

# Town of Rochester Massachusetts Proposed Budget Fiscal Year 2018



**Prepared by:  
Rochester Finance Committee**

A Citizen's Guide to the Budget

The Annual Budget document is more than just numbers; it is a reflection of our community's values, priorities and goals. The Budget document serves as a policy document, a financial guide and a communications device to its residents. To this end it is designed to be as user friendly as possible. This guide was created to help orient townspeople by providing a brief overview of the budget process, as well as an explanation of the organization of the budget document itself. We hope that you will find this introductory guide a useful tool as you make decisions at the Annual Town meeting.

## The Budget Process

The Town of Rochester operates under State statutes and the Home Rule Charter as amended to establish the Selectmen-Town Administrator form of government. The legislative body of Rochester is an Open Town Meeting comprised of all registered voters. Town Meeting has the sole authority to appropriate funds for the operating budget and capital projects except for specific instances where statutes or regulations do not require appropriation. Any amendments to appropriations require Town Meeting vote at either a regular or Special Town Meeting.

The final budget voted by Town Meeting constitutes the legal budget authority that ultimately governs the manner and amount of local funding expended during the fiscal year.

## Budget Calendar

### December

- \* Town Administrator sends budget request forms and budget guidance to all departments

### January

- \* Town Administrator receives and reviews requests  
Finance Committee begins its review process

### February/March/April

- \* Town Administrator & Finance Committee review  
Capital plan
- \* Finance Committee holds public budget meetings with departments as needed to review their budgets in detail

### April/May

- \* Selectmen and Finance Committee hold public meeting to review and make recommendations on all budget requests and all money articles that will be presented at the Annual Town Meeting

# Town of Rochester Community Profile

**Incorporated:** June 4, 1686

**Land Area (including ponds):** 39 Square Miles

**Public Roads (Accepted):** 68 miles

**County:** Plymouth

**Population:** 5,698

**Form of Government:**

Town Administrator

Three Member Board of Selectmen

Open Town Meeting

**FY 2017 Tax rate per thousand:**

\$14.39

**2017 Average Single Family Home Value:**

\$351,458

**2017 Average Single Family Tax Bill:**

\$5,057

**FY 2017 Town Operating Budget**

**Budget:** \$20,403,762

Town Hall Offices

1 Constitution Way  
Rochester, MA 02770  
Phone 508-763-3871

Town Hall Annex

37 Marion Road  
Rochester, MA 02770  
508-763-5421

## Budget Message

## Goals and Objectives of the FY 2018 Budget:

1. To protect and improve the Town's overall Financial Condition, which is broadly defined as our ability to maintain existing service levels; withstand local and regional economic disruptions; and meet the demands of natural growth, decline and change.

By engaging with the Town's boards and committees in regular discussions that involve budget needs and policy decisions in order to avoid financial problems or emergencies. To that end regular department head meetings are conducted during the year to discuss staffing issues, capital improvements and financial trends.

By continuously monitoring cash flows from various enterprises to see if the underlying assumptions require modification based upon changing conditions or data.

2. To develop a budget that is in conformance with guidance from the finance committee and does not rely on one-time gimmicks or unattainable practices.

By ensuring that current revenues are sufficient to support current operating expenditures. Use of one-time free cash in FY 2018 Annual budget will be capped at \$800,000 this year. The guidance for the use of free cash is to stay within a range of 2-4% of the total operating budget.

By ensuring that debt is not used to fund operating expenditures and is only issued for capital improvements greater than \$25,000 with a useful life of five or more years. In practice, the finance committee endeavors to pay cash for vehicle and equipment purchases under \$100,000 and only issue debt for major facility or infrastructure improvements.

By maintaining adequate financial reserves in the Stabilization Fund of between 5-10% of the operating budget to deal with significant unexpected natural or economic disruptions. In addition to the stabilization fund, the FY 2018 budget will hold \$55,000 in a reserve fund for smaller unforeseen expenses.

3. To maintain Rochester as an affordable place to live and operate a business

By developing a FY 2018 Budget that is within the confines of Proposition 2 ½ and includes reasonable tax increases necessary to maintain current service levels.

By encouraging economic development through maintenance of a single tax rate without artificial surcharges on businesses.

By negotiating sustainable collective bargaining agreements with the Town's unions.

4. To protect the Town's long run solvency beyond the immediate budget cycle by developing clear policies regarding issues such as debt, pension obligations, OPEB liabilities and capital investment.

By conducting a comprehensive review of major budget initiatives. In 2017, the Town has begun updating staffing and capital equipment purchases for both Police and Fire Departments as part of the Regionalization of 911 system.

By continuing to fund OPEB in order to address the Town's OPEB liability.

By annually reviewing the Town's five-year Capital plan in conjunction with debt service levels and free cash positions.

