

# Town of Trumbull

CONNECTICUT

www.trumbull-ct.gov

TOWN HALL  
Trumbull

TELEPHONE  
(203) 452-5005



## AGENDA No. 694

- I CALL TO ORDER
- II MOMENT OF SILENCE
- III PLEDGE OF ALLEGIANCE
- IV ROLL CALL
- V BUSINESS

DATE: June 25, 2012  
TIME: 8:00 p.m.  
PLACE: Town Hall

NOTICE is hereby given that the Town Council of the Town of Trumbull, Connecticut will hold a special meeting on Monday, June 25, 2012 at 8:00 p.m. at the Trumbull Town Hall, for the following purpose:

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1. Resolution TC24-43: To consider and act upon a resolution which would appoint Blum and Shapiro as the Independent Auditor for the Town of Trumbull for fiscal year 2012-2013.
2. RESOLUTION TC24-44: To consider and act upon a resolution which would establish the polling places for the municipal voting districts. (Public Hearing)
3. Resolution TC24-46: To consider and act upon a resolution which would appropriate \$78,587 from the Available General Fund to 01013800-522202 Town Hall-Professional for Services System Efficiencies Consulting Services for Town and BoE.
4. RESOLUTION TC24-47: To consider and act upon a resolution which would appropriate \$2,855 from the Available General Fund to 01013600-501103 Town Clerk - Salaries Seasonal for increase salaries-seasonal account.

## VI ADJOURNMENT

COPY OF THE RESOLUTION ATTACHED HERETO

Carl A. Massaro, Jr., Town Council Chairman

## RESOLUTIONS

1. Resolution TC24-43: BE IT RESOLVED, That Blum and Shapiro, be and the same, is hereby appointed as the Independent Auditor for the Town of Trumbull for fiscal year 2012-2013.
2. RESOLUTION TC 24-44 BE IT RESOLVED AND ORDAINED, that Title VI Elections of the Trumbull Municipal Code is here by amended by adding:

Section 6-4 Polling Places: The polling locations for the Town of Trumbull municipal voting districts are:

District 1 - Hillcrest Middle School;

District 2 - TBA

District 3 - Madison Middle School

District 4 - Middlebrook Elementary School.

Another polling place within any district may be designated by the Registrars of Voters by submitting such new polling place in writing to the Town Clerk at least 31 days before the next general, special or primary election, as the case may be; provided any other polling place may be designated within 31 days of any election by the Registrars of Voters and the Town Clerk in the event a polling place becomes unusable, as provided by law.

3. Resolution TC24-46: BE IT RESOLVED, That \$78,587 is hereby appropriated from the Available General Fund to 01013800-522202 Town Hall-Professional for Services System Efficiencies Consulting Services for Town and BoE.
4. RESOLUTION TC24-47: BE IT RESOLVED, That \$2,855 is hereby appropriated from the Available General Fund to 01013600-501103 Town Clerk - Salaries Seasonal for increase salaries-seasonal account.

TOWN OF TRUMBULL  
BOARD OF FINANCE

REQUEST FOR ACTION

DATE: June 14, 2012  
AGENDA: 6-12-03  
AMOUNT: \$78,587.00

2011-2012

(A) APPROPRIATION

FROM: ACCOUNT NO.  
ACCOUNT NAME General Fund \$78,587.00

TO: ACCOUNT NO. 01013800-522202  
ACCOUNT NAME Professional Services \$78,587.00

(B) TRANSFER

FROM: ACCOUNT NO.  
ACCOUNT NAME

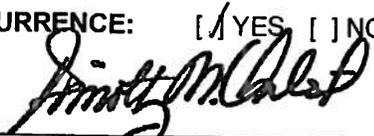
TO: ACCOUNT NO.  
ACCOUNT NAME

(C) SUMMARY OF REQUEST: Consulting Services for the Town of Trumbull and the Board of Education

(D) REQUESTED BY: Timothy M. Herbst, First Selectman

(E) SUPPORTING DATA: SEE ATTACHED SUMMARY. ENTIRE RFQ INCLUDED IN THE 5/23/2012 AGENDA.

(F) CONCURRENCE:  YES  NO  NEED ADD'L INFORMATION



TIMOTHY M. HERBST, FIRST SELECTMAN

(G) BOARD OF FINANCE ACTION:

1. APPROVED \_\_\_
2. RECOMMENDED TO TOWN COUNCIL \_\_\_
3. TABLED \_\_\_
4. DENIED \_\_\_
5. OTHER \_\_\_

Timothy M. Herbst  
First Selectman



Office of the First Selectman  
Town Hall  
5866 Main Street  
Trumbull, Connecticut 06611  
203-452-5005

**TOWN OF TRUMBULL  
CONNECTICUT**

To: Elaine Hammers, Chairwoman, Trumbull Board of Finance

From: Timothy M. Herbst, First Selectman

Re: **Request for Supplemental Appropriation  
Efficiency Review/Joinder of Services Town of Trumbull/Trumbull Public Schools**

Date: May 18, 2012

This memorandum will outline the request for supplemental appropriation in the amount of \$78,587.00 as it relates to the above captioned matter. Earlier this year, after conversations with the School Superintendent and Board of Education Chairman, I appointed an advisory commission to study system efficiencies between the Town of Trumbull and the Trumbull Board of Education. The purpose of this commission was to explore a joinder and reorganization of services between the Town and the Board of Education that would save taxpayer's money without compromising the superb quality of the non core services provided by our school system and Town.

The commission is made up of qualified individuals who bring a wealth of public and private sector financial experience to the table, not to mention educational administrative experience. Once this commission was empaneled, a collective decision was made to enlist the services of a qualified third-party to properly conduct a system efficiency audit between the Town of Trumbull and the Trumbull Board of Education. As a result of a formal request for proposal (RFP), four companies responded to the Town's request for proposal. After an extensive interviewing and screening process, a collective decision was made to enlist the services of the Gibson Consulting Group to perform this efficiency review.

Enclosed for your review is the RFP submitted to the Town of Trumbull by the Gibson Consulting Group, their presentation to the Advisory Commission on System Efficiencies, presented on April 30, 2012, and a copy of the comprehensive review performed for the Bridgeport Public School System performed by the Gibson Consulting Group and submitted on March 31, 2010.

Based upon the review of the services that will be provided by the Gibson Consulting Group, we believe the Town will get the best value for its dollar based upon the hours contemplated to be

devoted towards this project. Gibson Consulting Group has quoted the Town of Trumbull a figure of \$78,587.00 to perform this audit. We would like to point out however that they have agreed to dedicate 373 hours to this project; the most amount of time and effort of all of the bidders that responded to this request for proposal.

