

Social Service PILOT and Comparative Impact Study Committee  
Conference Room 2 7:30 PM Memorial Building Framingham, Ma  
Minutes

September 20, 2005

**Note:** If a word or sentence is blue and underlined click for the link.

Attendance: Bob Berman, , Dawn Harkness, Cynthia Laurora., Laurie Lee, Steve Orr,  
Wes Ritchie, Nick Sanchez, Yaakov Cohn, Jim Palmer, Kurt Steinberg

Meeting called to order at 7:30 PM.

**Minutes of 9/13//05 meeting:** Minutes discussed and approved as corrected. Vote to approve minutes: 8 in favor, 0 opposed, and 2 abstain

Bob introduced George King, our guest speaker. Bob gave some background information about what we have done and what has brought us to this point today. Basically we have put together two Action Plans. One looks at the comparative impacts on Framingham and other communities due to social service agencies/providers the other focused on the PILOT study. We have broken down into working groups based on legal, background, property values and income, schools, public safety and misc., where we are hoping you can help. What other areas/departments in the town are touched by or impacted by social services. The last group looks at benefits.

SO would address:

- 1) What are your thoughts and experiences as to which departments feel the effects of social service agencies and their programs?
- 2) What areas of town government we should be sure to include in our studies  
For example, BoH, DPW
- 3) Can you suggest anything we have missed? Are there any particular questions or issues hat you would like to see us address as we go forward.
- 4) We are also trying to figure out which communities to compare ourselves to. The TMM who sponsored the motion said we should be comparing the impacts of social services in Framingham to other local area communities experience. We thought we should also look at comparable municipalities throughout the state and we need help identifying those. Maybe you can add to that.
- 5) What criterion is used by town departments to select comparison cities and towns:  
What would Kathy Bartolini do?
- 6) What communities do we customarily compare ourselves to?

George King:

The first question is difficult because I have never really quantified it or thought about how individual departments are impacted. All I have is a gut reaction, not really any knowledge about what the case would be. It is really only in the last couple of months, since this has gotten to be such a hot topic as opposed t o long term experience. Clearly the public safety department has some issues. I spoke recently about the fact that the overflow shelter on Irving Street is causing us some problems

right now. This is quantifiable and there is no denying that this is an issue we have to deal with.

I do not think that residences demand too much more services. I don't really know if they are causing any unusual strain than the average household. Obviously the police and fire.

This group is breaking new ground in looking into this.

Cynthia Laurora: You have been speaking with Chief Carl about the overflow shelter and the people coming in. I wondered if you can make the findings of that public.

George King: We can't make the individual information public but clearly what we found was that a lot of these individuals in the shelter had crime issues, both current and in the past. Our biggest concern that we are trying to resolve is that, we are trying to balance. There is a definite advantage to having the shelter in town for people who are homeless. We prefer to have them in one place, not in the street. Or in unsafe environments. But knowing that advantage we look at the fact of who we are serving. Are these people from the Framingham area? Or are they from a much broader area. A lot of the information that we have determined is that a lot of these individuals are coming from a much broader area. And that is a concern. What has happened is that some outside SSA have been referring people to this shelter. Far away shelter is doing this and some closer in. That is a concern. It does not seem fair or wise to import people in. And they are bringing people in who are not really able to be served in a shelter, they have substance abuse and mental health issues and warehousing them in a shelter is not going to solve that problem. It creates policing problems for us in town. We have an agreement with smoc that we will take some steps to mitigate these issues.

Steve Orr: The information you are giving us. Please don't be inhibited by just considering costs. We are looking for the total picture including benefits.

George King: There is definitely a benefit to having an overflow shelter. Or it would lead to unsafe behavior and situations. The truck fire is an example. But we frankly want to avoid situations where we are housing people unnecessarily. Anyone in that shelter also knows it is not a pleasant environment. When you go in there at night it is a very sad place. But it is better than a police cell. And it is less demanding of our resources to keep them there.

