ARTICLE 7A:

To see what action the Town will take to provide a reserve fund and to determine what sums of money the Town will raise and appropriate, including appropriations from available funds, toward defraying charges and expenses of the Town, debt and interest, for the ensuing twelve month period beginning July 1, 2016, or take any other action relative thereto.
BOARD OF SELECTMEN

ARTICLE 7B:

To see what action the Town will take to determine what sums of money the Town will raise and appropriate, including appropriations from available funds, toward defraying charges and expenses of the Town for the water enterprise and debt and interest, for the ensuing twelve month period beginning July 1, 2016, or take any other action relative thereto.
BOARD OF SELECTMEN

ARTICLE 7C:

To see what action the Town will take to determine what sums of money the Town will raise and appropriate, including appropriations from available funds, toward defraying charges and expenses of the Town for the sewer enterprise and debt and interest, for the ensuing twelve month period beginning July 1, 2016, or take any other action relative thereto.
BOARD OF SELECTMEN

ARTICLE 7D:

To see what action the Town will take to determine what sums of money the Town will raise and appropriate, including appropriations from available funds, toward defraying charges and expenses of the Town for the solid waste enterprise and debt and interest, for the ensuing twelve month period beginning July 1, 2016, or take any other action relative thereto.
BOARD OF SELECTMEN

ARTICLE 7E:

To see what action the Town will take to determine what sums of money the Town will raise and appropriate, including appropriations from available funds, toward defraying charges and expenses of the Town for the airport enterprise and debt and interest, for the ensuing twelve month period beginning July 1, 2016, or take any other action relative thereto.
BOARD OF SELECTMEN

To: Advisory & Finance Committee

From: Budget Sub-Committee A – Administrative /Airport/ Clerk/Miscellaneous Services/ Marine and Environmental Affairs.
Shelagh Joyce, Chair
Committee Members – Betty Cavacco, Marcus McGraw, John Moody, Scott Stephenson,

Date: February 24, 2016

Subject: Sub-Committee A - FY2016 Budget Review & Recommendations

Budget Summary: #123 Town Manager

Proposed FY2017 Budget	Total:	$932,539	Personnel:	$508,979	Other:	$423,560
FY2016 Budget	Total:	$921,637	Personnel:	$501,347	Other:	$420,200
FY2015 Actual	Total:	$868,883	Personnel:	$457,001	Other:	$411,882

Department Synopsis

The Town Manager provides for the professional day to day management of town government as well as carrying out the policies and directives set by the Board of Selectmen. The Town Manager's office includes five full time personnel. Assistant town manager Derek Brindisi met with the Sub-Committee.

Town Manager: Melissa Arrighi

Assistant Town Manager: Derek Brindisi

Budget Observations

The requested town manager's budget shows an overall 1.2% increase or $10,902. The personnel service increase is $5,121; due to increases in overtime, longevity pay and contract benefits. Other expenses in the town manager's budget increased due to $3,360 for legal services and dues/membership. In FY15 the town manager's buy back benefit was $9,000; it increased in FY16 to $16,570 and the possible FY17 buy back benefit has been budgeted at $24,826. The dollar amount of this potential buyback is significant and if not exercised will continue to increase at a high dollar amount. In FY15 the buyback benefit was not exercised by the town manager.

The town manager has spending authority over the Cable Services Revolving Fund. This revolving account may only be used for consulting/legal services and any expenses related to relicensing the Verizon and Comcast contracts. In FY15 the town manager transferred $10,935 into the account. The funds for this revolving account are derived from cable related franchise fees. In FY15 the expenses for the cable revolving account were $1,313. The balance of the fund on 12/31/15 was $73,978.

Initiatives & Opportunities

The Comcast contract is expiring on July 6, 2016. The Verizon contract is expiring in 2023; eight years from now. In the last eleven years the cable services revolving fund has worked under spending limits with different dollar amounts – FY06 and FY07 was $5,000; FY08 was $11,000; FY09 and FY10 was $15,000; FY2011 was $30,000; FY2012 was $10,000; FY13, FY14 and FY15 was $38,000; FY16 was $33,000.

Recommendations

The Sub-Committee recommends the Town Manager's budget be reduced by $2,421 to $930,118 and the cable services revolving fund be approved at $33,000. The $2,421 reduction in Personnel Services is recommended due to the filling of an open administrative assistant's position by a staff member of the Council on Aging at a salary lower than was being carried in the budget.

The Sub-Committee further recommends that the BOS work towards minimizing the continuing accrued liability of the town manager's buyback budget. We recommend putting a 1-2 year cap on how much time can be accrued and carried as a liability on the town's books before it is paid off. Now that an assistant town manager has joined the management team the hope would be that the town manager can use her PTO on a regular basis.

Budget Summary: #138 Procurement

Proposed FY2017 Budget	Total:	$397,041	Personnel:	$170,772	Other:	$226,269
FY2016 Budget	Total:	$481,653	Personnel:	$165,890	Other:	$315,763
FY2015 Actual	Total:	$444,723	Personnel:	$159,153	Other:	$285,569

Department Synopsis

The Procurement Department is responsible for organizational purchasing services for the Town. Organizational purchasing is substantially different from consumer purchasing. Within the constraints of legal and statutory regulations organizational purchasing has the objective of ensuring effective operations, strategic planning, and competitiveness. The core principles of centralized purchasing are economies of scale, standardization of products, consolidations of supplies, purchasing policies, financial controls, and common information. The Department has one Procurement Officer, a procurement assistant and an administrative assistant.

Budget Observations: Total budget reflects a decrease of 17.6% or $89,494 versus the FY16 budget. In FY17 the $91,500 telephone expense from the FY16 procurement budget has been moved to the Information Technology department budget. Requests have been submitted totaling $8,148 for various kinds of furniture – 12 desk chairs, 3 file cabinets, 2 bookcases, and other minor pieces. 68% of the furniture requested is for the DPW department; the other 32% is for Procurement and the Treasurer's office. The expectation would be that these new items for the Procurement and Treasurer departments would follow those specific offices when they move to the new town hall in 2017.

Recommendation: The sub-committee recommends a budget of $405,189, an increase of $8,148 over the Board of Selectmen recommended budget of $397,041. The increase is due to the cost of the previously mentioned equipment acquisition being inadvertently omitted from the Budget Book.

Budget Summary: #152 Human Resources

Proposed FY2017 Budget	Total:	$369,093	Personnel:	$249,343	Other:	$119,750
FY2016 Budget	Total:	$312,447	Personnel:	$224,802	Other:	$87,645
FY2015 Actual	Total:	$306,860	Personnel:	$218,863	Other:	$87,997

Department Synopsis

The Human Resources department oversees all Human Resources of the Town. This includes hiring, benefits, in-service medical evaluations and managing healthcare and benefit consultants. The department consists of three full time personnel.

Human Resources Director: Marie Brinkmann

Budget Observations

There was a transition in the management of the Human Resources department. The director left the town in late 2015. The benefits administrator, assumed the overall responsibility of the director's position; the department's administrative assistant was promoted to benefits administrator and an administrative assistant from the town manager's department transferred to H/R. All these staffing role changes will result in a decrease in salaries of $25,458. or 5.1% less.

Total requested budget shows an 18.1% or $56,646 increase from FY16. The increases in expenses are due to $14,300 more for technical services, $9,000 more for medical services for new hire evaluations and $7,000 for drug testing. The new hire evaluations cost approximately $140 for a new staff employee, $170 for DPW, $905 for police and $1184 for fire. The drug testing line item was increased since it was a recent union contract addition to firefighter's contracts.

We wanted to share the past four years calendar years of employment related statistics.

In 2015 there were 2,728 active town and school employees. Full time staff totaled 1,545; town staff was 467 and school staff was 1,078. Part time staff totaled 429; 39 were town staff and school staff were 390. Seasonal, temps and substitute staff totaled 754.

New hires in 2012 and 2013 were the same amount; 24 new hires in each year. In 2014 there was a significant increase of 42 new hires; an increase of 75%. Out of the 42 new hires in 2014 there were 17 new police officers and 2 firefighters; 45% of the 2014 new hires. In 2015 there were 36 new employees (not including seasonal) hired; 75% of them full time. The new hires were 6 fire, 6 police, 5 library, and 4 DPW. The remaining 15 hires in 2015 were spread among the other departments.

Employees that retired/terminated/resigned was fairly consistent in each year until 2015 – 29 in 2012, 33 in 2013, 30 in 2014 and 47 in 2015. This attrition rate is an increase of almost 60% from 2014 activity.

Number of promoted employees varied from year to year – 24 in 2012, 12 in 2013, 31 in 2014 and 31 in 2015.

In 2015 a total of 41 claims were filed for unemployment benefits; 33 were former School employees and 8 from the town.

Workmen's compensation claims were 44 for the town and 72 in the school system. During 2015 there were 37 injuries on the job in the police and fire departments; 21 police and 18 fire.

Initiatives & Opportunities

None noted.

Recommendations

The Sub-Committee recommends a reduction of $42,458 in the Human Resources budget to $326, 635. The reduction is comprised of the previously mentioned $25,458 decrease in Salaries and the following:

- A $10,000 reduction in the Overtime requested as part of the new initiative. A total of $15,000 was requested. The rationale in the Budget Book for this OT "Special Projects" while the sub-committee determined through questioning that the request was to maintain a newly combined employee and retiree

database as well as complying with various record keeping duties. The functions referenced are common H/R functions. We recognize the fact that occasional OT may be needed for staff coverage due to vacation or sick coverage.

- A $7,000 reduction in Technical Services. A $14,000 increase was requested for Assessment Centers within Technical Services, bringing the total request to $42,000. Assessment Centers are a third-party service used to evaluate Public Safety personnel for possible promotion to superior positions. Each assessment costs $1,000 each. It is anticipated that the number of assessments conducted will be 35; hence the $35,000 amount.

Comments / Other

The New Initiative request included a request to upgrade an A5 Administrative Assistant with an A6 Administrative Assistant at a cost of $3,452. Our interviews determined the position is responsible for common HR administrative functions – job postings, tracking job applicants and staff additions. The Sub-Committee believes an upgrade of the position is not appropriate at this time given the recent full reorganization within Human Resources. The Board of Selectmen also did not approve the upgrade.

Budget Summary: #161 Town Clerk

Proposed FY2017 Budget	Total:	$517,052	Personnel:	$315,052	Other:	$201,510
FY2016 Budget	Total:	$499,102	Personnel:	$297,212	Other:	$201,890
FY2015 Actual	Total:	$487,172	Personnel:	$288,493	Other:	$198,678

Department Synopsis

The Town Clerk's office has five full time personnel who perform services related to the administration and maintenance of all public records. These records include town meeting warrants and minutes, vital records, meeting postings and minutes, vote certification, town census, as well as dog registration and enforcement.

Town Clerk: Laurence Pizer

Budget Observations

Total budget shows a 2.6% increase or $12,793. The increase is due to three elections in FY17.

Initiatives & Opportunities

The state has created a requirement that each town or city must provide an "early voting opportunity" for two weeks before the general election in November. Plymouth must provide, at a minimum, for all 15 precincts one voting location (which will be the Town Hall clerk's office) from 7:30 am-4 pm Monday – Friday for two weeks before the November election. It would cost the town an additional $69.94/hour to provide additional "early voting" hours outside the minimum required M-F 7:30 am-4 pm window.

The town clerk has requested that an administrative assistant be promoted to assistant town clerk; the additional cost of this request is $5,117.12 based on FY17 salary dollars. The Advisory and Finance committee does not concur with this upgrade request.

Recommendations

The Sub-Committee recommends the town clerk's budget be approved at an increased budget of $517,012. This increase of $450 is needed to pay for the expenses of adding six hours of poll coverage (from 4-7 pm one night per week for 2 weeks). This early voting requirement is only for the election in November. The goal is that this will help people who are not able to participate during the daytime hours of 7:30 am-4 pm. This initiative is being recommended as a tool to help increase the town's voter participation rate.

