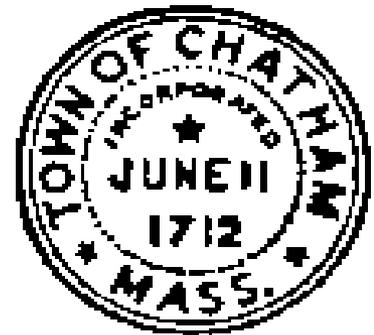


SUMMER RESIDENTS' TOWN MEETING

State of the Town

August 6, 2014



Jill R. Goldsmith, Town Manager
Alexandra Heilala, Finance Director

2014 State of the Town

- Property Values – Revaluation in FY2016
- Economic Outlook
- Town Budget - FY2015 vs. FY2014
- Capital Facilities & Debt Forecast
- Long-Term/Strategic Planning - Sustainability
- 24/7 Access to Information

SRAC Recommendations

Position Paper August 2013

- ✓Tax Levy Level to FY2014 - \$29.2m + new growth
- ✓Increase Local Estimated Receipts
- ✓Fund Capital Budget at 7% level
- ✓OPEB – begin funding

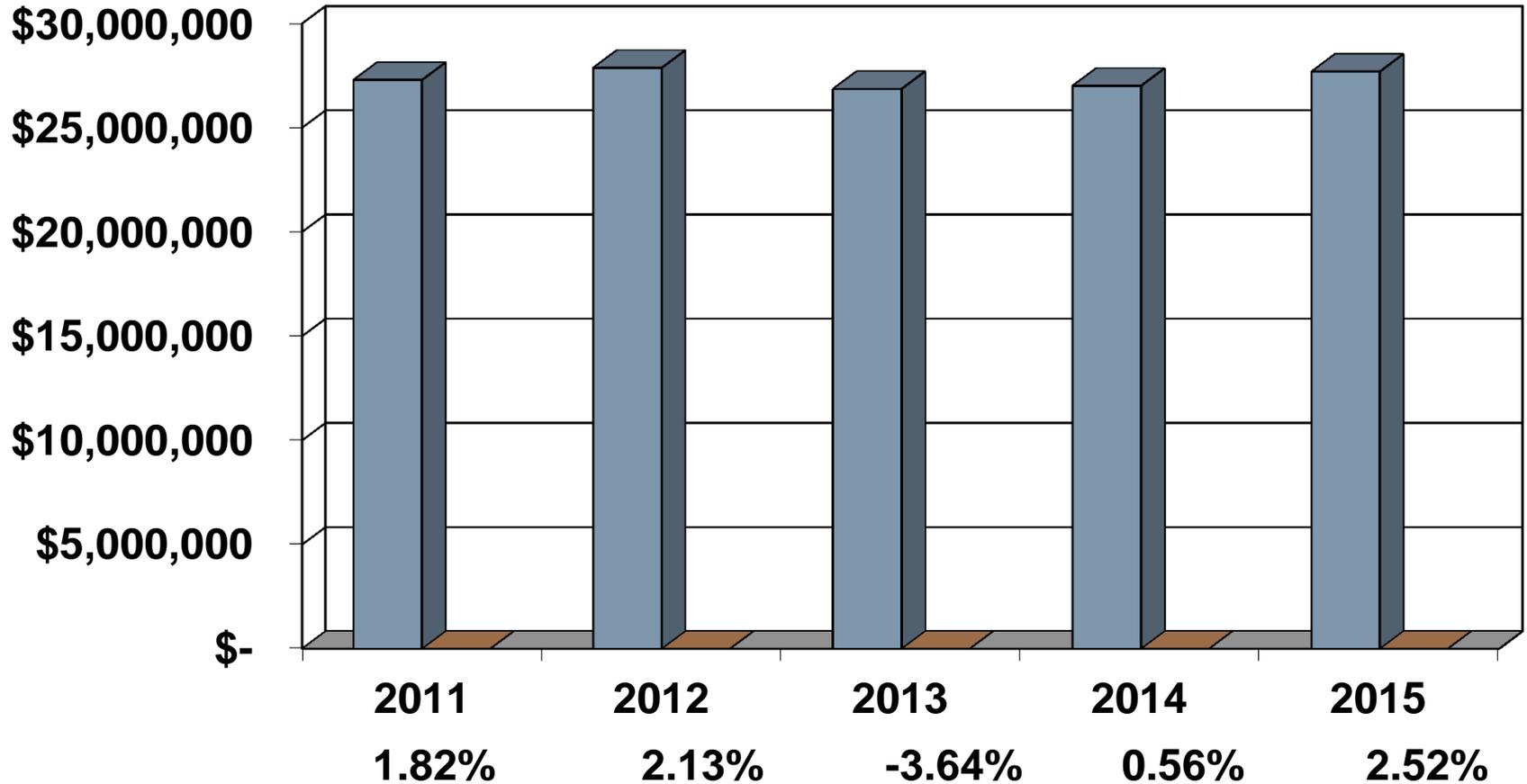
Town Budget; FY2015 increased by \$275,000 or 1.02%