Nick Sanchez: Are you suggesting that the families being served by these shelters are not having impacts on education?

George King: I am speaking only of the overflow shelter at 105 Irving Street. This is an individual shelter. There are no families there. I would concur that it makes sense that there is an educational impact. I do not control the school department. but clearly that is an area where there is an impact.

Jim Palmer: What is the relationship with the BOH and building inspector? The town must be providing those inspectional services and what are the costs.

George King: They pay for those services

Dawn Harkness: Do you know how much they pay for those services?

GK: I don't. But the fee is standard for all. There is no profit / non-profit rate.

DH: Do you know how those rates are negotiated? Are there separate negotiations for each social service?

GK: No. The fees are established by the BoS and the same for all. Our fees are either the average or to the high end of other communities.

JP: What about the taxes. What rate do they pay, commercial or residential?

GK: Depends on the use of the property

DH: You talk about referrals to the overflow shelter. What is the nature of the referrals? Are the referrals going to smoc or is it just a referral that says, there is an overflow shelter in Framingham and anyone who shows up can go there.

GK: I won't mention a particular agency. One particular place was running their van there. They were dropping them off at store 24 and saying, the shelter is down there.

DH: But they weren't dropping them off at smoc. They are not referring them actually to smoc.

GK: Some agencies are directly and formally referring them to smoc and smoc was aware of the intakes.

Laurie: Do social service agencies making referrals have linkages or connections with smoc?

GK: not to my knowledge?

BB: This is an issue that we will explore.

CL: How many people are accommodated there? 40?

GK: 40, but recently it has been 20

CL: Where is the closest other wet shelter? Are there any other towns that have them?

GK: I don't know. I am not aware that any of the other towns besides Worcester have them

CL: Who will be responsible for the quality control of the shelter in the future?

GK: We work closely with smoc on that shelter through the police department. We have some specific provisions for that type of control. The police issues are our biggest concern right now. The crime issue is the biggest concern for our town.

CL: In another town in an outlying area, if a police finds someone who needs to be housed, are other police departments actually transporting these people here?

GK: We have no evidence. I have heard that, but I believe that other police departments would put those people in protective custody.

DH: There has been a lot of discussion about Sage house. And the move to 517 Winter Street. I was wondering if you have information whether that particular situation has any more police problems than any other homes or apartments?

GK: I don't have that information. I don't know

NS: Is there any relationship between the story of explosives and people at shelter?

GK: Not that I am aware of.

JP: From your statements can we conclude that the other shelters in town cause no public safety issues.

GK: I only have a general supervisory role for public safety. I do not know and I did not specifically state that.

NS: The agreement that you mentioned between the police and SSA, are those public documents?

GK: No There is no specific document. It is just an agreement between Mr. Cuddy, myself and the police chief. We were only discussing 105 Irving Street

BB: In regards to the comparative study, we know what the neighboring communities are. We are looking for help on finding who we might be able to compare ourselves to that we are "like"

GK: There is no consistent list of towns. The departments use different towns. A good way is to use demographic information, population, size, RE valuations. How many cities and towns in the commonwealth are within 15-20% of these in their community? Income is another to consider. Look at median income and come up with

towns within 15% of tat. There is no one way to do it. Maybe you can adjust for the difference.

DH: Are you aware of any studies that compare Framingham to some communities that we can see?

GK: They change all the time. We are trying to determine this with the benchmarking comparisons. You might want to see what the schools have come up with

CL: You are from the town; do you feel that the demographics in Framingham have changed over the last 20 years?

GK: The demographics have changed, I am not sure the age, median income but it is obvious is the growth of the Brazilian community over the last 10-15 years. When I was growing up in the '70's Puerto Ricans were the dominant immigrant community, of course that was different because they were American citizens, but they were a large community. The Brazilians have been the bulk of the growth. But we do have Russian and Guatemalan immigrants.

CL: The population has remained stable

GK: There is a lot of discussion if the population count is accurate.