Budget Summary: #292 Animal Control

Proposed FY2017 Budget	Total:	$149,967	Personnel:	$143,167	Other:	$6,800
FY2016 Budget	Total:	$143,202	Personnel:	$136,402	Other:	$6,800
FY2015 Actual	Total:	$120,729	Personnel:	$117,229	Other:	$3,500

Department Synopsis

The Animal Control department presently has four employees; two full time and two part time. The department operates the town's animal shelter, enforces the town's animal by-laws and provides support for resident encounters with wildlife. It is one of three department's within Marine and Environmental Affairs.

Marine & Environmental Director: David Gould

Budget Observations

Total budget shows an increase of $6,765 or 4.7%; which is all in the personnel services expenses. Last year the department was approved for a second part time employee. This year the manager is requesting a modification to the staffing configuration – taking the two part-time positions and combining them into one full time position. This proposed staffing configuration would result in three full time positions and no part time positions. The manager believes three full-time positions offer more flexibility in meeting the staffing needs of the department as well as helping in retention of staff. Combining two part-time positions into one full time position results in a significant cost increase to the town; namely a full time employee costs the town approximately $20,000 per year in benefits. That increased cost is not reflected in the animal control budget; that $20,000 FT employee carrying cost gets bundled into the overall member benefits/town insurance/pension budgets.

The director of Marine and Environmental Affairs has spending authority over the Animal Shelter Adoption revolving fund. Over the period of 7/1/13-12/31/14 receipts totaled $1,340 and expenditures totaled $4,515.24. The balance in the account as of 12/31/15 was $9,975. The budget request for FY17 is for a renewal of a $5,000 cap on expenditures which is used for the care, health and welfare of the animals.

Initiatives & Opportunities

The request for combining the two part-time staff into one full-time staff position has a minor positive salary decrease. The much larger, long term impact is the cost of benefits and OPEB liability for a full time town employee; benefits are conservatively estimated at $19,326 and the annual OPEB Liability is estimated at $4,950, bringing the total first-year cost of the change to a full-time position to $63,722. Part time positions do not involve additional benefit and OPEB expenses.

Recommendations

The Sub-Committee recommends the animal control budget be approved as submitted at $149,967.

Comments / Other

The town's kennel is scheduled to be staffed 7 am-4 pm seven days a week.

Budget Summary: #295 Harbor Master

Proposed FY2017 Budget	Total:	$367,817	Personnel:	$335,417	Other:	$32,400
FY2016 Budget	Total:	$351,082	Personnel:	$324,682	Other:	$26,400
FY2015 Actual	Total:	$341,689	Personnel:	$314,560	Other:	$27,129

Department Synopsis

The Harbor Master provides for the protection of life, property and natural resources on Plymouth's waterways. The department is responsible for search and rescue, responds to boating emergencies, enforces boating laws, and management of moorings, shellfish, dockage and maintenance of town piers. The department consists of four full time employees. One of these four employees is allocated between the harbor (44%) and the state boat ramp (56%). There are also 16-18 part time and seasonal employees.

Department Manager: Chad Hunter

Budget Observations

Total budget requests amount to an overall increase of $16,735. or 4.8%. Personnel services are an increase of $10,735. or 3.3%. Harbor Master expenses are an increase of $6,000 or an increase of 22.7%. The increases proposed are a new line item of $4,500 for mooring operations and $1,500 for equipment.

The Harbor Master has requested spending authority over the State Boat Ramp revolving fund of an amount for FY17 not to exceed $61,000. This fund is to be used for FT and PT staff as well as for expenses managing the boat ramp. The fund allocation is broken down into 56% of salary and benefits for the assistant harbormaster ($29,601 salary plus $10,360 benefits); full funding of two seasonal PT harbormaster assistants for a total of $19,600; and $976 for materials and maintenance totaling $60,537. The balance in the account as of 12/31/15 was $16,277.

Initiatives & Opportunities

None noted

Recommendations

The Sub-Committee recommends the harbor master control budget be approved as submitted at $367,817.

Budget Summary: #427 Natural Resources

Proposed FY2017 Budget	Total:	$496,966	Personnel:	$423,566	Other:	$73,400
FY2016 Budget	Total:	$436,449	Personnel:	$363,399	Other:	$73,050
FY2015 Actual	Total:	$446,911	Personnel:	$320,112	Other:	$126,798

Department Synopsis

The Natural Resources division provides services that help ensure the protection and maintenance of Plymouth's natural resource assets which include Long Beach, lakes, ponds and inland fisheries. As part of its duties the department conducts biological and nutrient monitoring programs, water sampling and water testing. Every year it also coordinates Hazardous waste collections days in the fall and spring. The department consists of five employees including the Director of Marine and Environmental Affairs, two environmental technicians and one natural resource warden.

Marine & Environmental Director: David Gould

Budget Observations

Total budget increases amount to $84,017 or 9%; $60,167 or 16.6% in personnel services. There are multiple increases requested; the most significant involving $51,083 for a third warden. This warden would be deployed to White Horse Beach and Morton Park. A request has been made to include is $2,000 for additional funds for meetings and training workshops; this is linked to the request for the third warden

The recommendation by the department manager is to discontinue the use of the software for the "Park Watch" system. In the first six months there were only 64 incidents reported through the on-line system. There is no financial penalty if the town discontinues the use of ParkWatch after the initial year. The plan is to provide an alternative online reporting system that residents could use; there would be no cost for this new reporting utility. The department would like to retain the $6,000 in funds and put it towards additional water quality testing. .

The director of Marine and Environmental Affairs has spending authority over the Plymouth Long Beach revolving fund .This fund is used for partial funding of FT salaries, total funding for PT salaries of seasonal staff and funds needed for police detail coverage. It is also used for providing maintenance and services on Plymouth Long Beach, repairs to the seawall and implementation of the Long Beach Management Plan. There is also a $15,000. line item for storm damage contingencies. The balance in the account as of 12/31/15 was $135,066.99. The budget request for FY17 for the Plymouth Beach revolving fund spending cap is $248,300; $19,600 more than FY16. Revenue sources for this account are from Long Beach 4X4 stickers and daily parking fees at Plymouth Beach. One factor impacting the request for the rise in the spending cap is the minimum hourly wage increased to $10/hr in January 2016 and will increase to $11/hr in January 2017.

The director of Marine and Environmental Affairs also has spending authority over the Conservation Land revolving fund. This fund is used for the care, maintenance, necessary signage and other improvements related to land acquired with CPA funds. The balance in the account as of 12/31/15 was $737.01. For FY17 the requested cap on expenditures is $750.

Initiatives & Opportunities

The third warden initiative is requested in response to ongoing public requests and need for increased coverage at White Horse Beach and Morton Park. We would encourage the department manager to have a plan well designed with the goal of making this third warden to be hired and as productive as close to the start of the FY17 budget year. It would be disappointing if recruitment and training takes months and then the town sites that could benefit from this additional help don't see the benefit until the 2016 summer season is over. The request for the department to retain the $6,000 in funds from the ParkWatch software reporting system for additional water testing certainly has merit. The expectation is that a comprehensive plan of all relevant sites would be created for these additional water testing sites. The testing results should be shared with the town's residents in a timely fashion via a platform that is easily accessible at home or via a mobile device.

Recommendations

The Sub-Committee recommends the natural resources budget to be approved as submitted at $496,966.

Budget Summary: #130 Consolidated Utilities (Fuel and Utility)

Proposed FY2017 Budget	Total:	$1,925,050	Personnel:	0	Other:	$1,925,050
FY2016 Budget	Total:	$1,894,000	Personnel:	0	Other:	$1,894,000
FY2015 Actual	Total:	$1,791,937	Personnel:	0	Other:	$1,791,937

Department Synopsis

This fund is a central cost center for all of the Town's electricity, heat and vehicle fuel.

Budget Observations:

The 2017 recommended budget reflects a 1.6% increase from the FY16 budget. The Sub-Committee conducted extensive analysis of the budget request, reviewing prior year requests against actual expenses, the size of various changes proposed in the FY 2017 budget, and U.S. Government projections for energy costs over the next 18 months. The Sub-Committee's interest in the increase of this budget is based on the substantial changes in energy costs over the past year and projections for those costs in coming years, suggesting the potential for a significant budget reduction opportunity.

The Sub-Committee's analysis indicates the Consolidated Utilities budget may be between $188,000 and $440,000 over-budgeted, depending on the aggressiveness with which projected future energy costs are applied. The Sub-Committee acknowledges that none of us really knows where energy costs will go over the next 18 months, the period of time for which these projections would apply. As such, the Sub-Committee believes a highly conservative approach is required, which it believes was the intent for proposing the existing budget. However, even the most conservative analysis of the Sub-Committee, which involves reducing the budget by 60% of the estimated over-budget amount of $188,000, indicates a substantial budget savings opportunity of $109,5000.

The Finance Director expressed concern about a proposed $109,5000 budget reduction because of unresolved conditions in current negotiations over a new Solar Net Metering Credit agreement in progress and suggested a reduction of $75,000.

Recommendation: The sub-committee recommends a FY17 budget of $1,820,050, a total reduction of $105,000. The reduction is comprised of the following components:

- A $90,000 reduction to the overall budget, which breaks down roughly as follows based on the Sub-Committee's analysis: (a) a $52,600 reduction in electricity costs; (b) a $8,630 reduction in Heat costs; and (c) a $28,770 reduction in vehicle fuel costs.
- A $15,000 reduction in Heat costs connected with the Crematory. This reduction is proposed based on a recent loss of significant business at the Crematory that is projected to represent approximately 35% of the FY2015 business. The Crematory accounted for $70,511 in Heat costs in FY2015 versus the $75,000 requested for the FY2017 budget.

Budget Summary: #910 Member Benefits

Proposed FY2017 Budget	Total:	$5,638,550	Personnel:	0	Other:	$5,638,550
FY2016 Budget	Total:	$5,592,454	Personnel:	0	Other:	$5,592,454
FY2015 Actual	Total:	$4,888,642	Personnel:	0	Other:	$4,888,642

Department Synopsis

The Member Benefits budget funds programs that provide benefits and coverage for town employees. Programs include employment coverage for Workers Compensation, disability insurance, life insurance and healthcare coverage for retirees. Other programs include a deferred compensation match, a wellness program and benefits for in-service injury and illness.

Budget Observations

The overall budget for FY17 shows an increase of less than 1% or $46,096.Some of the variances are a result of contractual changes and some have the potential to be improved by education and training enhancements. There is an increase of $50,000 or 28.6% for the deferred compensation match - more employees are taking advantage of the benefit and this offering is now part of the firefighter's contract. Employer town Medicare benefits increased by $63,990; a 13.11% increase. Managed Blue expenses continue to increase – FY17 is budgeted to increase by $210,509 or 23%. More retirees are electing Managed Blue versus Medex; there is a 6% increase in enrollees and a 5% rate increase.

Decreases are varied – one example of a naturally occurring decrease is Medicare B premiums ($274,321 or 18%) and penalties ($20,000 or 13.6%) totaling $294, 321. The Medicare B amount decreases every year as there are fewer eligible retirees that receive this benefit. A significant budgeted decrease of $90,000 is from anticipated 100B claims. 100B claims arise from medical expenses incurred by disabled retired police and fire employees. A recent analysis was conducted that reviewed the last 7-9 years of 100B claims. That analysis led to the determination that this budget item could be reduced .

Initiatives & Opportunities

The increase in 111F claims has continued again at a rate of 11.5% or $23,000. 111F claims are worker's compensation claims for only police and fire. The $223,000 line item is comprised of $63,000 for the insurance premium the town buys as a buffer to pay claims over a certain dollar ceiling; $125,000 for claims which also includes a small $7,000 administrative fee for the vendor who processes the claims and a $35,000 amount for extra claims. The town's wellness program is self- managed by the town; once again we are requesting that serious consideration be given to re-examining this program. A robust wellness program has the potential to help decrease future WC claims.

Recommendations

The Sub-Committee recommends the member benefits be approved as submitted at $5,638,550.

Comments / Other

Collaborative work is needed to formulate a plan on how to help all staff reduce the frequency and seriousness of these incidents. We are very concerned with the dramatic continued increase in payments to fire and police employees who have been injured on the job and being paid their full salaries. In 2012 the town paid out $284,000 in claims, in 2013 it was $187,000, in 2014 it was $332,000 and in 2015 it was $705,000. The 2015 increase is a bump of 112% in dollars from 2014. In 2015 there were 18 fire department WC claims and 21 police department WC claims.