Superintendent Iassogna and I mutually agree that this process needs to be thorough and comprehensive. We also believe that this process needs to derive real recommendations and solutions that will lead to greater efficiencies that in turn will save the taxpayers money without compromising the quality of our superb school system. I would encourage all members of the Board of Finance to review the efficiency audit performed by the Gibson Consulting Group for the Bridgeport Public School System, attached hereto. Gibson identified nearly \$7 million of efficiency savings that could be realized as result of their recommendations.

We believe it is critical to proceed with the approval of this supplemental appropriation request, so we may complete this process. There very well could be efficiencies that can be identified in advance of budget deliberations for the 2013-2014 school year. We look forward to appearing before the Trumbull Board of Finance to discuss this request for supplemental appropriation.

0-12-11

# GIBSON

CONSULTING GROUP

April 10, 2012

Town of Trumbull  
Purchasing Department  
5866 Main Street  
Trumbull, Connecticut 06611

Dear Purchasing Department:

We are pleased to present Gibson Consulting Group, Inc.'s (Gibson) proposal to conduct *Consultant Services* for the Town of Trumbull and the Trumbull Board of Education.

In your review of our proposal, we would stress the following points:

- A major player in the national education market, Gibson focuses exclusively on K-12 education. Our clients include public school systems, state education agencies, and regional education service agencies. We have worked with five of the largest 14 school systems in the United States. We also have experience in Connecticut, having recently conducted an efficiency study of Bridgeport Public Schools.
- Mr. Greg Gibson, the firm's founder and president, is one of the nation's leading experts on school system efficiency and is dedicating a significant effort to this project. He was formerly the lead education consultant for an international accounting and consulting firm.
- Our proven approach meets the requirements of the RFP and also supports a knowledge transfer component so that the Trumbull Board of Education can track and analyze efficiency on its own going forward.
- We will be on call throughout the project. While we are located in Texas, we will be available when it is convenient for you.

The submission of this proposal ensures a commitment that Gibson possesses the capacity necessary to perform this work. This proposal is valid for 90 days.

If you have any questions regarding this proposal, please contact me at 512-328-0885 or at [ggibson@gibsonconsult.com](mailto:ggibson@gibsonconsult.com).

Gibson Consulting Group, Inc. is eager to participate in this important project for the Town of Trumbull and the Trumbull Board of Education. We look forward to working with you and will devote our best efforts to our work on this assignment. Any findings, recommendations, or other written materials will

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represent our best professional judgment based on the information made available to us. We look forward to hearing from you.

Sincerely,

A handwritten signature in black ink, appearing to read 'Greg Gibson', written over a horizontal line.

Greg Gibson, President

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<b>Tab 4: Required Submittals</b>	<ul style="list-style-type: none"> <li>▪ <i>pgs 4-1 – 4-15</i></li> <li>▪ <i>Resumes</i> <ul style="list-style-type: none"> <li>- <i>Greg Gibson</i></li> <li>- <i>Ali Taylan</i></li> <li>- <i>Suzanne Bradford</i></li> <li>- <i>Cheyenne Rolf</i></li> <li>- <i>Linda Cherrington</i></li> </ul> </li> </ul>
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**Tab 10: Sample Assignments**

- ***Bridgeport Regional Business Council – Efficiency Study Report***
- ***Clark County School District – Educational and Operational Efficiency Study Executive Summary***
- ***Los Angeles Unified School District – Cost Savings Briefing Report***



*A Proposal to Conduct*

## **Consultant Services**

*for the*

**Town of Trumbull**

*and the*

**Trumbull Board of Education**

**RFP #: 5941**

**DUE: April 11, 2012 @ 12:00 NOON**

*Proposal Submitted by:*

**GIBSON**  
CONSULTING GROUP

***Company Contact:***

*Greg Gibson*

*1221 South MOPAC Expressway*

*Suite 355*

*Austin, Texas 78746*

*Phone: (512) 328.0885*

*Email: ggibson@gibsonconsult.com*

## Tab 2: Proposal Overview

Gibson Consulting Group, Inc. (Gibson) presents this proposal to conduct *Consultant Services* for the Town of Trumbull and the Trumbull Board of Education (Trumbull). Gibson has extensive experience in conducting efficiency studies, and has conducted this type of project for some of the largest school districts in the nation, most recently for the Clark County School District in Las Vegas and the Los Angeles Unified School District. We also have recent experience in Connecticut, having conducted a very similar efficiency study of Bridgeport Public Schools for the Bridgeport Regional Business Council in collaboration with the City of Bridgeport.

We have assembled an extraordinary project team for this engagement, bringing the top national experts on financial management, efficiency measurement and analysis, technology integration, process analysis, and financial reporting. Our team has worked together before and represents every functional area of school system operations. Mr. Greg Gibson, CPA, the firm's founder and president, is one of the nation's leading experts on school district efficiency and is a trainer and speaker on efficiency and performance based budgeting. Mr. Gibson is devoting a significant effort to this project as the project director and senior consultant/analyst.

Our review process will involve many stakeholders invested in the success of Trumbull – including Board of Education members, town leaders, Trumbull Public Schools' senior and departmental management, Trumbull Public Schools' campus leaders and staff, and employee organization representatives. The methodology in this proposal has been proven and will identify opportunities for savings and improved efficiency and efficacy. Our technical approach consists of the following key stages:

### **Stage I – Project Initiation**

<i>Project Planning</i>	May 2012
<i>Kick-Off Meeting</i>	

### **Stage II – Information Gathering**

<i>Data Collection and Assessment</i>	May 2012
<i>Site Work – Interviews, Focus Groups and Analysis of Business Operations</i>	

### **Stage III – Assessment**

<i>Shared Services</i>	
<i>District Organization</i>	<i>Facilities Management</i>
<i>Financial Management</i>	<i>Energy Management</i>
<i>Personnel Management</i>	<i>Food Service Management</i>
<i>Technology</i>	<i>Performance-Based Budgeting</i>

### **Stage VI – Solutions**

<i>Briefing Report</i>	June 2012
<i>Efficiency Data Dashboard Prototype</i>	

<b>Presentation to the Town of Trumbull and Board of Education</b>	July 2012
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We look forward to the opportunity to work with Trumbull. We want to help the district ensure that its resources are being used efficiently to support the best educational programs and highest student achievement possible.

