



*Town Moderator, Allen M. Bornheimer, has presided over  
Duxbury's Annual Town Meeting since 1982.*

*Photo courtesy of The Duxbury Clipper.*

# Town Manager FY11 Budget Presentation Annual Town Meeting March 13, 2010

# Overview 2011

- **Fiscal 2011 Budget \$54,020,952**  
**↑ 1.32% Increase**
- **Duxbury's Recurring Revenue**  
**CAN SUSTAIN budget growth.**

**"Change is not always comfortable or convenient.  
But it is what we hoped for, what we have worked for,  
what you voted for – and what you shall have."**

**Governor Deval Patrick  
Inaugural Address, January 4, 2007**

## **Responsible Budgeting**



**Positioning MA for fast recovery  
from an unprecedented recession**

# Current Economic Climate

- Reduced State Aid
- Diminished Local Receipts
- Decreased New Growth

## State set to recover sooner than US

Job losses slowing, housing on rebound

By [Robert Gavin](#)

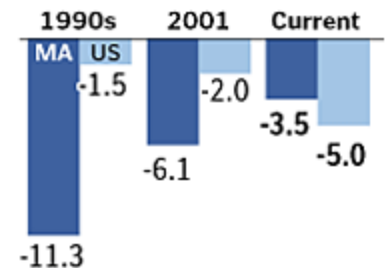
Globe Staff / September 27, 2009

[boston.com](#)

### JOB LOSS

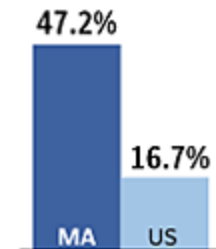
Massachusetts had steeper job losses than the nation in previous recessions, but fewer in this recession.

*Percent change in employment:*



### HOME SALES

The state has seen a bigger surge in home sales since January.



SOURCES: US Labor Dept.;  
realtors associations

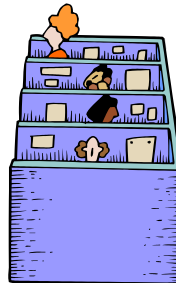
GLOBE STAFF

[boston.com](#)

# Continuing Concerns



- Staffing Levels
- Public Safety
- Education
- Infrastructure
- Health Care
- Utilities



How do we provide the same services to the community at the same level of quality they have come to expect? How can we provide these services more efficiently?



## Consolidation of Duplicated Efforts by Multiple Departments

1. Maintenance of Vehicles, Buildings & Grounds
2. Custodial Services
3. Attrition



# STANDARD &POOR'S

- AAA Rating Reconfirmed
  - 1 of ONLY 21 Communities in MA
    - Top 5% of Cities, Towns & Gov't Entities in MA
- Certificate of Achievement in Financial Reporting in MA
  - Awarded to ONLY 2% of MA Communities

# Revenues



# Sources of Revenue

## 1. Property Tax

↓ Property Values Down 6.5%

## 2. Local/State Aid

↓ Projected State Aid Down Over 10%

## 3. Local Receipts

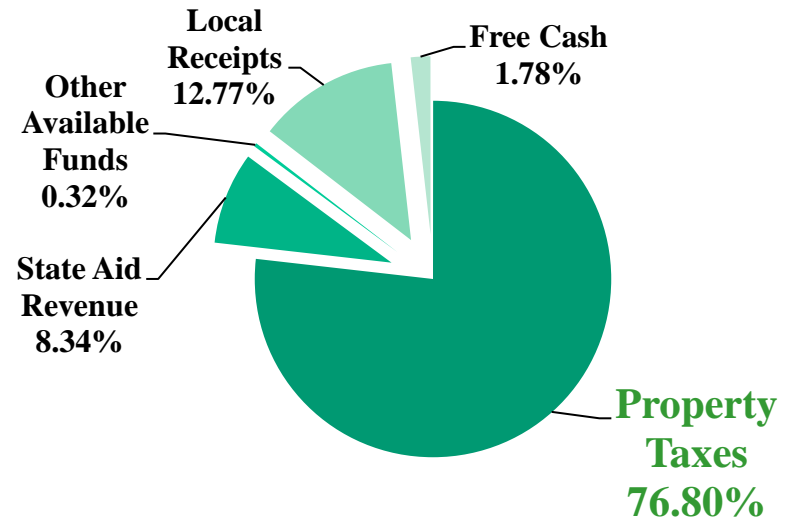
↓ Projected Licensing/Permitting Down 10%

# Live Within Revenue Stream



Do Not Subsidize Operation with Free Cash

# Property Taxes



## 1. Tax Base

- AKA Prior Years' Levy Limit

## 2. Prop 2 1/2%

- Allowable Automatic Increase Over Last Year

## 3. New Growth

- Increase Levy Limit to Reflect Renovation/Construction

↓ FY10 Down More Than 1/3

## 4. Capital/Debt Exclusion

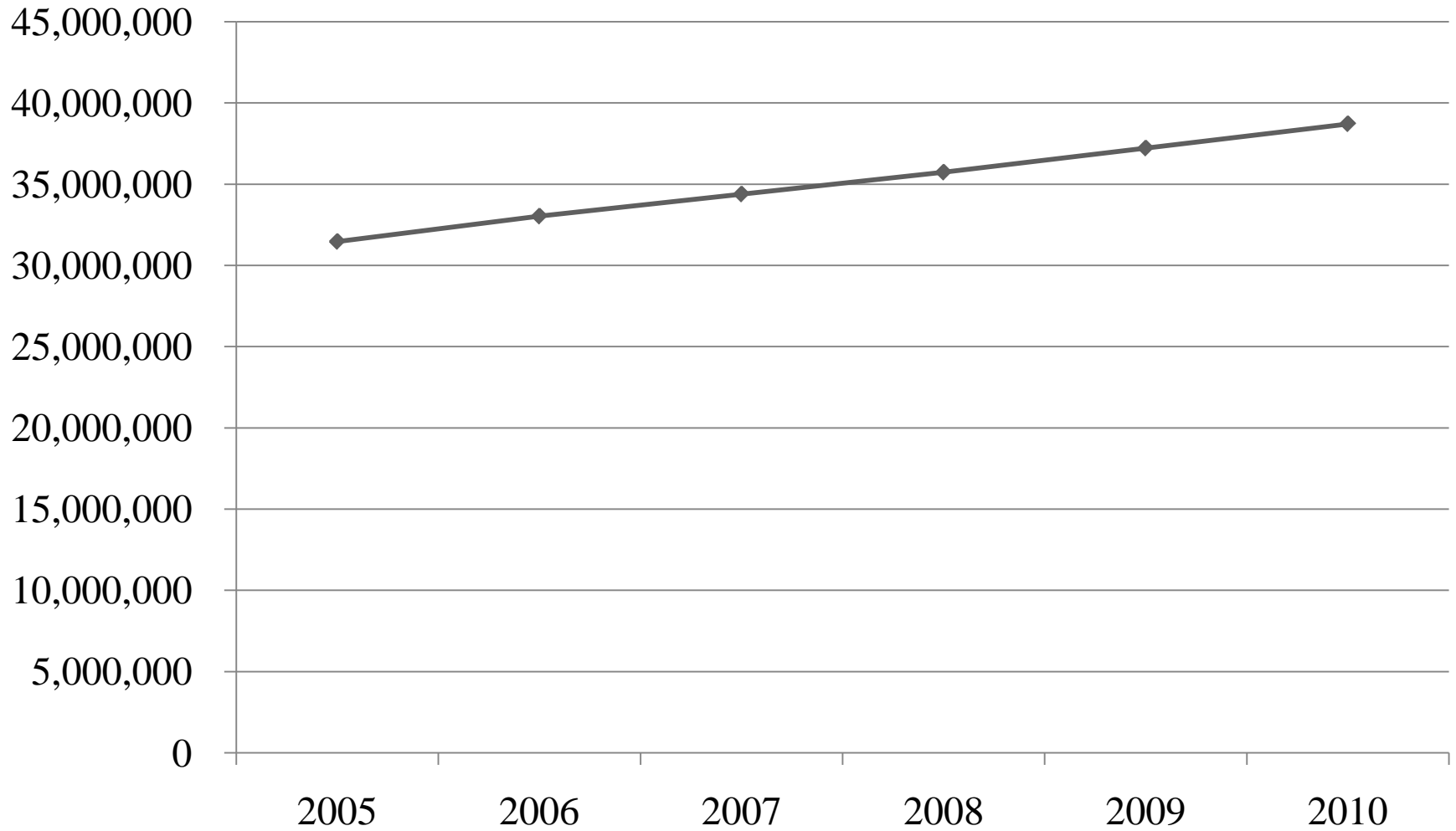
- Temporary Additional Taxing Capacity

↑ Slightly More Than 4% over FY10

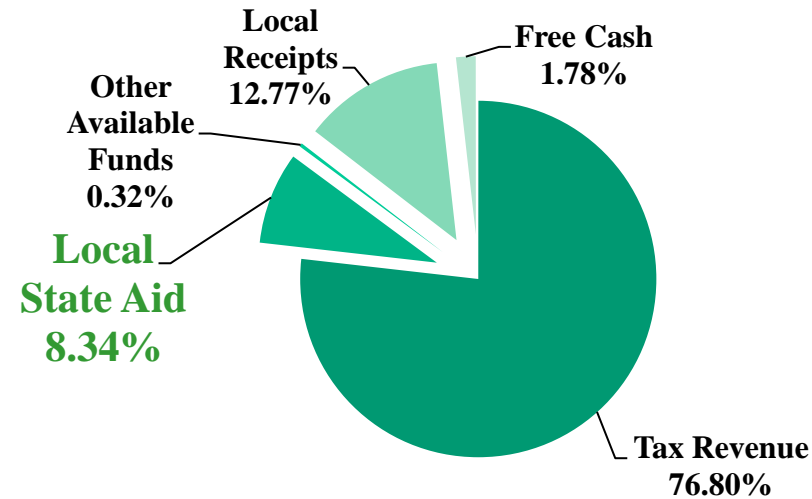
# Tax Revenue Comparison

	Fiscal Year 2010	Fiscal Year 2011	% Change
<b>Tax Levy</b>	<b>38,708,149</b>	<b>40,050,300</b>	<b>3.47%</b>
<b>2.5 % Increase</b>	<b>967,704</b>	<b>1,001,257</b>	<b>3.47%</b>
<b>New Growth</b>	<b>374,447</b>	<b>332,120</b>	<b>(11.30%)</b>
<b>Debt Exclusion</b>	<b>1,322,230</b>	<b>1,686,970</b>	<b>27.59%</b>
<b>Reserve for Unused Levy Capacity</b>	<b>(10,000)</b>	<b>0</b>	<b>(100.00%)</b>
<b>Total Tax Revenue</b>	<b>41,362,068</b>	<b>43,070,647</b>	<b>4.13%</b>

