

Glenn:

As requested, below is my hope for the MORC recommendation to the Council. My hope is to embrace the point that taxpayers are the principals who elected officials to be stewards of their tax dollars responsible for governing daily operation, budgets, and capital expenditures for operations.

Our mission "to find greater efficiencies and effectiveness" is a broad one, so hopefully our collective skills will also recommend procedural or structural change to embrace our long-term challenge to create a "one town" concept. Our current divide is the by-product of systemic procedures, processes and policies that have not changed with the times. To meet this long-term challenge requires our critical thinking and will to take a top-down approach for better efficiencies, effectiveness and collaboration.

The recommendations below are designed to foster this collaborative "one town" concept which in itself embraces effectiveness and efficiency.

To modify the Town Charter to:

- a) Prevent reserve funds from being used for budget purposes.
 - b) Establish a citizens committee to review town and school operations for efficiency and effectiveness every 7 years.
 - c) Make a mandatory 3 year budget plan for the town budget and school budget and post them on the web site.
 - d) Establish a citizen's finance committee (financial experience mandatory; 3 school parents, 3 non-school parents) responsible for reviewing all budgets twice a year to insure budget expenditures and allocations are tracking the approved budgets.
 - e) Provide citizens with a defined veto power over a council's decision on non-operating expenses or sales exceeding \$400,000 when 2/3 of the public communiquéés oppose the decision or if 5% of the registered voters sign a petition to initiate a Referendum vote (this minimizes the "good ol' boy club", and back-room politics and vote swapping involving taxpayers money – A recent council vote (and there will be more) vividly illustrate the need for a fair and balanced government),
 - f) Approve all capital projects exceeding \$400,000 by referendum during elections times,
 - g) Approve bond (or note) issues for specific purposes and the funds must be used within a specified time or credited to current taxpayers – no general obligation bonds or co-mingling of debt proceeds,
 - h) A cap the debt to a conservative debt to state property value ratio,
 - i) poll 1,000 citizens (randomly balanced between town and school sectors) to confirm the need or want of a project before spending more than \$25,000 on feasibility studies. Premature feasibility studies are a misuse of funds.
- 2) More transparency in all budgets so the public can better understand and trust them.
 - a) When using reserve funds for budgets (against General Accounting Practice Rules) tell voters the impact their taxes (it's not free since they have to replace the reservfes)
 - b) Whenever the tax impact of the school and town budget increases (decreases) are averaged, they should also always be given separately in full disclosure and transparency to the tax payer.
 - 3) To develop a process whereby leaders and their subordinates will be accountable for monitoring, measuring and quantifying the cost-benefit or return on tax dollar invested.
 - 4) To change compensation and benefit package based on one's performance
 - 5) I would MORC to recommend as process that eliminates the conflict of interest during union negotiations on salary and benefit packages.