1. BET Budget Comm. Meeting Documents

Documents:

BET_BUDGET_COMM_MEETING_AGENDA_09-07-06.PDF
FINAL_BET_BUDGET_COMM_MEETING_MINUTES_09-07-06.PDF
VOTED_BET_BUDGET_COMM_MEETING_AGENDA_09-07-06.PDF
Requests for Budget Adjustments

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Approval of Budget Committee Meeting Minutes for: Regular Meeting of the Budget Committee 7/11/06

Discussion - Budget Guidelines for 2007-08 Fiscal Year

Discussion of Board of Education Transfers between major object codes (MOC)
Requests for Budget Adjustments

CD-1 COMMUNITY DEV-Approval to Accept and Use - $963,718

Request for approval to accept and use:
$963,718 +/- to Q-197-59900 CDBG Budget
$925,000 +/- from HUD Entitlement CDBG Budget
$ 38,718 from Repayment of Loan CDBG Budget

This request is for acceptance and use of the 2007 CDBG Entitlement and loan repayment for a total of $963,718 +/- for the 2007 CDBG program year.
Nancy Brown presented the application to the Committee. If approved by the Budget Committee, the proposed CDBG Budget will be reviewed by the full BET and if approved, will be part of the
RTM October 23, 2006 Meeting Call. Pending local action, the final Action Plan for 2007 will be submitted to the Department of Housing and Urban Development by November 15, 2006. Most of the items included in the program are for funds to agencies that have been funded in the past.

In response to a question from Mr. Simon as to last years amount, Ms. Brown stated that the amount for 2004 was $1,115,000, $1,054,272 in 2005 and last year $950,559, showing a decline each year. There is a 20% limit as to how much can be spent on the administrative part of the program.

In response to a question from Mr. Walko as to the difference between Red Cross Transportation Service v. TAG, Ms. Brown said that the Red Cross is only to take people for medical appointments. TAG is a service offered to those that are basically low income and transportation disadvantaged.

In response to another question from Mr. Walko, Ms. Brown stated The Family Center Head Start program takes children as young as one year old. There is a close relationship between the program and the BOE in terms of curriculum for three to four year olds.

Ms. Brown responded further to a question about adult care givers. This is a program that provides a break for stay at home family members caring for those that require 24 hour care.

Ms Brown explained that the Greenwich Family YMCA Greenwich School Age Child Care Scholarship program assists six of the eleven public elementary schools because the program involves lower income families. Schools that have a larger proportion of lower income people were chosen. The program takes place at the school, for “latchkey” children, whose parents may not get home from work until after 6:00 P.M. A safe, stimulating environment is provided, along with homework assistance and a snack. Recreational activities are also available.

The Committee voted 4-0 to approve the request and forward it to the Board of Estimate and Taxation as a non-routine application.

ED-1  BOE- Approval to Use- $43,863

Request for approval to use:

$30,305 to E03871-50960 Extraordinary Items
$13,558 to E0387-50960 Extraordinary Items
$43,863 from Grant

The Federal Government has increased funding available through State Departments of Education to reimburse public and non-public schools and districts for costs associated with educating students displaced and relocated due to Hurricane Katrina. Non-public schools are required to apply for funding through their local public school districts. The Convent of the Sacred Heart had originally been approved for additional reimbursement in the amount of $1,805. Greenwich Public Schools had originally been approved for additional reimbursement in the amount of $808, for a total reimbursed amount of $2,613. This grant began in the 2005-06
year and has been extended through September 30 as of this date. Disbursement of the funds within fourteen days of receipt is required by law.

Dr. Wallerstein and Mr. Calcavecchio presented this application to the Committee, and requested to amend the requested amounts due to a last minute increase in additional appropriations. The Federal government reimbursed the district on a per pupil basis per quarter. The per pupil amount was periodically raised until federal funds were spent. Of the $41,250 additional funds, $28,500 are non public funds.

