



# **Town of Sudbury FY14 Level Staff MUNICIPAL BUDGET PROPOSAL**

Protecting Public Safety, Public Health, Public  
Assets and a Special Quality of Life

# Contents of budget presentation

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- Budget Goals
- FY14 Non-Override/Level Staff Budget Overview
- FY13 Critical Issues Status
- FY14 Critical Issues
- Questions

# Budget Goals: Sustainable and Resilient

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- Maintain an efficient workforce with supportive organizational structure, minimize legacy costs
- Continue protecting and investing in our physical assets
- Identify and link services as appropriate to program revenues vs. general revenues
- Continue using performance measurement and business process analysis to keep efficient in the face of increasing demands for information and services
- Continue the close cooperation and working relationship with school systems.

# Town Government Senior Staff

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Streamlined  
organization  
with Senior  
Staff  
Assisting with  
Overall  
Leadership  
and  
Management

- Assistant Town Manager/HR Director Bilodeau
- Police Chief Glavin
- Fire Chief Miles
- Fin Dir./Treasurer-Collector Terkelsen
- DPW Dir./Town Engineer Place
- Planning & Community Development Dir./Town Planner Kablack
- Facilities Director Kelly

# Town Government Department Heads

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Each have  
certifications,  
training,  
experience,  
responsibilities  
unique to their  
department

- ❑ Town Accountant Chisholm
- ❑ Town Clerk Harvell
- ❑ Conservation Coordinator Dineen
- ❑ Council on Aging Director Galloway
- ❑ Health Director Leupold
- ❑ Library Director Green
- ❑ Park & Rec Director McShea (shared with Wayland)
- ❑ Technology Director Thompson
- ❑ Veterans Agent - Vacant
- ❑ Interim Building Inspector Herweck
- ❑ Assistant Assessor/Acting Dept Head Gerry

# FY14 Level Staff & Non-Override Budgets Will Likely Be Same Total Amount

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*Definition: Level Staff/Roll-Up Budget – Same service level*

*Definition: Non-Override: 2.7% maximum growth over FY13*

In Budget Book, the FY14 Level Staff budget is 3.20% over FY13, or \$97,701 more than the 2.7% Non-Override Budget

In final budget request, total request will not exceed 2.7%.

Unknown factor: health insurance. If it grows less than 7.5%, six department budgets would be increased with the items added in the Level Staff budget. These increases will be prorated if necessary to keep at 2.7%

# FY14 Key Budget Items – Non Override Budget

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1. No staffing reductions – modest increase in hours for two PT positions: Veterans and COA
2. Step adjustments are provided – 36% on steps
3. COLA adjustment is 2.5% for groups in year two of their contract - 3% if in year one (two groups)
4. Health insurance is set at 7.5% increase since do not have other basis at this time
5. Retirement costs for Town and SPS are based on the assessment provided by the Middlesex Retirement Board

# FY14 Key Budget Items – Non Override Budget

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6. Continued budgeting for consultant/added requirements for anticipated demands of the EPA Stormwater permit regulations
7. Budgeting for Advanced Life Support (ALS) in the Fire Department but negotiations with firefighters union continues
8. Moving DPW leases back to DPW operating budget from Capital article (will come back to this)



# FY14 Priority Items In Level Staff

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- ❑ Police Depart: \$30,000 for overtime to cover more shifts
- ❑ Combined Dispatch: \$21,175 for hours for a part-time dispatch position – not a benefited position
- ❑ DPW/Streets & Roads: \$25,000 for drainage projects
- ❑ Combined Facilities: \$15,000 for clerical and building maintenance
- ❑ Fire Department: \$4,563 for various line items
- ❑ Health Department: \$2,080 various line items

# FY14 Non-Override Budget

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	FY13	FY14		
	Appropriated	No Override	Difference	Difference
General Government	2,475,679	2,549,815	74,136	3.0%
Public Safety	6,581,384	6,814,110	232,726	3.5%
Public Works	4,598,518	4,779,309	180,791	3.9%
Human Services	570,289	598,570	28,281	5.0%
Culture & Recreation	1,171,878	1,199,228	27,350	2.3%
Unclassified & Transfer Accounts	366,136	494,071	127,935	34.9%
Town Employee Benefits & Insuranc	4,495,370	4,380,561	(114,809)	-2.6%
Subtotal	20,259,254	20,815,664	556,410	2.7%
Town Offsets	(737,673)	(767,000)	(29,327)	4.0%
Total Town Services	19,521,581	20,048,664	527,083	2.7%
Increase over prior year		2.70%		