LL: Do you have any knowledge of how the P&ED determines communities to study? The Housing committee has a list they are using.

GK: That would be a good recent reference.

DH: In the past when we have had large immigrant communities has there always been grumbling in the town about the changes?

GK: I don't know. This is just my personal experience. I went to Roosevelt and middle school downtown. The biggest impact was the Puerto Rican families. That community has seemed to have shrunk. Overall, there may always be grumbling. Personally I thought it was a rich experience. It had a positive impact on me.

JP: We have had two distinct types of populations. The North side was the growth side and people coming from the city to settle here. The Puerto Ricans had a huge impact when they came in. They originally came as individuals to work on the farms

NS: I am concerned about what he said. When you hire somebody from P.R., that person is a U.S> citizen and has to show SS card

BB: We are off topic

SO: Is there going to be any material that we can see regarding the end result of the negotiations re: Irving Street?

GK: Details will be worked out.

BB: The next issue is looking at property values. Can you suggest any time frame/period for this study that will be doable and have meaning?

GK: I think property evaluations are available for a long time. Are you going to do real dollar adjustments or just look at trends? The basic information is available. If you are looking at the impact of social services on property values you should look back at the time when SSA first came to town, about 20 years ago, maybe longer. It started with the de-institutionalization of state programs. SSA are really acting as the state department under a private charter. Most of the funding comes from the state, and federal. The State thought it was easier for them to do it this way but they missed out on helping out the cities and towns. When these services were operated by the government, towns and cities had more ways to get help from the government.

BB: We also want to discuss collecting data. Do you have any recommendations for us and when it comes to the town resources, what are some that we can use and as the TM how would you like us to approach requesting that information?

GK: When requesting information from departments two things would be helpful: One, Make it as specific as you can. The departments are not staffed at a high level to do a lot of research for you but will be happy to provide you the data we have. Be as specific as possible about what you are trying to find out and they will get you the information  
Second. You can do it by email and send me a copy. CC is good

BB: Are there any town or state resources that might be beneficial to us?

GK: The state website is helpful. DHCD, Division of Local Services, part of the Division of Revenue. That could supply demographic info.

CL: Does P&ED keep data?

GK: Yes. They keep a lot. U.S. data. You can get from them

CL: Do they apply for grant money?

GK: Yes. You can speak with Kathy Bartolini.

LL: Is there anything you think we should be doing?

GK: This is a great inquiry. I think it is a huge job. It is very complicated and tough. But one of the criticisms that I have had is that when the State distributed their work

load to private agencies, the state might have benefited but PILOT have been overlooked. The State should be responsible for compensating for the impacts. The Feds also let us down. They provide for their own issues but they do not provide for the issues that impact us. There are ways that they can make that happen. It is only fair.

BB: Should that be written right into the grant?

GK: Yes. They do make PILOT's for the state owned land such as Callahan, the reservoir's, the prison. Since these programs are essentially State programs they should be required to make provisions.

LL: During the days of institutions, did the State pay taxes on those facilities?

GK: Not that I am aware of. There was a Cherry sheet payment or award. It was small. But when there were institutions, they were huge campuses and only impacted specific communities. It wasn't spread out. They considered this scattered sites approach better for the people receiving the services but they did not take into account the problems that communities would have. They forget what they are asking of local governments.

You get a great value for what you pay the town.

DH: Is there a particular department regarding a list of PILOT's that are already paid to the town.

GK: Check with the CFO. We get money from the FHA. Second Street, Beaver, and Pelham we get a small one. It is a strange set up. They pay less under chapter 121. for fixing up a run down facility. We get about \$80,000/year from them and \$80,000 from the cherry sheet. But the company responsible for all this went to market rate apartments when the mortgage expired. But they first sold out the development to a non-profit corporation and now manage it for this non profit. We recently had a lawsuit with them over the trash issue. It would be interesting to follow the development of that complex over 20 years.

LL: There was no time allotment or sale agreement for that type of pilot?

