

Board of Selectman
Sept. 4, 2012

THESE MINUTES ARE SUBJECT TO APPROVAL BY BOARD OF SELECTMEN

The Board of Selectmen held a regular meeting Tuesday, Sept. 4, 2012 in the Council Chamber of the Municipal Center, Newtown. First Selectman Llodra called the meeting to order at 7:30 pm.

PRESENT: First Selectman Llodra, Selectman William F.L. Rodgers, Selectman James Gaston, Sr.

ALSO PRESENT: Finance Director Robert Tait, Rob Manna and Rick Camejo of Hook & Ladder, Director of Health Donna Culbert, School District Health Coordinator Judy Blanchard, six members of the public and two members of the press.

VOTER PARTICIPATION: David Shugarts, 19 Wendover Road spoke relative to tick borne disease education and prevention (Att. A).

Michele McLeod, Still Hill Road, Sandy Hook said that the Time for Lyme video is not approved by the CDC and is not age appropriate. She applauds the schools decision not to use it. She said that part of the non-reporting of tick borne disease is that physicians treat the symptoms prior to waiting for a positive result.

ACCEPTANCE OF THE MINUTES: Selectman Rodgers moved to accept the minutes of the regular meeting of August 6, 2012. Selectman Gaston seconded. All in favor. Selectman Gaston moved to accept the minutes of the special meeting of August 9, 2012. Selectman Rodgers seconded. All in favor. Selectman Gaston moved to accept the special meeting of August 15, 2012. Selectman Rodgers seconded. First Selectman Llodra abstained. Motion passed Gaston/Rodgers. Selectman Gaston moved to accept the amended minutes of the public hearing of August 20, 2012. Selectman Rodgers seconded. All in favor.

COMMUNICATIONS: First Selectman Llodra shared a letter from Jeff Capeci regarding a charter revision commission. She also shared the Home Energy Solution program, an initiative put forth by the Sustainable Energy Commission and a letter of thanks from Maureen Will relative to assistance provided by various fire chiefs, the fire marshal and EMS personnel during Newtown's first Community Emergency Response Team training. The Selectmen have been invited to a VNA breakfast and a HVCASA luncheon. John McKinney wrote a letter to the Office of Policy and Management supporting STEAP grants for Hawleyville and Borough sidewalks.

FINANCE DIRECTOR REPORT: Mr. Tait said that he met with the consultant from Phoenix Systems, the payroll software company that the Board of Education uses. The town will move forward and put their payroll on that same system. First Selectman Llodra said that Mr. Tait and Mr. Bienkowski will put together material for an RFP to see if there is a platform that will meet the needs of both sides of the budget.

ADD TO AGENDA: Selectman Gaston moved to add discussion and possible action on Pension Fund Governance to the agenda as item # 5. Selectman Rodgers seconded. All in favor. (Item #1 – Transfer will be moved to item #6; item #2 – Road Acceptance will not be acted on. New Business will now be #1 Hawley School Boiler Replacement, #2 Driveway Bond Release/Extension, #3 Tax Refunds, #4 Appointments/Reappointments, #5 Pension and #6 Transfer).

Rec'd. for Record 9-6-2012
Town Clerk of Newtown 11:00am
Debbie A. Aurelia

UNFINISHED BUSINESS:

Discussion and possible action:

- 1. Hook & Ladder:** Mr. Manna and Mr. Camejo explained that the negotiations with Mr. Amaral have been frustrating. Mr. Manna is concerned about the budget; Mr. Amaral is concerned about future expansion. First Selectman Llodra spoke about the moratorium on borrowing; Hook & Ladder is one exception to the moratorium. Mr. Manna stated they have been actively seeking other alternatives. First Selectman Llodra and Selectman Rodgers suggested they continue to look elsewhere. Selectman Gaston suggested setting an end date. First Selectman Llodra stated she has had conversations with Hook & Ladder, Mr. Amaral and George Benson and believes they have reached the end of the line; there has been no action and no new discussion. She asked that Hook & Ladder consider Fairfield Hills saying there is limited land in their district.
- 2. Implementation Plan – Plan of Conservation and Development:** Selectman Rodgers is moving forward with verifying if the POCD is typically not implemented and to look at what Planning & Zoning does now, what strategies are currently employed and if they are productive. This item will continue to be carried.
- 3. Education & Prevention Committee for Tick Borne Disease:** Ms. Culbert acknowledged and respected the work of the Tick Borne Disease Action Committee (TBDAC). A committee specifically focused on educating the public will be formed which will include Ms. Culbert and Ms. Blanchard, a physician dealing with patients with tick borne disease, a marketing media specialist, a professor from Westconn; Westconn is looking to become more of a center for tick borne disease research and education. A supervising nurse in the school system and an expert in public health messaging will also be included as part of the committee. Ms. Culbert spoke of surveying people to see what they know and don't know. The committee will look to the TBDAC for comments or input. Ms. Blanchard said the entire TBDAC report was read in great detail. Ms. Culbert and Ms. Blanchard expect to return to the Board of Selectman in November with interim information looking to finalize by January/February 2013. Selectmen Gaston and Rodgers think it would be a good idea to piggy back with the DEEP's efforts as far as surveying.
- 4. Hawleyville Sewers –** This item will be addressed at the Sept. 17th meeting.
- 5. Municipal Space Needs:** this is in draft stages. Selectman Rodgers noted that the report from H&L indicates the other enumerated need in the draft may have to explicitly include possible fire department needs. This item will be carried.

NEW BUSINESS:

Discussion and possible action:

- 1. Hawley School Boiler Replacement:** Charles Boos of Kaestle Boos and Bob Mitchell of Public Building and Site suggested the work can be completed in the summer of 2013 if further modifications to the scope of the project. First Selectman Llodra explained the history of the project. The Board of Finance asked Kaestle Boos and Public Building and Site to present the project to the Board of Education. The 1948 steam boiler is the larger concern. A possible plan is to buy a steam boiler, store within town and have it on hand if the boiler fails. This would save the time of having to order and deliver and lessen the time the school would need to be closed. Mr. Mitchell makes the observation that if Phase One is designed to be this limited scope (Att. B) that some of the classroom based work will have to be redone if and when we go to the next phase of the project. A decision on this needs to be made by mid September. Mr. Tait said if this project moves forward next summer he can issue a short term note and bond the following February 2014; the project can fit into the CIP plan. Selectman Gaston spoke of the original three options. He said the modified plan addresses option one and a half. He supports Phase One and Phase Two proposal. First Selectman Llodra said this proposal takes care of a significant problem with Hawley; no matter how the building is used there has to be a secure heating system. The Board and Mr. Tait support the modified proposal.

2. **Driveway Bond Release/Extension:** Selectman Rodgers moved to release the driveway bond in the amount of \$1,000 to Robert Mastroni Excavating for 8 Anthony Ridge, M25, B1, L3.1. Selectman Gaston seconded. All in favor.
3. **Tax Refunds:** Selectman Rodgers moved the September Tax Refunds #2 in the amount of \$5,846.03 Selectman Gaston seconded. All in favor. All in favor.
4. **Appointments/Reappointments:** First Selectman Llodra announced a vacant position for an unaffiliated voter on the Economic Development Commission and a position open to any registered voter on the Charter Communications Advisory Board. The last day to express interest in either position is October 2 with an anticipated appointment date of October 15.
5. **Pension Fund Governance:** First Selectman Llodra stated the Pension Committee was created as an Ad Hoc Committee in 1978; it was later changed to a standing advisory committee. There was no ordinance written to support the creation of the standing committee; there is no description of their job or the Selectmen role as the trustees. Mr. Tait said there is no policy and procedure manual. He shared the Governance of Public Employee Post-Retirement Systems best practices from GFOA (Att. C). Selectman Rodgers wants a publicly elected official to be the fiduciary. First Selectman Llodra said the Pension Committee is doing a good job; she wants the pension committee to feel comfortable with an outside analysis of how the fund is performing compared to other funds that have similar fund balances or compositions. An ordinance needs to be in place that establishes the committee as a permanent committee, how it is constructed and what their role is. This will continue to be carried on the agenda; the Board will need to craft specific language around the roles in creating an ordinance that supports the committee as a standing committee and the challenge of addressing the oversight issue.

First Selectman Llodra recessed the meeting into a Non-Meeting at 9:35pm. Mr. Tait remained for the non-meeting.