Budget Summary: #945 Town Insurance

Proposed FY2017 Budget	Total:	$1,149,660	Personnel:	0	Other:	$1,149,660
FY2016 Budget	Total:	$983,510	Personnel:	0	Other:	$983,510
FY2015 Actual	Total:	$852,084	Personnel:	0	Other:	$852,084

Department Synopsis

This budget covers the Town's property and liability insurance costs.

Budget Observations

Total budget requested shows a 16.9% increase or $166,150.

Initiatives & Opportunities

The town takes advantage of a 4% discount by paying the insurance premium in early July. The town also takes advantage of the power of the Massachusetts Interlocal Insurance Association (MIIA), which many municipalities in Massachusetts utilize, to negotiate for best pricing. Plymouth also receives other discounts via training sessions they participate in periodically.

Recommendations

The Sub-Committee recommends the town insurance budget be approved at $1,140,155; $9,505 less than submitted at $1,149,660. The revised amount was arrived after additional calculations were done by the Finance director based on the actual 2016 bill of $1,099,913 , adding in the anticipated 15% increase of $164,987 in premiums minus the 4% prepayment discount of $49,745 and the inclusion of a conservative estimate of receiving $75,000 of reward credits.

Comments / Other

The formulation of the town insurance budget is done in conjunction with the town manager's office. The town insures at replacement cost. The separate marine policy that was purchased last year is handled by a separate agent. Money may be returned to the town at the end of the year in the form of dividends based on claim activity.

To: Advisory & Finance Committee

From: Budget Sub-Committee B Department of Finance
Harry Salerno, Chair
Mike Lincoln
Christopher Merrill
Marc Sirrico

Date: February 12, 2016

Subject: Sub-Committee B Budget Review & Recommendations

The sub-committee would like to thank the Finance Director Lynne Barrett and the other finance division heads for taking the time to meet with our sub-committee to review the FY '17 budget.

The Finance department and its divisions support and perform all the financial functions of the town, from revenue billing, collection, financial reporting, recording, auditing, maintaining, expense disbursements, payroll and technology. Many of the critical functions of the Finance Department are required under Massachusetts General Laws, the Department of Revenue, and Division of Local Services.

Department of Finance **114 Moderator**

	Total	Personnel	Other
Proposed FY17 Budget	$5,600	$2,000	$3,600
Current FY16 Budget	$2,100	$2,000	$100
Prior Year FY15 Actual	$2,100	$2000	$100

Department Synopsis

This is an annual stipend paid monthly for the Town Moderator. There was an increase in 2014 when the Moderator stopped receiving town funded health insurance. The $2,000 recommended stipend is the result of a citizen's committee study in 2011 and subsequent approval by Town Meeting. It has remained unchanged since then. There was a new $100 expense in FY15 to cover the cost of the Moderators Association Conference, which in past practice had been charged to the Finance Department.

In addition, this year's budget includes $3,500 for electronic voting for the Spring 2017 Town Meeting. There was an article (Article 24) voted at the Fall 2014 Town meeting for $8,335.69; this represented a multi-year contract that covered the Spring 2015, Fall 2015, Spring 2016 and Fall 2016.

Recommendation: The sub-committee recommends approval of a budget of $5,600.00 for the Town Moderator. Funding for this elected position is voted by Town Meeting annually as Article 6.

Department of Finance **133 Finance and Accounting Division**

	Total	Personnel	Other
Proposed FY17 Budget	$638,946	$506,923	$132,023
Current FY16 Budget	$582,878	$453,515	$129,363
Prior Yr. FY15 Actual	$560,995	$434,149	$126,845

Department Synopsis

The Department has a staff of 6 including the Director. The Finance and Accounting Division is responsible for maintaining the Town's financial records and budget analysis. The Town's Internal Auditor reports into this division administratively.

The Procurement Department has recently been moved out of Finance and into Administration.

Budget Observations : Personnel Services has increased by $53,408. Salaries and Wages increased $23,552, Overtime has been level funded to last year's budget at $4,000 although the year to date actual is $10,770. Sick Leave Buyback is funded at $5,345 which is an increase of $3,685 in order to cover specific anticipated payments.

The department of finance salary contracts have been settled through FY18.

There is included in this budget $24,371 to cover a new part time position. Lynne Barrett, the Director of Finance, has requested this position as the present staff is unable to get all of the work done.

There is a net increase in the Division's Other Expenses of $2,660. The largest 2 components of this are a decrease in payroll service fees of $6,950 and a net increase in professional fees of $9,200. The professional fee increase is mainly due to anticipated actuarial fees.

The Division continues to employ and receive the benefit from the Internal Auditor. The auditor follows work programs designed by the Town's outside auditors. The position of internal auditor has not only benefitted the Finance Department but all other departments throughout the town as it will hopefully create department efficiencies and streamline departments to become more cross-functional resulting in increased productivity and lower cost for individual departments. In addition, the Town was able to negotiate a flat price of $81,000 for fiscal year 2014, 2015 and 2016 audits. The Town Manager signed that contract in May 2014. Management was able to use the Internal Auditor as a source of support for that.

Initiatives & Opportunities: The ongoing implementation of several modules within the MUNIS system, including Benefits Enrollment and Employment Application and On-Boarding are anticipated to keep improving the efficiency of those processes by replacing paper-based process with electronic. A minor increase in Training costs supports those initiatives.

Recommendation: The sub-committee recommends approval of the Board of Selectmen recommended budget of $638,946.

Department of Finance **141 Assessing**

	Total	Personnel	Other
Proposed FY17 Budget	$483,942	$435,407	$48,535
Current FY16 Budget	$470,874	$422,339	$48,535
Prior Year FY15 Actual	$461,207	$409,025	$52,182

Department Synopsis

This department works with the five-member appointed Board of Assessors and is responsible for valuing all real and personal property; annually submitting a tax rate recapitulation summary (recap sheet) for approval by the Massachusetts Department of Revenue and every three years recertifying the value of the town by doing field and data review of the community in an attempt to maintain equitable values. Additionally, the department is responsible for the Motor Vehicle Excise bills.

Budget Observations: The department has a staff of 8. The majority of the expenses for this department are personnel costs. The size of the staff and the salary levels reflect that the Department does all of the real estate assessments and the revaluations in-house.

The revaluation process was contracted out at $40,000 last year instead of adding a full-time employee. The $40,000 budgeted in this year is for the annual cost of cyclical inspections. In addition, in FY15 there was an additional $25,000 included in the budget for valuation services of electrical generation facilities that is not in this year's budget. This year the $40,000 is intended to include appraisal services regarding Entergy. It should be noted that the budget has increased by $13,068 or 2.8%.

Recommendation: The sub-committee recommends approval of the Town Manager/Board of Selectmen recommended budget of $483,942.

Department of Finance **146 Treasury and Collection**

	Total	Personnel	Other

Proposed FY17 Budget	$589,749	$567,164	$22,585
Current FY16 Budget	$556,395	$533,810	$22,585
Prior Year FY15 Actual	$527,541	$513,071	$14,470

Department Synopsis

The department is responsible for collecting taxes quarterly, vehicle excise, beach stickers, dump stickers and most other taxes and fees the Town collects. In addition the department is responsible for the Treasury functions for the Town including cash management, debt issuance, investing Town funds etc.

Budget Observations: The department has a full time staff of 10 people as well as four seasonal workers. The seasonal staff will cost $18,600 which is 4 seasonal people. In addition, this year as in last year the seasonal staff will be staggered; with some working 7 weeks and others working 12 weeks. They will work during the busy late spring and early summer season to sell stickers for the transfer station and beaches and to help with the data entry. The other large expense is $19,400 for Financial and Banking Services. Other expenses are minimal the largest being training specific to the Treasurer's office ($1,500). There is also an expense of $1,350 for mileage reimbursement (see below).

In addition, this year's budget includes $24,371 for a new part time position to help all areas of Treasury & Collections including the increasing need to post online banking payments. More and more taxpayers are paying their tax bills through online banking. The Town's systems are not yet in line with this development and additional help is needed to keep pace. The Committee hopes this is a temporary fix and a better long tem solution is found (see below).

Initiatives & Opportunities: The Committee questioned the mileage reimbursement and determined that the bulk of it is for trips to the bank to make deposits. Since deposits are made quite frequently, the Committee recommends looking into an Armored Car service to pick up deposits. The amount of cash deposits can vary based on the time of year and what may be due. While such a service would not produce a cost savings, it could cost the Town upwards of $9,000, nonetheless it may be a wise course for the Town to follow. The risk to Town employees is arguably higher today than when this practice began years ago. The cost could probably be managed downwards if scheduled seasonally and not daily.

Initiatives & Opportunities: The committee suggested that the Department look into using electronic transfer of funds from bank online payment systems rather than hand posting these payments as they come in. Perhaps the MUNIS system has modules or methods for doing this.

Recommendation: The sub-committee recommends approval of the Board of Selectmen recommended budget of $589,749

	Total	Personnel	Other
A&F Proposed FY17 Budget	$940,006	$376,445	$563,561
BOS proposed FY17 budget	$829,847	$266,286	$563,561
Current FY16 Budget	$761,332	$339,326	$422,006
Prior Year FY15 Actual	$672,914	$325,860	$347,054

Department Synopsis

The goals of the division are to maintain a municipal area network connecting all town buildings; train town personnel on the use of new computer technologies; support and maintain the town's municipal area network; provide a stable infrastructure on which to build; and implement technologies allowing other departments to more efficiently accomplish their goals. Plymouth has more than 50 miles of fiber optic cables installed throughout town that connect all town and school buildings.

Budget Observations:

The department has a staff of 4, one of whom serves the Police Department.

There are significant swings in personnel and other expenses that make comparison to last year's budget difficult. The Department budget includes a proposed reorganization under an initiative from the IT and Finance Directors that is only partially documented in the Budget Book. The goal is to have all technological support people work under the auspices of the IT Department rather than directly in other Departments. Thus, for example, rather than moving the Police IT support into the Police Budget (as is initially proposed in the BOS budget) it will remain in the Information Technology Department. In addition, a new position slated to be hired in the Fire Department budget at a T6 paygrade in January 2017 would be added to the IT budget at a T4 paygrade instead. The Public Safety Budget Sub-Committee (C), unaware of the initiative, posed questions to Chief Botieri and Chief Bradley on why the IT positions were being added or transferred to their budgets.

After discussion of the strategic importance of technology, the proposed initiative and the questions posed by members of Budget Sub-Committee C, the Finance Director compiled the adjustments required to consolidate the technical resources within Information Technology and submitted them to the Sub-Committee.

In addition to the reorganizational changes, the proposed budget anticipates the transfer of responsibility for managing Telephone operations and the budget thereof from the Procurement Department to Information Technology. That makes sense to the Sub-Committee since telephones have become an essential part of technology infrastructure. This also involves bringing the telephone systems under IT Department's control. As a result, a line item for Telephones in the amount of $79,400 has been added to the IT Budget, which is not an increased cost, but a transfer from one departmental budget to another; the Sub-Committee notes that the FY2016 budget for Telephones in the Procurement budget was $91,500 and actual FY2015 spending was $103,405, suggesting an anticipated savings in the coming year.

There is also an increase in budgeted consulting fees of $19,000. Consulting Fees will allow the Department Head to bring in a specialist for a quick fix in any area where they do not have the in house expertise.

The Committee supports this initiative and looks forward to seeing the operational aspects finalized and the ultimate budget impact.

Initiatives & Opportunities: The committee suggested that in conjunction with this reorganization an IT Strategic plan be developed. This plan may cost the Town some money but should produce significant benefits down the road. The Town should be taking advantage of all modern technological solutions to today's busy work environment. Particularly as operations are moving to a new and more efficient workplace.

Recommendation: The sub-committee recommends approval of the revised budget of $940,006, an increase of $110,159 over the Town Manager/Board of Selectmen recommended budget. The actual impact of the changes, however, is a reduction of $2,134 on the overall Town Budget since reductions in the Fire and Police budgets total $112,293.