GK: No. They sold it because they didn't have the low rate mortgage. So they sold it to the non profit corporation which they manage the complex for.

There was no real oversight. Now we are still in a lawsuit with them over picking up their trash. We won but they have an appeal.

LL: How should we classify Pelham? Should it be part of our study?

GK: The financing is under state law. But no one knows much about it. It is an interesting complex. There are 500 units, many of them subsidized, that pay less

income to the town than if they were fully taxed and at rates that were set up over 20 years ago.

The FHA also has a small PILOT. In fact, when I became manager in 1999 they were paying \$75,000 and had decide not to pay that for years. So I insisted they pay us and all the money they owed.

BB: Any other questions?

JP: I agree that the grants should include payments in them. But another part they don't do is they allow the agency to place programs wherever they feel like. So somewhere part of the process should be that they don't all end up in one place.

GK: That is a more complex point. Certainly the concentration of social services in Framingham is high compared to other towns. We have seen enough evidence of that. especially when we are comparing to Ashland, Holliston, but I don't know the numbers. Newton has a decent amount of SSA. They are focused in the centralized communities. That is why there are more office building, shopping centers, and commerce. They won't be in Sherborn, the high price of housing. This makes mitigation all the more important. The concerns regarding placement are legitimate. I am not saying it can't be more balanced.

NS: What is the relationship between the local hospital and the town?

GK: None They pay full taxes. They are a for profit corporation

CL: I have questions about the future of Framingham, say 25 years from now. How much more can Framingham absorb, from the State, because as you said this is basically from the state being run by private non -profits, agencies of the state. So how much more? Will we be all State sponsored here? Will we be one big State entity?

GK: No. I agree

CL: If Framingham is the center of commerce and this is where they should be

GK: I didn't say that. I don't know why there is this growth myself. It seems that we should be leveling off. I don't see why it should be continuing. If it does, then you certainly have that question: Where is that balance coming from? Why are we expanding? Our population isn't expanding overall, but social services are, this is a legitimate question. Are the clients coming from somewhere else? And this is the exact issue we had with the overflow shelter. I am not suggesting that we should have more expansion at all. I am not sure we can count on a diminishment of services. I would be concerned if new programs starting sprouting up. I would want to know why. Balance has to be achieved. I did not mean to suggest that we should continue to grow.

LL: Do you think that in the future we should hire someone, a human service person, or have someone in charge of oversight of social service programs, to monitor the growth and established programs?

GK: I think that is an excellent question. I am not sure how that will play out. Right now it is more of a policy decision. I think that, personally, smoc made a mistake by buying 517 Winter Street. As a sighting it is different than any other building they previously bought. They bought the largest building in the neighborhood, among all small homes. For over 360 degrees, they are the dominant building. That is a problem. I don't like the fact that they are going to create house lots and build and profit from the high cost of housing. I think that smoc as an agency does a lot of good things for the town, but what is happening because of the purchase of this property is that the way we look at this as a community has changed. It has irrevocably changed. It is not going to go back the way that it was. So certainly, whether we get someone under human resources, planning or whatever, it is something that we are going to be aware of as a community. This is not something that just one sector of the community is talking about. Whatever your views are, conservative, liberal or whatever, people are concerned about this issue now. And it is a front burner issues, and by that definition things are going to change. I suspect this is the easiest thing to measure, this change, and I am sure it is one thing that will evolve out of this group, and I suspect how to handle this issue will evolve out of this committee. The decision to buy 517 Winter Street has brought this whole issue to the forefront of this community. It was the straw that broke the camel's back, so to speak. And now it has brought focus on the entire organization. For better or worse. Maybe we will find out that everything is fair and fine. I don't know the whole story that is what has to be quantified. There is no way around it.

LL: Just for the record. I know that we have been discussing smoc and I want to make it clear that their name is not usually brought up so much in this committee. It is all social service agencies that we are considering.