FY14 \$26.9m

FY15 \$27.1m

Budget Trends

(excluding debt service)

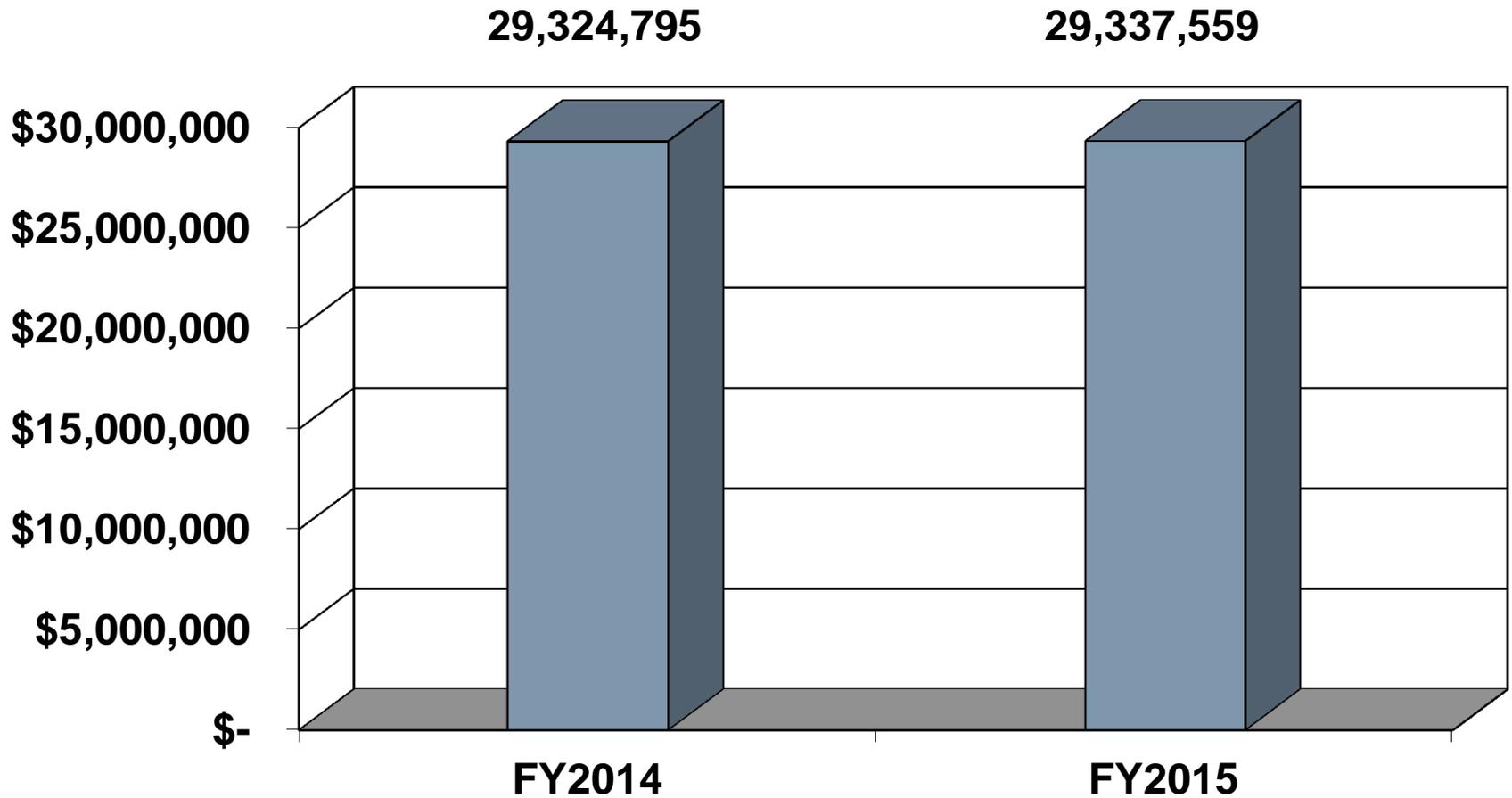


