

General Comments and/or Questions on Budget Process FY2018

Municipal Budget Questions:

1. *The town is developing plans for a new Public Safety Complex. Are we looking at overall costs of service and how service delivery is changing across the US and how that will impact Scarborough's departments? As police departments work to do more with less, and communities take a hard look at where the resources go, are we looking at best practices? Looking at trends and efficiencies in service delivery over the coming 25 years is at least as important as population projections specific to Scarborough. Has this been incorporated into plans for this Complex? If so, how? (Anonymous)*

The Police and Fire Chiefs have certainly done their best to look into the future and anticipate the needs of both departments going forward. Looking back at history helps inform the types of things we may face in the future. For instance technology will continue to play a key role in everything we do. Our staffs will likely be using more mobile devices and need less office space which has been reduced in our planning for a new facility. We have added space for video forensics and cybercrimes and decreased space for paper files as we transition to paperless systems whenever possible.

On the fire side we have added dorm space to house live-in student interns. The public safety building is the only fire station where there is no room for student call members (due to the lack of bedrooms) which provide a much needed level of manpower to assist the full time and per diem crews at a very low cost.

We have built in two modest interview/treatment rooms near the public entrance to provide proper space for initiatives like Operation Hope, the police department's opioid addiction program. That same space can also be used for evaluation and treatment of our aging population through future innovative programs involving specially trained community paramedics. This program will allow us to provide lower cost treatment and referrals rather than transporting minor injuries or illness to the emergency room as we have to do now.

Policing and firefighting have and will continue to evolve, but as our community grows we will still need sufficient officers and first responders trained and ready to meet the emergency response demands for police, fire, and emergency medical services to our residents and the visitors of our community.

2. *When will our Police Department start using body cameras? There is no amount for this included in the 5-year equipment plan. (Anonymous)*

At this point in time, we do not have any immediate plan to use body cameras. While it may seem like a relatively easy task, there are a variety of issues that need to be looked at before that step is taken. We are watching closely while a neighboring community is deploying them. Aside from the initial expense of the cameras, there are many other costs and issues that need to be explored.

Some of the considerations involve privacy issues with those that an officer may come in to contact with. Some may say that can be resolved by allowing the officer the discretion to turn it off in situations that he/she feels appropriate. My feeling is that once you allow that discretion, then some could question the reasons that an officer chose to shut it off.

Departments will also need to deal with the storage and dissemination issue. If we have the recordings, then they will need to be stored and maintained. If recordings were requested as a public record, staff would need to review the entire event in order to redact any information or material that could violate a third person's right to privacy. This could be a very time consuming and staff intensive project.

Each time an officer charges someone, the district attorney's office requires any and all information to be delivered to their office at the very onset of a case. It should be noted that the District Attorney's office is not in favor of these cameras for some of the same reasons that I have mentioned. That being said, we would still need to provide her office with any and all recordings from each and every charge. This would cause a substantial drain on resources for the storage, cataloguing, and reproduction of recordings.

We have also seen reports on situations where the camera was unable to capture small nuances that were observed in person by the naked eye but not recognizable on camera.

For all of the reasons that I have stated, I would like to attentively watch and evaluate how these issues are dealt with by agencies that have taken this step, prior to making any commitment to this technology.

3. *Please explain how the town plans to involve the general public in the Comprehensive Plan Update (Anonymous)*

The future of Scarborough depends on our ability to engage the public in the Town's Comprehensive Plan Update. Over the next 18 months we will be seeking to engage our citizenry, our businesses, our civic groups and our existing committees and boards in an immersive and meaningful process resulting in a roadmap that will guide policy development.

The engagement strategy includes a portfolio of techniques. Whether you gather your information from newspapers, newsletters, Facebook, Instagram or word of mouth – we've got you covered. Aside from reporting and online engagement, we will be having meetings, workshops, and charrettes. We will set aside "studio time" for the public to drop by for one-on-one meetings.

We will work with the general public as well as citizens involved in the Town and Civic Committees.

We will also be reporting monthly to the Council in the form of a Brief which will outline all activities of the comprehensive Plan. There will also be a Council Workshop on May 22, 2017 where we will outline the process for the Council.

The Long Range Planning Committee will be the hub of the process – coordinating schedules and ensuring continuity and consistency.

Here's the rough outline of the engagement strategy and timeline:

May – August 2017

Kick-off and Existing Conditions Analysis

- A kick-off meeting for the public on May 23, 2017, which will layout the anatomy of the plan and how to participate;*
- A print and social media campaign to bring awareness of the project and build excitement about participation;*
- Development of a dedicated website portal providing updates, context, relevant data, and relevant content about all activities;*
- Development of online engagement tools such as surveys, interactive maps, and blogs from staff and participants.*
- Data tools and analysis upon which to start policy discussions.*
- All Boards Summit to engage boards, committees and community groups in the Comp Plan Process*

September 2017

Design Charrettes

- Continuation of website portal dedicated to Comprehensive Plan activities, progress and engagement;
- Continued surveys of topical issues;
- A 3-day engagement event open to all citizens, which will provide citizens a forum to express ideas and goals for the future in a casual and accessible way – the 3 days will include design charrettes on areas of town, open studio time during the day for any stakeholder to drop by and talk one-on-one with the planners, and a wrap-up event which organizes all the public input and reports back to the public.

October 2017 –December 2017

Draft Plan in Process

- Continuation of website portal dedicated to Comprehensive Plan activities, progress and engagement

January –March 2018

Draft Plan presented to Public

- Continuation of website portal dedicated to Comprehensive Plan activities, progress and engagement
- Open House and public meetings to review the Draft Plan.

4. *Property taxes make up almost 70% of the Town’s revenues. We have not had a complete revaluation in over 28 years, and this project seems to have dropped off the budget. Why has this become such a low priority? (Anonymous)*

The town-wide revaluation project is included in the 5-year Capital Improvement Plan (CIP) and programmed for FY 2019. The only reason this project was not included in the proposed budget is that we are waiting to hire a new fulltime Assessor; it is important for this project to have good consistent oversight. The CIP request for FY 2018 does include funding to advance a data conversion and new software upgrade that is a necessary component of the revaluation project.

5. *There seems to be a lot of inconsistency in what gets included in the capital budget vs the operating budget. For example, police cruiser replacements are included in the operating budget of the department, but not the Marine or Animal Patrol Officers’ vehicles. Can you clarify what is the town’s policy for when items are included in the operating budget vs the capital budget? " (Anonymous)*

The Town’s Capital Planning Policy, which can be found on the Town’s website under Town Ordinances - Town Council Adopted Policies, outlines which items are considered capital. The policy does not, however, dictate when an item should be paid for with bonding, which pays for the item over time, or through a current fiscal year appropriation. That decision lies with the Town Council, as recommended by the Town Manager.

6. *Use of Full Time Equivalent (“FTEs”) in the budget: FTEs is a standard method of reporting employee headcounts. It is much more informative than reporting the number of full-time and part-time employees. For example, five part-time employees who are each working only one day a week is much different than five part-time employees who are each working four days a week. It appears that the schools are presenting FTE information at a detail department level but not summarizing it. The municipal budget does not seem to report FTEs, but relies on full-time/part-time headcounts. Are there plans for both the town and schools to provide complete FTE reporting in future budgets? (Anonymous)*

At this time there are no plans for the Town to provide FTE reporting in future budgets. The Personnel Ordinance classifies Town employees as full-time, part-time, and temporary/seasonal. Our core payroll and finance software systems categorizes employees in the same manner. Therefore, currently there are no FTE reporting options available.

