proposition 2.5 were among the youngest respondents (ages 54, 43, and 42) and 2 of these respondents had children in the public school system. Both respondents in precinct 3 stated they would approve a 2 ½ override.

Services:

There was a general consensus that the services the town currently provides fulfilled all the residents' needs. No additional services that didn't already exist were mentioned but improvements to existing ones were suggested such as: increased leaf pick up, more senior services, an expansion of transportation routes, more attention to neglected roads in terms of plowing, more money given to the maintaining of the parks. However, not a single suggestion was mentioned by more than one resident, they all shared different opinions on what could be improved. All interviewees also agreed that there were no services the town provided that were unnecessary.

Taxes/Budget:

All seven of the respondents we interviewed had heard of the 2 ½ override. One respondent said they like the outcome of it and two out of the seven thought that it was a good proposition even though it didn't pass. The other four respondents had heard about it and had no further comments on the matter. Two out of the seven respondents thought it would be a good idea for a tax increase in schools, and two said they would not support a tax increase. The other three had no comment on the matter. Only three out of the seven respondents voiced their opinions on what services could operate without funding. Two stated that all services need proper funding and no services could operate properly with a reduction of funding, and another stated that every service could operate with a reduction. No one specifically named which service could operate with a reduction of funding.

Trash Specifics:

Among all seven respondents that we interviewed, six out of the seven expressed considerable satisfaction with current trash services. Consequently, these six respondents emphasized that they did not want to see any changes because they were very content with the system as it is. Three of the seven respondents we interviewed said they would support a tax increase and the other four strongly emphasized that they would not support a tax increase. Two out of the seven respondents stated they would support the new trash idea that the town would charge directly for trash pick-up, and citizens would buy their own trash bags. The rest of the respondents

expressed they were apposed to the new trash bag idea. The two determining factors that the respondents expressed for trash pick up were convenience and environmental consciousness.

Water Conservation:

The town of Shrewsbury efforts to educate the town's people on water conservation appears ineffective only a couple of people noted that the efforts of the town have changed there water consumption. Some people were unaware of the towns efforts, others mentioned that the were always conservative with water usage, so it didn't really effect them, and one person stated that the town should enforce some type of consequence for inappropriate usage of water while water bans are in effect.

Overall:

In terms of what the residents found attractive about living in the town of Shrewsbury there seemed to be a trend that it was a good place to raise children, family oriented, and overall friendly, but also that it has lost a lot of its character as a town in the past few years. The two values people seemed to find most vital to living in Shrewsbury were respect and education. Others mentioned were: pride in ones property, crime rate, and town services. One thing residents found to be threatening the town of Shrewsbury was the general structure of the government, particularly the selectman situation. There seemed to be a desire for an elected mayor by one. Another theme was the rapid development in the town. Many residents felt that growth was occurring so quickly the town and services could not maintain it. Lastly, with a wealthier demographic coming into the town, there is a decrease in affordable housing. This belief was reflected in comments such as "lack of affordable housing," "demands on infrastructure," and the growth of "million dollar homes."

By Question

Each response is in order with the respondent. For example, the person's whose age is 52, is the third response in the precinct section (9th), the third response for gender (F), and the third response for all the following numbered questions. This way a reader can compare and contrast respondent's answers, but also at the same time see how each individual respondent answered.

Demographics

What is your age?

75, 61, 52, 54, 60, 43, 42

What Town precinct do you reside in?

8th, 5th, 9th, 1st, 2nd, 3rd, 3rd

Gender

M, M, F, F, M, M, F

Services

1. *Do you think that the services the Town currently provides fulfill your needs?*

- Yes
- Yes fulfills needs.

- Yes fulfills needs
- Yes.
- Yes, they provide the services we need as a town. In my opinion they do
- Yes.
- Yes.

What additional services would you like to see the Town provide?