## Tax Levy Fiscal 2005 Through Fiscal 2010



# Local/State Aid



↓ FY 09 Cuts \$564,072

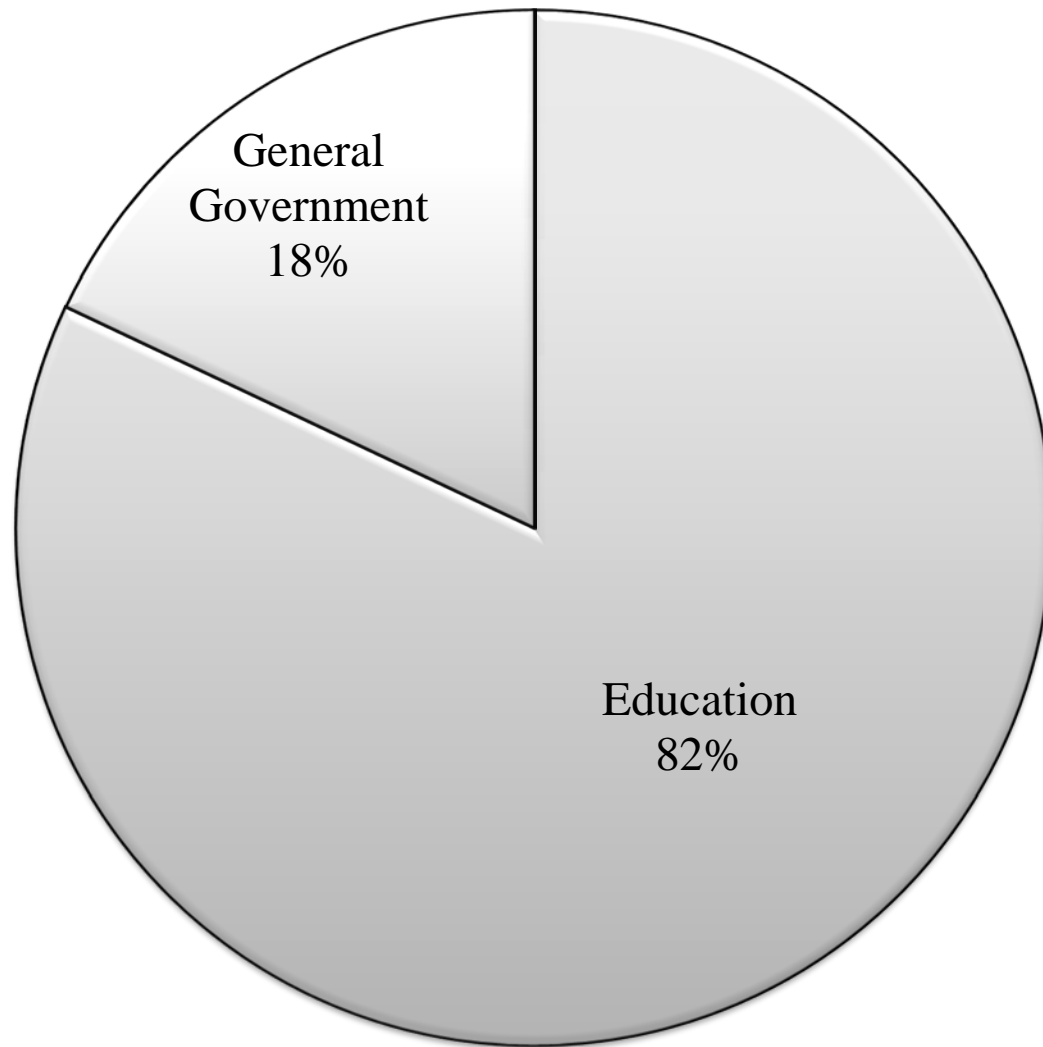
Chapter 70 Replaced by Federal  
Stimulus – One Time Funding Source

↓ FY10 Reductions \$33,000

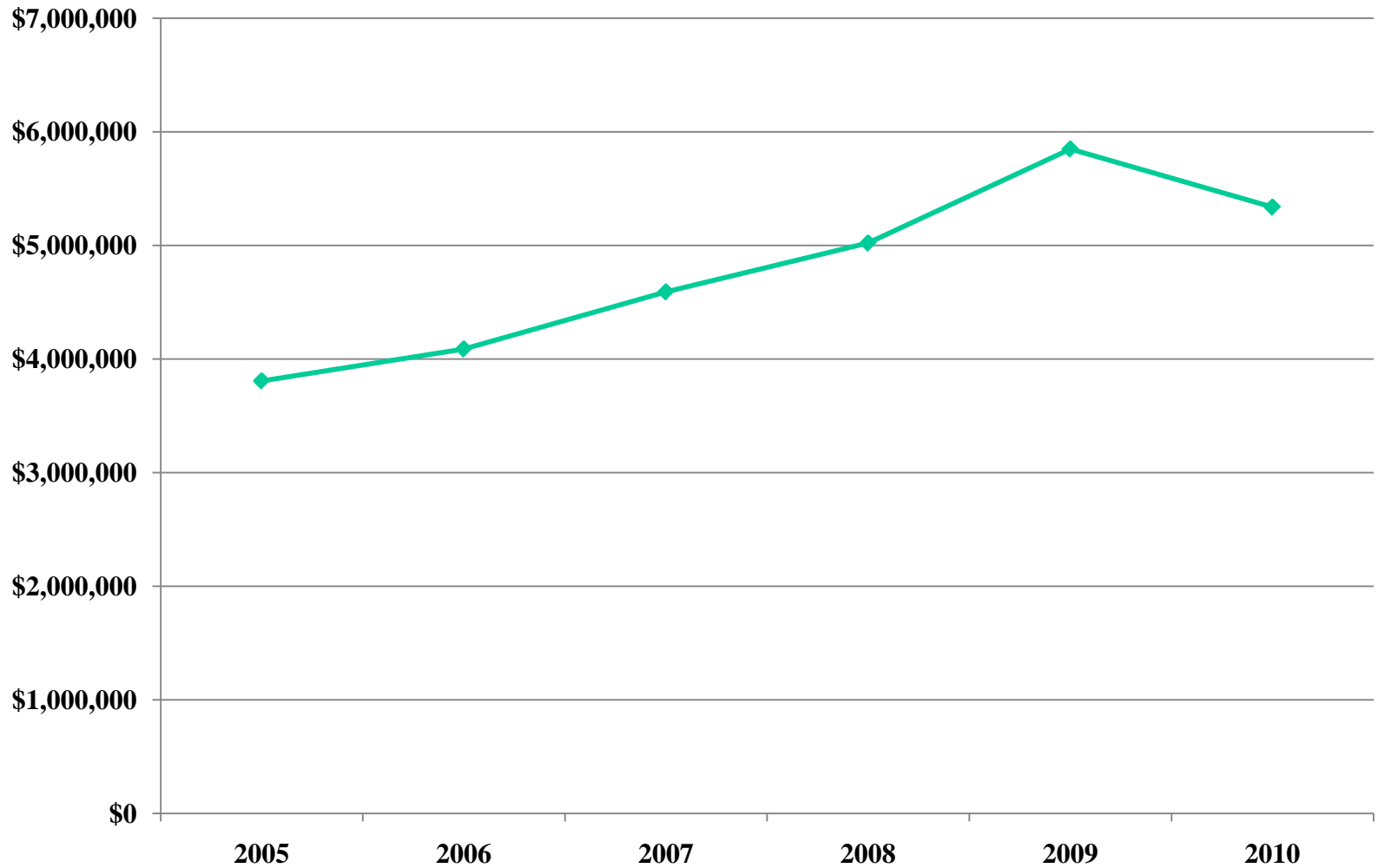
↓ FY11 Projected Cuts \$685,000

↓ Includes 10% Cut in Chapter 70,  
Lottery Aid

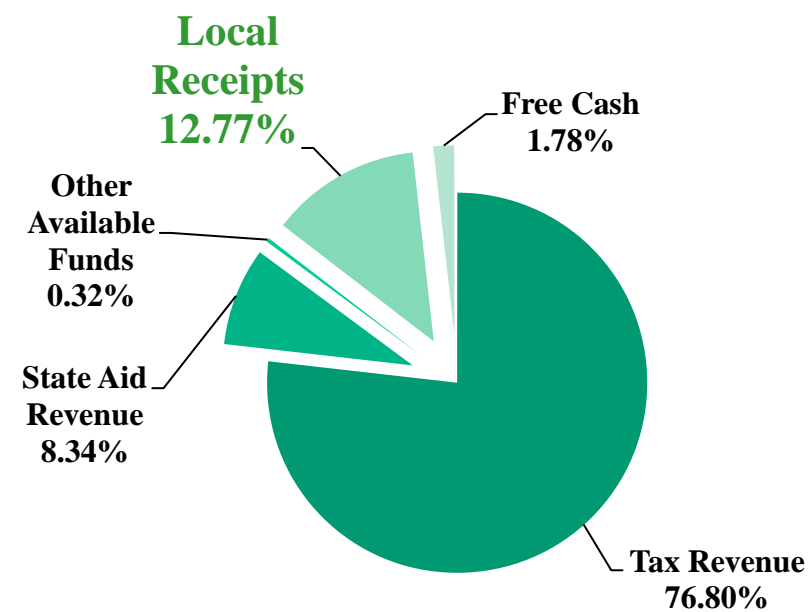
## Town of Duxbury FY11 State Aid Cherry Sheet (Est.)