7. *Multi-year financial planning: Last year at this time there was discussion of the impending “fiscal cliff.” And now we are finding out just what it’s like to be in freefall after going over that cliff. At least some of this year’s pain could have been avoided if the Council had been open with the taxpayers and taken a realistic look at the future. While the precise magnitude of this year’s problem may not have been predictable, there was a clear indication that we would face a multi-million dollar shortfall if taxes were increased by only 3%. Yet we plowed ahead on a business-as-usual basis last year. And here we are. Have we learned anything from this experience? Are we willing to look ahead for 2 or 3 years beyond Fiscal 2018 and project what tax rates may be like then? If so, what are the projected tax rate increases for Fiscal 2018 and 2019?*
(Steve Hanley)

Though the process is very much in process, the expected tax rate increase for FY18 will likely be less than 4%. We expect to see a significant decrease in the amount of fund balance available to offset taxation in FY19 so we may reasonably expect a similar increase that year. After FY19, barring any dramatic changes to State revenue sharing or the educational funding formula, we expect to return to a tax rate increase of 3% or less. This rate can be achieved with a 3% increase in municipal expenditure and a 5% increase in school expenditure because of the continued increase in town assessed value. (See Response to Question #10 as well)

8. *Use of fund balance: The Fiscal 2018 budget uses \$2.1 million of fund balance as a source of revenue. “Fund balance” is essentially surplus funds from prior years; it is basically amounts of tax dollars collected over and above what was needed to cover actual expenditures. Who determined that \$2.1 million was the appropriate amount of fund balance to use in Fiscal 2018? And how was that amount selected? (Anonymous)*

The proposed use of fund balance was advanced by the School Department. The proposed \$2.1M is a combination of the final remaining project funds from the Wentworth construction project - these funds were actually unused in FY2017 to pay Wentworth-related debt service costs and produced a year-end budget surplus. The remaining amount of \$400K is the typical amount that the School proposes to use since they are discouraged from carrying significant fund balance. Though there is potentially more fund balance that could be used in the FY 2018 budget, the conventional wisdom is that we will likely need these funds in the following year to ease the transition away from state revenue for education. As has been the case since 2012, the Town does not propose the use of any fund balance in the budget.

9. *Long-range Facilities Plan: For at least two years now, town and school officials have been telling us about a long- range facilities plan that will lay out municipal and school facilities needs over the next 10-15 years. We understand those needs could very easily exceed \$100 million. We have been told recently that both town and school plans are substantially complete. But the full plan is nowhere to be seen.*

Our current debt is around \$96 million. Each year we add \$4 million to \$6 million to that in “routine” capital equipment and projects. And debt payments currently comprise 13% of total school and town operating expenses.

Given the large annual impact of our current debt level and the huge expansion of facilities anticipated in the next 10 years, shouldn’t we be considering the impact of those major facilities investments now?

The long-range facilities plan, while not complete and ready for publication, does include consideration of the financial impact of all proposals. Part of the purpose of the plan is to assess priorities and to stagger projects to prevent any sudden shocks to the property tax rate because of infrastructure investments. Once the school facility priorities are received, the final consolidated plan, with debt services implications, can be finalized and should be available this summer.

Don't we need to see that long-range facilities plan before we approve the Fiscal 2018 budget? (Anonymous)

It would be unhelpful to release a plan that is not complete. The elected and appointed officials for the Town of Scarborough have a commitment to responsible fiscal management and will not put before the voters any major infrastructure project and accompanying bond that would endanger the fiscal health and long-term financial security of the Town. We are working with our bond agent to develop schedules that will predict total debt held and debt service payments for the duration of the planned projects financing. The purpose of this exercise is to identify how best to stagger proposed projects to maintain an even level of debt service to reduce tax rate impacts from new infrastructure investments.

10. *Debt level compared to cohort: The Town's \$96 million of debt equates to nearly \$5,000 per person. This is more than double the per-person level of those towns to which we like to compare ourselves (Cape Elizabeth, Falmouth, Yarmouth and Cumberland). What do those towns know that we don't? (Anonymous)*

Cumberland's debt per capita as reported by Moors & Cabot FY16 was \$4,754. Falmouth's debt per capita, using data from EMMA and the US Census, as of June 30, 2013 was \$4,714. Yarmouth, same sources as Falmouth, as of June 30, 2014 had a debt per capita measurement of \$2,250. And Cape Elizabeth, using the same sources as Falmouth, had a debt per capita measurement as of June 30, 2014 of \$1,945. The table below compares the debt per capita and tax rates for the above communities with Scarborough.

Town	Debt per Capita	Tax Rate
Scarborough	\$5,613	\$15.92
Cape Elizabeth	\$1,945	\$17.54
Cumberland	\$4,754	\$18.25
Falmouth	\$4,714	\$15.09
Yarmouth	\$2,250	\$17.06

The table above suggests that one choice Cape Elizabeth, Cumberland and Yarmouth may make is to fund more investments through appropriations than through bonding. This may be part of the reason they have a lower debt per capita measure but a significantly higher tax rate. We would also need to look into the deferred infrastructure maintenance that may have taken place in these towns. Have they kept up with road repairs? Have they maintained their municipal service fleet?

To fully compare the communities we would need to assess the level of services each community provides. Cape Elizabeth and Yarmouth, for example, do not offer curb-side trash removal. Falmouth and Cumberland use a pay-as-you throw system for trash removal. Scarborough Fire and Rescue respond to twice as many calls each year as the Falmouth department while the Yarmouth Fire and Rescue is staffed almost entirely with volunteers and per diem employees. The Town is taking part in a benchmarking exercise led by Cumberland County. When this data is available we will share it with the community to help everyone gain a better understanding of how our community compares to neighboring communities regarding level and cost of services.

11. *Additional Fire Department Staffing: Exhibit 1-A in the budget book provides a detailed justification of adding four full-time firefighters at a cost of \$290,000. If these positions are essential to the health and safety of the town, why weren't they included in the first reading budget? And if they are included in the municipal operating budget, that will bring the increase in operating expenses to 3.8% rather than the 2.9% as presented. So what's the real deal on these firefighter positions? (Anonymous)*

The long range staffing plan, proposed by the Fire Chief and adopted by the Town Council, contemplates transitioning to a fulltime department. Historically, the Fire/EMS staffing is made up of a combination of call division, per-diem and fulltime staff, and this model is not sustainable for the future. The Fire Chief is in the process of re-calibrating the staffing plan and the Town Manager made the decision not to include funding in FY

2018; however, the exhibit was included to ensure that the elected officials and the public were aware on the ongoing need.