### **Recent Developments**

During the month of April significant budgetary items have been finalized, including Health Insurance and new growth estimates.

Health Insurance – The FY 2018 health insurance budget request of \$966,636 represents a total increase of \$64,387 or 7% increase from the amount budgeted last year. The town employees currently split insurance costs on a 50% employee contribution and a 50% town contribution.

### **Health Insurance Budget Changes**

FY 2013	-4.45%
FY 2014	+1.62%
FY 2015	+0.94%
FY 2016	+5.38%
FY 2017	+16.95%
FY 2018	+7.00%

Debt Service – The proposed FY 2018 debt service budget provides for the payment of principal and interest costs for long and short term bonds issued by the Town for General Fund purposes. For FY 2018, the Debt Service budget for the general fund is broken into 2

parts; **Exempt** and **Non-Exempt**. FY 2018 **Exempt Debt service** is \$1,036,309 which is a decrease from prior year of \$18,665. FY 2018 **Non-Exempt debt service** is \$226,503 which is a decrease of \$46,445. Please note that we are in the process of finalizing the funding of the ORR Capital plan through a “Non-Exempt” borrowing and that cost is estimated to be approximately \$25,000. Therefore, a portion of the decrease reported above of \$46,445 will be absorbed and the expected net decrease in **Non-Exempt** borrowing will be \$21,445 once the final funding is determined.

Of note is the Town’s strong bond rating by Standard & Poor’s which is AA+. The high rating is based on the following:

\***Very strong economy** as the town is in the Boston-Cambridge-Newton metropolitan statistical area (MSA)

\***Strong management** conditions based on financial policies and practices

\***Very strong budgetary flexibility** based on strong available fund balance

\***Strong budgetary performance** with a history of positive general fund results

\***Very strong liquidity** providing very strong cash levels to cover both debt service and expenditures.

\***Strong Management** – Standard & Poor’s considers Rochester’s financial management practices “good” under its FMA methodology, indicating practices exist in most areas, although not all may be formalized or regularly monitored by governance officials.

(Above comments from Standard & Poor’s credit profile dated May 21, 2014)

State Aid – Current budget models assume that State Aid will increase 1% over the \$2,181,858 received during FY 2017. The estimate is based on the Governor’s FY 2018 Budget. Given the State’s financial issues it appears unlikely that State Aid will increase much beyond the Governor’s estimate. Over the coming months, the House and Senate will release their respective budget proposals and reconcile the differences through a joint committee. Historically the Town does not receive its final State Aid figures until well after Town Meeting.

New Growth – In accordance with Proposition 2 ½, a Town is allowed to increase the levy limit each year by an amount based on the value of new development and other growth in the tax base. The purpose of this provision is to recognize that new development results in additional Town costs. Taxes from new growth for FY 2018 are estimated at \$150,000 based on an analysis of building permits and ongoing construction projects.

## **Budget in Brief**

Similar to prior budgets, the FY 2018 Proposed Budget relies on projections regarding available revenue, thereby accepting the limits of the Town’s financial resources. The

budget is built upon an established ceiling of revenue derived from local property taxes in accordance with Proposition 2 ½. Added to these revenues are State Aid, Departmental Receipts such as fees, permits, interest earned and Available Funds such as Free Cash and Special Revenues.

The proposed budgets for the key departments are estimated to **increase/decrease** as follows:

- Rochester Memorial School regular school budget **increase** \$23,431 or 0.56% to \$4,204,542
- Rochester Memorial School Special Education **increase** \$93,743 or 6.55% to \$1,871,771
- Old Rochester Regional High School budget **decrease** by \$98,157 or 2% to \$4,780,951
- Old Colony Vocational High School **increase** \$122,876 or 13.5% to \$1,033,142
- Fire Department **increase** \$36,226 or 17.32% to \$245,382
- Police Department **increase** \$35,621 or 3.11% to \$1,179,445
- Employee Group Insurance **increase** \$63,902 or 7.08% to \$966,636

## **General Government Budget**

The total FY 2018 General Government Budget (non-school) is \$8,625,797 which is an increase of \$250,881 or 3.0%. It is important to note that fluctuations in several key elements of the budget are the health care costs which can increase between 5-10% annually, town retirement costs and changes in student enrollment in the Regional and Vocational High Schools.

## **Financial Condition and Outlook**

In 2017, the town worked cooperatively with the Town Administrators and Finance Committee representatives from Marion and Mattapoisett to discuss their current revenue situations and provide guidance to the regional school district as to the limits of the Town's support for the FY 2018 regional school budget. The financial guidance was based on a recognition of the anticipated revenue to the Towns and our goal to provide level service for both the town operations and the schools. It is our plan to continue that level of cooperation with Marion and Mattapoisett to provide early guidance to the regional school district. Based on normal trend lines it is expected that sustainable support levels to the regional school total budget will be in the 2-3% range and not the 4-5% range that was originally proposed by ORR for FY 2018. The individual Towns are subject to an increase or decrease in their town student enrollment which can impact the individual town's assessment to be greater than 2-3% but the total school budget increases for all three towns will be expected to remain in the range 2-3% unless other factors such as greater increased state aid become available. It imperative that the finance committee and Board of Selectmen have to set financial expectations early in the budget process in order for the Schools and Town to meet the needs of the students and taxpayers.