GK: Yes. I understand. It is simply that the impact of smoc buying 517 Winter Street that will also have an impact on all social service agencies in Framingham. This is not picking on any agency m it is just what is happening?

The group thanked Mr. King for his time, information and help.

The group continued the meeting with brief a description of what each work group has done.

Legal: When it comes to legal issues of the study, there is not much. We can legally study whatever we want. There are potential issues down the road with PILOT programs. A few of the area we will address:

- Discuss the legal issues with Town Counsel
- Discussion with the Attorney General Office

- Postings (Dawn will speak to this)

Dawn has solicited opinions from a list for lawyers about establishing PILOT programs. She said she is starting to get feedback from it, some of which is “you are crazy if you do it”. Someone was talking about a PILOT program in Attleboro that is very difficult and unpopular and woe to the politician who advocates for PILOT programs. If she finds anything interesting she will pass it along.

Nick wondered if there were open meeting issues, of a legal nature, regarding the PILOT agreements the town has, or agreements such as the current one with the town manager, chief of police and smoc. Should these negotiations be done under the open meeting law? Should the agreements be public documents? We might need the information from these documents.

Is there a difference between hired staff or elected or appointed positions in regards to these negotiations?

Bob did not think we needed such specific detail because he did not think we would be making any detailed recommendations or policy changes. He thought we would compile the information and data and the Board of Selectman and Town Meeting would go through it decide upon the appropriate changes.

Background:

Cynthia reported that we took the Action Plan and assigned tasks based upon it. The first item was to create a complete list of social service providers. Cynthia and Laurie presented a written report of the discussion they had with Gene Kennedy from Planning and Economic development and the assessor’s office. They brought in the questions outlined in the Action Plan and wrote down the answers. They will follow up on this with a written list of question to him, Kathy Bartolini and George King.

The “living” list was passed around and is available on the website. It includes links for each agency and most sites.

The planning department does not have a list other than the one already compiled here. The assessor’s office also does not have a list.

All addresses that are owned by agencies were verified at the assessor’s office using their computer.

Rentals are more difficult to confirm, however, links establishing these sites are on the document.

The next step will be to document all programs and property valuations, tax rate, which is based on use, and tax dollars.

Steve Orr asked if we have commercial properties that have been purchased by SSA’s and now used for a residential purpose. Does that scenario exist? Are we now not collecting even more taxes now because of this change?

Nick asked for clarification regarding what the town has and doesn’t have in terms of a list of properties. Laurie explained that so far, no department seems to have a coherent,

complete list of all social service agency properties and facilities. What we do have, is the assessor's database of all property in town, taxed and tax exempt, and who owns it. This list we have seems to be the first of its kind that brings all of these properties together, and includes rentals as well.

The next step would be to ask the social service agencies what properties they own and use in town. It was agreed by the group that that meeting should be discussed before it occurs.

Dawn was concerned that the list was heavy on Advocates and smoc and asked if the entire list of tax exempt properties was examined based upon the definitions we created? And if this was confirmed using guide star, in such a way that each of those organizations were looked at using guide star to see if they fit the definition.

Wes Ritchie wrote a letter from Mr. Sannacandro's office to State departments requesting information regarding funding of social service organizations.

His questions are as follows:

To:

Department of Public Health

Department of Mental Retardation

Department of Revenue

Department of Corrections

Health and Human Services

Massachusetts Housing Partnership

Department of Housing and Community Development

- 1) In the past 15 years, what grants have been awarded to social service agencies that are located in or operate in Framingham?
- 2) In the past 15 years, what grants have been awarded to non-profit agencies that are located in or operate in Framingham?
- 3) Is there a way for members of the PILOT Study Committee to access more information from your department if they have additional questions?

Jim Palmer asked what the difference is between smoc and smoc housing. Laurie explained that smoc housing is a subsidiary owned by smoc that has its own name and owns many properties. It is part of smoc, the larger umbrella corporation.

