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TOWN OF ORLEANS
TOWN CLERKS OFFICE

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FINANCE COMMITTEE MINUTES

The September 23, 2010, meeting of the Orleans Finance Committee was convened by Chairman Larry Hayward at 7:00 p.m. in the Nauset Room of the Orleans Town Hall. Present constituting a quorum were Chairman, Mr. Larry Hayward, Vice Chairman, MS. Gwen Holden Kelly, Secretary, Mr. Mark Carron, Members, Mr. Dale Fuller, Mr. Ed Barr, Mr. Walter Bennett, Mr. Paul Rooker and Mr. Rick Sigel. Absent member; Mr. John Hodgson

Guests:

Selectman Jon Fuller, Liaison

Approval of Minutes:

On a motion made by the secretary, the minutes of the September 9, 2010, Finance Committee meeting were approved as amended unanimously.

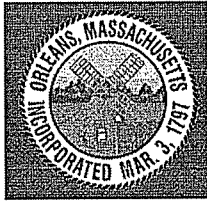
On a motion made by the secretary, the minutes of the September 15, 2010, Finance Committee meeting were approved as amended unanimously.

Joint Budget Hearing Review:

Overall the members felt the meeting was well attended, covered a range of topics. Mr. D. Fuller questioned the reason for the \$150,000 override included in the proposed budget and why the Override Process rather than Bonding was chosen. Mr. Barr questioned the Year End closing which had \$600,000 (+/-) turned back to Free Cash. Mr. Bennett thought the turn back may have been as a result of the Town Administrator having instructions to hold back on purchases which would have caused this large variance. Mr. Carron indicated that he could not recall the board issuing instructions during this past fiscal year. There were instructions of this nature in FY '09. Vice Chairman Ms. Holden Kelly commented that she was not aware of where all the cuts were made and felt the comments and questions covered most of the important issues.

Town Comparisons:

Mr. Sigel reviewed with the committee a handout which outlined the method and reasons why the board has undertaken Town Comparison Reporting. Mr. D. Fuller expressed his liking of the simplification of the outline. Chairman Mr. Hayward indicated the importance of taking into consideration the Budget Policies. Mr. Bennett questioned if the committee could use this practice when making recommendations such as "When do towns change Auditors?" Mr. Sigel replied that he felt the committee should use that exact example as to how to utilize information from other towns.



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Mr. Barr, in follow-up to his report from Sturbridge, indicated that an arbitrator selected the towns Sturbridge uses for comparison (Orleans being one of them).

Water and Sewer update:

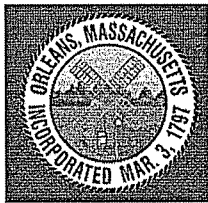
Mr. Bennett indicated he was pleased to see the \$150,000 back in the capital plan. He also noted that the CWMP allows for alternative systems. This is especially important with several alternative systems having advanced to a level of reliability to re-visit once again. He indicated the question now is how we begin to educate ourselves on the alternatives. We need to look at Cost/Functionality. We need to ask what would phase one be? Mr. Carron suggested the committee look at Brewster and Yarmouth. Both towns are using the same engineering firm who recommends that Brewster use alternative systems to resolve their Waste Water issues while Yarmouth should use traditional sewers? Vice Chairman Ms. Holden Kelly indicated that the documents in both towns should answer those questions on the reasons behind the two different proposals.

Other Business:

Mr. D. Fuller suggested the committee look at "over" funded liability to help answer why each year there are sizable funds returned to free cash. Mr. Rooker would also like this as a future discussion topic. Vice Chairman Ms. Holden Kelly suggested that we use the next meeting to phrase our questions which the Chairman can use to take back to the Town Administrator. Mr. Carron suggested that because the Department Heads have been instructed not to speak to Finance Committee members the committee should consider inviting each department head into our regular meetings to review their budget so everything is on record and recorded.