Based on prior trends the town can anticipate new growth revenue to range between \$100,000 to \$175,000 annually. In FY 2017, we had new growth number of \$176,000 and this year we are expecting new growth of \$150,000. Another recurring revenue number is the property tax levy limit which increase is based on proposition 2 ½. This year the levy limit allows for \$274,000 in additional revenue. Added to that base are “one time” revenue additions which consist of “Free Cash” (funds remaining from the operations of the previous fiscal year) and other funds such as FEMA reimbursements for natural disasters i.e. snow removal, hurricane damage etc. This Year’s new revenue of \$400,000 based on levy limit increase and new growth is equal to a 2% of total town budget. Using “one time” funds to support a budget increases beyond 2 or 2 ½ % is risky and raises a warning sign that the path beyond those numbers is not sustainable.

A long-standing concern is the unfunded pension liability and Other Post-Employment Benefits (OPEB) obligations which are potential emerging problems for the Town. In addition to those concerns are the uncertainties surrounding the level of State Aid and future increases in health insurance premiums.

Moving forward it will be important for the Town to continue to refine the funding plans for its Other Post-Employment Benefits (OPEB) liability. Other Post-Employment Benefits (OPEB) are the benefits, other than retiree pensions, offered to retirees and their dependents. These benefits mainly consist of medical insurance. OPEB liability is the present value of benefits for retired and vested employees. An unfunded liability reflects an incurred obligation, payable in the future, for which no reserves have been set aside. Based on the latest actuarial study the Town’s liability is \$4,763,667 as of June 30, 2016. The current balance held in our OPEB fund is \$51,000 or 1%.

## **Capital Budget**

The town maintains and reviews a 5-year capital plan covering all departments. Funding of the requests depends on the availability of revenue such as Free Cash (one time revenue) which would result in no additional tax impact. If a capital item is determined to be an immediate need i.e. Ambulance, Police vehicle, fire equipment other essential piece of expensive equipment we can borrow within the levy limit or ask for an override. The prioritization of the requests and the availability of a funding source determine the timing of the purchase of any capital request. We recognize that in any fiscal year there will not be enough money to accommodate all of the capital plans requests but the document does provide an important basis for making decisions.

## **Major Upcoming Issues or Projects**

Looking forward to FY 2018, the primary issues likely to continue dominating much of our focus will be Regional and local School funding. The primary projects in FY 2018 include:  
\*Establishing a special purpose stabilization fund for student population increases.



\*Providing funding to a special purpose stabilization fund for future unanticipated special education needs.

\*Requesting and allocating grant money for needed upgrades in Police and Fire communication systems under the new regionalization of 911 dispatch.

## **Conclusion**

The FY 2018 Proposed Budget is balanced pending passage of the final state Budget and meets the previously determined budget goals. The proposed FY 2018 is within the budgetary increase allowable under the limits of Proposition 2 ½, minimizes the tax impact while maintaining a level service budget and does not impact core services.

I would like to take this opportunity to thank the members of the Finance Committee Peter Armanetti, David Arancio, Jim Austin, Tony Ruocco and Town Administrator/Accountant Suzanne Szyndlar for their valuable contribution to this report.

Respectfully submitted,

Kristian J. Stoltenberg  
Chairman, Rochester Finance Committee

## **Glossary of Terms used in Municipal Finance**

**Appropriation:** An amount of money that has been authorized by vote of Town Meeting to be spent for a designated purpose.

**Capital Expenditures:** Each community should develop a separate five-year capital plan that indicates specific capital requests for the coming fiscal year. This section of the budget presents the purchases proposed to replace or augment the town’s fleet of vehicles and equipment expenditures to replace, upgrade or expand the town’s infrastructure.

**Debt Authorization:** Formal approval by a two-thirds vote of town meeting to incur debt, in accordance with procedures stated in M.G.L. Ch 44 s 1,2,3,4a, 6-15.

Bond: A means to raise money through the issuance of debt. A bond issuer/borrower promises in writing to repay a specified sum of money, alternately referred to as face value par value or bond principal, to the buy of the bond on a specified future date (maturity date), together with periodic interest at a specified rate. The term of a bond is always greater than one year.

Debt Exclusion: An action taken by a community through a referendum vote to raise the funds necessary to pay debt service costs for a particular project from the property tax levy, but outside the limits under Proposition 2 ½. The additional property taxes are not permanent, but are removed from the levy when the term of the bond ends.

