



ADVISORY & FINANCE COMMITTEE

****REVISED AGENDA****

The following meeting of the Advisory & Finance Committee has been posted and will be held

At: Plymouth Town Hall – Mayflower Meeting Room, 11 Lincoln Street, Plymouth, MA 02360

On: Wednesday, February 15, 2017 at 7:00PM

Items on the agenda will include but are not limited to the following. Other discussion may include items that were not reasonably anticipated by the Chairman 48-hours in advance of the meeting posting.

Announcements

Public Comment

Agenda Items

➤ **STM Article 15: PSHS Construction Costs** Gary Maestas, Superintendent of Schools

7:30PM BUDGET HEARING:

Report of Budget Sub-Committee F: Public Schools

#300 Plymouth Public Schools #390 Medicaid Reimbursement #391 Out of District Transportn

Report of Budget Sub-Committee A: Administration/Inspectional Services/Fixed Costs

#123 Town Manager #161 Town Clerk #130 Fuel/Utility Fund

#138 Procurement #241 Building & Zoning #910 Member Benefits

#152 Human Resources #510 Board of Health #945 Town Insurance

Report of Budget Sub-Committee B: Department of Finance/Debt/Fixed Costs

#114 Moderator #750 Long Term Interest #158 Tax Title Foreclosure

#133 Finance & Accounting Division #752 Short Term Interest #911 Pension Contributions

#141 Assessing #753 Misc Interest #913 Unemployment Compensat

#146 Treasury & Collections #755 Bond Issuance #914 Member Insurance

#155 Information Technology #129 Salary Reserve Fund #915 OPEB Trust Funding

#710 Long Term Debt #132 FinComm Reserve Fund #916 Compensated Absences

Report of Budget Sub-Committee C: Public Safety Services/Marine & Environmental

#210 Police Department #291 Emergency Management #292 Animal Control

#220 Fire Department #293 Parking Enforcement #295 Harbor Master

#427 Natural Resources

Report of Budget Sub-Committee D: Public Works

#411 Engineering #423 Snow & Ice #490 Crematory

#420 Highway #425 Fleet Maintenance #491 Cemetery

#421 DPW Administration #433/5 Solid Waste Gen Fund #492 Parks & Forestry

#422 Building Maintenance

Report of Budget Sub-Committee E: Planning & Development/Community Resources

#175 Community Planning #541 Council on Aging #610 Library

#189 Redevelopment Authority #543 Veterans Services #630 Recreation

#549 Disabilities Commission #695 1749 Courthouse

Report of Budget Sub-Committee G: Enterprise Funds

#433 Solid Waste Enterprise #450 Water Enterprise #482 Airport Enterprise

#440 Sewer Enterprise

➤ **ATM Article 7A-E: Operating Budgets & Enterprise Funds** Lynne Barrett, Finance Director

➤ **ATM Article 8: Departmental Equipment** “

➤ **ATM Article 9: Capital** “

➤ **ATM Article 10: Public & Unaccepted Roads** Dennis Westgate, Asst. DPW Director

➤ **STM Article 7: Pavement Management Stabilization Fund** Lynne Barrett, Finance Director

➤ **STM Article 4: Taylor Ave** Dennis Westgate, Asst. DPW Director

Public Comment

Old/New/Other Business

- Sub-Committee & Committee Liaison Updates

Next Meeting: Wednesday, February 22, 2017 - Mayflower II Room - Town Hall



TOWN OF PLYMOUTH
11 LINCOLN STREET
PLYMOUTH, MA 02360

**ADVISORY & FINANCE COMMITTEE
NOTICE OF PUBLIC HEARING
FY2018 OPERATING & CAPITAL BUDGETS**

The Advisory & Finance Committee will hold a Public Hearing in the Mayflower Hearing Room, Town Hall, 11 Lincoln Street, Plymouth, Massachusetts on **Wednesday, February 15, 2017 at 7:30PM** to solicit comments from the general public on the proposed FY2018 operating and capital budgets in accordance with the Town Charter, Chapter 2, Section 12-2. Budgets may be inspected at the Office of the Town Clerk or the Advisory & Finance Committee Office, Town Hall, 11 Lincoln Street, Plymouth, Massachusetts or online at www.plymouth-ma.gov

Any person interested and desiring to be heard on this issue should appear at the time and place designated.

Advisory & Finance Committee

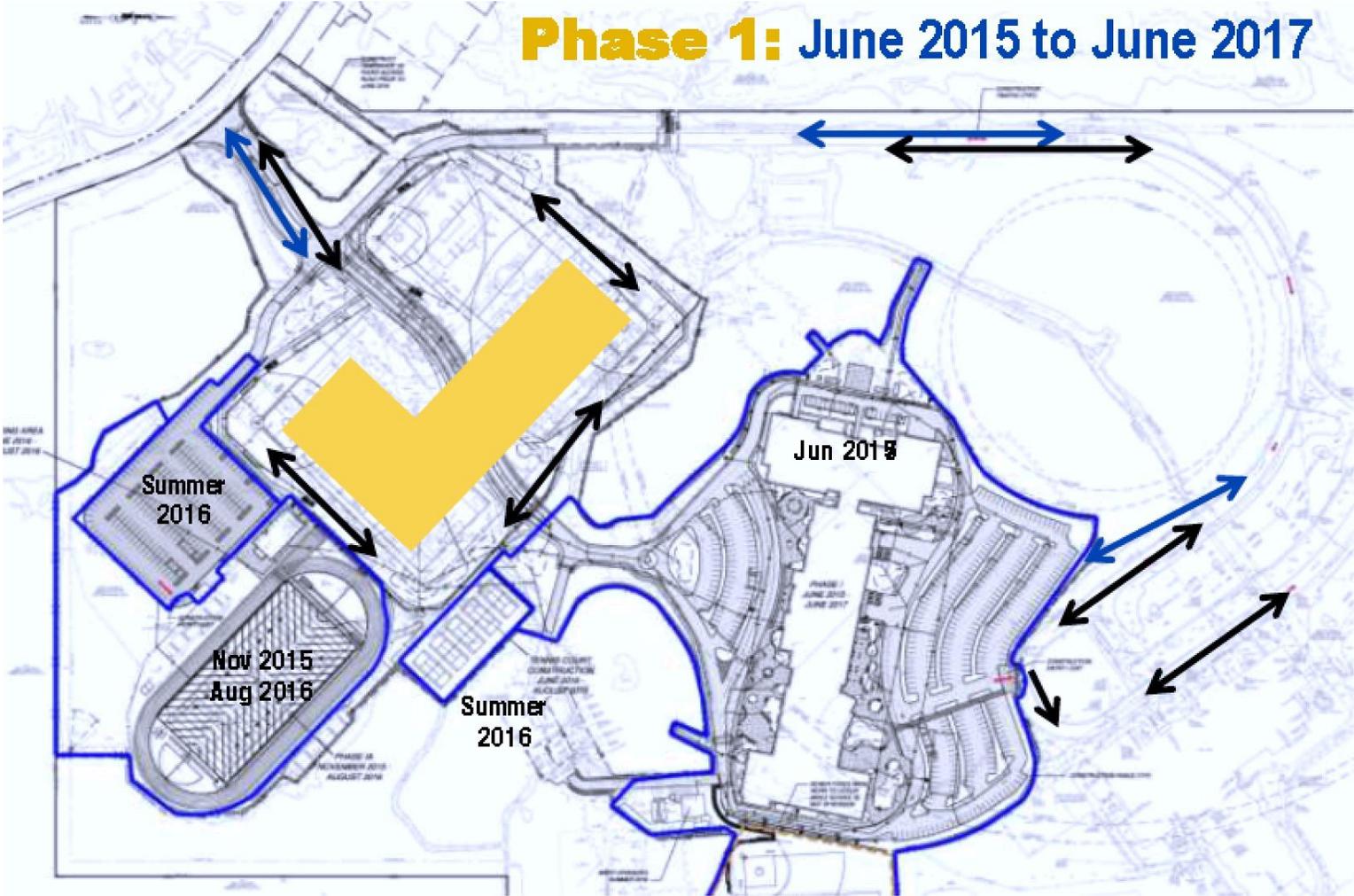


Plymouth Public Schools

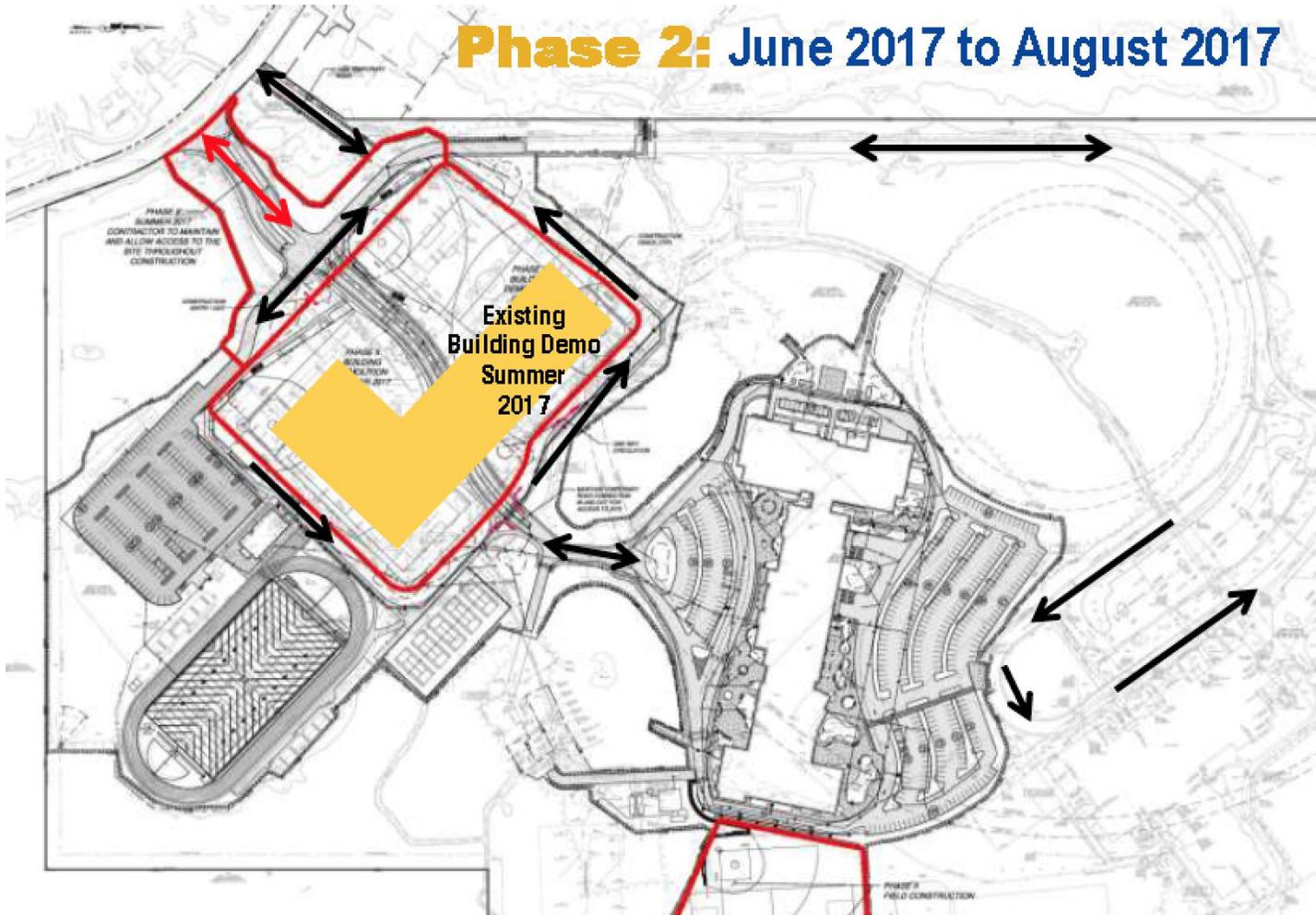
Plymouth South High School

Turf Fields and Lighting Update

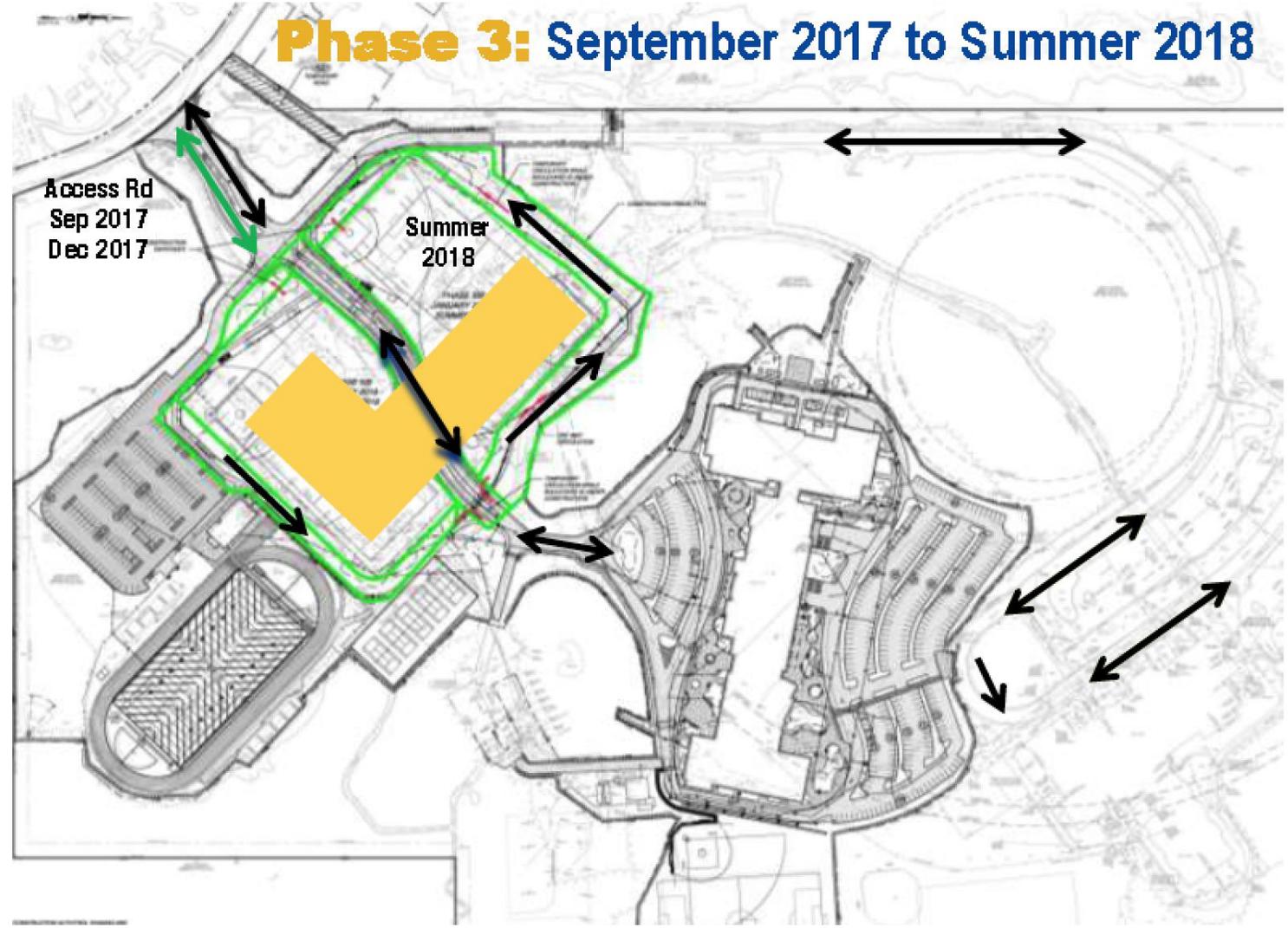
Progress on
Project
Phase 1



Progress on
Project
Phase 2

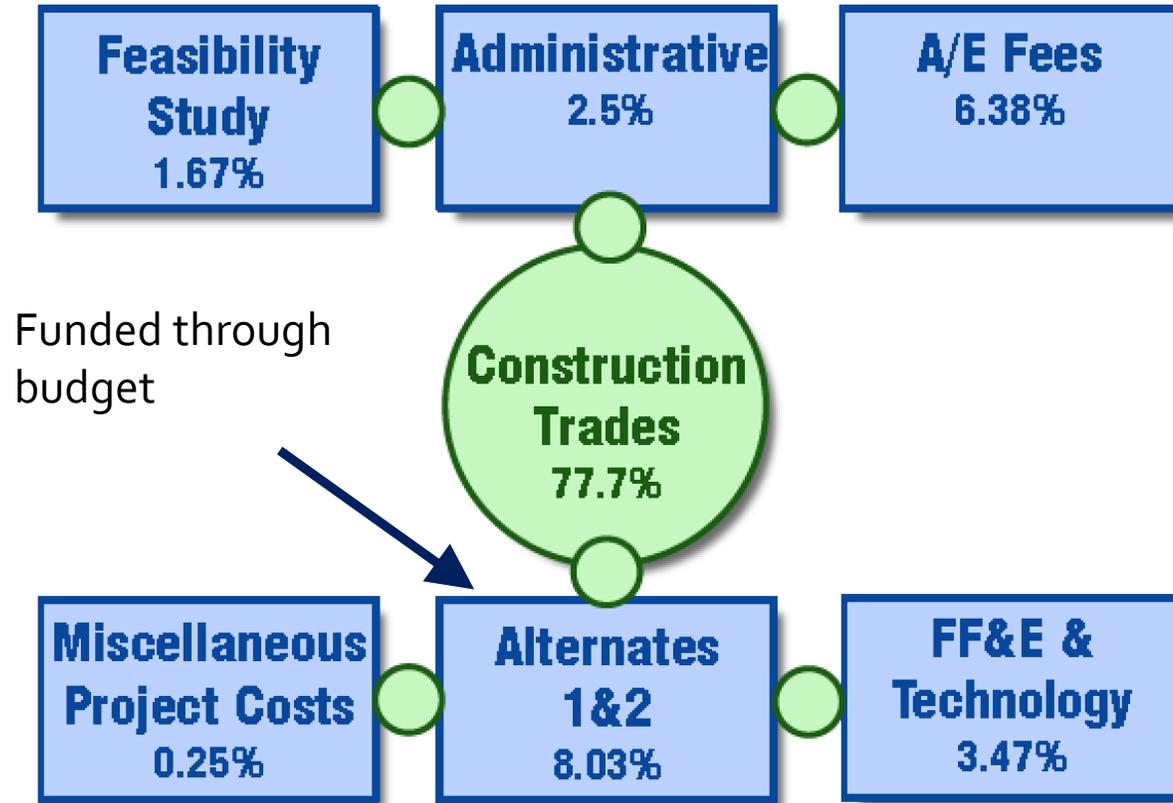


Progress on
Project
Phase 3



Building Budget

Total Project Budget
\$107,800,000



Estimated Cost for
Alternates 1-5

Alternate #1: Wastewater Treatment Facility **Alternate #2:** Support, Storage & Restroom Facility **Alternate #3:** Synthetic Turf Football Field & Polyurethane Track & Scoreboard **Alternate #4:** Synthetic Turf at Baseball, Softball, and Soccer & Irrigation **Alternate #5:** Athletic Site Lighting for Baseball, Softball, & Soccer fields