Department of Finance **132 FinComm Reserve Fund**

	Total	Personnel	Other
Proposed FY17 Budget	$130,000	$0	$130,000

Current FY16 Budget	$130,000	$0	$130,000
Prior Year FY15 Actual	$130,000	$0	$130,000

Department Synopsis

The FinComm (Advisory & Finance Committee) Reserve is budgeted for $130,000. This item is used to fund unexpected emergency Town expenses due to unforeseen circumstances. Examples include special elections, fuel and utilities, and town wharf emergency repairs. As requests for funds are made to the Finance Committee and are approved the funds are transferred out of this reserve to the appropriate account. Thus the balance in this account is reduced by these transfers. The entire amount of the FY14 and FY15 was expended.

		FY14	FY15	FY16
Fire Department	Repair & Maint. Vehicles	$ 25,000		
DPW	Snow & Ice Deficit	$105,000	$19,768	
Council on Aging	Repairs sewer backup		$ 4,000	
Harbor Master	Repairs boat engine		$ 3,632	
Marine & Environmental	South St Landfill Mit.		$102,600	
Library	Mold remediation			$70,000
Current balance				$60,000

Recommendation: The sub-committee recommends approval of the Town Manager/Board of Selectmen recommended budget of $130,000.

Department of Finance **129 Salary Reserve Fund**

	Total	Personnel	Other
Proposed FY17 Budget	$575,000	$0	$575,000
Current FY16 Budget	$539,093	$0	$539,093
Prior Year FY15 Actual	$728,338	$0	$728,338

Department Synopsis

The Salary Reserve Fund is budgeted to cover salary issues that have not been resolved. The reserve account for FY16 was originally $100,000 and has been increased by $539,093 to cover contracts that may settle between now and 6/30/2016. The $575,000 in the proposed FY17 budget is to cover next year's COLA increases.

Budget Observations: While a few contracts have been settled there are several that have not. The increase to the current budget is intended to cover those.

Recommendation: The sub-committee recommends approval of the Town Manager/Board of Selectman recommended budget of $575,000.

Department of Finance **916 Compensated Absences**

	Total	Personnel	Other	Total Contributions	Fund Balance
Proposed FY17 Budget	$150,000	$0	$150,000	$150,000	Est 6/30/17

					$41,000
Current FY16 Budget	$125,000	$0	$125,000	$125,000	Est 6/30/16 $11,000
Prior Year FY15 Actual	$100,000	$0	$100,000	$100,000	$46,634

Department Synopsis

This is a new account adopted at the Fall 2013 Town Meeting. It covers costs such as vacation and sick days paid to employees who leave during the fiscal year.

Recommendation: The sub-committee recommends approval of the Town Manager/Board of Selectmen budget appropriation of $150,000.

Department of Finance 158 Tax Title Foreclosure

	Total	Personnel	Other
Selectman FY17 Budget	$365,202	$0	$365,202
A&F Com. Proposed FY17	$315,202	$0	$315,202
Current FY16 Budget	$365,202	$0	$365,202
Prior Year FY15 Actual	$247,307	$0	$247,307

Department Synopsis

The FY17 budget is level funded from FY16. Land court recordings and legal services are the primary costs in this budget. These costs, primarily associated with real estate tax liens and foreclosures, are usually recovered by the Town when the taxes are ultimately paid. Land Court recordings are allowed to be raised on the Recap and not included in the budget which was the practice historically. However, the Town and A&F Committee believe that including this expenditure in the budget provides more visibility and transparency.

Budget Observations

The Land Court filing fee is $515. The budget is estimated at 275 filings which is the same as the number of filings in last year's budget. This is based on anticipated Land Court filings. This is usually ultimately recovered. The filings for last year were down and considering the improved economy there doesn't seem to be a reason to necessarily fund the budget at the same level as it has been for several years. The Finance Director and Department concur with this conclusion. The Town Manager/Board of Selectmen recommended budget was $365,202, however a reduction of $50,000 to $315,202 seems adequate.

Recommendation: The sub-committee recommends approval of a reduced budget amount of $315,202.

Department of Finance **911 Pension Contributions**

	Total	Town	School
Proposed FY17 Budget	$11,397,079	$8,310,288	$3,086,791
Current FY16 Budget	$10,575,494	$7,988,268	$2,587,226
Prior Year FY15 Actual	$9,797,679	$7,450,949	$2,346,730

Department Synopsis

This represents the Town's normal pension funding based on current employees and retirees using actuarial calculations plus an amount needed to amortize the unfunded prior liability. This is done using the State schedule with a long-term goal of being fully funded by 2034. The chart above reflects the town employees and non-education based school employees. The Trust is managed and invested by the Plymouth Retirement Board, a five-member board that meets on a regular basis. The actuarial reports (not reviewed by the subcommittee) indicate that the town is on track to have its pension plans fully funded by 2034. This breaks down as follows (all numbers approximate and in $000"s):

Normal Cost	$4,000
Amortization of Unfunded Liability	$7,000

The unfunded liability as of January 1, 2015 is $142,304,073. Once the Pension is fully funded, the Town's obligation will revert to the then current calculation of the Normal Cost.

Recommendation: The sub-committee recommends Approval of the Board of Selectmen requested appropriation of $11,397,079.

Initiatives & Opportunities: The A&F Committee may wish to create a sub-committee to review the Pension, its funding, management and actuarial assumptions. This sub-committee could meet and develop a package of material for review and discussion by the full Committee outside of budget season to develop a broader understanding of the issues within the community. This is a major financial issue for the Town and deserves to have a detailed and thorough review with a goal of understanding the long term plan.

Department of Finance: **914 Member Insurance**

Proposed FY2017 Budget	Total:	$32,042,763	Personnel:	$0	Other:	$32,042,763
FY2016 Budget	Total:	$31,541,090	Personnel:	$0	Other:	$31,541,090
FY2015 Actual	Total:	$28,449,447	Personnel:	$0	Other:	$28,449,447

Department Synopsis

Member Insurance represents the taxpayer-funded employer contributions to the Healthcare Trust Funds (one for Medical and one for Dental).

Budget Observations

Overall, the Member Insurance budget shows an increase of $501,673 above the FY2016 appropriation, a 1.6% increase. That increase appears appropriate given Plymouth's claims trend and the balance projections for the Health Insurance Trust Fund.

The proposed budget increase reflects a conservative approach to funding the Health Insurance Trust Fund by minimizing premium increases for employees and ensuring adequate funding of the Trust to pay estimated claims.

The projected balance of the Health Insurance Trust Fund is expected to be approximately $4 million at the end of FY2016, a higher balance than last year, which was $2.1 million which represented a reserve for claims incurred but not yet presented for payment, known as Incurred But Not Reported (IBNR) in the insurance industry. The Town is required to raise any negative balance, net of the IBNR, through an increase in the next year's tax rate.

The proposed budget anticipates funding the health care expenses for FY2017 while leaving a substantial balance in the Health Insurance Trust Fund. The sub-committee believes that to be a reasonable and conservative approach to account for the fluctuations in estimated health care costs.

Initiatives & Opportunities

None

Recommendations

The Sub-Committee recommends:

- Approval of the Town Manager/Board of Selectmen recommended budget amount of $32,042,763.

Comments / Other

The sub-committee acknowledges the effort of the Town Manager, Finance Director and Insurance Advisory Committee in establishing conservative funding approach for the Health Insurance Trust. We recognize the substantial challenge that projecting health care costs 18 months into the future represents and supports a conservative approach to ensuring adequate funding of the Health Insurance Trust while minimizing the unencumbered balance carried forward from year-to-year. Excessive funding of the Trust reduces capital that might be put to better use elsewhere in the Town.

Department of Finance: **915 OPEB Trust Funding**

Prop. FY2017 Budget	Total:	$789,550	Personnel:	$0	Other:	$789,550
FY2016 Budget	Total:	$650,000	Personnel:	$0	Other:	$650,000
FY2015 Actual	Total:	$145,000	Personnel:	$0	Other:	$145,000

Department Synopsis

The purpose of the OPEB Trust Funding Cost Center is to put aside funds for the Other Post-Employment Benefits obligations of the Town to its employees. The primary component of that liability is retiree health insurance benefits.

Budget Observations

The FY2017 appropriation represents a new approach to the funding of the OPEB. This year the A&F Committee has attempted to tie the funding to the Town's hiring practices. The figure of $789,550 has been arrived at by adding the estimated increase in the liability for the 7 new public safety officers to the BOS proposal of $653,750. The Committee looks forward to strengthening this approach in future years. The proposed appropriation is a significant increase over FY2016 funding, but remains considerably below the actuarially recommended funding amount (Annual Required Contribution, or ARC) of $39.4 million.

Because Plymouth currently funds the OPEB liability on a Pay-As-You-Go (PAYGO) basis, a portion of the annual contribution is included in the amount Plymouth funds for Member Insurance for current retirees. The estimated value of that contribution is approximately $14.6 million (based on the projections in the Actuarial Valuation as of January 1, 2015), leaving a net funding shortfall of $24.8 million for the Fiscal Year.

While current accounting standards and regulations do not require a municipality to fully fund the ARC, not doing so causes the liability to continue to grow over time in much the same way that a personal credit card balance will grow if an individual makes only the minimum payment and continues to charge to the account.

As of January 1, 2015, the Town's estimated unfunded Actuarial Accrued Liability (or balance due) for the Fiscal Year ending June 30, 2016 is $566,844,336 and for June 30, 2017 it is $592,386,860. The Actuarial Accrued Liability represents the amount the Town will need to pay over the next 30 years to meet its post-employment benefit obligations to its employees.

Initiatives & Opportunities

None

Recommendations

The Sub-Committee recommends:

- Approval of the Advisory & Finance Committee recommended budget of $789,550.

Comments / Other

The sub-committee believes it is important to note that funding OPEB liabilities is a significant challenge that Plymouth shares with virtually every other government entity in the United States. Addressing the challenge will require action by parties outside of Plymouth's borders in addition to a cooperative and concerted effort of all directly involved parties – Town Management, Town Employees, union representatives, elected officials, and the taxpayer – to satisfy the Town's current obligation and to limit the continued growth of the liability.

Department of Finance –Fixed Costs 913 Unemployment Compensation

	Total	Personnel	Other
Proposed FY17 Budget	$125,000	$0	$125,000
Current FY16 Budget	$200,000	$0	$200,000
Prior Year FY15 Actual	$100,000	$0	$100,000

Department Synopsis

This expenditure represents a transfer to the Unemployment Compensation Trust. This item has been moved to the normal operating budget effective fiscal 2014, having previously been handled as a separate Article.

The unemployment trust fund currently has a balance of $132,000. The average annual payment in the past has been running around $200,000 over the past several years although that included a couple of years in which there were layoffs. In the current fiscal year the Town spent $107,000 in the first 6 months.

Recommendation: The sub-committee recommends approval of the Town Manager/Board of Selectmen recommended budget of $125,000.

Department of Finance Debt and Interest

Cost Center	2013	2014	2015	Revised 2016	BOS 2017	A&F Revision 2017
710 Long Term Debt	5,806,687	7,157,299	6,636,095	8,432,670	8,143,721	8,143,721
750 Long Term Interest	3,190,501	3,982,699	3,773,137	4,988,366	4,652,702	4,652,702
752 Short Term Interest	183,834	2,812	136,630	86,427	1,226,100	996,100
753 Misc. Interest	55,348	2,057	5,000	5,000	5,000	5000
755 Bond Issuance Costs	17,596	1,500	50,000	50,000	50,000	25,000
TOTAL	9,253,966	11,146,367	10,600,862	13,562,463	14,077,523	13,822,523

Budget Observations

Long term debt reflects principal payments due on existing debt. The proposed budget reflects a decrease of $288,949 or 3% in principal payments.

Long term interest is the interest on existing debt. This budget reflects a reduction of $335,664 or 6.7%.

Short term interest is on new approved projects in their early stages before a long term bond would be issued. Bonds are generally sold every two years. In consultation with the Town's Finance Department the Committee determined that the FY17 budget for short term interest can be reduced by $230,000.

Miscellaneous interest is primarily interest paid on tax abatements and other such items.

Bond Issuance Costs are the costs of issuing bonds and Bond Anticipation Notes paid up front such as legal, printing, etc. that are not covered by bond premiums. Generally borrowing is done every two years and FY 2017 will be a major borrowing year. However there will also be some short term borrowing. Nonetheless in consultation with the Town's Finance Department the Committee determined that the FY17 budget for bond issuance costs can be reduced by $25,000.