## State Aid Revenue Fiscal 2005 Through Fiscal 2010

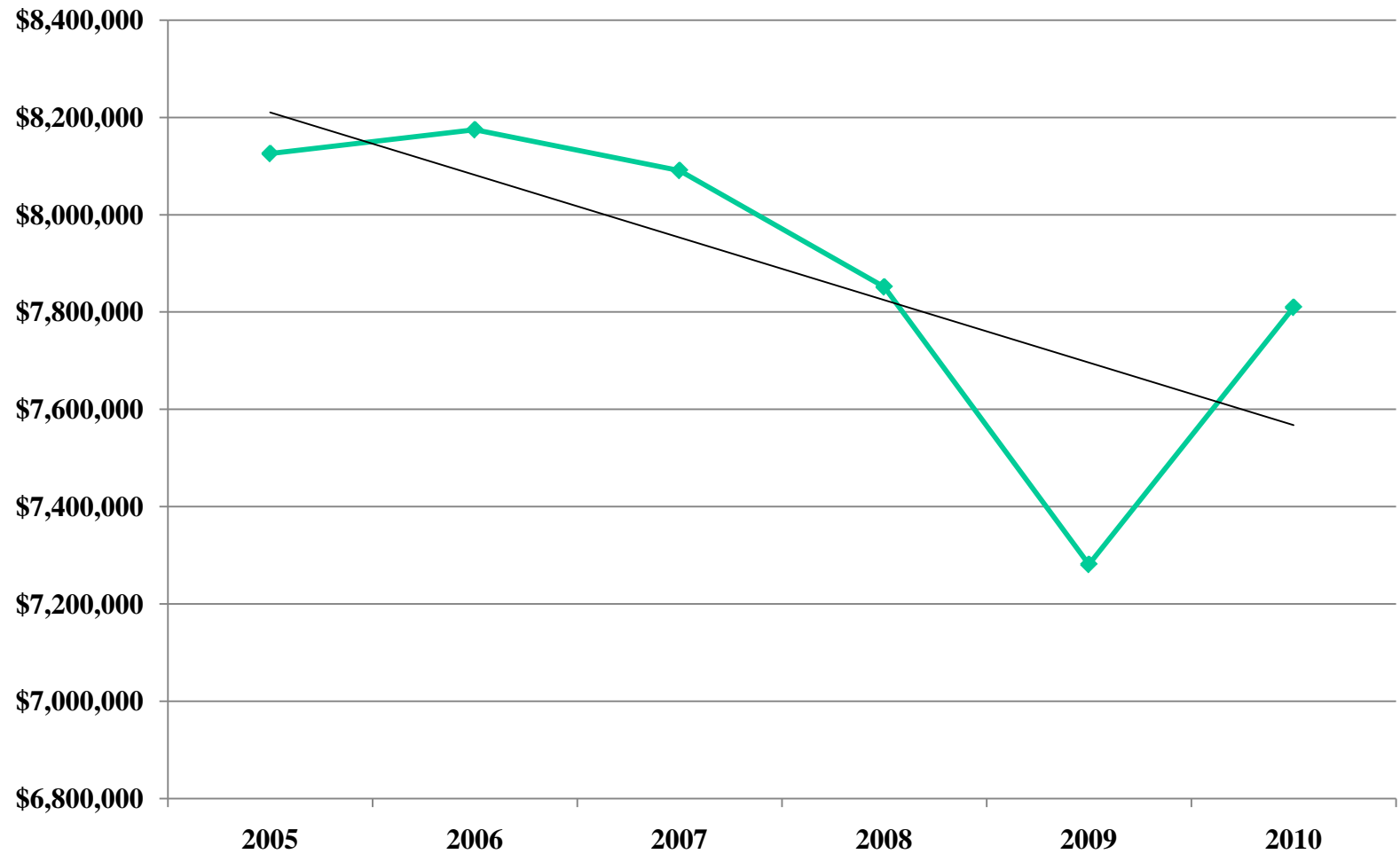


# Local Receipts

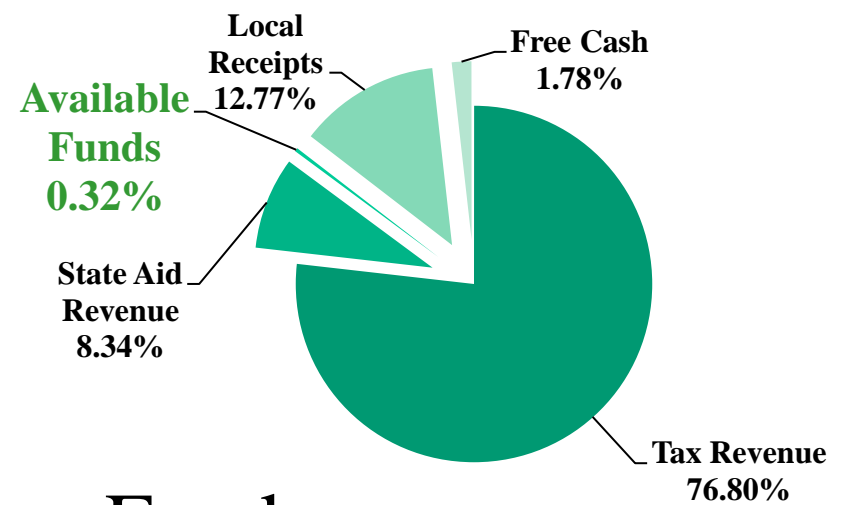


- ↓ Projected Down 8.5%
- ↓ Motor Vehicle Excise Projected Down 5%
- ↓ Licenses/Permits Projected Down 9%
- Plymouth Crematory Opening
- ↑ Ambulance Receipts

# Local Receipts Fiscal 2005 Through Fiscal 2010 with Trendline

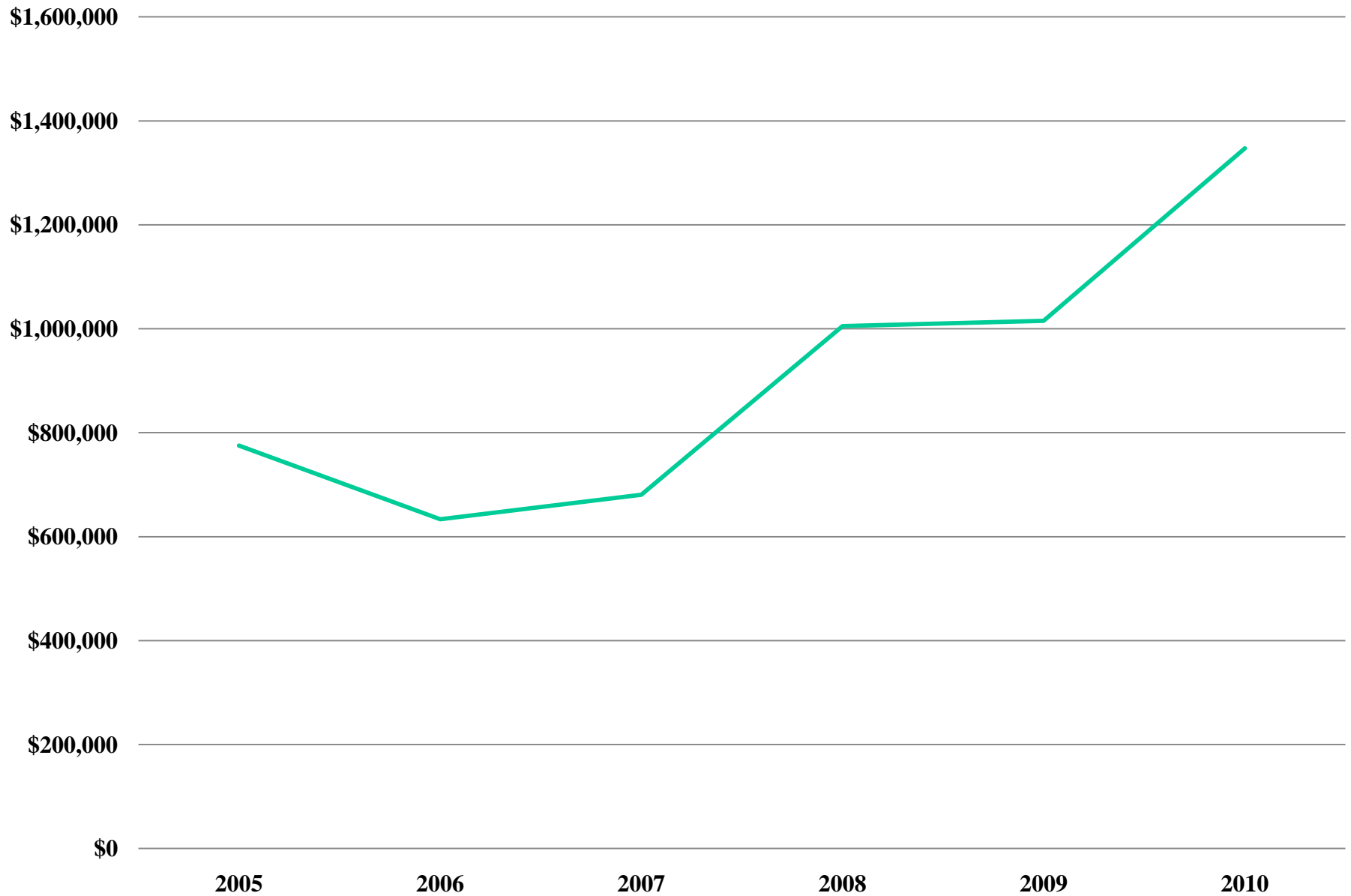


# Available Funds

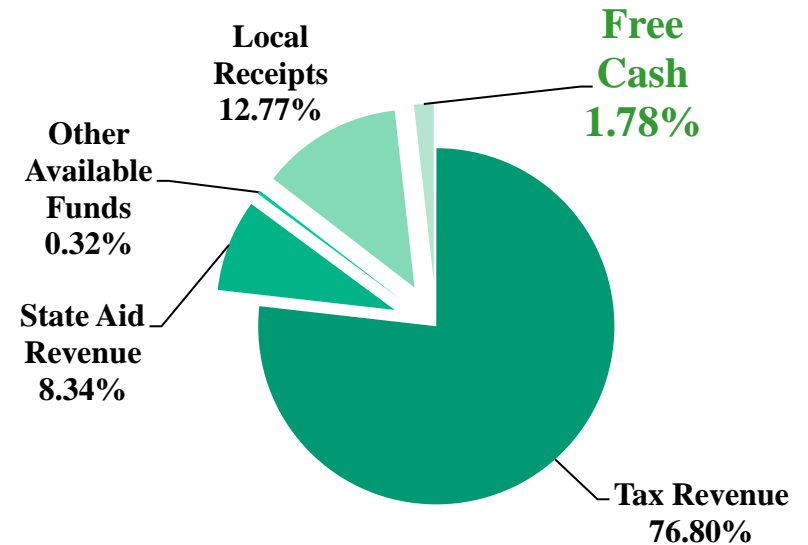


- ➔ Cemetery Perpetual Care Funds
  - ➔ \$30,000 to Offset Cemetery Expenses
- ➔ Pension Reserve Fund
  - ➔ Plymouth County Retirement System Assessment
- ➔ Maintaining Reserves While Adding to Stabilization