# Updated FY14 Non-Override Budget

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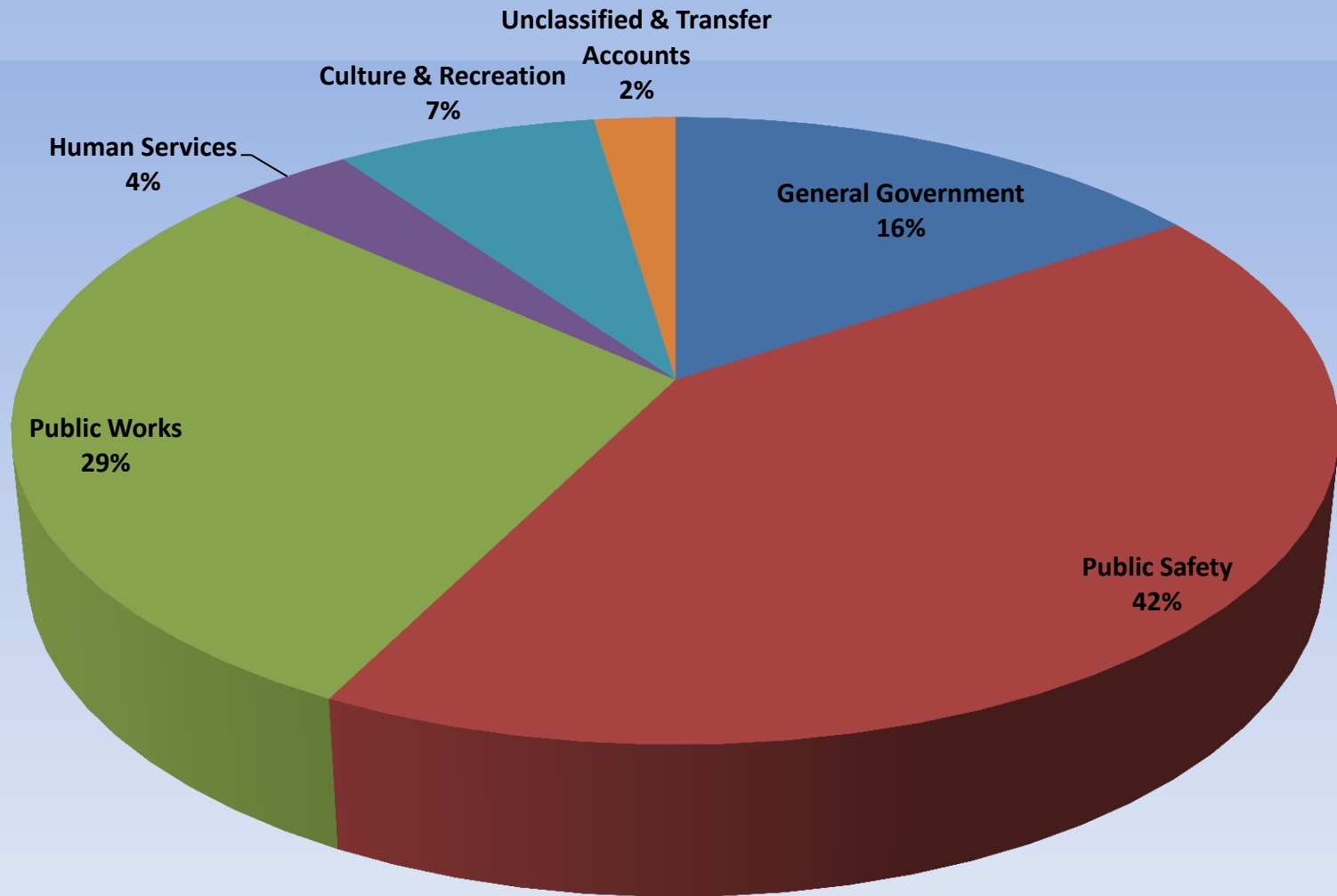
	<b>FY14 Prelim</b>	<b>FY14 Current</b>	<b>Difference</b>
<b>General Government</b>	<b>2,549,815</b>	<b>2,549,815</b>	<b>0</b>
<b>Public Safety</b>	<b>6,799,413</b>	<b>6,814,110</b>	<b>14,697</b>
<b>Public Works</b>	<b>4,779,309</b>	<b>4,779,309</b>	<b>0</b>
<b>Human Services</b>	<b>598,570</b>	<b>598,570</b>	<b>0</b>
<b>Culture &amp; Recreation</b>	<b>1,199,228</b>	<b>1,199,228</b>	<b>0</b>
<b>Unclassified &amp; Transfer Accounts</b>	<b>465,145</b>	<b>494,071</b>	<b>28,926</b>
<b>Town Employee Benefits &amp; Insuranc</b>	<b>4,424,184</b>	<b>4,380,561</b>	<b>(43,623)</b>
<b>Subtotal</b>	<b>20,815,664</b>	<b>20,815,664</b>	<b>0</b>
<b>Town Offsets</b>	<b>(767,000)</b>	<b>(767,000)</b>	<b>0</b>
<b>Total Town Services</b>	<b>20,048,664</b>	<b>20,048,664</b>	<b>0</b>