## Tab 3: Research View

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For the Consultant Services for the Town of Trumbull and the Trumbull Board of Education various methodologies, tools, and best practices will be used to successfully complete the review. We discuss them below:

### Methodologies

1. **Reasonableness Testing** – We will review the data and calculated performance measures for reasonableness before the analysis begins. Because much of the operational data is not subject to audit, data quality may not be as strong. Reasonableness testing will show extreme data and performance outliers that might represent a data error instead of a performance issue. For example, if one school shows custodial productivity of 50,000 square feet per custodian, and no services are contracted out, there is likely a data problem.
2. **Performance Measure Analysis (Trend)** – We will perform a five-year trend analysis to identify favorable or unfavorable trends in efficiency. A shorter time period is insufficient to establish trends as there may be unusual fluctuations in any given year. We will be sensitive to changes in law, policy, board priority, or account coding requirements that could influence a trend analysis.
3. **Performance Measure Analysis (Peer Districts/Benchmarks)** – In addition to the required comparison to peer districts, we will make selective comparisons to available benchmark data such as the Council of Great City Schools and the Association of Physical Plant Administrators.
4. **Performance Measure Analysis (Best Practice/Industry Standard)** – Separate from the peer analysis are comparisons to best practices or optimum performance standards. Some of these best practices are published (U.S. Department of Education Task Force on Facilities Maintenance, Food Service Manual); others may be based on known best practices employed by other school systems.
5. **Process Mapping, Analysis, and Re-Engineering** – We may develop process maps in certain areas to evaluate the efficiency of a process. Job descriptions and documented procedures do not provide sufficient information to analyze processes from beginning to end. We will obtain whatever process maps the school districts have, but may conduct our own process mapping analysis to identify streamlining, automation, and savings opportunities.
6. **Validation (Triangulation) through Observation at Central Office and Schools** – We will learn about district operations through data and interviews, but will also observe operations at the central office, schools, and other district facilities (e.g., maintenance shop, bus barn, etc.) to validate what we have seen and heard. Often, there is a disconnect between how the central office perceives operations and how they are actually being conducted at the schools. School visits can also be used to validate staff counts.

7. **Organizational Analysis (Logical Alignment of Functions and Span of Control)** – The global organization chart and each department’s organization chart will be validated through the interview process and analyzed for logical alignment of functions and adequate spans of control. The span of control relates not only to the number of direct reports to supervisors, but also to the degree of budget and staff responsibility as a whole. School system organization charts often do not reflect the current structure or all of the employees, but once they are complete and accurate they provide very useful information to support the identification of organizational restructuring and savings opportunities.
8. **Sample Auditing** – In some cases we may conduct sample audits of personnel files, IEP files, purchase transactions or other documents to support a finding. This study is not an audit per se, but auditing concepts can be useful in establishing the necessary support.
9. **Budget Process Analysis (Use of Efficiency Measures in Budget Process)** – Since this study is about efficiency, and the district’s budget process controls spending, we will review the budget process to determine if these two elements are linked. Most school systems do not have performance measures as part of their budgeting process, relying more on a traditional view of total expenditures, expenditures per student, a limited 3-year view of data, and a focus on incremental changes from prior year as opposed to the entire budget. This common approach meets state budget requirements but is not useful in evaluating efficiency. We will review the budget process to determine if there is widespread or departmental use of performance measures to support the budget development process.
10. **Analysis of Decision-Making Framework** – The way decisions are made in a school system can influence the efficiency of operations. A highly decentralized decision making structure allows schools freedom to make decisions regarding spending that could have significant repercussions for the central office systems and staff that support them. A highly centralized structure may be more efficient, but may be constraining the flexibility needed to meet student needs. We will look for documentation of a decision-making framework, but in its absence attempt to understand where the district is in the balance of decision making authority.

## Sources of Best Practices

- AdvanceED School Staffing Standards
- Food Service Productivity (Dorothy Panell))
- Council of Great City Schools – Benchmark Data
- Texas Transportation Institute – Transportation Standards
- US DOE Staffing Standards for Custodians and Grounds Keeping
- Best Practice Database Maintained by Gibson from over 200 prior projects

## Tools

- *Microsoft Visio*: process mapping and organizational analysis tool
- *Microsoft SQL Server*: data aggregation and performance measure analysis
- *Micro Strategies Data Visualization Platform*: drill down, reporting, and graphic capabilities

## Sample Data Request

- Detailed actual expenditure data in electronic format – past five years, in record layout format broken down by each account code component.
- Detailed staffing data in electronic format – past five years, in record layout format. Data needs to include last name, first name, job title, job code, annual base pay, hourly rate (if applicable), supplemental pay, full-time equivalent percentage, department code, location code, and applicable funding codes.
- Any performance or efficiency reports or measures currently developed by any TPS department or function
- Policies and administrative regulations (available on-line)
- District and departmental organization charts
- Access to job descriptions
- Any current process maps
- Active planning documents (strategic plan, technology, facilities, etc.)
- Budget calendar
- Budget packets (available on-line)
- Employment contracts
- Financial Audits and Management letters – past five years
- Historical enrollment by school and grade level, including special populations
- Site-based decision making plan
- Gross square feet, by location/campus – past five years
- Energy usage reports and statistics – past five years
- Consultant reports on any central office department in past three years
- List of professional service contracts
- Access to professional service bidding and contract files
- Read-only (remote) access to Munis information systems
- Health insurance claims reports
- Workers compensation insurance claims reports
- List of non-instructional software applications supporting departments and schools
- Key transaction volumes and workload statistics for each department
- List of district recent and current initiatives to improve efficiency and/or cut costs

## Performance-Based Budgeting

Our performance-based budgeting service builds off of our experience and knowledge with efficiency analysis. With performance-based budgeting, we empower school districts by helping them create an effective system for integrating efficiency analysis and performance into the budgeting process. This powerful change allows management the ability to ensure that the allocation of resources is equitably, while supporting the most efficient operations. Additionally, performance-based budgeting helps school districts link long-term goals to day-to-day activities. It provides board members and other stakeholders with the information they need to fully understand the implications of the district budget.

The services available under this service area include:

- Change management
- Redesign of budget packet contents and presentations
- Data visualization tool to store and report the measures
- Integration of measurement, budgeting, and planning processes
- Coaching of department staff on how to analyze and improve efficiency

## Audits and Investigations

Gibson helps school systems with the analysis and investigation of potential fraud in school systems, particularly in areas where employees may have access to assets and records. Our firm includes a Certified Internal Auditor, Certified Public Accountants, and school finance experts who have experience in conducting audits, fraud investigations, and other financial reviews in the K-12 market and private sector. We also have experience in providing expert witness testimony in depositions and trials.