Dr. Wallerstein explained that the Board of Education needed Budget Committee approval to use the funds, subject to receipt. $2,613 has been received already, and notice of the additional funds occurred after the original approval to use request was submitted. The Federal FY runs October 1, 2005 to September 30, 2006, and the BOE FY runs July 1, 2005 to June 30, 2006. These funds are supposed to apply to expenditures that took place last FY. Until Mr. Calcavecchio speaks with the program manager, it is unclear on what the public portion of the funds may be spent on.

The Committee voted 4-0 to approve the request and forward it to the Board of Estimate and Taxation as a routine application.

ED-2  BOE-Approval to Use-$3,999

Request for approval to use:
$1,333 to A6200668-51060 Julian Curtiss School
$1,333 to A6200968-51060 IS Dundee School
$1,333 to A6200468-51060 New Lebanon School
$3,999 from Grant

Three District elementary schools have been selected to participate in the High/Scope Ready School pilot project funded through a grant from the Kellogg Foundation. Teachers from the selected schools are involved in piloting a new school readiness assessment instrument. This is the final grant payment for this project.

Dr. Wallerstein presented this application to the Committee.

In response to a question from Mr. Walko as to whether the final report of being part of the study was available, Dr. Wallerstein said that although she believed the results were available, she would follow up to be sure.

The Committee voted 4-0 to approve the request and forward it to the Board of Estimate and Taxation as a routine application.

HD-1  HEALTH- Approval to Use- $20,456

Request for approval to use:
$20,456 to F4031-51010 Regular Salaries
$20,456 from Emergency Preparedness Planning Grant
This request is being made to accept the third of six contract grant payments of State funds over a two year period (8/05-8/07) for Public Health Bioterrorism Emergency Preparedness. The grant payment received ($20,456) is to be used for the salary of the hired Public Health Emergency Preparedness Coordinator. Funds were not allocated for the benefits account (Social Security) because funds were allocated ($10,850) for this position in our BET application for June 2006. Ms. Baisley and Ms. Flynn presented the application to the Committee. This is the last stipend of the Bioterrorism grant received for the two year grant.

The Committee voted 4-0 to approve the request and forward it to the Board of Estimate and Taxation as a routine application.

PD-3 POLICE-Approval to Use- $9,562

Request for approval to use:
$9,423 to F217-51100 Overtime Services
$ 139 to F217-57050 Benefits
$9,562 from Tri-State Enforcement Program

This request is for permission to accept the amount of $9,562 from the State of Connecticut Department of Transportation Division of Highway Safety, for the Tri-State Enforcement Program. Captain Pacewicz presented the application to the Committee on behalf of Chief Walters. These funds cover overtime for enforcement activities. The program ran from July 21, 2006 to July 31, 2006. In an attempt to lower motor vehicle collisions and enforce motor vehicle laws, six of eight highest areas for traffic collisions were targeted. Forty-four citations and twenty-nine warnings were issued, and one DUI arrest was made, all from officers involved with the Tri-State Enforcement.

The Committee voted 4-0 to approve the request and forward it to the Board of Estimate and Taxation as a routine application.

NW-1 NATHANIEL WITHERELL- Release of Conditions- $3,870,163

Request for release of conditions:
$3,160,568 to A450-51000 Salary and Fee Expense
$ 240,173 to A450-52000 Service Expense
$ 342,360 to A450-53000 Supply Expense
$ 127,062 to A450-54000 & 56000 Maintenance Expense
$3,870,163 from Release of Funds

The request for the release of funds for the second quarter fiscal year 2007, in the amount of $3,870,163, represents 23.3% of the FY 2007 budget. The BET approved the release of $4,975,926 for the first quarter of the fiscal year which equals 30.0% of the FY 2007 budget. At
the September BET meeting, the financial performance for Nathaniel Witherell for the month of August 2006 will be reviewed.