\$9,339,000

MSBA Contingency Approval

- *MSBA allowed Plymouth to reduce the project contingency from *5% to 2 1/2% in 2015 due to our architect's good track record of keeping change orders under 1%. Alternates 1, 2 and 3 were done using the building project contingency*
- **Alternate #1: Wastewater Treatment Facility \$2,199,000 MSBA required the facility to exclude from base bid*
- **Alternate #2: Support, Storage & Restroom Facility \$1,462,000*
- *Alternate #3: Synthetic Turf Football Field & Polyurethane Track & Scoreboard \$1,680,000 Budget and contingency*
- *Total of Alternates 1, 2 and 3 \$5,341,000*

**Standard contingency requirement for MSBA contract*

*** Within Budget*

Alternates 4 and 5

- Alternate 4: Turf installation (including drainage) for multi purpose fields 2 and 3 \$3,100,000
- Lighting for fields 2 and 3. \$1,000,000 (to be funded through alternative source funding)
- Total Coat for Alternates 4 and 5 \$4,100,000
- Total cost to complete project: \$3,100,000

Contingency

- Estimated contingency available at the close of the project. \$1.5 to 1.8 million
- Estimated balance for completion: \$ 1.5 to \$1.8million

Creative Funding Assistance

- The school department is working on a plan to pay for Alternate 5 (lighting) that would lower the total exposure after contingency to approximately \$1,100,000

FY2018

	SELECTMEN RECOMMENDED	A&F SUB- COMMITTEE CHANGES	A&F SUB- COMMITTEE RECOMMENDED	A&F CHANGES AT BUDGET HEARING
ADMINISTRATIVE SERVICES				
Town Manager Salary & Wages	\$ 569,060	(7,500)	561,560	-
Town Manager Other Expenditures	\$ 680,810	7,500	688,310	-
Town Manager - Total Budget Request	\$ 1,249,870	-	1,249,870	-
Procurement Salary & Wages	\$ 165,979		165,979	
Procurement Other Expenditures	\$ 226,522	40,500	267,022	-
Procurement - Total Budget Request	\$ 392,501	40,500	433,001	-
Human Resources Salary & Wages	\$ 230,421	(5,000)	225,421	-
Human Resources Other Expenditures	\$ 110,450		110,450	
Human Resources - Total Budget Request	\$ 340,871	(5,000)	335,871	-
Town Clerk Salary & Wages	\$ 288,004	43,026	331,030	-
Town Clerk Other Expenditures	\$ 193,600		193,600	
Town Clerk - Total Budget Request	\$ 481,604	43,026	524,630	-
Administrative Services Department Total	\$ 2,464,846	78,526	2,543,372	-
SCHOOL SERVICES				
School Services Salary & Wages	\$ 74,059,201		74,059,201	
School Services Other Expenditures	\$ 20,151,969		20,151,969	
School Services Department Total	\$ 94,211,170	-	94,211,170	-
FINANCE				
Town Moderator Salary & Wages	\$ 2,000		2,000	
Town Moderator Other Expenditures	\$ 9,100		9,100	
Town Moderator - Total Budget Request	\$ 11,100	-	11,100	-
Finance And Accounting Salary & Wages	\$ 549,838		549,838	
Finance And Accounting Other Expenditures	\$ 122,873		122,873	
Finance And Accounting - Total Budget Request	\$ 672,711	-	672,711	-
Assessing Salary & Wages	\$ 469,990		469,990	
Assessing Other Expenditures	\$ 93,535		93,535	
Assessing - Total Budget Request	\$ 563,525	-	563,525	-
Treasurer And Collector Salary & Wages	\$ 601,416		601,416	
Treasurer And Collector Other Expenditures	\$ 25,935	(5,000)	20,935	
Treasurer And Collector - Total Budget Request	\$ 627,351	(5,000)	622,351	-
Information Technology Salary & Wages	\$ 489,684		489,684	
Information Technology Other Expenditures	\$ 757,600		757,600	
Information Technology - Total Budget Request	\$ 1,247,284	-	1,247,284	-
Finance Department Total	\$ 3,121,971	(5,000)	3,116,971	-

FY2018

	SELECTMEN RECOMMENDED	A&F SUB- COMMITTEE CHANGES	A&F SUB- COMMITTEE RECOMMENDED	A&F CHANGES AT BUDGET HEARING
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COMMUNITY RESOURCES

Council On Aging Salary & Wages	\$ 396,726	(11,082)	385,644	
Council On Aging Other Expenditures	\$ 102,500		102,500	
Council On Aging - Total Budget Request	\$ 499,226	(11,082)	488,144	-
Veterans Services Salary & Wages	\$ 119,459		119,459	
Veterans Services Other Expenditures	\$ 660,625		660,625	
Veterans Services - Total Budget Request	\$ 780,084	-	780,084	-
Disabilities Other Expenditures	\$ 325		325	
Disabilities - Total Budget Request	\$ 325	-	325	-
Library Salary & Wages	\$ 1,206,101		1,206,101	
Library Other Expenditures	\$ 487,644		487,644	
Library - Total Budget Request	\$ 1,693,745	-	1,693,745	-
Recreation Salary & Wages	\$ 446,079		446,079	
Recreation Other Expenditures	\$ 19,165		19,165	
Recreation - Total Budget Request	\$ 465,244	-	465,244	-
1749 Court House Salary & Wages	\$ 12,375		12,375	
1749 Court House Other Expenditures	\$ 6,825		6,825	
1749 Court House - Total Budget Request	\$ 19,200	-	19,200	-
Community Resources Department Total	\$ 3,457,824	(11,082)	3,446,742	-

INSPECTIONAL SERVICES

Building And Zoning Salary & Wages	\$ 722,029		722,029	
Building And Zoning Other Expenditures	\$ 6,095		6,095	
Building And Zoning - Total Budget Request	\$ 728,124	-	728,124	-
Board Of Health Salary & Wages	\$ 226,780		226,780	
Board Of Health Other Expenditures	\$ 65,550		65,550	
Board Of Health - Total Budget Request	\$ 292,330	-	292,330	-
Inspectional Services Department Total	\$ 1,020,454	-	1,020,454	-

PLANNING & DEVELOPMENT

Planning & Development Salary & Wages	\$ 523,950		523,950	
Planning & Development Other Expenditures	\$ 345,586		345,586	
Planning & Development - Total Budget Request	\$ 869,536	-	869,536	-
Redevelopment Authority Other Expenditures	\$ 21,977		21,977	
Redevelopment Authority - Total Budget Request	\$ 21,977	-	21,977	-
Planning & Development Department Total	\$ 891,513	-	891,513	-

FY2018

	SELECTMEN RECOMMENDED	A&F SUB- COMMITTEE CHANGES	A&F SUB- COMMITTEE RECOMMENDED	A&F CHANGES AT BUDGET HEARING
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PUBLIC SAFETY

Police Salary & Wages	\$ 11,209,001		11,209,001	
Police Other Expenditures	\$ 493,915	(38,325)	455,590	-
Police - Total Budget Request	\$ 11,702,916	(38,325)	11,664,591	-
Fire Salary & Wages	\$ 11,093,241		11,093,241	
Fire Other Expenditures	\$ 300,067		300,067	
Fire - Total Budget Request	\$ 11,393,308	-	11,393,308	-
Emergency Management Other Expenditures	\$ 69,900		69,900	
Emergency Management - Total Budget Request	\$ 69,900	-	69,900	-
Parking Enforcement Salary & Wages	\$ 44,031		44,031	
Parking Enforcement - Total Budget Request	\$ 44,031	-	44,031	-
Public Safety Department Total	\$ 23,210,155	(38,325)	23,171,830	-

MARINE & ENVIRONMENTAL AFFAIRS

Animal Control Salary & Wages	\$ 149,703		149,703	
Animal Control Other Expenditures	\$ 6,800		6,800	
Animal Control - Total Budget Request	\$ 156,503	-	156,503	-
Harbor Master Salary & Wages	\$ 366,240		366,240	
Harbor Master Other Expenditures	\$ 32,400		32,400	
Harbor Master - Total Budget Request	\$ 398,640	-	398,640	-
Natural Resources Salary & Wages	\$ 447,244		447,244	
Natural Resources Other Expenditures	\$ 71,850		71,850	
Natural Resources - Total Budget Request	\$ 519,094	-	519,094	-
Marine & Environmental Affairs Department Total	\$ 1,074,237	-	1,074,237	-

PUBLIC WORKS

Dpw Engineering Salary & Wages	\$ 513,278		513,278	
Dpw Engineering Other Expenditures	\$ 84,238		84,238	
Dpw Engineering - Total Budget Request	\$ 597,516	-	597,516	-
Dpw Highway Salary & Wages	\$ 1,787,304		1,787,304	
Dpw Highway Other Expenditures	\$ 239,570		239,570	
Dpw Highway - Total Budget Request	\$ 2,026,874	-	2,026,874	-
Dpw Administration Salary & Wages	\$ 509,047		509,047	
Dpw Administration Other Expenditures	\$ 15,876		15,876	
Dpw Administration - Total Budget Request	\$ 524,923	-	524,923	-

FY2018

	SELECTMEN RECOMMENDED	A&F SUB- COMMITTEE CHANGES	A&F SUB- COMMITTEE RECOMMENDED	A&F CHANGES AT BUDGET HEARING
Building Maintenance Salary & Wages	\$ 589,467		589,467	
Building Maintenance Other Expenditures	\$ 296,760		296,760	
Building Maintenance - Total Budget Request	\$ 886,227	-	886,227	-
Fleet Maintenance Salary & Wages	\$ 348,083		348,083	
Fleet Maintenance Other Expenditures	\$ 358,090		358,090	
Fleet Maintenance - Total Budget Request	\$ 706,173	-	706,173	-
Solid Waste Salary & Wages	\$ 59,483		59,483	
Solid Waste Other Expenditures	\$ 173,798		173,798	
Solid Waste - Total Budget Request	\$ 233,281	-	233,281	-
Crematory Salary & Wages	\$ 121,790		121,790	
Crematory Other Expenditures	\$ 42,100		42,100	
Crematory - Total Budget Request	\$ 163,890	-	163,890	-
Cemetery Salary & Wages	\$ 306,088		306,088	
Cemetery Other Expenditures	\$ 18,831		18,831	
Cemetery - Total Budget Request	\$ 324,919	-	324,919	-
Parks And Forestry Salary & Wages	\$ 1,067,180		1,067,180	
Parks And Forestry Other Expenditures	\$ 211,923		211,923	
Parks And Forestry - Total Budget Request	\$ 1,279,103	-	1,279,103	-
Public Works Department Total	\$ 6,742,906	-	6,742,906	-
TOTAL BUDGET SCHOOL & TOWN	\$ 136,195,076	24,119	136,219,195	-

FY2018

	SELECTMEN RECOMMENDED	A&F SUB- COMMITTEE CHANGES	A&F SUB- COMMITTEE RECOMMENDED	A&F CHANGES AT BUDGET HEARING
FIXED COSTS SCHOOL & TOWN				
Salary Reserve Account	\$ 135,000		135,000	
Fuel and Utilities	\$ 1,642,050		1,642,050	
Finance Committee Reserve Account	\$ 150,000		150,000	
Tax Title Foreclosures	\$ 300,000		300,000	
Medicaid Program	\$ 258,492		258,492	
Out of District Transportation	\$ 53,200		53,200	
Snow & Ice Removal	\$ 560,000		560,000	
Member Benefits	\$ 6,840,130	(145,618)	6,694,512	
Pensions	\$ 12,282,001		12,282,001	
Unemployment Compensation	\$ 194,000	(69,000)	125,000	
Member Insurance	\$ 32,832,537		32,832,537	
OPEB Trust Funding	\$ 853,740		853,740	
Compensated Absences	\$ 175,000		175,000	
All Town Insurance	\$ 1,140,733		1,140,733	
TOTAL FIXED COSTS BUDGET SCHOOL & TOWN	\$ 57,416,883	(214,618)	57,202,265	-
COMMUNITY DEBT SCHOOL & TOWN				
Principal	\$ 10,244,722		10,244,722	
Interest	\$ 7,639,734		7,639,734	
Temporary Interest	-		-	
Miscellaneous Interest	\$ 5,000		5,000	
Bond Issuance	\$ 25,000		25,000	
TOTAL DEBT BUDGET	\$ 17,914,456	-	17,914,456	-
7A TOTAL SCHOOL & TOWN BUDGET	\$ 211,526,415	(190,499)	211,335,916	-

FY2018

SELECTMEN RECOMMENDED	A&F SUB- COMMITTEE CHANGES	A&F SUB- COMMITTEE RECOMMENDED	A&F CHANGES AT BUDGET HEARING
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ENTERPRISE FUNDS

Airport Operating Salary & Wages	\$ 550,078		550,078	
Airport Operating Other Expenditures	\$ 2,255,335		2,255,335	
Airport Operating Debt	\$ 57,500		57,500	
Airport Operating OPEB Trust Funding	\$ 15,095		15,095	

7E	Total Airport Budget	\$ 2,878,008	-	2,878,008	-
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Sewer Operating Salary & Wages	\$ 382,500		382,500	
Sewer Operating Other Expenditures	\$ 2,044,837		2,044,837	
Sewer Operating Debt	\$ 2,397,623		2,397,623	
Sewer Operating OPEB Trust Funding	\$ 11,322		11,322	

7C	Total Sewer Budget	\$ 4,836,282	-	4,836,282	-
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Water Operating Salary & Wages	\$ 1,258,500		1,258,500	
Water Operating Other Expenditures	\$ 1,341,373		1,341,373	
Water Operating Debt	\$ 1,635,765		1,635,765	
Water Operating OPEB Trust Funding	\$ 53,463		53,463	

7B	Total Water Budget	\$ 4,289,101	-	4,289,101	-
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Solid Waste Operating Salary & Wages	\$ 277,016		277,016	
Solid Waste Operating Other Expenditures	\$ 2,045,891		2,045,891	
Solid Waste Operating OPEB Trust Funding	\$ 10,693		10,693	

7D	Total Solid Waste Budget	\$ 2,333,600	-	2,333,600	-
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ENTERPRISE FUNDS	\$ 14,336,991	-	14,336,991	-
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TOTAL FY2018 BUDGET	\$ 225,863,406	(190,499)	225,672,907	-
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INDIRECT COSTS

Airport Indirect Cost	\$ 200,828		200,828	
Sewer Indirect Cost	\$ 315,110		315,110	
Water Indirect Cost	\$ 1,244,511		1,244,511	
Solid Waste Indirect Cost	\$ 299,029		299,029	

\$ 2,059,478	-	2,059,478	-
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To: Advisory & Finance Committee
 From: Budget Sub-Committee A – Administration/Inspectional Services/Fixed Costs
 Scott Stephenson, Chair
 Committee Members: Betty Cavacco, Patrick O'Brien, Ethan Kusmin
 Date: February 15, 2017
 Subject: Sub-Committee A - FY2018 Budget Review & Recommendations

Budget Summary: Town Manager

Proposed FY2018 Budget	Total:	\$1,249,870	Personnel:	\$561,560	Other:	\$688,310
FY2017 Budget	Total:	\$1,080,118	Personnel:	\$506,558	Other:	\$573,560
FY2016 Actual	Total:	\$974,970	Personnel:	\$448,657	Other:	\$526,313

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. The Town Manager is Melissa Arrighi.

Budget Observations

The requested town manager's budget shows an overall 15.7% increase or \$169,752. The personnel services increase is \$62,502 and was due to increases in overtime, longevity pay and contract benefits. Included in this request is \$30,107 to hire a new part-time Records Access Officer (RAO) with an additional \$7,500 for software associated with this position. Effective January 1st, 2017, the amended Massachusetts Public Records Law will take effect. Within this provision, municipalities are required to designate a RAO. Under the newer version of this law, there are additional responsibilities, quicker turnaround times are required, and the archiving of documents, updating public records in a timely manner and increasing their access to the public. Failure to meet specific guidelines can result in legal action against the town, which could include penalties, etc. Other expenses in the town manager's budget increased due to \$101,000 for legal services and \$6,000 towards town celebrations. Legal fees have steadily increased with the sewer collapse negatively impacting the budget. In FY15 the town manager's buy back benefit was \$9,000; it has steadily increased and in FY2018 is budgeted for \$26,280.

Recommendations

The Sub-Committee recommends the Town Manager's budget be approved. With the new state public records mandate, it seems prudent that the Town Manager hire a part time RAO to implement this directive. With the ever increasing costs of outside legal fees, the Sub-Committee recommends a feasibility study to see if it makes sense to hire in-house attorney's to handle the bulk of the town's legal work.

*The Sub-Committee also recommends funds be allocated to hire a person to serve as a grant writer for the town. Their primary role would be to find, write and submit grants to generate additional revenue for the town.

*The Sub-Committee further recommends all interested parties come together to design and implement a new way to pay/budget for town services. Spending for everything up front and requiring the taxpayer to pick up the bill is resulting in hefty, annual tax increases. One idea that has been mentioned would put a cap of 2%-3% on all expenses, requiring departments to follow a budget like the folks of Plymouth must do.

Budget Summary: Procurement

Proposed FY2018 Budget	Total:	\$433,001	Personnel:	\$165,979	Other:	\$267,022
FY2017 Budget	Total:	\$407,199	Personnel:	\$172,782	Other:	\$234,417
FY2016 Actual	Total:	\$459,002	Personnel:	\$150,451	Other:	\$308,552

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. Pam Hagler is the Procurement Officer and the department includes a procurement assistant and an administrative assistant.

Budget

Observations Total
budget reflects an increase of 6.6% or \$26,852 versus the FY17 budget. The largest impact to the budget is the cost of \$45,000 associated with the addition of 10-12 printers for use at the new town hall. Cell phone costs and office supplies increased by \$6,000 and \$7,710, respectively. With the move to the new town hall, all documents needed to be reprinted with the new addresses. These increases were offset by decreases in salaries and other office equipment.

Recommendations

Th
e sub-committee recommends approval of the budget at \$433,001, an increase of \$40,500 over the Board of Selectmen recommended budget of \$392,501. An increase of \$40,500 is due to an error in the cost of equipment rental, which was listed as \$4,500 instead of \$45,000. The Town Manager and BOS also reduced the request by \$1,050 to \$392,501 as it recommended using 1 central scanner instead of 3. The Budget Book is in the process of being updated.

Budget Summary: Human Resources

Proposed FY2018 Budget	Total:	\$340,871	Personnel:	\$230,421	Other:	\$110,450
FY2017 Budget	Total:	\$331,635	Personnel:	\$218,885	Other:	\$112,750
FY2016 Actual	Total:	\$302,805	Personnel:	\$208,435	Other:	\$94,369

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. Marie Brinkman is the Human Resources Director.

Budget Observations

The requested budget shows a 2.8% or \$9,236 increase from FY17. Salary expenses accounted for \$11,536 and a decrease of \$2,500 in technical services. There is \$10,000 listed under overtime, which was transferred from the New Initiative line item. In 2016, the actual overtime was \$4,361, with none budgeted in 2017.