Services related to this area that Gibson can provide are:

- Expert testimony
- Forensic accounting
- Internal audit services
- Identification of fraudulent program activity

## Technology Consulting

Gibson's technology experts help school districts determine their technology needs, develop RFPs, evaluate vendors and products, and implement software successfully. We ensure clients meet their technology needs, pulling from our technical experience and education industry knowledge.

Gibson's technology services help school systems make technology decisions that increase efficiency, improve user satisfaction, and save money. The Gibson team has extensive knowledge of school district organization, operations, policies, budgets, as well as state and national reporting standards. We understand the unique environments in which school districts operate, as well as the fiscal constraints that can impact the decision-making and prioritization process in development efforts. We have experience in all aspects of the software selection life cycle – including requirements definition, database design, user-interface design, process re-engineering, and implementation.

Our technology experts provide the following services:

- Software quality assurance
- System feasibility assistance
- Process mapping and analysis
- Technology department reviews
- Software implementation and project management
- System requirements definition and software selection

## Decision Support

Recently, information management best practices have replaced two-dimensional custom reports and difficult-to-use report writers with multi-dimensional data visualization tools that allow end users – principals, teachers, administrators – to have direct access to information for analysis. By designing and implementing data warehouse tools that support more efficient and thorough analysis of student, financial, staffing, and other data we help school systems understand and manage that data. Additionally, this support helps our clients create highly usable information to increase organizational efficiency.

In this effort, we provide:

- End user training
- An introduction to new analytical methods
- Design and implementation of decision-support tools

## Program Evaluation

Gibson works closely with school districts and state education agencies on the design, implementation, and execution of program evaluation projects that assess the effectiveness of education initiatives and grant programs. In conducting these evaluation projects, researchers at Gibson employ quantitative and qualitative research methods, using a wide variety of data collection techniques, including student, teacher, and administrator surveys; in-depth interviews; focus groups; and classroom observations. In their approach to analyses, Gibson's researchers use descriptive and multivariate analyses of student-, campus-, and district-level data. We believe our ability to evaluate cost-effectiveness as well as academic effectiveness makes us a unique firm within the program evaluation market.

Our program evaluation approach helps our clients better understand the impact that their programs have on students and teachers. We provide districts with the information necessary to make data-driven decisions related to key education initiatives at the state, district, or campus level through:

- Effective analysis of campus- and student-level data
- Appropriate descriptive and inferential statistical analyses
- Rigorous research design and varied data collection methodologies
- Superior ongoing communication and support throughout the course of the evaluation project
- Delivery of clear and concise reports with understandable take-away messages and actionable recommendations

## Survey Research

Our survey research service builds off of our experience and knowledge in program evaluation. Gibson has provided consulting support and services on large-scale survey efforts for numerous clients in the education sector from state education agencies to private education organizations to public school districts. Gibson has amassed a team with expertise in every area pertinent to survey research.

Our survey team's skillset include:

- Reporting
- Instrument design
- Development of sampling frameworks
- Data collection (including both electronic and paper/pencil methods)
- Statistical analyses (descriptive and inferential, cross-sectional and longitudinal)

In addition to the survey team's proficiency collecting and analyzing data, we have particular expertise and experience providing clients with results that are actionable, easy to understand, and available in various formats, including written reports of findings; PowerPoint presentations; analytic datasets and databases for clients to conduct their own additional analyses; as well as dynamic data visualization tools that graphically and interactively represent the data for the client. Our clients express satisfaction with our ability to translate sophisticated statistical concepts into meaningful results with actionable recommendations.

On the following pages, we have included a chart demonstrating our recent project experience.

## Gibson Consulting Group - Project Experience Past Five Years

District / Client	Project	Year	Scope of Work					
			Performance Audit	Internal Audit	Decision Support	Performance-Based Budgeting	Program Evaluation	Technology
Amarillo ISD, TX	Vision 2020 Program Evaluation	2010-11					<input checked="" type="checkbox"/>	
Abilene ISD, TX	Schedule Review	2010	<input checked="" type="checkbox"/>					
Arlington Public Schools, VA	School Performance Review	2011	<input checked="" type="checkbox"/>					
Austin ISD, TX	Cost Savings	2008				<input checked="" type="checkbox"/>		
Austin ISD, TX	Board Reporting	2007-08	<input checked="" type="checkbox"/>					
Austin ISD, TX	Strategic Plan	2007-08	<input checked="" type="checkbox"/>					
Austin ISD, TX	REACH Program Evaluation	2009-10					<input checked="" type="checkbox"/>	
Beaufort County SD, SC	Accelerated Learning Evaluation	2010					<input checked="" type="checkbox"/>	
Bridgeport Public Schools, CT	Cost Savings, Efficiency Review	2010	<input checked="" type="checkbox"/>					
Carlisle ISD, TX	Cost Savings	2010	<input checked="" type="checkbox"/>					
Clark County School District	Educational and Operational Efficiency Review	2011	<input checked="" type="checkbox"/>					
Clear Creek ISD, TX	Software Requirements Study	2007						<input checked="" type="checkbox"/>
Comal ISD, TX	Internal Audit & Special Investigation	2008		<input checked="" type="checkbox"/>				
Comal ISD, TX	Special Education Review	2009	<input checked="" type="checkbox"/>					
Deer Park ISD, TX	Software Requirements & Implementation	2008-10						<input checked="" type="checkbox"/>
E3 Alliance, TX	Data Informed Region, Early Childhood Business Planning	2011	<input checked="" type="checkbox"/>					<input checked="" type="checkbox"/>
Eanes ISD, TX	Technology Review & Plan	2009						<input checked="" type="checkbox"/>
Ector County ISD, TX	Technology Department Review	2007-08						<input checked="" type="checkbox"/>
El Paso ISD, TX	Software Requirements Study							<input checked="" type="checkbox"/>
El Paso ISD, TX	Process Analysis	2008	<input checked="" type="checkbox"/>					
El Paso ISD, TX	Budget Stakeholder Committee	2007, 2008				<input checked="" type="checkbox"/>		
Fort Bend ISD, TX	Process Mapping and Re-engineering	2010	<input checked="" type="checkbox"/>					
Fort Worth ISD, TX	Special Interest Programs Evaluation	2009					<input checked="" type="checkbox"/>	
Fort Worth ISD, TX	Software Requirements Study	2007						<input checked="" type="checkbox"/>
Grand Prairie ISD, TX	Internal Audit	2008-09		<input checked="" type="checkbox"/>				
Grand Prairie ISD, TX	Performance Measurement System	2008-09				<input checked="" type="checkbox"/>		
Grand Prairie ISD, TX	Cost Savings	2008				<input checked="" type="checkbox"/>		
Granger ISD, TX	Financial Investigation	2007-08		<input checked="" type="checkbox"/>				
Hallsville ISD, TX	Internal Audit and Cost Savings	2010	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				
Hallsville ISD, TX	Performance-Based Budgeting	2010-11				<input checked="" type="checkbox"/>		
Hanover Public Schools, VA	School Performance Review	2010-11	<input checked="" type="checkbox"/>					
Hutto ISD, TX	Cost Savings	2008				<input checked="" type="checkbox"/>		
IDEA Public Schools, TX	Cost Savings & Budget Development	2008-10	<input checked="" type="checkbox"/>					
IDEA Public Schools, TX	Performance Management Assessment	2008-09	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
IDEA Public Schools, TX	Finance Consulting & Interim CFO	2009		<input checked="" type="checkbox"/>				
IDEA Public Schools, TX	Human Resources Review	2009	<input checked="" type="checkbox"/>					
IDEA Public Schools, TX	Requirement Definition for Data Warehouse & Internet Portal	2009						<input checked="" type="checkbox"/>