Mr. Ormsby, Chairman of the TNW Board began the presentation to the Committee by reviewing the last six to twelve months. He said that TNW is actively trying to change its image from one of simply long term care to one of a multi-faceted health institution. A marketing program is in development, which will produce brochures that emphasize the rehabilitation services available. The facility maintains a high quality of care standard. An annual unannounced inspection done by the State of Connecticut showed that TNW received high marks.

In May of this year, Sundance Rehabilitation Corporation invoked a ninety day termination clause in their contract, and as of July 22 no longer provides physical therapy services. After interviewing seven different firms, Select Rehab was hired, and therapy sessions continued uninterrupted.

TNW recently underwent a Medicaid Cost Audit Report, covering the period of 1996 to 2003. Medicaid expenses were audited, and the consequences of the audit are financially insignificant.

The Building Committee worked with a number of consultants over the summer to devise a renewal plan for the facility. The objective is to eliminate the ten “Quads”, or four-bedded rooms. Single and double rooms are more easily marketed to prospective clients.

Plans are being made for a state of the art rehabilitation center to capture a higher end portion of the rehabilitation business that now goes to Burke or Waveny Rehab Centers.

The administration building is presently three floors serviced by an elevator on the first two floors. The top floor houses six apartments which are rented to town employees. Mr. Ormsby plans to refresh this building to give it a more polished, modern image.

TNW is licensed for 202 beds, and runs 95-96% occupancy. The proposed changes are to occur in a staging process so as to not interrupt that census.

The amount proposed for this project is $36.883 million. This figure contains $7 million in deferred maintenance costs. Mr. Ormsby said the construction period should begin in January 2008 and finish in 2010. A 15% contingency is built in to the construction costs. An application for inclusion in the CIP budget has been initiated.

In response to a question from Mr. Walko as to whether an interim appropriation would be brought forth this year, Mr. Ormsby stated he did not believe that TNW would request an interim appropriation, but will be sure within a month. Mr. Walko pointed out that there are two times TNW would come forward with an application, the first being whether this is part of the CIP process, reviewed in the course of the budget cycle, or whether an interim appropriation will be needed in order to get started prior to July 1, 2007.

Mr. Ormsby stated that TNW is not expected to begin prior to July 1, 2007.
Mr. Ormsby said that he will be meeting with the Board of Health in October to request a charter amendment to increase the authority of TNW in the building project. This type of charter change can be done by the RTM.

Mr. Kowalewski spoke with regard to the release of conditions. The initial release for the first quarter of this year’s budget cycle was $4.975 million, or 30% of TNW’s annual budget. The amount of the second quarter is $3.870 million, or 23.3% of the TNW’s annual budget.

Mr. Augustine presented data from a number of reviews related to enterprise expenditures (fringe benefits, insurance costs not paid directly by TNW, and department allocations for HR, IT, and Finance).

Results for FY Ending June 30, 2006

- The occupancy for the year ending June 30, 2006 came in at 95.4%, with an overall occupancy of 96.1%. This represents a .7% shortfall.
- Private occupancy was budgeted at 26.1% and came in at 22.1%, with a shortfall of 3.7%.
- Medicare was budgeted for 11%, came in at 10.5%.
- Mr. Augustine stated that for the first time since 2002, TNW has exceeded its revenue for a specific accounting year by $145,000.
- Direct expenses were budgeted for $15,794,000, and came in at $15,178,000. $616,000 of unused appropriated funds was returned to the town. Another $16,000 will be added to that number.
- Major variations incurred include staffing and nursing pool, favorable by $668,000.
- Amenities designed to improve the quality of life for residents at TNW were put in, at a cost of $43,000 to $45,000.
- Cash receipts were at $19,024,000 vs. a prior year of $17,386,000, showing an improvement of $1.6 million.
- Receivables, which include approximately $385,000 in hold back by the state, is $1,984,000 at a days to collect rate of 37.7 vs. a state average of 42 days.