# Stabilization History

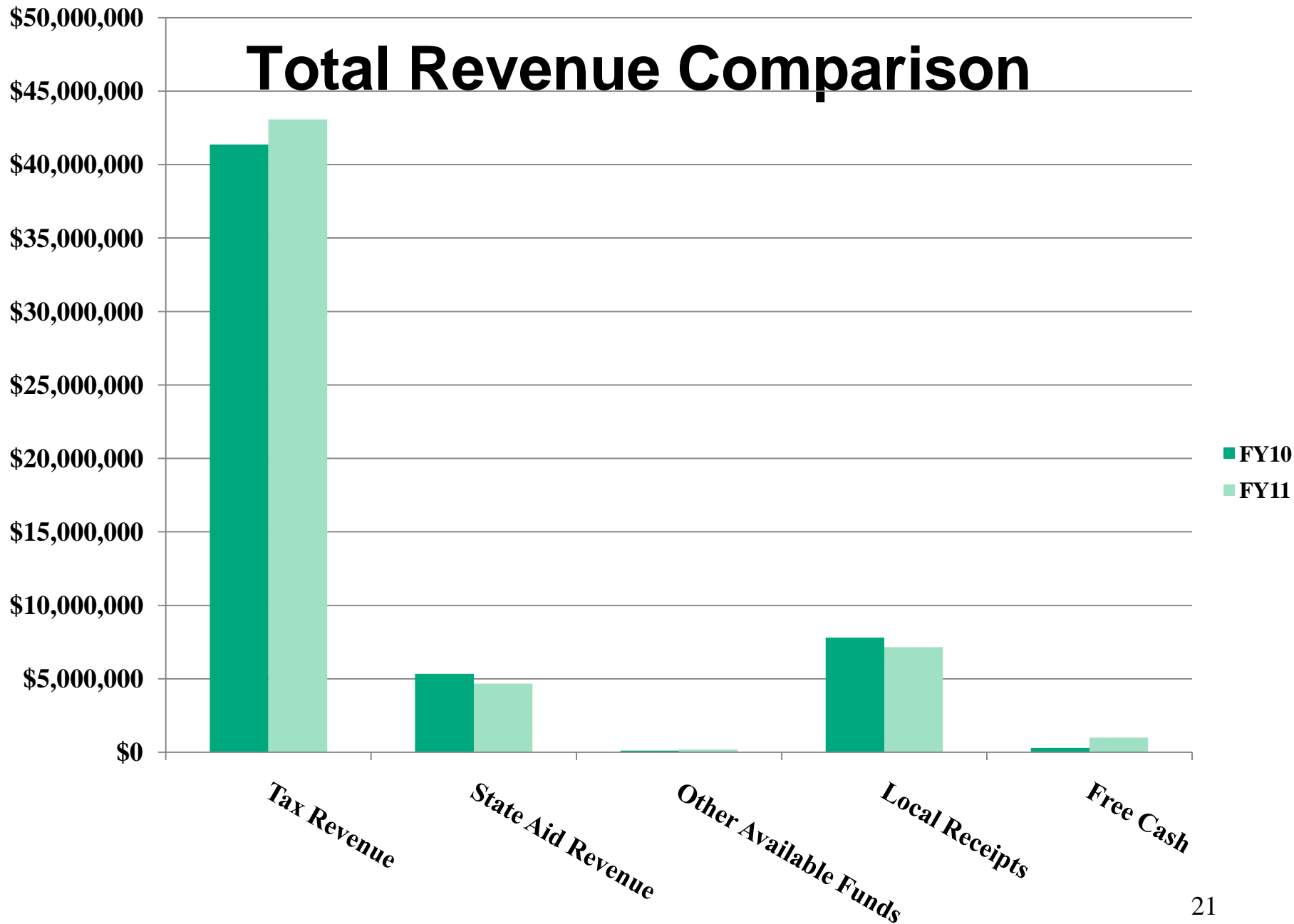


# Free Cash

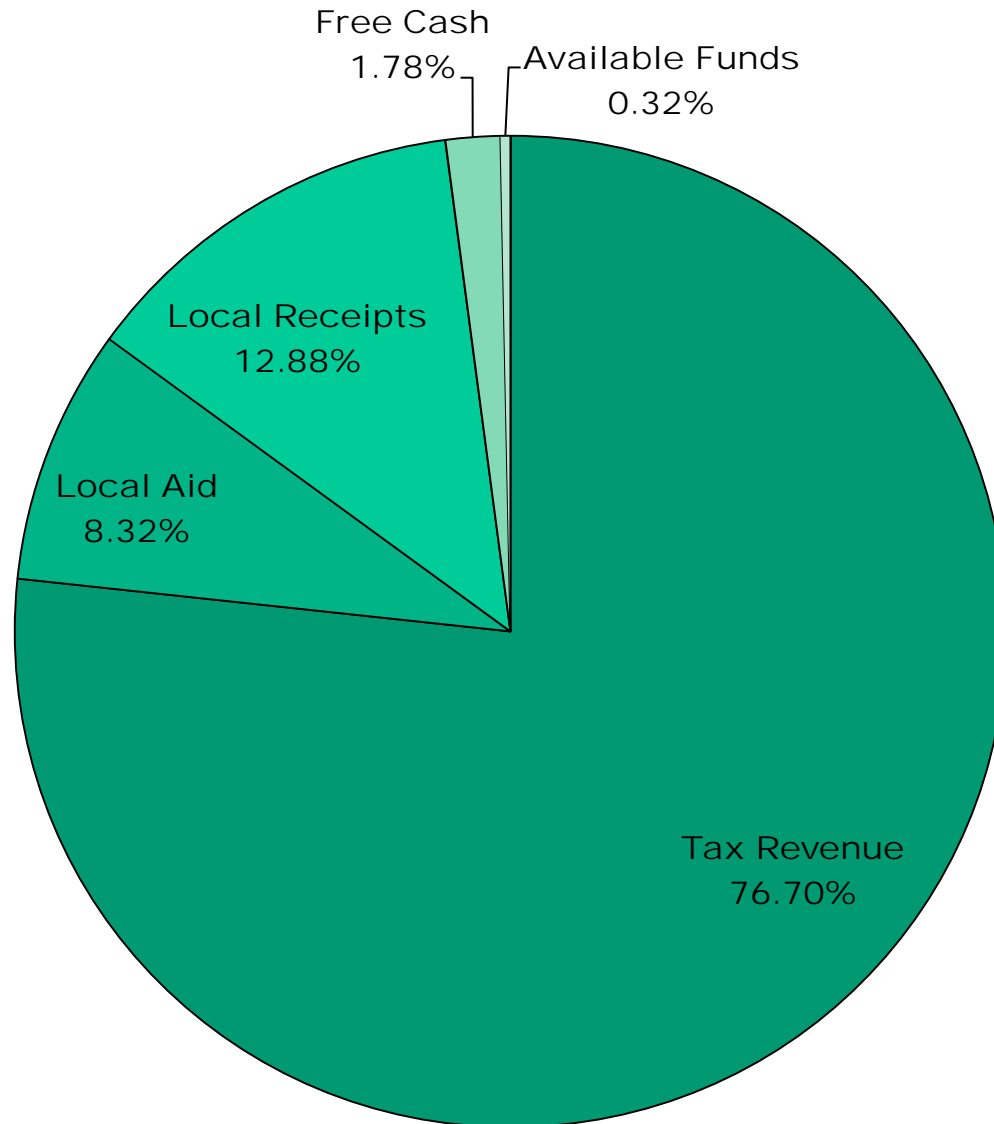


- ➔ Free Cash Will NOT Be Used to Balance the Budget
- ➔ Free Cash Will Fund the Capital Plan

# Total Revenue Comparison



# FY11 Revenue Allocation





# Expenses

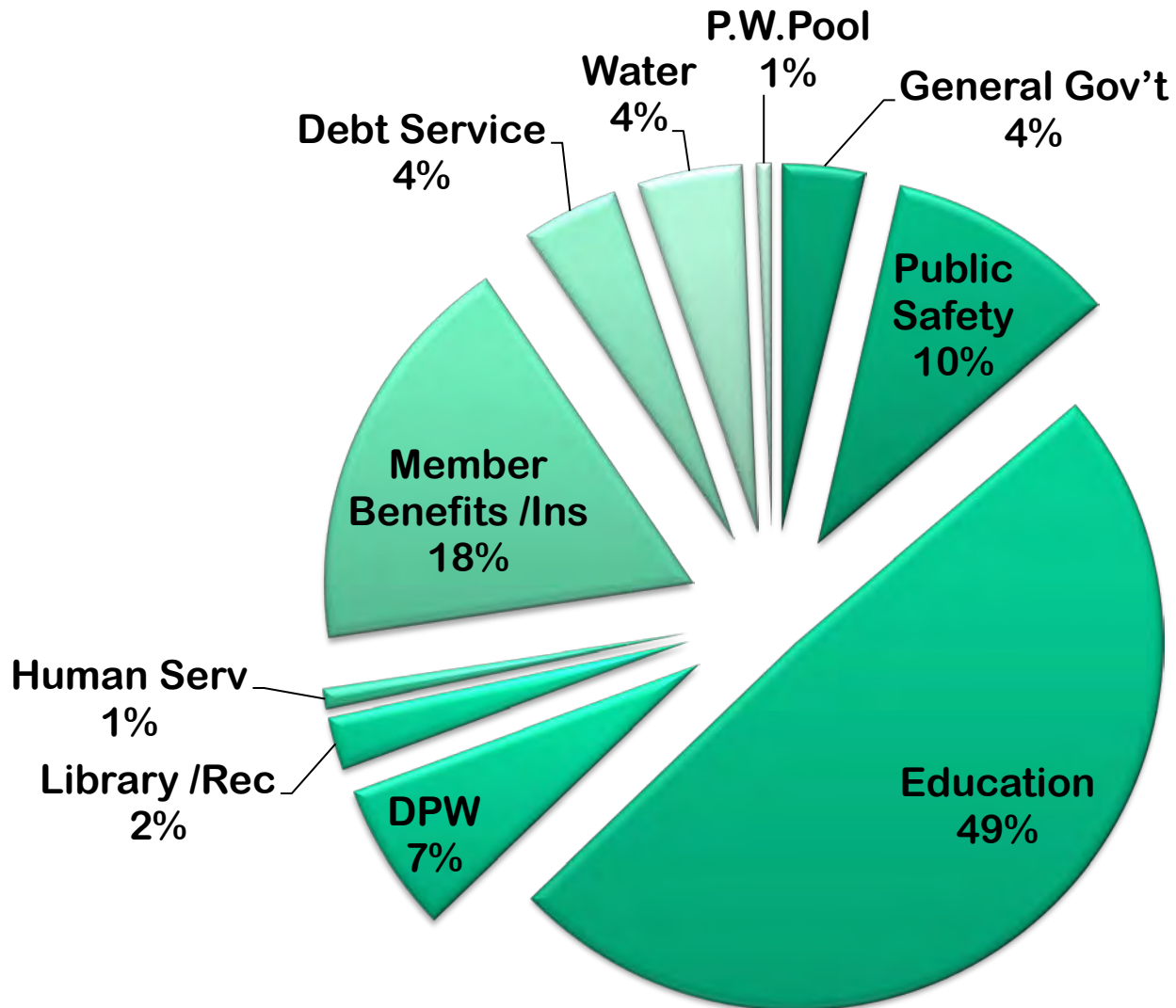
	Year Ended	Checks	
<u>PAYROLL</u>	06/30/09		<u>Issued</u>
Town Departments	\$11,495,009		7,443
School	\$24,184,707		15,430
<b>TOTAL</b>	<b>\$35,679,716</b>		<b>22,873</b>