Tax Levy (not Tax Rate)

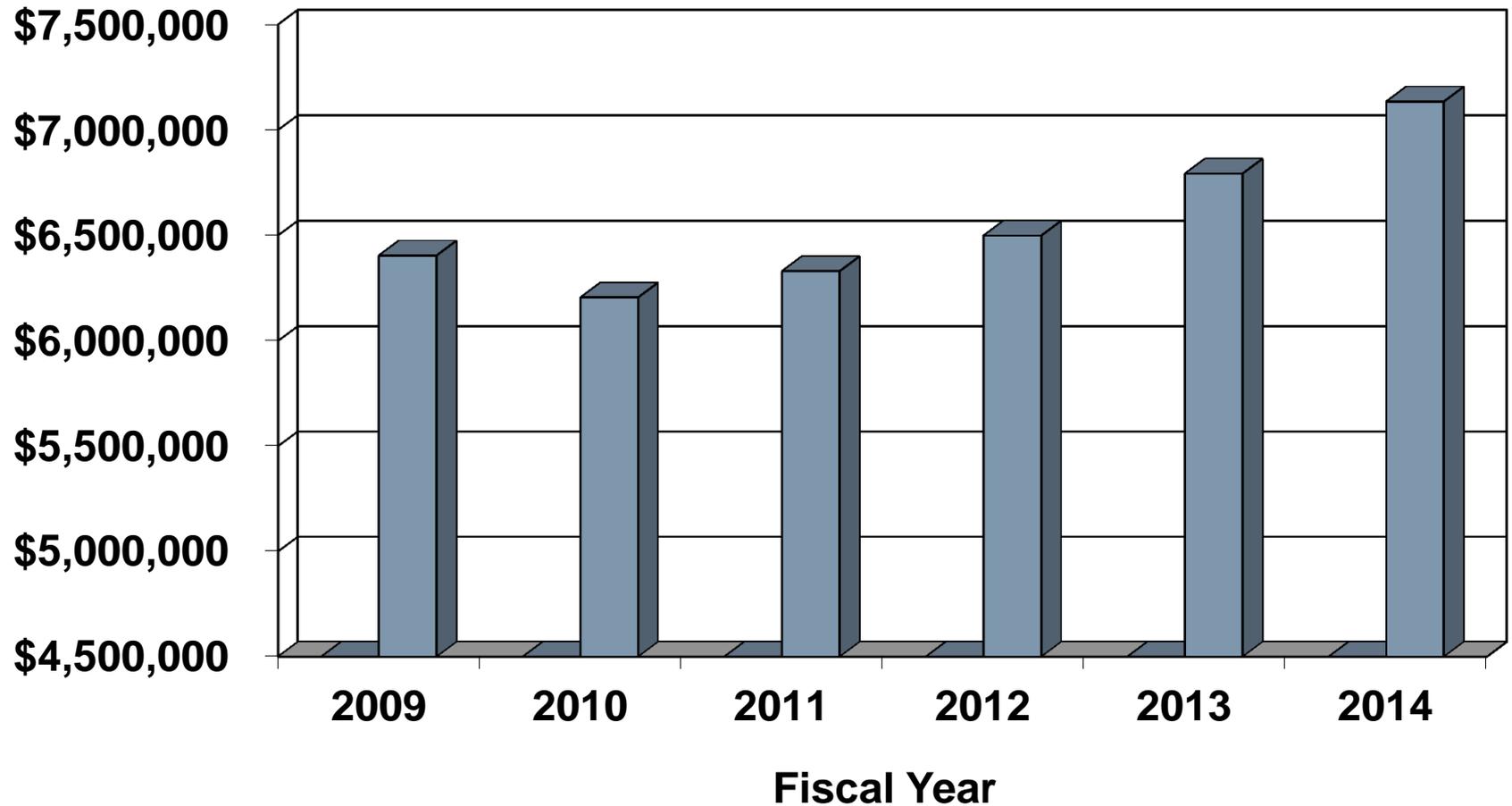
- Property Tax FY2015
- \$29,337,559
 - 0.04% increase (*projected*)

