

Kevin O'Donnell
Town Manager

E-mail: kodonnell@townofgb.org
www.townofgb.org



Town Hall, 334 Main Street
Great Barrington, MA 01230

Telephone: (413) 528-1619 x2
Fax: (413) 528-2290

TOWN OF GREAT BARRINGTON
MASSACHUSETTS

OFFICE OF THE TOWN MANAGER

AGENDA

JOINT MEETING
GREAT BARRINGTON SELECTBOARD
and
GREAT BARRINGTON FINANCE COMMITTEE
GREAT BARRINGTON FIRE STATION
37 STATE ROAD
WEDNESDAY, SEPTEMBER 19, 2012
6:00 P.M.

- I. Call to Order.
- II. FY 2014 Budget Policy for Adoption.
- III. Adjournment.


Kevin O'Donnell, Town Manager

PURSUANT TO MGL. CHAPTER 30A, SECTION 20 (e) (f), MEETINGS OF THE TOWN OF GREAT BARRINGTON SELECTMEN ARE REGULARLY RECORDED AND VIDEOTAPED. ANY MEMBER OF THE PUBLIC WISHING TO SPEAK AT THE MEETING MUST RECEIVE PERMISSION OF THE CHAIR.

THE LISTING OF AGENDA ITEMS ARE THOSE REASONABLY ANTICIPATED BY THE CHAIR WHICH MAY BE DISCUSSED AT THE MEETING. NOT ALL ITEMS LISTED MAY IN FACT BE DISCUSSED AND OTHER ITEMS NOT LISTED MAY ALSO BE BROUGHT UP FOR DISCUSSION TO THE EXTENT PERMITTED BY LAW.

EXECUTIVE SUMMARY


TITLE: Adoption of a Budget Policy for Fiscal 2014.

BACKGROUND: The Town Board of Selectmen and the Finance Committee should adopt a budget policy which will articulate its priorities and goals and provide an overview outlining the issues to be addressed that fall under the jurisdiction of the Town. This policy will set the general guidelines and direction under which the Town Budget shall be developed by the Town Manager.

FISCAL IMPACT: None but establishes the parameters for the FY14 Town of Great Barrington budget.

RECOMMENDATION: The Town Board of Selectmen and the Finance Committee review provide guidance/input and adopt the Budget Policy for Fiscal 2014.

PREPARED AND REVIEWED BY:


Kevin O'Donnell, Town Manager

DATED: 9-13-12

BUDGET POLICY FISCAL 2014

It shall be the policy of the Town Board of Selectmen and the Finance Committee that the budget policy articulates its priorities and goals and provides an overview outlining the issues to be addressed that fall under the jurisdiction of the Town of Great Barrington.

1) **BUDGET COMPLIANCE:** The Fiscal 2014 budget is estimated in accordance with municipal code and all applicable State laws. The budget is based on separate funds set forth from anticipated revenues and expenditures for the General Fund and the Enterprise Fund.

2) **BUDGET DEVELOPMENT:** The annual operating budget shall be developed and contain complete financial statements that show outstanding obligations of the municipality, cash on hand to the credit of each fund, funds received from all sources during the preceding year, funds available from all sources during the ensuing year, estimated revenues available to cover expenses in the proposed budget, and the estimated tax rate required to fund the proposed budget. Departments through the Town Manager's office shall make appropriate budget submittals. Goals and objectives along with activity measures shall be included in every departmental budget summarizing its activities for the year.

3) **BUDGET COMPONENTS:** The budget shall contain 4 distinct elements dealing with goals and objectives that are measurable by each Department, an overall cohesive policy, operational items and a communication section, making the document readable and understandable to the citizenry of the Town of Great Barrington. The budget shall contain a five-year capital improvement plan for all Town facilities. Inclusive within the capital improvement plan shall be the operational costs associated with the particular equipment related projects as needed. The budget shall reflect the priorities determined by the Town Board of Selectmen at their strategic planning sessions.

4) **PUBLIC HEARINGS ON THE PROPOSED BUDGET:** The Finance Committee shall hold a public hearing on the proposed budget pursuant to State law and the Municipal Code to be held on March 27, 2013 at 7:00 p.m. Furthermore, the Town Board of Selectmen and Finance Committee shall hold budget workshops at 6:00 p.m. February 12, 13, 19, and 20 at the Great Barrington Fire Station training room. Copies of the proposed budget shall be submitted by the Town Manager to the Town Board of Selectmen and Finance Committee and available to the public no later than the close of the business day February 8, 2013.