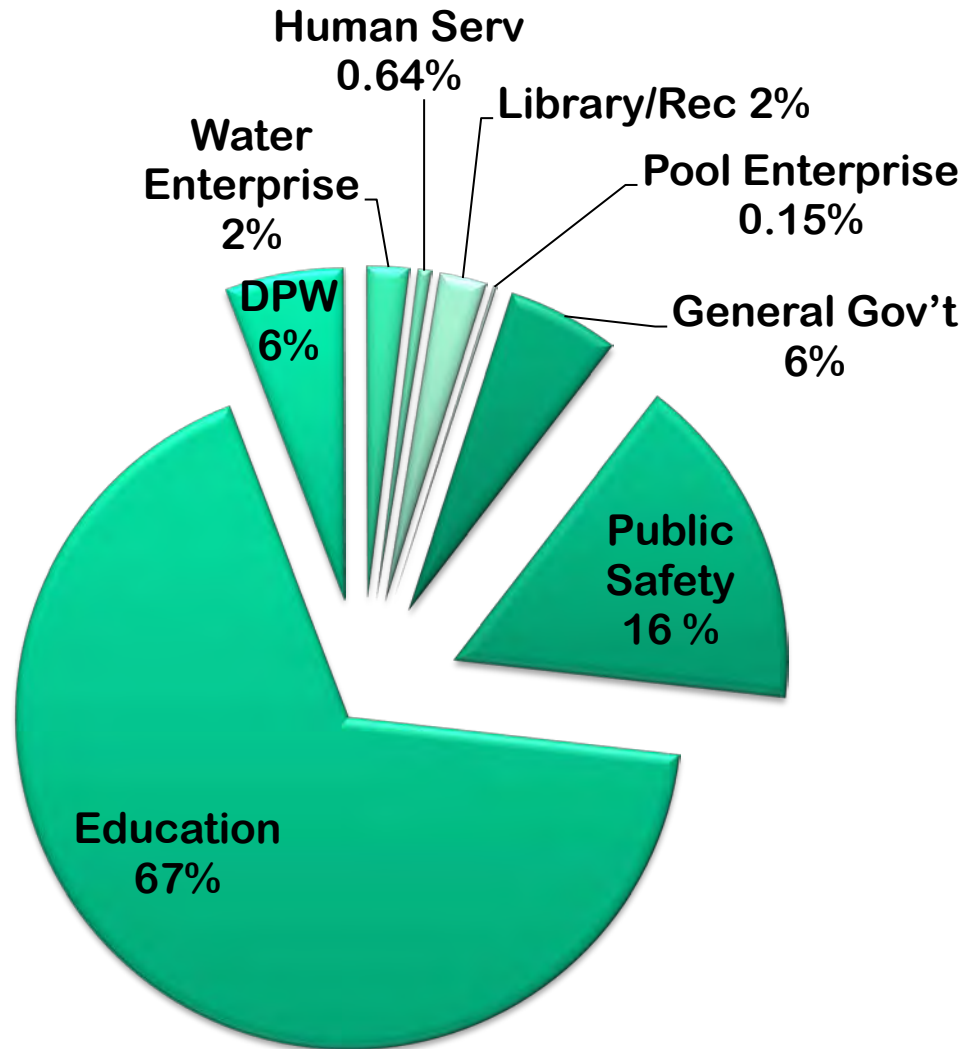
# Expense Comparison

EXPENSES	FY10 BUDGET	FY11 LS DEPT REQ	Town Mgr Recommend	% Change	Dollar Change
General Government	2,031,510	2,067,081	2,049,562	0.9%	18,052
Public Safety	6,033,014	6,095,874	5,796,564	(3.9%)	(236,450)
Education	27,646,458	27,946,458	27,946,458	1.1%	300,000
Public Works	3,633,345	3,738,987	3,763,664	3.6%	130,319
Library & Recreation	1,339,088	1,350,924	1,329,732	(0.7%)	(9,356)
Human Services	482,709	511,236	509,519	5.6%	26,810
Shared Costs	9,781,982	11,467,539	10,200,274	4.3%	418,292
Debt Service	<u>2,371,454</u>	<u>2,427,822</u>	<u>2,425,179</u>	<u>2.3%</u>	<u>53,725</u>
SUB-TOTAL OPERATING	53,319,560	55,605,921	54,020,952	1.3%	701,392