Although the budget increased by \$400,000; the Tax Levy is level by using available funds and higher local receipts. (Town revenues)

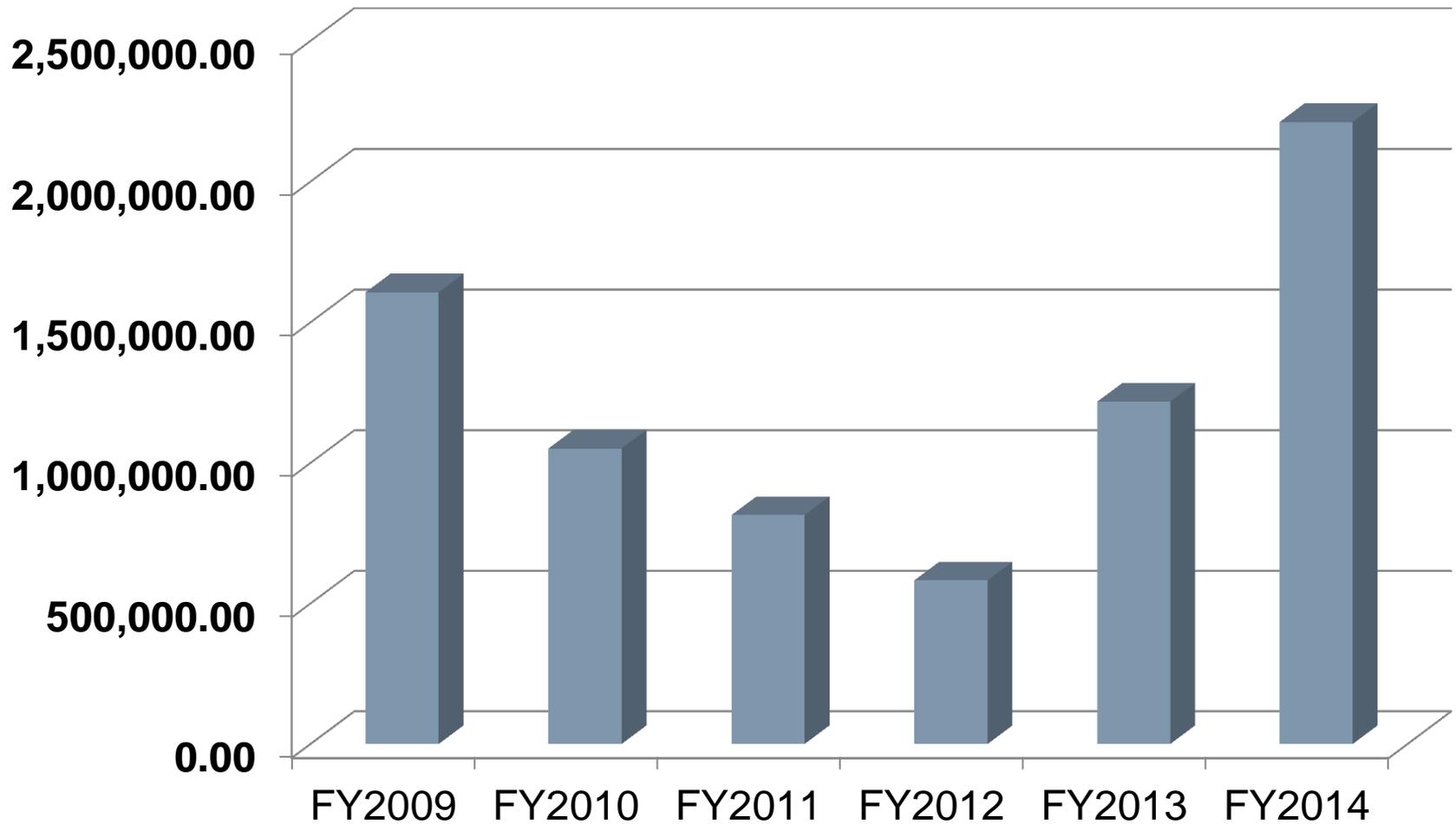
Tax Levy



Local Receipts – FY2009 to FY2014



Certified "Free Cash"



FY2015 *Estimated* Tax Rate

- | | |
|------------------------------------|-----------------|
| • FY2014 Tax Rate | \$5.08 |
| • Operating Budget | \$0.05 |
| • Educational Budget | \$0.02 |
| • Capital Budget | (\$0.03) |
| • Debt Service | <u>(\$0.04)</u> |
| • Total | \$0.00 |
| • FY2014 Estimated Tax Rate | \$5.08 |
- *Dependent upon valuation of the Town*
 - *New Growth*

Economic Outlook

- Local Receipts
 - Meal's Tax –
 - FY2013 \$333,500
 - FY2014 \$348,900
 - Hotel/Motel Tax – increased \$41,900 over prior year
 - FY2013 \$1,191,200
 - FY2014 \$1,233,100
- Transfer Station Fee increase = 2.7% increase revenue
- Building Permits – scheduled for review Fall 2014
- Mooring Fee Review – in progress

Capital Infrastructure

- Completed:
 - Dept. of Public Works
 - Community Center
 - Police Dept./Town Hall Annex
 - Wastewater Treatment Plant
- Approved
 - Fire Station Headquarters for \$10,341,635 (Oct 2013)
 - Water Treatment Plant (May 2014 – water fund)