# FY14 Non-Override Budget

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	<b>FY13</b>	<b>FY14</b>		
	<b>Appropriated</b>	<b>No Override</b>	<b>Difference</b>	<b>ifference</b>
<b>Town Personal Service</b>	<b>11,077,192</b>	<b>11,382,731</b>	<b>305,539</b>	<b>2.8%</b>
<b>Town Benefits</b>	<b>4,495,370</b>	<b>4,380,561</b>	<b>(114,809)</b>	<b>-2.6%</b>
<b>Town Expenses</b>	<b>3,836,305</b>	<b>4,209,348</b>	<b>373,043</b>	<b>9.7%</b>
<b>Town Operating Capital</b>	<b>425,637</b>	<b>418,274</b>	<b>(7,363)</b>	<b>-1.7%</b>
<b>Town Snow &amp; Ice</b>	<b>424,750</b>	<b>424,750</b>	<b>0</b>	<b>0.0%</b>
<b>Town Offsets</b>	<b>(737,673)</b>	<b>(767,000)</b>	<b>(29,327)</b>	<b>4.0%</b>
	<b>19,521,581</b>	<b>20,048,664</b>	<b>527,083</b>	<b>2.7%</b>

# FY13 Budget for Town Services



# FTE Staffing

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<b>EMPLOYEE HEADCOUNT (Full Time Equivalents)</b>			
<b>Cost Center</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Public Safety	74.85	76.86	76.72
Public Works	30.03	30.03	30.30
General Government	29.82	30.16	30.20
Human Services	6.09	6.09	6.65
Culture & Recreation	16.11	15.97	16.08
<b>Total Town Operating</b>	<b>156.90</b>	<b>159.11</b>	<b>159.95</b>
	0.0%	1.4%	0.5%

# Recap of FY09-FY13

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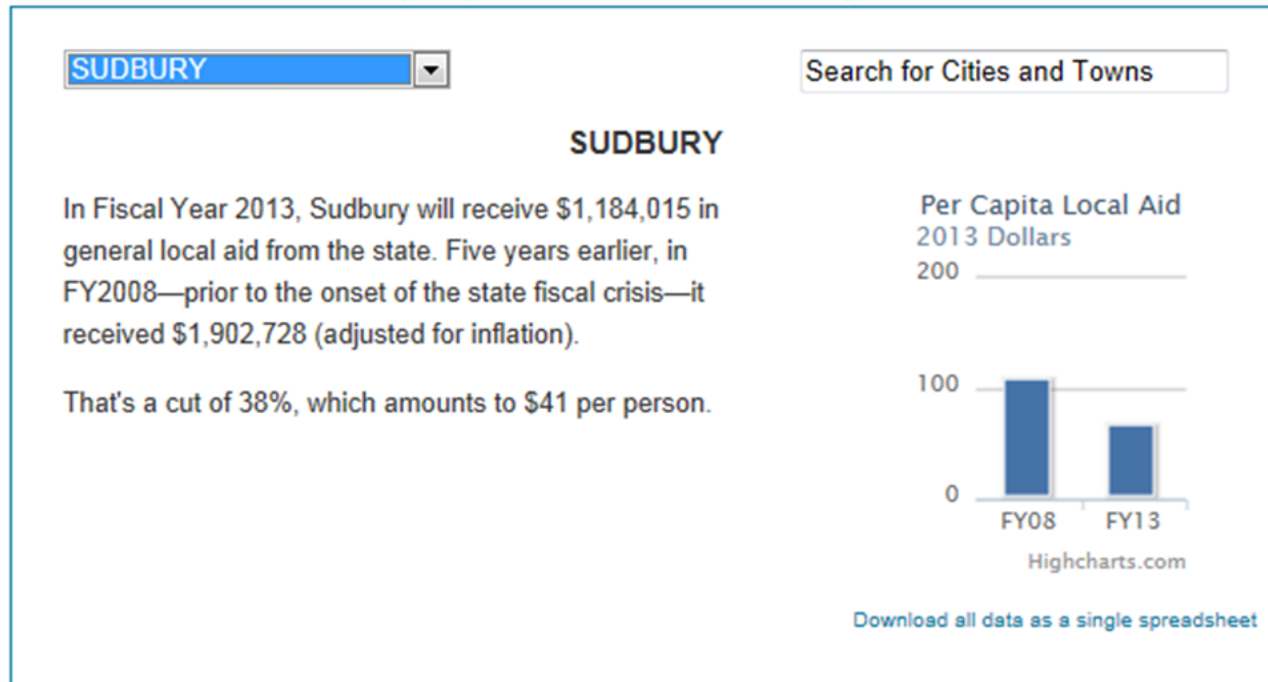
Deficits from Level Staff		
FY09	\$	(806,838)
FY10	\$	(471,614)
FY11	\$	(260,129)
FY12	\$	(222,944)
FY13	\$	(120,482)
FY14	\$	(97,701)
	\$	(1,979,708)