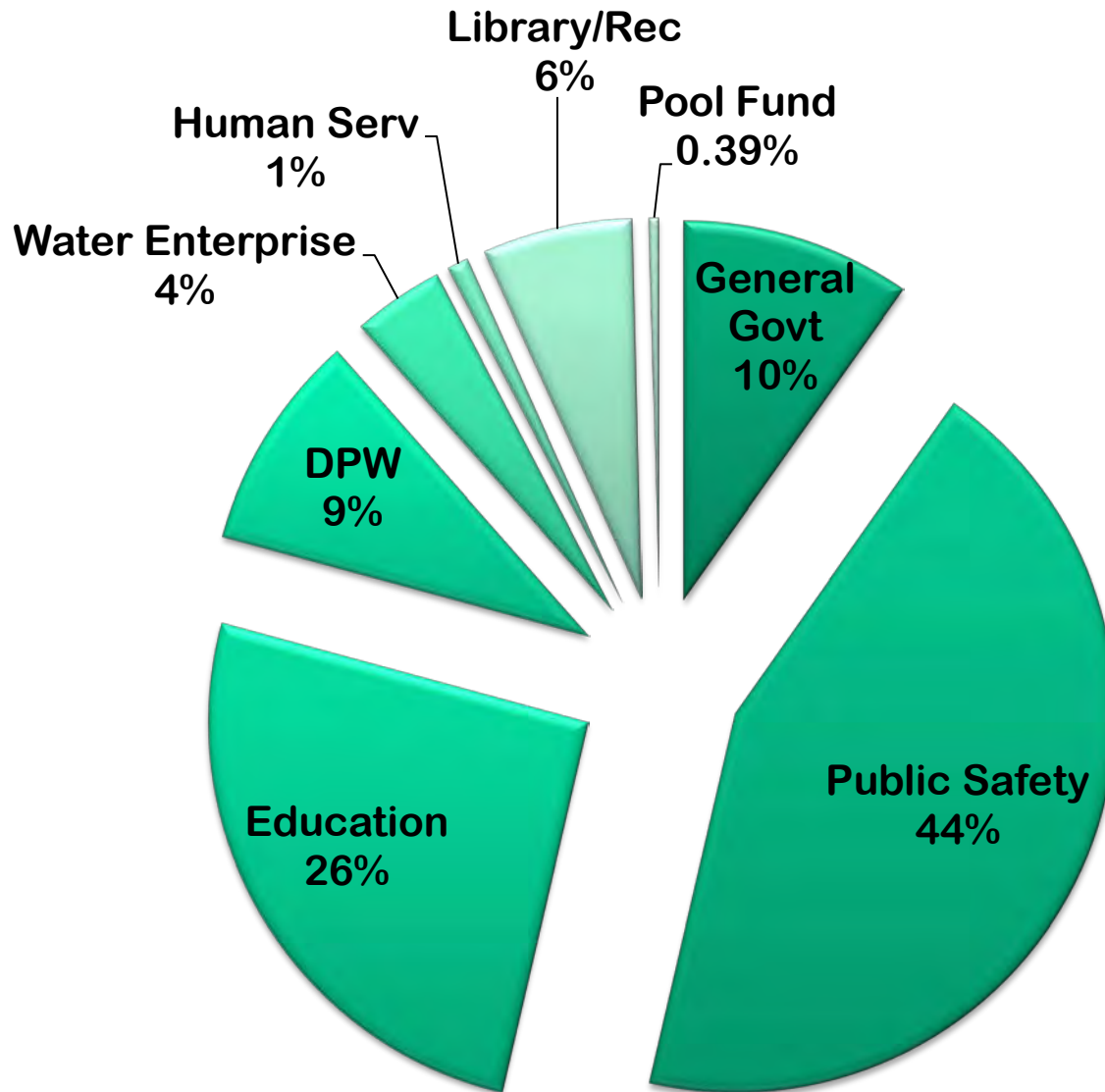
# Direct Costs



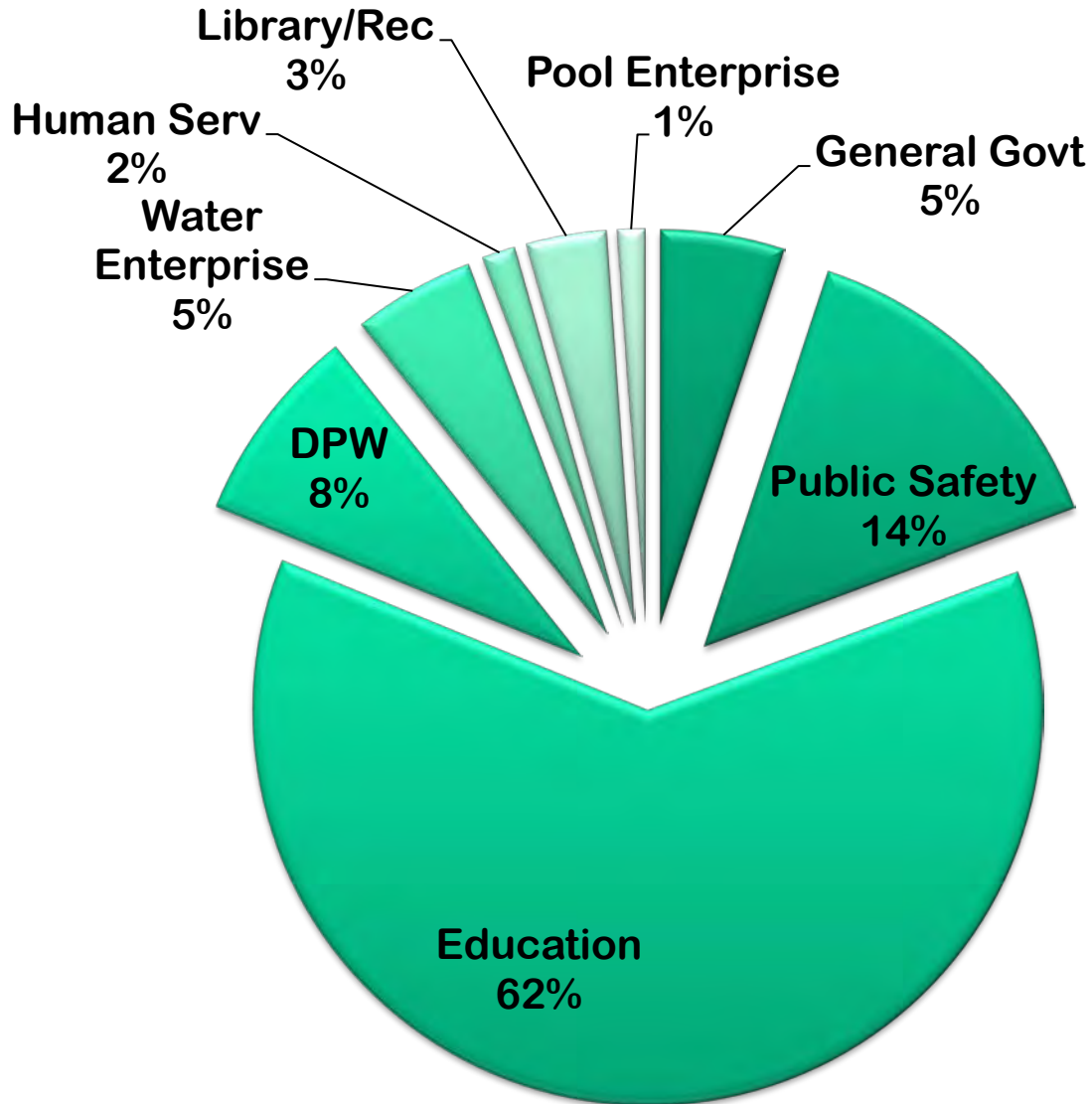
# Health Insurance



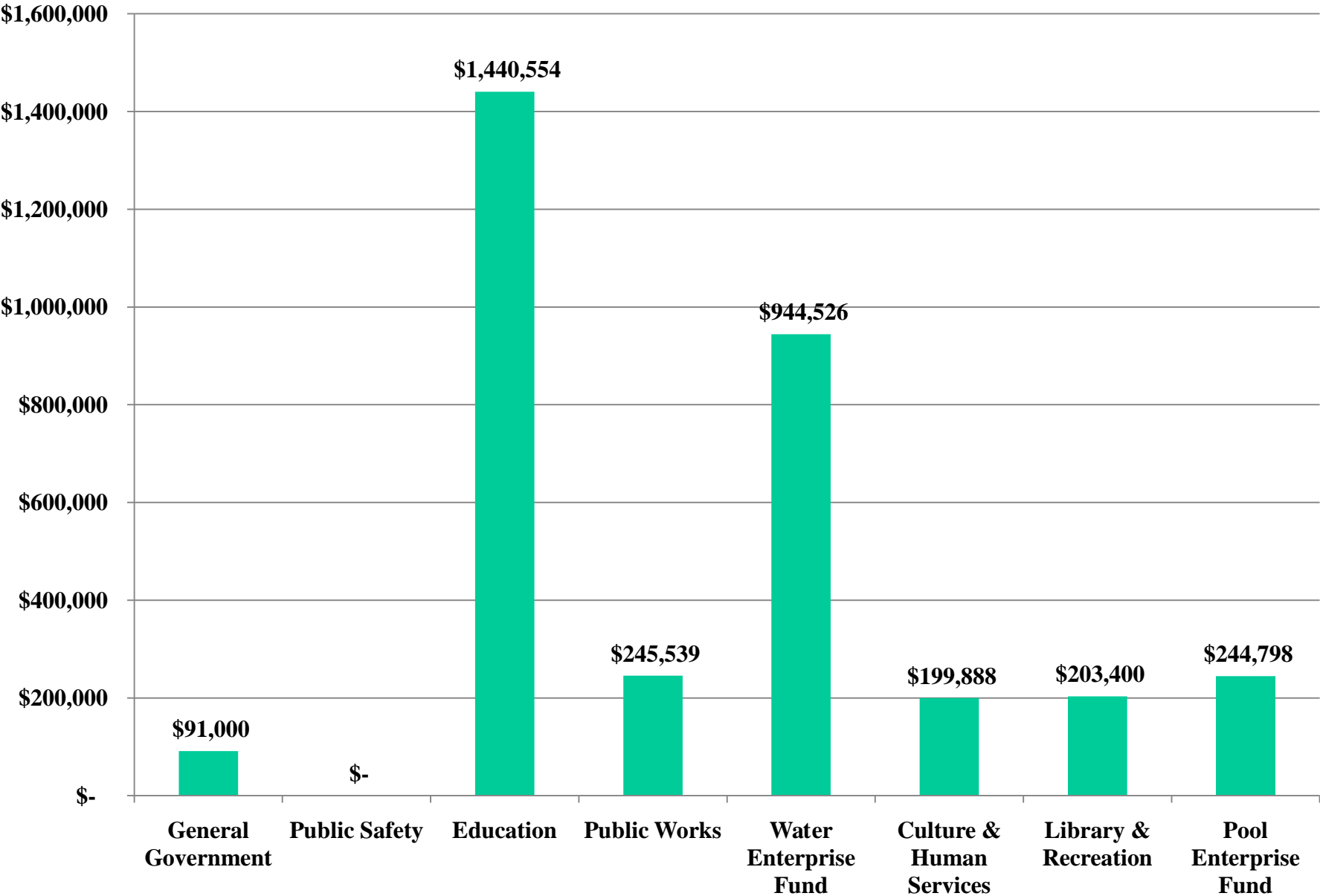
# Shared Pension Expense



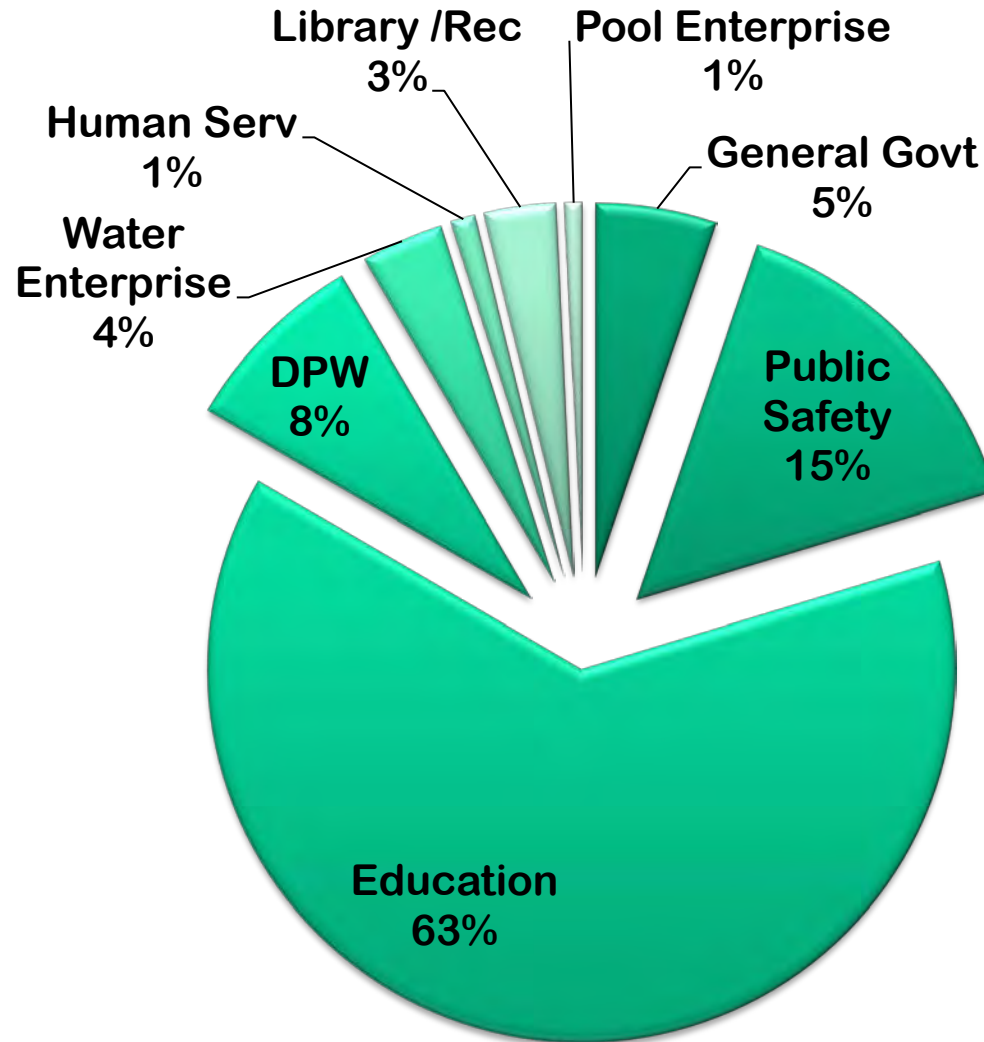
# Direct and Shared Costs



# Debt Allocation by Entity



# Direct & Shared Costs Including Debt Services



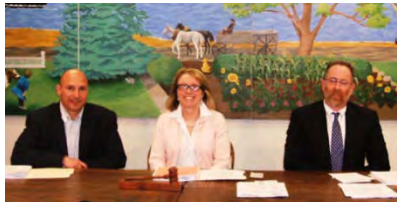
Article 5: FY 2010 Operating Budget

	FY 08 ACTUAL	FY 09 BUDGET	FY 10 DEPT REQ	FY 10 FIN DIR	FY 10 TN MGR	FY 10 FIN COMM
<b>GENERAL GOVERNMENT</b>						
Moderator						
Salaries	40	40	40	40	40	40
Total	40	40	40	40	40	40
Selectmen/Manager						
Salaries	228,445	243,350	224,190	224,190	224,190	224,190
Expenses	24,696	31,122	27,622	26,724	26,724	26,724
Total	253,141	274,472	251,812	250,914	250,914	250,914
Town Meeting						
Expenses	6,859	4,920	4,920	4,920	4,920	4,920
Total	6,859	4,920	4,920	4,920	4,920	4,920
Finance Committee						
Expenses	250	500	500	500	500	500
Total	250	500	500	500	500	500
Finance Director						
Salaries	79,000	81,370	81,370	81,370	81,370	81,370
Expenses	1,667	2,000	2,500	2,500	2,500	2,500
Total	80,667	83,370	83,870	83,870	83,870	83,870
Accounting						
Salaries	169,598	193,894	188,400	188,400	188,400	188,400
Expenses	82,938	48,125	48,825	48,600	48,600	48,600
Total	252,536	242,019	237,225	237,000	237,000	237,000
Information Systems						
Salaries	55,160	56,401	58,255	58,201	58,201	58,201
Expenses	57,521	100,427	114,649	114,979	114,979	114,979
Total	112,681	156,828	172,904	173,180	173,180	173,180