- “Debt Holiday” – take a break from large projects to allow debt drop off (BOS Goal for CY2014)

Wastewater Project

- Funded by Low or Zero % Interest Loans
- Phase 1B and 1C - \$15m & 17.5m approved by Town Meetings (May 2013 & May 2014)
- Stage Harbor Pump Station – Zero Percent Approved
- \$23,349,000 borrowed at 2.75%
- \$3,232,548 borrowed at 2.87%
- \$13,064,754 borrowed at 0%
- \$28,698,767 approved for 2%; eligible for 0%
- \$19,936,011 grant funded

Capital Budget

- Five Year Capital Plan
 - FY2015 – \$1,914,000
 - Policy: 3 to 7% of operating budget;
 - 7% in FY2015, 7% in FY2014
 - Funded by available funds and tax levy; more from available funds in FY2015 than in FY2014

*Resume annual funding commitment to the Capital Plan
(Scorecard)*

FY2015 Capital Plan – Funding Sources

FY2014

FY2015

S & P Bond Rating - Preserve AAA

- Other Post Employment Benefits (OPEB) Funding
 - \$102,543 & \$150,000 (voted TM May 2014) = \$252,543
 - Funding Strategy – (*Scorecard*)
- Reserves
 - Stabilization Fund – 5% of Operating Budget (*Scorecard*)
 - Free Cash/Fund Balances Carried Forward in FY2015
- Planning/Forecasts
 - Budget Summits
 - Fiscal Policies – Stabilization, 5-year Capital Plan Funding