6. **Transfer:** Selectman Rodgers moved to approve the transfer request for salary increases and enhancements in the amount of \$45,677. (Att. D). Selectman Gaston seconded. All in favor.

Road Acceptance, Fallen Leaf Lane, "Harvest Hill Estates" Subdivision: This item to be carried.

VOTER COMMENTS: Michele McLeod said that BLAST notices went out in tax bills. BLAST has a power point presentation for adults, high school students and for younger kids. She hopes the education committee will consider using these power points. She said personal responsibility will make a difference and thinks the DEEP survey does not reveal how people understand tick borne disease.

Neil Chaudhary, 1 Southbrook Lane asked Ms. Culbert and Ms. Blanchard to consider adding a social scientist on to the education committee.

David Shugarts stated Torrington had a government grant for seven years that was used in ways that brought attention to the public about tick awareness and education. The program was successful but didn't yield real results in changing people's behavior. Time for Lyme also has a written curriculum. He believes the Time for Lyme video is appropriate for high school students.

John Moran, 8 Newfield Lane said we have saturated education. If you haven't figured out Lyme is a problem by now you are not going to figure it out. You do need to educate in the school but every adult in the area is well aware of Lyme Disease. He would like to know how we will evaluate the result and what was accomplished.

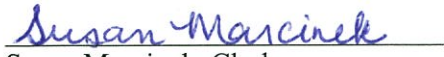
Board of Selectman
Sept. 4, 2012

Michele McLeod said there is a whole section in the TBDAC report, asking for a before and after result and a town response that would look at the report.

ANNOUNCEMENTS: none.

ADJOURNMENT: Having no further business the Board of Selectmen adjourned their regular meeting at 10:05 pm.

Respectfully submitted,


Susan Marcinek, Clerk

- Att. A: David Shugarts, Voter Comments
- Att. B: Hawley School Boiler Replacement & Infrastructure Upgrading, 8/23/12
- Att. C: Governance of Public Employee Post-Retirement Benefits Systems
- Att. D: Transfer – Salary increases and enhancements

To the Newtown Board of Selectmen 09-04-12

I am David A. Shugarts, 19 Wendover Road.

I am a member of the Newtown Lyme Disease Task Force, I am one of Newtown's representatives to the Tick-Borne Illness Task Force of the Housatonic Valley Council of Elected Officials, and Newtown's representative to the Fairfield County Deer Management Alliance.

You are forming a committee on tick-borne disease education and prevention.

A major reason that you are doing this is, there is no indication that all of our previous efforts to combat Lyme and other tick-borne diseases has done any appreciable good. (In fairness, part of the reason for that is that the Lyme reporting system is so notoriously unreliable.)

At least one study has shown that education and prevention efforts are only 20 to 40 percent effective against Lyme disease. There could be many reasons for this, but I think one of them is unquestionably that a lot of our population feels they already know about the disease. This is because most people get exposed to the short-term, acute form of it, perhaps because they are lucky enough to see a rash or notice a tick bite. But for thousands of other people, the disease goes into a long-term stage with many terrible consequences.

Anyone who has seen these consequences is thus compelled to be in favor of doing our utmost in the areas of education and prevention, because to prevent just one case of severe, long-term Lyme disease is really of life-saving importance.

So, even if the benefit is only very small, the effort is still worth it.

Now, we have had many articles in the Bee about Lyme disease, so if that were going to fix the problem it would have done so by now. We, and our Newtown health district, have many times presented information at health fairs. There are a few other programs like this that have been on-going and they should, of course, continue.

However, there are a number of other efforts that have been tried in the past decade that may not have been sustained, or even pursued with appropriate vigor.

I should stop and mention here that many of these efforts were started by two members of the Newtown Tick-Borne Disease Action Committee who are also founders of the Newtown Lyme Disease Task Force, Maggie Shaw and Kim Harrison. It would be a travesty if your new education and prevention committee fails to include at least one of these people as a member.

It was, after all, these two women and several others who first got Newtown to pay attention to tick-borne disease in 2000-2001. It is fair to say that everything we have today in Newtown's fight against Lyme efforts stemmed from those early efforts. They later organized a series of well-attended Lyme forums at the old Fireside Inn to raise awareness and inform people about the disease.

They went on from there, tirelessly working to improve on the very areas that your new committee will seek to cover: education and prevention.