5) **EXPANDED SERVICE ITEMS:** Expanded service request items will be considered, however, it shall be noted separately in the confines of each departmental budget along with justification for said service. Priority will be given for expanded service request items that place a minimum reliance upon the property tax to fund these endeavors.

6) **NON-PROPERTY TAX REVENUE SOURCES:** The Town Board of Selectmen and Finance Committee shall continue with the concept that user fees and other non-property tax revenues shall be utilized to help offset the property tax and to the fullest extent possible, be devised to recoup the costs of supplying a particular service. The Town Manager in preparation of the budget shall review current department fee structures and charges for services with recommendations for increases and changes as deemed necessary and appropriate. However, the Town Board of Selectman and Finance Committee realizes there is a social commitment in providing a quality of life, and therefore, user fees and other non-property tax revenues shall not unilaterally be developed to be at 100% of the associated costs therein.

7) **FISCAL MANAGEMENT:**

- ◆ Ensure debt management does not require the elimination of essential Town services.
- ◆ Develop a tax levy inclusive of borrowing for CIP requirements within the jurisdiction of the Town Manager in conformance with Massachusetts General Law.
- ◆ Maintain a single tax rate for all classes of property.
- ◆ Establish a target balance of the general undesignated fund balance at a minimum of 10% of the total operational expenditures of the general fund.
- ◆ Exempt from prop 2 ½ requirements any long term capital debt for municipal buildings, WWTP improvements, fire apparatus acquisition and school facilities renovations.
- ◆ Continue the program for energy reduction usage as outlined in the approved Green Community designation criteria for the Town.
- ◆ Authorize no new program without an identified financing source to pay for said program/staffing.
- ◆ General Obligation debt ratio not to exceed 50% of statutory limit (5% of equalized valuation).
- ◆ Authorize no new full time Town personnel beyond authorized levels for FY13 without an indentified financing source to pay for said personnel.
- ◆ Allow no borrowing to fund operational programs.
- ◆ Maximum utilization of funds from all sources shall be considered for programs.

The Town Manager is directed to review annually methods of operation, program service delivery and expenditure of resources inclusive of manpower allocation to ensure maximum efficiency of the Town Government.

8) **CAPITAL IMPROVEMENT PLAN:** A five year capital improvement plan shall encompass any capital project with an overall expenditure of \$10,000 and a life expectancy in excess of 2 years. Inclusive within the Capital Improvement Plan shall be the breakdown of the additional operational costs associated with the equipment, including, if required, personnel.

9) **TAX LEVY:** The Town Manager is directed to present a budget and shall not increase the property tax levy by more than what is authorized by the State Law.

10) **SALARIES/BENEFITS:** Salaries and employee insurance contributions shall be set in the Fiscal Year 2014 budget pursuant to the Town's collective bargaining units,

allowed under State law and/or those already approved via a negotiated settlement and for non-represented personnel as authorized by the Town Manager.

11) **TOWN SERVICE DELIVERY:** It is recognized that the Town Manager in preparation of the budget shall have the flexibility to propose significant reorganizational changes and provide alternative service deliveries in meeting the existing level of service standards that the Town of Great Barrington is currently receiving. All level of service standards may be reviewed, and if it is felt that a service is no longer cost effective, or needed, the Town Manager is authorized to eliminate that service from the Fiscal 2014 budget. Any service reductions shall be so noted within the confines of the Fiscal 2014 budget so the Town Board of Selectmen and Finance Committee may exercise their prerogatives in determining whether or not said service should be reduced or modified.

12) **ENTERPRISE FUND:** The Town Manger shall prepare a budget for the enterprise fund that maintains that it is self supporting without a property tax transfer.

13) **DEVELOPMENT OF STRATEGIC BUDGET DOCUMENT**

The Town of Great Barrington is a goal oriented resource allocation plan, which addresses the four major functions of a municipal budget:

- ✓ The budget is a **POLICY DOCUMENT**, which proposes, identifies, and clarifies policies.
- ✓ The budget is a **FINANCIAL PLAN** which promotes the efficient use of municipal assets and resources.
- ✓ The budget is an **OPERATIONS GUIDE**, which establishes the framework for the execution of policy decisions.
- ✓ The budget is a **COMMUNICATIONS DEVICE**, which serves as a focal point for processes.

