

Response to Budget Questions
Advisory Committee

February 9, 2021

Police Department Questions for 2/10/21 AdCom Meeting

- Operating Budget
 - 210 Police Budget
 - P.1, 32 Labor: Labor costs at -0.73%. How does this affect HPD's staffing and ability to effectively do their job keeping Hanover safe?
 - There is no anticipated change in the level of service provided. The salary and expense budget is a level service budget.
 - - P.9 OVERTIME: Does the Overtime Pay of \$331K, include the ~\$25K SSVT pass-through cost or is this separate as a budgetary net \$0?
 - The overtime budget request includes the funding due from SSVT for SRO services. Overtime calculations also factor in updated collective bargaining agreement language defining the annual hours worked to account for the current annual contract requirements.
 - .
 - P.11 EDUCATIONAL PAY: Is the increase in Educational Pay a function of higher pay or more programs?
 - The increase is a function of police officers changing their degree status. For example initial degree earned, completion of advanced degree programs.
 - - P.16 VEHICLE MAINTENANCE: Why has vehicle maintenance increased 11.48% versus historical lower increases of 4-5%? Is this related to vehicle / fleet turn-over?
 - The adjustment to this line item is experienced based and the continuous increase in the cost of materials for regular maintenance items. Newer cars come with increase maintenance costs. For example model year 2020 vehicles were completely re-tooled. Virtually no auto parts are interchangeable with previous years. The cost of materials only for brakes for 2019 models is \$621.00. The materials only for brakes for a 2020 model is \$1,077. Mounting and alignment for cars was previously \$98.00 at Bruce's Auto. Service no longer provided by that vendor now the best price is \$160.00 at Sullivan Tire. Hanover DPW provides some services which eliminates labor cost, however scheduling, staffing and the need for advanced computer technology have significantly reduced the ability to utilize DPW services for many regular repairs.

- The department utilizes a fleet management/maintenance software that tracks expenses and repair information on every vehicle in the fleet. The maintenance module is part of the overall record management software (RMS).
- - P.18 UNIFORM CLEANING: Why is there a 93.46% increase? Why a return to prior year levels of around \$28K and not the 2021 level of \$14-\$15K?
 -
- Contractual requirement. Budget submitted fully covers that expense. FY21 budget made a reduction in this line item. This decision was made in order to address the challenges of finalizing an FY2021 budget in the context of Covid - 19
- FY21 amount may not be sufficient and may need to be balanced with another expense line item.
- - P.19 ASSESSMENT PANEL what is the assessment panel for \$8,000?
- The requested expense would be for the establishment of a civil service list which would be used for promotional purposes within the department. The established list would be active for a minimum of 2 years, currently no list exists.
- - P.29 EQUIPMENT PURCHASE: What is the equipment purchase for \$22,943?
- This account is utilized for purchases related to necessary equipment. Examples include equipment that is being replaced as a single item for example a portable radio, mobile data terminal in a cruiser, replacement of a firearm or parts to replace normal wear and tear on these items. Parts for repair of infrared breath testing equipment and inkless fingerprint systems. Many of these items when purchased for the entire department are capital items. This account allows for “one of” replacement outside of those purchases. Items required for operations such as first aid supplies, AED replacement, PPE which is not supplied by government agencies i.e. nitrile gloves, gowns etc. Replacement of and additional tactical items. Items not covered by central maintenance for use in the police station.
- This account was merged several years ago when the department was instructed to eliminate the materials and supplies line item and include those expenses in Equipment Purchase.
-
- 292 Animal Control Budget
 - P.8 CONTRACTED SERVICES: Contracted rate is up 14%. Although a small dollar increase, what is the impact in full cost with benefits (including OPEB impacts) included? Is this a break even situation or low, single digit, CPI-level increase?
 -
- This is a new program and is a cost saving initiative that has proven effective to this point. It is estimated that in the first several years of this program there will be a need to adjust for the real cost of services. Hanover has gained an extremely reliable and professional Animal Control Officer. The administration of both Hanover and Pembroke are working to make this not only cost effective but a quality service. At the 7 month point I would submit the program far exceeds

expectations. I think that the real cost of this program will be determined within the next 18 months and a baseline will be established. I do not think it will required double digit increases annually.

- - - P.8 CONTRACTED SERVICES: If this outsourcing is a cost neutral or cost positive scenario, are there any other opportunities for this approach in the HPD (recognizing the move to regionalization with Dispatch)?
 -
 - I believe that the outsourcing is a cost savings. This is a true contracted service. What Hanover pays annually is the total expense. The employee is a town of Pembroke employee with all benefits both current and post-employment being the responsibility of Pembroke. Similarly Pembroke provides the motor vehicle and the police department was able to eliminate the Animal control vehicle from the fleet which is also savings
 -
 - I am not aware of any other regionalization programs available at this time; however, Pembroke and Hanover are open to the possibility of expanding the ACO program to become a tri-town arrangement if we find another willing partner.
- - P.8 CONTRACTED SERVICES: Looking ahead, are we facing multiple years of 14% +/- increases? Do we have a long term contract with Pembroke that “guards” against cost-shifting to Hanover?
 - There is no long term contract in effect. This effort is in its infancy and parameters and service delivery are fluid with input from both communities. In my opinion I do not believe there will be multiple years of double digit increases. The length of any agreement would be determined by the Town Manager.
 -
 - 299 Communications Center
 - Can you reconcile the communications plan with the budget?
 - Yes. The budget presented is a best effort estimate with up to date information regarding the timeline for call taking and dispatching to move to the ROCC.
- - How long is the contract for this outsourcing? What is the long term cost increase exposure?
 -
 - The agreement was forwarded on several occasions to members of the advisory committee. There is an explanation of years 1-5 pending the development grant approval in the agreement. Duxbury has successfully operated a regional center for a number of years; the only possible change we can envision to the current situation is if Duxbury decides to make the ROCC an enterprise fund rather than part of their general fund. Such a change should have no noticeable impact to Hanover. Are there specific questions regarding this transition which are not addressed in the IMA?