## Gibson Consulting Group - Project Experience Past Five Years

District / Client	Project	Year	Scope of Work					
			Performance Audit	Internal Audit	Decision Support	Performance - Based Budgeting	Program Evaluation	Technology
Jefferson County SD, CO	Employee Survey	2010-11					<input checked="" type="checkbox"/>	
Kamehameha Schools, HI	Software Requirements Study	2007						<input checked="" type="checkbox"/>
Katy ISD, TX	Change Management Project	2008	<input checked="" type="checkbox"/>					
Katy ISD, TX	SMS Software Requirements / Evaluation	2011						
Leander ISD, TX	Special Education Review	2009-10	<input checked="" type="checkbox"/>					
Leander ISD, TX	Technology Review	2010						
Lockhart ISD, TX	Food Services Review	2008	<input checked="" type="checkbox"/>					
Lockhart ISD, TX	Financial Investigation	2008		<input checked="" type="checkbox"/>				
Los Angeles USD, CA	Performance Measures and Budget Savings	2007-08	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>
Lufkin ISD, TX	Cost Savings	2010-11	<input checked="" type="checkbox"/>					
Lumberton ISD, TX	Cost Savings	2011	<input checked="" type="checkbox"/>					
Midland ISD, TX	Organization Study	2007	<input checked="" type="checkbox"/>					
Midland ISD, TX	Technology Department Review	2007						<input checked="" type="checkbox"/>
Montgomery ISD, TX	Internal Audit	2008		<input checked="" type="checkbox"/>				
Nixon-Smiley ISD, TX	Facilities & Food Services Review	2008	<input checked="" type="checkbox"/>					
Oregon Department of Education	OSSS	2011						
Pasadena USD, CA	Management Audit, Facilities Review	2007	<input checked="" type="checkbox"/>					
Pflugerville ISD, TX	Organization Study	2007	<input checked="" type="checkbox"/>					
Pflugerville ISD, TX	Internal Audit	2009-11		<input checked="" type="checkbox"/>				
Pflugerville ISD, TX	Cost Savings	2009	<input checked="" type="checkbox"/>					
Region 7 Education Service Center, TX	DMAC Review and Enhancements	2009-11			<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>
Region 10 Education Service Center, TX	Audit of McKinney Vento Project	2009-10		<input checked="" type="checkbox"/>				
Region 13 Education Service Center, TX	Shared Services Agreement Review	2008					<input checked="" type="checkbox"/>	
Region 13 Education Service Center, TX	Supplemental Educational Service Providers Evaluation	2008-11					<input checked="" type="checkbox"/>	
Region 13 Education Service Center, TX	Texas Turnaround Initiative Evaluation	2010-11					<input checked="" type="checkbox"/>	
Region 13 Education Service Center, TX	Requirements Definition	2009						<input checked="" type="checkbox"/>
Region 13 Education Service Center, TX	Regional Day School Program for the Deaf	2010-11						
Region 13 Education Service Center, TX	Data Warehouse, Technology department Review	2006						
Region 13 Education Service Center, TX	Evaluation of Technology Tools	2010						<input checked="" type="checkbox"/>
Region 16 Education Service Center, TX	Training Module for Shared Service Arrangements	2008	<input checked="" type="checkbox"/>					
Region 20 Education Service Center, TX	Software Evaluation	2008						<input checked="" type="checkbox"/>
Schertz-Gibolo-Universal City ISD, TX	Curriculum Review	2008					<input checked="" type="checkbox"/>	
Stafford County Public Schools, VA	Strategic Plan Development	2007	<input checked="" type="checkbox"/>					
Texas Association of School Board Officials	Data Warehouse and Web Interface Creation	2007-10						<input checked="" type="checkbox"/>
Texas Charter Schools Association	Quality Framework	2010-11						<input checked="" type="checkbox"/>
Texas Charter Schools Association	Customer Survey	2010	<input checked="" type="checkbox"/>					

### Gibson Consulting Group - Project Experience Past Three Years

District / Client	Project	Year	Scope of Work					
			Performance Audit	Internal Audit	Decision Support	Performance - Based Budgeting	Program Evaluation	Technology
Texas Education Agency	Evaluation of TX HS Completion and Success Grant	2005-07					<input checked="" type="checkbox"/>	
Texas Education Agency	Evaluation of Statewide Accounting System	2007					<input checked="" type="checkbox"/>	
Texas Higher Education Coordination Board	Evaluation of Adult Completion Program	2010					<input checked="" type="checkbox"/>	
TESCCC	Vendor Management; Technology Review	2010-2011						<input checked="" type="checkbox"/>
Tyler ISD, TX	High School Re-Organization	2007	<input checked="" type="checkbox"/>					
Tyler ISD, TX	Performance-Based Budgeting and Measurement	2003-08				<input checked="" type="checkbox"/>		
Tyler ISD, TX	Special Education Department Review	2007-08					<input checked="" type="checkbox"/>	
Uplift Education, TX	Performance Management Assessment	2008	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Uplift Education, TX	Systems Maximization	2009						<input checked="" type="checkbox"/>
Uplift Education, TX	Software Requirements / Evaluation	2009						<input checked="" type="checkbox"/>
Wimberley ISD, TX	Organization Study	2007	<input checked="" type="checkbox"/>					

## Past Experience

Below, we present detailed descriptions of Gibson's completed, similar or related assignments to that of Trumbull:

### ***Bridgeport Regional Business Council***

In November 2009, Gibson was selected among seven competing firms to conduct an efficiency study of Bridgeport Public Schools for the Bridgeport Regional Business Council in collaboration with the City of Bridgeport. The project included identification of specific savings opportunities as well as an overall assessment of operational efficiency and management effectiveness. This work was completed in April 2010, and we are currently conducting a project to implement our recommendations in collaboration with Bridgeport Public Schools, the Regional Business Council, and the City of Bridgeport.