Total outstanding debt at 6/30/2015 is:

Long Term	$144,002,823
Short Term	$ 8,621,000
Total	$152,623,823

Authorized and Unissued debt at 6/30/15 is $136,416,382.

Recommendation: The sub-committee is recommending approval of the A&F Revision amounts for each of the debt and interest budgets listed above.

To: Advisory & Finance Committee

From: Budget Sub-Committee Members: Christopher Merrill; Chair, Shelagh Joyce, Kevin Canty, Harry Helm, Patricia MacPherson

Dat e: February 24th, 2016

Subject: Sub-Committee FY2017 Budget Review & Recommendations: Plymouth Public Schools

Budget Summary: [Cost Center Name]

Proposed FY2017 Budget	Total:	$90,257,918	Personnel:	$70,442,734	Other:	$19,815,184
FY2016 Budget	Total:	$85,199,071	Personnel:	$66,181,273	Other:	$19,017,798
FY2015 Actual	Total:	$82,423,451	Personnel:	$63,203,565	Other:	$19,219,886

Department Synopsis

The school budget requires using information about school staff, students, and facilities to meet student learning needs and goals. The current staffing levels for the Plymouth Public Schools is at 1,126 members of which instructional staff make up the most in the staffing levels at 632 while Service, Operations and Maintenance make up 121 staffing members. The student population enrolled in FY15 was 7,874 in the Plymouth School District. The Plymouth Public Schools population trends have been in decline such as in FY06 had 8,762; a decline of 10%/888 students over the past 9 years and enrollment is projected to continue to decrease for the next five fiscal years.

Budget Observations

The sub-committee applauds the Superintendent and his Administrative office staff in utilizing a site-based budget approach. This provides school leaders and staff the opportunity to give direct input in determining how resources are spent and priorities are determined. Although enrollment is decreasing, the increased unfunded mandates are straining budgets. The budgeting for the Plymouth Schools continues to be a challenge due to continuing variations in State and Local aid

The FY2017 budget for the Plymouth Public Schools incorporates a Full-Day Kindergarten program which is budgeted for $1,444,563 of the total $5.0 million increase to the overall school budget. It has become imperative to offer a Full-Day Kindergarten program as early childhood education has been a major initiative for all School Districts in the Commonwealth of Massachusetts. It is a proven statistic that providing a full-day program at the Kindergarten level enhances abilities to read and perform math and establishes a foundation for progress throughout elementary years and beyond. It is anticipated that the Full Day Kindergarten budget in FY18 will be up to $801,357 after incorporating State aid (Chapter 70).

The Education Reform Act of 1993 dramatically overhauled the formula for providing state education aid to the State of Massachusetts K-12 school districts, in large part by creating the State's foundation budget (Chapter 70 Aid), a calculation of adequate baseline spending amounts for every district individually. The foundation budget has been in place for almost two decades now and has yet to be comprehensively re-examined. The Plymouth Public Schools have seen a steady level in Chapter 70 funding from a low of $21.7 million in 2012 to $23.8 million in 2016, an increase of 8%. However, compared year over year the increases have been marginal to say the least. This creates major gaps between what the foundation budget says a district's needs are for certain cost categories. Inflation adjustments have not been fully implemented, causing foundation to lag behind true costs.

As of October 2014, a Foundation Review Commission was established to address various issues that have been observed in the foundation budget process (including adjustments for health insurance assumptions, adjustments to district special education assumptions, increasing allowances for special education students tuition out of district to programs required by educational plans, increasing allowances for low-income students to qualify for Free Lunch, moving salary allowances closer to average actual teaching professional salary, and to continue to use inflation factors in calculating the foundation budget). Chapter 70 aid needs a greater increase to ensure that all schools receive adequate funding. It is recommended that Town officials and the Town's elected delegation strongly support the recommendations of the Foundation Budget Review Commission. Increasing minimum aid and fixing the inadequacies in the foundation formula are essential.

The School Committee and Board of Selectmen have recommended a budget increase for the schools of 5.94% or $5,058,847 million. The Plymouth Public Schools FY17 budget includes salaries of $70,442,734 or 6.44% and non-salaries or $19,815,184 or 4.19%. It should be important to note if health insurance was factored into the school budget for FY17 it would be $112,913,434 an increase of $8,567,908 or 8.21%. The cost of health insurance was moved onto the Town's budget a few years ago as it was more cost effective to add all School staff to the Town side for health insurance.

The benefits of the solar generation plants across the State of Massachusetts have greatly benefited the Plymouth Public Schools significantly year over year. The Plymouth Public Schools have saved well over $1 million in cost savings by their implementation of energy conservation measures.

The increase is comprised of the following elements:

Salary: Total **$70,442,734**

- Certified Salaries increased by $3,585,220 or (6.65%)
- Clerical Salaries increase by $61,729 or (2.50%)
- Other Salaries increased by $614,512 or (6.26%)

Non-Salary: Total **$19,815,184**

- Contracted Services increased by $852,437 or (5.53%)
- Supplies& Materials decreased by $65,740 or (2.36%)
- Other Expenses increased by $10,689 or (1.30%)

Other Decrease/Increases:

- Potential retirements during the school year are difficult to incorporate into the budget planning process as there is no requirement to give any significant lead time for an employee's retirement date. We would suggest an analysis be done of the staff's retirement activity for the past few years and incorporate that data into request for salary expenses; similar to modeling that H/R budgets often do for vacancy rates in an organization..

The FY17 budget for the Plymouth Public Schools is a significant work effort for this sub-committee by reviewing each line item and to find other areas to cut that are not critical to school operations. It has been this sub-committee's prerogative in the past to recommend adjustments to programs, supplies, or even positions within the budget.

The School Committee and this sub-committee have been challenged by the need to reduce the bottom-line budget without adversely affecting the overall levels of service deemed critical to the development of students within the Plymouth Public Schools. The Town of Plymouth and the Plymouth Public Schools use their best practices in a new level of discipline of maintaining the existing level of public services while making every effort to hold down taxes even though two new high schools will be adding further increases to the Plymouth tax base over the next few years after Plymouth South High School is completed. The Town's taxpayers have already incurred the cost associated with the new Plymouth North High School that has been operating for three fiscal years.

The School District's Vocational Educational programs are at a disadvantage compared to other vocational programs around the state because state reimbursement is lower for programs that combine academics with vocational education in a traditional school setting versus those that are dedicated to solely to vocational education. Plymouth receives approximately 50% less per student than do the vocational schools. Most of Plymouth's Vocational Education programs do provide services to the general public by allowing students to learn by doing. The programs generally charge fees for these services that are deposited to revolving funds, which help support the programs.

The sub-committee is recommending to the Advisory and Finance Committee that the School Committee and School Administration consider the following proposals to alleviate the fiscal burdens the schools are facing for FY17. The sub-committee recommends:

Initiatives & Opportunities

The Plymouth Public Schools continue to save the Town in utility savings year over year due to the implementation of the solar generation plants across the State. The schools have been able to access the net benefit from these solar fields which is 100% for FY16.

Recommendations

The Sub-Committee recommends:

- The Sub-Committee recommends a revised budget total of $90,007,918 compared to the School Committee Approved budget request of $90,257,918. The $250,000 reduction is to be decided by the School Administration as they deem fit on what line item(s) to decrease.

- The Sub-Committee requested a $250,000 budget reduction at its sub-committee meeting on January19th. The Advisory and Finance Committee Chairman followed up with Superintendent Maestas on January 21, 2016 to discuss the request during which Dr. Maestas indicated that staff was working on identifying opportunities, but that confirmation would not be forthcoming until after February 6, 2016, after the Board was able to discuss the reductions. Dr. Maestas appeared to be relatively upbeat about the possibilities. The Sub-Committee remains hopeful that the requested budget reduction will be forthcoming; the School Board is scheduled to meet February 22 at which time, we have been advised, the School Board will further consider the budget reduction.

- Contracted Services (Custodial Services, Building & Maintenance) by having an outside vendor perform these duties for the multiple facilities that the School has under its jurisdiction. It would be beneficial to look for firms that can perform this type of contracted service as it may be more cost effective.

◆ If there are no such contracted service providers to be contracted it is recommended that a joint evaluation by the School Department and the Town (DPW). By establishing a shared services program for janitorial, vehicle and building maintenance. The potential for overall savings through reduction of baseline and overtime costs may be significant on both the School and Town side of the budget.

◆ Recommend the Schools look into sharing Information Technology personnel with the town wide services.

◆ Implementation of employee wellness programs to reduce health benefit costs

◆Recommend that the School Administration and School Committee reach out to large industry sector leaders for student learn/work programs and to partner with these large industry sector companies for grant monies to fund Science, Technology, Engineering & Math (STEM) and Vocational programs.

Comments / Other:

To: Advisory & Finance Committee
From: Budget Sub-Committee Marc Sirrico, Chair, Kevin Canty, Betty Cavacco, and Patrick O'Brien.
Date: Feb 24, 2016
Subject: Sub-Committee C FY2017 Budget Review & Recommendations Public Safety

Budget Summary: Police Department.

Proposed FY2017 Budget	Total:	$10,581.013	Personnel:	$10,151,821	Other:	$429,192
FY2016 Budget	Total:	$10.221.203	Personnel:	$9,883,064	Other:	$338,139
FY2015 Actual	Total:	$9,699,070	Personnel:	$9,292,914	Other:	$406,156

Department Synopsis

Chief Michael Botieri leads the Police Department which is charged with providing police protection for the Town of Plymouth.

Budget Observations

The above budget recommendation of the Board of Selectman represents the addition of four (4) patrolmen for FY 2017. The increase in total costs is $359,810 (3.5%), personnel costs of $268,757 (2.7%), and other costs of $91,053 (26.9%) over FY 2016. The increase in other costs is primarily represented by the new initiative costs of $35,762 for uniforms and equipment for the four (4) new patrolmen, an increase of $23,737 in repair and maintenance due to contractual increases and the new town wide camera system, and an increase in professional services of $22,762 associated with the crossing guards.

Initiatives & Opportunities

Chief Botieri's new initiative request included a total of ten (10) officers and funding for promotional increases representing an additional Sergeant and an additional Captain. The Town Manager recommended eight (8) officers and the promotional increase for the Sergeant. The Board of Selectmen approved four (4) officers and no promotional funding. The objective of Chief Botieri's request is to pursue recommended department staffing of 128 total uniformed officers for a town the size of Plymouth over the next two years. Training lead time for a police officer is approximately one year.

Recommendations

The Sub-Committee recommends a total Budget of $10,683,374 for the Police Department, a $102,361 increase over the Board of Selectmen's recommended budget. The increase is comprised of the following:

1. Add four (4) police officers, with funding for promotional increases representing an additional Sergeant and associated personnel (holiday pay, night differential, uniform allowance, etc.) and equipment (initial department issued uniform and equipment) expenses; personnel expense totals $176,317 and other expense totals $35,764.
2. Subtract $30,000 from Projected Incentive Pay; Chief Botieri consented to the reduction as a contribution toward the budget reductions needed to pay for additional firefighters and officers without increasing the overall budget. This reduction should be restored if the additional officers are not approved.
3. Subtract Systems Administrator salary of $79,720, which is being transferred to the Information Technology budget. Chief Botieri and Joe Young, IT Director, have agreed to the transfer.

Comments / Other

The police department is currently understaffed based on recommendations for a town the size of Plymouth. The Sub-Committee believes that the above recommendations will allow for safer staffing levels and allow the department to move toward being fully staffed in advance of the Town's 400th Anniversary.

The transfer of the Systems Administrator is intended to provide foundational staffing to meet the growing Informational Technology needs of the Town.

With respect to the staff additions, the Sub-Committee has coordinated with other Sub-Committees to identify budget reductions in other areas that pay the departmental costs of the additional police officers as well as the benefit costs (approximately $19,000 per employee) and estimated OPEB liability ($19,400 per employee) associated with them, resulting in no increase to the overall 2017 budget.