Listed below are some historical employment related statistics.

In 2016 there were 526 active town employees compared to 504 in 2015. Seasonal and temporary employees increased by 11 to 149 in 2016. There were a total of 56 new hires in 2016, an increase from 34 in 2015. The number of town employees that either retired/terminated or resigned was 43, an increase of 9 from the previous year. The number of employees promoted was 39, an increase of 11 over 2015.

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.

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 – 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.

In 2016 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

A total of \$10,000 was requested in the overtime budget. After the Sub-Committee had a discussion with the Assistant Town Manager, these funds were requested because a new hire request at a cost of \$10,000, was not approved to work on various HR projects. We recognize the fact that occasional OT may be needed for staff coverage due to vacation or sick time or to work on other projects. We recommend a decrease in this amount to \$5,000, which is more in line with their actual OT usage in 2016, which was \$4,361. The Sub-Committee recommends the approval of the budget with a decrease of \$5,000 to \$335,871.

Budget Summary: Town Clerk

Proposed FY2018 Budget	Total:	\$524,630	Personnel:	\$331,030	Other:	\$193,600
FY2017 Budget	Total:	\$525,089	Personnel:	\$323,579	Other:	\$201,510
FY2016 Actual	Total:	\$481,777	Personnel:	\$285,940	Other:	\$195,838

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. Laurence Pizer is the Town Clerk.

Budget Observations

The personnel budget requested by the Town Clerk's office is \$331,030, which is 2.3% or \$7,451 higher than last year's budget. While there is an increase to the salaries and wages of permanent employees, there is a significant reduction to the salary temporary employee line item because of fewer elections in FY2018. The request is \$43,026 higher than the BOS request. That increase is partially offset by a decrease of \$9,010 for technical services.

Initiatives & Opportunities

In FY18 the Town Clerk is requesting the current Administrative Assistant (C-5) classification change to Assistant Town Clerk (A-6) and hire a new Administrative Secretary (C-4). The net cost to the salary budget would be about \$43,026.

Recommendations

The Sub-Committee recommends a budget amount of \$524,630. With the additional early voting requirement and population growth in Plymouth, the clerk's office needs additional resources. The committee feels the failure to hire a new staff member to process marriage, death and birth certificates and dog licenses, etc., would negatively impact the citizens of Plymouth. For example, the inability to process dog licenses in a timely manner, leads to a reduction in enforcement. The preparation of violations has lagged for months, as well. An Assistant Town Clerk, which the town had at one time, is needed to help oversee the increasing activities and responsibilities performed by the Clerk's office and in the Clerk's absence.

Budget Summary: Building and Zoning

Proposed FY2018 Budget	Total:	\$728,124	Personnel:	\$722,029	Other:	\$6,095
FY2017 Budget	Total:	\$700,767	Personnel:	\$695,367	Other:	\$5,400
FY2016 Actual	Total:	\$637,150	Personnel:	\$632,068	Other:	\$5,081

Department Synopsis

The Building Department is responsible for ensuring that buildings are constructed and repaired safely. 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 headed by Paul McAuliffe, Director of Inspectional Services.

Budget

Observations

___The department is requesting a budget of \$728,124, which is an increase of 3.9% or \$27,357 over FY2017. Much of the cost was associated with this increase, \$26,662, was the result of salary increases, sick and earned time buybacks. A total of 14,073 inspections were performed and 8,221 permits were issued in 2016. This department continues to be one of the top revenue producers in town, collecting \$1,949,506, which was slightly below the \$2,000,000 it generated in 2015.

Initiatives &

Opportunities

_____ Due to the health of real estate market and several large projects including Redbrook, Cordage Park, etc., the departments expects to be very busy in the years to come.

Recommendations

The sub-committee recommends approval of the Building and Zoning budget.

Comments/Other

Discussions regarding putting the application/permitting process into an online format were discussed as an opportunity to streamline the permitting process and thus reduce departmental costs. Mr. McAuliffe is in support of these initiatives, but due to constraints regarding the current town wide use of the Munis System, the opportunity is not yet available. He intends to continue working towards a process that would allow applications and permits to be submitted and processed online.

Budget Summary: Board of Health

Proposed FY2018 Budget	Total:	\$292,330	Personnel:	\$226,780	Other:	\$65,550
FY2017 Budget	Total:	\$252,830	Personnel:	\$209,024	Other:	\$43,806
FY2016 Actual	Total:	\$236,770	Personnel:	\$187,895	Other:	\$48,875

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

The budget recommendation increased by 15.6%. The two main drivers of this increase are contractual obligations/salaries of \$17,756 and Title V inspections of \$14,150. The number of Title V inspections was flat at 614. However, septic permits increased significantly from 302 in 2015 to 374 in 2016. The Health Department revenue increased to \$525,000 from \$480,000 in the prior year.

Recommendations

The Sub-Committee recommends the approval of the Board of Health Budget.

Th

Budget Summary: Consolidated Utilities (Fuel and Utility)

Proposed FY2018	Total:	\$1,642,050	Personnel:	0	Other:	\$1,642,050
FY2017Budget	Total:	\$1,745,050	Personnel:	0	Other:	\$1,745,050
FY2016 Actual	Total:	\$1,422,196	Personnel:	0	Other:	\$1,422,196

Department Synopsis

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

Budget Observations

The 2018 recommended budget reflects a 5.9% or \$103,000 decrease from the FY17 budget. In FY17, The Sub-Committee conducted an extensive analysis of the budget request, reviewing prior year requests against actual expenses, the size of various changes proposed in the budget, and U.S. Government projections for cost over the next 18-24 months. That information and feedback from our meetings with town officials, suggest the budget is appropriate. Every department request reflects a decrease because of the lower cost of fuel and a variety of efficiencies, etc. The only line item reflecting an increase in their budget is the new town hall with an additional request of \$42,432.

Recommendations

The sub-committee recommends approval of FY18 budget.

Budget Summary: Member Benefits

Proposed FY2018 Budget	Total:	\$6,840,130	Personnel:	0	Other:	\$6,840,130
FY2017 Budget	Total:	\$6,318,050	Personnel:	0	Other:	\$6,318,050
FY2016 Actual	Total:	\$5,268,583	Personnel:	0	Other:	\$5,268,583

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. Lynne Barrett is the Director of Finance.

Budget Observations

The overall budget for FY18 shows an increase of 8.3% or \$522,080. From 2016 to 2017, the budget reflected an increase of 19.9% or \$1,049,467. Workers compensation increased by \$114,856 as premiums have continued to soar. Employer Medicare benefits increased by \$82,103. Managed Blue expenses continue to increase and in FY18 it is budgeted to increase by \$222,178 or 14%. More retirees are electing Managed Blue versus Medex. Life insurance costs increased \$35,000 as part of expected collective bargaining agreements.

Initiatives & Opportunities

The increase in 111F claims (police and fire workers compensations) has continued to rise and is budgeted with a 6.5% or \$14,440 increase to \$237,440 for FY18. That combined with overall workers compensation costs of \$1,109,256 in FY18, has become a significant percentage of overall insurance costs to the town. Obviously we want employees to be safe and healthy, but we recommend the town review its wellness program, to see if changes can be made to that has the potential to help decrease future workers compensation claims.

Recommendations

The Sub-Committee recommends the member benefits be approved as submitted at \$6,840,130.

Budget Summary: Town Insurance

Proposed FY2018 Budget	Total:	\$1,140,733	Personnel:	0	Other:	\$1,140,733
FY2017 Budget	Total:	\$973,155	Personnel:	0	Other:	\$973,155
FY2016 Actual	Total:	\$964,215	Personnel:	0	Other:	\$964,215

Department Synopsis

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

Budget Observations

Total budget requested shows a 17.2% increase or \$167,578.

Initiatives & Opportunities

The town takes advantage of a 3% 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.

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. 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
 Judith Fitzgerald
 Marc SIRRICO
 Date: February 15, 2017
 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 '18 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 FY18 Budget	\$11,100	\$2,000	\$9,100
Current FY17 Budget	\$10,100	\$2,000	\$8,100
Prior Year FY16 Actual	\$2,020	\$2000	\$20

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 \$9,000 which is a \$1,000 increase for electronic voting at Town Meetings. 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 the Board of Selectman budget appropriation of \$11,100.00 for the Town Moderator. Funding for this elected position is voted by Town Meeting annually as Article 6.

	Total	Personnel	Other
Proposed FY18 Budget	\$672,711	\$549,838	\$122,873
Current FY17 Budget	\$652,889	\$520,866	\$132,023
Prior Yr. FY16 Actual	\$593,155	\$467,237	\$125,918

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.

Budget Observations : Personnel Services has increased by \$29,972. Salaries and Wages increased \$22,734, Overtime has an increase in funding over last year’s by \$1,825 although the year to date actual is \$2000. Sick Leave Buyback is funded at \$6,027 which is an increase of \$682 in order to cover anticipated payments.

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

There is a net decrease in the Division’s Other Expenses of \$9,150. The largest 2 components of this are a decrease in auditing fees of \$8,500 and a decrease in meetings expense of \$3,075. The professional fee decrease is mainly due to a change in the timing of the OPEB audit to accommodate new accounting standards. It will still take place but will be in FY17 and FY20 budgets. The cost of the Town Meeting books is up \$1,600.

In addition, the accounting and auditing costs are down as the Finance Department continues to utilize MUNIS software to achieve more efficiencies. This is an ongoing process and is the result of the Finance Division’s continuing efforts and suggestions from the Finance Committee. This is reflected in the reorganization of some of the accounts in the Finance Department’s ledger.

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.

Initiatives & Opportunities: The ongoing implementation of several modules within the MUNIS system, will benefit the Town through operating efficiencies and possible reduced professional fees and by replacing paper-based process with electronic. Additional and ongoing training is necessary to maximize the benefit of these software modules, the good news is the MUNIS conference is in Boston this year so the cost per person will be down so more may attend.

Recommendation: The sub-committee recommends approval of the Board of Selectmen budget appropriation of \$672,711.

Department of Finance**141 Assessing**

	Total	Personnel	Other
Proposed FY18 Budget	\$563,525	\$469,990	\$93,535
Current FY17 Budget	\$486,058	\$437,523	\$48,535
Prior Year FY16 Actual	\$402,927	\$390,977	\$12,550

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.

FY18 is a revaluation year. The department will put out an RFP for an appraisal company to do the work. This is anticipated to be \$40k in FY18. Also, in FY18 there is an additional \$25,000 included in the budget for valuation services of electrical generation facilities (Entergy) that is not in last year's budget. The budget also includes \$15,000 for a GIS viewer that will automate the updating of valuation information. The goal is for that software to make the staff more efficient and preclude the hiring of more people. It should be noted that the budget has increased by \$77,467 or 15.9%.

New Initiative: There is a backlog in doing the field inspections and so the department has requested a new part time position for an "inspector/lister". The Town has over 28,000 improved parcels and on a 9 year cycle that is about 3,100 each year. In addition, there are building permits, sales verifications and miscellaneous and cyclical inspections that need to take place.

Recommendation: The sub-committee recommends approval of the Board of Selectmen budget appropriation of \$563,525.

Department of Finance**146 Treasury and Collection**

	Total	Personnel	Other
Selectman's Proposed FY18 Budget	\$627,351	\$601,416	\$25,935
A&F Proposed FY18 Budget	\$622,351	\$601,416	\$20,935
Current FY17 Budget	\$600,666	\$578,081	\$22,585
Prior Year FY16 Actual	\$530,285	\$526,555	\$3,730

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. The department is responsible for approximately 147,800 bills last year. As well as Municipal Lien Certificates (2,170 so far this year), selling tax title property, etc. The Town collects 98.4% of what is billed. In addition, the department is responsible for the Treasury functions for the Town including cash management, debt issuance, investing Town funds etc.

This year this department has submitted Article 26 for Town Meeting to update the Town's by-laws in accordance with the state's Municipal Modernization Act. This will give the Town more tools to aid in collecting unpaid taxes.

Budget Observations: The department has a staff of 10 full time and 1 part time people as well as four seasonal workers. The seasonal staff are budgeted to cost \$23,500, up \$4,900 from last year as a result of minimum wage increases. 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. There has not been this level of expenditure in a few years. However new legislation regarding the fees for the OPEB may result in new fees. After some input from the Treasurer's office the Committee recommends a reduction of \$5,000 in this appropriation. Other expenses are minimal the largest being additional training specific to the technology of the Treasurer's office (\$3,300). There is also an expense of \$1,400 for mileage reimbursement (see below).

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 they continue to watch for technological developments that will produce efficiencies. The Committee hopes this is temporary and a better long term 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: In the past, the committee has 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. Apparently the MUNIS software system has the capacity to do this however the banks are not yet set up for it. It seems unfortunate that this inefficiency needs to persist.

Recommendation: The sub-committee recommends approval of the Advisory and Finance Committee's budget appropriation of \$622,351.

	Total	Personnel	Other
Proposed FY18 Budget	\$1,247,284	\$489,684	\$757,600
Current FY17 Budget	\$940,006	\$376,445	\$563,561
Prior Year FY16 Actual	\$723,251	\$388,234	\$335,017

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 5, one of whom serves the Police Department and another primarily the Fire Department.

There are significant swings in personnel and other expenses that make comparison to last year's budget difficult. The Department budget includes a reorganization currently undergoing implementation originally developed last year 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. This budget request positions the town for a seamless transition to the New Town Hall. In an effort to minimize service disruptions and lost efficiencies resulting from the physical move to the new facility, management proposes to make the following changes to key IT services prior to the move:

- **Microsoft Exchange System.** Exchange email and collaboration services currently run on Town-owned servers that reside in Town Hall. These servers will be retired and email/collaboration services will be migrated to Office 365, Microsoft's subscription-based cloud solution.
- **ESI Phone System.** The Town's phone services are currently supported by a proprietary, PBX-based solution that passed the point of obsolescence some time ago. This solution will be retired and replaced by a new cloud-based, Voice-over-IP (or VoIP) telephony service. This solution will leverage the Town's robust fiber network and high-speed internet connectivity reliable, 21st century telephony services for years to come.
- **Munis ERP/Financial Management System.** Munis currently runs on Town-owned servers that reside in Town Hall. These servers will be retired and all Munis services will be migrated to their hosted SaaS services.

In addition to supporting a less disruptive transition, these hosted solutions offer other significant benefits. Among them are:

- Vastly improved support for e-discovery and other regulatory requirements

- Improved security, including added protection against cyber threats
- Improved availability of data and services – all backed up by Service Level Agreements
- Secure, reliable access to these services will be extended to our off-network sites, including temporary facilities, teleworker offices or any location with high-speed internet connectivity
- Subscription-based, pay-as-you-go licensing offers greater predictability and simplified cost justification for new services
- The retirement of Town-owned, on-premises hardware will eliminate future capital requests associated with hardware refresh, software upgrades and other related expenses
- The burden of maintenance for supporting equipment (e.g. a desktop telephone) will rest exclusively with the service provider, thus eliminating the unpredictable impact of related failures on Town budgets.

This request also includes the addition of Internet Access Services located at the New Town Hall and the EOC. These services are needed as we transition from shared school Internet Access to New Town Hall. In addition, they will provide the following improvements:

- Increased bandwidth to support the requirements of hosted services and overall network demands
- Seamless failover to ensure business continuity in the event of service disruption at one site
- SD-WAN load balancing and reporting to ensure that we 1) fully utilize the aggregate capacity of both circuits and 2) have visibility into how much bandwidth we are using and what applications are consuming it. This visibility will allow us to plan for future needs – scaled up or down depending on average bandwidth consumption over time.

The responsibility for managing voice services was transferred to IT in FY17. It is anticipated that this change and the migration to the new VoIP solution will result in significantly improved service performance and overall user satisfaction. This budget requests level-funding for this line item in FY18, and assuming there is no increase in services, the intention is to provide for some operational budget reduction possibilities in FY19.

New Position – Role & Responsibility

The plan is to will separate the functions of current GIS/Applications Manager into two separate jobs. The incumbent will assume the new title of GIS Coordinator and a newly created Application Analyst will be hired.

Application Manager

- Business analysis; assist divisions with automation
- Support with technology implementation
- Cloud systems integration
- Manage Munis Modules and Security
- Manage Zobrio Application
- Manage Novus Application
- Assist and enhance Website and Online Services

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

Initiatives & Opportunities: Last year 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. This plan is under development in house and the above reorganization is part of the result.

Recommendation: The sub-committee recommends approval of the of the Board of Selectmen budget appropriation of \$1,247,284.

Department of Finance**132 FinComm Reserve Fund**

	Total	Personnel	Other
Proposed FY18 Budget	\$150,000	\$0	\$150,000
Current FY17 Budget	\$150,000	\$0	\$150,000
Prior Year FY16 Actual	\$130,000	\$0	\$130,000

Department Synopsis

The FinComm (Advisory & Finance Committee) Reserve is budgeted for \$150,000. 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	FY17
Fire Department	Repair & Maint. Vehicles	\$ 25,000		\$12,810	
DPW	Snow & Ice Deficit	\$105,000	\$19,768	\$42,665	
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	
Planning	MYC Electrical Upgrades			\$ 4,525	
Current balance					\$150,000

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

Department of Finance**129 Salary Reserve Fund**

	Total	Personnel	Other
Proposed FY18 Budget	\$135,000	\$0	\$135,000
Current FY17 Budget	\$575,000	\$0	\$575,000
Prior Year FY16 Actual	\$539,093	\$0	\$539,093

Department Synopsis

The Salary Reserve is used for potential contract settlements, reclassifications or other contractual issues that may come up in any particular year.

The budget for FY2018 includes potential settlements for Dispatchers and Library group bargaining units for both Fiscal 2017 and Fiscal 2018. The amount needed for Fiscal 2017 is approximately \$58,000 and Fiscal 2018 is \$77,000. The reserve account for FY17 was \$575,000 and was designed to cover the COLA increases in the proposed FY17 budget.

Recommendation: The sub-committee recommends approval of the Board of Selectman budget appropriation of \$135,000.

Department of Finance**916 Compensated Absences**

	Total	Personnel	Other	Total Contributions	Fund Balance Rounded
Proposed FY18 Budget	\$175,000	\$0	\$175,000	\$175,000	Est 7/1/17 \$0
Current FY17 Budget	\$150,000	\$0	\$150,000	\$150,000	7/1/16 \$190,000
Prior Year FY16 Actual	\$150,000	\$0	\$150,000	\$150,000	6/30/16 \$40,000

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. If those expenses are charged directly to the department it can prevent or delay the hiring of a replacement. The entire 7/1/16 balance of \$190,000 has been spent thus far in FY17 with additional \$28,000 (at 1/26/17) that will need to be charged directly to the departments. This is the reason for the increase of \$25,000.

Recommendation: The sub-committee recommends approval of the Board of Selectmen budget appropriation of \$175,000.

Department of Finance**158 Tax Title Foreclosure**

	Total	Personnel	Other
Selectman FY18 Budget	\$300,000	\$0	\$300,000
Current FY17 Budget	\$315,202	\$0	\$315,202
Prior Year FY16 Actual	\$187,085	\$0	\$187,085

Department Synopsis

The FY18 budget is reduced by \$15,202 from FY17. 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 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.