Debt Service: The repayment cost, usually stated in annual terms and based on an amortization schedule, of the principal and interest on any particular bond issue.

**Local Receipts:** Each town determines the extent to which programs and services will be supported by fees and charges. Such local receipts include but not limited to the following:

Motor Vehicle Excise	Penalties and interest
Payment in Lieu of Taxes (PILOT)	Charges for services
Departmental revenue	Licenses and permits
Fines and forfeits	Investment income

**Other Available Funds:** This category includes a variety of funds that are available for appropriation to balance the budget. The following are the major categories of other funds available:

Free Cash: *Surplus revenue* – revenue collected in excess of estimated revenues  
*Budget turn backs* – unexpended appropriations  
*Prior year’s free cash* – the fund balance from last June 30 that had not been appropriated  
*Outstanding property taxes* – taxes collected from prior year

A town’s free cash is the amount of funds that are unrestricted and available for appropriation. Town meeting may appropriate from free cash during a given fiscal year.

Overlay Surplus: This is the amount of overlay no longer required for potential abatements, exemptions, or pending Appellate Tax Board cases. This amount must be declared surplus by the Board of Assessors.

Stabilization Fund: Some communities maintain a more formal “rainy day” fund called the stabilization fund. A stabilization fund can be used for any legitimate municipal purpose. While a simple majority of town meeting is needed to appropriate to the stabilization fund, a two-thirds majority is necessary to appropriate from this fund. Legislation passed in 2003 (Chapter 40 s 5B M.G.L.) allows the creation of stabilization funds for a specific purpose.

Reserve Fund: The law Chapter 40 s 6 M.G.L. allows the town to appropriate money either at annual or special town meeting into a reserve fund “to provide for extraordinary or unforeseen expenditures”.

Miscellaneous Revenue and Other Funds: These include federal and state grants, gifts, funds from the sale of assets, insurance proceeds in excess of \$20,000, transfers from other town accounts and other reserve accounts permitted by state law.

**Gifts and Grants:** Gifts and grants given to a town may be expended directly i.e. without appropriation Chapter 44 s 53 and 53A M.G.L. In most cases gifts or grants may be earmarked for a specific governmental unit or project.

**Property Taxes:** Taxing the value of real estate (land and structures) and personal property (equipment owned by commercial entities) accounts for approximately 50 percent of all local revenue. The amount of property tax that a town can raise is governed by a law known as Proposition 2 ½ (Chapter 59 s 21C M.G.L.) In general, Proposition 2 ½ limits the amount of property taxes raised in any year to 2 ½ percent of a community's assessed valuation and limits the total increase in property taxes levied from one year to the next to 2 ½ percent.

**Revolving Funds:** A revolving fund receives its income from selling goods and services to users or participants in a program, and expends monies to cover the costs of such goods or the expenses of providing the particular program or service. Revolving funds must be reauthorized by town meeting each fiscal year.

**State Aid:** State aid accounts for 10-25 percent of local revenue, and projecting state aid is often an imprecise process. Each year the Department of Revenue issues a document to every city and town and regional school district known as the Cherry Sheet. This two-page document lists the various categories and amounts of state aid provided, as well as offsets and charges from the state, county, and special district assessments that the town owes to other levels of government. Thus, the Cherry Sheet reflects state aid for the coming year minus the deductions for these inter-governmental charges.

### **School Budgeting:**

*Foundation Budget:* An adequate level of school spending is defined in the law as the “foundation budget”. The foundation budget calculations allocate fixed spending target amounts per pupil for teacher's salaries and benefits, utilities, maintenance costs and books and equipment, among other things. These calculations are adjusted annually for inflation and also take into account the school district's pupil characteristics and the regional labor market.

*Net School Spending:* The total education reform school spending is called “net school spending”. This is the combination of the minimum required contribution from local revenues plus state Chapter 70 education aid. Net school spending does not include school transportation costs or school construction costs. Net school spending can be met through a combination of direct appropriation to the school department budget and indirect costs appearing in other municipal budgets. For example, school health and property insurance may appear in the municipal budget, yet they should be included in the calculations to meet net school spending. For those municipalities that fail to meet at least 95 percent of their net school spending requirement, state school aid may be reduced in the following year. If spending is above 95 percent of net school spending, but below 100 percent, the shortfall must be carried forward and spent in addition to subsequent year's required net school spending. In many cases, actual spending is above required net school spending so above penalty provisions affect relatively few municipalities

*Special Education Circuit Breaker:* The circuit breaker (Chapter 71B s 5A M.G.L.) is intended to provide reimbursement to school districts for the cost of individual special education students in excess of four times the state average per pupil foundation budget. The reimbursement formula provides for a 75 percent reimbursement of the amount in excess of four times the state average per pupil foundation budget.