- Would like to see town provide more senior services
- No additional services
- Can't think of any additional services
- No
- They should expand the tax reduction on seniors by virtue of age this should be expanded because there are a lot of seniors that are not healthy to do. Work all their lives and life should be easier for the seniors. The park department, there is a park near me being maintain, but it doesn't get the attention a lot of parks get and there is a lot of wasted land, Given the fact that there is plenty of wooded land around there, that land could be developed and cleared for more recreational activity. They should invest and spend more on these parks; the back door parks should not be neglected. For plowing in terms of service could be improved in our area, some of the streets don't get the same attention as other streets. The side walks for example Dewey road, there is a sidewalk from the beginning and it has not been maintained and improved. I want the town to be more people oriented in terms of what they do. Help people walk safely, the sidewalks pre-existing should be improved and up to par with the other ones.
- Additional services increased leaf pick up
- No additional

Are there any Town services you believe are not necessary?

- No unnecessary services
- No unnecessary services
- Increase in public transportation and expand roots
- Can't think of any
- When it comes to the fire department, get a new fire station built somewhere; get a new one in Shrewsbury so that the extra fire truck can fit. There are also no lights on the street, the town does not have to do the candle test...A light in the middle of the street should be available. If there is money there is money if not fine. But there should equal attention to all.
- No answer
- Everything necessary

Taxes/Budget

2. *Did you hear about the results of last year's Proposition 2 1/2 override? What did you think about its outcome?*

- Heard about 2 1/2. People rejected because of too much pressure from the media and continuing increase in cost of living- schools

- Yes. Liked outcome
 - No but supportive of any tax cuts
 - Yes
 - Yes, I think it was good, but it didn't pass.
 - Yes. Predictable, sad. Criminal that the amount of income exceeds average and money spent per pupil in education system, in lowest 20%. "People are selfish"
 - Yes. A shame. Doesn't keep up with inflation
3. *For which Town services would you be willing to support tax increases in order to raise the quality of those services? Why?*
- Doesn't want to see any new services as a senior pretty content.
 - None already have enough money
 - None
 - Negative impact of the schools a great deal and probably other services as well
 - No answer
 - Schools. Teachers underpaid. Opportunities for students too limited. No funding for activity.
 - All of them because all are needed
4. *What services do you believe could still operate sufficiently with a reduction in funding or staffing?*
- None. Morgado doing an excellent job, faith in him.
 - Every one of them
 - Can't think of any changes
 - Schools definitely-not a tax payer and a teacher so I saw a decline in the school system. Library negatively impacted by reduced funding. All services need proper funding. Libraries, Elderly homes
 - I think that plowing should be looked at I know private contractors are hired. A lot of overtime and money that goes out the window. The chance of exploring in that situation. In my opinion the head of every department should be asked this question and they should let town chose what they think they can do. Interest of town should come before everything else. Use of lawn chemicals should be limited; the town should do more about.
 - Not a lot of waste in budget
 - None of them because of population growth

Trash Specifics

5. *Are there any changes that you would like to see with the trash service?*
- No, excellent
 - Couple of Asians going through trash and recycling. Issue of privacy and health. Where is the board of health and the police?
 - No one appreciates services, very clean, provides opportunity to get ride of yard waste
 - No I think its very good and I like it very much

- Uniform fees for every household, instead of throw as you go. Hate to see the system forcing people to throw things into the lake... or illegal dumping.
- I would like to suggest that rather than having us buy the bags and limit people to how many bags, because right now the trash system is terrific, granted we need extra money to renew a contract. Give us a yearly fee to assess trash fees. Once a year there is hazardous weight pick up...now there is a fee for this but when there is money involved it discourages people from participating.
- No changes
- Happy with trash service

6. *Would you be willing to support a tax increase to bring about those changes? Why or why not?*

- No answer
- No increase necessary. Have all the money. "Get off their ass"
- No answer
- No answer
- Yes, the taxes are always going up, based on people I know who I share this feeling with. If I don't know how to spend my money wisely it is never going to be enough. Budgeting, we need to know what is necessary and the same thing should be applied in government, spend what is there and money should be directed to benefit people, so there can be open communication between people and the town. There needs to be trust and an open relationship on the table.
- Rather raise taxes.
- Liked to see tax increase