Recommendation: The sub-committee recommends approval of Board of Selectmen budget appropriation of a reduced budget amount of \$300,000.

Department of Finance**911 Pension Contributions**

	<i>Total</i>	<i>Town</i>	<i>School</i>
Proposed FY18 Budget	\$12,282,001	\$8,778,821	\$3,503,180
Current FY17 Budget	\$11,397,079	\$8,310,288	\$3,086,791
Prior Year FY16 Actual	\$10,575,493	\$7,988,268	\$2,587,226

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), done every 2 years, 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	\$4,100
Amortization of Unfunded Liability	\$8,200

The balance in the account as of 12/31/16 is \$155million; this is the **funded** amount.

According to the January 1, 2015 Actuarial Report the projected **unfunded** liability at FY18 will be \$154,577,121. Once the Pension is fully funded, the Town's obligation will revert to the then current calculation of the Normal Cost. The new actuarial report will be as of 1/1/17.

Recommendation: The sub-committee recommends Approval of the Board of Selectmen budget appropriation of \$12,282,001.

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 FY2018 Budget	Total:	\$32,832,537	Personnel:	\$0	Other:	\$32,832,537
FY2017 Budget	Total:	\$32,042,763	Personnel:	\$0	Other:	\$32,042,763
FY2016 Actual	Total:	\$30,802,931	Personnel:	\$0	Other:	\$30,802,931

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 \$789,774 above the FY2017 appropriation, a 2.5% 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 FY2018, a balance similar to the last 2 years (FY16 & 17), which represents a reserve for claims incurred but not yet presented for payment (IBNR). 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 FY2018 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.

Recommendations

The sub-committee recommends approval of the Board of Selectmen budget appropriation amount of \$32,837,537.

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 while underfunding leaves the Town liable for the full unfunded balance.

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

FY2018 Budget	Total:	\$853,740	Personnel:	\$0	Other:	\$853,740
FY2017 Budget	Total:	\$711,950	Personnel:	\$0	Other:	\$711,950
FY2016 Actual	Total:	\$650,000	Personnel:	\$0	Other:	\$650,000

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

This year's funding is based on 1% of estimated payroll plus \$500,000 from free cash. The Committee looks forward to strengthening the funding approach in future years. The proposed appropriation is a significant increase over FY2017 funding, but remains considerably below the actuarially recommended funding amount (Annual Required Contribution, or ARC) of \$41.1 million.

This year the funding for the OPEB is being charged to the enterprise funds:

Airport	\$ 4,219
Solid Waste	\$ 2,989
Water	\$ 14,944
Sewer	\$ 3,165
General Fund	<u>\$853,740</u>
Total	<u>\$879,057</u>

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 \$15.4 million (based on the projections in the Actuarial Valuation as of January 1, 2015), leaving a net funding shortfall of \$25.7 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.

Based on the January 1, 2015 actuarial report, the Town's estimated unfunded Actuarial Accrued Liability (or balance due) for the Fiscal Year ending June 30, 2017 is \$592,386,860 and for June 30, 2018 it is \$618,873,091. These are according to the last actuarial report, the next report will be done as of July 1, 2017. 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. The balance in the Trust Fund as of 12/31/16 is \$2,414,000.

Recommendations

The sub-committee recommends approval of the Board of Selectmen budget appropriation of \$853,740.

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
Town Manager/BOS Proposed FY18 Budget	\$194,000	\$0	\$194,000
A&F Committee proposed FY18 Budget	\$125,000	\$0	\$125,000
Current FY17 Budget	\$125,000	\$0	\$125,000
Prior Year FY16 Actual	\$200,000	\$0	\$200,000

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 original amount requested of \$194,000 was arrived at by computing an 8 year average of the unemployment expense for both the school and Town; this amount is \$188,000. When looking at the 7/1/2016 beginning balance in fund and the Fiscal 2017 appropriation less the average of the last 8 year’s claims, \$194,000 was deemed needed.

However, the unemployment trust fund currently has a balance of \$135,000. In first 6 months of the current fiscal year the Town has spent substantially less than the same period in FY16. After discussions with the Town’s Finance Director and considering the difficulties of estimating future claims it was agreed to reduce the FY18 appropriation to the same level as last year, \$125,000. A reduction of \$69,000.

Recommendation: The sub-committee recommends approval of the Advisory & Finance Committee recommended budget appropriation of \$125,000.

Department of Finance**Debt and Interest**

Cost Center	Revised				
	2014	2015	2016	2017	2018
710 Long Term Debt	7,157,299	6,636,095	8,372,667	8,111,990	10,239,722
750 Long Term Interest	3,982,699	3,773,137	4,959,358	4,621,641	7,639,734
752 Short Term Interest	2,812	136,630	86,424	801,300	0
753 Misc. Interest	2,057	5,000	2,733	5,000	5,000
755 Bond Issuance Costs	<u>1,500</u>	<u>50,000</u>	<u>29,299</u>	<u>25,000</u>	<u>25,000</u>
TOTAL	<u>11,146,367</u>	<u>10,600,862</u>	<u>13,450,481</u>	<u>13,564,931</u>	<u>17,909,456</u>

Budget Observations

Long term debt reflects principal payments due on existing debt. The proposed budget reflects an increase of \$2,127,732 or 26.2% in principal payments.

Long term interest is the interest on existing debt. This budget reflects an increase of \$3,018,093 or 65.3%.

The largest drivers of the increased Long Term Debt were the South HS Debt and the New Town Hall Complex; note that the Short Term interest is reduced by \$801,300.

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, FY17 being a bond issuance year.

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.

Total outstanding debt at 6/30/2016 is:

Long Term	\$133,168,486
Short Term	<u>\$ 49,039,000</u>
Total	<u>\$182,207,486</u>

Authorized and Unissued debt at 6/30/16 is \$189,516,932. The Town has a "Normal Debt Limit" of \$483,015,720.

Recommendation: The sub-committee is recommending approval of the Board of Selectman Budget amounts for each of the debt and interest budgets listed above.

To: Advisory & Finance Committee
 From: Budget Sub-Committee C
 Pat O'Brien, Chair, Mike Lincoln, Kevin Canty, Bob Cote
 Date: 2/9/17
 Subject: Sub-Committee C FY2017 Budget Review & Recommendations: Police Department

Budget Summary: 210 Police Department

Proposed FY2018 Budget	Total:	\$11,702,916	Personnel:	\$11,209,001	Other:	\$493,915
FY2017 Budget	Total:	\$11,187,184	Personnel:	\$10,731,170	Other:	\$456,014
FY2016 Actual	Total:	\$9,873,330	Personnel:	\$9,539,016	Other:	\$334,313

Department Synopsis

Chief Michael Botieri is responsible for delivering police protection to the Town of Plymouth through the leadership of his department.

Budget Observations

Chief Botieri is requesting a 4.6% increase in his budget versus fiscal year 2017. The increase stems from contracted pay increases and contracted stipends across the department.

Initiatives & Opportunities

Working with the Chief we identified savings of \$38,325 in the Police budget, mostly attributed to savings in other expenses. The majority is in R&M equipment. The increase was originally proposed as \$52,534 was reduced to \$14,209. As noted in the fire department analysis the combined dispatch/regional dispatch seems to be closer to reality.

Recommendations

The Sub-Committee recommends the following budget:

Fin Comm Proposed FY2018 Budget	Total:	\$11,664,591	Personnel:	\$11,209,001	Other:	\$455,590
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This represents a 4% increase overall.

Comments / Other

The committee felt the department is well run with the resources provided.

To: Advisory & Finance Committee
 From: Budget Sub-Committee C
 Pat O'Brien, Chair, Mike Lincoln, Kevin Canty, Bob Cote
 Date: 2/9/17
 Subject: Sub-Committee C FY2018 Budget Review & Recommendations: Parking Enforcement

Budget Summary: 239 Parking Enforcement

Proposed FY2018 Budget	Total:	\$44,031	Personnel:	\$44,031	Other:	\$0
FY2017 Budget	Total:	\$33,361	Personnel:	\$33,361	Other:	\$0
FY2016 Actual	Total:	\$34,019	Personnel:	\$34,019	Other:	\$0

Department Synopsis

The Parking Enforcement Department is tasked with the enforcement of parking regulations throughout the Town of Plymouth. It has one full-time employee under the Police Department but reports to Park Plymouth.

Budget Observations

Budget request is up 32% overall or \$10,670, all related to contractual increases for the employee.

Initiatives & Opportunities

This budget will no longer exist when the current employee retires, the parking will then be fully the responsibility of Park Plymouth.

Recommendations

The Sub-Committee recommends the budget as requested.

Comments / Other

To: Advisory & Finance Committee
 From: Budget Sub-Committee C
 Pat O'Brien, Chair, Mike Lincoln, Kevin Canty, Bob Cote
 Date: 2/9/17
 Subject: Sub-Committee C FY2018 Budget Review & Recommendations: Fire Department

Budget Summary: 220 Fire

Proposed FY2018 Budget	Total:	\$11,393,308	Personnel:	\$11,093,241	Other:	\$300,067
FY2017 Budget	Total:	\$10,787,573	Personnel:	\$10,518,775	Other:	\$268,798
FY2016 Actual	Total:	\$10,077,140	Personnel:	\$9,799,568	Other:	\$277,572

Department Synopsis

The Plymouth Fire Department, comprised of 123 sworn members and 6 civilian members is led by Chief Edward Bradley is charged with providing fire protection to the Town of Plymouth.

Budget Observations

The budget request for 2018 is a 5.6% increase over the FY 2015 budget. It is driven primarily by contracted salary increases, including the increased rate for OT, and equipment replacement.

Initiatives & Opportunities

The committee was pleased to learn of the work towards a regional dispatch district, which would combine Police and Fire Dispatch with other county members. This would not only potentially provide savings but allow the firefighters currently working in dispatch to return to the stations and on shift.

Recommendations

The Sub-Committee recommends the budget as presented.

Comments / Other

The Committee felt the budget was as lean as possible. The idea of decreasing OT and increasing the number of fire fighters was discussed but ultimately rejected due to the overall costs and the reality of add one or two firefighters would not help staffing, the need would be more likely to be a minimum of 4.

To: Advisory & Finance Committee
 From: Budget Sub-Committee C
 Pat O'Brien, Chair, Mike Lincoln, Kevin Canty, Bob Cote
 Date: 2/9/17
 Subject: Sub-Committee C FY2018 Budget Review & Recommendations: Emergency Management

Budget Summary: 291 Emergency Management

Proposed FY2018 Budget	Total:	\$69,900	Personnel:	\$0	Other:	\$69,900
FY2017 Budget	Total:	\$69,900	Personnel:	\$0	Other:	\$69,900
FY2016 Actual	Total:	\$69,900	Personnel:	\$0	Other:	\$69,900

Department Synopsis

The Office of Emergency Management is a division of the Plymouth Fire Department staffed by Henry Lipe, Emergency Management Director and an Administrative Assistant. The responsibilities of the Office include the activation of the Emergency Operations Center, acting as liaison with local, state, federal public safety and emergency management officials.

Budget Observations

No change to the budget from FY 16 or 17.

Initiatives & Opportunities

No new initiatives.

Recommendations

The Sub-Committee recommends the budget as presented.

Comments / Other

Staff salaries and most expenses are paid by Entergy Pilgrim Station via a 3 year contract.

To: Advisory & Finance Committee
 From: Budget Sub-Committee C
 Pat O'Brien, Chair, Mike Lincoln, Kevin Canty, Bob Cote
 Date: 2/9/17
 Subject: Sub-Committee C FY2018 Budget Review & Recommendations: Animal Control

Budget Summary: #292 Animal Control

Proposed FY2018 Budget	Total:	\$156,503	Personnel:	\$149,703	Other:	\$6,800
FY2017 Budget	Total:	\$149,967	Personnel:	\$143,167	Other:	\$6,800
FY2016 Actual	Total:	\$132,385	Personnel:	\$125,602	Other:	\$6,783

Department Synopsis

The Animal Control department has three employees; three full 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.

Budget Observations

This budget reflects an increase of 4.4% overall. The entire increase is tied to contractual increases due to the staff.

Initiatives & Opportunities

This budget involves no new initiatives, the committee found no opportunity for savings.

Recommendations

The Sub-Committee recommends: the requested amount of \$156,503.

Comments / Other

This budget marks the second year of a division with three full-time employees. The committee felt the shelter and division are well run and efficient, teaming with volunteers and getting donations to help shelter operations.

To: Advisory & Finance Committee
 From: Budget Sub-Committee C
 Pat O'Brien, Chair, Mike Lincoln, Kevin Canty, Bob Cote
 Date: 2/9/17
 Subject: Sub-Committee C FY2018 Budget Review & Recommendations: Harbormaster

Budget Summary: #295 Harbormaster

Proposed FY2018 Budget	Total:	\$398,640	Personnel:	\$366,240	Other:	\$32,400
FY2017 Budget	Total:	\$367,817	Personnel:	\$335,417	Other:	\$32,400
FY2016 Actual	Total:	\$348,395	Personnel:	\$323,179	Other:	\$25,216

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 four part time employees and six seasonal employees.

Department Manager: Chad Hunter

Budget Observations

Total budget requests amount to an overall increase of \$30,823. or 8.4%. Personnel services are the total increase due to contractually obligated raises, related adjustment in overtime due to the new pay rates and expanded sick leave buy-back.

Initiatives & Opportunities

The department had no new initiatives and the committee saw no opportunities for savings.

Recommendations

The Sub-Committee recommends the requested amount of \$398,640.

Comments / Other

The committee felt the department does a great job with their resources managing the coastline of Plymouth along with the many ponds and lakes.

To: Advisory & Finance Committee
From: Budget Sub-Committee C
Pat O'Brien, Chair, Mike Lincoln, Kevin Canty, Bob Cote
Date: 2/9/17
Subject: Sub-Committee C FY2018 Budget Review & Recommendations: Natural Resources

Budget Summary: #427 Natural Resources

Proposed FY2018 Budget	Total:	\$519,094	Personnel:	\$447,224	Other:	\$71,850
FY2017 Budget	Total:	\$499,126	Personnel:	\$425,726	Other:	\$73,400
FY2016 Actual	Total:	\$486,625	Personnel:	\$362,902	Other:	\$123,723

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 seven employees including the Director of Marine and Environmental Affairs, two environmental technicians, three natural resource warden and an administrative assistant.

Marine & Environmental Director: David Gould

Budget Observations

The requested budget reflects an increase of 4% or \$19,968. This consists of \$21,518 increase in personnel services but a \$1,550 decrease in other expenses. The overall increase consists of contractual pay raises and accompanying sick leave and earned time buy-back eligibility.

Initiatives & Opportunities

The subcommittee did not identify any opportunities to decrease the budget and no new initiatives were requested.

Recommendations

The Sub-Committee recommends the requested budget as presented.

Comments / Other

The committee asked about grant funding opportunities and the status of the new Environmental Affairs fund which became law in early 2017.

To: Advisory & Finance Committee
 From: Budget Sub-Committee D – Public Works
 Sheila Sheridan (Chair), Robert Cote, Ethan Kusmin, Peter Mador, Harry Salerno
 Date: February 15, 2017
 Subject: Sub-Committee D - FY2018 Budget Review & Recommendations: Public Works

DEPARTMENT OF PUBLIC WORKS (Total Department not including enterprise funds and snow and ice

FY2018 Proposed	Total:	\$6,742,906	Personnel:	\$5,301,720	Other:	\$1,441,720
FY2017 Budget	Total:	\$6,224,222	Personnel:	\$4,882,392	Other:	\$1,341,830
FY 2016 Actual	Total:	\$5,589,345	Personnel:	\$4,390,187	Other:	\$1,199,158

Department Synopsis

The Public Works Department is led by Jonathan Beder. It consists of 9 divisions, two enterprise funds and snow/ice. The 9 divisions are Engineering, Highway, Administration, Building Maintenance, Fleet Maintenance, Solid Waste General Fund, Crematory, Cemetery and Parks/Forestry. The two enterprise funds, sewer and water will be reviewed by Sub-Committee E. The snow and ice division is in Town fixed funds.

Budget Observations

The Department's budget increased 8.33%.

Initiatives & Opportunities

The Board of Selectmen approved two full time positions – Assistant Superintendent Parks&Forestry/Cemetery&Crematory and Facility Maintenance Division Superintendent. Three new seasonal workers were approved by the Board of Selectmen for Morton Park.

The Board of Selectmen approved a \$5 million Pavement Management Program with spending \$1million a year over a 5 year period. Some of the excise tax monies will be used to support this Capital Improvement Project.

Recommendations

The Sub-Committee recommends the approval of the Public Works budget FY2018 \$6,742,906.

Comments / Other

The Board of Selectmen have approved a \$5 Million road request to develop a Pavement Management Program. The Pavement Management Program may be found under the Departments in Engineering on the Town's web site.This Asset Management Program is interactive. The Sub-Committee supports this program.

The Board of Selectman were presented the \$21million Watershed Promenade Project on Dec. 2016. The initial phase is complete and permitting will begin in the fall.The goal is to have this project, if approved, completed in time for 2020.

The Department has also requested funding to develop Nelson, Stevens, Town Square and Burial Hill to be completed by 2020..

Budget Summary: Engineering 411

FY2018 Proposed	Total:	\$597,516	Personnel:	\$513,278	Other:	\$84,238
FY2017 Budget	Total:	\$566,198	Personnel:	\$496,960	Other:	\$69,238
FY 2016 Actual	Total:	\$543,163	Personnel:	\$477,668	Other:	\$65,495

Departments Synopsis

The Engineering Division manager is Mr. Sid Kashi, Town Engineer. The Division currently has a staff of six 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

This Engineering FY2018 budget has increased to \$597,516 (5.5%). The Pavement Marking was increased to \$15,000(25%).

Initiatives & Opportunities

The division did request the hiring of another construction supervisor but the Board Selectmen did not approve this position.

Recommendations

The Sub-Committee recommends the approval of the Engineering FY2018 budget \$597,516.

Comments / Other

The Sub-Committee recognizes that the Engineering Division responsibilities continue to grow with each new large initiative the Town undertakes (Town Hall, High Schools, Taylor Avenue, Samoset Street). Each new development the Town approves (Redbrook, Pinehills, etc.) requires the Engineering Division to review and support. We suggest that the Engineering Division add another staff member and the efficiencies that the position would provide would be a cost benefit to the Town. A cost analysis would show how much money is paid to outsourced labor to oversee the various projects. After the analysis, an informed decision could be made.

Budget Summary: Highway 420

FY2018 Proposed	Total:	\$2,026,874	Personnel:	\$1,787,304	Other:	\$239,570
FY2017 Budget	Total:	\$1,906,990	Personnel:	\$1,682,420	Other:	\$224,570
FY 2016 Actual	Total:	\$1,706,797	Personnel:	\$1,549,491	Other:	\$211,307

Department Synopsis

The Highway division manger is Dennis Westgate,, Assistant Director of Public Works. The division provides repairs, maintenance and construction services for approximately 430 miles of public and private roadways in Plymouth. The division currently has 35 full time employee positions.

