
Board of Selectmen/ Finance Committee Joint Meeting
Minutes of Saturday, March 7, 2015

I. Call to Order/Roll Call

Selectman Major called the Joint Meeting of the Board of Selectmen and Finance Committee to order at 9:07 A.M. in the Meeting Room at Memorial Hall Library.

Roll call: Brian Major-Y, Alex Vispoli-Y, Mary O'Donoghue-Y, Paul Salafia-Y, D. Kowalski-Y. Also present Town Manager Buzz Stapczynski, Assistant Town Manager Steve Bucuzzo, and Finance Director Donna Walsh. The meeting was duly posted and cable-cast live.

Finance Committee Chair S. Jon Stumpf opened the meeting for the Finance Committee. Present from the Finance Committee: J. Marden-Y, M. Kruse-Y, L. Anderson-Y, E. Moffitt-Y, J. Barry-Y, B. Zahorik-Y, and S. Jon Stumpf-Y.

II. Opening Ceremonies

Moment of Silence/Pledge of Allegiance

Chairman Kowalski asked for a Moment of followed by the Pledge of Allegiance.

III. Regular Business of the Board

On a motion by Selectman Vispoli and seconded by Selectman Major the Board voted 5-0 to approve the request of the Andover Business Association for the parking fees in the lot behind the Old Town Hall and on Barnard St. and Park St. adjacent to the Old Town Hall and Old Andover Village Parking Lot on Main Street be suspended on Friday, March 20th and Saturday, March 21st from 10:00 A.M. – 4:00 P.M. for their "Boutique Blowout Event". The request has been approved by the Andover Police Department.

IV. FY-2016 Budget Presentation

• **Community Development and Planning Department**

Presenting the FY-16 Budget for the CDPD are: Tom Carbone, Director of Health Department, Chris Clemente, Inspector of Buildings, Bob Douglas, Director of Conservation, and Paul Materazzo, Director of Planning.

Mr. Carbone reported that the Personnel Services budget for FY-16 totals \$1,539,454; an increase of \$55,580 over the FY-15 budget of \$1,483,874. Personnel Services for FY-16 is \$145,270; an increase of \$11,670.00 over the FY-15 budget of \$133,600. Reserves for FY-16 is \$(-25,000) the same as in FY-15. The total budget for FY-16 is \$1,659,724; an increase of \$67,250.

The Personnel Services budget includes the request to combine two part-time positions into one fulltime Office Assistant position to provide more stability and efficiency within the offices. The part-time employees tend to leave after a period of time to gain full-time

positions with benefits. There are a lot of moving parts in the department and not having the same person interacting with the public delays processes, and creates inefficiencies. Mr. Clemente said a full time person would also assist with succession planning.

The members talked about using fees to cover positions and the option of using a revolving fund account. Brian Major suggested they build the inspection fee into the budget and pay a portion of the salary from that line item.

The CDPD is also requesting to increase a .3 FTE Sanitarian position to a full-time Health Agent position to assist with the inspection of food establishments. Currently, Tom and Dan assist with inspections and also utilize outside contractors an attempt to meet the State Sanitary Code requirement that all food establishments be inspected twice yearly; a requirement they struggle to meet. The full time position would allow the Health Department to better distribute their work load, and feel that the Town would be better served with an in-house employee. There are between 160-170 food establishments of various types in town.

The expense budget shows an increase of \$11,000 to cover an increase in cellphone expenses and to invest in professional development for field staff with state licenses, and new Board members who need more education and training to understand their roles. Paul Materazzo said new Board members need to attend seminars and training to understand what is and what isn't in their prevue to make decisions on facts, rules, and parameters. They would like to bring the professional development training to the Board meetings so that all members receive the training at the same time.

John Barry said there is a need to crystalize long-term benefits for full-time positions vs using contracted services.

Personnel Summary:	<u>FY-15</u>	<u>FY-16</u>	+/-
Full time	18.0	19.0	+1
Part-time	<u>1.7</u>	<u>1.4</u>	-0.3
Total	19.7	20.4	+0.7

Bonnie Zahorik asked about user fees; who pays, and how do they compare. The Town Manager said the departments track fees monthly and that by law, the Town can charge for a service (fee) but not in excess of covering our costs – they cannot make money on fees.

Efficiencies and Enhancements

There has been a 30% increase in permit activity and it was the recommendation of the Streamline Permit Review to combine the two part time positions into one full-time position to enhance customer service and provide continuity.

An in-depth analysis on the use of Town cellphones vs personal mobile devices showed that by offering a stipend to employees to use their own phones would result in a potential savings of \$1,800 a year (\$25 monthly stipend for inspectors).

Expanding the use of internships for special projects that might not ordinarily be done using AHS/undergraduates/graduate students is valued at \$1,000+ for 100 hours of time.