Board and Committee Reports:

Mr. Sigel asked to review "What are the housing Challenges". Mr. Barr indicated there was a new bill passed in Boston that extends permits for another 2 years. The committee felt they needed more information on this to understand the impact. Vice Chairman Ms. Holden Kelly noted that the Board of Selectman will be taking up the issue of the Piping Plovers after the request from an East Orleans Businessman that the board revisit this topic due to the impact on the local businesses. Mr. Rooker indicated the Energy Committee is looking into Solar Panels at the Transfer Station. Vice Chairman Ms. Holden Kelly gave a brief update on the public hearing on the proposed Down Town Plan. She indicated that it was an excellent presentation that lasted about 45 minutes.



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Adjournment:

There being no further business before the committee the meeting was adjourned at 8:45 p.m.

Respectfully submitted

Mark E. Carron
Secretary

Next Meeting:

Thursday, October 14, 2010 at 7:00 in the Nauset room at the Town Office Building.

Handouts:

Budget Policy FY 2012 Draft
Hubler Land Acquisition BAN memo
Letter to Barnstable County Commissioners on support for NAS peer review
Orleans Board of Selectman FY 11 Goals
Orleans Village Center Summary Report

Attachments:

Agenda Item 4 – Attachment A
 Town Comparison Reporting
Agenda Item 4 – Attachment B
 Sturbridge-Orleans Metrics and the 10 Town Comparisons Additional Data
Agenda Item 5 – Attachment A
 Factors leading to, and pros and cons of outsourcing management of Water and Sewer Services



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Agenda Item 4 Attachment A

Town Comparison Reporting

This as an exercise that should assist the members of the Finance Committee to perform a review of a town's departmental budget as charged by the Orleans Town Charter.

This is not a mechanism to find neither questionable spending tactics nor a way to introduce any new spending policies.

Similar to as if a group of shareholders of a corporation asked an independent party to review the departmental budgets of their company.

The party that was performing the review:

WOULD look at spending practices in comparison to previous years

WOULD look at spending practices in comparison to other departmental budgets within the same organization.

WOULD look at spending practices in comparison to other departmental budgets in the same industry

WOULD report findings in a clear manner that the Board of Directors would be able to use if they chose to make company policy changes

The party that was performing the review:

WOULD NOT review or comment on the procedures or company practices

WOULD NOT make recommendations or offer any suggested practices

Based on this concept I suggest the FinCom serve as the "independent party" that is performing the review that the taxpayers "shareholders" have asked for. The departments serve as the "company".

Once again the shareholders are NOT looking for a consultant's recommendation of procedures and policies. However, they are looking for an independent review of their companies budgets.

In order to perform a qualified review there are three tools that are required:

1. Knowledge on the departments previous year's spending trends
2. Knowledge on how other departments within the company budget expenditures
3. Knowledge on how similar budgets compare within the same industry

Through information derived from these areas a clear, accurate and consistent review can be made.



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Agenda Item 4 **Attachment B**

Sturbridge-Orleans Metrics and the 10 Town Comparisons Additional Data

Respondent: Kevin Smith, Chair of the Sturbridge Finance Committee
Telephone 508-347-1478

Frequency of Survey: We last completed a ten town analysis a few years ago, I believe it was in 2008, and we will most likely be doing another next year.

Criteria for Selection of Towns to Survey: I do not know the criteria for selection of the ten towns we originally surveyed but, since I have been on the Finance Committee, we have looked at the ten towns several times and tweaked the selections but not changed them substantially. When we looked at them we used data from the MMA and the state DOR (at a glance reports) and, in my opinion, the most valid criteria we looked at was how our equalization rate compared to the other towns selected. While not always the case, we try to pick the five towns that are above and below us on equalization.

Responsibility for Survey and Development of Survey Questions: The primary responsibility for this lies with the town administrator but we and the BOS participate in the development of the survey questions. We try to focus it on the issues that are of primary importance to us at the time and make it short enough so as to not be too burdensome on the respondents.