Staffing Changes (FTE's)	
FY09	(3.43)
FY10	(5.72)
FY11	(2.51)
FY12	-
FY13	2.21
FY14	0.84
	(8.61)

# Recap of FY08-FY13

16

*Note: This interactive tool has been updated to include funding information for FY 2013. As a result, numbers in the tool may differ from those in the rest of this report (which are based on FY 2012).*



Source: [www.massbudget.org](http://www.massbudget.org)



# FY13 Critical Issues to Emphasize

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Last year  
at this time

- ☐ Health Insurance Reform 
- ☐ Combined Dispatch/Emergency Medical Dispatch Requirements 
- ☐ Combined Facilities Department 
- ☐ Operating Capital – Police Vehicles 
- ☐ EPA/DEP MS4 Stormwater Permit
- ☐ DPW reductions in contracted services
- ☐ Reserve fund

# Health Insurance Reform Update

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- ❑ Employees transferred to the GIC for July 1, 2012
- ❑ Smooth first year, despite timing with Town Meeting
- ❑ A new tool (statute) was used rather than what was available before. Used MGL c. 32B, s 21-23 to make this change
- ❑ Combined with change in contribution rates negotiated four years ago, there has been significant savings.

# Health Insurance Reform Update

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- FinCom has consistently confirmed amounts not needed for health insurance will be included in Town and SPS budgets. This has been ongoing premise in budget development: look at final numbers which were presented at Town Meeting last several years.
- Now looking at 2<sup>nd</sup> year and GIC is in process of bidding out products – anticipate being advised of products and rates in March. Then we will hold open enrollment.
- Using 7.5% increase at this time.
- Don't see using the Health Insurance Reserve line in the FY14 budget. Don't have the same level of unknowns as last year.

# Goals achieved:

## Two New Departments in FY13

20

### Combined Facilities Department

- For FY14, shown in two locations:
  - Town part is now in DPW cluster
  - SPS part is in SPS budget
- On Town side, completely separated from the Building department
- Allows for clearer understanding of the costs of facility maintenance for Town buildings, separate from Building Inspector and separate from public safety

### Combined Public Safety Dispatch

- For FY14, shown in one budget
- Now providing Emergency Medical Dispatch per state regulations
- New equipment was needed anyway so timing worked out
- If new police station is approved, equipment and personnel will be moved to new station
- Better service now being provided with reliance on professional dispatchers, end to former “ring down” practice

# Combined Public Safety Dispatch

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# FY14 Critical Issues to Emphasize

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## Priority Issues for FY14

- ❑ EPA/DEP MS4 stormwater permit (continued)
- ❑ DPW expense budget lines (continued)
- ❑ Operating capital/DPW truck leases
- ❑ Police department OT line
- ❑ Fully staffed dispatch operation
- ❑ Funding for building maintenance
- ❑ Always more – these are the priorities

# Phase II Stormwater Permit

## - What is an MS4?

23

An MS4 is a conveyance or system of conveyances that is:

- Owned by a state, city, town, village or other public entity that discharges to waters of the U.S.
- Designed or used to collect or convey stormwater (including drains, pipes, ditches, etc.
- Not a combined sewer; and
- Not part of a publicly owned treatment works (sewage treatment plant).