Loss reflected for the year is $1,249,000 overall. Based upon estimates on enterprise expenditures, Mr. Augustine expects fringe benefits will be picked up favorably between $600,000 and $700,000.

He anticipates insurances to run unfavorably by $170,000.

Mr. Simon asked why the capital purchase number was negative. Mr. Augustine responded that Town (CIP) capital is included on the NW Financials along with the sum of the other appropriated expenditures. Some of the expenditures considered as state capital are under the Town Capital threshold of $10,000 and are added to the Town Capital and reversed under Enterprise Expense in the line Capital Purchases. Depreciation expense not recognized by the Town is then added to make the financial comparative to the other Nursing Homes.

Mr. Augustine also provided a report for the month of July 2006. The Medicare occupancy, budgeted at 13%, came in at 14.9%. Private pay residents came in at 22%, as budgeted.

Revenue for July was $1,661,000 vs. $1,630,000, showing a $31,000 increase above budget.
July staffing costs were $56,000 favorable. The rehabilitation transition referenced earlier in the presentation caused some increased spending due to additional staff.

An operating loss of $224,000 is misleading because when the budgets and union contract settlements were determined last year, the Teamsters were split from the other employees, and instead of receiving a percentage increase, they received a bonus on July 1st. This shows as $115,000 in the report. If similar adjustments were made for enterprise funds, the actual loss for the month would have been $160,000.

Receivables at the end of July were $1,695,000, an improvement over June 30 of $288,000. The days to collect rate is 30.5 vs. the state average of 42 days.

Cash receipts for July were approximately $1,900,000, which is favorable to the previous year by $214,000.

A cash report for the month of August shows for the two month period that TNW is $359,000 ahead of last years cash receipts. Census as of this date was 95.5%, less than the budgeted 96.5.

An Admissions Committee has been formed to address how processing clients can be done more quickly.

The Committee voted 4-0 to approve the request and forward it to the Board of Estimate and Taxation as a routine application.

SS-1 SOCIAL SERVICES- Release of Conditions- $741,311

Request for release of conditions:
- $118,610 to A501-51000 Salary Expense
- $303,757 to A502-51000 Salary Expense
- $126,203 to A509-51000 Salary Expense
- $192,741 to A510-51000 Salary Expense
- $741,311 from Release of Funds

This request is for the release of $741,311 as the First Installment of Funds, which is due September 15, 2006. 70% of the departments operating budget was subject to the receipt and acceptance of reports to the BET, showing the departments progress toward the Board of Social Services goals: 1) transition to the new table of organization as proposed by the consultants, Brody, Weiser, Burns and 2) use of the EVOLV CS software to identify needs and provide for more effective and efficient delivery of social services.

Dr. Turk presented the application to the Committee. He began by stating that when new Commissioner Dr. Anyikwa was hired, Social Services was in the process of hiring Team Leaders. Although there were some applicants, it was felt that moving forward with the interview process would not be successful. It was decided to hold off on the hiring process for Team leaders until such time that the new Commissioner had adequate time to acclimate herself to the department and the restructuring plan provided by the consultants.

Part of the restructuring plan involved elimination of the position of Deputy Commissioner. Dr. Anyikwa suggested maintaining the position so as to offer the Commissioner assistance. The
position of Casework Manager is being re-evaluated and will be renamed Deputy Commissioner, as a non-union position, with all of the qualifications that the Casework Manager had. Once new leadership began, morale in the department increased, and the idea of restructuring was accepted. There are a few applicants within the department who would qualify for the Team Leader positions, and the interview process will soon begin. The position of Contract Manager is a non-social work position created to handle contracts that might have been involved in the more extensive outsourcing of some of the department programs. Responsibilities of this position could also include managing the Friendly Visitor Program, and the EVOLV CS Program. Mr. Krumeich suggested this employee also be in charge of grant applications. This will likely be considered a LIUNA position. With a team structure, individuals will be cross trained so that in the event someone leaves, another team leader can step in and will be familiar with the responsibilities associated with the vacant position. The reporting relationships will remain the same. Team leaders will report to the Deputy Commissioner, who will report to the Commissioner. There will be more managerial duties for the Deputy Commissioner than were for the Casework Manager. In response to a question from Mr. Krumeich as to moving the position up a grade, Dr. Anyikwa stated that the Human Resources Department is in favor of the upgrade.