The strategic budget views one budget document from these four perspectives, as outlined below:

A. DEVELOPMENT OF THE POLICY DOCUMENT

1. Define long-term organization-wide goals and policies within an executive summary section of the budget document:
 - a. Include Town Government Mission Statement.
 - b. Identify multi-year capital objectives sought by local government, and present separately within the 2014 Budget Document.
 - i. The focus of budgetary deliberations should be the matching of appropriate service levels to revenue sources.

- ii. Preparation of the Budget Document will focus on the development of the tax levy required meeting the requirements of the State Law examining service levels approved by Town Meeting and by the Town Board of Selectmen and Finance Committee.
- 2. Define short-term policies guiding budget development within a subsection of the Executive Summary section of the budget document.
 - a. Identify the short-term choices selected for the 2014 Budget year.
 - i. Under Massachusetts State Law, the Town must restrict the maximum levy limit to a 2.5 % increase over the prior year levy limit adjusted for new construction growth and net debt and capital exclusions.
 - ii. The Budget will indicate any expansion of municipal services necessary for 2014. Additional staff or other resources required to meet service expansion demands will be identified in the Budget.
 - iii. An annual review of non-property tax revenue sources and revenue enhancements will be required. This activity supports the general view of budget development as a “revenue driven” process. Results of this review will support any recommended changes in fees and rates to be charged during 2014.
- 3. Present a formal budget message within the Executive Summary section of the budget document.
 - a. This message from the Town Manager should include the priorities and budget issues addressed by the 2014 Budget, significant changes from 2013 and an explanation of the factors that led to those changes.
- 4. Define the Goals and Objectives of each Department/Fund.
 - a. Each objective should be broadly traceable to the short-term and long-term goals and policies stated above.
 - b. Each goal and objective should be placed within the 2014 Budget Document alongside the financial presentation for the Department/Fund.

B. DEVELOPMENT OF THE FINANCIAL PLAN

- 1. The General Fund and the Enterprise Fund must be budgeted.
 - a. The basis for inclusion within the financial plan should be the “department”, with departments organized by “funds”.

- b. Expenditures should be budgeted by Fund and/or Department within the Budget Document.
 - i. Expenditure objects should be summarized as Salaries, Expenditure, Capital Outlays or Transfers to Other Funds.
- c. Revenues should be budgeted by Fund and/or Department within the Budget Document.
 - i. Revenue Objects should be summarized by source as General Property Tax Levy, Intergovernmental Revenues, Departmental, Miscellaneous Revenues, Transfers from Other Funds, or Free Cash Applied.
- d. Object codes and summaries should be consistent across all organizational units.
- e. Object codes and summaries should be traceable to financial statement results.
- f. The Budget Document should include financial results for 2013 and the proposed (later approved) 2014 Budget.
- g. The official Budget should present the 2014 Budget, an estimate of results anticipated through June 30, 2013, and the Approved 2013 Budget.
 - i. The official Budget must be presented by fund- the General Fund and the Enterprise Fund with expenditures portrayed by department in the general, and revenues by source.
 - ii. The Budget must include percentage changes for each General Fund defined expenditure category (General Government, Public Safety, Public Works, etc).
 - iii. The Budget should identify the percentage change in the General Fund revenue budget as a whole.
 - iv. The Budget must include, at a minimum, the total revenues and total expenditures for each, the General and Enterprise Fund identifying any excess and any local revenue and any local property tax required. This information should present results for the periods identified above.
 - v. The official Budget must include a prediction of the change in each fund balance at year end 2014.
 - vi. The official Budget must include a summary of 2013 and 2014 property taxes by fund, and a statement of outstanding general

obligation debt anticipated at June 30, 2013.

2. Sources and uses of Funds should be separately summarized for the organization.
 - a. A summary of expenditures for the General Fund and a summary of revenues for the General Fund, presented in the same format as individual departmental budgets, should be found within the General Fund section of the Budget document.
3. Major revenue sources should be separately portrayed.
 - a. A summary of major revenue sources for the periods identified earlier, should be presented for: General Property Tax Levy, Intergovernmental Revenues, Departmental, and Miscellaneous Revenues.
4. The Budget document should project changes in fund balances and retained earnings for all funds, including all unreserved and undesignated amounts.
 - a. The Budget document should include historic trends in fund balance and retained earnings, including graphic portrayals.
5. The Budget document should identify and summarize the capital improvement amounts and items budgeted as well as their impact on tax levies and future operating budgets.
 - a. Capital improvements are defined as improvements with useful lives in excess of 2 years, and involving the initial commitment of at least \$10,000.
6. The Budget document should identify all current debt obligations.
 - a. Each debt issue should be summarized, including date of issue, face amount, amount outstanding, 2014 principal and interest payments, and revenue sources.
 - b. The position, over time, of the Town relative to legal debt margin should be portrayed.
 - c. The impact of current debt issues upon subsequent budgets should be identified.
7. The basis of all budgeting should be explained, and should relate to the annual financial statements.