# Stormwater permit compliance

24

Excerpted  
from  
presentation  
of Worcester  
Commissioner  
of Public  
Works and  
Parks to MMA

January 20,  
2012

## Down the Drain: Dealing with New Stormwater Permits “A Municipal Perspective”



Presented at MMA Annual Meeting  
January 20, 2012  
Robert L. Moylan, Jr., P.E.  
Commissioner of Public Works & Parks  
Worcester MA



# Stormwater permit compliance

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Excerpted  
from  
presentation  
of Worcester  
Commissioner  
of Public  
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Parks to MMA

January 20,  
2012

## Burdensome and Inflexible Environmental Regulations

- Permits often lack scientific basis
- Cost/Benefit not a criterion
- Sustainability not a criterion
- Compartmentalized approach to permit conditions is norm
- Local priorities and needs superseded
- Costs and community affordability not considered
- Permits re-issued every 5 years...no time to finance costly projects
- EPA is quick to assess penalties and litigate
- Rigged appeal process



# Stormwater permit compliance

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Excerpted  
from  
presentation  
of Worcester  
Commissioner  
of Public  
Works and  
Parks to MMA

January 20,  
2012

## EPA's New Approach to Stormwater Permits

- MEP (Maximum Extent Practicable) is no longer the standard
  - Numeric limits can now be enforced
  - End-of-pipe treatment will be required
- Cost of compliance is high
  - \$20,000 to \$150,000 per impervious acre
- Statewide = \$21 Billion

*Does anyone in MA think that we have a \$21B stormwater problem?*



# Stormwater permit compliance

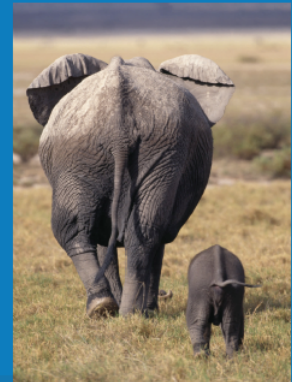
27

Excerpted  
from  
presentation  
of Worcester  
Commissioner  
of Public  
Works and  
Parks to MMA

January 20,  
2012

## No Grant Funding

- Federal Government has taken a walk – abdicated their responsibility
- State Government is not far behind
- Local Governments are limited to rate payers to finance improvements
- SRF Program is inadequate by itself...the opportunity to borrow \$200 million at 2% interest for 20 years is no opportunity at all



# Stormwater Regulations were delayed

28

Final Permit  
now  
expected  
February or  
March 2013

- ❑ Huge amount of controversy
- ❑ Could be issued the end of this month or next month
- ❑ Town staff have been following
- ❑ Still not clear, but more draft information
- ❑ Based on this early information, believe the following will be in the final permit

# Stormwater Permit Draft Regulations

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Final Permit  
now  
expected  
early 2013

1<sup>st</sup> Year  
Requirements

- ❑ Develop a stormwater management plan which includes six minimum control measures
- ❑ Implement a stormwater management program using appropriate stormwater management controls, or best management practices (BMPs)
- ❑ Develop measureable goals for the program
- ❑ Evaluate the effectiveness of the program.

# Six Minimum Control Measures

30

Hope there is  
reduction of  
onerous  
requirements  
in year one  
of the Permit

- ❑ Public Education & Outreach
- ❑ Public Participation/Involvement
- ❑ Illicit Discharge Detection & Elimination
- ❑ Construction Site Runoff Control
- ❑ Post-construction Runoff Control
- ❑ Pollution Prevention/Good Housekeeping

# Actions Thus Far

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Might have  
90 days to  
comply with  
development  
of plan

- ❑ FY13 - \$50,000 for a consultant to assist in development of stormwater plan
- ❑ FY14 - \$50,000 for additional work. Could include balance of plan development, testing for illicit discharge for the culverts or any other compliance aspect
- ❑ Not sure if will be enough.