12. How does Scarborough compare with other similar towns such as Sanford, Saco, Westbrook, all towns similar in geographic and demographic size, in terms of Municipal FTE staffing per resident and municipal budget cost per resident? (Anonymous)

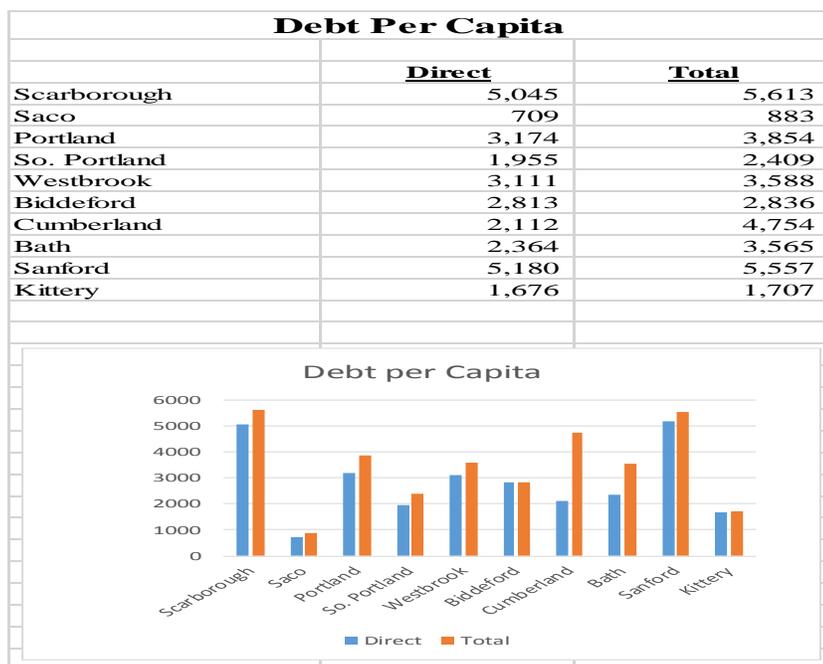
The Town of Scarborough employs approx. 236.65 Full Time Equivalent employees. Using US Census data for 2015, this equals 0.012 FTEs per capita. We will be able to better report how this compares to our neighboring communities when the Cumberland County benchmarking data is made available.

The gross municipal proposed budget is \$32,883,608 or \$1,699.59 per capita. The net municipal proposed budget is \$16,720,678 or \$864.20 per capita. I am unable to find Sanford’s budget online, but for Saco the gross municipal proposed budget per capita is \$1,351.55 and the net municipal proposed budget is \$877.57. Westbrook has a gross municipal proposed budget per capita of \$1,491.56 and a net municipal proposed budget per capita of \$881.27.

Town	Gross Municipal Proposed Budget per Capita	Net Municipal Proposed Budget per Capita
Scarborough	\$1,699.59	\$864.20
Saco	\$1,351.55	\$877.57
Westbrook	\$1,491.56	\$881.27

The table above shows that for the towns listed in the question that had data available Scarborough is the most efficient service provider when using net municipal budget per capita, the amount covered by taxation, as the metric. To understand why Saco and Westbrook both have a lower gross municipal budget per capita figure we would need to do a full comparison of services provided.

13. Our current debt per resident is almost \$5000, and exceeds \$5000 when total overlapping debt is considered. How does Scarborough compare with other similar towns such as Sanford, Saco or Westbrook, in measures of per resident? (Anonymous)



14. How does Scarborough plan to bring its debt level down to prepare the facilities in the planning stages such as the Public Safety Building Complex, Library Expansion, Community/Senior Center, etc.? (Anonymous)

The Town has recently established metrics designed to test and monitor the Town ability to manage the debt load. All metrics indicate that the Town has the financial capacity to cover debt requirements. The debt management strategy has focused on ensuring consistency in the annual debt service costs in the operating budget so as to guard against large changes from year to year. Longer-term, the goal is to convert capital purchase (when appropriate) to the operating budget or fund them with appropriations rather than financing and thereby reduce the amount of annual debt issuance. This practice will serve to reduce the overall debt over time.

15. If Scarborough took on no new debt at all--no bonds issued--How long would it take to bring the towns overall indebtedness from today's figure of \$100M to \$80M - \$60M - \$50M ? (Anonymous)

F/Y ending 2015: \$98,500,000 (Prior two years shown as well)

F/Y ending 2016: \$95,920,000

With no new debt, the outstanding principal debt as of June 30 of each year would be:

F/Y ending 2017: \$88,875,000

F/Y ending 2021: \$62,040,000

F/Y ending 2023: \$50,335,000

F/Y ending 2025: \$42,055,000

F/Y ending 2028: \$30,455,000

F/Y ending 2031: \$20,140,000

16. Fire departments fight few fires these days, some statistics show 30% or fewer calls are actually fire-related. Most calls are for medical services--70-75%, not sure what it is in Scarborough. There is a lot of information out there on innovative ways to handle the increased call volume, and many municipalities are re-thinking how to deliver costly emergency services and make them more efficient. As the town develops plans for a new Public Safety Building, how are we looking at incorporating these new models of service delivery? (Anonymous)

Scarborough's experience closely matches those national trends. In FY16 63% of our calls were for EMS and 37% were all the other types of services we provide including fires.

Being more efficient is something we constantly strive for. At 5 of our 6 stations where we have room to house them, we now have an ancillary vehicle (a car or service truck) that is used for response to serious EMS house calls in that neighborhood instead of the engine or a ladder truck. This has saved thousands of dollars on fuel costs and apparatus repairs because we are putting far fewer miles on the front line apparatus responding to medical calls.

One of the reasons fire responses are down nationally and locally is due to the fire prevention programs we have spearheaded including smoke detector laws and public fire education programs. Earlier this winter our department kicked off a new proactive and more focused fire prevention program. Each of our four shifts has been assigned responsibility for a segment of that program including Public Fire Education, Community Risk Reduction, Community Outreach, and Fire Safety Inspections.

The initiatives those groups will be working on include:

- Updating and expanding our public fire education programs with a focus on our youngest and our oldest residents with a fall and accident prevention program*
- Moving forward with a residential sprinkler initiative*
- Expanding our successful smoke & CO detector program and conducting more home safety visits to prevent fires, falls, and injuries*
- Continue to improve our commercial and multi-tenant residential occupancy inspection programs*

Proactive fire prevention is the new national focus and Scarborough is and has been a leader in this initiative for many years. Successful fire prevention efforts have allowed us to keep up with demands through our combination of call, per-diem, and full time staff versus the full time staffing that would be required sooner without those efforts.

17. *I recently read an article called "Thousands of police calls. You paid the bill" which discusses how some towns are handling repeated calls to retailers like Walmart, invoking nuisance laws. I know our police spend an inordinate amount of time dealing with these types of calls and the aftermath through the court system. Is Scarborough tracking the amount of time spent on these types of calls, and do we invoke nuisance laws to contain our costs and shift them to back to retailers and other high demand users? (Anonymous)*

We are tracking the number of calls and the amount of time that is taken up by these calls. We have initiated different protocols to try to reduce the amount of officer time spent on these calls, however it remains a significant issue for us in terms of our resources. Any ordinance or fee structure that might be directed toward the reduction of these calls would need to be a matter of public policy.

We are researching the legality and practicality of a nuisance type ordinance to consider existing establishments; however, any monetary component is likely to be in the form of fines or penalties. At the same time, we are considered an impact-fee type ordinance that would document expected impacts for the purpose of imposing a fee for new businesses in the future. It remains to be seen in either of these approaches is practical and prudent.

18. *I noticed the Police Department Capital Equipment section of the budget includes a request for Taser replacement, and an exchange of 37 Tasers over time. Other towns have a "taser charging station" and rotate tasers for the on-duty police officers only. Why do we purchase so many tasers rather than providing them only for the on-duty staff? (Anonymous)*

The reason that we issue tasers to individuals is both a matter of logistics as well as maintenance. From a logistical standpoint, we have officers who work many outside details aside from their regular patrol shifts. When officers are out on details at Scarborough Downs, Beech Ridge Speedway, roadway and utilities construction sites, it is equally important for them to have the taser capability. We also receive a number of highway safety grant opportunities over the course of the year for speed, distracted drivers, OUI, etc. enforcement. These details often overlap regular shifts and we feel that it is equally important that they have the taser capability. We also have detectives, school resource officers, and other sworn personnel that are in town or in the building at any given time and may respond to a scene to assist patrol. Lastly, we have a number of officers that are members of the regional SWAT team and, as such, often respond to critical incidents from off duty status and it is vitally important that they have and maintain that capability. We also feel that, much like their sidearm, it is very important that they care for and are very familiar with the device that they could deploy in an emergency situation.