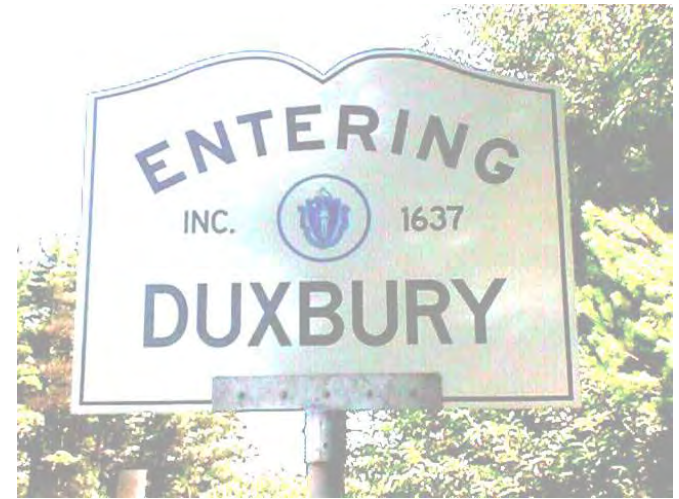
PLEASE REFER  
TO

TOWN MEETING WARRANT FOR:

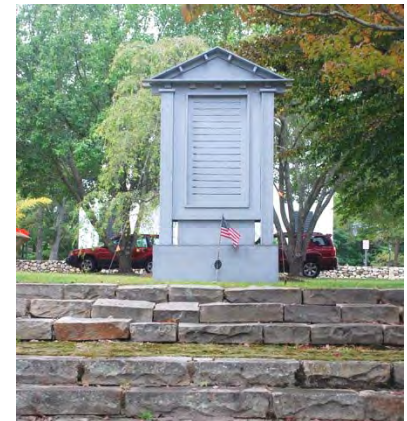
ARTICLE 5 - Operating Budget  
ARTICLE 6 - Capital Budget



# General Government



↑ Salary Increase	↑ Expense Increase	↑ Total Increase
0.7%	1.3%	0.9%
\$10,426	\$7,626	\$18,052



# Public Safety



↓ Salary Decrease	↓ Expense Decrease	↓ Total Decrease
4.0%	3.3%	3.9%
\$219,949	\$16,501	\$263,450



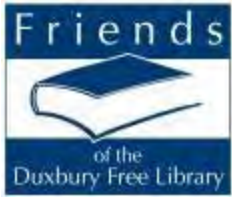


# Public Works



↑ Salary Increase	↑ Expense Increase	↑ Total Increase
4.9%	2.3%	3.6%
\$88,970	\$41,349	\$130,319





# Library & Recreation



*Photo courtesy of Friends of Duxbury Free Library Website*

↓ Salary Decrease	↓ Expense Decrease	↓ Total Decrease
0.2%	2.2%	0.7%
\$2,195	\$7,161	\$9,356



*Photo courtesy of Friends of Duxbury Free Library Website*



# Human Services



↓ Salary Decrease	↑ Expense Increase	↑ Total Increase
3.9%	23.8%	5.6%
\$12,375	\$39,185	\$26,810



# Duxbury Schools

**\$27,946,458**

**1.1% increase**



# **Town and School Shared Costs/Employee Benefits**

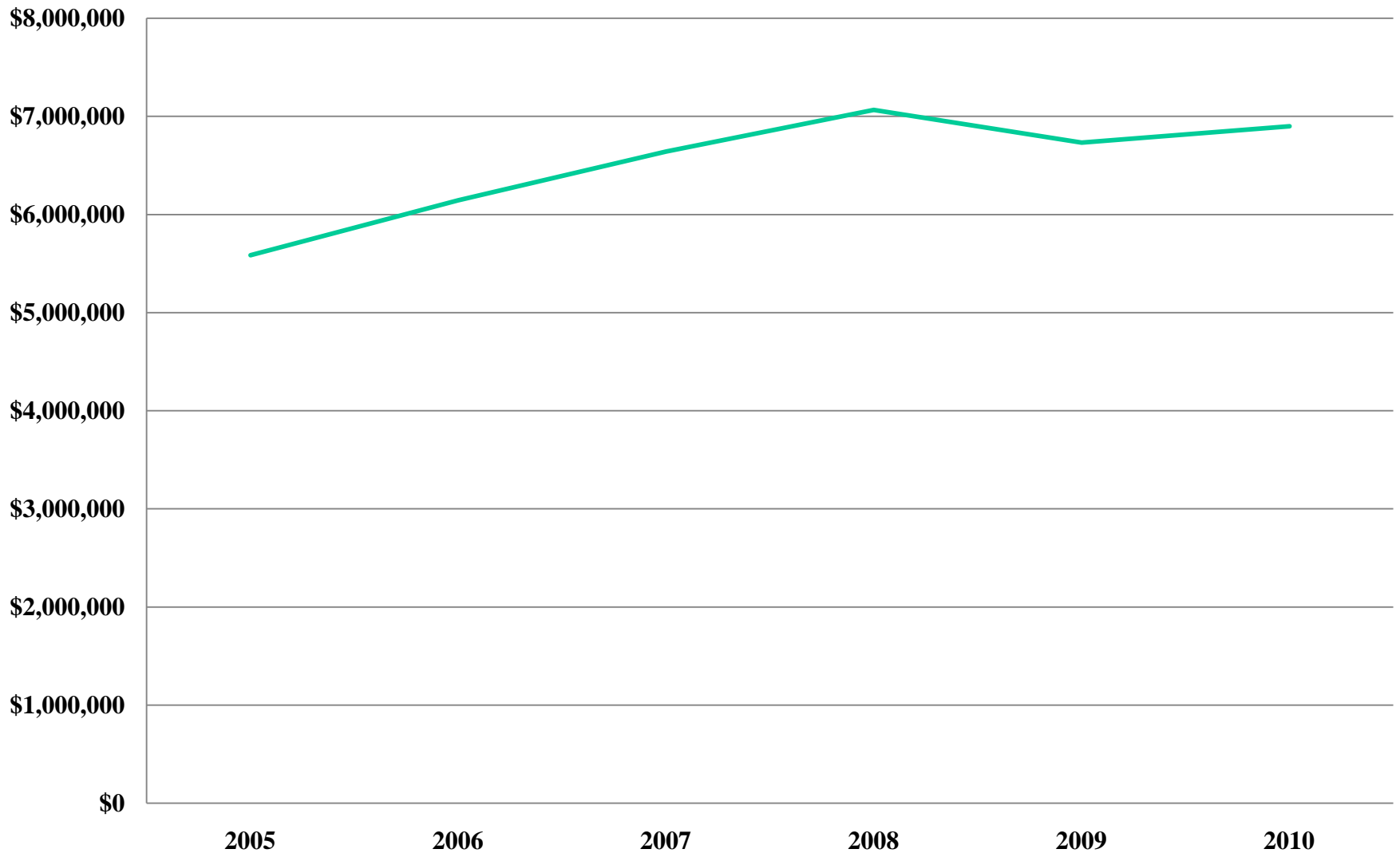
## **Health Insurance**

- **Increased FY10 to FY11 by 2.7%**
- **Industry-Wide Estimates 10% - 12%**

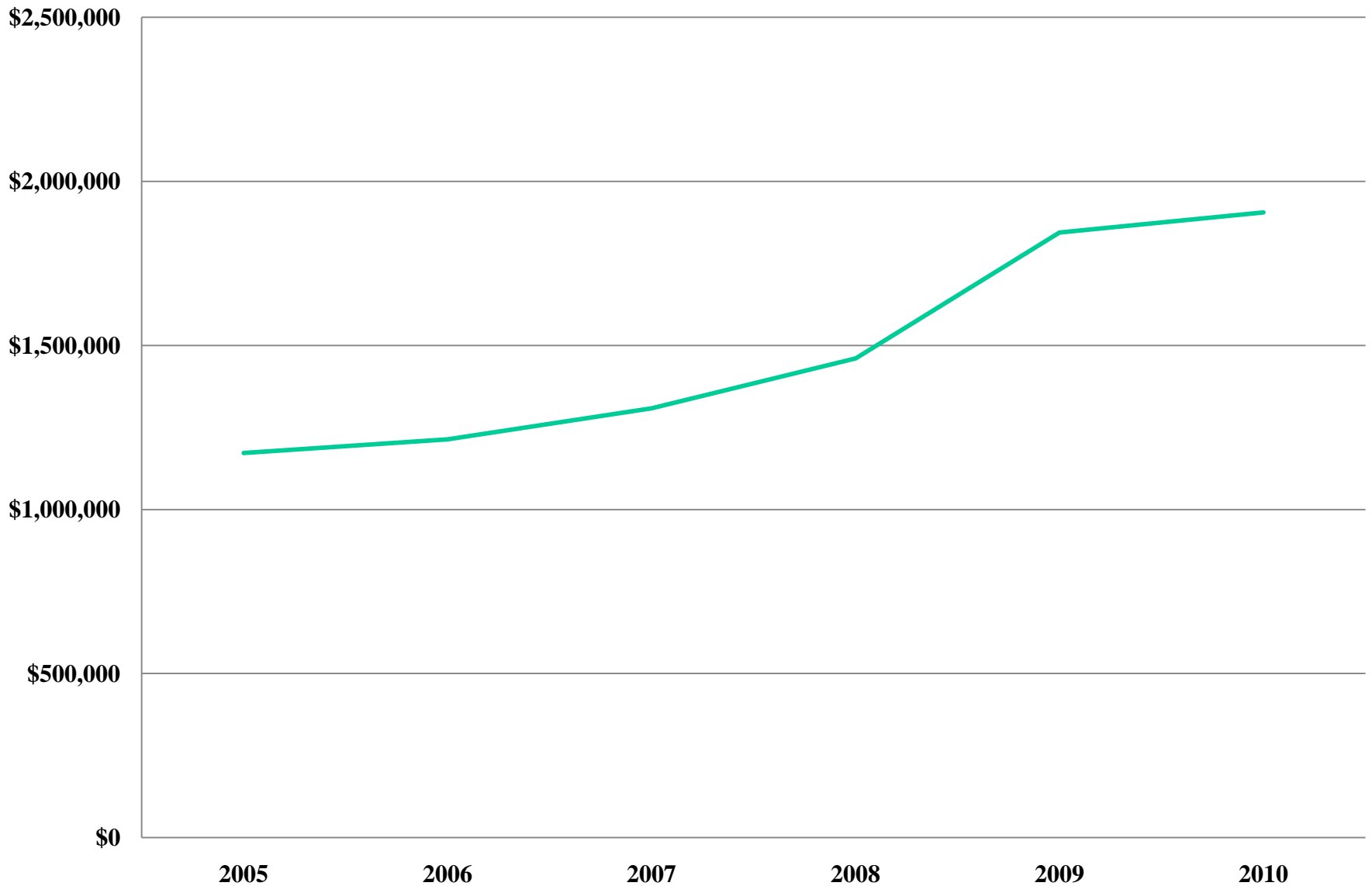
## **Pension Plymouth County Retirement**