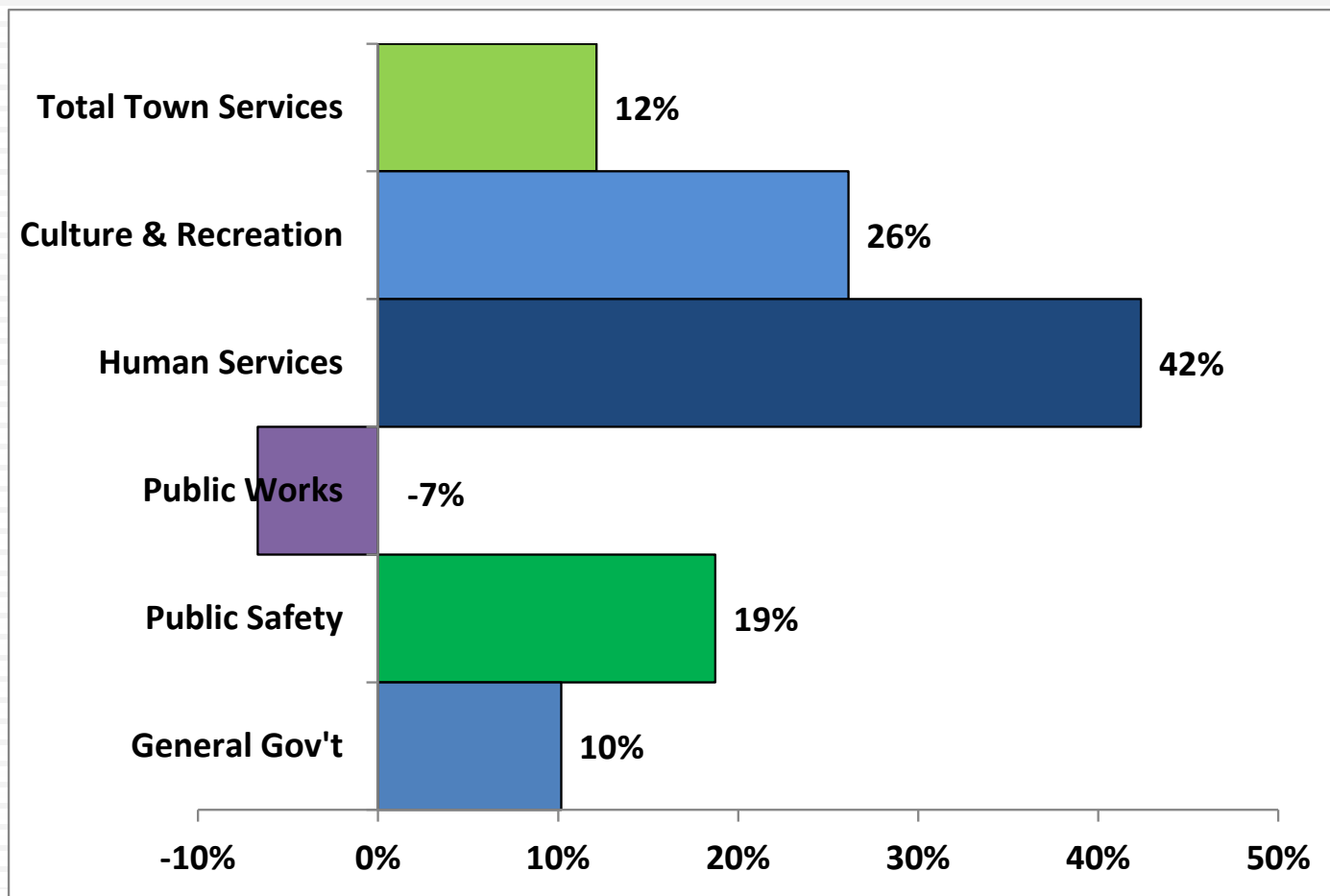
# DPW Expense Budget Lines

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- ❑ Tree removal – Need to be allocating at least \$75,000 annually. \$62,460 for FY14
- ❑ Parks and Grounds Maintenance – Need to be allocating at least \$60,000 for this annually. \$45,500 in FY14 budget
- ❑ Vehicle Maintenance – Need \$215,000 for this annually. \$213,500 for FY14
- ❑ Roadwork – Should have at least \$700,000 for this. FY14 is \$610,000 (or \$635,000).
- ❑ Should have a budget for “back planting” trees
- ❑ Bad News: still dealing with backlog of trees, culverts, grounds maintenance items and more



# REAL GROWTH\* IN TOWN SERVICES SPENDING, FY1987-FY2012



\*Uses Implicit Price Deflator (CY2005 = 100)

# Reserve Fund

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- ❑ Sufficient funds always needed for the unexpected
  - ❑ Legal/litigation – been fortunate for several years
  - ❑ Equipment failures
  - ❑ Facility emergencies
  - ❑ Veteran's Services – can't predict
  - ❑ Snow and Ice Deficits
  - ❑ Storms – Hurricanes and October blizzards of recent years
  - ❑ Elections and special town meetings