See the *References* section below for a Bridgeport Regional Business Council reference.

### ***Clark County School District***

Clark County School District (Nevada) – the fifth-largest school system in the United States – selected Gibson from among six competing firms to conduct an Educational and Operational Efficiency Assessment Study. This \$900,000, three-month project involved the identification of major cost reduction opportunities, a review of the district's budget process, development of a data dashboard prototype for performance measure tracking, and a review of educational programs and management.

See the *References* section below for a Clark County School District reference.

### ***Virginia Department of Planning and Budget***

Gibson participated in the first non-pilot year of then Governor Mark Warner's statewide program to improve efficiency in Virginia public schools. Gibson conducted the two largest school division reviews – Stafford County and Spotsylvania County – in 2004 and 2005.

Most recently, Gibson completed a review of Hanover County Public Schools and is in the process of reviewing Arlington Public Schools. Each of these reviews included evaluations of educational service delivery and operational areas. The purpose of the reviews was to identify savings that could be gained through best practices in:

- Finance
- Facilities
- Organization
- Transportation
- Service Delivery
- Human Resources
- Technology Management
- Other Non-Instructional Areas

These savings allowed divisions the ability to redirect administrative savings to the classroom.

See the *References* section below for a Virginia Department of Planning and Budget reference.

### ***Los Angeles Unified School District***

In May 2007, LAUSD contracted with Gibson to identify cost savings to help bridge a projected budget gap of over \$150 million. Gibson analyzed financial and staffing data, and worked with department heads to identify and evaluate savings opportunities in the nation's second largest public school system. Over \$65 million in savings opportunities were identified, the majority of which relate to position consolidation and reduction. The savings were identified during a four month project timeframe with a project budget of \$250,000.

Concurrently with the cost savings work, Gibson helped LAUSD's new Division of Accountability start the development of a performance measurement system for non-instructional functions. This involved the identification of specific performance measures, and training of department heads and budget staff on how to analyze and interpret results.

### ***Texas Comptroller's Office and Legislative Budget Board***

Gibson conducted school system efficiency studies at 20 public school districts for the Texas Comptroller's Office and the Legislative Budget Board. Using a standardized methodology, 12 different functional areas of school system operations were subject to review on each engagement in order to identify areas where cost savings could be achieved. The areas included:

- Food Services
- Transportation

- Human Resources
- Safety and Security
- Financial Management
- Community Involvement
- Educational Service Delivery
- Asset and Risk Management
- Purchasing and Warehousing
- Organization and Management
- Facilities Use and Management
- Technology Acquisition Practices

Each area was evaluated for efficiency and effectiveness, and annual cost savings of up to 10 percent of the annual general fund operating budget were identified.

### ***Florida Office of Program Policy Analysis and Government Accountability***

We have conducted three best financial management practices reviews for the Office of Program Policy Analysis and Government Accountability (OPPAGA) for Hillsborough County Public Schools, Collier County Public Schools and Martin County Public Schools. Based on a state law passed in 2001, each school system is to be subject to a review every five years until it obtains a Best Practices Seal by the Commissioner of Education. The objective of these reviews was to evaluate whether school systems are applying the best practices adopted by the Commissioner. Over 600 indicators of the best practices were included in the methodology. We have worked with OPPAGA to refine its methodology over the years.

### ***Katy Independent School District***

This project included process mapping to identify immediate efficiencies, defining requirements for a new ERP system, development of a Request for Proposals (RFP), scripting and scoring of vendor demonstrations, scripting reference calls, evaluation planning, assessment of software vendors and products, and implementation planning assistance.

### ***Fort Worth Independent School District***

Fort Worth ISD chose Gibson to develop a procedure for the procurement of a new Enterprise Resource Planning (ERP) system as well as a new Student Information Management System. For this project, we performed a requirements analysis and RFP development as well as an analysis of proposals and a recommendation. Based on our findings, we recommended the purchase of separate, rather than combined systems. Additionally, we advised the selection of certain vendors to perform demonstrations of their systems. At this point, The Fort Worth ISD project managers in place at the time stopped our contracted work, choosing to handle the remainder of the project in-house. For more information about this project see *Tab 5: Proposed Work Plan and Deliverables*.

### ***Deer Park Independent School District***

Deer Park ISD chose Gibson to assist with the selection and implementation of their new finance and human resources systems. Gibson provided the following services during this project: requirements

development, process mapping and analysis, RFP development, vendor response analysis, vendor demonstration planning and management, vendor recommendation, and implementation assistance related to HR process analysis, system set-up and report writing.

### ***IDEA Public Schools***

Gibson completely redesigned the budget process for IDEA Public Schools, a 7,000 student charter school network in South Texas. The district had employed an incremental approach to budgeting focusing only on changes from the prior year. The IDEA leadership and board sought more transparency for the budget process and also wanted to ensure the school system was operating efficiently. Gibson overhauled the budget development process by incorporating performance measures into the process, creating new templates for each department and the schools, and training administrative and school leaders on the new process. The new budget approach has allowed IDEA to link each school and department budget to its system-level priorities.

## References

Below, we have included three references for Gibson Consulting Group, Inc. (Gibson) from relevant past projects. Gibson urges you to contact each reference in order to validate the quality of services we provide and the commitment to our clients we maintain.

### ***Bridgeport Regional Business Council***

In November 2009, Gibson was selected among seven competing firms to conduct an efficiency study of Bridgeport Public Schools (Connecticut) for the Bridgeport Regional Business Council in collaboration with the City of Bridgeport. The project included identification of specific savings opportunities as well as an overall assessment of operational efficiency and management effectiveness. Gibson completed this work in April 2010.

*Contact:*

Paul Timpanelli, President and CEO  
10 Middle Street  
14th Floor  
Bridgeport, CT 06604  
Phone: (203) 335-3800, ext. 113  
E-mail: timpanelli@brbc.org

### ***Clark County School District***

Clark County School District (Nevada), the fifth-largest school system in the United States, selected Gibson from among six competing firms to conduct an Educational and Operational Efficiency Assessment Study. This \$900,000, three-month project involved the identification of major cost reduction opportunities, a review of the district's budget process, development of a data dashboard prototype for performance measure tracking, and a review of educational programs and management.