- - Where is the offsetting expense for the reduction in labor expense for the Communication Center budget?
 - I believe the question pertains to the cost for the contracted services? There is no anticipated cost for years 1-3 (reference above response).
- - P.6: Overtime and shift differentials remain a large part (on a percentage basis) of Labor costs at 26% of the \$422,399? How can this be reduced? By how much?
 -
 - This budget is predicated on the move taking place by the end of September 2021. The target date is July 1, 2021. The budget takes into consideration contract negotiations with HMEL that will take place regarding the position of station clerk.
 - - P.10 Communication Center - Expenses: The expense reduction of 34% is very nice to see. However, given that 70% of this amount is still Office Equipment and Equipment Maintenance, why can't even more savings be obtained for FY22? If a timing issue, will we see FY23 drop?
 -

The expense budget has been reduced consistent with the expectations for decreased expenses regarding the transition to ROCC. Similarly, some requests have been moved to a town-wide IT expense account. There are annual expenses which will be due for software support on legacy software on July 1, which will not be requested going forward. There will be some expense remaining for technology and software in future fiscal years to maintain operations at HPD specifically. These expenses are expected to be reduced significantly from the FY22 expense.

- Warrant Articles
 - 8. Animal Control Bylaw – Amendment
- Necessary to bring the town Bylaw into compliance with requirements of M.G.L. Chapter 140 Section 157. Attorney Feeley has recommended the amendment language. It puts the responsibility on the ACO to request a dangerous dog hearing to be held by the Town Manager at the time of a muzzle or confinement. Previously there was no requirement for the ACO to request the hearing, making it inconsistent with applicable M.G.L.
- General/Other
 - How is other revenue trending and where are we with reserve funds (details, mall, and seizures ... what other ones are there?

Federal Forfeiture Fund	4,363
State Forfeiture	49,613
Mall Police	196,299

Detail Fund is money in (from vendor) money out to payroll. If the question is the administrative fee, the annual average is approximately 80,000 this is itemized as anticipated revenue. Chelsea can explain further.

- There was a cruiser in the capital plan for '22 that was listed as a need, not just desired. What is the impact of not getting the cruiser?
 -
- Town Manager anticipates funding through mall account; therefore not a request for funding that would go before town meeting. Not receiving cruisers consistent with the established replacement schedule will increase repair expenses and potentially require down time for repairs.
 - Fleet Update – How are the vehicles aging, where are we on replacement cycles and what does it imply for future capital expenditures.
 -
- We are fairly well on target for replacements, the capital plan identifies those regular requests for the needed replacements.
 - What if any purchases have been made in FY 21 and are planned for FY 22 that would be outside of the capital & operating budgets.
 -
- All purchases in FY21 and anticipated for FY22 are included in operating budget. No anticipation of any outside requests.
 - Where are we with open positions, LT disabilities, impending retirements and how does that dovetail with OT trends?
 -
- There are no open positions in the budget request. There are no current short-term or long-term disabilities among department members. Department has not been notified of any retirements. No change in OT request based on current information or trends.
-
- Questions for Town Manager
 - Do you have an entire budget impact analysis of the entire Hanover fleet across departments that includes capital cost, any financing costs, and annual expenses? Why or why not? If such an analysis exists, what are areas for savings or better expense management? Would taking a 10 year view of fleet be more appropriate especially in understanding impacts of capital request delays and changes from baseline fleet turnover plans.

TM Response.

- Given the social situation in the US, how are you ensuring the training programs for HPD and other town functions is evolving? Are there savings for town wide educational programs (vs. department specific)? Does our liability insurer recommend any changes or new program content for FY22 especially if it could moderate premium exposure?
- The officers complete a 40 hour annual in-service training as required by law. Since March of 2020 this training has taken place on-line through a distance learning tool. Additionally, firearms and first aid training has taken place in-person. Many officers have completed additional non-required training in topics including unintentional bias, de-

escalation techniques and supervisory management training. Officers take regular advantage of training offered by MIAA, the town's insurance carrier and credit is received on the law enforcement liability premium. Most recently was discrimination training. Chief Sweeney, Lieutenant Nihan and Sergeant Kane recently completed a 5 hour class on implementing the requirements of police reform in Massachusetts. The current budget allows for both required and non-required specialized training classes for all members of the department.