In response to a question from Mr. Walko as to short term goals, Dr. Turk responded that the restructuring of the department and recruiting for the Team Leaders, Deputy Commissioner and Contract Manager positions are the primary goals. There is a job description for the Deputy Commissioner, and a job description for the Casework Manager should be completed soon. This data will be included in next year’s budget application.

Dr. Anyikwa stated that in the two and a half months that she has held the position of Commissioner, she has been focused on infrastructure, not external entities. She said a solid infrastructure needs to be established in order to provide services. Currently, there are no policies or procedures in place with regard to department organization. Creating an atmosphere that encourages employee performance is also important.

Mr. Simon pointed out that the Department of Social Services will still need to present a budget on December 1, which includes the $400,000 funding for external entities. They were given the task of evaluating who should be getting funds, more or fewer organizations and whether the allocation should be changed. Mr. Turk stated that six months ago, he received supporting data for the four main groups that receive money through this program. Because of staff shortage within the department, there was no one available to focus on the data provided and do a proper evaluation. Mr. Krumeich suggested a review by a volunteer assessment team. The information gained would assist the Department of Social Services with their budget presentation. The United Way offers this type of assistance. Dr. Anyikwa said that she has implemented a manual system of statistical reporting. On a monthly basis, employees report to her as to who they provide services for. She said this helps to identify the needs of the public they are serving. Mr. Simon suggested a more strategic approach.
Mr. Simon pointed out that $4.4 million, including benefits, is being spent in this area. Focus should be on what clients are being served and the best way to deliver services. Possible outsourcing versus internal service should also be considered.

Mr. Krumeich suggested that the Department of Social Services informally discuss what the Budget Committee will be expecting from them in December. This can help them develop tactics and a strategy for more efficient operations. Mr. Tesei suggested consulting Nancy Brown, (Community Development Block Grant) as she has had a long tenure with the town, and has extensive resources from which to get information.

The Committee voted 4-0 to approve the request and forward it to the Board of Estimate and Taxation as a routine application.

**APPROVAL OF MINUTES**

Upon a motion by Mr. Mason, seconded by Mr. Krumeich, the Committee voted 3-1 to approve the Minutes of the July 11, 2006 Regular Budget Committee Meeting. Mr. Simon abstained as he was not present at the meeting.

**Discussion of Budget Guidelines for FY 2007-08**

Mr. Gieger provided a draft of the guidelines, similar to previous guidelines. Of note is the fact that the conveyance tax is not included in the current budget projection. The Committee hopes to have a better understanding of the capital projects and the process. The guidelines are supportive of the CIP process. There is a section in the guidelines for Outcome Based Budgeting. Public Works, Parks and Recreation and Land Use agencies have been put in as placeholders. An important variable in the budget guidelines this year is utility costs. Last year the cost of fuel effected many aspects of the budget, including cost of tires and asphalt.

Mr. Simon noted that this year the budget projection is out of balance by $4 million. To have a 3.5% mill rate, revenues need to increase by $4 million by the conveyance tax, expenses must be reduced or financing increased. Savings should also be sought through fixed costs.

Mr. Lash had reviewed the guidelines and inquired as to why a new major object code was created with regard to the 100 accounts. He believes this interferes with the discretion of the department heads as to use of money for full and part time employees and consultants. Mr. Lash suggested that the Budget Committee not take this direction, as he believes it is a regression.

Mr. Walko said that it is important to separate out consulting monies to see the flow and how departments structure their budget, and if they understand the difference between employee and consultant money. This is consistent with the proposed strategic plan.
Mr. Lash asked about enrollment statistics, and how one hundred and sixty-nine students equated $1 million.