- **Continued to Increase**
- **Utilized Pension Reserve Fund to Offset Cost**
- **Payment in July to Save Interest Cost**

# Health Insurance Expense FY05 Through FY10

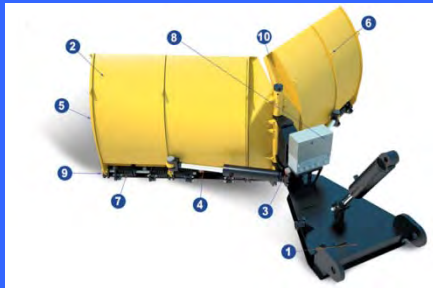


# Pension Assessment Expense FY05 Through FY10



# **Debt Service**

- ↑ Increase by over 2.3%**
- ↑ Add debt for Percy Walker Pool, Chandler School Roof, and School Feasibility Study**
- ➔ Currently Developing Long Range Capital and Funding Plan**



# Capital Budget



# FY11 Article 6

## Capital - General Government

Capital Request	Department	Estimate
Printer/Copier/Scanner	Assessing	\$7,373
Building Floor Plan Integration with Pictometry	Public Safety	\$3,000
Technology Master Plan	Information Technology	\$30,000
<b>TOTAL</b>		<b>\$40,373</b>

# FY11 Article 6

## Capital – Public Safety

<b>Capital Request</b>	<b>Department</b>	<b>Estimate</b>
<b>Replace '05 Ambulance</b>	<b>Fire</b>	<b>\$200,000</b>
<b>Replace Cardiac Monitors/Defibril's</b>	<b>Fire</b>	<b>\$50,000</b>
<b>Replace '99 Deputy Chief Vehicle</b>	<b>Fire</b>	<b>\$30,000</b>
<b>Turnout Gear Pants &amp; Coats (5)</b>	<b>Fire</b>	<b>\$12,000</b>
<b>EMS Training Mannequin</b>	<b>Fire</b>	<b>\$5,000</b>
<b>Renovate Station 1 Bunkroom</b>	<b>Fire</b>	<b>\$10,000</b>
<b>Replace '01 Patrol Vehicle</b>	<b>Harbormaster</b>	<b>\$31,666</b>
<b>Replace '00 Patrol Vehicle</b>	<b>Harbormaster</b>	<b>\$31,666</b>
<b>Telephone System Upgrade</b>	<b>Harbormaster</b>	<b>\$4,200</b>
<b>Site Feasibility Study &amp; Testing</b>	<b>Police</b>	<b>\$30,000</b>
<b>TOTAL</b>		<b>\$404,532</b>

# FY11 Article 6

## Capital - DPW

Capital Request	Department	Estimate
Town Hall Office Reconfiguration	Central Building	\$5,065
Replace '98 Bucket Truck H-23	Land/Natural Res	\$175,000
Replace '01 Backhoe H-9	Highway	\$153,000
10' Power Angle Plow	Highway	\$15,202
Replace Fencing	Transfer Station	\$17,100
Reline Crematory Retorts (2)	Cemetery	\$80,000
<b>TOTAL</b>		<b>\$445,367</b>

# FY11 Article 6

## Capital – Library & Recreation

Capital Request	Department	Estimate
Carpet Replacement	Library	\$2,600
Telephone System Upgrade	Recreation	\$4,300
<b>TOTAL</b>		<b>\$6,900</b>

# **FY11 Article 6**

## **Capital – Duxbury Schools**

<b>Capital Request</b>	<b>Department</b>	<b>Estimate</b>
<b>Network Upgrades</b>	<b>Schools</b>	<b>\$10,000</b>
<b>Mobile Classroom Computer System</b>	<b>Schools</b>	<b>\$30,000</b>
<b>Replace Printers</b>	<b>Schools</b>	<b>\$13,000</b>
<b>Replace Computers</b>	<b>Schools</b>	<b>\$110,000</b>
<b>Projectors</b>	<b>Schools</b>	<b>\$38,500</b>
<b>Wireless System Phase II</b>	<b>Schools</b>	<b>\$10,000</b>
<b>Carpet Replacement</b>	<b>Schools</b>	<b>\$24,000</b>
<b>Classroom Furniture</b>	<b>Schools</b>	<b>\$6,500</b>
<b>White Marker Boards</b>	<b>Schools</b>	<b>\$8,000</b>
<b>TOTAL</b>		<b>\$250,000</b>

# **FY11 Capital Budget General Fund**

## **Funding Plan for Capital**

- **Funding Sources**
- **Free Cash - \$1.1 Million for Article 6**
- **Debt Exclusion**
  1. **Fire Station Design**
  2. **Crematory Construction**

# **Explanation Debt Exclusion**

- **Town Meeting votes by a two-thirds majority, to approve the borrowing authority necessary to fund the projects at this March Annual Town Meeting contingent on voter approval,**
- **The Board of Selectmen vote, by majority, to approve a ballot question allowing registered voters to vote approval/disapproval of the expenditure,**
- **A ballot question is presented to voters requiring a majority for approval.**



**FY11**



# **Water Enterprise Fund**

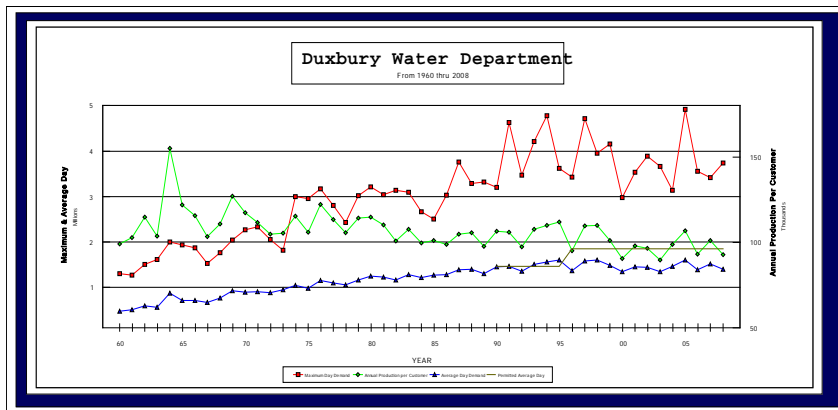


# Water Enterprise Expense Comparison

<b>EXPENSES</b>	<b>FY10 BUDGET</b>	<b>FY11 LS DEPT REQ</b>	<b>Town Mgr Recommend</b>	<b>% Change</b>	<b>Dollar Change</b>
<b>Personnel Services</b>	<b>620,331</b>	<b>620,331</b>	<b>626,241</b>	<b>1.0%</b>	<b>5,930</b>
<b>Other Expenses</b>	<b>1,026,638</b>	<b>1,031,249</b>	<b>1,038,538</b>	<b>1.2%</b>	<b>11,900</b>
<b>Sub Total Operating</b>	<b>1,646,949</b>	<b>1,651,560</b>	<b>1,664,779</b>	<b>1.1%</b>	<b>17,830</b>
<b>Debt Service</b>	<b>1,034,711</b>	<b>1,037,015</b>	<b>944,526</b>	<b>(8.7%)</b>	<b>(90,185)</b>
<b>TOTAL</b>	<b>2,681,660</b>	<b>2,688,575</b>	<b>2,609,305</b>	<b>(2.7%)</b>	<b>(72,355)</b>

# Water Enterprise

↑ Salary Increase	↑ Expense Increase	↑ Total Increase
1.0%	1.2%	1.1%
\$5,930	\$11,900	\$17,830



# FY10 Capital Budget

## Water Enterprise Fund

Water Enterprise Request	Estimate
Water System Master Plan Update	\$50,000
Replace '02 Pickup	\$24,000
PCE Main Pipe Replacement	<u>\$100,000</u>
Total Request	<u>\$174,000</u>



# FY11 Percy Walker Pool Enterprise Fund

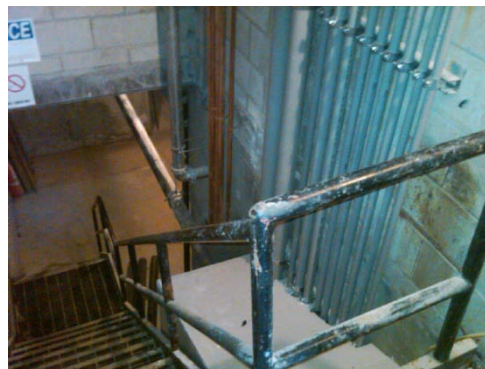




# Percy Walker Pool Enterprise



↑ Salary	↑ Expense	↑ Total
\$179,000	\$198,531	\$377,531



A taxidermied lioness is shown in a dynamic pose, roaring with its mouth wide open, revealing its teeth and tongue. It is positioned on the left side of the frame. In the center, the head of a taxidermied ram is visible, featuring large, curved horns. The background is a warm, reddish-brown color, suggesting a naturalistic habitat. The overall scene conveys a sense of wild power and confrontation.

**Meet Challenges  
Head On  
In  
FY 2011**



# Summary



- **State Aid Outside Control**
- **State Will Continue to Decline**
- **No Foreseeable Turnaround**
- **Free Cash Dedicated to Capital**
- **Utilized Renewable \$ from Trust Funds**
- **Local Receipts Maximized**



An illustration of two hands, one from the top and one from the bottom, holding a green banknote. The hands are rendered in a soft, painterly style with warm skin tones. The banknote is green with some white and yellow details, though the specific text on it is not legible. The background is plain white.

# **FY 2012**

**“We are looking towards FY 2012 and your Government is in Good Hands. We embrace the challenges before us.”**

A scenic view of a lake with a rocky foreground, a small boat, and a distant shoreline under a blue sky with clouds.

# **Thank You!**

**<http://www.town.duxbury.ma.us>**