Uses of the Data: We use the data collected for a variety of purposes but I would have to say the primary use is for setting compensation and staffing levels. When we make recommendations to the town on these issues we are able to support our recommendations with solid information from this survey. Indeed, the 10 town comparison has become so institutionalized in town that it is often quoted by all stakeholders (BOS, TA and FinComm) at town meeting as the basis for recommendations.

We also look at a variety of other data, e.g., when we started looking at what we were getting in state aid when compared to other towns in our survey our Town Administrator was able to prove that we were not receiving our fair share of state aid. This resulted in receipt of substantial back payments from the state... a result we may or may not have obtained without this data.

Other Issues Discussed:



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Seasonal Resident Comparability: We have a year round population of about 9,000 that jumps to between 20 and 23,000 in the summer as a function of the many seasonal cottages we have surrounding the five lakes and a number of good sized ponds we have in town.

Debt load: Our debt load is relatively low right now but will be increasing as a function of the recently completed renovation of our town hall at a cost of about \$4 million. We are also in the midst of total renovation of our Main Street and installation of curbs and sidewalks. While this is a state road (route 131) and much of this will be paid by the state we will incur expenses for this project for things we may want to do above and beyond the state contract, e.g., brick versus conventional sidewalks.

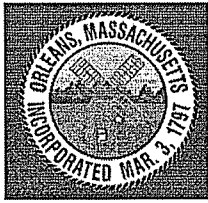
With regard to the difference in the way we structure our debt versus yours, we believe in stabilization funds as we think they are more heavily weighted than "free cash" by bond rating agencies.

Structure of Town Government: We recently replaced our town administrator when Jim Malloy, who had been in Sturbridge for about 15 years, left to become the town manager in Westborough. As part of the discussion that took place in the recruitment process we talked about the possibility of adding an assistant town administrator but decided against it at this time because of budgetary conditions. If we were to do it we would most likely structure the job as the "face person" at town hall so we could free up the Town Administrator to spend more time on planning issues. I suspect we would also incorporate "Economic Development" into that person's responsibilities and go out to find someone with a strong marketing background that could bring more jobs and industry into town.

Respondent: Jim Malloy, former Town Administrator, Town of Sturbridge now Town Manager, Town of Westborough
Telephone 508-366-3030

Criteria for Selection of Towns to Survey: The 10 towns were already in place when I became the town administrator some 17 years ago. I was in Sturbridge for 15 years and I have been here in Westborough for the past year and a half. Interestingly, the original selections were made by an arbitrator in the arbitration of an issue with our police union. He needed to find comparable towns to study the issue and make a ruling and he selected the first ten. When I got to town I saw some value in his approach and, after conducting my own analysis of their comparability, I pretty much stuck with what he had selected.

Responsibility for Survey and Development of Survey Questions: I started the survey and it has been used ever since. I generally developed the questions



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with input from the BOS and Finance Committee but other committees and town departments also contributed. It is widely accepted by all interested parties in town including the BOS, FinComm, our unions and Town Meeting.

Uses of the Data: The survey has become the "bible" for a lot of decision making in town ranging from setting compensation levels for town employees to negotiation of wage rates for our union people to setting staffing levels and establishing policies for town departments. I found it a very valuable tool and I will most likely try to institute a similar process here.

Respondent: Scott Garieri, Selectman, Town of Sturbridge
Telephone 508-347-9934.

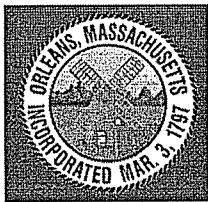
Garieri has been a business owner in Sturbridge for over thirty years and a selectman for the past two and half years.

Criteria for Selection of Towns to Survey: I don't know much about that. The survey was in place when I joined the Board and it is a part of the way we operate the town. I don't recall we ever looked at the towns we survey or the criteria for their selection since I have been on the Board.