7. *What do you think about the possibility that the Town may charge directly for trash pick-up, such as requiring you to buy bags, or charging you a user fee?*

- If necessary, would support
- Pay as you go way is getting around proposition 2 ½. If you start charging people they are going to start dumping.
- I don't agree with it
- I understand one cannot run a business on nothing. The bags don't work really well; just because people don't t recycle but I do so, so to pay for a half empty bag when I am going to get rid of it in two weeks seems silly.
- Answered already
- With pay as you go people will get in car drive to an abandoned building to dump, spending more then a dollar of gas let a lot a dollar of time. No need!
- If must, okay, will make people conserve more

8. *What is your determining factor(s) for trash pick up? Cost, convenience, environmental consciousness, [another factor not mentioned]?*

- Convenience
- All factors. Transfer station would help cut cost, cut down traffic.

- All contributing factors
- I think they all play a part; I would hate to see an increase cost to the town's people, convenience is wonderful, and recycling is crucial from an ecological standpoint.
- All
- Liability of services is the major factor.
- Environmental consciousness

Water Conservation

9. *Has the Town's education effort on the Water Conservation program affected your water consumption? How?*

- Yes, trying to practice what they teach. As a military man observe and practice
- Doesn't affect water conservation. Other people do not obey the water bans; there are no punishments for abusers. If other residents are aware of this why isn't the government fining them?
- No, as an individual very conservative anyway, reinforces own practices
- No I wasn't aware of their education efforts
- No because I don't waste my water.
- No
- Yes. But could do a better job. Naturally conservative. Bought a rain barrel

Overall Assessment

10. *What do you find attractive about living in the town of Shrewsbury?*

- Been here 50 years. Good town to raise kids, friendly, excellent quality of life. Very happy here
- Not Worcester, Northborough, Southborough. Public water. Geography, socioeconomic, services make it worth living here. I have lived here for 19 years.
- Continent
- I grew up here and it holds sentimental value, but it's so different now.
- Great town, location, it used to be that it was close knit and family, but as you expand as Shrewsbury has it has lost its character of the little town.
- Schools, community, good place to raise children, reason for moving to Shrewsbury
- Friendly, has a lot to offer

11. *What values do you think are central to the quality of living in the town?*

- School systems, town services, shopping, and attitudes of residents
- Not a lot of welfare recipients. People have jobs, pay taxes, take care of infrastructure. Value of property important.
- Crime rate, education
- No answer
- Honesty, trust between people and town officials, my hope is that some day we will have an elected mayor who is directed responsible to the people. Not all the selected managers are representing the district. In order for people to express frustration and expect results there needs to be a connection. There are a lot of drawbacks with the

selectman situation. It is not public and many will excuse themselves of a conflict of interest; this is another draw back if I am a businessman who am I going to represent. Westborough is a place for this town to look at.

- Respect, taught to children in schools at an early age, parents respectful, extends through fiber of community
- Well run. People respected

12. What things seem to be threatening the quality of life in Shrewsbury?

- Locals trying to project an attitude that there is a lot wrong with town. Affects new resident's perceptions, in a negative way, feeling they are getting cheated.
- Cars facing wrong way on street cops don't write tickets, people going through recycling, people abusing water bans. Property qualities of water high in magnesium eating at pipes. Shouldn't be a town but a city, town structure separates voice of the residents from those in charge, in addition not sure who is responsible for what.
- Infrastructure grew too quickly for town, wasn't prepared for level of growth. Public transformation needs to catch up with growth as well.
- Over building lack of affordable housing for middle income people, why all these gigantic houses, what about small houses.
- Fortunately we cannot keep up with the high-tech income people who build there million dollar homes and have no problem increasing their taxes, but the town has to not forget those who kept the town going for all these years
- Town council never saw a development plan they didn't like unless it was allowing poor people into the town. Over growth without sustainability. Lack of oversight. Strain on town services. i.e. apartment complex is built; families move in, schools get fuller.
- Inability to pay for services appropriately effecting life in Shrewsbury