19. *I have some questions and concerns about Scarborough's Business Personal Property assessments and collections. In the most recent Comprehensive Annual Report there is a chart which provides a 10 year look back at Personal Property Valuation. In 2007, Scarborough had \$109MM in reported Personal Property, which grew and then declined over the following years, so that the most recent reported amount is \$108MM. How does the Assessor explain the fact that this figure has barely changed in 10 years, despite tremendous business growth during this time? Considering that \$108MM in personal property generates over \$1.7MM in tax revenue, how confident is the Town regarding the accuracy of its records on "business personal property" and what steps will the town take to ensure the accuracy of these "self-reported" amounts? (S. Hamill)*

Scarborough's taxable personal property has remained stagnant since 2007 because the Business Equipment Tax Exemption Program (BETE) started in 2008. With the exception of retail establishments, most business investments for new equipment qualify for BETE, so more and more businesses and leasing companies are taking advantage of the Program. Additionally, BETE reimbursement levels from the State have fallen from 100% in 2008 to 50% in 2012.

Self-reporting assets is standard, with most businesses reporting accurately. All submissions are reviewed and if the report was believed to be significantly incomplete there would be follow up from the Assessor's Office. While there may be businesses who knowingly or unknowingly under report, we do not believe it is a significant number.

20. *The Kaiser Family Foundation 2016 Employer Health Benefits Survey states that Employers generally require that workers make a contribution toward the cost of their health insurance premium. On average, the amount is 18% of premium cost for "singles" and 30% for family coverage. Most plans require cost sharing and the average deductible is \$1221.*

What is the contribution percentage required of Scarborough non-union employees, for single coverage and family coverage? Does Scarborough still fully pay health insurance for singles?

For non-union employees, the Town pays the monthly premium for single person plans for employees choosing to participate. Employees pay 50% of the difference of the cost of the two person or family plans. Additionally, depending on the plan and type of health service, employees may be required to cover a deductible and/or contribute a percentage of the cost of some health services.

What is the deductible?

There are many variables and it depends on the type of health services, the plan, and whether the services are in-network or out-of-network. Depending on the plan, benefit, and network, the deductible could range from \$0 to \$2,000 annually. In addition to the deductible, employees are responsible for coinsurance and other out-of-pocket expenses that could potentially reach a maximum of \$6,000 per calendar year. For example, certain inpatient services that are classified as out-of-network care may be covered at 60% with a \$6,000 family out-of-pocket maximum. A single member receiving in-network outpatient care may be covered at 90% with a \$1,000 out-of-pocket maximum. Some preventative services may be covered at 100%.

What specific steps has the town taken to control benefit costs?

The Town has partnered with the Maine Municipal Employees Health Trust for health coverage, and we work together to control benefit costs. Currently, Scarborough's 2017 premiums are 39.65% below the Health Trust pool rates. Specific steps to control costs include offering a higher deductible plan, a variety of wellness programs, Employee Assistance Program services, physical fitness incentives, smoking cessation programs, and other initiatives.

It is the Health Trust's mission to meet the needs of local government employees, retirees, and dependents by providing cost-effective, quality employee benefit programs. As such, the Health Trust carefully considers potential plan benefit changes to ensure that they are in the best interests of plan participants and strike an appropriate balance between benefits and costs. Additionally, the Health Trust follows all relevant state and federal mandates with regard to health insurance benefits. The Health Trust continuously reviews the plans, and potential changes are thoroughly researched and reviewed. Recommendations are formulated by the Health Trust's staff and advisors. Any proposed change must be approved by the Health Trust's governing body, its Board of Trustees. The Board is very mindful of its fiduciary obligations to the members of the Health Trust. The Board (and Health Trust staff) have an obligation to act in the best interests of all Health Trust plan members.

When employees do not share in the cost of their health insurance, how effective are cost containment initiatives and how are results measured? (S. Hamill)

Town employees share in the cost of their health insurance through contributions at various coverages levels, deductibles, co-insurances, and other out-of-pocket expenses. Results are measured by monitoring claims experience, numbers of claimants, percentages of benefits paid, medical cost drivers, pharmacy cost drivers, and other analytics.

21. *What is the Town's cell phone policy for employees?*

C. Cellular Phone Use Policy

Revised October 31, 2013

Purpose

The purpose of this policy is to establish guidelines for employee cellular telephone usage. This policy outlines the appropriate use of Town owned and personal cellular phones while at work and the safe use of cellular phones while operating Town vehicles and equipment.

Policy

The use of a hand-held cellular telephone including text messaging while operating a Town vehicle or equipment is prohibited. The use of a hands-free cellular phone is not in violation of this policy. Employees may be responsible for reimbursing the Town for the costs associated with personal calls and text messaging on a Town-owned cellular phone beyond reasonable expected usage.

Although we allow employees to bring their personal cell phones to work, we expect employees to keep personal phone calls and text messaging to a minimum. While occasional, brief phone calls are acceptable, frequent or lengthy personal calls and texts can affect productivity and disturb others. For this reason, it is expected that employees make or receive personal phone calls and text messages during non-work time.

Employees who willfully violate this policy are subject to progressive disciplinary action for flagrant or continuous non-compliance to include having cellular phone privileges revoked while working.

It appears that most employees on the Municipal side receive a cell phone stipend budgeted to be approximately \$420/year. Some departments list "cell phone stipend" other departments such as Public Works lists "stipend" in their operating budgets. Does the town require a business needs test for the cell phone stipend, and does the town have a policy on personal use of a cell phone while at work?

Yes, the Town does require the responsible department head to determine if an employee has need of a cell phone.

*What is the total amount paid by the town for all cell phone stipends for 2017, and the budgeted amount for 2018?
(Anonymous)*

The amount budgeted for cell phone stipends in both FY17 and FY18 is \$20,006.

22. *Most of us have experienced "challenging" years at employers at different times. This has often led to drastic measures to control costs, such as slashing Training and Travel budgets. What is the Scarborough's policy on training for employees?*

While there is no formal training policy, some of our employees are required to take part in annual trainings to keep their certifications or licensures current (Code Enforcement Officers and Emergency personnel such as paramedics and EMTs).

While we would prefer to keep training opportunities at their current level, this is one area of the budget that has already seen reductions and further reductions may occur.

What was the total amount spent on training for Municipal employees for 2017, to date, the town has spent \$95,302, and how much is budgeted for 2018? The 2017 budget was \$121,290 and the budget for 2018 is proposed at \$128,300.

*Would Scarborough consider removing this item or cutting it by a percentage to lower the total budget?
(Anonymous)*

The Town of Scarborough is committed to providing high-quality efficient service to the residents and business we serve. We believe that a skilled, well-trained workforce is one of the best ways we can achieve this goal.

23. For anyone who opposes the budget as is, what are the top 3 things you would cut, and how much would each save? (Anonymous)
24. Once we get past this year's dramatic decrease in state funding for education, do you expect the moderate budget increases will more easily reach your 3% increase goal? (Anonymous)

There is a general recognition that budgets will grow given the fact that the budget is largely based in personnel costs, 61% for the Town and 76% for the School. Given this reality, the general notion is that if the Town budget increases in the range of 3% and the School at 5%, this growth in annual expenses can be offset by annual growth in the total valuation of the Town and should consistently result in tax rate increases at 3% or less. The proposed budget meets these basic targets. The challenge we face again this year is the loss of non-property taxes revenues (namely the \$1.4M loss in GPA for schools). The silver lining in this situation is that it appears we have reached "minimal receiver" status, meaning that revenue from the State in support of school costs will not continue to decrease. Due to the significant use of fund balance in the proposed budget, it is expected that FY 2019 will be equally challenging. Thereafter, it is expected that the volatility will be removed and we will be in a position to consistently deliver budgets with a 3% or less tax rate increase.