*Contact:*

Carolyn Edwards, Trustee  
5100 W. Sahara Avenue  
Las Vegas, 89146  
Phone: (702) 799-1072  
E-mail: cedwards@interact.ccsd.net

### ***Virginia Department of Planning and Budget***

Gibson participated in the first non-pilot year of then Governor Mark Warner's statewide program to improve efficiency in Virginia public schools. Gibson conducted the two largest school division reviews – Stafford County and Spotsylvania County – in 2004 and 2005. Most recently, Gibson completed a review of Hanover County Public Schools and is in the process of reviewing Arlington Public Schools. Each of these reviews included evaluations of educational service delivery and operational areas. The purpose of

the reviews was to identify savings that could be gained through best practices in organization, service delivery, human resources, facilities, finance, transportation, technology management and other non-instructional areas, thereby allowing divisions to redirect administrative savings to the classroom.

*Contact:*

John Ringer, Associate Director  
1111 East Broad Street  
Room 5040  
Richmond, VA 23219  
*Phone:* (804) 786-7324  
*E-mail:* john.ringer@dpb.virginia.gov

See the *Capacity* and *Sample Assignments* sections in this same tab – *Tab 4: Required Submittals* – for more examples of past experience.

## Tab 6: Cost

This section presents our price proposal to conduct *Consultant Services* for the Town of Trumbull and the Trumbull Board of Education (Trumbull). In your consideration of our price proposal, we would like to stress the following key points:

- Our estimate of hours for this project is based on prior experience with similar projects, modified based on the scope of work.
- We are willing to negotiate any element of this price proposal or the scope of work.

The following summary table shows the estimated hours, professional fees and other expenses necessary to complete each major group of tasks described in *Tab 8: Project Approach*.

The total estimated hours for the project are **373** and the total estimated consulting fees are **\$70,135**. Expenses are estimated at **\$8,452** bringing the total price of the project to **\$78, 587**.

Major Area	Hours	Fees
Stage I – Project Initiation	28	\$5,370
Stage II – Information Gathering	157	\$28,965
Stage III – Assessment	86	\$16,610
Stage IV – Solutions	66	\$11,450
Project Management	36	\$7,740
<b>Total Hours and Fees</b>	<b>373</b>	<b>\$70,135</b>
Total Expenses		\$8,452
<b>Grand Total</b>		<b>\$78,587</b>

To follow is an explanation of the assumptions we made when estimating our fees and expenses for this project:

### Fee Assumptions

Our price proposal is based on the following assumptions:

- Trumbull will provide requested data to us within 10 days of the request, and will make every effort to provide data in electronic format.
- Trumbull staff will be available for interviews and questions.
- Trumbull will provide a single, consolidated set of comments on draft deliverables within seven calendar days.

## Expense Assumptions

The estimated expenses assume two (2) trips for Gibson team members to travel to Trumbull. The first trip will be to conduct the site work and will consist of a four-person team of consultants on site for three days. The second trip will include the project director only for the recommendation report presentation to the Town of Trumbull and the Trumbull Board of Education.

The airfare amount assumes discount airfares will be available on at least 75 percent of the flights. This requires that Gibson can identify travel requirements at least two weeks in advance for 75 percent of the trips.

We are assuming that while on-site, we will be able to use the District's photocopy equipment, internet connection via hard line or wireless access, and a conference room.

We will use email for regular communications relating to information exchange. This will help minimize communications, postage and courier expenses.

## Project Billing

The following billing schedule will be applied:

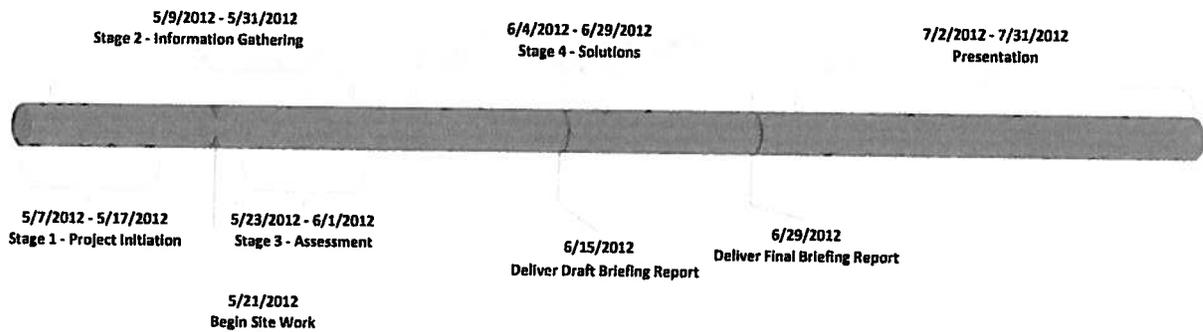
Month	Percentage	Amount
May	50%	\$39,293.50
June	40%	\$31,434.80
July	10%	\$7,858.70
<b>Total</b>	<b>100%</b>	<b>\$78,587.00</b>

Payment on invoices is due within 20 days of your receipt.

## Tab 7: Project Timeline

Based on the approach detailed in the *Tab 8: Project Approach* of this proposal, Gibson Consulting Group, Inc. (Gibson) estimates that the *Consultant Services for the Town of Trumbull and the Trumbull Board of Education* (Trumbull) will take approximately two months to complete. The following timeline assumes that the project will begin May 7, 2012 and will end with a presentation of recommendations resulting from this project to the First Selectman (also, the Town Council and Board of Education, if necessary) by the end of June 2012. Gibson estimates that site work will begin May 21, 2012. Gibson will submit a draft briefing report to the First Selectman and other stakeholders by June 15, 2012. Once Trumbull has received the report, we will request consolidated comments within seven (7) calendar days. Once Gibson receives consolidated feedback, we will prepare a final briefing report no later than June 29, 2012. We can present the findings to Trumbull in July.

Below, we present an overview of our project schedule:



TOWN OF TRUMBULL  
BOARD OF FINANCE

REQUEST FOR ACTION

DATE: June 14, 2012  
AGENDA: 6-12-04  
AMOUNT: \$2,855

2011-2012

(A) APPROPRIATION [X]

FROM: ACCOUNT NO. \$2,855  
ACCOUNT NAME General Fund

TO: ACCOUNT NO. 01013600-501103 \$2,855  
ACCOUNT NAME Salaries - Seasonal

(B) TRANSFER [ ]

FROM: ACCOUNT NO.  
ACCOUNT NAME

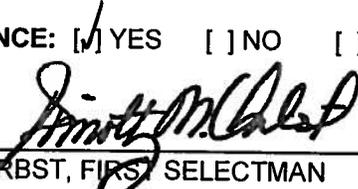
TO: ACCOUNT NO.  
ACCOUNT NAME

(C) SUMMARY OF REQUEST: To increase the Salaries - Seasonal account to the end of the year.