FY2016 & Beyond

- Budget Summits – Fall 2014
- Update 5-year fiscal projections

- Fiscal Sustainability
 - Budget Planning
 - Revenue Enhancements
 - OPEB Trust Funding
 - Debt Forecasting

Budget Summits

Outcomes - to discuss assumptions and expectations prior to the start of the budget process and to introduce long range considerations into the annual budget process.

- FY2014 – First year of Budget Summits with the BOS, FinCom, Monomoy Regional School District
- FY2015 – Year 2 of Budget Summits
- FY2016 – Continue Budget Summits with focus on sustainability through the use of long range forecasts (financial, economic, demographic)

Big Picture

Strategic Planning and Outcomes

- Budget Summits – Multi-year Financial Plan (Operating and Capital Budgets); Budget Central
- Studies: Route 28 Corridor Visioning – Planning Board selected first 5 recommendations from CCC in April 2014. First neighborhood meeting in South Chatham August 15, 2014.
- Facilities Consolidation: BOS Goal; 1st presentation on June 24th continued to Fall
- Parking and Shuttle Feasibility (Fall) Additional Way-finding/Parking Signs installed June 2014

Performance Management

- Performance Management - Continued Review of Operational and Customer Service Efficiencies and Enhancements
- University of Massachusetts Collins Center for Public Management
- Budget Policy and Management Decisions

- Example: Fire Department



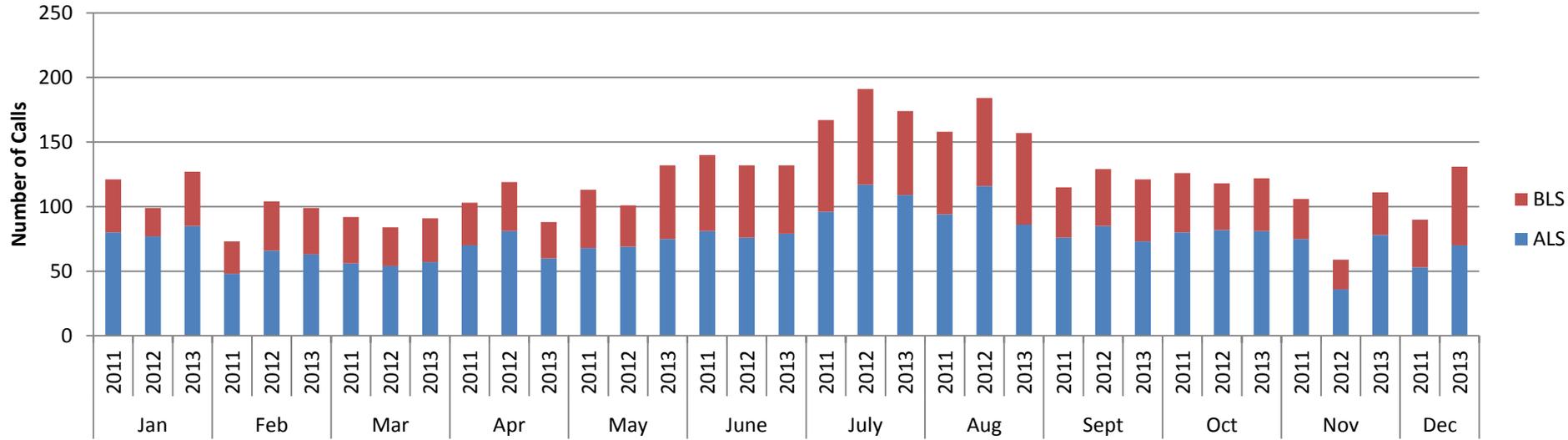
Chatham Fire Department Stat Meeting – FY2014