25. How can we engage our legislators in Augusta more to understand that their views, for the most part, except Millett, are completely contrary to improving education because they support Lepage's draconian cuts? (Chris Lyford)
26. For the Town's budget (not the School's), what are the bare minimum items that you are potentially not requesting in terms of safety or maintenance because of the difficult transition to the school's minimal receivership status? What are the near-term implications for the police, fire department, and town administration about what you had to give up in the compromise budget? (Chris Lyford)

The most glaring items that are not advanced in this budget are expansions to staff: 4 Firefighter/EMTs; a part-time commercial Code Inspector, and expanded hours for a fulltime Adult Services Librarian. The other area that will be decreased is the amount of paving that will be performed. Finally, these budget constraints will not permit the conversion of capital items to the operating budget. This transition will exert immediate pressure on the tax rate and given the tax shift that is underway with the loss of non-property tax revenues, it is simply too much to bear all at once.

27. Some are complaining on social media about the increase in the school and town budget, but not citing the massive reduction in state funding. How can the Town and BOE succeed against the tide of such negative and incomplete communications on the social media, blog and newspaper letters? Other than hold these forums and hope that they are reported accurately? (Chris Lyford)
28. It's clear that we need to keep investing in infrastructure for our schools, given the aging of the primary schools for example, as well as the Town's needs for its buildings and upkeep. Can you remind us how the proposed long-term infrastructure plan reviewed this past year is only preliminary but on the other hand necessary to address well ahead of the deterioration of our physical plants and schools? (Chris Lyford)

The Long Range Facility Plan is still somewhat in motion, but it certainly identifies future, expected capital needs for the Town and the School. It is important for all involved to identify these needs and devise a thoughtful strategy to advance these projects in a timely, yet manageable fashion. Deferred maintenance or replacement is certainly an option, but the problem does not go away and typically the costs increase.

29. *How many town employees had actual 2016 W-2 earnings of \$100,000 and over, including overtime and other items? (Anonymous)*

The number of employees with taxable 2016 W-2 earnings of \$100,000 and over was one (1) person, the Town Manager. However, perhaps more to the intent of the question, when we include the calendar year 2016 taxable and non-taxable income for employees including all paid wages, overtime, cash outs, incentives, and stipends there are six (6) employees that earned more than \$100,000 in 2016. These employees make up 3.47% of our total full-time employees and 1.41% of all of our employees.

30. *Can you elaborate on how much of the budget is fixed expenses verses how much is discretionary spending? (Anonymous)*

A firm definition of discretionary funding should first be determined. Merriam-Webster defines the term discretionary as "Left to individual choice or judgment." Another definition says "...discretionary spending refers to the portion of government expenditures not fixed in amount by legal obligation..."

The Town Charter requires the following positions: 7 Town Councilors, 1 Town Manager, 1 Assessor, 1 Planning Director and 1 Town Clerk. The town administrative codes enhances these to include a Finance Director, Police Chief, Fire Chief, Human Resource Director, Community Services Director and Public Works Director. Additionally, the State authorizes a Fire Department, Tax Collector, Registrar of Voters and a Treasurer. We are also required by State statute to conduct an annual audit.

The Town of Scarborough considers the following to be fixed expenditures:

- *salary and benefits*
- *training required to maintain certification*
- *contractual obligations*
- *legal services*
- *business insurances*
- *debt service*
- *utility costs (phones, gas, electricity, etc)*

That would leave some training, supplies, dues and equipment as discretionary. However, the departments would not be able to perform their duties without some supplies or equipment, computers, pens, police cruisers, and paving materials for example, and we see job specific training and professional membership dues as investments in our staff which pay dividends in the form of excellent customer service and highly efficient and skilled professionals. Other examples of discretionary spending include curbside trash and recycling collection, continuous plowing coverage during storms, Paramedics on each cardiac ambulance call, the Town's website, and many other services provided by the Town of Scarborough that are valued by the residents but not required by law.

31. *With total town debt still almost \$100MM, is it realistic to expect voters to approve new debt issues such as \$13-18MM for a new Public Safety Building?*

We will not know until we have gone through the referendum process to assess the interest of the voting residents in town. We believe, and our bond rating supports our belief, that the Town of Scarborough is in excellent financial health and that we have the capacity for any bond measure put in front of the voters. We would not place a bond measure in front of the voters that would in any way endanger the Town's current fiscal health, future fiscal stability, or our bond rating.

What steps has the town taken to prepare financially for the new important projects outlined in the Long Range Facilities Plan of \$50MM to help assure passage of these bond issues by town voters?

Creating the long-range facilities plan was the first step toward preparing financially for these projects. The plan allows our elected and appointed officials to assess needs, schedule projects based on priorities, look for efficiencies in combining projects, and consider the timeline for the projects so that the debt service levels are kept as even as possible over time so that new infrastructure investments are not felt significantly in any one year's tax rate.

Why do we continue to rely so heavily on bonding for small projects when the result is that our overall debt level remains excessively high, and our per capita debt is the one of the highest in the state?

The Town uses short term borrowing to share the cost of an investment with all of the users of the investment. A loader for public works will benefit residents for the next 10 years and bonding allows us to share that cost with both current and future residents. Bonding also allows us to keep the tax rate low. If we were to shift \$3 to \$6 million from bonded monies to appropriated monies the effect on the tax rate would be intolerable to most residents. We could choose to simply not purchase any of the items that we purchase with bonded monies but eventually when it came time to replace a fleet of vehicles or rebuild large sections of roads the Town would need to pay more money overall than we will by maintaining our infrastructure in a steady and systematic manner.

Looking back at our total debt level since 2004, when our debt was \$63MM, each time we have had a major project the debt level increased, and never came back down close to its previous level. Why don't we take steps to get the debt level down before we take on major new debt? (Chris Lyford)

For many of the reasons outlined above. If we were to reduce the amount of debt to previous levels each time we looked to finance a major project, we would need to shift from bonding shorter term projects to raising monies through taxation. The townspeople have given no indication that they are interested in absorbing this shift through a higher tax rate.

32. *Why not sell the building at 29 Black Point Rd rather than pay ongoing maintenance and forego tax revenue? Has there been a cost/benefit analysis of the ownership of this asset and what is the net cost to the town of this piece of property including foregone tax revenue? Are there other pieces of real estate owned by the town which have no current use by the town and which might be sold? Can you provide a list of town owned properties not currently in use by the town? (Anonymous)*

The lease agreement between the Town and the Tenants at 29 Black Point Rd sets the monthly rent for FY18 at \$4,753.12. This is an annual rent revenue of \$57,037. The lease states that the rent will increase by 3% each year, so for the final year of the lease the annual rent revenue will be \$64,195. The building and land together are currently assessed at \$413,000. This would generate \$6,575 in property tax revenue. The lease requires that all utilities and basic property maintenance be paid for by the tenant. The FY18 rental revenue vs. property tax revenue is \$50,462.

33. *How has the public's increased usage of online services such as Rapid Renewal been reflected in lowered costs and employment at Town Hall? (Anonymous)*

1. Community Services Dept:

Our on-line registration software, Webtrac, has allowed residents to sign-up for programs, check facility availability and make reservations on-line. On average 70% of our users register on-line and we process over 13,000 facility requests. While some programs still require in person registration because of the paperwork involved with the registration (childcare registration and ski programs).