And that's where we should pause and consider, whether some of the measures have been pursued with sincerity and commitment.

For instance, at one point the NLDTF convinced town officials that the town's workers who go out into the woods or cut brush along roadsides, ought to be counseled about tick hazards. This was done one year, and tick identification and removal kits were given to town workers. Is it still being done? I believe you will find it may have fallen by the wayside.

The NLDTF raised money to start a program of spraying the school properties for ticks, and placing bait boxes to treat rodents. Is this program still in full force? Does it actually cover all the schools?

The NLDTF paid for tick drags and DNA testing of ticks from several sites in Newtown, so that we could gauge the infection rate. Will the town continue this?

TBD CURRICULUM

As is evident by merely interviewing the school students of Newtown, we are falling down on the job of educating them about tick-borne disease. The Bee should feel free to ask six or a dozen kids and find out if they recall ever having been given a class on these diseases. AND quiz them on basic knowledge of the diseases. For many years, we have asked the school system what is being done and we have many times been assured that it is "in the curriculum." But is it frequently taught and thoroughly taught? In my family, we have had two kids go through the Newtown schools and I have asked each of them if they can recall ANY coverage of TBD. They cannot. One was a 2010 grad.

If we lived in Panama, we would consider it our solemn duty to teach children all about malaria and the mosquitoes that bring the disease. It would be almost criminal if we failed in that duty. It would not be considered overkill to have a class (e.g., one hour) about malaria in every grade level throughout a child's school career.

We live amidst "hyperendemic" Lyme disease. Don't we have the same obligation to our children?

Do our students ever hear anything at all about the other tick-borne diseases like babesiosis and anaplasmosis? These have reached endemic, and perhaps even hyperendemic, levels in our state and region.

PROCEDURES AND MATERIALS TO ENHANCE AWARENESS

It would not be excessive to teach young students to conduct at least a cursory tick-check of themselves when they come in from the playground. This would go a long way toward instilling a real awareness of ticks. This was suggested years ago by the NLDTF.

Some years ago, the NLDTF provided a sample form to the school system that could be sent home to parents of kids intending to go on field trips. We think it may have been used somewhere in Newtown schools, but is it currently in use, and throughout the schools?

Wouldn't it be a good idea to post flyers about TBD on the bulletin boards and in the health/science rooms of the schools? Are there any TBD flyers at all, anywhere in our school system?

The fact that our tick overabundance is directly correlated with our deer overabundance should be taught. Deer provide the crucial link in the life cycle of the tick when adult ticks mate and reproduce. Ninety-four percent of adult female ticks get their last blood meal from a deer before they go on to lay 2,000-3,000 eggs each. Without question, the students should also hear about the role of mice and other animals as reservoirs of the disease at the larval and nymphal stages of the ticks. This is a biology topic AND it's relevant to the students' daily lives. The TDBAC specifically recommended teaching the relationship of deer and ticks.

VIDEO

It almost goes without saying that the best way to get the attention of students these days is to show them a video. Recognizing this, the Time-for-Lyme Foundation produced a series of three age-appropriate videos, narrated by Oscar-winning actress Meryl Streep, at considerable expense. TFL also produced companion printed materials, creating a basic teaching kit that could be handed to any teacher.

The Housatonic Valley Council of Elected Officials readily saw the value of getting this kit out to the school systems, so HVCEO bought a copy for each of its member towns. In 2009, Maggie and Kim handed Newtown's kit to Janet Robinson. This kit never got to the students because there were minor quibbles about some of the content. Reasonable people might conclude that minor flaws should not prevent the videos from being presented to the students. For some reason, Newtown has seen it as a show-stopper.

But not other towns. Many of them were receptive to the TFL curriculum and simply adopted it. This also included a number of private schools. In Brookfield, for instance, the TFL videos are put on the school television channel each spring (from which the whole town can see them). The TFL curriculum has been added to the curriculum in K, 3, 6 and 9. In addition, the schools superintendent readily agreed to send the pamphlet "ABCs of Lyme" home with each child in K-6.

The shame of it is, Newtown has nothing to offer that is remotely as effective as the videos. It would be understandable to reject the TFL videos if we had several alternatives, but nothing else like them exists.