Bob said that when we go over the list, if there is housing that is strictly housing and has no programs associated with it, it will not be counted because it doesn't fall under our definition. It is not something we will be looking at. There is a lot that has to happen with this as it evolves.

Cynthia also mentioned that the background group is creating a formal questionnaire and asked if the other work groups could assemble any questions they would like to pose to the SSA's by next week, 9/27/05. That would give our group another week to finalize the document and bring it to the 10/6/05 meeting for discussion and approval. Then we can bring it to the agencies

The outline for this was created and handed out by Mr. Cohn. ( see below)

All questions can be forwarded to Laurie

### Property value and Income

To analyze property valuations, Nick Sanchez explained that one approach we are exploring is to focus on the change in price of similarly priced homes over time in area communities. The basic idea is to try to calculate a return on the investment in a home across communities. We will take for example, a \$100,000 investment in 1980 and see what has been the return on that investment in different communities over time.

One of the resources in the Action Plan is realtors and we would like to conduct a survey of all realtors in Framingham. We will ask questions of perception and valuations. This will be an anonymous survey.

We are also going to look for ways to examine changes in prices in localized areas over time. Such as a quarter mile or 4 block area.

In addition, academic literature will be examined. Tax rates will be examined. Crime rates and property values. Social service location and property values. We will consider how the income distribution affects property values. We are primarily looking at market values because town or city evaluations are not the same in each community.

Dawn questioned the fair measure value of personal opinions of realtors. Nick pointed out that realtor's bias influences the sales that are made and it might be useful to know.

Bob mentioned that there are many factors that will affect the price of a property and it was agreed that should be accounted for.

In addition, can we look at how easy or hard it is to sell properties in different communities? How many days on the market.

But Steve thought that we should account for the fact that the price you would sell a house for in Framingham would be less than another town. So what you are trying to get for it will influence the time on the market.

So maybe we should consider this when looking at like communities.

Steve did not think the issue is so simple.

Dawn wanted to confirm that all questionnaires will be voted on by the whole committee. Bob commented that all questions will be voted on by the entire group.

### Schools

Wes reported that the group went over the questions and figured out the questions they would ask. They decided to set up meetings with Dr. Dewar and Dr. Martes to ask those questions.

Bob commented that as they were going over the questions in the Plan they kept wondering if they could even get the information. They decide they would bring the questions in and ask if they can even get the information, is it acceptable or known.

Laurie mentioned that this type of approach also occurred in other groups. Will this approach include note taking and a written report of the conversation so the whole group can follow?

Bob thought there would be general notes and that it would be more of a discussion. Laurie commented that she found that after the initial discussion, people were asking for a follow up document of all the questions.

Bob agreed that the work groups are setting the ground work, identifying what the questions need to be, checking in with the bigger group, getting the questions off to the resources. We will then invite them to come and give their responses to the entire committee.

Cynthia suggested that the school group look into the parent center and the school principles.

#### Public Safety

Steve Orr reported that he emailed the Fire and Police Chief's requesting who the group should meet with for the initial contact. Carl was going to speak with George King and Ollie said we should speak with him first.

The questions will be based on the Action Plan

#### Additional Town

The committee reviewed the questions for each department from the Action Plan. We assigned people each specific department to make initial contact with that department and then create a coherent set of questions for follow up that will be presented to the larger group for approval then those questions will go out to the departments.

DPW is Steve Orr

BoH and Building is Jim Palmer

FHA is Laurie

P&ED and Assessor is Cynthia

Benefits could not meet yet.

Jim Palmer mentioned that we forgot the Park and Rec department and he would add that to his list.

Bob Berman handed out and discussed a calendar for our future events and our eventual completion of the task.

The speaker line up would begin with the issue of funding and would include the BoS task force and someone from Health and Human Services.

The efficacy of having our State reps and Senator at the same time was discussed and dismissed.

During October we would approve the questions to be submitted to the research points and approve other work done by the subgroups.

November would be devoted to hearings with those people who will answer the questions, and include other questions that come up.