Responsibility for Survey and Development of Survey Questions: I think it is generally done by the Town Administrator but I suppose anyone could do it. We have not done a survey since I joined the Board but I think one is coming up. I suspect we will all participate in the development of the questions we want answered.

Uses of the Data: As far as I know, the primary use of the data is for compensation purposes. It is used for setting salary ranges for our various town departments: Fire, Police, Finance Director, etc. We also use it for making policy comparisons. e.g., personnel policy, departmental functions and reporting relationships, staffing levels and that sort of thing. We have also used it for decision making on the establishment of various committees, how many people should be on them and the composition of committees, i.e., what town departments should/should not be represented on a committee.

We find it very helpful to look at what other towns are doing and how much they are spending on various aspects of town government. It has become a tool for investigation and discussion of controversial issues in town. For example, we are in the midst of renovation of our Main Street and there is a split on the Board over the issue of brick sidewalks. I am one of the members of the board that does not think we should spend an incremental \$200,000 on brick sidewalks in this economy when we have other infrastructure needs for things like bridge repair for example. I know you folks have brick sidewalks down there and this



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came out in one of our discussions of this issue. As a result of this discussion we asked our Finance Committee to weigh in on this issue.

Other Issues Discussed:

Function and Operation of the Capital Improvement Committee: The Capital Improvement Committee's major focus is on prioritization of spending for funds raised from our room tax revenues. As such, we primarily look at capital items with a relatively short life such as vehicles and equipment. What is more important replacing a police car or upgrading our computer equipment... that sort of thing?

The committee does not get involved in long term capital planning issues like building replacement or renovation. There are other committees in town that do that, e.g., we are currently looking at the need to rebuild our elementary school and that is being done by a twelve person committee with our Regional Superintendent and Elementary Principal serving as ex-officio members. We had a similar committee, chaired by the chair of the Finance Committee, in place for the renovation/construction of our Town Hall/Center Office building.

EW Barr 8/24/10

Respondent: Shaun Suhoski, Town Administrator, Town of Sturbridge
Telephone 508-347-2500

I met with Shaun in his office on Friday September 17, 2010. Mr. Suhoski has been the town administrator since April 2010 and is still in the learning curve of his new position. While he learned of the ten town comparison process during and shortly after his hire, he has not spent much time working with it to date. Indeed, he did not even know the identities of the towns in the survey during my visit.

Criteria for Selection of Towns to Survey: Asked about his knowledge of how the towns were selected Shaun admitted he did not know. He said he will look at the current selections and solicit input about their continued use when he takes on the responsibility for completing the survey again later this year. Asked about the criteria he thought would be most important in selection of comparison towns Shaun offered several alternatives but stated that concurrence of the stakeholders was probably the most important criteria. He said the factors that would rule out use of a town as a comparison were more obvious than those that would rule one in. He said, unlike our situation on Cape Cod, in his prior job as TA of the Town of Ayer he would have difficulty using any of his immediate neighboring towns as a comparison town because of the economic differences. Ayer is a "blue collar town" with a very different socio-economic demographic than the towns surrounding it.



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He said if he were starting from scratch he would most likely look at criteria such as population, average income levels, land area, etc. as useful but, upon reflection, added that the compensation levels of town employees would also be an important consideration. He thinks a town's willingness to attract and retain competent employees by payment of competitive wages and salaries is an important component in assessing the comparability of values. He views a town's value system as an important component in the selection process.

Responsibility for Survey and Development of Survey Questions: Shaun clearly views it is his responsibility for pulling the survey together and compiling the results.

Uses of the Data: As reported for other respondents, at this point in time Shaun views the primary use of the data as a wage and salary survey. He seemed unaware of the other uses mentioned by other respondents but was intrigued by the broader comparisons of the Orleans-Sturbridge metrics I provided to him. He plans to consider a wider scope in the next survey.