PHYSICIANS

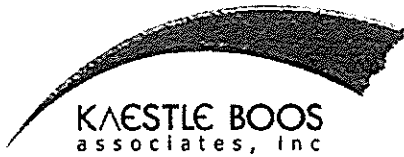
We live not far from the "ground zero" of Lyme disease, where it has been rampant for 30 years and yet, if you go into the waiting room of any physician in town, you will not find one

single pamphlet describing the disease or tick bite prevention. This information vacuum has been evident and the NLDTF has called attention to it for over a dozen years. Everyone recognizes that something is wrong with this picture, but nothing ever happens to change it.

Likewise, we have come to accept that physicians are generally NOT reporting the cases of Lyme disease that they see. In fact, we have almost become accustomed to hearing the rule of thumb that only about one-tenth of Lyme cases get reported.

Well, last year we saw evidence that this figure may also be wrong, that in fact, it may be only about three percent of cases get reported. Some in Newtown, including a few physicians, have suggested that we ought to begin a program of active surveillance so that more of the actual cases are noted. This effort has never gotten off the ground.

I could probably come up with a dozen more items on the list of solutions that have been suggested in the past and may have been unimplemented or implemented without serious and on-going commitment. While your new committee may strive to come up with new and unproven ideas (which certainly should be considered), I urge that you also try to honestly assess whether we are even maintaining the efforts we previously began.



NEWTOWN HAWLEY SCHOOL

Boiler Replacement & Infrastructure Upgrading

PHASE ONE - WORKING DRAFT

BOILER REPLACEMENT and RELATED RENOVATION IN THE 1948 SECTION

MECHANICAL TASKS:

- Existing steam radiation system to be removed and replaced with a new hot water system
- Install two new hot water boilers and associated breaching
- Install new gas service as a fuel source for the boilers
- Install new energy management system

ELECTRICAL TASKS:

- Modify existing addressable fire alarm panel as required in areas renovated
- Modify existing emergency lights, exit lights and smoke/heat detectors to the satisfaction of the Fire Marshall

RELATED RENOVATION TASKS:

- Remove existing radiation, associated casework and possible hazmat materials
- Insulate exterior walls
- Install new casework associated with new hot water radiation
- Repair existing rated wall systems to required rating standard
- Repair distressed masonry at window heads
- Repaint areas affected by renovation process
- Repair site where disturbed by new utility installation



BEST PRACTICE

Governance of Public Employee Post-Retirement Benefits Systems (2010) (CORBA) (new)

Background. Public employee post-retirement benefit plans (e.g., retirement plans and other post employment benefits (OPEB) trusts) are typically established by state and/or local law and are governed by boards of trustees (boards, governing boards, trustees) that are subject to legal constraints. In addition to any duties set forth by statute, trustees of post-retirement benefit funds are bound by fiduciary duties, which can be divided into three categories:

- Duty of loyalty – The obligation to act for the exclusive benefit of the plan participants and beneficiaries. The trustees must put the interest of all plan participants and beneficiaries above their own interests or those of any third parties. Regardless of their selection process, fiduciaries must be reminded that they do not represent a specific constituency or interest group.
- Duty of care – The responsibility to administer the plan efficiently and properly. The duty of care includes consideration and monitoring of the financial sustainability of the plan design and funding practices.
- Duty of prudence – The obligation to act prudently in exercising power or discretion over the interests that are the subject of the fiduciary relationship. The general standard is that a trustee should act in a way that a reasonable or prudent person acts in a similar situation or in the conduct of his or her own affairs.

Criteria for selection of most boards of public post-retirement benefit plans are normally set by state statute or other authority that establishes the plan. Governing fiduciaries set strategy and policy, determine decision-making authority, and delegate day-to-day management of the retirement system. Proper board structure and clarity of board roles and responsibilities that are consistently and fairly enforced promote good governance and provide legal protections for both plan fiduciaries and plan participants. Through prudent management, trustees, individually and collectively, must act in the best interest of all plan participants and beneficiaries.

Recommendation. The Government Finance Officers Association (GFOA) recommends that the state or local government or other designated governing entity establish rules of governance for its post-retirement benefit systems that define the key elements necessary for trustees and other fiduciaries to fulfill their responsibilities, in accordance with fiduciary standards. The following governance best practices are recommended:

- 1) Governance Manual – Adopting and maintaining a written governance manual enables good governance. At a minimum, this manual should include:
 - a) An outline of the authority under which the system operates.
 - b) A section outlining the roles and responsibilities of the board of trustees, administrator (director or executive director), and staff.
 - c) All board-adopted policies and any applicable statutes, regulations, and other relevant documents.
 - d) A description of all permanent (standing) committees, with a copy of the committee charter.