We have had Webtrac for over 10 years, while it has not decreased the staffing needs, it has prevented the need for more office help to assist with registrations. The on-line registration software has allowed Community Services to remain with hours of 8:00 am to 4:00 pm and not have extended hours to meet the needs of working residents.

2. Finance Department:

86% of the revenues received for excise collections is through personal contact here in the town hall. 14% of excise revenues is received as a result of citizens using the State's Rapid Renewal service.

The use of online services has not decreased employment at town hall since other revenues are processed through customer service in town hall such as licenses, taxes, ATV, snowmobiles and boat registrations.

We have endeavored to lower costs by replacing a full time employee with two part time employees. This has the effect of reducing the full time benefits that need to be paid, thereby lowering costs.

- 34. Why isn't long needed expansion of our very fine Public Library being delayed for at least another budget year, it is used by students and is many ways a more valuable resource to our community than many other budget items? 207-239-1930 (Anonymous)**

This project was identified in the Long Range Facility Plan as "Short-term", defined as 1 to 5 years and in fact is included in the five-year Capital Improvement Plan (CIP). The CIP includes \$150K for preliminary engineering /planning as well as construction funding for the project programmed for FY 2021. The Town Manager recommended that the planning resources be delayed to FY 2019; however, the Library Director has requested that it be moved up to FY 2018- the Finance Committee is considering this matter.

The immediate focus is on the Public Safety Building, which has top priority and must receive voter approval. Part of the analysis of timing these projects recognized voter fatigue. The Town is sensitive to the fact that major projects must be evenly spaced to minimize impact on the tax rate and to provide the best chance of voter approval.

- 35. What are you doing to control rising health plan spending and rising Worker's comp premiums? (Denise Dumont)**

In the area of Workers' Compensation and employee safety, the Town has been recognized as a leader in the state of Maine. For example, the Town received the Safety & Health Award for Public Employees (SHAPE) in 2014 and we are now currently in the process of applying for a two year renewal. The SHAPE award recognizes public sector employers who maintain an exemplary safety and health management system. This award distinguishes the Town as a model for workplace safety and health. Upon receiving SHAPE recognition, our worksite is exempt from programmed inspections. Due to our admittance into the SHAPE program, the Maine Municipal Association applied a reduction to our Workers' Compensation premiums through the Leader Program. Our 2016 Leader Program score resulted in an 8% credit of \$33,626 applied to the Town's Workers' Compensation contribution. In 2015, the Town received a credit of \$32,446. In 2014, the 7.5% credit resulted in \$31,313. This is tremendous progress from where we started in 2012, when our credit of 4.5% resulted in \$19,652. Additionally, dividends were distributed to qualifying members for 2016 and the Town received \$17,581. Dividends are voted on and distributed by the governing board of the Workers' Compensation Fund. Each year the board reviews the program's overall loss experience to determine if dividends may be paid based on good risk management practices and loss experience. Our participation in these programs demonstrates a commitment to workplace safety.

Please see #20 above discussing health costs.

36. *Impact of Valuation Increases: Every year the town's overall property valuation increases significantly as new homes and businesses are built and added to the tax rolls. These additions of property values generate an amount of automatic increase in tax revenue without having to increase the property tax rate. It appears that the mid-range estimate of new property valuation coming online in Fiscal 2018 is about \$50 million. How much additional tax revenue does that new property generate and where does that additional revenue show up in the budget? (Anonymous)*

This year's estimated range of possible assessed value increase is \$24,620,562 – \$73,861,685. State law requires the Assessor to determine which value to use in the final tax rate computation. Since FY10 the Town has seen an average annual increase in assessed value of just under \$36 million. For this analysis let's use the increase in assessed value from FY16 to FY17 of \$30,814,400. This increase in property tax revenue of \$490,565 is seen in the budget in a number of places. First, it is seen in the final tax rate computation. In August of 2016 the Assessor committed \$60,119,691 to be raised through taxation. When this amount was divided by the town assessed value, \$3,776,362,500, the resultant mil rate was \$0.015920, or \$15.92 per thousand of valuation. Let's imagine that there was no expected increase in assessed value and that the tax rate had been computed using the FY16 assessed value of \$3,745,548,100. The resultant mil rate would have been \$0.016050 or \$16.05 per thousand of valuation. The estimated increase in valuation lowers the tax rate for everyone by sharing the cost of services that year across more value and, we assume, more tax payers.

Another place this increase is seen in the budget is in the amount of money the Town of Scarborough receives from the State in the State Aid for Education and Scarborough's share of the Cumberland County budget. The school funding formula is based, in part, on the Full State Value of the town. This number and the local assessed value do not match, but they do trend in the same direction. The County budget is apportioned based on our percentage of the total value in the County, and as our value increases (often at a quicker pace than other communities), we assume a larger share of the County budget. As new construction occurs in Scarborough, and when property sales show increases in value, the Full State Valuation for the community increases. These increases in value result in a decrease in state aid for education and an increase in County budget assessment. A decrease in revenues and increase in expenses means that the Town needs to raise more money through property taxes to cover the cost of services.

The final place that we see this increase in assessed value in the budget is a bit more abstract and seen over time. As a community grows the demand for services, even existing services, also grows. More cars on the roads mean more frequent pavement repairs. More households lead to more ambulance calls. More commercial properties increase the demand for police services. And more of all types of development increase the demand for municipal services such as planning and codes, trash removal, assessing services, and customer service transactions. Over time we can see these increases in the need for more staffing and infrastructure investment. Scarborough is fortunate to be the town that it is. Our beaches, marsh, farmland, bustling economy, proximity to Portland, and desirable housing stock make Scarborough unique in Maine; our population continues to increase rather than decrease. We can look at data from across the state and across the country that will show that with any form of growth there will be an increase in costs to provide services. It is counter-intuitive, we may feel that with more properties to share the tax burden everyone's load will get lighter, but the opposite is the reality.

37. *If the department heads are instructed to provide a budget request that is 3% or under, why would you even accept a budget over that instructed cap? (Anonymous)*

The Town Council goal is to "Approve a Town wide budget that keeps the tax rate increase to less than or around 3%". The final tax rate considers the total amount to be raised by property taxes (which is the product of total expenditures, less any non-property tax revenues) and the total valuation of the Town. Although the Department Heads are aware of this overall goal at the end of the process, they are not limited by it. As professionals in their respective fields, their job is to make recommendations to meet service demands. The effect of these requests are the responsibility of Town Manager and the ultimately the Town Council.