Budget Observations

The Highway FY2018 budget has increased by \$119,884 (6.3%). The Personnel budget has increased by \$151,680 (9.8%) due to new staff hiring from a previous initiative. The guard rail/fence line item was increased from the actual FY2017 from \$0.00 to \$15,000 (100%).

Recommendations

The Sub-Committee recommends approval of Highway FY2018 budget of \$2,026,874.

Comments / Other

Article 9 – Replace 1995 dump truck H342. This truck was taken out of service because it did not pass inspection. Without this truck replacement, other vehicles from the division are utilized, so this limits the amount of work and efficiency. At times, contractors are used to replace the work of this vehicle. The Sub-Committee recommends a cost analysis of the past 2 years regarding how often was a contractor required to perform the needed work.

Article 9 - 1988 Holder mower H332. The Holder has been out of service for 3 years. This equipment was used for road side mowing and snow removal. Road side mowing is done less frequently by contractors. Snow removal is performed by contractors when required. The Sub-Committee suggests that an cost analysis be completed based on payments to contractor.

Budget Summary: Administration 421

FY2018 Proposed	Total:	\$524,923	Personnel:	\$509,047	Other:	\$15,876
FY2017 Budget	Total:	\$510,513	Personnel:	\$494,637	Other:	\$15,876
FY 2016 Actual	Total:	\$501,866	Personnel:	\$491,885	Other:	\$9,981

Department Synopsis

The Administration division manager is Jonathan Beder, Public Works Director. The Administration division provides leadership and management for this full service department. This division consists of Director, Assistant Director and Administrative Assistant.

Budget Observations

The Administration FY2018 \$524,923 has increased by \$14,410(2.8%).

Recommendations:

The Sub-Committee recommends approval of the Administration budget FY2018 \$524,923.

Budget Summary: Building Maintenance 422

FY2018 Proposed	Total:	\$886,227	Personnel:	\$589,467	Other:	\$296,760
FY2017 Budget	Total:	\$768,190	Personnel:	\$471,430	Other:	\$296,760
FY 2016 Actual	Total:	\$578,402	Personnel:	\$351,293	Other:	\$227,109

Department Synopsis

The Building Maintenance division manager is Dennis Westgate, Assistant Director of Public Works. This division is responsible for 35 town owned properties and buildings. These facilities serve the community through a host of uses which vary from recreational purposes to emergency operations. In 2015, the Facility Condition Assessment (FCA) was presented to the Board of Selectmen. Each year since, the division, referring to the FCA, recommends funding for the annual budget, capital requests and staffing requirements.

Budget Observations

The Building Maintenance division budget has increased for FY2018 \$866,227(15.4%). This increase is completely due to added staff. The Board of Selectmen have approved a Facility Maintenance Division Superintendent and an additional 6 month custodial position. This budget is the second step in the division's commitment to provide enough annual funding for proper maintenance and repair of the Town's assets based on the FCA.

Initiatives & Opportunities

The recommendation for a Facility Maintenance Division Superintendent and 6 month custodian was approved by the Board of Selectmen this year. This positions were recommended as a part of the analysis by the EMG Corporation in 2015.

Recommendations

The Sub-Committee recommends the approval of Building Maintenance budget for \$866,227.

Comments / Other

Article 9 Sub-Committee supports the Library Building Program of \$1,004,746 which allows the roof replacement along with the failing HVAC system and skylights.

Budget Summary: Fleet Maintenance 425

FY2018 Proposed	Total:	\$706,173	Personnel:	\$348,083	Other:	\$358,090
FY2017 Budget	Total:	\$693,480	Personnel:	\$335,390	Other:	\$358,090
FY 2016 Actual	Total:	\$624,172	Personnel:	\$288,452	Other:	\$335,720

Department Synopsis

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

Budget Observations

The Fleet Maintenance division budget has increased by \$12,693(1.8%). Except for variances in personnel lines, all other were level funded.

Recommendations

The Sub-Committee recommends the approval of the Fleet Maintenance budget FY2018 \$706,173.

Comments / Others

Article 9 Asphalt roller. Sub-Committee recommends that a cost analysis be performed regarding purchasing versus contracting.

Budget Summary: Crematory 490

FY2018 Proposed	Total:	\$163,890	Personnel:	\$121,790	Other:	\$42,100
FY2017 Budget	Total:	\$159,640	Personnel:	\$127,540	Other:	\$32,100
FY 2016 Actual	Total:	\$151,622	Personnel:	\$118,501	Other:	\$33,100

Department Synopsis

The Crematory division is managed by Theodore Bubbins, Superintendent/Tree Warden, Parks Forestry Division. This division is responsible for operation and maintenance of the Vine Street Crematorium.

Budget Observations

The Crematory division budget has increased by \$4,250(2.7%). This budget was level funded. Due to the loss of a major contract in 2016, the crematory has experienced a reduction in usage. The budget includes \$10,000 to develop an advertising campaign to develop new business.

Recommendations

The Sub-Committee recommends the approval of the Crematory budget for FY2018 \$163,890.

Comments / Other

The Sub - Committee suggests that the some of the advertising dollars that has been spent on newspaper and radio ads be reallocated to develop an on line presence to capture potential customers.

Budget Summary: Cemetery 491

FY2018 Proposed	Total:	\$324,919	Personnel:	\$306,088	Other:	\$18,831
FY2017 Budget	Total:	\$297,730	Personnel:	\$278,899	Other:	\$18,831
FY 2016 Actual	Total:	\$272,379	Personnel:	\$256,115	Other:	\$16,265

Department Synopsis

The Cemetery division is managed Theodore Bubbins, Superintendent/Tree Warden, Parks Forestry Division. This division is responsible for maintenance and management of 6 active and 26 inactive cemeteries owned by the Town. There are currently 6 full time employees and a half time Administrative Assistant.

Budget Observations

The Cemetery budget has increased by \$27,188(9.1%). There was an increase in personnel of \$17,294(117.4%) for hiring of four part time seasonal workers. All other line items are level funded. This increase to staffing was approved by the Board of Selectmen.

Recommendations

The Sub-Committee recommends approval of the Cemetery budget for FY2018 \$32

Budget Summary: Parks and Forestry 492

FY2018 Proposed	Total:	\$1,279,103	Personnel:	\$1,067,180	Other:	\$211,923
FY2017 Budget	Total:	\$1,123,322	Personnel:	\$935,615	Other:	\$187,707
FY 2016 Actual	Total:	\$986,906	Personnel:	\$808,128	Other:	\$178,779

Department Synopsis

The Parks and Forestry division is managed by Theodore Bubbin, Superintendent/Tree Warden, Parks Forestry Division. This division is responsible for the maintenance and management of seventy individual recreation areas totaling over 950 acres. There are sixteen full time employees and six seasonal workers.

Budget Observations

The Parks and Forestry budget has increased by \$155,781(13.9%). The total personnel expenses increased by \$131,555 (14,1%). Permanent salaries and wages increased by \$67,361 (8.4%). The seasonal/temporary wages increased by \$19,854 (44.9%).

Initiatives & Opportunities

The Board of Selectmen approved three additional seasonal workers for Morton Park at an increase of \$39,176 (76.1%). The Board of Selectmen approved the position of Assistant Superintendent Parks&Forestry/Cemetery&Crematory.

Recommendations

The Sub-Committee recommends the approval of the Parks and Forestry budget for FY2018 \$1,279,103.

Budget Summary: Solid Waste – Town and Schools 433

FY2018 Proposed	Total:	\$233,281	Personnel:	\$59,483	Other:	\$173,798
FY2017 Budget	Total:	\$198,159	Personnel:	\$59,501	Other:	\$138,658
FY 2016 Actual	Total:	\$170,037	Personnel:	\$48,654	Other:	\$121,382

Department Synopsis

This Town Fund is overseen by Assistant Director, Dennis Westgate.

Budget Observations

The Solid Waste division has increased by \$35,122(17.7%). The Technical Services increase was \$30,000 (300%) for further work on the anaerobic facility. The Town's tipping and disposal fees increased by \$4,540(17.8%)

Initiatives & Opportunities

Recommendations

The Sub-Committee recommends approval of the Solid Waste budget. Of \$173,798.

To: Advisory & Finance Committee
 From: Budget Sub-Committee E
 Marc Sirrico (Chair), Harry Helm, Peter Mador, John Moody
 Date: February 15, 2017
 Subject: Sub-Committee E FY2018 Budget Review & Recommendations: Planning & Development

Budget Summary: Planning & Development

Proposed FY2018 Budget	Total:	\$869,536	Personnel:	\$523,950	Other:	\$345,586
FY2017 Budget	Total:	\$825,864	Personnel:	\$482,804	Other:	\$343,060
FY2016 Actual	Total:	\$766,116	Personnel:	\$457,285	Other:	\$308,831

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. There are 8 members on the staff. The Director of Planning & Development is Lee Hartmann.

Community Development provides and implements programs and activities that benefit low and moderate income persons, 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. There are currently 2 full-time and 1 part-time positions that are funded by HUD grants

Budget Observations

There is an increase in personnel costs of \$41,146, which represents an 8.5% increase over FY 2017. This is primarily due to contractual increases. Of note \$15,000 of the salary for the Conservation Planner comes from conservation receipts. Other expenses increased by \$2,526 or 0.7%. The overall budget increase for FY 2018 is \$43,672, which represents a 5.3% increase.

Initiatives & Opportunities

Currently the Director of Planning & Development is not looking to increase staff, however it should be noted that staff currently is stretched to the limit, and as increased growth comes to the town, new staff may be needed.

Recommendations

The Sub-Committee recommends approval of the Town Manager/Board of Selectmen recommended budget of \$869,536.

To: Advisory & Finance Committee
 From: Budget Sub-Committee E
 Marc Sirrico (chair), Harry Helm, Peter Mador, John Moody
 Date: February 15, 2017
 Subject: Sub-Committee E FY2016 Budget Review & Recommendations: Redevelopment Authority

Budget Summary: Redevelopment Authority

Proposed FY2018 Budget	Total:	\$21,977	Personnel:	\$0	Other:	\$21,977
FY2017 Budget	Total:	\$21,977	Personnel:	\$0	Other:	\$21,977
FY2016 Actual	Total:	\$21,340	Personnel:	\$0	Other:	\$21,340

Department Synopsis

The Plymouth Redevelopment Authority (PRA) 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 Department of Planning and Development and the PRA are in the process of combining the positions of PRA Director and Director of Community Development. The budget is managed by the Director of Community Development. 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 in active 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

The budget is level funded for FY 2018.

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

Initiatives & Opportunities

Recommendations

The Sub-Committee recommends Approval of the Board of Selectmen recommended budget of \$21,977.

To: Advisory & Finance Committee
 From: Budget Sub-Committee E
 Marc Sirrico (chair), Harry Helm, Peter Mador, John Moody
 Date: February 15, 2017
 Subject: Sub-Committee E FY2018 Budget Review & Recommendations: Council on Aging

Budget Summary: Council on Aging

Proposed FY2018 Budget	Total:	\$499,226	Personnel:	\$396,726	Other:	\$102,500
FY2017 Budget	Total:	\$468,580	Personnel:	\$366,080	Other:	\$102,500
FY2016 Actual	Total:	\$379,046	Personnel:	\$306,755	Other:	\$72,292

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 (5 full-time, 1 part-time, and 2 half-time) including Jennifer Young, Director of Elder Affairs.

Budget Observations

There is an increase in personnel costs of \$30,646, which represents an 8.4% increase over FY 2017. Salaries/Wages increased \$27,594 or 8.5% and the New Initiative (see below) increased \$2,143 or 6.1%. One third of the Community Resource Director's salary is included under personnel expenses. Other expenses are level funded at \$102,500. The overall budget increase for FY 2018 is \$30,646, which represents a 6.5% increase.

Initiatives & Opportunities

The initial request by the department was for a full-time Front Desk/Receptionist and 2 part-time positions (Activities Coordinator and Assistant Director) for a total of \$81,755. The Board of Selectmen approved the \$36,993 increase for the full-time position. This position will allow for consistent full-time coverage at the front desk which is the point of contact of this increasing busy department. With the projected increase in the popular aged 64-84 years in MA to be 66.7% between 2010-2030, and to successfully meet the needs of this age group, the other 2 positions will need serious consideration in the future.

Recommendations

The Sub-Committee recommends a reduced budget amount of \$488,144, an \$11,082 reduction in Personnel Expenses due to a \$10,932 reduction in salary resulting from the retirement of Connie DiLego, long-time Director of Elder Affairs, and a reduced salary requirement for the new Director, Jennifer Young, and a \$150 reduction in Longevity Pay received by the retired Director.

Comments / Other

The Council on Aging has 2 Revolving Funds. The Council on Aging Programs Fund has a total amount that may be expended of \$45,000, which is used to pay program instructors. The Meals on Wheels Lunch Program has a total amount that may be expended of \$30,000.

To: Advisory & Finance Committee
 From: Budget Sub-Committee E
 Marc Sirrico (chair), Harry Helm, Peter Mador, John Moody
 Date: February 15, 2017
 Subject: Sub-Committee E FY2018 Budget Review & Recommendations: Library

Budget Summary: Library

Proposed FY2018 Budget	Total:	\$1,693,745	Personnel:	\$1,206,101	Other:	\$487,644
FY2017 Budget	Total:	\$1,650,007	Personnel:	\$1,169,363	Other:	\$480,644
FY2016 Actual	Total:	\$1,759,333	Personnel:	\$1,224,631	Other:	\$534,702

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 25 full-time and 3 part-time employees. Jennifer Harris is the Library Director.

Budget Observations

There is an increase in personnel costs of \$36,738, which represents a 3.1% increase over FY 2017. This is primarily due to contractual increases of \$18,597, which represents a 1.7% increase over FY 2017, and an increase of \$16,877 for overtime, which represents a 16.8% increase. Of note one third of the Community Resource Director salary, totaling \$35,850, is included in the Library budget. Other expenses increased by \$7,000 or a 1.5% increase over FY 2017. R&M equipment increased by \$3,608 or 8.6%, Technical Services Supplies increased by \$1,000 or 8.3%, and Dues and Memberships increased by \$1,940 or 4.0%. Library supplies was decreased by \$2,704 or 26.8%. The overall budget increase for FY 2018 is \$43,738, which represents a 2.7% increase.

Initiatives & Opportunities

The Library Director's original budget request included \$61,703 for an Assistant Director, but was not included in the Board of Selectmen budget. An Assistant Director would be beneficial for managing day to day facilities management and supervision, which currently is attended to by the Director. She is not available to be on site at all times leaving those direct duties unfilled as the responsibilities cannot be delegated to other staff.

Recommendations

The Sub-Committee recommends approval of the Town Manager/Board of Selectmen budget of \$1,693,745.

To: Advisory & Finance Committee
 From: Budget Sub-Committee E
 Marc Sirrico (chair), Harry Helm, Peter Mador, John Moody
 Date: February 15, 2017
 Subject: Sub-Committee E FY2018 Budget Review & Recommendations: Veterans Services

Budget Summary: Veterans Services

Proposed FY2018 Budget	Total:	\$780,084	Personnel:	\$119,459	Other:	\$660,625
FY2017 Budget	Total:	\$776,555	Personnel:	\$115,930	Other:	\$660,625
FY2016 Actual	Total:	\$769,324	Personnel:	\$111,283	Other:	\$658,041

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

There is an increase in personnel costs of \$3,529, which represents a 3.0% increase over FY 2017. This is due to contractual increases. Other expenses are level funded from FY 2017. The overall budget increase for FY 2018 is \$3,529, which represents a 0.5% increase. Of note, Veterans benefits, which total \$650,000 of the budget, are reimbursed 75% by the state.

Initiatives & Opportunities

Recommendations

The Sub-Committee recommends approval of the Town Manager/Board of Selectmen budget at \$780,084.

Comments / Other

Ms. Whitbeck uses the education/training fund to retain her certification as a Veteran Benefits administrator, which is a requirement of the state.

To: Advisory & Finance Committee
 From: Budget Sub-Committee E
 Marc Sirrico (chair), Harry Helm, Peter Mador, John Moody
 Date: February 15, 2017
 Subject: Sub-Committee E FY2018 Budget Review & Recommendations: 1749 Court House

Budget Summary: 1749 Court House

Proposed FY2018 Budget	Total:	\$19,200	Personnel:	\$12,375	Other:	\$6,825
FY2017 Budget	Total:	\$22,000	Personnel:	\$15,175	Other:	\$6,825
FY2016 Actual	Total:	\$9,118	Personnel:	\$6,903	Other:	\$2,215

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 October and has 2 part-time employees. It also opens for special occasions such as Thanksgiving celebration and the tree lighting.

Budget Observations

There is a decrease in personnel costs of \$2,800, which represents an 18.5% decrease from FY 2017. The decreased staff coverage is due to a decrease in user frequency. Other expenses are level funded. The overall budget reduction for FY 2018 is \$2,800, which represents a 12.7% decrease.

Initiatives & Opportunities

Recommendations

The Sub-Committee recommends approval of the Town Manager/Board of Selectmen budget at \$19,200.

To: Advisory & Finance Committee
From: Budget Sub-Committee E
Marc Sirrico (chair), Harry Helm, Peter Mador, John Moody
Date: February 15, 2017
Subject: Sub-Committee E FY2018 Budget Review & Recommendations: Disabilities

Budget Summary: Disabilities

Proposed FY2018 Budget	Total:	\$325	Personnel:	\$0	Other:	\$325
FY2017 Budget	Total:	\$250	Personnel:	\$0	Other:	\$250
FY2016 Actual	Total:	\$250	Personnel:	\$0	Other:	\$250

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

The overall budget increase for FY 2018 is \$75, which represents a 30% increase over the FY 2017 budget. This will be used for meetings, education, and training listed under other expenses.

Initiatives & Opportunities

Recommendations

The Sub-Committee recommends approval of the Town Manager/Board of Selectmen recommended budget of \$325.

Comments / Other

50% of the handicap parking violation fines collected by PGDC are forward to a fund that it set up for projects by the Disabilities department and can be used for beach wheelchairs, beach mats, etc.

To: Advisory & Finance Committee
 From: Budget Sub-Committee E
 Marc Sirrico (chair), Harry Helm, Peter Mador, John Moody
 Date: February 15, 2017
 Subject: Sub-Committee E FY2018 Budget Review & Recommendations: Recreation

Budget Summary: Recreation

Proposed FY2018 Budget	Total:	\$465,244	Personnel:	\$446,079	Other:	\$19,165
FY2017 Budget	Total:	\$417,248	Personnel:	\$400,478	Other:	\$16,770
FY2016 Actual	Total:	\$335,474	Personnel:	\$319,729	Other:	\$15,745

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 director is Anne Slusser-Huff.