C. DEVELOPMENT OF THE OPERATIONS GUIDE

1. A mission statement and narrative should precede the presentation of each departmental budget.
 - a. Identify the assigned services, functions, and activities of the department/fund.
 - b. Identify the general mission of the department/fund.
2. Provide objective benchmarks for the measurement of departmental results
 - a. Data should be provided for at least 2012, 2013 and projected 2014.
 - b. Performance measurements for each program should be initially developed.
3. A table of organization (or series of tables) should be included in the budget document.
4. A schedule of personnel or position counts for 2012, 2013, and projected 2014 should be included.
 - a. Explanations should be included where any significant changes in staffing or reorganizations are projected.
 - b. Presentation should be made on a FTE basis.

D. DEVELOPMENT OF THE COMMUNICATIONS DEVICE

1. The Executive Summary section of the Budget document should explain the implications of any other long-term planning ongoing (e.g. defining service areas, land use plans, etc.)
2. The Budget document should include a table of contents, useful section dividers, and attractive formats.
3. A glossary should be included, including definitions of professional terminologies, acronyms, and abbreviations.
4. Demographic information should be included.
5. Emphasis should be place on graphical presentations.

Signed: _____
Sean Stanton, Chairman Board of Selectmen

Signed: _____
Thomas Blauvelt, Chairman Finance Committee

As adopted by the Town of Great Barrington on this 19th day of September, 2012.

BUDGET POLICY FISCAL 2013

It shall be the policy of the Town Board of Selectmen and the Finance Committee that the budget policy articulates its priorities and goals and provides an overview outlining the issues to be addressed that fall under the jurisdiction of the Town of Great Barrington.

1) **BUDGET COMPLIANCE:** The fiscal 2013 budget is estimated in accordance with municipal code and all applicable State laws. The budget is based on separate funds set forth from anticipated revenues and expenditures for the General Fund and the Enterprise Fund.

2) **BUDGET DEVELOPMENT:** The annual operating budget shall be developed and contain complete financial statements that show outstanding obligations of the municipality, cash on hand to the credit of each fund, funds received from all sources during the preceding year, funds available from all sources during the ensuing year, estimated revenues available to cover expenses in the proposed budget, and the estimated tax rate required to fund the proposed budget. Departments through the Town Manager's office shall make appropriate budget submittals. Goals and objectives along with activity measures shall be included in every departmental budget summarizing its activities for the year.

3) **BUDGET COMPONENTS:** The budget shall contain 4 distinct elements dealing with goals and objectives that are measurable by each Department, an overall cohesive policy, operational items and a communication section, making the document readable and understandable to the citizenry of the Town of Great Barrington. The budget shall contain a five-year capital improvement plan for all Town facilities. Inclusive within the capital improvement plan shall be the operational costs associated with the particular projects as needed. The budget shall reflect the priorities determined by the Town Board of Selectmen at their strategic planning sessions.

4) **PUBLIC HEARINGS ON THE PROPOSED BUDGET:** The Finance Committee shall hold a public hearing on the proposed budget pursuant to State law and the Municipal Code to be held on **March 28, 2012 at 7:00 p.m.** Furthermore, the Town Board of Selectmen and Finance Committee shall hold budget workshops at **6:00 p.m. February 14, 15, 21, 22 and 28.** Copies of the proposed budget shall be submitted by the Town Manager to the Town Board of Selectmen and Finance Committee and available to the public no later than the close of the business day February 10, 2012.

5) **EXPANDED SERVICE ITEMS:** Expanded service request items will be considered, however, it shall be noted separately in the confines of each departmental budget along with justification for said service. Priority will be given for expanded service request items that place a minimum reliance upon the property tax to fund these endeavors.