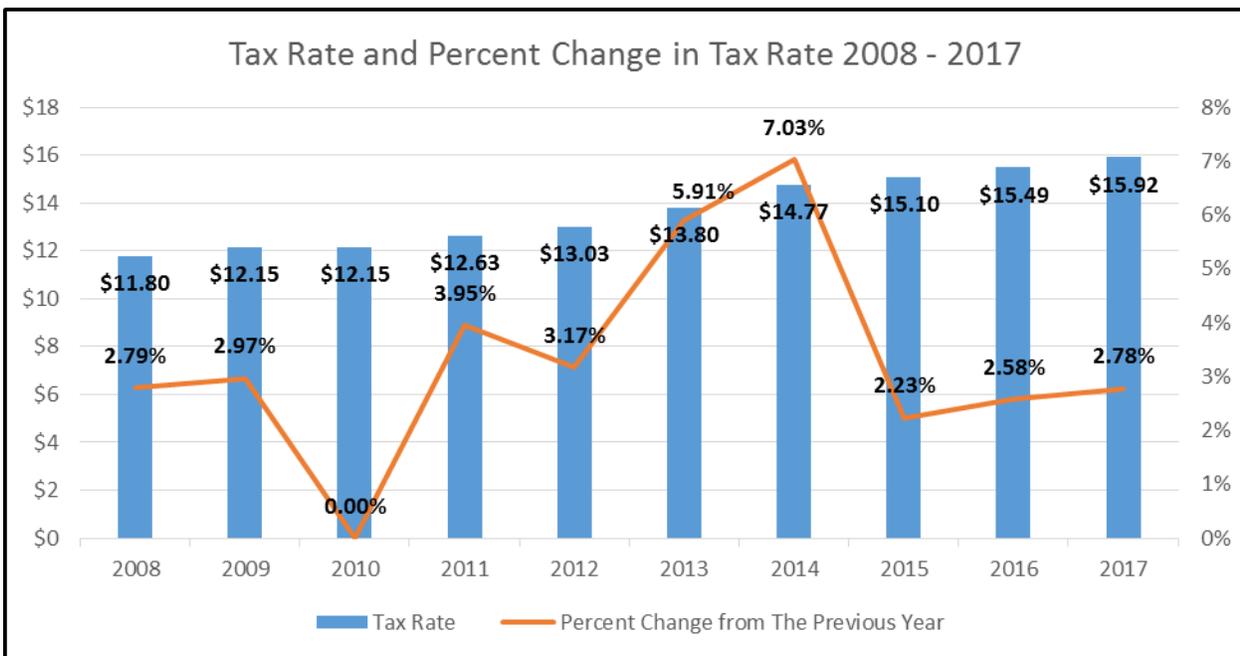
37. The proposed new public safety building is looking like it will have a \$20 million price tag. #1 Is this realistic for the town of Scarborough's needs? #2 did the committee look into renovating the current building for dispatch and police, and building a separate fire station? (Anonymous)

The case for a new facility to accommodate the needs of the public safety is well documented and we believe justified. The current facility does not meet with current needs, much less future demands. An Ad Hoc Committee has been assembled to consider these factors and report their findings to the Town Council in August 2017, with the voters having the final vote on the project.

38. Why does the Town submit proposed budgets every year that begin with totals that are 7 to 8 percent more than the previous year? Why can't the school superintendent and town council submit a responsible initial budget that represents a more modest 3 or 4 percent increase? An increase that shows they are being prudent with our tax dollars and an increase that most tax payers would be willing to support on a first referendum vote. 885-5413 rmbreton

The budget process is lengthy, starting at the departmental level in December, and dynamic in that external factors (ie. the State budget) are unknown and information improves as the budget process progresses. For these reasons, the budget starts with preliminary estimates that are almost always higher than the final budget amounts- this phenomenon is nearly unavoidable. One of the moving targets, that is entirely out of the control of the Town Council, is the estimated increase in total valuation that can have dramatic effect on the projected tax rate. The Town has tried to add some consistency and regularity to this calculation by adopting a policy that considers a range of valuation increase based on historical performance.

The chart below reports the changes to the tax rate and percent change over of the last ten years. Of note, is the trend over the last three years that in the final analysis the percent change in the tax rate is averaging 2.53%.



39. "Understanding that the town council and BOE have put in multiple hours of thought and deliberation regarding the budget, what can we do to try to get more of our tax dollars back from the State?" (Anonymous)

While Maine is known for its home rule authority that gives municipalities autonomy uncommon in most other states, town and cities are still subject to the budgeting decisions at the state level. In the past few years the Maine State Legislature has chosen to underfund state revenue sharing below 5%. Revenue sharing is an attempt to share the monies the State receives through income and sales taxes. When this money is not shared the way the program was designed the result is a shift in tax burden from the State to the Town. State Aid for Education is another area that the State Legislature has chosen to reduce through changes to what can and cannot be included in the funding formula. If the residents of Scarborough are dissatisfied with the reduction in monies coming from the State the best thing they can do is to connect with their State Representatives in the House and Senate.

- To reach your Representative by mail:
Representative's Name, House of Representatives, 2 State House Station, Augusta, Maine 04333-0002
- To reach your Senator by mail:
Senator's Name, Senate of Maine, 3 State House Station, Augusta, Maine 04333-0003

You may leave a message for your legislator during sessions by calling a toll free number. If you would like a return call, include your name and phone number in your message.

- To reach your Representative:
1-800-423-2900; TTY - please use Maine Relay 711
- To reach your Senator:
1-800-423-6900; TTY - please use Maine Relay 711

40. Credit Enhancement TIF: The municipal tax rate computation shows an expense line called "Credit Enhancement TIF" with an amount of \$763,000. Where is this money going? Is there offsetting revenue somewhere in the budget? If so, where and how much? (Anonymous)

A Credit Enhancement Agreement is a legal, financial agreement related to a Tax Increment Financing District (TIF). Credit Enhancement Agreements are negotiated at the time of the TIF and allow municipalities to return part or all of property taxes paid back to a business for a specific time period and/or dollar amount to offset project costs. The agreement specifies what the municipality will receive in return (for example: improving affordable housing, improving infrastructure, increasing employment). The Town of Scarborough presently has five CEAs. The properties are taxed and then those taxes are remitted back to the businesses/developers. So, the offsetting revenue are the property taxes they pay.

41. For people that lack trust in the TC and BOE to act fiscally responsible in the budget process, how do you address their concerns/mistrust while still spending what needs to be spent to keep our town as one of the best towns to live in Maine? (Anonymous)

The elected and appointed officials in the Town of Scarborough see themselves as honest and open brokers of information. Everyone involved in the budget development and implementation process are responsible for providing for the needs of the community in balance with the ability and willingness of the taxpayers to pay for the services provided. We work to build and retain the trust of the community through community outreach efforts, easy and open access to Town committee meetings, and encouraging direct communication with residents that wish to email, call, or stop by.

Communication is the key to any successful relationship and the relationship between the Town officials and residents is no exception. When the initial budget is proposed we are honoring this commitment to open communication by letting everyone see what the people tasked with delivering services feel are the best choices for the current year. If we never let people see what was needed to maintain and grow the high-level of services

provided we would be guilty of breaching your trust. It is important that everyone know what is being considered, even when a suggested service improvement or new offering is postponed or rejected.

We all agree that Scarborough is one of the best places to live – in Maine or anywhere. Part of the draw to be here is the geography and easy access to all of the other amazing places this part of the world hosts. But another reason people choose Scarborough is because of the quality of life provided by our strong schools, well-maintained infrastructure, recreational opportunities, excellent customer service, quick and professional EMS response, and safe neighborhoods. The budget process is an annual opportunity for elected officials, staff, and residents to reflect on what it truly costs to deliver what we do and ask what level of service people want and are able and willing to pay for.

42. *Why does the Town Council provide direction on the town budget each year and not hold the Town Manager and the School Department responsible for delivering this? Once again this year despite direction not to exceed a 3% increase the School budget as of the first reading has come in at 9% and the overall Town budget will likely be in the range of 5-7%. This has led in the past to passage of budgets with higher increases than we can afford or sustain. It also damages the credibility of the town leadership.*

Please see Question 38.

43. *The access to Town leadership such as public comment sessions, ad hoc workshops – as well as this very forum, is inadequate, for any real substantive exchange of views. The public at large is not allowed to ask questions to be answered directly, or allowed follow up which was a standard practice under the traditional town hall system of government. When will townspeople have the opportunity for meaningful, two-way communications and deliberation on key issues with the town manager and the town council?*

In 1969 the voters of Scarborough chose to establish a Town Council/Manager form of government. In this form of representational government residents with concerns are encouraged to reach out and to engage in one on one conversation with individual members of the Council. Public hearings and time for public comment during Council meetings provide the public a place to express concerns or share thoughts on current Town issues. Because the Town Council has been granted the authority to adopt ordinances, policies, and the budget there are no formal channels for public discourse with policy makers and appointed staff regarding these items. Individuals are always welcome to discuss any issue with Town Officials or staff but it is understood that when voters elect the Council members they are electing the people they feel best represent their interests in Town decisions. This representational government structure is similar to what we see at the State and Federal level. Traditional New England Town Meetings are a form of government common in smaller communities and the form of government Scarborough had in the past but it is not what the people elected to have in 1969.