2) Governing Boards:

- a) Size of Board – The post-retirement benefit system’s board of trustees should be neither so large as to be unwieldy nor so small that it runs the risk of not being able to get a quorum to make decisions. Optimal board size is between seven and 13 members, depending on the size and complexity of the system.
- b) Board Composition – Any board that operates effectively includes members who have a mix of skills, competencies, and behaviors, including leadership, teamwork, communication, planning and organizational abilities, and knowledge of sound decision-making principles. A successful board actively pursues and makes use of these skills and behaviors. Board composition should reflect the varied interests of those responsible for funding the plan and should include plan participants and retirees, citizens of the governmental unit, and officers of the plan sponsor, as well as independent directors. This assures balanced deliberations and decision making.
- c) Board Education – New trustees must receive orientation training explaining their responsibilities and fiduciary duties as well as the duties of the system’s staff and agents (e.g., actuaries, attorneys, advisors, and fund managers). A program of continuing education must be developed, and participation should be strongly encouraged or required.

3) Governance Policies:

- a) Code of Ethics – Every governing board should adopt a code of ethics to provide standards of conduct for board members and plan staff. The code of ethics should, at a minimum, address:
 - i) Loyalty. Public fund fiduciaries must make all decisions in the best interest of system participants, placing those interests above all other interests.
 - ii) Decision making. Decisions must be made in a fair, honest, and open manner, with information shared among fellow fiduciaries and all interested parties to enhance the quality of the system’s decision-making process. Policies should discourage fiduciaries who are plan participants from voting on matters that advance their personal financial interests, and should provide a mechanism for independent trustees to vote separately on such matters if a conflict of interest affects multiple members.
 - iii) Personal Conduct. Every public system’s fiduciaries, including those who are under contract to provide services to the system, must take all reasonable steps necessary to ensure a full and accurate understanding of the trust, conflicts of interest, financial disclosures, and other ethics-related laws that apply to the system. They must conduct their official and personal affairs to ensure that they cannot be improperly influenced in the performance of their duties.
 - iv) Relationships with Others. To foster trust and limit practices that create the appearance of conflicts of interest, plan sponsors should consider including restrictions in their code of ethics on the following behaviors:
 - (1) Former employees and trustees soliciting business from the plan for a specified period of time.
 - (2) An employee or trustee accepting contributions or material gifts from current or potential business partners, their agents, or their representatives.
 - (3) Payment of finder or incentive fees to third-party marketers or other consultants for new or increased business, without full and advance disclosure and other controls where appropriate.
 - (4) Any action that would bring into question the independence of the board or staff or the propriety of the system’s decision making.
- b) Succession Planning – To ensure continuity of governance, there must be a policy for transition of leadership.

- c) Investment Policy – The board must develop a comprehensive set of policies and procedures for investing and safeguarding plan assets. (See GFOA Best Practice, *Public Employee Retirement System Investments*, 2009.)
- d) Professional and Contractual Services – The board must have policies and procedures for selecting agents such as actuaries, attorneys, auditors, advisors, and fund managers. These policies and procedures must encourage an open process free of actual or perceived bias and conflicts of interest.
- e) Procedures for Monitoring Policies – Policies and procedures must be implemented to allow the board of trustees to monitor whether the board policies are being fulfilled, and whether the roles and responsibilities delegated to the various agents regarding the day-to-day management of the post-employment benefit system are being carried out effectively and to the board’s satisfaction.

References.

- An Elected Official’s Guide to Public Retirement Plans, GFOA, 1997.
- An Elected Official’s Guide to Defined Benefit and Defined Contribution Retirement Plans, GFOA, 1999.
- National Association of State Retirement Administrators (NASRA) Resolution 1999-06 - Code of Ethics.
- Statements of Key Investment Risks and Common Practices to Address Those Risks, Association of Public Pension Fund Auditors, 2000.
- Operational Risks of Defined Benefit and Related Plans and Controls to Mitigate those Risks, Association of Public Pension Fund Auditors, 2003.
- International City County Management Association Code of Ethics, 2004.
- GFOA Best Practice, Ensuring the Sustainability of Other Postemployment Benefits, 2007
- GFOA Best Practice, Essential Design Elements of Defined Benefit Pension Plans, 2008.
- GFOA Best Practice, Public Employee Retirement System Investments, 2009.
- Governance Manual, Public Employees’ Retirement Association of Colorado.
- *Best Practices for Trustees and Pension Systems*, American Federation of State County and Municipal Employees (AFSCME), available at www.afscme.org/issues/27459.cfm.