December will be devoted for the comparative data, approval and inclusion.

We will then look at the information from Framingham and compare it to the other communities.

We will create the PILOT review, coming up with and agreeing upon a recommendation, and the creation of a final report.

Televising the meetings was brought up and discussed.

Nick Sanchez had some concerns (not about televising) about our group's expectations of what can be accomplished by the hearings. We can accomplish a lot more by doing hard research.

Bob responded that he thinks our work is a combination. It is going to be a combination of collecting and looking at hard numbers, from books and other sources and hard numbers that are within people in the administration or the State.

Motion that on the focused meetings we request the media services to televise the sessions.

Vote:

4 in favor, 5 opposed, 1 abstain

Motion to Adjourn

8 in favor 0 opposed, 2 abstain

For the record, Yaakov voted to adjourn

Laurie Lee  
Clerk

#### Questionnaire for Social Service Agencies

In order to develop a complete picture of the impact of Social Service Agencies on Framingham, The PILOT Study Committee is seeking to develop a complete picture of such agencies, including both the benefits and costs of such agencies upon the community.

**NOTE TO WORKING SUB-Committee: I'm seeing that each question can open the door to considerable sub-questions. Some questions really seem to call for a table to be filled in.**

**Some questions that the committee had defined as being asked to the police or to the school department could also be asked to the SSA's.**

I had thought that I was going to prepare a general-purpose questionnaire, but I now feel like we need a number of different questionnaires, depending on the nature of the agency.

I also wonder if I'm feeling a little mushy since I really have only a vague idea of what Laurie's list of agencies will look like. So maybe, a look at your start on the list will help.

**Facilities**

Please provide a complete list of all of your facilities in Framingham, including all that you own, lease, or rent? Please provide addresses and tax statuses for each location.

Could you let us know of any plans you have to establish additional facilities in Framingham?

**Programs**

Please provide a complete list of all programs that are based in Framingham?

Please provide a list of programs which are located outside of Framingham but which are likely to serve Framingham residents.

What additional programs are likely to be sited here in the next \_\_\_ years?

**Siting Criteria**

What are your Siting Criteria? Can you address the roles of,,,

- Transportation resources,
- client concentrations
- Co-location with other social service providers?
- Availability of trained employees?
- Location strategies directed or influenced by funding agencies, or other influencers?

**Funding Sources**

Please provide a list of your funding sources

**Employees**

What standards control your hiring/training and supervision of employees?

What percentage of your employees are Framingham residents?

Can you estimate the financial impact of your payroll on Framingham's economy?

Can you estimate any other contributions you make to the Framingham economy, such as local purchases, sub-contracts, and so on?

**Reimbursements**

What reimbursements does this agency make to Framingham for any expenses the town may incur on your behalf?

## Benefits

A fair evaluation of the effects of Social Service Agencies requires a full exposition of the benefits that the location of such agencies bring to Framingham. Please list all the benefits that we should consider, both tangible and intangible?

Example may be..

- Building rehabilitation?
- Expenses that the town avoids due to the presence of your agency?
- Citizens who are shifted from being burdens to assets

## School Costs

Does your agency bring in students from other towns to attend Framingham schools?

- How many?

Who pays for them to attend Framingham schools and for how long?

Do you track whether their families move into Framingham in order to more easily obtain your services?

There is speculation that students from your program are likely to be more costly than the average. The very fact that they are in your programs suggests that they have extra needs. Can you provide any data to either support or disprove this assumption?

When a student from outside of Framingham with special needs is sent to Framingham's schools, who pays for the incremental costs? For how long?

Does your agency send students from Framingham to facilities, and schools, outside of Framingham?

**Note: I could keep on going like this, putting in a section about sex offenders, chronic alcoholics and drug abusers.**

**For that matter, I could also put in questions about illegal immigrants as clients, and the role the agency sees itself playing in attracting more illegals into the area to get their services?**

**Similar questions about the role the agency sees itself playing in attracting clients into Framingham.**