Meaningful two-way communication is a goal of the Town Council, the School Board, and staff. The Budget Forum is a starting place to find out what the public wants to know more about concerning the budget. The School's Community Dialogue is an opportunity for the community to come together to discuss what they would like to see happen in the schools. This summer the Town will be inviting community members to play an active role in the Comprehensive Plan process – a process that works to establish a vision for the Town of Scarborough for the next 10 years. In addition to these efforts the Town is finding ways to welcome more discussion through potential Open Town Hall events, online surveys, and better outreach to bring more people onto citizen committees and boards.

44. *Why does the Town have a practice of using ordinances to manage basic employment matters? Certain provisions like these limit our workforce costs and to make adjustments as economic conditions change.*

CHAPTER 303 TOWN OF SCARBOROUGH PERSONNEL ORDINANCE:

Section 511. *Medical Insurance – Town pays 100% of annual premiums for all eligible employees (and a percentage of annual premiums for eligible dependents).*

Section 512. *Dental – Town pays 50% annual premiums for individuals.*

The Personnel Policy is an ordinance so that larger policy decisions, decisions that need to be given a full and public airing through the Town Council, are not left to the appointed administrative officials to decide. Furthermore, the Town Charter requires a Personnel Ordinance:

1003.4 The Town Council shall enact a personnel ordinance setting forth standards of conduct for Town employees and establishing generally recognized principles of progressive discipline.

Elements that do need to change more quickly and that are not considered substantive policy issues, like social media use, are held in our Employee Handbook.

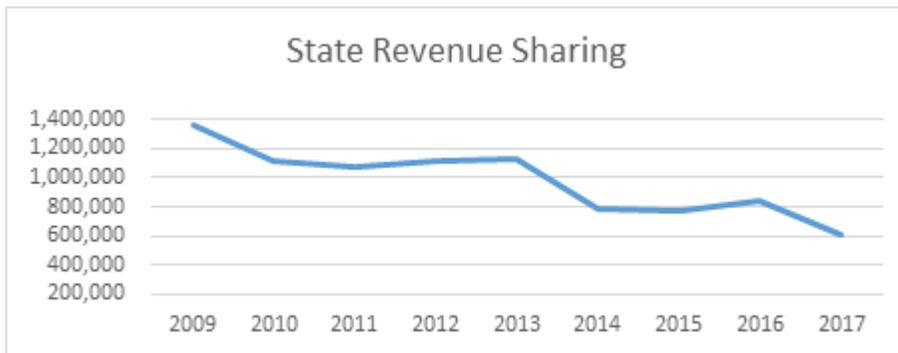
Scarborough is not alone in this approach, most municipalities have a Personnel Ordinance.

45. Scarborough has a representative on the Legislature’s important Appropriations Budget Committee, Representative Sirocki. Can’t Representative Sirocki do something to make sure the state pays their 55% obligation?

Scarborough has 3 Representatives and 2 Senators. Senators Millett and Volk and Representatives McLean, Sirocki, and Vachon all play an important role in acting as the voice for Scarborough residents in Augusta. Please see the response to question 39 for information on how to connect with your representative.

46. How much has Scarborough lost in revenue from the state shirking their obligations to revenue sharing and 55%?

State revenue sharing has decreased from \$1,464,325 in f/y2009 to 837,993 in f/y 2018. This is a 42.8% reduction in state revenue sharing to the town during this time (see graph below).



The second part of this question is more difficult to answer. The State Statute requires the State to fund 55% of education expenses state wide. Some towns receive enough General Purpose Aid for Education to cover almost all of their educational costs while others receive 1/3 of their previous year’s special education costs. The Portland Press Herald published an article that explains this in greater detail in March 2017; [link to that article here](#).

While a significant part of our decrease in GPA has come from increases in full state valuation, some of the decrease can be attributed to the State Legislature changing what costs of education can and cannot be included in the formula. When an item that has historically been included in the formula is removed then the amount of money received by communities’ decreases. In other words, 55% of a smaller amount means less money coming from the State and more that needs to come from property taxes. An example would be the proposed elimination of funding for system administration, including superintendents and assistant superintendents, business managers, human resources directors and support for school boards and business office functions.

47. How much would Scarborough’s property taxes be increasing this year if the state fully funded their obligation to our schools?

Please see the response to question 46.

48. If level services budget isn't passed, what services may be cut from town and schools?

The term "level services" is used by the School's Leadership Team to describe the cost of closing the doors in June and reopening them in late August with no new initiatives or programming. The Town's proposed budget includes the costs of continuing current levels of service provision as well as continued infrastructure maintenance. As of this response, the Town Manager and the Superintendent of Schools are working together to identify \$250,000 in budget reductions in addition to the approximately \$1.55 million in adjustments presented at the [April 27 joint Town Council and School Board Finance Committee meeting](#). The priority has been to maintain current levels of service while postponing initiatives, projects, and infrastructure maintenance suggested for the continual improvement of our Town and School; however, to attain the additional \$250K in adjustments it may be necessary to decrease the level of service currently provided.

49. How successful was the Senior tax rebate program?

Until very recently, Scarborough's local senior property tax relief program was modeled after the State's so-called "Circuit Breaker" program and eligibility for your local program relied on eligibility from the state. In 2014 the State eliminated the program and replaced it with the Property Tax Fairness Credit program, which significantly modified the eligibility requirements and severely reduced the benefits. The negative effects of these changes can be seen in the table below in the years 2014 and 2015. In response to this, the Town modified its program in late 2015 and created local eligibility standards and participation in the program soared. For more information on the local program please use the following links:

[Owner occupied application](#)

[Renter occupied application](#)

[Property Tax Assistance FAQs](#)

It is worth noting that having a locally funded and administered program is quite unique, and staff is not aware of a more robust program anywhere in the state.

Year	Amount Budgeted	# Of Recipients	Total Refunds
2016	\$75,000	279	\$138,308
2015		105	\$32,841
2014	\$130,000	206	\$75,081
2013	\$150,000	267	\$121,567
2012	\$130,000	310	\$128,827
2011	\$130,000	281	\$123,273
2010	\$140,000	270	\$118,427
2009	\$125,000	256	\$111,766
2008	\$100,000	243	\$99,557
2007	\$200,000	134	\$59,853

50. Is the recommended budget (shown tonight for the first time) level services? If not, what would be cut?

Please see the response to Question 48.

51. *Even with the improvements in the School budget announced tonight, the taxpayer funding of the schools will increase by 7.8%. This is the increase the voters will be asked to approve on June 13.*

Does the Town Council believe voters will approve that level of increase?

This question is directed to the members of the Town Council and therefore will not be answered by staff.

52. *The Town Charter requires a vote by the public when bonds are over \$400,000.*

Will the required public vote on the \$687,000 fueling station be on the June 13 ballot?

Why not?

The Town Council will consider this matter at the May 3, 2017 regular meeting. The Town Manager has sought input from the Town Attorney and Bonds Counsel and has recommended that this matter be placed on the June 13 ballot as a referendum question. See the Town Manager's memorandum to the Town Council as part of the May 3, 2017 Town Council meeting agenda [here](#)