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Prioritize		2017 - 2018 BOF Objectives and Initiatives - October 4, 2017	NEXT STEP		NEXT DATE	
(A, B, C)	(1, 2, 3)					
		<ul style="list-style-type: none"> o Communication during off budget season. - continue work done on communicating, Informing and Educating the Voter during <ul style="list-style-type: none"> ▪ Survey Questions <ul style="list-style-type: none"> o Start from scratch with different type of questions o When and who to work on? ▪ Community Engaement - have different groups attend focus group types of meeting in January and Febraury <ul style="list-style-type: none"> o Business Leaders (CBA)? - Seniors? - PTO? - ? ▪ Legislators - invite each to attend different meetings - promote to get more taxpayers to attend 	Tom created communication pieces for		4-Oct	2017
		<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 Facebook 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.			
		<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. 	On the web site: full budget, abbreviate			
		<ul style="list-style-type: none"> · Budget Direction <ul style="list-style-type: none"> ▪ Town budget - 2016 - 2017 process - repeat for 2017-2018? 	Agreed for 17/18			
		<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 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? 				

Prioritize		2017 - 2018 BOF Objectives and Initiatives - October 4, 2017	NEXT STEP	NEXT DATE	
(A, B, C)	(1, 2, 3)				
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-Sep	2017
A	1	<ul style="list-style-type: none"> • 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.	October	2017
A	1	<ul style="list-style-type: none"> • OPENGOV - implementation 	opengov.com in the 2017/2018 Budget, on hold until State Budget numbers known.	Nov	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	Nov	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 ▪ Determine annual funding amounts over the next 5 years 	11/18/2015 - Jim P and Ken Jackson presented updated plan Added to the Reserve Plan	2017	Fall
		<ul style="list-style-type: none"> • 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) 	Maggie presented updated plan on 1/20/2017	2017	Fall
X	X	• BOF: Powers, Responsibilities, Expectations, Limitations		6-Dec	2017
A		• BY LAWS REVIEW	last updated October, 2016	Dec	2017
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.	Dec	2017
		• Create a policy for funding from operating budget to maintain Unassigned/Undesignated fund balance %? At this point we create by			
		• Continued study of reorganization of Town Hall			
		<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. ▪ 3 - 5 year plan to adjust to declining enrollment reviewed at 8/19/2015 meeting ▪ BOE - do we want to communicate expectations of what we would like to see the budget accomplish? 	BOE stated they will handle in their budget.		
			done on November 18, 2015		

Prioritize		2017 - 2018 BOF Objectives and Initiatives - October 4, 2017	NEXT STEP	NEXT DATE	
(A, B, C)	(1, 2, 3)			Sept	2017
		<ul style="list-style-type: none"> Budget Facebook Page 		Sept	2017
		<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 	DONE DONE DONE DONE	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	
		<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 		2-Aug	2017
		<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	2017	June
		<ul style="list-style-type: none"> SNOW REMOVAL budget plan: Jim P presented at 10/21 meeting - 	New Policy Created February, 2016		
A	1	<ul style="list-style-type: none"> PROGRAM FUND - 5 year plan, budget vs fund expenses 	Cheryl to present FY report for last 24 months	16-Aug	2017
		<ul style="list-style-type: none"> Create a policy for approving use of reserve accounts 	DONE		
		<ul style="list-style-type: none"> Health Insurance Funding – establish a new policy for calculating annual funding and reserve requirements. 	DONE (2014)		
		<ul style="list-style-type: none"> Finalize an agreement with BOS/First Selectman for approving expenditures that require line item transfers before the money is 	DONE		
		<ul style="list-style-type: none"> Have Budget document for Town and BoE showing labor salaries and benefits as % of Budget 	DONE		
		<ul style="list-style-type: none"> How do we create parity for nonunion position pay increases with union 	DONE		
		<ul style="list-style-type: none"> Policy for elected officials pay 	DONE		
		<ul style="list-style-type: none"> Additional Items <ul style="list-style-type: none"> 			