Other Issues Discussed: We discussed a variety of other topics including debt levels (which he noted will be increasing substantially in Sturbridge as they pay for the recently completed renovations to their town hall and build a replacement for their elementary school), snow budget financing, town organization, etc. We also discussed waste water issues which are reported separately.



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Agenda Item 5 **Attachment A**

Factors leading to, and pros and cons of, outsourcing management of:
Water and Sewer Services

Town of Chatham

Respondent: William Redfield, Director Water and Sewer
Telephone 508-945-5151

Factors Leading to Decision to Outsource:

I was not here for that so I can only tell you about what I know from a historical point of view. From what I understand it started when there was a need to expand the water system in town and the Chatham Water Company (assume this was a quasi-public company but we did not specifically discuss it) did not have the resources to do this. At the same time it was beginning to be understood that there would eventually be a need to do something about wastewater treatment. The town did not have the expertise to take on these issues so, again as I understand it, this was the beginning of the process to outsource the management of these services.

We did do a financial review recently of the effectiveness of the outsourced service and found it would most likely be more expensive for us to run these services with town employees. So, at this point anyway, the decision to maintain this as an outsourced service is primarily one of economics.

You should understand that ours is primarily a labor contract and, at a five year term, it is for a relatively short term in the scheme of things when compared to the twenty year contracts often negotiated when you contract for "design, build, operate" so we may not be talking apples to apples compared to some other people you may talk to.

PROS:

- Fixed costs for a five year period. (We will not negotiate "escalators" into our contracts and this essentially eliminated at least one major vendor from consideration.)
- Staffing is the responsibility of the contractor. (This had been an issue getting qualified people on the Cape now we don't have to worry about it.)

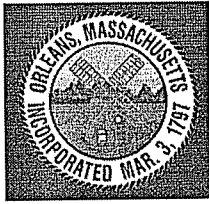


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- Some Capital Equipment Issues are removed from consideration by the town and removed from other forms of red tape. For example, our contract with the vendor requires them to replace vehicles every five years so we will always have a relatively new and clean (contract requires the vendor to wash all vehicles once a week) fleet of trucks on the street. It is good for the public image of the department.
- Contactor is required to maintain a certain "quality standard" of performance. The rating standard incorporates a number of requirements, for example, the number and certifications of the operators. It also ensures that, in the event of turnover or transfer of personnel, we get replacements with equal or better experience and qualifications. These kind criteria were spelled out in the RFP and incorporated into the contract.
- Contractor assumes some responsibility for inspection, e.g., our contractor must do inspections of standpipes and some minor maintenance in addition to their responsibility for operation of the system.
- Because it is a "labor only" contract we maintain control of design, build and repair issues. We believe we can subcontract it locally for less cost than if the contractor had this responsibility.
- The town maintains "in house" professional management, i.e., I had over 18 years experience management of this kind of operation in the town of Ayer before coming here. Some towns give this up and outsource everything to their vendor.

CONS:

- Contractor's project manager must be able to get along with the town employee in charge of management of the contract. We had an issue with this at one point but when the contract came up for re-negotiation we ensured that I have the right to replace the project manager if we have issues working together.
- Some towns have issues with the perceived need to retain existing employees as employees of the contractor when they go to outsourced services. This can sometimes defeat the (economic) purpose of outsourcing.
- Some vendors will refuse to provide a list (by name and/or resume) of the employees they plan to place on the job.



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- Opportunities for cost reduction discovered by the contractor become "retained earnings" of the contractor.
- High potential for differences of opinion over party responsible for costs in cases of liability.

Other Issues Discussed:

As might be expected, Redfield strongly believes all towns need to have an experience person like him as a town employee to maintain watch over the contractor. He believes this person must be fully experienced in the preparation and development of the RFP and its' incorporation into the contract with the vendor.

He thinks it critical the funds for these services are maintained in a separate account (Enterprise Fund or Chapter 41) and that all billings from the vendor should be done on a monthly basis and critically and carefully reviewed by a person with his experience before approval for payment.