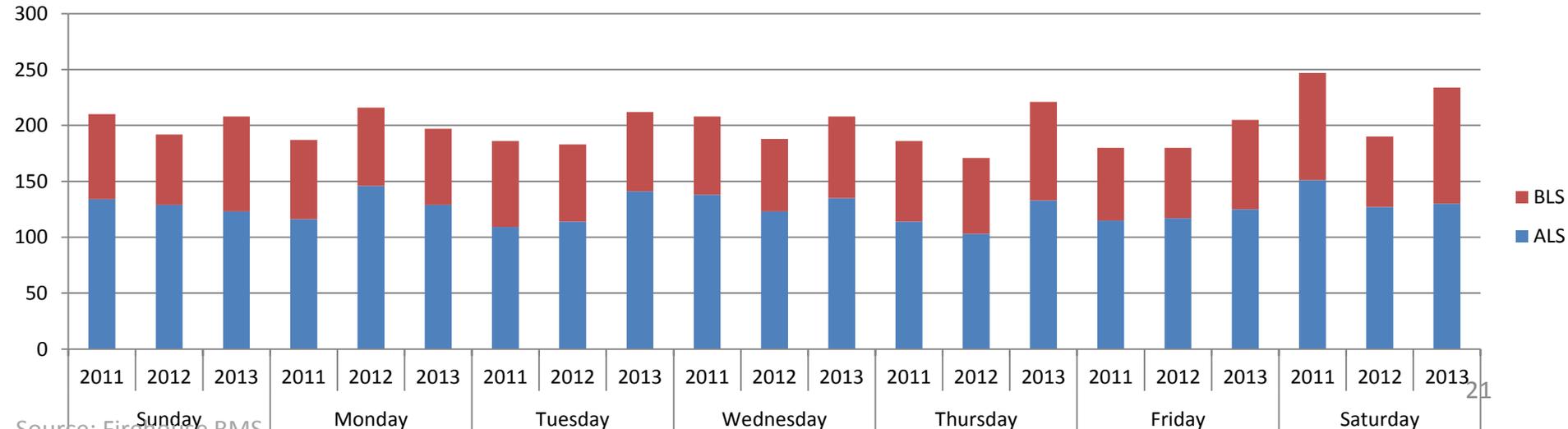
EDWARD J. COLLINS, JR. CENTER FOR PUBLIC MANAGEMENT
JOHN W. McCORMACK GRADUATE SCHOOL OF POLICY AND GLOBAL STUDIES
UNIVERSITY OF MASSACHUSETTS BOSTON