(D) REQUESTED BY: Suzanne Burr Monaco

(E) SUPPORTING DATA: SEE ATTACHED

(F) CONCURRENCE:  YES  NO  NEED ADD'L INFORMATION

  
TIMOTHY M. HERBST, FIRST SELECTMAN

(G) BOARD OF FINANCE ACTION:

1. APPROVED \_\_\_\_\_
2. RECOMMENDED TO TOWN COUNCIL \_\_\_\_\_
3. TABLED \_\_\_\_\_
4. DENIED \_\_\_\_\_
5. OTHER \_\_\_\_\_

FOR 2012 13

	ORIGINAL APPROP	TRANFRS/ADJUSTMTS	REVISED BUDGET	YTD EXPENDED	ENCUMBRANCES	AVAILABLE BUDGET	PCI USED
01 GENERAL FUND							
01 GENERAL GOVERNMENT							
01013600 TOWN CLERK							
01013600 501101 FULL TIME/	171,261	0	171,261	158,669.70	.00	12,591.30	92.6%
01013600 501102 PART TIME/	13,626	0	13,626	12,696.30	.00	929.70	93.2%
01013600 501103 SEASONAL/T	2,500	0	2,500	6,382.00	.00	-3,882.00	255.3%*
01013600 501105 OVERTIME	3,000	0	3,000	2,358.67	.00	541.33	78.6%
01013600 501106 LONGEVITY	850	0	850	850.00	.00	.00	100.0%
01013600 522204 SVS-CONTRC	22,000	0	22,000	21,521.21	478.79	.00	100.0%
01013600 522205 PROGRAMEXP	3,500	0	3,500	2,880.00	.00	620.00	82.3%
01013600 534402 PROGRAM SU	3,200	0	3,200	1,792.50	.00	1,407.50	56.0%
01013600 545501 LEGAL NOTI	2,500	0	2,500	3,132.42	.00	-632.42	125.3%*
01013600 556601 PRF DV-SEM	1,000	0	1,000	924.00	.00	76.00	92.4%
01013600 556602 PROFESSION	595	0	595	505.00	.00	90.00	84.9%
01013600 578801 SERVICE CO	400	0	400	.00	.00	400.00	.0%
01013600 578803 PROGRAM-RE	2,500	0	2,500	2,500.00	.00	.00	100.0%
01013600 598889 STCTFISHGA	0	0	0	8,242.00	.00	-8,242.00	100.0%*
TOTAL TOWN CLERK	226,932	0	226,932	222,453.80	478.79	3,999.41	98.2%
TOTAL GENERAL GOVERNMENT	226,932	0	226,932	222,453.80	478.79	3,999.41	98.2%
TOTAL GENERAL FUND	226,932	0	226,932	222,453.80	478.79	3,999.41	98.2%
TOTAL EXPENSES	226,932	0	226,932	222,453.80	478.79	3,999.41	98.2%
GRAND TOTAL	226,932	0	226,932	222,453.80	478.79	3,999.41	98.2%

\*\* END OF REPORT - Generated by Maria Pires \*\*

**TOWN CLERK'S OFFICE**  
*Town of Trumbull*  
**Connecticut**

**SUZANNE BURR MONACO**  
TOWN CLERK  
(203) 452-5037



**TOWN HALL**  
5866 Main Street  
Trumbull, Connecticut 06611

**To:** Maria T. Pires, Director of Finance  
**From:** Suzanne Burr Monaco, Town Clerk  
**Re:** Transfers and Supplemental Appropriation  
**Date:** June 8, 2012

A handwritten signature in cursive script, reading "Suzanne Burr Monaco", is written over the "From:" line of the memo.

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**Transfer Requests:**

**From:**

01013600-522205 Program Expense	\$ 620.00
01013600-534402 Program Supplies	\$1,407.00
01013600-556601 Prof. Dev-Seminar	\$ 76.00
01013600-556602 Professional Dues	\$ 90.00
01013600-578801 Service Contract	\$ 400.00

**To:**

01013600-501103 Salaries – Seasonal	\$1,960.00
01013600-545501 Legal Notices	\$ 633.00

**Supplemental Appropriation Request:**

01013600-501103 Salaries – Seasonal	\$2,855
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TOWN OF TRUMBULL  
BOARD OF FINANCE

REQUEST FOR ACTION

DATE: June 14, 2012  
AGENDA: 6-12-05  
AMOUNT: \$2,593.00

2011-2012

(B) TRANSFER [ X ]

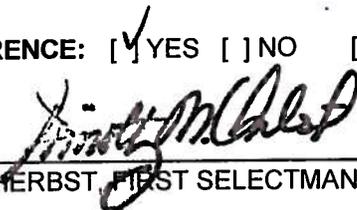
FROM: ACCOUNT NO.	01013600-522205	\$620.00
ACCOUNT NAME	Program Expense	
ACCOUNT NO.	01013600-534402	\$1,407.00
ACCOUNT NAME	Program Supplies	
ACCOUNT NO.	01013600-556601	\$76.00
ACCOUNT NAME	Professional Dev-Seminar	
ACCOUNT NO.	01013600-556602	\$90.00
ACCOUNT NAME	Professional Dues	
ACCOUNT NO.	01013600-578801	\$400.00
ACCOUNT NAME	Service Contract	
TO: ACCOUNT NO.	01013600-501103	\$1,960.00
ACCOUNT NAME	Salaries – Seasonal	
ACCOUNT NO.	01013600-545501	\$633.00
ACCOUNT NAME	Legal Notices	

(C) SUMMARY OF REQUEST: To increase Salaries – Seasonal account and Legal Notices

(D) REQUESTED BY: Suzanne Burr Monaco

(E) SUPPORTING DATA: SEE ATTACHED.

(F) CONCURRENCE: [] YES [] NO [] NEED ADD'L INFORMATION

  
TIMOTHY M. HERBST, FIRST SELECTMAN

(G) BOARD OF FINANCE ACTION:

1. APPROVED \_\_\_\_\_
2. RECOMMENDED TO TOWN COUNCIL \_\_\_\_\_
3. TABLED \_\_\_\_\_
4. DENIED \_\_\_\_\_
5. OTHER \_\_\_\_\_