Implementation recommendations from the Streamline Permit Review:

- Amending zoning bylaws for fast food establishments in the general business district
- Development of “how to” videos
- Install video monitor to stream Community Development and Planning Department related content to customers
- Costs included in budget, benefits is improved customer service

Use existing software from MaintStar in lieu of purchasing ViewEnforce for purchasing and inspections; savings of \$31,000 for one-time fee and \$5,000 per year for Viewforce module. ViewForce tracks our ability to address complaints, provides better tracking of complaints, and allows residence to file complaints online.

Tom Carbone said the Departments use senior volunteers to catalog and file data. The Departments have to scan every document for both large and small projects and it is a very labor intensive process and they are required by law to keep building plans for the life of the building. Digitizing documents would allow them to more efficiently handle record requests and access and store documents.

- Memorial Hall Library (pgs 69-74 in budget book

Library Director, Beth Mazin reported on the Memorial Hall Library’s FY-16 Budget.

	<u>FY-15</u>	<u>FY-16</u>	<u>+/-</u>
Personnel Services	\$1,988,517	\$2,011,983	\$23,466
Expenses	<u>\$ 641,000</u>	<u>\$ 669,359</u>	<u>\$28,359</u>
Total	\$2,629,517	\$2,681,342	\$51,825

The increase in Personnel Services is due to track increases and the increase in minimum wage. Expenses reflect an increase of \$28,359 which includes increase in the membership fee for the Merrimack Valley Lending Consortium, equipment and supplies. MHL also contributes to ground maintenance and smaller building items not covered under Plant and Facilities. The MHL budget is a 2% increase over 2015 while increasing services. Efficiencies in the MHL budget are realized by using technology whenever possible. MHL is open 68 hours per week with an average of 100 people using the library per hour and it is becoming more of a community center.

Personnel Services for FY-16 is the same as for FY-15 with 20 full-time employees and 6.6 part-time employees for a total of 26.6 employees.

Bonnie Zahorik would like to see a summary of all part-time positions showing past salaries and increased due to the new minimum wage.

Efficiencies and Enhancements:

- Pay by Space Parking – expected revenues of \$35,000+ per year
- Energy Conservation - Retrofitting the lighting in the Children’s Room that will reduce the consumption of electricity by 62% annual; a savings of \$1,868 for the Children’s Room
- Recycling Pilot – in-planning states with Plant & Facilities and Recycling Committee
- Telephone savings of \$2,000 from non-renewal of telephone and voice mail support contract
- Postage - \$1,000 reduction through greater use of email – they have a 7,000 email alert list

Beth noted that not everyone is happy with the Pay by Space Parking. Alex Vispoli suggested the lot be a part of the Town-wide Parking Study. Beth said are looking into offering a few spaces that would allow free 15 minute parking. Brian Major said there should not be a charge for parking in the Library lot; the amount they receive pays for parking enforcement. The money could be put into a reserve fund to cover needs of the library. The Town Manager agreed that use of the income received from the metered lot should be discussed.

Dan Kowalski asked about the computer line item which Beth explained reflects the increase in the Consortium they pay to run their online access and fee for mobile app.

Roof Deck – it was universally agreed that roof deck would be a great addition to MHL and the downtown area. Beth Mazin said they reached out for additional funding and donations to cover the cost of the project. John Hess, MHL Trustee, said the Trustees are allowed to spend the interest on the Trustees of MHL fund for enhancements to MHL. Beth Mazin said there is \$800,000 in the Trustees Fund, at this point from accumulated interest, and is actively managed by the Trustees. The funds are in Town of Andover bank accounts and audited yearly.

Roof Deck Financing:

Plant & Facilities CIP Request	\$181,000
Trustees of MHL	\$ 60,000
Library State Aid	\$ 43,000
Friends of MHL	<u>\$ 10,000</u>
Total	\$294,000

They received six bids on the project and the lowest bid came in at \$293,775. The project is contingent upon approval at Town Meeting with 30% of the project covered from other sources. The requirement for handicap access and building the deck to require little or no maintenance added to the expense. The deck will increase services and be available for Town meetings and events benefitting everyone.

Information Technology (pages 40-43 in budget book)

CIO of Technology presented the FY-16 Budget information as follows:

	<u>FY-15</u>	<u>FY-16</u>	<u>+/-</u>
Personnel Services	\$1,283,988	\$1,343,025	\$59,037*
Expenses	<u>\$ 241,716</u>	<u>\$ 284,116</u>	<u>+42,400</u>
Total	\$1,525,704	\$1,627,141	101,437

*Increase in Personnel Services is due to step and job classification due to IT Consolidation Study conducted two years ago in light of the transition of the consolidation of four departments. There is no change in staffing; there are 15 fulltime personnel and 2.1 part-time positions. Every job was reclassified for the first time in fifteen years, and to correct significant discrepancies in teams. The jobs were redesigned to reflect the new structure of the department. He is recommending one additional full-time and one part-time technician specialist positions for FY-16 but the Town Manager is not recommending funding for these positions at this time. Work orders have increased 50% over the past two years with a 12.5% increases in devices. Two heads of the department left and those positions were redesigned. The Town Manager said he suggested IT fill the two key positions previously requested, and then request the additional technicians at another time.