Budget Observations

There is an increase in personnel costs of \$45,601, which represents an 11.4% increase over FY 2017. This is primarily due to the proposal to create a new position of Office Program Manager (see new initiatives) with a salary of \$48,087. This would represent a salary increase of \$2,715 over the currently budgeted Administrative Assistant salary. Project details for Memorial Day and Labor Day show an increase of \$6,000 or 120%. Of note one third of the Community Resource Director salary is included in the budget. Other expenses increased by \$2,395 or 14.3% primarily due to an increase in Technical Service of \$2,070 or 138%. This is for a scanning system at Manomet Youth Center. The overall budget increase for FY 2018 is \$47,996, which represents a 11.5% increase.

Initiatives & Opportunities

The new initiative proposal is to create a new position for the currently budgeted Administrative Assistant. This new position is Office Program Manager, and would be in OPEIU. The department would like to leave the current position of Administrative Assistant unfilled. The Office Program Manager would be a full-time position that would provide clerical support, teach/coach programs, supervise part-time staff, and allow for full-time coverage during weekend hours. As programs are established and generate revenue there is potential to shift portions of the salary to the revolving fund.

Recommendations

The Sub-Committee recommends approval of the Town Manager/Board of Selectmen recommended budget of \$465,244.

Comments / Other

Due to the difficulty in obtaining qualified life guards, flexibility may needed to be add to life guard salary in the future. The department has 3 Revolving Funds. The department is requesting re-authorization of the \$450,000 spending cap for the Recreation Revolving Fund. The fund is used for the salary/benefits of some full-time staff, part-time/seasonal staff, and certain facility expenses. The department is requesting the spending cap be set at \$110,000 for the Memorial Hall Revolving Fund. The fund is used to pay for custodial overtime, minor hall improvements, and 50% of the salary and respective benefits of the Memorial Hall Manager. The department is requesting the spending cap be set at \$45,000 for the Hedges Pond Revolving Fund. Seasonal operational expenses are paid from the account and funds are accumulated for future capital improvements.

To: Advisory & Finance Committee
 From: Budget Sub-Committee F
 Harry Helm; Chair, Christopher Merrill, Betty Cavacco, Scott Stephenson
 Date: 2/9/17
 Subject: Sub-Committee F; FY2018 Budget Review & Recommendations: Plymouth Public Schools

Budget Summary: Plymouth Public Schools

Proposed FY2018 Budget	Total:	\$94,211,170	Personnel:	\$74,056,076	Other:	\$20,155,094
FY2017 Budget	Total:	\$90,102,258	Personnel:	\$70,748,588	Other:	\$19,353,670
FY2016 Actual	Total:	\$85,151,995	Personnel:	\$65,667,171	Other:	\$19,484,784

Department Synopsis

The Plymouth Public School Budget is developed to meet student learning needs and goals using information about staff, students and facilities. The current FY17 total staffing level is 1,225, but 1,115 when grant funded employees are removed. Certified Staff make up the majority at 763 staffers with Administrators at 51. The FY18 staffing projection is 1,218. But grant funds have not been confirmed so, based on FY17, this projection could be high. The student population trends continue to be in decline from 8,762 FY06 to 8,110 FY13 to 7,874 FY15. These declines are expected to continue over the next few fiscal years.

For general reference and comparison, there are 404 local and regional school districts in Massachusetts. Plymouth is the 16th largest school district in the state and is 256th in average teacher salary (\$9,000 per year below state average). Class size in Plymouth is currently lower than the state average.

Budget Observations

The proposed FY18 budget is a "Same level of service budget." The intent was to build a budget that has no additions to staff or faculty and no materials/supplies costs that exceed the per pupil allocations set forth by the school district in creating the FY17 budget.

The FY18 budget as recommended by the School Committee and Board of Selectmen, represents a \$4,108,912 (4.6%) increase over FY17. The FY17 year to year increase from FY16 was \$5,058,847 (5.8%). Note that the FY17 budget incorporated the start-up of a Full-Day Kindergarten program. The 4.6% increase for FY18 is made up of increases from 2 budget categories; Salaries and Contracted Services.

Salaries (Certified, Clerical and Other) increased \$3,307,488 (4.7%) from the prior year. The FY17 salaries increase over FY16 was 6.4%. The FY18 increase is comprised of the following elements:

Salary Total: \$74,056,076

- Certified Salaries increased by \$2,840,858 (compared to \$3,585,220 FY17 increase)
- Clerical Salaries increased by \$64,569 (compared to \$61,729 FY17 increase)
- Other Salaries increased by \$402,061 (compared to \$614,512 FY17 increase)
- The subcommittee commends the Superintendent, his staff and the School Committee for finding approximately \$301,000 in salary savings from the originally submitted budget.

Contracted Services increased \$806,174 (5.2%) to \$16,635,069 from the prior year. The FY18 increase is comprised mainly of three elements.

- Transportation Contracted Service increased by \$362,820
- Special Education Tuitions increased by \$190,469
- Special Education Transportation increased by \$69,140

The increase in the Transportation Contract over FY17 is largely the result of the need to negotiate a new school bus contract beginning in 2018. The FY18 allotment of the new school bus contract totals \$4,501,337; a \$343,692 (8.3%) increase from FY17. The new contract runs for 7 years with 3- 1 year renewals possible. It includes all new buses. Bottom line, the per day cost will be \$406.00 per bus.

Chapter 70 Aid is projected to increase by \$1,020,443 in FY18...it's currently projected to total \$25.3 Million for FY18. The projected increase in state aid for FY18 is over double the FY17 increase and significantly larger than any since 2014. This is due to the institution of the Full-Day Kindergarten program in FY17. Aid is derived after calculating a school district's baseline spending and setting a "foundation budget." The basic formula for setting the foundation budget has been in place for nearly 24 years with minor changes but has yet to be adjusted. The Plymouth Public Schools have seen increases in Chapter 70 funding from \$21.7 Million in 2012 to the \$25.3 Million projected for 2018. However, this calculates out to only an average increase of \$600,000 per year over the 6 year span. Unfortunately, there exist gaps between what the foundation budget says are district needs in cost categories and reality. Adjustments for inflation have not been fully implemented, causing the foundation budget to lag behind true costs.

The Sub-Committee understands the pressures involved in controlling costs and maintaining excellent educational outcomes in the face of increasing un-funded mandates and salary obligations that account for 79% of total spending, all-the-while operating a school district that covers 100 square miles. Still, we would be remiss if we did not identify three imminent and serious financial issues that were made clear at the School Committee Budget Presentation on Monday, December 5 2016.

- Infrastructure needs.
- Technology replacement and upgrade needs.
- Behavioral and Mental Health needs.

These all present significant , near-term budgetary challenges which can not be avoided. But with challenges come opportunities to innovate and create. The Sub-Committee feels that it would be a sound strategy to put funding mechanisms in place. The Sub-committee is ready to assist and support the school district in developing financial mechanisms to address those challenges.

Initiatives & Opportunities

The Plymouth Public Schools continue to aggressively reduce it's utility costs. Overall costs for electricity, oil, propane & natural gas totaled \$3,009,674 in 2010. In this FY18 budget they are estimated at \$1,355,456. Since 2010, millions of dollars have been saved.

Recommendations

The Sub-Committee recommends:

- Approval of the Town Manager/Board of Selectman recommended FY2018 budget of \$94,211,170.

Comments / Other

Recommendations from the 2017 budget review process included:

- Town officials and the Town's elected delegation should support the recommendations of the Foundation Budget Review Commission (Chapter 70). The commission's final report was issued on October 30, 2015.
- Investigate having an outside vendor perform Contracted Services (Custodial Services, Building & Maintenance) duties for the multiple facilities that the School Department has under its jurisdiction. It would be beneficial as it may prove to be more cost effective.
- If there are no such contracted service providers, it is recommended that a joint evaluation by the School Department and the Town (DPW) be performed to possibly establish a shared services program for janitorial, vehicle and building maintenance. The potential for savings on baseline and overtime costs may be significant to both the School and Town sides of the budget.
- Recommend the School District investigates a shared services program involving Information Technology personnel with the Town.
- Implementation of employee wellness programs to reduce health benefit costs.
- Recommend the Administration and School Committee reach out to industry sector leaders for student learn/work programs and to partner for grant monies to fund STEM and Vocational programs.

To: Advisory & Finance Committee
 From: Budget Sub-Committee F
 Harry Helm; Chair, Christopher Merrill, Betty Cavacco, Scott Stephenson
 Date: 2/9/17
 Subject: Sub-Committee F; FY2018 Budget Review & Recommendations: Medicaid Program

Budget Summary: Medicaid Program (#390)

Proposed FY2018 Budget	Total:	\$258,492	Personnel:	\$203,092	Other:	\$55,400
FY2017 Budget	Total:	\$252,576	Personnel:	\$197,276	Other:	\$55,300
FY2016 Actual	Total:	\$231,502	Personnel:	\$185,649	Other:	\$45,854

Department Synopsis

The Medicaid Program cost center budget reflects the costs associated with the Medicaid Reimbursement program operated by the Plymouth Public Schools. Some medical services provided to students by the school district are reimbursable by Medicaid. The costs of pursuing reimbursement are captured in this cost center.

Budget Observations

Overall, the FY2018 budget increase of \$5,916 (2.3%) is almost entirely comprised of increases to salaries. Historically, the program generates between \$2.50 and 3.50 in Medicaid reimbursement for every \$1 appropriated in the budget. A contracted billing service (UMASS) receives 4% of the reimbursed funds as its fee for service.

Initiatives & Opportunities

None

Recommendations

The Sub-Committee recommends:

- Approval of the Town Manager/Board of Selectman recommended FY2018 budget of \$258,492.

Comments / Other

None

To: Advisory & Finance Committee
 From: Budget Sub-Committee F
 Harry Helm; Chair, Christopher Merrill, Betty Cavacco, Scott Stephenson
 Date: 2/9/17
 Subject: Sub-Committee F; FY2018 Budget Review & Recommendations: Out of District Transportation

Budget Summary: Out of District Transportation (#391)

Proposed FY2018 Budget	Total:	\$53,200	Personnel:	\$0	Other:	\$53,200
FY2017 Budget	Total:	\$29,500	Personnel:	\$0	Other:	\$29,500
FY2016 Actual	Total:	\$17,229	Personnel:	\$0	Other:	\$17,229

Department Synopsis

The Out of District Transportation cost center reflects the costs associated with transporting students to other schools that offer an agricultural curriculum. Plymouth is required to pay transportation costs for students who select vocational curriculum not offered by Plymouth Public Schools.

Budget Observations

As with the overall Plymouth Public School budget, this is a level-funded budget. Costs for Out of District Transportation can fluctuate from year to year and depend on the number of students taking part. The increase in the FY2018 budget over FY2017 is due to an increase of enrolling students to 8.

Initiatives & Opportunities

None

Recommendations

The Sub-Committee recommends:

- Approval of the Town Manager/Board of Selectman recommended FY2018 budget of \$53,200.

Comments / Other

None

To: Advisory & Finance Committee
 From: Budget Sub-Committee G Enterprise Funds (Airport, Sewer, Water, & Solid Waste Christopher Merrill (Chair); John Moody; Kevin Canty; Judith Fitzgerald
 Date: February 9th, 2017
 Subject: Sub-Committee G FY2018 Budget Review & Recommendation

Budget Summary: Airport 482

Proposed FY2018 Budget	Total:	\$3,006,241	Personnel:	\$550,078	Other:	\$2,456,163
FY2017 Budget	Total:	\$2,799,031	Personnel:	\$517,337	Other:	\$2,281,694
FY2016 Actual	Total:	\$1,917,509	Personnel:	\$435,175	Other:	\$1,482,334

Department Synopsis

The Plymouth Municipal Airport has been an integral part for the Town of Plymouth since 1934, and today is an essential cog in the National Air Transportation System striving to meet the air transportation and economic development needs of the communities it serves. The Plymouth Airport is proud to be home to over thirty businesses that collectively employ more than two hundred and thirty people. Many of these businesses operate from privately constructed buildings located on airport property which adds considerably to the Plymouth tax base. The types of businesses range from flight schools and maintenance facilities to law enforcement and medical air ambulance.

The Airport Enterprise fund provides for the development, operation and maintenance of the Plymouth Municipal Airport in a safe, efficient and fiscally responsible manner that promotes general aviation; the airport helps stimulate the economy and supports the local community. Airport management is responsible for adhering to all federal, state and local regulations.

Revenue generated by airport operations includes the sale of aviation fuel, landing/tie down fees and land leases; which funds the budget in its entirety. Airport staff consists of 8 full time (FT) staff and 2 part time (PT) staff. There is 1 vacant positions – one PT. The PT position will continue to not be filled until airport volume increases which is due to fuel sales and other landing/tie down airplane traffic.

Airport Manager: Tom Maher:

Budget Observations

Total budget requests show an increase of \$207,210 or 7.4%. It should be noted that the Airport Enterprise also has long term principal of \$35,000 and long term interest of \$22,500 along with OPEB Trust Funding of \$15,095. The Town of Plymouth last Fall purchased an air hanger from the State of Massachusetts. The facility is currently leased to the Massachusetts State Police Air wing that has a 10 year lease with the Airport. The lease payments supplement the annual debt obligations on the air hanger.

The most significant increase was seen in aviation fuel which increased by \$170,000 or 8.9% to \$2,070,000 compared to last FY17 budget of \$1,900,000. This increase in aviation fuel is due to the forecasted uptick in air traffic at the airport. Fuel sales are maximized to create healthy revenue stream.

For the FY17 Actual the airport has generated sales of \$2,800,511 compared to FY16 sales of \$2,038,778. The majority of sales are centered mainly in aviation fuel sales. The Certified Retained Earnings were \$40,686 as of 6/30/16.

Overtime pay has increased by \$6,053 or 15.5% which is due to the snow/ice and night shift coverage at the Airport.

It should be noted that the Airport Enterprise has a new budget line item for Other Post Employment Benefit Trust (OPEB) which is \$15,095. The budget line item is valued as a liability and 1% of covered payroll is supplemented into the Trust Fund.

Initiatives & Opportunities

With the expansion of the runways and taxiways at the airport over the last two years the next phase is to build a new operation's facility that will be part of the Federal Aviation Administration's Next Gen initiative for airports across the country. The Plymouth Municipal Airport will be part of that new initiative which will foster more economic opportunities for the airport.

Recommendations

The Sub-committee recommends that Airport Management continue to seek the possibility of solar array fields on the airport property working with Massachusetts Department of Environmental Protection and the Environmental Protection Agency with the collaboration of the Federal Aviation Administration. There are many airports around the country and within Massachusetts that have a solar infrastructure built onto their airfields that are used to off-set the utilities used at the airports.

The Sub-Committee recommends the airport enterprise fund to be approved as submitted at \$3,006,241.

Budget Summary: Sewer Enterprise Fund 440

Proposed FY2018 Budget	Total:	\$2,806,221	Personnel:	\$446,274	Other:	\$2,359,947
Selectmen Proposed FY2018 Budget	Total:	\$2,742,447	Personnel:	\$382,500	Other:	\$2,359,947
FY2017 Budget	Total:	\$2,664,505	Personnel:	\$347,070	Other:	\$2,317,435
FY2016 Actual	Total:	\$2,558,755	Personnel:	\$273,075	Other:	\$2,285,681

Department Synopsis

The division manager is Mr. Gary Frizzell. The Sewer Division is responsible for the operation and maintenance of the wastewater collection and treatment systems, and has three (3) full-time employees, and one part-time employee. The system is operated and maintained by Veolia Water under a long-term contract with the Town. The town has 3,300 sewer connections. There will be one additional pump station going on line; the new Cranberry Crescent Pump station.

Budget Observations

The Town Manager's Sewer budget recommendation for FY18 is \$2,806,221 compared to the Selectmen's budget proposal of \$2,742,447 a difference of \$63,774. The Board of Selectmen budget initiative deducted a requested Laborer position from the FY18 budget.

The department budget request has increased by \$77,942 or 2.9% to \$2,806,221 in FY18 compared to \$2,664,600 for FY17. The increase is mainly attributed to the additional staffing request for the department due to the additional pump station facilities. Other notable increases include R&M of Sewer system (Veolia Contract) which increased by \$21,526 or 1.1%.

The department is also adding a billing coordinator that is going to be shared between the Sewer, Water & Solid Waste Enterprise Fund budgets. This position will oversee billing and customer service needs for these three Enterprise accounts.

Other areas of the Sewer Enterprise Fund budget were long term principal expenses of \$1,999,765 in FY18 compared to \$1,772,821 an overall increase of \$226,944 or 12.8%. Long term interest expense increased by \$120,807 or 44.8% to \$390,358 in FY18 compared to \$269,551 in FY17.

There was short term interest expense of \$2,500 and bond issuance costs of \$5,000. The other area to note is the OPEB Trust Funding line item of \$11,322.

In FY2017 the revenues collected by the Sewer Enterprise were \$4,783,541. It should be noted that the Selectmen set the new sewer rates in May so expected revenues are usually set higher than expenses to build upon capital in this fund for future funding needs to the sewer infrastructure. The Certified Retained Earnings were \$142,541 as of 6/30/16.

Initiatives & Opportunities

The Sewer Enterprise Fund will seek additional revenues in the future with the Plymouth South High School Treatment Plant in which the town may take over to manage along with an Anaerobic Food Waste facility that will also bring in additional revenues to the Town. The Department head is working to establish these two future opportunities as this will enhance revenues for this department.

The Town may want to further exercise advertising to other municipalities to allow septage to off-set further expenses to the sewer system.

Recommendations

The Sub-Committee is recommending the Selectmen's FY18 Budget proposal of \$2,742,447. At this time, due to the unexpected cost for the new \$48.2 million sewer upgrade due to the catastrophic failure of the 15 year old system it is prudent that any additional staffing needs be conducted with a cost benefit analysis of why staffing is needed and the impact those positions will have to create further revenues for this enterprise fund.

Budget Summary: Water Enterprise Fund 450

Proposed FY2018 Budget	Total:	\$3,973,142	Personnel:	\$1,387,258	Other:	\$2,585,884
Selectmen Proposed FY2018 Budget	Total:	\$3,844,384	Personnel:	\$1,258,500	Other:	\$2,585,884
FY2017 Budget	Total:	\$3,710,913	Personnel:	\$1,171,379	Other:	\$2,539,534
FY2016 Actual	Total:	\$3,364,754	Personnel:	\$1,106,144	Other:	\$2,258,610

Department Synopsis

The division manager is Mr. Richard Tierney. The Water Division is responsible for the operation and maintenance of the water treatment, transmission, and distribution systems including 12 wells, 10 pump houses and 4 booster stations.

There are approximately 14,000 connections servicing an estimated 38,000 people in town.

Budget Observations

The Water Enterprise Fund budget has increased by \$133,471 or 3.6% to \$3,973,142 in FY18 compared to \$3,710,913. The Selectmen have proposed a revised budget of \$3,844,384 a decrease from the Town Manager's requested FY18 budget of \$3,973,142. The decrease is due, in part, to the defunding of a request for a new initiative for a leadman position that was requested versus the Selectmen's recommendation of \$31,257 for this budget line item.

Other areas noted in the FY18 budget is the long term principal of \$1,099,294 and long term interest of \$531,471. It should be noted that the new meter project initiative has been budgeted for the Water department to install new meter reading systems for Town-wide water subscribers which will further improve better meter readings and the change to either send out monthly or quarterly water bills. This will create a more streamlined method of collecting the revenues from the water subscribers on a more frequent basis.