6) **NON-PROPERTY TAX REVENUE SOURCES:** The Town Board of Selectmen and Finance Committee shall continue with the concept that user fees and other non-property tax revenues shall be utilized to help offset the property tax and to the fullest extent possible, be devised to recoup the costs of supplying a particular service. The Town Manager in preparation of the budget shall review current department fee structures and charges for services and recommendations for increases and changes as deemed necessary and appropriate. However, the Town Board of Selectman and Finance Committee realizes there is a social commitment in providing a quality of life, and therefore, user fees and other non-property tax revenues shall not unilaterally be developed to be at 100% of the associated costs therein.

7) **FISCAL MANAGEMENT:**

- ◆ Ensure debt management does not require the elimination of essential Town services.
- ◆ Review a tax levy and borrowing for CIP operations equal to the allocation approved for FY12.
- ◆ Establish a target balance of the general undesignated fund balance at a minimum of 10% of the total operational expenditures of the general fund.
- ◆ Exempt from prop 2 ½ requirements any long term capital debt for municipal buildings, WWTP improvements, fire apparatus acquisition and school facilities renovations.
- ◆ Develop a program for continued Town wide energy reduction usage with the Energy Committee.
- ◆ Town Manager is authorized to submit a FY13 budget with the property tax levy as mandated by the State Law.
- ◆ Authorize no new program without an identified financing source to pay for said program/staffing.
- ◆ General Obligation debt ratio not to exceed 50% of statutory limit (5% of equalized valuation).
- ◆ Authorize no new full time Town personnel beyond authorized levels for FY12 without an indentified financing source to pay for said personnel.
- ◆ Allow no borrowing to fund operational programs.
- ◆ Maximum utilization of funds from all sources shall be considered for programs.

The Town Manager is directed to review annually methods of operation, program service delivery and expenditure of resources inclusive of manpower allocation to ensure maximum efficiency of the Town.

8) **CAPITAL IMPROVEMENT PLAN:** A five year capital improvement plan shall encompass any capital project with an overall expenditure of \$10,000 and a life expectancy in excess of 2 years. Inclusive within the Capital Improvement Plan shall be the breakdown of the additional operational costs associated with the equipment, including, if required, personnel.

9) **TAX LEVY:** The Town Manager is directed to present a budget and shall not increase the property tax levy by more than what is authorized by the State Law.

10) **SALARIES/BENEFITS:** Salaries and employee insurance contributions shall be set in the Fiscal Year 2013 budget pursuant to the Town's collective bargaining units, allowed under State law and/or those already approved via a negotiated settlement and for non-represented personnel as authorized by the Town Manager.

11) **TOWN SERVICE DELIVERY:** It is recognized that the Town Manager in preparation of the budget shall have the flexibility to propose significant reorganizational changes and provide alternative service deliveries in meeting the existing level of service standards that the Town of Great Barrington is currently receiving. All level of service standards may be reviewed, and if it is felt that a service is no longer cost effective, or needed, the Town Manager is authorized to eliminate that service from the Fiscal 2013 budget. Any service reductions shall be so noted within the confines of the Fiscal 2013 budget so the Town Board of Selectmen and Finance Committee may exercise their prerogatives in determining whether or not said service should be reduced or modified.

12) **ENTERPRISE FUND:** The Town Manger shall prepare a budget for the enterprise fund that maintains that it is self supporting without a property tax transfer.

13) **DEVELOPMENT OF STRATEGIC BUDGET DOCUMENT**

The Town of Great Barrington is a goal oriented resource allocation plan, which addresses the four major functions of a municipal budget:

- ✓ The budget is a **POLICY DOCUMENT**, which proposes, identifies, and clarifies policies.
- ✓ The budget is a **FINANCIAL PLAN** which promotes the efficient use of municipal assets and resources.
- ✓ The budget is an **OPERATIONS GUIDE**, which establishes the framework for the execution of policy decisions.
- ✓ The budget is a **COMMUNICATIONS DEVICE**, which serves as a focal point for processes.

The strategic budget views one budget document from these four perspectives, as outlined below:

A. DEVELOPMENT OF THE POLICY DOCUMENT

1. Define long-term organization-wide goals and policies within an executive summary section of the budget document:
 - a. Include Town Government Mission Statement.
 - b. Identify multi-year capital objectives sought by local government, and present separately within the 2013 Budget Document.
 - i. The focus of budgetary deliberations should be the matching of

appropriate service levels to revenue sources.

ii. Preparation of the Budget Document will focus on the development of the tax levy required meeting the requirements of the State Law examining service levels approved by Town Meeting and by the Town Board of Selectmen and Finance Committee.