To: Advisory & Finance Committee
From: Budget Sub-Committee Marc Sirrico, Chair, Kevin Canty, Betty Cavacco, and Patrick O'Brien.
Date: Feb 24, 2016
Subject: Sub-Committee C FY2017 Budget Review & Recommendations Public Safety.

Budget Summary: Fire Department.

Proposed FY2017 Budget	Total:	$10,837,941	Personnel:	$10,569,143	Other:	$268,798
FY2016 Budget	Total:	$10,014,825	Personnel:	$9,761,827	Other:	$252,998
FY2015 Actual	Total:	$9,869,210	Personnel:	$9,553,008	Other:	$316,202

Department Synopsis

Chief Edward Bradley leads the Fire Department which is charged with providing fire protection for the Town of Plymouth.

Budget Observations

The above budget recommendation of the Board of Selectman represents the addition of 1 mechanic and 1 systems administrator for FY 2017, part of the new initiative requests of Chief Bradley. The increase in total costs is $823,116 (8.2%) with personnel costs increasing by $807,316 (8.3%), which includes the COLA increase for all personnel and the two additional positions; other costs increased by $15,800 (6.2%) over FY 2016. The increase in other costs is primarily represented by an increase in vehicle maintenance costs of $8,800 and an increase for the purchase of air packs of $7,000.

The Sub-Committee noted an $18,597 error in the New Initiative total approved by the Board of Selectmen during its review; the Proposed FY2017 Budget figures above have been corrected to account for that error. The error amount represented the salary of a part-time Administrative Assistant requested, but not approved by the Town Manager or the Board of Selectmen. The correct BOS recommended amount for the New Initiative is $79,839.

Initiatives & Opportunities

Chief Bradley requested three (3) additional firefighters as part of his new initiative request. According to the Chief, the additional firefighters would allow the department to provide the expected and appropriate services required by the town. As the number of calls continues to rise, staffing levels remain dangerously low, adding increased stress and risk of injury due to the extended work hours required to staff each shift.

Recommendations

The Sub-Committee recommends approval of the Fire Department budget at $10,951,418, a $132,074 increase over the Board of Selectmen recommended budget. The increase is comprised of the following:

1. Add three (3) firefighters and associated personnel costs (holiday pay, night differential, uniform allowance, etc.) at a total cost of $164,547.
2. Subtract Systems Administrator salary of $32,473, which is being transferred to the Information Technology budget. Chief Bradley and Joe Young, IT Director, have agreed to the transfer.

The Sub-Committee believes the addition of the three firefighters requested by the Fire Chief is an essential step to staffing the Fire Department in a manner that best serves the community and minimizes health and safety risks to firefighting personnel.

Comments / Other

The Sub-Committee believes that the above recommendations will permit safer staffing levels and possibly decrease the number of on the job injuries and the added costs associated with them.

The transfer of the Systems Administrator is intended to provide foundational staffing to meet the growing Informational Technology needs of the Town.

With respect to the staff additions, the Sub-Committee has coordinated with other Sub-Committees to identify budget reductions in other areas that pay the departmental costs of the additional firefighters as well as the benefit costs (approximately $19,000 per employee) and estimated OPEB liability ($19,4000 per employee) associated with them, resulting in no increase to the overall 2017 budget.

To: Advisory & Finance Committee.
From: Budget Sub-Committee Marc Sirrico, Chair, Kevin Canty, Betty Cavacco, and Patrick O'Brien.
Date: Feb 24, 2016.
Subject: Sub-Committee C FY2017 Budget Review & Recommendations Public Safety.

Budget Summary: Emergency Management

Proposed FY2017 Budget	Total:	$69,900	Personnel:	$0	Other:	$69,900
FY2016 Budget	Total:	$69,900	Personnel:	$0	Other:	$69,900
FY2015 Actual	Total:	$19,325	Personnel:	$0	Other:	$19,325

Department Synopsis

The Office of Emergency Management (OEM) is a division of the Plymouth Fire Department which coordinates incident management related to local emergencies and disasters. OEM is responsible for alerting and notifying emergency service agencies and the general public when disasters strike; coordinating local agency response; ensuring resources are available or mobilized in times of need, and developing plans and procedures for response to and recovery from emergency incidents. The Office of Emergency Management is located at the Plymouth Emergency Operations Center (EOC), and is staffed by Aaron Wallace, Emergency Management Director and Nancy Eriksson, Administrative Assistant. The EOC is a central facility which provides coordination for local departments and agencies during an emergency response.

Budget Observations

The budget is currently level funded for FY 2017. However, due to anticipated changes in funding from Entergy, the projected funding request for FY 2018 is expected to be $235,713, an increase of more than $165,000.

Initiatives & Opportunities

No recommendations.

Recommendations

The Sub-Committee recommends:

The committee recommends the approval of the Office of Emergency Management budget as presented by the Board of Selectmen at $69,900.

Comments / Other

The Office of Emergency Management (OEM) is currently managing numerous projects and contracts related to federal disaster public assistance grants and funding received to support federal emergency preparedness performance projects including those required for the Pilgrim Nuclear Power Station Emergency Planning Zone. As of FY 2016, OEM has administered the completion of the Town's Hazard Mitigation Plan, Comprehensive Emergency Operation Plan, and Contingency Infectious Disease Control protective equipment project.

To: Advisory & Finance Committee
From: Budget Sub-Committee Marc Sirrico, Chair, Kevin Canty, Betty Cavacco, and Patrick O'Brien.
Date: Feb 24, 2016
Subject: Sub-Committee C FY2017 Budget Review & Recommendations Public Safety

Budget Summary: Parking Enforcement.

Proposed FY2017 Budget	Total:	$33,361	Personnel:	$33,361	Other:	$
FY2016 Budget	Total:	$33,361	Personnel:	$33,361	Other:	$
FY2015 Actual	Total:	$33,227	Personnel:	$33,227	Other:	$

Department Synopsis

The Parking Enforcement Department is tasked with the enforcement of parking regulations throughout the Town of Plymouth. There is currently 1 remaining employee in the department. The PGDC is currently responsible for the parking program in Plymouth with afterhours assistance from the Plymouth Police Department.

Budget Observations

The budget recommendation for FY 2017 is level funded.

Initiatives & Opportunities

None.

Recommendations

The Sub-Committee recommends the adoption of the Selectmen's budget recommendation for the Parking Enforcement Department.

To: Advisory & Finance Committee
From: Sub-Committee D – Department of Public Works
Ethan Kusmin (Chair), John Moody, Harry Salerno, Patty MacPherson
Date: February 12, 2016
Subject: Sub-Committee D - FY 2017 Budget Review & Recommendations

DEPARTMENT OF PUBLIC WORKS (Total Department not including enterprise funds and snow & ice budget):

Proposed Budget – F17	Total:	$6,109,381	Personnel:	$4,840,551	Other:	$1,268,830
Current Budget - FY16	Total:	$5,808,329	Personnel:	$4,593,274	Other:	$1,212,055
Prior Year Actual - FY15	Total:	$5,660,994	Personnel:	$4,484,158	Other:	$1,176,836

Department Synopsis
The Department of Public Works (DPW) maintains the Town's physical and environmental infrastructure for the residents, businesses, and visitors of the town making it a desirable place to live, work, and visit. The department's services include the maintenance of streets, urban forests, sidewalks, pathways, waterways, oceanfront, water mains, sanitary sewers, storm drains, buildings, vehicles, streetlights, and traffic signals. In addition, the department manages community programs, beautification, and clean-up projects, solid waste and recycling, and graffiti abatement.

Budget Observations
The proposed Public Works Department budget for Fiscal Year 2017 has increased by $301,052 (5.2 percent) from the prior fiscal year.

Recommendations
The Sub-committee recommends the approval of the DPW budget in the amount of $6,107,457 for FY 2017, reflecting the change recommended in the Building Maintenance detail budget.

The following is a summary of the FY 2016 Department of Public Works (DPW) budget by division:

Public Works Department: Engineering Division (411)

Proposed Budget - FY17	Total:	$563,988	Personnel:	$494,750	Other:	$69,238
Current Budget - FY16	Total:	$547,854	Personnel:	$480,125	Other:	$67,729
Prior Year Actual – FY15	Total:	507,857	Personnel:	$464,856	Other:	$43,001

Division Synopsis
The Engineering Division manager is Mr. Sid Kashi, Town Engineer. The Division currently has a staff of six (6) full-time employees, and is responsible for providing engineering, field surveying services, and technical support related to all town-owned land, rights-of-way, and infrastructure.

Budget Observations
The Engineering Division budget for FY 2017 has increased by $16,134 (2.9 percent) from FY 2016. The budget is basically level funded from the previous year, with the only increases coming in standard pay and benefit increases, along with a small increase in drafting supplies. The department had requested the hiring of a new construction supervisor at a salary of $60,135. The Board of Selectman did not approve this request and removed that line item from its recommended budget.

Recommendation
The Sub-committee recommends approval of the Engineering Division budget of $563,988 for FY 2017.

Public Works Department: Highway Division (420)

Proposed Budget - FY17	Total:	$1,874,370	Personnel:	$1,649,800	Other:	$224,570
Current Budget - FY16	Total:	$1,880,849	Personnel:	$1,656,279	Other:	$224,570
Prior Year Actual - FY15	Total:	$1,651,583	Personnel:	$1,445,702	Other:	$205,880

Division Synopsis

The division manager is Mr. Dennis Wood. The Highway Division provides repair, maintenance, and construction services for approximately 430 miles of public and private roadways in Plymouth. There are currently thirty-four (34) full-time positions in the Highway Division. Mr. Wood cited a study that found that, on average, a Highway Division should have 10 employees for every 100 miles of roadway, which would bring the staff up to 43. At 34 employees they are still under-staffed.

Budget Observation

The Highway Division budget for FY 2017 has decreased by $6,479 (0.3 percent) from FY 2016. The decrease is due mainly to the freezing of higher step positions OM2 and hiring of two lower step, entry level positions. The idea is to train these two new employees with the long term goal of these new employees working towards the higher step positions. The budget remains basically level funded from the prior year.

In reviewing the article 8 & 9 requests from the highway department, there is a clear message that they believe there is a need for heavier equipment in the town's fleet. With the recent snow filled winters they are finding much of their snow removal equipment to be undersized for the larger snow events. They continue to "band aid" many vehicles that are nearing their life cycle and have a long list of equipment that will need to be replaced.

Recommendation

The Sub-committee recommends approval of the Highway Division budget of $1,874,370 for FY 2017.

Public Works Department: DPW Administration (421)

Proposed Budget - FY17	Total:	$510,513	Personnel:	$494,637	Other:	$15,876
Current Budget - FY16	Total:	$490,401	Personnel:	$474,520	Other:	$15,881
Prior Year Actual - FY15	Total:	$501,421	Personnel:	$495,701	Other:	$5,720

Division Synopsis

The division manager is Mr. Jonathan Beder, Director of Public Works. The DPW Administration Division provides leadership and management of a full-service public works department, and includes three (3) full-time employees including the Director, Assistant Director, and an Administrative Assistant.

Budget Observations

The DPW Administration budget for FY 2017 increased by $20,112 (4.1 percent), which is basically a level funded budget from the prior fiscal year. The increases resulted from contractual pay and benefit increases.

Recommendation

The Sub-committee recommends approval the DPW Administration budget of $510,513 for FY2017.

Public Works Department: Building Maintenance Division (422)

Proposed Budget - FY17	Total:	$748,474	Personnel:	$524,714	Other:	$223,760
Current Budget - FY16	Total:	$579,261	Personnel:	$369,261	Other:	$210,000
Prior Year Actual - FY15	Total:	$601,817	Personnel:	$350,967	Other:	$250,849

Division Synopsis

The division manager is Mr. Dennis Westgate, Assistant Director of Public Works. The Building Maintenance Division is responsible for the maintenance of 36 town-owned buildings. Many of the specialty services provided by the division, including fire extinguishers, sprinklers systems, fire-alarms, HVAC, plumbing, electrical, elevators, and back-up generators, are out-sourced to private contractors. This budget does not include buildings owned and managed by the School Department.

Budget Observations

The Building Maintenance Division budget for FY 2017 has increased by $169,213 (29.2 percent), a majority ($87,981) is in new initiatives within personnel services. This increase represents the addition of a Building Craftsman and an Administrative Assistant. The Selectmen did not approve the divisional request for a Facilities Manager to provide full-time oversight of the Building Maintenance Division and execution of the recently completed Facilities Management Study.