Other costs consist of bond issuance costs of \$5,000 and OPEB Trust Funding of \$53,463 which is a new budget line item across the board for the enterprise funds to align with management's overall funding strategy for the OPEB Trust.

The FY17 revenue collected by the water department was \$4,708,920 which has been consistent with prior year's revenues. Certified Retained Earnings were \$1,830,871 as of 6/30/16.

Initiatives & Opportunities

The Town of Plymouth should continue its aggressive search of additional solar contracts as the many wells throughout the Town use an ample amount of electricity each fiscal year. The Water Department does participate in the solar credits that tie into some of the well pump areas. If the Water Department were to expand its solar contracts it may further reduce the electricity line item that has been \$488,750 the past two years.

Recommendations

The budget sub-committee recommends the Board of Selectmen proposed budget of \$3,844,384.

Budget Summary: Solid Waste 433

Proposed FY2018 Budget	Total:	\$957,140	Personnel:	\$236,654	Other:	\$720,486
FY2017 Budget	Total:	\$1,070,160	Personnel:	\$276,995	Other:	\$793,165
FY2016 Actual	Total:	\$952,431	Personnel:	\$235,166	Other:	\$717,264

Department Synopsis

The division manager is Mr. Dennis Westgate, Assistant Director of Public Works. The Solid Waste Division is responsible for the management of the curb-side collection program, and operation and maintenance of the Manomet transfer stations with recycling, materials transport, administration of sticker sales, and violation processing.

Budget Observations

The Solid Waste Enterprise Fund budget has decreased by \$113,020 or 10.6% to \$957,140 versus \$1,070,160 in FY17. The decreases were centered in personal as a position was phased out due to the closer of the transfer stations. Other decreases were seen in the Tipping & Disposal which decreased by \$62,236, a reduction in the Pay as you throw bags of \$9,608 and tipping & disposal recycling down \$12,000.

Other budget observations noted were Total Curbside Program of \$1,664,796 which consists of personnel services of \$40,362 and other expenses of \$1,624,434. Long term principal totaled \$5,000 and OPEB Trust Funding totaled \$10,693. The administrative assistant changed from transfer station to curbside.

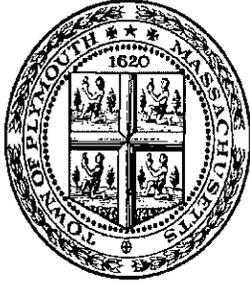
The FY17 revenues collected were \$2,509,778 versus revenues collected in FY16 of \$2,646,366. The Certified Retained Earnings were \$791,399 as of 6/30/16.

Initiatives & Opportunities

The volume at the one remaining transfer station has declined over the years as more residents have taken the opportunity to switch to the Town curbside contract with ABC Disposal. It would be prudent for the Town to phase out the transfer station over the next 3-5 years as the cost to operate the transfer station may increase with unforeseen tipping fees.

Recommendations

The budget sub-committee recommends the approval of the recommended \$957,140.



TOWN OF PLYMOUTH
ACCOUNTING & FINANCE DEPARTMENT
11 LINCOLN STREET, PLYMOUTH, MA 02360
PHONE (508) 747-1620 EXTENSIONS 177
FAX (508) 830-4133

TO: ADVISORY & FINANCE COMMITTEE
BOARD OF SELECTMEN

FROM: LYNNE A. BARRETT
DEPARTMENT OF FINANCE 

SUBJECT: ATM ARTICLE 8 – DEPARTMENT EQUIPMENT

DATE: FEBRUARY 10, 2017

Article 8 includes all departmental equipment, furnishings, and repairs that don't fall within CIC guidelines and parameters. These requests totaled \$779,321 and were reviewed with Department & Division Heads during the budget process back in December.

The Town Manager is recommending \$493,510 of these requests.

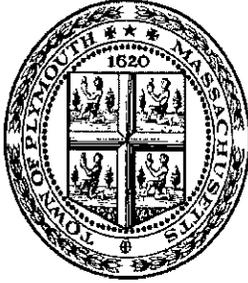
I am recommending that the funding source for these be:

- \$ 30,000 from Waterways fund
- \$ 12,245 from Cemetery Perpetual Care
- \$ 451,265 from Raise and Appropriate and Other Available Funds.

Thank you.

FY18 ARTICLE 8 REQUESTS 2/10/2017

DEPT CODE	DEPARTMENT	EQUIPMENT	EACH	REQUEST	TOWN MANAGER RECOMMENDS	FUNDING SOURCE		
155	Information Tech.	Police - PCs (*)	14	\$1,200.00	\$16,800.00	7	\$8,400.00	
161	Town Clerk	Moving Archives	1		\$0.00	1	\$0.00	
210	Information Tech.	Police - Dual Band APX Radios	2	\$7,000.00	\$14,000.00	2	\$14,000.00	
155	Information Tech.	Police - Tablet Computer	2	\$3,500.00	\$7,000.00	2	\$7,000.00	
155	Information Tech.	Police - Laptop (*)	2	\$4,000.00	\$8,000.00	0	\$0.00	
155	Information Tech.	Remote Camera	2	\$600.00	\$1,200.00	1	\$600.00	
210	Police	Marked Sedan (*)	4	\$40,103.00	\$160,412.00			
210	Police	Marked Utility Vehicle (*)	2	\$45,455.00	\$90,910.00			
210	Police	Marked 4x4 (*)	2	\$45,281.00	\$90,562.00			
210	Police	Marked & Unmarked Vehicles (*)					\$211,045.00	
210	Police	Portable Radio Shoulder Mic w/Antenna	120	\$122.00	\$14,640.00	0	\$0.00	
220	Fire	Station Maintenance for all Stations (*)	6	\$7,000.00	\$42,000.00	4	\$28,000.00	
220	Fire	Firefighting Gear (*)	20	\$2,258.00	\$45,160.00	15	\$33,870.00	
220	Fire	Portable Radio (*)	20	\$2,499.00	\$49,980.00	15	\$37,485.00	
220	Fire	Dive Rescue Dry Suits	2	\$7,100.00	\$14,200.00	1	\$7,100.00	
220	Fire	Equipment for Dive Rescue Team (*)	1	\$14,640.00	\$14,640.00	0	\$0.00	
291	Emergency Mgmt	Facility Uninterrupted Power Supply (*)	1	\$6,600.00	\$6,600.00	1	\$6,600.00	
291	Emergency Mgmt	Technology Updates for COMMS (*)	1	\$12,840.00	\$12,840.00	0	\$0.00	
420	DPW-Operations	Highway - Confined Spaces Equipment	1	\$6,500.00	\$6,500.00	1	\$6,500.00	
420	DPW-Operations	Highway - Cut Off Saw (*)	2	\$1,300.00	\$2,600.00	1	\$1,300.00	
420	DPW-Operations	Highway - Tracks for Skidsteere (*)	1	\$3,500.00	\$3,500.00	1	\$3,500.00	
420	DPW-Operations	Highway - Tracks for Skid Mini Excavator (*)	1	\$3,000.00	\$3,000.00	1	\$3,000.00	
420	DPW-Operations	Highway - Power Pruner Pole Saw (*)	2	\$528.00	\$1,056.00	1	\$528.00	
420	DPW-Operations	Highway -78" Snowblower for Skid Steere	1	\$8,880.00	\$8,880.00	1	\$8,880.00	
420	DPW-Operations	Highway - Compactor for Mini Excavator	1	\$6,500.00	\$6,500.00	1	\$6,500.00	
420	DPW-Operations	Highway - Chip Body for Hook-Lift	1	\$8,000.00	\$8,000.00	0	\$0.00	
420	DPW-Operations	Highway - Weed Wackers/Brush Saw (*)	4	\$589.00	\$2,356.00	2	\$1,178.00	
422	DPW-Operations	Maintenance - Underground Fuel Tank Pump Replacemen	2	\$6,316.00	\$12,632.00	1	\$6,316.00	
427	Marine & Env. Affairs	Harbor Master - Outboard Engine (*)	2	\$12,500.00	\$25,000.00	2	\$25,000.00	Waterways Fund
427	Marine & Env. Affairs	Harbor Master - Communications Equipment (*)	2	\$2,500.00	\$5,000.00	2	\$5,000.00	Waterways Fund
491	DPW-Operations	Cemetery -52" Mower (*)	1	\$7,045.00	\$7,045.00	1	\$7,045.00	Perpetual Care
491	DPW-Operations	Cemetery - Truck Leaf Box	1	\$5,200.00	\$5,200.00	1	\$5,200.00	Perpetual Care
492	DPW-Grounds & Rec Parks	- Lower Cylinder and Rods for Truck 64	1	\$13,600.00	\$13,600.00	1	\$13,600.00	
492	DPW-Grounds & Rec Parks	- 72" Zero Turn Mower (*)	1	\$11,899.00	\$11,899.00	1	\$11,899.00	
492	DPW-Grounds & Rec Parks	- Landscape Trailer (*)	1	\$4,037.00	\$4,037.00	1	\$4,037.00	
492	DPW-Grounds & Rec Parks	- Irrigation Electrical Enclosures (*)	2	\$6,080.00	\$12,160.00	1	\$6,080.00	
492	DPW-Grounds & Rec Parks	- Irrigation Well Pump (*)	1	\$3,100.00	\$3,100.00	1	\$3,100.00	
492	DPW-Grounds & Rec Parks	- Equipment Lift (*)	1	\$10,118.00	\$10,118.00	0	\$0.00	
492	DPW-Grounds & Rec Parks	- Aluminum Bleacher Planks (*)	36	\$150.00	\$5,400.00	36	\$5,400.00	
541	Council on Aging	8'x20' Storage Shed	1	\$13,900.00	\$13,900.00	0	\$0.00	
610	Library	Media Display Shelving (*)	2	\$3,547.00	\$7,094.00	1	\$3,547.00	
630	Recreation	Control Link System for Forges Field Lights	1	\$10,000.00	\$10,000.00	1	\$10,000.00	
695	1749 Court House	Alarm System	1	\$1,800.00	\$1,800.00	1	\$1,800.00	
				SUB-TOTAL	\$779,321.00		\$493,510.00	
* indicates replacement item				-100% Perpetual Care	(\$12,245.00)		(\$12,245.00)	
				-100% Waterways Fund	(\$30,000.00)		(\$30,000.00)	
FY17 Appropriation - \$487,826				TOTAL	<u>\$737,076.00</u>		<u>\$451,265.00</u>	



TOWN OF PLYMOUTH
ACCOUNTING & FINANCE DEPARTMENT
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FAX (508) 830-4133

TO: ADVISORY & FINANCE COMMITTEE
BOARD OF SELECTMEN

FROM: LYNNE A. BARRETT
DEPARTMENT OF FINANCE *Lynne*

SUBJECT: ATM ARTICLE 9 – CAPITAL REQUESTS & RECOMMENDED PROJECTS

DATE: FEBRUARY 13, 2017

Capital requests totaled \$66.2 million for FY18.
The Town Manager is recommending \$15.8 million.

Recommended funding is as follows:

Free Cash	\$ 3,479,082
Raise from Tax Levy – Article 14	\$ 1,000,000
Other Available Funds & Grants	\$ 852,216.78
Borrowing:	
General Fund	\$ 5,842,077
Sewer	\$ 500,000
Water (STM Taylor Ave \$2.2M)	\$ 3,800,000
Water Retained Earnings	\$ 250,000
Airport Retained earnings & Other Airport funds	\$ 29,500
	\$ 15,752,875.78

The following spreadsheet lists the project descriptions, costs, rankings by the Capital Improvements Committee, and funding sources.

Thank you for your support of Article 9.

TOWN OF PLYMOUTH - FY18 CAPITAL IMPROVEMENT PLAN REQUESTS PRIORITIZED BY THE CAPITAL IMPROVEMENTS COMMITTEE ON JANUARY 27, 2017

DEPT ACCOUNT	DIV. PRIORITY	DEPARTMENT OR SPONSOR	PROJECT DESCRIPTION	COMPONENT COST	PROJECT COST	RANK	TOWN MANAGER RECOMMENDED PROJECT FUNDING	TAX LEVY	FREE CASH	AIRPORT FUND	SEWER FUND	WATER FUND	SOLID WASTE FUND	OTHER	DESCRIPTION	DEBT
210	1	Police Department	Active Shooter Response Protective Vest		\$27,000.00	1	\$27,000		27,000							
220	1	Fire Department	SCBA Updates/Upgrades		\$167,000.00	2	\$167,000		167,000							
422		DPW Operations-Maintenance	Town Building Repair Program:		\$5,237,116.00	3	\$1,098,246		93,500					162,669		842,077
	1		Library Chillers, Duct, Insulation, Roof Insulation and Drains	\$1,004,746.00												
	2		Replace Boiler in Fire Station 2	\$27,500.00												
	3		Replace Boiler in Fire Station 1	\$66,000.00												
			Repairs to the Following Buildings per Facilities Assessment Report:													
	4		Hedges Pond Main Building	\$36,133.00												
	4		Cedarville Garage	\$43,308.00												
	4		Crematory	\$8,363.00												
	4		DPW Annex	\$308,960.00												
	4		Fire Station 1 - HQ	\$117,550.00												
	4		Fire Station 2 - W. Plymouth	\$111,013.00												
	4		Fire Station 3 - Pine Hills	\$57,745.00												
	4		Fire Station 4 - Bourne Rd	\$61,545.00												
	4		Fire Station 5 - Manomet	\$228,654.00												
	4		Fire Station 6 - Cedarville	\$131,809.00												
	4		Harbor Master Building	\$55,745.00												
	4		Highway Building	\$411,629.00												
	4		Little Red Schoolhouse	\$69,367.00												
	4		Library - Main Branch	\$884,870.00												
	4		Library - Manomet Branch	\$38,889.00												
	4		Manomet Youth Center	\$85,581.00												
	4		Memorial Hall	\$500,000.00												
	4		Police Station	\$132,008.00												
	4		Senior Center	\$65,247.00												
	4		Stephens Field Concession/Restroom Facility	\$18,150.00												
	4		Town Hall	\$577,879.00												
	4		Vine Hills Cemetery Office	\$160,827.00												
	4		Visitor Center	\$33,598.00												
300	1	School Department	School Building Repair Program		\$1,461,368.00	4	\$556,600		556,600							
	1.01	Cold Spring	Replace Floor Tiles	\$141,625.00												
	1.02	South	Repave Asphalt Areas and Create New Spaces	\$95,122.00												
	1.03	West	Replace Windows-1 Pod Per Year	\$59,740.00												
	1.04	Manomet	Repave Asphalt Areas	\$16,789.00												
	1.05	Hedge	Field Renovations	\$63,074.00												
	1.06	Indian Brook	Repave Asphalt Areas	\$180,250.00												
	1.07	PCIS	Replace Gym Floor	\$175,100.00												
	1.08	South	Resurface Gym Floor	\$37,080.00												
	1.09	Indian Brook	Resurface Gym Floor	\$37,080.00												
	1.10	Federal Furnace	Resurface Gym Floor	\$37,080.00												
	1.11	West	Design and Create Additional Parking	\$51,500.00												
	1.12	Federal Furnace	Replace Exterior Windows in Classrooms & Cafeteria	\$238,039.00												
	1.13	PSMS	Repave Asphalt Areas	\$77,300.00												
	1.14	PSMS	Carpet Replacement in Specified Areas	\$37,672.00												
	1.15	PCIS	Add Additional Card Readers to Exterior Doors	\$23,577.00												
	1.16	Nathaniel Morton	Refurnish and Refinish Wood Floors	\$61,600.00												
	1.17	PCIS	Replace IMC Carpet with Vinyl Tile	\$61,619.00												
	1.18	PCIS	Replace Classroom Curtains with Vertical Blinds	\$15,493.00												
	1.19	PCIS	Field Renovations	\$51,628.00												
122	1	Board of Selectmen	Road Pavement Preservation		\$5,000,000.00	5	\$5,000,000									5,000,000

TOWN OF PLYMOUTH - FY18 CAPITAL IMPROVEMENT PLAN REQUESTS PRIORITIZED BY THE CAPITAL IMPROVEMENTS COMMITTEE ON JANUARY 27, 2017

DEPT ACCOUNT	DIV. PRIORITY	DEPARTMENT OR SPONSOR	PROJECT DESCRIPTION	COMPONENT COST	PROJECT COST	RANK	TOWN MANAGER RECOMMENDED PROJECT FUNDING	TAX LEVY	FREE CASH	AIRPORT FUND	SEWER FUND	WATER FUND	SOLID WASTE FUND	OTHER	DESCRIPTION	DEBT
422		DPW Operations-Maintenance	Town Vehicle & Equipment Replacement Program		\$3,009,535.00	6	\$778,671		778,671							
	1	425	FLT Fleet Fuel Efficiency Replacement Program	\$110,109												
	2	425	FLT Replace 2005 Service Vehicle	\$58,470												
	3	425	FLT Replace 2002 Facility Maintenance Work Truck	\$62,420												
	1	420	HY Purchase New Snow Blower for Loader	\$181,500												
	2	420	HY Replace 1999 6 Wheel Truck H37	\$231,000												
	3	420	HY Replace 1995 Dump Truck H342	\$101,930												
	4	420	HY Replace 1995 Dump Truck H330	\$264,000												
	5	420	HY Replace 2000 6 Wheel Truck H32	\$231,000												
	6	420	HY Replace Asphalt Roller	\$43,450												
	7	420	HY Replace 1999 6 Wheel Truck H36	\$264,000												
	8	420	HY Replace 1988 Holder Mower/Sidewalk Plow H332	\$203,500												
	9	420	HY Purchase New Chipper	\$86,900												
	10	420	HY Purchase New Hook Lift Leaf Vacuum	\$44,000												
	11	420	HY Purchase New Compact Skidsteere Loader	\$36,300												
	12	420	HY Replace 1995 Holder 325	\$198,000												
	13	420	HY Replace 5 Ton Roller	\$96,800												
	14	420	HY Purchase New Asphalt Roller	\$43,450												
	15	420	HY Replace 1 Ton Dump Truck H302	\$101,930												
	16	420	HY Replace 2002 Dump Truck H355	\$101,930												
	17	420	HY Replace 2006 Dump Truck H346	\$101,930												
	18	420	HY Replace 2006 Dump Truck H347	\$101,930												
	19	420	HY Replace 2006 Dump Truck H348	\$101,930												
	1	492	PK Replace 1996 Truck P61	\$32,667												
	2	492	PK Replace 1999 Truck P25	\$99,677												
	3	492	PK New Season Pickup Truck	\$32,667												
	9	492	PK Replace 1997 Tractor	\$58,500												
	1	630	REC Purchase New Off-Road Vehicle for Morton Park	\$19,545												
300	2	School Department	School Vehicle & Equipment Replacement Program		\$302,469.00	7	\$302,469		302,469							
	2.01	DW Facilities	Replace 2009 SUV	\$36,000.00												
	2.02	DW Facilities	Replace 1993 Aerial Lift Truck	\$86,469.00												
	2.03	DW Facilities	Replace Two Diesel Busses	\$180,000.00												
427	1	Marine & Environmental	Evaluating Inlet Stabilization at Ellisville Harbor		\$148,000.00	8	\$148,000		32,000					116,000 CZM Grant & Friends of Ellisville Marsh \$5,000		
220	3	Fire Department	Refurbish Tower 1		\$340,162.00	9	\$340,162		340,162							
220	7	Fire Department	New Station 7 in North Plymouth		\$7,000,000.00	10	\$300,000		300,000							
220	2	Fire Department	Public Safety Radio System Upgrades		\$137,000.00	11	\$137,000		137,000							
138	1	Procurement/Town Clerk	Municipal Document Management System - Phase 1		\$300,000.00	12										
210	2	Police Department	Police Station Access Control System		\$108,280.00	13	\$108,280		108,280							
411	1	DPW Operation-Engineering	Obery Street Roadway Improvements		\$250,000.00	14	\$250,000		250,000							
492	8	DPW-Parks & Forestry	Training Green Sidewalks		\$65,000.00	15										
411	3	DPW Operation-Engineering	Bridge & Culvert Inspection		\$150,000.00	16	\$150,000		150,000							
492	7	DPW-Parks & Forestry	Structural Inspection of Jenney & Billington Foot Bridges		\$28,000.00	17										
427	4	Marine & Environmental	Holmes Dam Construction		\$159,297.78	18	\$159,298							159,298 Sewall & Dam Loan remaining from Plymco		