2. Define short-term policies guiding budget development within a subsection of the Executive Summary section of the budget document.
 - a. Identify the short-term choices selected for the 2013 Budget year.
 - i. Under the State of Massachusetts Law the Town must restrict the maximum levy limit to a 2.5 % increase over the prior year levy limit adjusted for new construction growth and net debt and capital exclusions.
 - ii. The Budget will indicate any expansion of municipal services necessary for 2013. Additional staff or other resources required to meet service expansion demands will be identified in the Budget.
 - iii. An annual review of non-property tax revenue sources and revenue enhancements will be required. This activity supports the general view of budget development as a “revenue driven” process. Results of this review will support any recommended changes in fees and rates to be charged during 2013.
3. Present a formal budget message within the executive summary section of the budget document.
 - a. This message from the Town Manager should include the priorities and budget issues addressed by the 2013 Budget, significant changes from 2012, and an explanation of the factors that led to those changes.
4. Define the Goals and Objectives of each Department/Fund.
 - a. Each objective should be broadly traceable to the short-term and long-term goals and policies stated above.
 - b. Each goal and objective should be placed within the 2013 Budget Document alongside the financial presentation for the department/fund.

B. DEVELOPMENT OF THE FINANCIAL PLAN

1. The General fund and the Enterprise funds must be budgeted.
 - a. The basis for inclusion within the financial plan should be the “department”, with departments organized by “funds”.

- b. Expenditures should be budgeted by fund and/or department within the Budget Document.
 - i. Expenditure objects should be summarized as Salaries, Expenditure, Capital Outlays or Transfers to Other Funds.
- c. Revenues should be budgeted by fund and/or Department within the Budget Document.
 - i. Revenue objects should be summarized by source as General Property Tax Levy, Intergovernmental Revenues, Departmental, Miscellaneous Revenues, Transfers from Other Funds, or Free Cash Applied.
- d. Object codes and summaries should be consistent across all organizational units.
- e. Object codes and summaries should be traceable to financial statement results.
- f. The Budget Document should include financial results for 2011 and the proposed (later approved) 2013 Budget.
- g. The official Budget should present the 2013 Budget, an estimate of results anticipated through June 30, 2012, and the Approved 2012 Budget.
 - i. The official Budget must be presented by fund- the General Fund and the Enterprise Fund with expenditures portrayed by department in the general, and revenues by source.
 - ii. The Budget must include percentage changes for each General Fund defined expenditure category (General Government, Public Safety, Public Works, etc).
 - iii. The Budget should identify the percentage change in the General Fund revenue budget as a whole.
 - iv. The Budget must include, at a minimum, the total revenues and total expenditures for each the General and Enterprise Fund identifying any excess and any local and any local property tax required. This information should present results for the periods identified above.
 - v. The official Budget must include a prediction of the change in each fund balance at year end 2013.
 - vi. The official Budget must include a summary of 2012 and 2013

property taxes by fund, and a statement of outstanding general obligation debt anticipated at June 30, 2012.

2. Sources and uses of Funds should be separately summarized for the organization.
 - a. A summary of expenditures for the General Fund and a summary of revenues for the General Fund, presented in the same format as individual departmental budgets, should be found within the General Fund section of the Budget document.
3. Major revenue sources should be separately portrayed.
 - a. A summary of major revenue sources for the periods identified earlier, should be presented for: General Property Tax Levy, Intergovernmental Revenues, Departmental, and Miscellaneous Revenues.
4. The Budget document should project changes in fund balances and retained earnings for all funds, including all unreserved and undesignated amounts.
 - a. The Budget document should include historic trends in fund balance and retained earnings, including graphic portrayals.
5. The Budget document should identify and summarize the capital improvement amounts and items budgeted as well as their impact on tax levies and future operating budgets.
 - a. Capital improvements are defined as improvements with useful lives in excess of 2 years, and involving the initial commitment of at least \$10,000.
6. The Budget document should identify all current debt obligations.
 - a. Each debt issue should be summarized, including date of issue, face amount, amount outstanding, 2013 principal and interest payments, and revenue sources.
 - b. The position, over time, of the Town relative to legal debt margin should be portrayed.
 - c. The impact of current debt issues upon subsequent budgets should be identified.
7. The basis of all budgeting should be explained, and should relate to the annual financial statements.