Mr. Simon responded that he set the staff at ten students per teacher. If enrollment declines by ten students, one teacher is removed from the budget. Buildings or overhead employees are not removed. Money is shifted to the BOE side in the face of declining enrollment. When enrollment increased, $14,000 was added per student. Deep enrollment declines then mean closing buildings.

Mr. Lash said that one hundred and sixty-nine students is over $2 million. The additional $1 million will have to be found somewhere else in the non-BOE part of the budget.

Mr. Lash agrees with the guidelines with regard to the shared maintenance software. The package looks favorable, but it will take a few years in operation to see if it works to the towns and the BOE’s benefit.

Mr. Lash asked that specificity of reports that the Budget Committee is looking for from the Building Department be made clear.

The goal is to develop a strategy for the Capital Plan, and possibly assign staff to the thirteen areas of interest.

The new bids on the Police Headquarters Building are due on the September 14th, and Mr. Lash expects them to be under the $31 million in the Capital Budget.

Ms. Giambo asked to respond to some of Mr. Lash’s observations concerning the BOE. She began by saying that in general, she was in agreement with much of what was observed. The BOE is appreciative of the process of having guidelines. Ms. Giambo stated that when the guidelines first began, the idea was proposed that the full per pupil cost would be received for increasing enrollment. She agrees that the staffing level be decreased along with declining enrollment, and then at some point there will be a capital piece taken out.

The October enrollment numbers will be used in conjunction with the facilities utilization plan to determine if and when there will be a reduction in the number of buildings. When utilization of a school drops to near 70%, that number is too low and needs to be addressed. The projection for the 2007-08 school year is that three schools will be under 70%. By 2008-09, 77.1% and by 2010-11 72.3%.

Mr. Walko asked that any members of the BOE, First Selectmen or members of the BET and Budget Committee who had specific comments or questions concerning the budget guidelines to funnel them through Mr. Gieger. The cutoff date for these questions will be Thursday, September 14th.

**Discussion of Board of Education Transfers between major object codes (MOC)**

The purpose of distribution of this report was to get a first look at this report and to funnel questions to Mr. Gieger. After review, it will be looked at more closely in October. Mr. Simon condensed the list of transfers even further.
There being no further business before the committee, upon a motion by Mr. Krumeich, seconded by Mr. Mason, the Committee voted 4-0 to adjourn the meeting at 9:26 P.M.

Respectfully submitted,

______________________________
Valerie Zebrowski, Recording Secretary

______________________________
Stephen G. Walko, Chairman
TOWN OF GREENWICH
BOARD OF ESTIMATE AND TAXATION
BUDGET COMMITTEE MEETING
MAZZA ROOM
THURSDAY, SEPTEMBER 7, 2006, 6:30 PM

REVISED AGENDA

1. Call to Order and Pledge of Allegiance

2. Consideration of Applications:

Requests for Budget Adjustments

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<td>Nathaniel Witherell</td>
<td>$3,870,163</td>
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<td>A450-51000</td>
<td>Salary and fee Expense</td>
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<td>A450-52000</td>
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<td>A450-53000</td>
<td>Supply Expense</td>
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<td>A450-54000 &amp; 56000</td>
<td>Maintenance Expense</td>
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<td>SS-1</td>
<td>Social Services</td>
<td>$741,311</td>
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<tr>
<td>A501-51000</td>
<td>Salary Expense</td>
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<td>A502-51000</td>
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<td>A509-51000</td>
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<tr>
<td>A510-51000</td>
<td>Salary Expense</td>
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</tr>
</tbody>
</table>
3. Approval of Budget Committee Meeting Minutes for:
   Regular Meeting of the Budget Committee 7/11/06 3-0-1

4. Discussion - Budget Guidelines for 2007-08 Fiscal Year

5. Discussion of Board of Education Transfers between major object codes (MOC)

Budgetcommntg 9/7 06