# DPW Vehicle Lease Discussion



# DPW Vehicle Leases

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- Intend to move truck leases back to DPW operating budget, CIPC has agreed to this
- History: CIPC had asked to move lease \$ from DPW to capital article several years ago. Reasons:
  - Felt it added to understanding of overall capital spending to have in one article
  - Felt it would increase the base for annual capital budget
  - Hoped it would prevent the DPW from having to shift operating expense lines to supplement the leases

# Consequences

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- Has not helped the Capital budget grow in any significant way
- Has started competition between capital improvements (those adding value to buildings or infrastructure) and capital expense such as truck/vehicle replacement
- Made the capital budget seem larger, but really it is not because leases take up so much of the capital budget now and for future years.
- Money came out of the DPW budget for years 2 + for the leases before FY10.

# Consequences

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- Adds a disconnect between employees who need tools to work and the budget that supports those employees.
- Trucks are expensive items but they are the same to DPW employees as a computer is to a office worker, a gun to a police officer, a hose to a firefighter, a phone to a dispatcher, or a power point projector to a Town Manager. These are operational tools to do their jobs.
- Takes choices away from DPW Director and Town Manager on balancing personnel/equipment plans

# Issues

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- Transparency: Town's operating capital is transparent – there is a line item in the DPW budget and in Town budget summary.
  - Could argue by lumping leases with other capital, blurs how much is really available for capital projects
  - A great deal of capital NOT in the article – Examples: Enterprise funds, Community Preservation, equipment purchases by schools, grant funded projects, purchase from receipts for appropriation (ambulance)
- Process versus Funding Source: Large purchases will still be reviewed by the capital committee – not avoiding review for projects and new vehicles which meet threshold

# Future

40

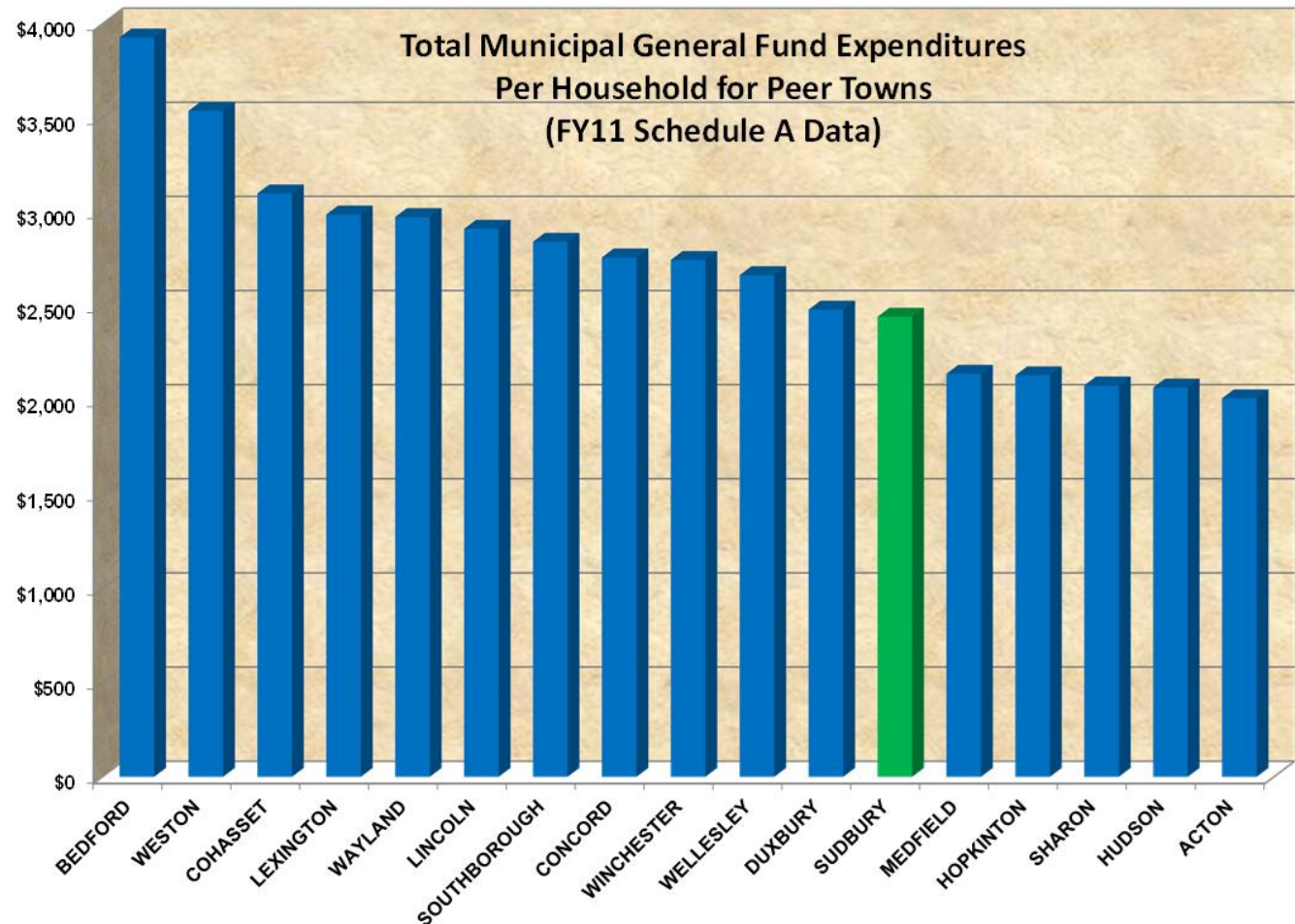
- Strategic Financial Planning effort is underway
  - Selectmen instructed a staff committee to include looking at how to fund capital in a report with options being developed
  - This will include recommendations for increasing capital funding overall and best ways to pay for DPW trucks instead of using leases. Like to see leases go away in the future
  - Meanwhile, Town Manager and DPW Director need to be able to look at overall departmental needs as a whole, and with predictability for recurring operating capital (regular replacement of equipment).