In addition, the Board of Selectmen recommended hiring (2) new custodians to perform services at seven seasonal, town-managed bathroom facilities, primarily at recreation facilities throughout Town. The division had requested a $73,000 increase to an existing $27,000 outsource contract for similar services at the 1749 Court House and the Visitors Services Building (VSB). The DPW management strongly believes that outsourcing the work is a better solution, as they believe the two new hires would be insufficient to handle the workload associated with the seasonal cleanings and, therefore, would not best serve the intention of ensuring public restrooms at the recreational areas are regularly cleaned.

Initiatives & Opportunities

In FY2016 the department conducted a comprehensive study on all town-owned buildings regarding current conditions, expected issues and rankings of most pressing issues. The report was intended to give the town a master plan going forward as to where best to allocate funds and resources in order to keep the buildings maintained most effectively.

Recommendation

The sub-committee recommends a total budget appropriation of $746,550 for Facilities Management, a $1,924 reduction from the Board of Selectmen's recommended budget.

- The sub-committee recommends the town outsource the bathroom maintenance based on feedback from DPW management as well as the cost comparison against the salaries, benefits, and OPEB liability cost of $124,542 for two custodians, 71% higher cost than the estimated $73,000 incremental cost of the outsource arrangement. The DPW feels the realistic cost of outsourcing will likely fall between $70-80,000 although until bids are received, they cannot put a hard number on the cost.
- While the sub-committee believes the Building Maintenance custodial function is understaffed based on a comparison against staffing and facilities within the School Department, it believes a comprehensive staff plan that includes management oversight as well as functional staff should be prepared based on analysis of the Facilities Management Study.

Public Works Department: Fleet Maintenance Division (425)

Proposed Budget - FY17	Total:	$683,751	Personnel:	$325,661	Other:	$358,090
Current Budget - FY16	Total:	$667,042	Personnel:	$322,722	Other:	$344,32
Prior Year Actual - FY15	Total:	$592,738	Personnel:	$272,315	Other:	$320,422

Division Synopsis

The division manager is Dennis Westgate, Assistant Director of Public works. The Fleet Maintenance Division is responsible for maintaining town-owned vehicles belonging to the Public Works and the Police departments (approximately 178 vehicles). Fire Department and School Department vehicles are not maintained by this division.

Budget Observation

The Fleet Maintenance Division budget for FY 2017 has increased by $16,709 (2.5 percent). Personal services were increased by $45,925 in anticipation of filling a currently vacant fleet service mechanic authorized as a new initiative during the FY2016 budget cycle. With the exception a $5,450 uptick in Purchase of Services for truck and vehicle maintenance and $10,000 increase in Vehicle Maintenance Supplies, most other line items are essentially level funded when balanced against line item reductions.

The Sub-committee recommends approval of the Fleet Maintenance Division budget of $683,751 for FY 2017.

Public Works Department: Crematory Division (490)

Proposed Budget - FY17	Total:	$159,640	Personnel:	$121,320	Other:	$32,100
Current Budget - FY16	Total:	$168,437	Personnel:	$133,337	Other:	$35,100
Prior Year Actual - FY15	Total:	$143,581	Personnel:	$113,587	Other:	$29,994

Division Synopsis

The division is managed by Mr. Theodore Bubbins. The Crematory Division is responsible for the operation and maintenance of the Vine Street Crematorium.

Budget Observation

The Crematory Division budget has decreased by $8,797 (5.2 percent) in FY 2017. The reason for the decrease in salaries and wages is the loss of a substantial contract that is expected to severely impact revenues for the foreseeable future. A large conglomerate of funeral homes based out of Texas has built their own crematory in Rhode Island and therefore is no longer using the Plymouth crematorium for any of their funeral homes. While the exact impact will not be known until the end of the current fiscal year (FY16) it is expected that it could result in lost revenues of between 30-40% compared to the prior year (FY2015). This division generated almost $350,000 in net revenues in FY 2015, which was returned to the general fund.

The sub-committee obviously has concerns about the drastic drop in revenue. A small increase in advertising dollars last year was a step in the right direction, but with the recent turn of events we believe a larger investment in advertising is likely necessary to stabilize revenues.

The sub-committee also believes the reduced work load along with the drop in energy prices will result in a reduction of the Crematorium's energy needs and costs (budgeted under Account 130 Fuel & Utilities). Actual costs for Heat in FY15 were $70,511 and YTD FY16 costs, budgeted for $45,000, appear to be on target at $20,374, which reflects some of the reduced workload impacts. FY17 has been budgeted for $75,000, which would appear excessive given an anticipated 30% - 40% reduction in cremation activity. The sub-committee has shared this information with Sub-Committee A, which reviews the consolidated Fuel & Utilities budget and will be proposing a reduction to $60,000 for Heat at the Crematorium, a $15,000 reduction.

Recommendation

The Sub-committee recommends approval of the Crematory Division budget of $159,640 for FY 2017.

Public Works Department: Cemetery Division (491)

Proposed Budget - FY17	Total:	$289,156	Personnel:	$270,325	Other:	$18,831
Current Budget - FY16	Total:	$298,061	Personnel:	$280,830	Other:	$17,231
Prior Year Actual - FY15	Total:	$273,721	Personnel:	$258,533	Other:	$15,188

Division Synopsis

The division manager is Mr. Theodore Bubbins. The Cemetery Division is responsible for maintenance and management of 6 active and 26 inactive cemeteries owned by the Town.

Budget Observation

The Cemetery Division budget has decreased by $8,905 (3.0 percent) for FY 2017 due to a drop in the number of part time and seasonal employees. Other Expenses have been essentially level funded, with a slight uptick in materials of $1,600. The Cemetery Division manages one revolving fund called the "Cemetery Repair & Beautification Fund" with an annual spending limit of $10,000, although Mr. Bubbins has requested to move this limit up to $12,000 for FY17. He made and received a similar request in FY15 and FY16. The current balance in the fund is $110,658.31. The revolving fund is created from funds received from sale of cemetery foundations. Expected receipts for FY17 are $16,000.

Recommendation

The Sub-committee recommends approval of the Cemetery Division budget of $289,156 for FY 2017.

Public Works Department: Parks & Forestry Division (492)

Proposed Budget - FY17	Total:	$1,082,659	Personnel:	$894,952	Other:	$187,707
Current Budget - FY16	Total:	$1,008,181	Personnel:	$830,079	Other:	$178,102
Prior Year Actual - FY15	Total:	$952,981	Personnel:	$779,974	Other:	$173,007

Division Synopsis

The division is managed by Mr. Theodore Bubbins. The Parks & Forestry Division is responsible for the maintenance and management of seventy individual recreation areas totaling over 950 acres throughout the Town, and has sixteen (16) full-time employees, and six (6) seasonal employees.

Budget Observation

The Parks & Forestry budget has increased by $74,478 (7.4 percent) for FY 2017. Most of this money is in Salary and Wages with the filling of a vacant full time Laborer position ($36,749) and the addition of two seasonal laborers at Morton Park ($14,734). The remaining uptick was mainly from equipment rentals of portable toilets at Forges Field and other locations. Other expense line items have been essentially level funded.

Recommendations

The Sub-committee recommends approval of the Parks & Forestry Division budget of $1,082,659 for FY 2017.

Public Works Department: Solid Waste – Town & Schools (433)

Proposed Budget - FY17	Total:	$196,830	Personnel:	$58,172	Other:	$138,658
Current Budget - FY16	Total:	$168,243	Personnel:	$46,121	Other:	$122,122
Prior Year Actual - FY15	Total:	$147,807	Personnel:	$45,336	Other:	$122,122

Budget Observation

The Solid Waste Town and School budget increased by $28,587 (17.0 percent) over FY16. The majority of the increase was in weekend trash removal services (overtime pay) and in Technical Services ($10,000) in permitting for the proposed anaerobic digesting facility. There was also an increase in tipping & disposal fees ($7,112).

Recommendation

The Sub-committee recommends the approval of the Solid Waste – Town & School budget of $196,830 for FY 2017.

SNOW & ICE BUDGET:

Public Works Department: DPW Snow & Ice (423)

Proposed Budget - FY17	Total:	$535,000	Personnel:	$115,000	Other:	$420,000
Current Budget - FY16	Total:	$510,000	Personnel:	$115,000	Other:	$395,000
Prior Year Actual - FY15	Total:	$2,904,314	Personnel:	$472,351	Other:	$2,431,963

Budget Observation

The Snow & Ice budget is increased by $25,000 (4.9 percent) for FY 2017. This increase is due entirely to increases in various expense line items all of which are necessary to keep the snow plowing equipment in good working order. In the past we have supported an annual increase because the base budget is too low based on prior year's expenditures.

The sub-committee is not uncomfortable with the underbudgeting of this account since Snow & Ice is one of few accounts where municipalities are allowed by the state to deficit spend; the additional costs not covered by the budget are added to the next year's tax rate. It would be fiscally imprudent to budget this account at a realistic number (of, say, $3 million) since this would reduce resources for other purposes, especially in a gentle winter wherein the budgeted amount is not spent.

Recommendations

The Sub-committee recommends the approval of the DPW Snow & Ice budget of $535,000 for FY 2017.

Budget Summary: Planning & Development

To: Advisory & Finance Committee
From: Budget Sub-Committee E
Ethan Kusmin (Chair), Marcus McGraw (Co-Chair), Harry Helm, Patrick O'Brien, John Moody
Date: February 12, 2017
Subject: Sub-Committee E FY2017 Budget Review & Recommendations: Planning & Development

Budget Summary: Planning & Development (175)

	Budget Total	Personnel	Other	% Change
Proposed FY 2017	$818,810	$474,950	343,060	7.2%
2016	$763,304	$453,793	$309,511	
2015	$672,687	$439,946	$232,461	

Department Synopsis

The mission of the consolidated Department of Planning and Development is to coordinate all planning, community, and economic development activities of all Town government agencies. This department is to provide a comprehensive vision of the Town's long-range goals, and to administer local development controls in a fair and equitable manner consistent with those goals. Staff: Director of Planning & Development (Lee Hartmann), Town Planner, Conservation Planner, Planning Technician/Energy Officer, and four administrative assistants.

Community Development provides and implemention programs and activities that benefit low and moderate income persons (42% of Plymouth's town-wide population), including housing and economic development services. The function of the Community Development Office is to provide education, leadership, policies and programs to expand and preserve safe and affordable housing opportunities and promote a strong community for all residents. Staff: Director of Community Develpement (Bruce Arons), Program Cordinator, Rehab Specialist.

Budget Observations

Increase sources:

- 4.2% increase in salaries (all contractual)
- $31k increase in technical services (99% increase)
    - Funds to support town in planning and negotiating closure of power plant.

Initiatives & Opportunities

The Department is working closely with the Plymouth Board of Selectmen, as well as with our state and national representatives on planning for the closure of the Pilgrim Nuclear Power Station to help minimize the overall economic impact. This will involve travel to other communities to learn about their closure process and visits with key representatives.

Recommendations

The Sub-Committee recommends approval of the Town Manager/Board of Selectmen recommended budget of $818,810

Budget Summary: Redevelopment Authority (189)

	Budget Total	Personnel	Other	% Change
Proposed FY 2017	$21,977	0	$21,977	3%
2016	$21,340	0	$21,340	
2015	$21,340	0	$21,340	

Department Synopsis

The Redevelopment Authority is independent of the town and the budget provides partial funding for the PRA's staff and activities. In addition, the town supports the operation of the Redevelopment Authority through a provision of office space and use of Town equipment such as computers, printers, fax and copiers. The budget is managed by Laura Schaefer, Executive Director of the PRA Services provided by the Redevelopment Authority include counseling programs for residents on subjects such as HUD, reverse mortgages, first-time homebuyer, and foreclosure. The Authority also participates inactive programs such as the Massachusetts Housing Rehabilitation Agency's Get the Lead Out program and the Plymouth Community Housing Inc.'s affordable housing projects.

In addition to the Town's budget appropriations, the Plymouth Redevelopment Authority receives funds from a variety of State and Federal programs, including a HUD grant, and from consulting fees. These outside sources provide 80% of department's budget.