Efficiencies and Enhancements

- Maximizing the value of communication systems – a savings of \$50K-\$150K. Reducing the use of individual Centrix lines and using shared digital lines.
- Eliminating maintenance contracts
- Utilizing the new Unified Communication Technology on personal smartphones reduces or eliminates Town-owned cellphones, monthly charges, and repairs.
- Eliminating Analog paging, dock and bell system in school buildings and replacing with a digital system for significant public safety benefits. Elimination of all individual maintenance costs of cellphones; the IT-6 funding request will produce a savings of \$25K to \$50 K.
- Moving to digitizing all records to reduce storage demand and reducing retrieval costs, The IT-3 request would fund digitizing records.
- Expanding partnership with AHS and area colleges to provide opportunities for student learning to assist with routine configuration deployment and mounting tasks and would create a more vigorous internship program, requiring some funding, realizing long term efficiencies.

Mr. Puzzanghera was asked what was causing the increase of \$150,000 in expenses to which Mr. Puzzanghera responded is due to staffing detail, project requests, infrastructure needs, funding for repairs for items that help at the end-user level, voice over IP reconciliation, maintaining the gateway, software, cellphones, and other devices. There is currently no budget for this. They expect the School Department will transfer half the funds budgeted.

- General Government

Donna Walsh reported on the General Government Budget that is a combination of many Town Hall Departments. She reviewed each of the individual departments by line item. The line item for Town Counsel has been reduced by \$40,000 based on trends and that legal concerns have diminished for now. The Finance Department budget is reduced by \$2,828 due to the discontinuation of support for the Alpha System. The Town Clerk's Office budget is decreased by \$15,961 because of fewer elections this year. There is no change in the number of FTE's in General Government.

Donna Walsh reported that Free Cash was certified this week at \$5,761,265.

Attendees discussed the accumulated benefits which are an estimate of the employees eligible to retire and sick time buyback based on contracts. The goal over time is to reduce this benefit. The amount in this line item depends on the year, who retires, and the criteria of their contract. The Town Manager said the buyback benefit is being eliminated moving forward with new employees and the amount will decrease over time. The Police and Fire Departments have buy-backs to encourage a reduction in sick time.

Efficiencies and Enhancements

- Purchase of 'open checkbook' software to allow public web viewing of Town vendor payments.
- Combine the March 2106 Town Election with the 2016 Presidential Primary for a savings of \$17,000. Requires the vote of the legislature.
- Contracting with professional grant writer (on an hourly basis) to identify grant opportunities for Town Departments, estimated at \$5,000.
- Sending out Employee Earning Costs via email to save on printing. An estimated savings of \$4,000-\$6,000.
- Implementing frontline employee reward program for process improvements and cost saving ideas (\$10,000 to \$30,000).
- Discontinue the mailing of the Annual Finance Committee Report for Town Meeting to 11,500 households. Information would be provided on the Town website in PDF Format. Hard copies would be available at Town Hall and at Town Meeting. Current cost is \$21,500, estimated savings is \$18,000.

Recap:

Chairman Kowalski listed several future discussions on the following policies:

- Fee analysis across the departments
- Parking – how to manage revenues associated with funds received
- Reclassification of jobs
- Cellphone strategy
- IT strategy – more information sharing
- Grant Writing Strategy

- Health Risk Assessments for employees
- IT Strategy – look at full compensation, new hires, all employees and departments not just IT and to add in anticipated employee growth (projected for 2 years) and to change the model and look at overall compensation.
- Full cost accounting of FTE's and projections of salaries and benefits plus projected future compensation and real benefit package vs outsourcing

IV. Adjournment

At 11:55 A.M. on a motion by Brian Major and seconded by Paul Salafia, the Board of Selectmen voted to adjourn from the Joint Meeting of Saturday, March 7, 2015. Roll call: B. Major-Y, A. Vispoli-Y, Mary O'Donoghue-Y, Paul Salafia-Y, and Dan Kowalski -Y

The Finance Committee adjourned on a motion by John Barry and seconded by Margaret Kruse. Roll call: J. Marden-Y, M. Kruse-Y, L. Anderson-Y, E. Moffitt-Y, J. Barry-Y, B. Zahorik-Y, and S. Jon Stumpf-Y.

Respectfully submitted,

Dee DeLorenzo
Recording Secretary