He thinks the contractor should be permitted to bid on construction projects but on the same terms and conditions as all other potential vendors, i.e., no premium attached to the vendors knowledge of the system.

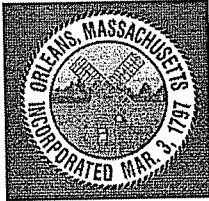
In response to a question regarding negotiation of the town sharing in savings initiated by the contractor Redfield indicated this has not been a subject broached by the Town of Chatham to date.

Redfield suggested we may want to talk to other towns that have outsourced this service and indicated it would be well to talk to towns using a variety of vendors. He listed some of the vendors of this service as:

Weston and Sampson <http://westonandsampson.com>
5 Centennial Dr Ste 1
Peabody, MA
(978) 532-1900

Witter and Curran <http://www.woodardcurran.com>
41 Hutchins Drive
Portland, Maine 04102
800.426.4262

United Water <http://www.unitedwater.com/>



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200 Old Hook Road
Harrington Park, NJ 07640
201 767 9300

Veolia Water North America www.veoliawaterna.com
200 East Randolph Drive, Suite 7900
Chicago, IL 60601
no telephone listed

He thought we would get a good cross section of opinions if we completed this type of exercise.

Town of Sturbridge

Respondent: Jim Malloy, former Town Administrator, Town of Sturbridge now Town Manager, Town of Westborough
Telephone 508-366-3030

Factors Leading to Decision to Outsource:

Malloy was hired as town administrator shortly after the town decided to outsource this service and has been involved in its' evolution for the past 18 years. He indicated the initial decision was essentially based on recruitment and retention considerations. At the time the public water system in Sturbridge was relatively small (and still is for that matter... there are still many properties on private wells in Sturbridge) so attracting and retaining qualified operators was a never ending problem. This resulted in a series of DEP violations which led to the town decision to outsource.

According to Malloy, the initial contract went to ESO (Environmental Operating Systems) which was acquired by U.S. Filter and it was acquired by Veolia. So, other than the name change by acquisition Sturbridge has stuck with essentially the same vendor for over twenty years.

PROS:

- Professionalism and expertise that a town can not accumulate on its' own.
- Responsibility for the availability of qualified staff.
- Shared responsibility for violations (they are responsible unless the town refuses to purchase a piece of equipment they said they needed).



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- Provides a capability for a "second look" on a wide variety of engineering issues not necessarily limited to water and waste water.
- By contract, we share in savings from any new discoveries and/or changes in methods initiated by the contractor, e.g., electric is a major cost factor for the operation of these plants. This contractor came up with some energy savings that resulted in a substantial windfall for the town.
- We know our costs and expenses will be fixed for the life of the contract.
- They can operate at a higher level of professionalism and at a lower cost than we could do it ourselves.

CONS: "The 'pros' far outweigh the cons but, here are a few":

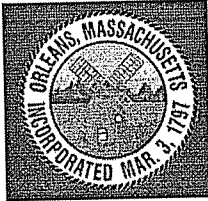
- Town Administration must continually deal with questions about the cost of doing this "in house". We would do it anyway but it necessitates continual preparation of "what if" scenarios and cost calculations.
- Management changes are not under the control of the town, e.g., we lost a 30 year veteran plant manager to a transfer but had no say in his move. This resulted in our taking a hard look at bringing the operation back in house but we found the savings just were not there so we continued with the outsourced management. (An electronic copy of this RFP is still on file in Sturbridge if you want to get a copy of it.)

Other Issues Discussed:

When I came to Westborough I found the same contractor running the system here and I am just as pleased with their performance. We have a shared wastewater treatment plant with the town of Shrewsbury so that has complicated things a bit for me but it has not changed my opinion of outsourcing this service.