Budget Observations

Budget Increase source:

- 3% salary increase
- 3% administrative services

The budget chiefly consists of Technical Services ($10,712), which provides partial compensation for the Executive Director, who performs grant and program management services, and Administrative Services ($11,165), which provides funds to compensate a part-time administrative assistant.

Recommendations

The Sub-Committee recommends Approval of the Town Manager/Board of Selectmen recommended budget of $21,977

Budget Summary: Inspectional SVS

To: Advisory & Finance Committee
From: Budget Sub-Committee E
Ethan Kusmin (Co-Chair), Marcus McGraw (Co-Chair), Harry Helm, Patrick O'Brien, John Moody
Date: February 12, 2017
Subject: Sub-Committee E FY2017 Budget Review & Recommendations: Inspectional Services

Budget Summary: – Building and Zoning

	Budget Total	Personnel	Other	% Change
Proposed FY 2017	$693,771	$688,371	$5,400	4.9%
2016	$661,610	$656,210	$5,400	
2015	$591,783	$587,046	$4,737	

Department Synopsis

The Building Department is responsible for ensuring that buildings are constructed and repaired safely and buildings, structures and land are used properly.~ The Department issues zoning, building, electrical, gas and plumbing permits that allow the construction, reconstruction, repair, alteration and demolition of buildings and structures as well as the installation of equipment.~ The Department annually inspects restaurants, lodgings and other places of assembly. The Department includes 12 employees and is overseen by Paul McAuliffe, Director of Inspectional Services.

Budget Observations

- Source of increase: Replacing a valuable/knowledgeable part-time inspector to full-time Zoning Inspector due to retirement
    - Rationale: High Volume of requests, delays in zoning permits delays other permits required for construction. Part-time inspector does not meet demand.
- Issued roughly 9000 permits (FY 2016)-16.6% increase
- Revenue increased from $1.4m to $2m (FY 2016)

- **Initiatives & Opportunities**

High volume of permits and inspections expected to continue in FY 2017 due to health of real estate market and several large projects including Plymouth South High School, Town Hall, Pine Hills, Redbrook and Cranberry Crescent (Market Basket Plaza)

Recommendations

Approval of the Town Manager/Board of Selectmen recommended budget for the Board of Health

Budget Summary: Board of Health (510)

	Budget Total	Personnel	Other	Total % Change
Proposed FY 2017	$252,299	$208,493	$43,806	(3.9%)
2016	$262,437	$219,131	$43,306	
2015	$251,098	$197,664	$53,434	

Department Synopsis

The Board of Health provides medical and inspection services. Inspection services include Title V inspections, PERC tests and food safety inspections. Medical services focus on communicable disease follow-ups, a change from prior years when the Board of Health provided flu vaccinations, blood pressure clinics and other health awareness programs. The Department employs 4 people, including the department head, and one part-time Animal Inspector. The Board of Health is managed by Michelle Roberts, under Inspectional Services Director Paul McAuliffe

Budget Observations

- 4.4% budget decrease due to drop in salaries/wages
    - Holly Richardo retired after 42 years, replaced with new step-1 agent
    - New step-1 part-time admin
    - New step-1 full-time admin
- Budget Increases
    - Training/Education increased from $500 to $1,000
        - Training new agent
- Other expenses are flat from 2016

Recommendations

The Sub-Committee recommends:

Approval of the Town Manager/Board of Selectmen recommended budget for the Board of Health

Budget Summary: 1749 Court House (695)

	Budget Total	Personnel	Other	% Change
Proposed FY 2017	$31,860	$25,035	$6,825	60%
2016	$19,884	$13,159	$6,825	
2015	$13,744	$7,744	$6,000	

Department Synopsis

The 1749 Court House, a free museum in town center, provides residents and tourists a unique opportunity to learn the entirety of Plymouth's history through interesting displays of historic artifacts. It also is the oldest free-standing wooden building and the longest-used municipal building in America. The museum is open from June to November and has 2 part-time employees.

Budget Observation

- Budget Increase:
    - Personnel: 90% increase. Museum would like to increase periods of operations, keeping the facility open until year-end and opening again in March.
- The FY2016 budget also expanded the courthouse budget to expand periods of operation through the Thanksgiving Holiday.

Initiatives & Opportunities

- Museum staff would like to expand the period of operation due to an expected increase of visitors as we approach 2020

Recommendations

The Sub-Committee recommends approval of the budget at $22,000, a $9,860 reduction from the Board of Selectmen's recommended budget.

Budget Summary: #541– Council on Aging

	Budget Total	Personnel	Other	% Change
Proposed FY 2017	$462,553	$360,053	$102,500	18%
2016	$392,771	$317,039	$75,732	
2015	$377,388	$305,206	$72,182	

Department Synopsis

The Council on Aging provides a variety of services to Plymouth's older residents in order to "provide our community with a safe, trusted, physical and virtual environment where information and access to programs and services foster a healthy and vital lifestyle throughout the aging process." The department has 8 employees including Constance DiLego, Direct of Elder Affairs, an administrative assistant, a volunteer coordinator, an activities coordinator, a coordinator of support services, a meal distribution coordinator, two social workers, and a receptionist.

Budget Observations

- 87% increase in visitor traffic (FY12 vs. FY15)
- 40-100 meals served per day at COA

Significant Budget Increases/Decreases:
The budget reflected above has been adjusted from the Board of Selectmen's recommended budget of $426,786, a $35,767 increase, based on information provided by the Finance Department regarding budget changes resulting from the reorganization of Community Resources; the increase represents a portion of the salary and budgeted benefits of the new Director of Community Resources.

- New $20k nutrition contract with schools to provide subsidized meals to seniors
    - Prior provider was not satisfactory
- 20% contractual increase for landscaping ($10k-$12k), may be due to min wage increase
- 12% increase in R&M Equipment ($4k) due to equipment repairs and expected minor roof repairs

Initiatives & Opportunities

- Seek a new landscaper or town partnership once contract expires
- COA did request a new administrative assistant to work reception desk, which was not approved by BOS. Positioned needed to help with higher volume of visitors

Recommendations

The Sub-Committee recommends approval of the budget at $462,553.

Budget Summary: #549 – Disabilities Commission

	Budget Total	Personnel	Other	% Change
Proposed FY 2017	$250	$0.0	$250	0%
2016	$250	$0.0	$250	
2015	$200	$0.0	$200	

Department Synopsis

The Department serves as a resource to the Plymouth community to address accessibility, equal rights, and other issues of concern to people with disabilities. Keven Joyce is the Chair of the Commission, though there are no paid employees.

Budget Observations

In 2016, the Department spent its entire Budget of $250 on Meetings/Education/Training, as well as office supplies and subscriptions. No budget increase proposed by FY 2017.

Initiatives & Opportunities

Recommendations

The Sub-Committee recommends approval of $250

Budget Summary: Library (610)

	Budget Total	Personnel	Other	% Change
Proposed FY 2017	$1,644,193	$1,163,549	$480,644	-8%
2016	$1,789,616	$1,242,658	$546,958	
2015	$1,653,603	$1,210,606	$442,997	

Department Synopsis

The Library Division is responsible for the operation and maintenance of the Main Library and the Manomet Branch, providing a significant contribution to the education and quality of life in our community. The division has 23 full-time and 5 part-time employees. Jennifer Harris is the Library Director.

Budget Observation

- The library budget dropped 8% due to the retirement of Dinah O'Brien, who served as both library director and Director of Community Resources, and the subsequent reorganization of Community Resources.
- The budget reflected above has been adjusted from the Board of Selectmen's recommended budget of $1,686,566, a $42,373 reduction from the Board of Selectmen's recommended budget, based on information provided by the Finance Department regarding budget changes resulting from the reorganization of Community Resources; the decrease represents the net difference between the former Community Resources Director's salary and the portion of the salary and budgeted benefits of the new Director of Community Resources.
- Jennifer Harris (former assistant director) was named library director.
- Library Public Use Supplies increased 25% ($8k to $10k)-buying library cards in bulk
- R&M Buildings decreased 65% ($111k to $38k). In FY16 the library had a one-time expense to treat mold and used its reserve account.

Initiatives & Opportunities

- Concerns were raised at the sub-committee meeting that removing the Director of Community Resources Position from library may impact state library aid (MBLC). Aid is based, in part, on total staff and salaries at the library
- Library Director now overseeing both day-to-day management, as well as broader responsibilities. Library may need assistant director longer term.

Recommendations

The Sub-Committee recommends the approval of the Library Division budget at $1,644,193.

Budget Summary: Recreation Division

	Budget Total	Personnel	Other	% Change
Proposed FY 2017	$415,370	$398,600	$16,770	11%
2016	$374,982	$358,662	$16,320	
2015	$321,596	$306,023	$15,573	

Department Synopsis
The Recreation Division Provides recreational opportunities for the residents of Plymouth, as well as scheduling 28 recreational fields, supervising staff at five town beaches, managing Memorial Hall, and overseeing the operation of the Manomet Youth Center and the Hedges Pond Recreation area. The department typically has three full time employees and 130+ seasonal employees. The Department's former director Barry DeBlasio recently became the director of Community Recourses, creating a vacancy in the department. Anne Sleusser-Huff is the new department head.

Budget Observations

- 7.4% salary increase is primarily due to increase in minimum wage
    - Represents $27k in increase.
- A portion of personnel expense increase is the result of various adjustments to remove a portion of current Recreation Director costs and distribute across other divisions within Community Resources and establishing salary baseline for new Recreation Director.
- New $5,000 in "project expenses" which represents additional staff authorized by BOS for Morton Park

Revolving Account Summaries:

- Department is 60% self-sufficient, using revolving funds to pay for some salaries and expenses

Revolving Fund	Spending Limit	Personnel	Expenses	Total	Revenue	Net Revenue
Recreation	$435,000	$200,000	$231,653	$431,653	$476,000	$44,347
Memorial Hall	$110,000	$67,807	$16,083	$66,040	$149,930	$66,040
Hedges Pond	$40,000	$17,500	$2,800	$23,500	$43,800	$23,500
Total-	$585,000	$285,307	$250,536	$521,193	$669,730	$133,887

Initiatives & Opportunities

- Morton Park is expected to see a decline in revenue due to new vehicle limits
- Lower traffic may permit a eventual decrease in staffing
- Given the turnover in seasonal staffing, it is difficult to project employee grade levels.

Recommendation

The Sub-Committee recommends approval of $415,370.

Budget Summary: #543 – Veterans' Services

	Budget Total	Personnel	Other	% Change

Proposed FY 2017	$925,955	$115,830	$810,125	-4.6%
2016	$970,529	: $110,404	$860,125	
2015	$891,816	$106,492	$785,325	

Department Synopsis

Veterans Services are provided in Massachusetts communities in accordance with MGL Chapter 115, which specifies a program of services to its resident, eligible, veteran population. Massachusetts is the only state in the country that provides additional Veteran support services in this manner. Large communities, such as Plymouth, have a Veterans Agent that coordinates and operates the programming. Roxanne Whitbeck, the Director of Veterans' Services in Plymouth, is also Plymouth's Veterans' Agent. Her primary responsibilities and duties are to advise and assist resident veterans and their dependents about Federal and/or State benefits they are eligible for and in disbursing and administrating the State benefits they are eligible for (including financial and medical benefits). The Department has two employees, Ms. Whitbeck and an administrative assistant.

Budget Observations

Veterans Benefits provided by the Town are partially reimbursed (75%) by the State since the services represent administration of a State program for veterans.

- Significant budget increases/decreases
  - $4.9 % contractual increases for personnel services
  - -5.9% decrease in veterans benefits proposed by BOS ($850k to $800)
    - Veterans are utilizing additional State and Federal services rather than town services

Initiatives & Opportunities

- Ms. Whitbeck is now a certified Veteran Benefit administrator. This will require on-going continuing education at an increased cost. The state now requires certification of Veterans Officers and has proposed reducing its reimbursement for communities with uncertified officers. Ms. Whitbeck has requested an additional $500 for Meetings, Education & Training to fund the additional coursework required to maintain certification.

Recommendations

The Sub-Committee recommends approval of $926,455, an increase of $500.