# Relative to Peer Communities

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Below  
Average  
Per  
Household  
for our  
Peer Towns



# Residents without children

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For residents who do not have children in the schools,  
(and we want to retain and attract them) this is where  
they get value for taxes –

- ▣ Public Safety
- ▣ Public Works
- ▣ Goodnow Library
- ▣ Council on Aging
- ▣ Walkways/Conservation land
- ▣ Atkinson Pool

# Residents with school children

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For those residents with children, they get these same values plus more

- ▣ Library – known for our children's services and programs
- ▣ Recreation – Summer Camp, Youth Coordinator, Teen Center, fields and programming
- ▣ Truck Day
- ▣ Parades

# Support to other areas of Town

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- New senior tax exemption program
- Golden Goose – the Assessors, Tax Collectors and Treasurer's office and Local Receipts
- Town Clerk's office for elections
- Town Manager's office for Town Meeting
- Public Buildings where meetings are held (utilities and cleaning costs)
- Committees – over 30 of them, most needing Staff Assistance
  - Community Development Director example
    - Planning Board, Zoning Board of Appeals, Town Center committee, Sewer Technical Advisory, Historical Commission, Community Preservation Committee, Design Review Committee, Land Acquisition, Traffic Safety Committee, Board of Selectmen for Site Plan Review

# Deadlines, Penalties, Consequences

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There are penalties and consequences for NOT meeting mandates and deadlines

- ▣ DEP and EPA – Stormwater compliance and costs
- ▣ ConCom hearings – 21 days from filing
- ▣ Planning Board – subdivisions, special permits
- ▣ Board of Appeals – variances, comprehensive permits
- ▣ Board of Health – inspections
- ▣ Building Inspector – inspections
- ▣ Tax bills handling – timeliness affects revenue

# Future Planning

46

For the future – nearly all recommendations for future sustainability are handled or addressed through Town staff/government

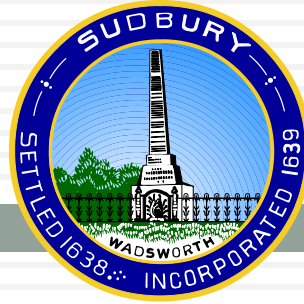
- ▣ Senior Tax Exemption Programs
- ▣ Wastewater for commercial area
- ▣ Zoning for sustainable uses and enhanced tax revenue
- ▣ CPA and land preservation
- ▣ Solar panels on closed landfill

## **Town Services are Critical for Protecting Public Safety, Public Health, Public Assets and a Special Quality of Life**

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These are huge expectations that we deal with every day. Town employees serve with dedication, integrity, courage and compassion every day.

We appreciate the support of the residents and their partnership with us in protecting and maintaining high quality municipal services here in Sudbury.



# THANK YOU DISCUSSION AND QUESTIONS

Protecting Public Safety, Public Health, Public  
Assets and a Special Quality of Life