

**BFAC Moderator's Committee (MC) Meeting via Zoom**  
**Wednesday, March 2, 2022**  
**Minutes**

Present: David Pollak, Mike Toffel, Janet Gelbart, Petra Bignami, Ben Franco  
Absent: David Kirshner

The meeting opened at 8:02 PM. David Pollak suggested the following process for the meeting:

- 1) Discuss the submissions that were received in response to the questions the committee sent to the groups BFAC assigned responsibilities to
- 2) Develop a plan for writing the committee's second report
- 3) Assign committee members sections of the report to write

The group discussed the structure of the committee's second report. It was agreed that the report should be organized around themes (as opposed to by individual recommendations, as the committee's first report did). Narrative discussion of the themes in the body of the report will be supplemented by the "raw responses" that the committee received in response to its questionnaire and by the 1<sup>st</sup> report the committee delivered in August. The themes the 2<sup>nd</sup> report will be structured around are:

- Increasing Revenues
- Managing and Evaluating Costs & Activities
- Financial Management Best Practices
- Financial Risk Management
- Long Term Planning
- Warrant Article Review

Attached is a chart that shows which BFAC recommendations have been assigned to each of the six themes. The chart also shows who is responsible for drafting that section of the report.

The committee agreed that each section, in addition to the relevant BFAC recommendations, should include a sentence about the overall structural deficit where relevant.

The committee agreed to next gather on March 9 at 8pm to review the draft report. David was placed in charge of receiving everyone's draft, compiling them into a single document, and circulating the document to the group in advance of the next (tentatively March 9<sup>th</sup>) meeting.

The meeting concluded at 9:50 pm.

**Also: Structural deficit outlook: Has it improved?**  
**Outline of each chapter: summarize the issue that BFAC raised & its recommendation; here's what was done by August 2022, and by February 2023. End of the "BFAC Recommendations related to this theme" insert shaded box**

	Increasing Revenues (PILOT, Overrides, Economic Development, financial improvement plan)	Managing and Evaluating Costs and Activities	Fiscal Management Best Practices (budgeting planning, zero-based budget, SB area assignments, communication & education)	Financial Risk Management (reserves, maximum debt policy, AAA-rating, audit firm partner and firm rotation)	Long Term Planning (capital, Economic Development, periodic summits, programmatic evaluation, single budget planning tool) --> structural deficit outlook?	Warrant Article Review (AC reorg, program evaluation,)
Lead author of the draft	David	David	Janet	Petra	Ben	Mike
10 FIPs to increase rev & reduce costs	XX	XX				
11 FIP assessment and reporting	XX	XX				
12 New economic development	X					
15 Strategic override plan	XX - ad hoc overrides				XX - regular overrides; standing committee?	
15.1 Broadest range of uses	X					
15.2 More information to voters	X					
15.3 End piecemeal approach	X					
15.4 Include reserve maintenance	X					
1 Performance management		X				
6 Key program evaluation		X				
6.1 Investment analysis		X				
6.2 Metrics for prioritization		X				
6.3 Zero based budgeting		X				
4 AC structure and skills			AC: budget reviews			AC: warrant reviews
2 Financial review & budget			X			
7 SB Responsibilities			X incl SB attending AC budget reviews			
7.1 Lead by example			X			
7.2 Clarify financial authority			X			
7.3 Increase transparency			X			
16 Single Town-School financial model			X			
18 Require TMM financial training			X			
5 Change audit firms and partners				X		
13 Minimum reserves				X		
13.1 Unassigned fund balance				X		
13.2 Annual Stabilization Fund budget				X		
13.3 Stabilization fund level				X		
13.4 Total reserves				X		
14 Maximum Debt policy				X		
14.1 Minimum at Moodys A level				X		
14.2 Moody's AA level by FY36				X		
14.3 Full disclosure of borrowings				X		
17 Annual Moody's scorecard review				X		
8 Revisit Town-School Partnership					X	
9 Capital planning					X	
3 Warrant article development						X