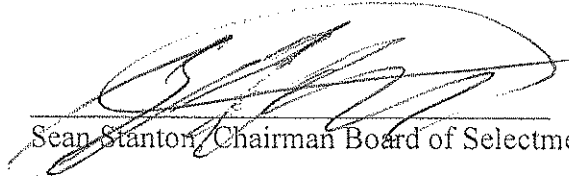
C. DEVELOPMENT OF THE OPERATIONS GUIDE

1. A mission statement and narrative should precede the presentation of each departmental budget.
 - a. Identify the assigned services, functions, and activities of the department/fund.
 - b. Identify the general mission of the department/fund.
2. Provide objective benchmarks for the measurement of departmental results
 - a. Data should be provided for at least 2011, 2012 and projected 2013.
 - b. Performance measurements for each program should be initially developed.
3. A table of organization (or series of tables) should be included in the budget document.
4. A schedule of personnel or position counts for 2011, 2012, and projected 2013 should be included.
 - a. Explanations should be included where any significant changes in staffing or reorganizations are included.
 - b. Presentation should be made on a FTE basis.


D. DEVELOPMENT OF THE COMMUNICATIONS DEVICE

1. The Executive Summary section of the Budget document should explain the implications of any other long-term planning ongoing (e.g. defining service areas, land use plans, etc.)
2. The Budget document should include a table of contents, useful section dividers, and attractive formats.
3. A glossary should be included, including definitions of professional terminologies, acronyms, and abbreviations.
4. Demographic information should be included.
5. Emphasis should be place on graphical presentations.

Signed:


Sean Stanton, Chairman Board of Selectmen

Signed:


Thomas Blauvelt, Chairman Finance Committee

As adopted by the Town of Great Barrington on this 1st day of November, 2011.

What If ... Scenario Worksheet

CLASS	VALUE	PERCENTAGE	R & O %
Residential	1,078,873,891	79.2628%	79.2628%
Open Space	0	0.0000%	
Commercial	235,289,215	17.2894%	
Industrial	9,982,800	0.7336%	
Personal Prop	36,937,621	2.7142%	20.7372%
Total	1,360,983,527	100.0000%	

CLASSIFICATION OPTIONS

- 0 Residential Exempt
- 0 Small Commercial Exemption

LEVY

17,882,010 Estimated Levy
13.14 Single Tax Rate

CIP Shift	Share Percentages				Levy Amounts						Estimated Tax Rates & Bill			
	Res Factor	Res	O S	Total	Res	O S	Com	Ind	PP	Total	Res	CIP	Avg. SFH Bill*	Avg. Com Bill **
1.00	100	79,2628	0	79,2628	17.289	0	3,091,700	131,174	485,360	17,882,010	13.14	13.14	4,942	8,778
1.05	98,9919	78,2259	0	78,2259	18.154	0	3,246,285	137,733	509,628	17,882,010	12.97	13.80	4,878	9,218
1.10	97,3837	77,189	0	77,189	19.018	0	3,400,870	144,291	553,896	17,882,010	12.80	14.45	4,814	9,653
1.15	96,0756	76,1522	0	76,1522	19.883	0	3,555,455	150,850	598,164	17,882,010	12.62	15.11	4,746	10,093
1.20	94,7675	75,1153	0	75,1153	20.747	0	3,710,040	157,409	642,432	17,882,010	12.45	15.77	4,682	10,534
1.25	93,4593	74,0785	0	74,0785	21.612	0	3,864,625	163,967	686,700	17,882,010	12.28	16.43	4,619	10,975
1.30	92,1512	73,0416	0	73,0416	22.476	0	4,019,210	170,525	730,968	17,882,010	12.11	17.08	4,555	11,409
1.35	90,8431	72,0047	0	72,0047	23.341	0	4,173,795	177,085	775,236	17,882,010	11.94	17.74	4,491	11,850
1.40	89,5349	70,9679	0	70,9679	24.205	0	4,328,381	183,644	819,504	17,882,010	11.76	18.40	4,423	12,291
1.45	88,2268	69,931	0	69,931	25.070	0	4,482,966	190,202	863,773	17,882,010	11.59	19.05	4,359	12,725
1.50	86,9187	68,8941	0	68,8941	25.934	0	4,637,551	196,761	908,041	17,882,010	11.42	19.71	4,295	13,166

* = Avg Single Family Home Value = \$376,100

** = Avg Commercial value of \$668,000 does not include Industrial, Mixed Use, Personal Property or Ch. Land Values.