I had a similar arrangement in Sturbridge where we had an arrangement with the neighboring town of Southbridge to handle wastewater from a section of town that naturally ran downhill to their facility. It presented a major problem when Southbridge refused to renew the contract and required special legislation to get a pumping station built in record time so we could take this waste water to our own facility. The contractor was invaluable in helping us through this crisis.

You are in a unique position now to do whatever you do in the best way possible. If I were you I would take a hard look at getting the special legislation you will need to go out with a "design/build/operate" RFP. If you can get support for



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doing this you will save yourselves a lot of money. I think it is the only way to go if you are starting from scratch.

I have been trying to do this to build a new plant in Westborough but I am not getting any cooperation from the DEP. They want me to do a \$50M upgrade to the existing plant we share with Shrewsbury. Even though we are confident we could do it for less money they will not permit me for construction of a totally new state of the art plant for Westborough only. Nor will they permit any new septic systems in town. Effectively, the DEP has put a moratorium on economic growth in the Town of Westborough.

If you are looking at spending up to \$300 million on a wastewater treatment facility be sure to take the time to do it right the first time. The \$300M is the tip of the iceberg and, as you know, the DEP will recertify every five years. In my experience they keep making the requirements stiffer and stiffer and basically take control of your town... in more ways than simply dictating wastewater issues. To deal with them effectively you need the expertise of a major player in the industry like Veolia or a firm of similar stature. You simply can not afford to hire this kind of talent yourselves.

Respondent: Kevin Smith, Chair of the Sturbridge Finance Committee
Telephone 508-347-1478

Factors Leading to Decision to Outsource:

I can not comment in any depth on this. The contract predates my term on the Finance Committee.

PROS:

- Makes more time available for the DPW to do what they do best... infrastructure work.
- The contractor is a specialist in what they do. They have people on call we would have to get as consultants.
- They can run the plants better at a lower cost than we can do it in house.

CONS:

- I honestly can not think of any... the contract runs so smoothly it rarely comes up on our radar screen.



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Respondent: Scott Garieri, Selectman, Town of Sturbridge
Telephone 508-347-9934.

Garieri has been a business owner in Sturbridge for over thirty years and a selectman for the past two and half years.

PROS:

- People running the plant are professionals at what they do.
- We don't have to worry about it. The plant runs very smoothly.

CONS:

- None that I can think of.

EW Barr 8/24/10

Respondent: Shaun Suhoski, Town Administrator, Town of Sturbridge
Telephone 508-347-2500

I met with Shaun in his office on Friday September 17, 2010. Mr. Suhoski has been the town administrator since April 2010 and is still in the learning curve of his new position.

Factors Leading to Decision to Outsource:

I can not comment in any depth on this. The contract predates my employment as the town administrator. This is my first experience with outsourcing this service as we, like you in Orleans, managed this with town employees in Ayer. I really have not been here long enough to comment with certainty about this. I will be looking at this as one of the things I have on my "to do" list and plan to conduct an in-depth cost/benefit analysis of outsourcing this service.

PROS:

- I understand Sturbridge has been outsourcing this service for a long time and there have been few problems with the vendor.
- I do see an advantage to having a company that specializes in water treatment providing this service. They certainly can call on resources that it would be impossible to replicate at the local level.

CONS:



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- As I mentioned, I am not sure outsourcing this is the least cost alternative. I will be taking a hard look at this as we go forward.

OTHER ISSUES DISCUSSED:

In the course of our discussion I provided Mr. Suhowski with a copy of this report to date and he noticed I had spoken with Bill Redfield in Chatham. Redfield and Suhowski overlapped tenure for a period while both were employees of the Town of Ayer. Suhowski did not appear to be aware that Redfield was now on the Cape and was particularly interested in reading his comments.

I asked Suhowski if he knew about the RFP mentioned by Malloy that was supposedly in the files of the TA in Sturbridge and he said he did not (his administrative assistant had left for the day by this time) but he would attempt to locate it and provide us with a copy.