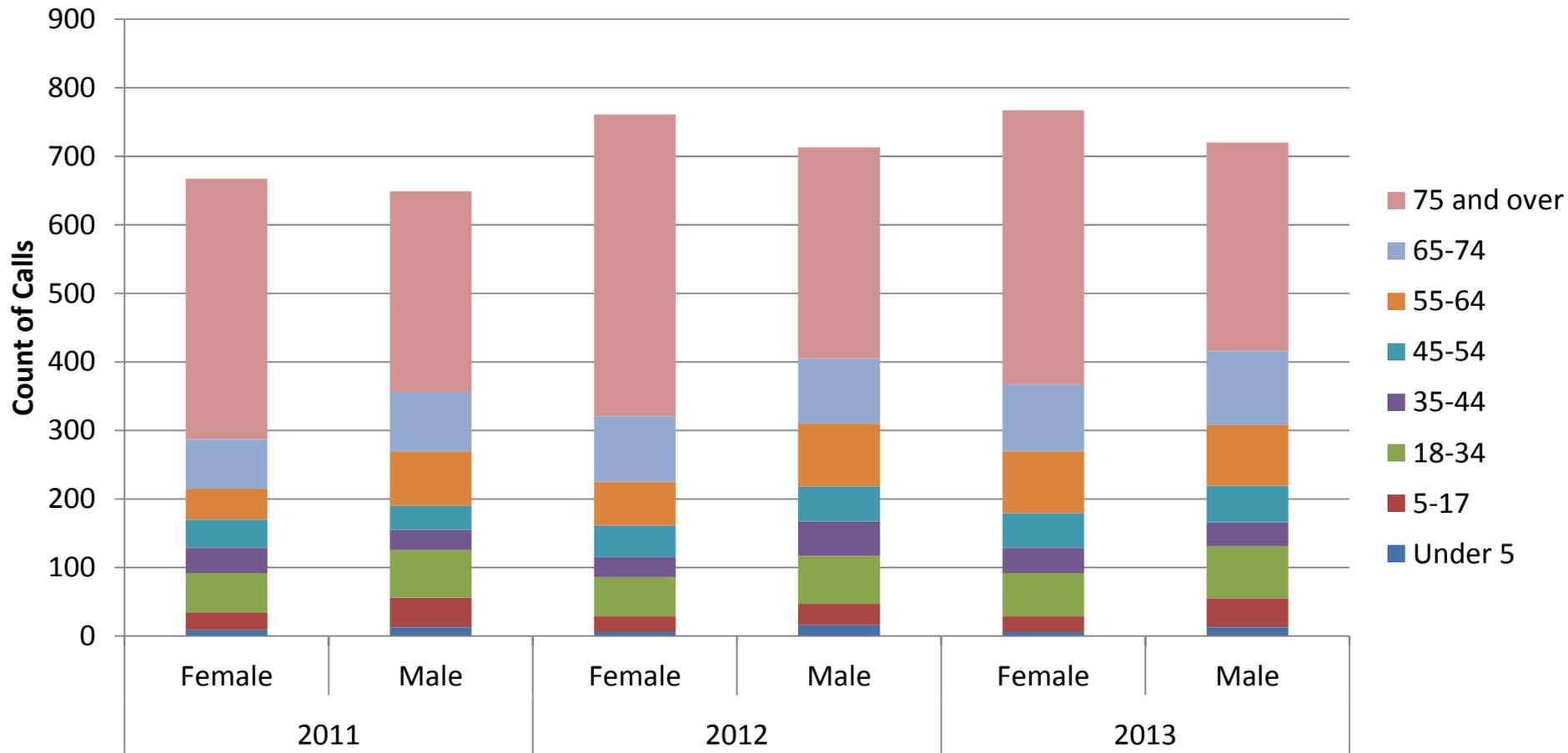
ALS/BLS by Month



ALS/BLS by Day of Week



EMS Calls by Age and Gender



Renewable Energy Efforts

- **Municipal Facilities Powered by Solar**
 - Water Pollution Control Facility - Roof Mounted Panels Operational
 - CVEC Phase I - Chatham Landfill - Ground Mounted Array
 - Operational target end of September 2014
 - CVEC Phase II - Police Department and Town Offices Annex - Roof Mounted Panel System
 - Operational target mid-August 2014
- When operational, approximately 70% of the Town's demand will be met by solar energy, with an estimated cost savings of \$124,750 in the first year of operation of all PV facilities and over \$3.6 million cumulatively by the end of the power purchase agreements at year 2020.

24/7 Information Access; Status

- Building & Health Permits – Ability to apply, search or renew permits online will go live September 2014.
- Sewer Connections – Contractors and Residents will be able to apply and track permit status online.
- Mooring Renewals – Residents now have the ability to process and pay for Mooring and Waitlist renewals online.
- Vehicle Stickers – (Beach Stickers, Transfer Station, Shellfish Permits) – software installed in July 2014 with expectation to have online renewal functionality in FY2016.
- Tax Payments – ability to sign up for ‘automatic’ debit to pay tax bill (e-mail notification 10 days prior). Vendor is testing in another community, hope for FY2016 implementation.

For More Information

Please visit the Town's Website

- Budget Central - http://www.chatham-ma.gov/Public_Documents/ChathamMA_Budget/index
- Monthly Department Reports to the Town Manager
http://www.chatham-ma.gov/Public_Documents/ChathamMA_Manager/Reports%20to%20BOS