TOWN OF PLYMOUTH - FY18 CAPITAL IMPROVEMENT PLAN REQUESTS PRIORITIZED BY THE CAPITAL IMPROVEMENTS COMMITTEE ON JANUARY 27, 2017

DEPT ACCOUNT	DIV. PRIORITY	DEPARTMENT OR SPONSOR	PROJECT DESCRIPTION	COMPONENT COST	PROJECT COST	R A N K	TOWN MANAGER RECOMMENDED PROJECT FUNDING	TAX LEVY	FREE CASH	AIRPORT FUND	SEWER FUND	WATER FUND	SOLID WASTE FUND	OTHER	DESCRIPTION	DEBT
427	3	Marine & Environmental	Great and Little Herring Ponds Water Quality Management Plan		\$71,205.00	19										
411	8	DPW Operation-Engineering	Wicking Well Manomet Ave.		\$180,000.00	20										
490	1	DPW-Grematory	Rebuild Unit 2 Chamber		\$28,000.00	21	\$28,000		28,000							
175	1	Planning & Development	GIS Flyover		\$125,000.00	22										
220	4	Fire Department	Rehab Engine 6		\$27,400.00	23	\$27,400		27,400							
411	2	DPW Operation-Engineering	Allerton Street Roadway Improvements		\$500,000.00	24										
300	3.02	School-West Elementary	Roof Replacement		\$1,249,528.00	25										
421	2	DPW Admin	Town Square Public Improvements		\$1,000,000.00	26										
300	3.03	School-Indian Brook Elementary	Roof Replacement		\$1,385,739.00	27										
491	1	DPW-Cemetery	Hearse House and Entry Renovations		\$600,000.00	28										
411	1	Engineering/Roads Advisory Cmte	Gravel Road Improvements		\$1,000,000.00	29	\$1,000,000	1,000,000								
427	5	Marine & Environmental	Town Wharf Way Bulkhead Work		\$100,000.00	30										
491	3	DPW-Cemetery	Replace Water Line & Paving in Vine Hills Cemetery		\$26,250.00	31	\$26,250							26,250	Sale Of Lots / CPC	
630	2	Recreation	Lights for Soccer Field 1 at Forges Field		\$240,000.00	32										
411	5	DPW Operation-Engineering	Town Wide Signal Inspection		\$150,000.00	33										
492	5	DPW-Parks & Forestry	Splash Pad Floor Replacement		\$136,000.00	34	\$136,000		136,000							
492	6	DPW-Parks & Forestry	Veterans Park Design		\$45,000.00	35	\$45,000		45,000							
491	5	DPW-Cemetery	Replace Entrance Fencing in Oak Grove Cemetery		\$19,000.00	36	\$19,000							19,000	Sale Of Lots / CPC	
491	4	DPW-Cemetery	Fence Replacement on Samoset St.		\$39,000.00	37	\$39,000							39,000	Sale Of Lots / CPC	
610	1	Library	Replace Carpet in Manomet		\$15,000.00	38										
421	1	DPW Admin	Water Street Promenade - North Phase		\$21,000,000.00	39										
220	6	Fire Department	Replace and Equip Tanker 1		\$383,000.00	40										
220	5	Fire Department	Replace Boat 5 - Manomet		\$27,465.00	41										
427	3	Marine & Environmental	Harbor Master Work Skiff		\$30,000.00	42	\$30,000							30,000	Waterways	
630	3	Recreation	Court Repairs at Elmer Raymond and Briggs Fields		\$56,500.00	43										
220	8	Fire Department	Replace and Equip Brush Breaker 171		\$439,000.00	44										
210	3	Police Department	Replace Emergency Response Vehicle		\$92,660.00	45										

TOWN OF PLYMOUTH - FY18 CAPITAL IMPROVEMENT PLAN REQUESTS PRIORITIZED BY THE CAPITAL IMPROVEMENTS COMMITTEE ON JANUARY 27, 2017

DEPT ACCOUNT	DIV. PRIORITY	DEPARTMENT OR SPONSOR	PROJECT DESCRIPTION	COMPONENT COST	PROJECT COST	RANK	TOWN MANAGER RECOMMENDED PROJECT FUNDING	TAX LEVY	FREE CASH	AIRPORT FUND	SEWER FUND	WATER FUND	SOLID WASTE FUND	OTHER	DESCRIPTION	DEBT
411	7	DPW Operation-Engineering	Bartlett Rd. Bridge Design		\$200,000.00	46										
411	4	DPW Operation-Engineering	Brook Road Bridge Design and Construction		\$1,000,000.00	47										
411	6	DPW Operation-Engineering	Seven Hills Rd. Drainage Improvements		\$550,000.00	48										
300	3.02	School-11 Lincoln St	Repairs and Renovations to 11 Lincoln St		\$900,585.00	49										
492	4	DPW-Parks & Forestry	Design for Two Multi-Purpose Fields at Forges Field		\$150,000.00	50										
300	3.01	School-PSHS	Installation of Turf Fields		\$4,000,000.00	51										
TOTAL GENERAL FUND PROJECTS					\$59,656,559.78		\$10,873,375.78	\$1,000,000.00	\$3,479,082.00	\$0.00	\$0.00	\$0.00	\$0.00	\$552,216.78	\$0.00	\$5,842,077.00
60-440	1	DPW Utilities (Sewer)	Capacity, Management, Operation & Maintenance (CMOM) Plan		\$500,000.00	1	\$300,000								300,000 Samoset Article	
	2	DPW Utilities (Sewer)	Pipe Line and Pipe Point Repairs		\$500,000.00	2	\$500,000									500,000
	3	DPW Utilities (Sewer)	Sewer System Upgrades		\$250,000.00	3	\$0									
	4	DPW Utilities (Sewer)	Replace 1997 Dump Truck S58		\$121,000.00	4	\$0									
TOTAL FOR SEWER					\$1,371,000.00		\$800,000							\$300,000		\$500,000
61-450	1	DPW Utilities (Water)	Water System Expansion Design, Permitting and Engineering		\$1,600,000.00	1	\$1,600,000									1,600,000
	2	DPW Utilities (Water)	Design, Permitting and Construction of Water Main on Taylor Avenue		\$2,800,000.00	2	\$2,200,000									2,200,000
	3	DPW Utilities (Water)	Water Infrastructure		\$500,000.00	3	\$250,000					250,000				
	4	DPW Utilities (Water)	Replace 2001 6-Wheel Dump Truck		\$215,000.00	4	\$0									
TOTAL FOR WATER					\$5,115,000.00		\$4,050,000					\$250,000				\$3,800,000
65-482	1	Airport	Small Slide Sander		\$32,000.00	1	\$9,500			\$9,500						
	2	Airport	Treatment Plant HVAC Electrical Panel		\$20,000.00	2	\$20,000			\$20,000						
TOTAL FOR AIRPORT					\$52,000.00		\$29,500			\$29,500						
TOTAL FOR ENTERPRISE FUNDS					\$6,538,000.00		\$4,879,500.00	\$0.00	\$0.00	\$29,500.00	\$0.00	\$250,000.00	\$0.00	\$300,000.00	\$0.00	\$4,300,000.00
TOTAL PROJECTS FOR FY18					\$66,194,559.78		\$15,752,875.78	\$1,000,000.00	\$3,479,082.00	\$29,500.00	\$0.00	\$250,000.00	\$0.00	\$852,216.78	\$0.00	\$10,142,077.00



TOWN OF PLYMOUTH

DEPARTMENT OF PUBLIC WORKS

159 Camelot Drive
Plymouth, Massachusetts 02360

FAX: (508) 830-4165

MEMO

Date: February 9, 2017

To: Melissa Arrighi, Town Manager

cc: Board of Selectmen
Lynne Barrett, Finance Director
Sid Kashi, Town Engineer

From: Jonathan Beder,  Director of Public Works

Re: Road Pavement Preservation-\$5,000,000.00

In 2011, the DPW developed a Pavement Management Program for our 200 miles of Accepted Roads. The project scope entailed visual inspections of Town roadways to identify surface distresses and roadway features. The goal of the inspection program was to provide the Town with an independent evaluation of the roadway network.

In 2012 the Selectmen as Road Commissioners adopted this program to be used as the primary device for planning future road projects. In 2013, the scope was expanded to include the Town's unaccepted roads to the program, allowing the Town to evaluate approximately 400 miles of roadway with the program (5th largest road network in the state).

Our Chapter 90 disbursement cannot keep up with the necessary road improvements needed. Each year, we fall further behind in terms of necessary road repairs. Significant investment is needed to properly maintain and manage Plymouth's road network. The \$5M FY18 funding request would go towards all roadway improvements to including road reconstruction, paving, sidewalks, line striping, police details, and drainage, on accepted and unaccepted paved roads per the pavement management program.

These funds would be allocated at a 70/30 split to our accepted and unaccepted roads respectively. \$3.5M would go towards accepted and the remaining \$1.5M would go towards unaccepted improvements. This split represents the same ratio as our number of paved road miles at 200 accepted, and 90 paved miles of unaccepted. Should Town Meeting appropriate funding for this, the DPW anticipates spending the funds during the 2017 and 2018 construction seasons.



In working with the Finance Director, we are recommending a new funding mechanism by creating a Pavement Management Debt Stabilization Fund with excess proceeds from Motor Vehicle Excise Receipts from the annual budget process. This is being requested under a separate article within the Special Town Meeting. The purpose of this fund would be to accumulate funds from motor vehicle excise and allocate them at future Town Meetings to pay for the debt service associated with the Road Pavement Preservation Projects.

Funding this request would allow us to utilize the road program to its fullest extent and begin to invest/rehabilitate our paved roads (accepted and unaccepted) on a detailed and dedicated schedule.

We respectfully request that Board of Selectmen acting in their capacity as Road Commissioners support this Article 9 request.



TOWN OF PLYMOUTH
DEPARTMENT OF PUBLIC WORKS

159 Camelot Drive
Plymouth, Massachusetts 02360

FAX: (508) 830-4165

MEMO

Date: February 10, 2017

To: Melissa Arrighi, Town Manager

cc: Board of Selectmen
Derek Brindisi, Asst. Town Manager
Rich Tierney, Water Supt.

From: Jonathan Beder,  Director of Public Works

**Re: Taylor Avenue, Water Main Replacement
Special Town Meeting-Article 4, \$2.2M**

The DPW is requesting \$2.2M to replace the existing 1933 8-inch cast iron water main within Taylor Avenue prior to the full road reconstruction project now scheduled for the Fall of 2017. This request is being made through the Special Town Meeting in order to access funding now as opposed to July 1st. Our objective is to start the main replacement as soon as the weather turns to ensure completion by the Fall and to accelerate as much of the work before the busy summer season.

We are concerned with the current age and material type of the main and its ability to hold up during construction and sustain area water supply into the future. The proposed work will replace the 8-inch cast iron with a 12-inch ductile iron main, including new services, hydrants, and gate valves, from White Horse Road to Manomet Point Road, a distance of 5,500 feet.

This new water main layout has been coordinated with the new roadway design and is currently at 75% design. We have attached a copy of the engineers cost estimate which is at \$1.9M. Our request has been reduced from the original CIC request of \$2.8M but we are slightly higher than the latest engineers cost estimate to account for any changes in final design.

We respectfully request that Board of Selectmen acting in their capacity as Water Commissioners support this \$2.2M Article 9 request.



Taylor Avenue Water Main Replacement - 75% Submission (includes Engineering Services During Construction)

No.	Unit	Description	Estimated Quantity	Unit Price	Estimated Total Cost
1	LF	12-inch DI Water Main	5,517	\$ 110.00	\$ 606,870.00
2	LF	8-inch DI Water Main	820	\$ 90.00	\$ 73,800.00
3	LF	6-inch DI Water Main	215	\$ 80.00	\$ 17,200.00
4	EA	12" Insertion Valve	1	\$ 20,000.00	\$ 20,000.00
5	EA	8" Insertion Valve	3	\$ 12,000.00	\$ 36,000.00
6	EA	12-inch Gate Valve & Valve Box	31	\$ 2,000.00	\$ 62,000.00
7	EA	8-inch Gate Valve & Valve Box	12	\$ 1,500.00	\$ 18,000.00
8	EA	6-inch Gate Valve & Valve Box	10	\$ 1,200.00	\$ 12,000.00
9	LF	Polyethylene Pipe Encasement	6,500	\$ 3.00	\$ 19,500.00
10	EA	New Hydrants	10	\$ 4,000.00	\$ 40,000.00
11	EA	2" Corporation Stops	5	\$ 300.00	\$ 1,500.00
12	EA	1 1/2" Corporation Stops	-	\$ 250.00	\$ -
13	EA	1" Corporation Stops	138	\$ 200.00	\$ 27,600.00
14	EA	2" Curb Stops and Boxes	5	\$ 300.00	\$ 1,500.00
15	EA	1 1/2" Curb Stops and Boxes	-	\$ 250.00	\$ -
16	EA	1" Curb Stops and Boxes	138	\$ 200.00	\$ 27,600.00
17	LF	2" PE Service Pipe	100	\$ 30.00	\$ 3,000.00
18	LF	1 1/2" PE Service Pipe	-	\$ 25.00	\$ -
19	LF	1" PE Service Pipe	3,010	\$ 20.00	\$ 60,200.00
20	EA	Exercise Curb Stops	143	\$ 50.00	\$ 7,150.00
21	CY	Miscellaneous Concrete	200	\$ 100.00	\$ 20,000.00
22	CY	Boulder Excavation	100	\$ 175.00	\$ 17,500.00
23	CY	Rock Excavation	100	\$ 350.00	\$ 35,000.00
24	CY	Sand Borrow	1,074	\$ 25.00	\$ 26,838.89
25	CY	Crushed Stone	200	\$ 25.00	\$ 5,000.00
26	CY	Gravel Borrow	1,074	\$ 30.00	\$ 32,206.67
27	LF	Gravel Base for Pavement	4,831	\$ 8.00	\$ 38,648.00
28	CY	Ordinary Borrow	20	\$ 22.00	\$ 440.00
29	CY	Excavation of Unsuitable Materials	50	\$ 15.00	\$ 750.00
30	CY	Exploratory Excavation	200	\$ 50.00	\$ 10,000.00
31	LBS	Calcium Chloride	1,000	\$ 5.00	\$ 5,000.00
32	SY	Temporary Trench Pavement (2")	3,221	\$ 8.00	\$ 25,765.33
33	SY	Semi-Permanent Trench Pavement (3")	3,221	\$ 10.00	\$ 32,206.67
34	SY	Permanent Trench Pavement (5 1/2")	-	\$ 14.00	\$ -
35	SY	Mill by Cold Plane (1 1/2")	-	\$ 5.00	\$ -
36	SY	Overlay (1 1/2")	-	\$ 9.00	\$ -
37	SY	Repair Cem Conc. Sidewalk @ Hyd & Services	204	\$ 40.00	\$ 8,160.00
38	LF	Repair/Replace Granite Curb	459	\$ 20.00	\$ 9,180.00
39	SY	Restoration of Growth	1,250	\$ 20.00	\$ 25,000.00
40	LF	Straw Wattles and Silt Fence	2,000	\$ 9.00	\$ 18,000.00
41	LS	Miscellaneous Work and Clean Up	1	\$ 5,000.00	\$ 5,000.00
42	HR	Police Services	2,097	\$ 55.00	\$ 115,315.20
43	WEEKS	Portable Message Sign	8	\$ 700.00	\$ 5,600.00
44	LS	Mobilization/Demobilization	1	\$ 73,476.54	\$ 73,476.54

ESTIMATED CONSTRUCTION COST \$ 1,543,007.29

CONTINGENCY - 15% \$ 231,451.09

TOTAL \$ 1,774,458.39

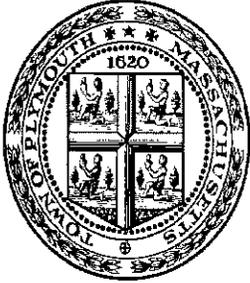
SAY \$ 1,770,000.00

Engineering Services During Construction \$ 46,800.00

Resident Inspection (assumes 6 months) \$ 122,000.00

TOTAL \$ 168,800.00

Total Construction & Engineering \$ 1,938,800.00



TOWN OF PLYMOUTH
ACCOUNTING & FINANCE DEPARTMENT
11 LINCOLN STREET, PLYMOUTH, MA 02360
PHONE (508) 747-1620 EXTENSIONS 177
FAX (508) 830-4133

TO: ADVISORY & FINANCE COMMITTEE
BOARD OF SELECTMEN

FROM: LYNNE A. BARRETT
DEPARTMENT OF FINANCE

SUBJECT: STM ARTICLE 7 – PAVEMENT MANAGEMENT PROGRAM DEBT
STABILIZATION FUND

DATE: FEBRUARY 10, 2017

Town's Pavement Management Program has been completed now for a few years and the Chapter 90 funds is nowhere enough to fund that program. Many people have wondered "Why don't we use the Motor Vehicle Excise Tax for Roads?"

I am recommending that we begin to fund a Pavement Management Program Debt Stabilization fund with excess Motor Vehicle Excise Taxes. On an annual basis we budget a certain amount of MVE for the normal operating budget and then at the end of the year we compare that to what we actually took in. The excess will flow to free cash. I propose that we begin by transferring the excess from 2016 of \$1,019,741 to this fund and annually we do the same; at the same time being a little bit more conservative on the estimates for the operating budget.

This fund would then be available to pay for the principal, interest and other borrowing costs associated with the Pavement Management program – Road Pavement Preservation projects submitted to capital; initially Article 10 of the Annual Town Meeting.

I am prepared to give you a presentation on this proposal at your next meeting.

If you have any questions please let me know and I appreciate your support.