Approved by the GFOA’s Executive Board, March 5, 2010.

**TOWN OF NEWTOWN
 APPROPRIATION (BUDGET) TRANSFER REQUEST**

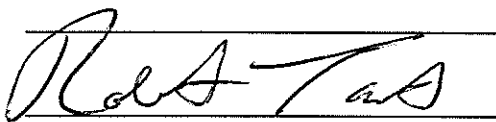
Att. D

FISCAL YEAR	2012 - 2013	DEPARTMENT	Selectmen	DATE	8/29/11
		Account			Amount
FROM:	01570-2000 CONTINGENCY FUND				(45,677.00)
TO:	01100-1002 SECRETARY, ASSISTANT				1,267.00
	01108-1001 HUMAN RESOUC E ADMINISTRATOR				1,006.00
	01110-1001 DIRECTOR-HUMAN SERVICES				913.00
	01140-1001 TAX COLLECTOR				1,294.00
	01170-1001 TOWN CLERK				1,167.00
	01190-1001 ASSESSOR				1,199.00
	01200-1001 FINANCIAL DIRECTOR				7,500.00
	01200-1003 ASST FINANCIAL DIRECTOR				2,189.00
	01205-1001 TECHNOLOGY/GIS MANAGER				1,483.00
	01205-1002 TECHNOLOGY ADMINISTRATION				4,049.00
	01220-1001 SENIOR SERVICES ADMINISTRATI				913.00
	01300-1001 FULL TIME OPERATORS				1,155.00
	01310-1001 CHIEF OF POLICE				1,766.00
	01310-1002 CAPTAIN				2,617.00
	01310-1004 CIVILIAN PERSONNEL				784.00
	01320-1001 MARSHALL FEES				2,013.00
	01340-1001 SALARIES				781.00
	01460-1001 BUILDING OFFICIAL				1,243.00
	01490-1001 LAND USE AGENCY DIRECTOR				1,326.00
	01490-1002 ADMINISTRATION				1,235.00
	01500-1001 DIRECTOR PUBLIC WORKS				1,727.00
	01500-1002 ADMINISTRATION				3,306.00
	01550-1001 DIRECTOR				1,190.00
	01550-1002 ADMINISTRATION				2,050.00
	01740-1003 DIRECTOR OF COMM DEVELOPMENT				1,504.00
NON-UNION 2012-13 SALARY INCREASES					

AUTHORIZATION:

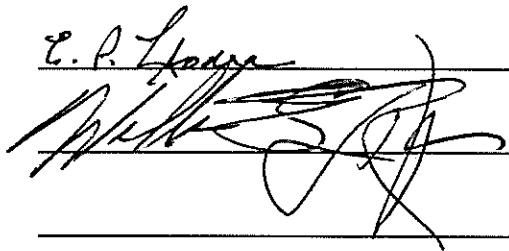
date:

(1) DEPARTMENT HEAD



9/4/11

(2) FINANCE DIRECTOR



(3) SELECTMAN

(4) BOARD OF SELECTMEN

(5) BOARD OF FINANCE

(6) LEGISLATIVE COUNCIL

AUTHORIZATION SIGN OFF

FIRST 335 DAYS >>>>WITH IN A DEPT.>>>>LESS THAN \$50,000>>>> (1), (2) & (3) SIGNS OFF; MORE THAN \$50,000>>>> (1), (2), (3) & (5).
 >>>>ONE DEPT TO ANOTHER>>>>LESS THAN \$200,000>>>>ALL EXCEPT (6); MORE THAN \$200,000>>>>ALL SIGN OFF
 AFTER 335 DAYS >>>>(1), (2), (3), (5) & (6) ANY AMOUNT FROM CONTINGENCY>>>> ALL SIGN OFF