



Town of Abington

Board of Selectmen

500 GLINIEWICZ WAY
ABINGTON, MA 02351
(781) 982-2100

Minutes Select Board September 8, 2025 5 p.m.

Members Present: Roger Woods, Chairman, Suzanne Djusberg, Kevin Donovan, Paul Bunker, Scott Lambiase, Town Manager

The meeting opened with the Pledge of Allegiance

Announcements:

- Upcoming meetings for the rest of the year: 9/22, 10/27, 11/10, 12/8 to start at 5 p.m.
- There is an opening on the Board of Health with information on the website.
- Local artist Ron Brake will be here on October 27th to donate a beautiful painting he did of the North Abington Depot.
- Election Day is November 15th for the vacancy on the Select Board, 8 a.m.-4 p.m. Deadline for nomination papers is 9/29.
- The 9/11 Ceremony is on Thursday, 9/11 at 8:30 a.m. at Town Hall and thanked Richard Pierce who donated the mulch around the flagpole area and Smitherz Landscaping who did the work and donated the time to get everything ready for the ceremony.

Items:

1. **Police Chief and Fire Chief to give updates on current budget balance.**

Police Chief John Bonney -Since he has started, they have been 32% behind staff-wise what they have been budgeted for. They will have academy recruits who have been working hard and on October 10th will graduate, and hopefully on October 22nd they can all be in blue uniforms. Running the Department with 32% has been monumentally difficult, but the crew has risen to the challenge. The Chief gave a breakdown of what they have accomplished with a PowerPoint presentation. He hired ten patrol officers with a grant the federal government pays for. They have Axon VR headsets through a grant that Lt. Simmons and Sgt. Feely worked hard on getting. They have flock cameras that read license plates instantly off a hot list. They are working hard to get reaccruited and will be doing multi agency training with schools, police and fire on active killer training.

Current Staffing – They have funding for 19 patrol officers and have 13 patrol staff – 11 for the street and 2 for the school. We have 7 academy recruits, 8 sergeants (1 is in Poland with the Army). Support staff is 3 part time desk attendants, but they are trying to hire two full time, 1 part time firearms license clerk, 1 part time court prosecutor, 1 part time properties officer, 1 full time records clerk and full time executive assistant. They can't lose any civilian staff because then they would have to fill it with police officers. They are running as lean as they possibly can. They can't suffer any more cuts. He reviewed the staff chart for the week and went over the

overtime costs that were allocated for 2025 and what was actually spent. They have to allow sergeants and lieutenants to fill overtime shifts. This year's overtime budget is better.

They topped over 500 arrests year to date, a 12% increase from last year. The Chief played an audio of a pursuit that went through Abington, Holbrook and Brockton to give everyone an idea of the intensity of what goes on. Three 911 calls came in on this pursuit. There aren't enough people on the street. Mr. Donovan made the motion to extend thanks and commendations to the officers that were involved in these pursuits and have them come to the next meeting, seconded by Mr. Bunker, unanimous. Mr. Woods – the residents need to be aware that the Police Department is keeping the streets safe and we need to get these guys through the academy. Chief Bonney – they need to keep every person in their building including support staff. It is his one year anniversary tomorrow, and he couldn't be more proud of this group.

In August there were 71 arrests and over 4,715 calls for service so far, 662 in August alone. The weekends have been very busy for them. They wrote 102 citations with 204 traffic stops. When officers come out of the academy, they are not road ready; they need to ride with another officer and there is an increase to the salary of the field trainer as well. The new officers are not released from field training until around January. Then there will be a massive reduction in overtime. Ms. Djusberg – he and his officers are doing a wonderful job. Mr. Woods - to Chief Bonney, Deputy Chief Postell and all the officers, he wanted the residents to know what they are doing and thanked them for what they are doing.

Fire Chief Jack Glynn – In his 30 years in the Abington Fire Department, he has never seen the two departments work better than they are now, and he is proud to work along side of them. Ambulance revenues are exceeding where they were last year. They run two ambulances. Alexis Chiavaroli, Administrative Assistant, does a Medicare reimbursement, a 20-page survey which generates \$150,000 returned to the General Fund. They are at full staff, 6 members per shift, 4 shifts. This is staff they were able to get back to 11 years ago through a FEMA grant. They are able to maintain it by putting the second ambulance into service. Last year they brought in \$1.4M through ambulance revenues. Everyone is trained for advanced life support and a paramedic. They are course trained. The national standard for a fire vehicle is 4 members, but getting that grant 11 years ago, they can send out 2 men per truck. They exceeded 4,500 responses last year with 6 members per shift. In the mid 70's, they had 11,00 responses per shift with 6 members. They strike a box for off-duty help. They are averaging 1-2 times a day minimum where both ambulances are in service and they are hoping for off-duty help and getting an ambulance from mutual aid. Other communities are going through the same thing.

The department is a team. Their EMS coordinator is one of the best in Plymouth County and has a direct link to our EMS Medical Director Dr. Muse at Brockton Hospital. They have a portable ultrasound they use on trauma patients to determine where the patient goes, and we are the only ones doing that in the county. They also use dual sequence defibrillation. The national average for resuscitation is 30%; they are at 77%, not counting overdoses. He couldn't be prouder of the people in his department, and they are working so much closer now with the Police Department.

They are within their budget salary-wise at full staff but struggling with the expense side. The biggest issue is the cost of ambulance supplies. They are having an issue with one of the hospitals. When they bring in patients, they now want to charge them per patient on the linens that they give us back that they've always given us. The South Shore Hospital has received a letter from the Plymouth County fire chiefs, as well as EMS coordinators, saying that they want a meeting to sit down. They want \$7 per patient, which is unacceptable.

The other item is vehicle expense - the emission stuff on some of the engines, the ladder truck, the cost of doing the repairs. Marcus Buckley is a miracle worker in the DPW, but there is no way to keep up with some of these things. Engine 3 is going in for repairs in Plainville. After 2 months, they are 35% through the vehicle expense budget. They are watching the budget closely. Mr. Donovan – asked what they do when ambulance calls come in back to back. Chief Glynn – they hope for off duty help to come in and man an engine and go to the scene and hope they get mutual aid coverage for the second ambulance. Other communities are going through the same thing. We are probably one of the busiest fire departments in the state for a community of our size considering what we do with 6 members.

Mr. Woods – We have two departments that are doing a lot more with a lot less than what they need. He thanked the Chief and his staff for what they do.

2. **DPW Director update** put off until the next meeting.
3. **Budget updates to the public.** Town Manager – the next budget process is just beginning. The current budget is tracking appropriately. We are monitoring the Police Department closely. We have started meeting with the Finance Committee about the FY27 budget and requesting that the department heads submit a level funded budget at this point, which means looking at services that may have to be cut or expenses that may have to be cut to work within what they have. There are contractual obligations with employees and vendors that they will have to take into consideration. He expects the process to take quite a lot of time. After tonight, the Fiscal Advisory Committee will help with the task.

Mr. Donovan – looking at what the revenues were and what we project they may be because the state revenues don't seem to be increasing at all, if we look at a local funding projecting forward, we are still looking at an estimated \$1.7M shortfall. Town Meeting has been extended to May 4th at the request of the Finance Committee. Once the Governor files her budget in January, we will know what the figures will be. We may have to have a question about an override election, and it is the people's decision. He felt it should be department by department because it is the people's money. If we have an election, it should be 2 weeks after the Annual Town Meeting. By the end of March, the Selectmen will get to put the question on the ballot determining how the ballot will be structured. They will have to know quickly if there is going to be an override what the questions will be. He felt it should be department by department and will be making those motions down the line to give the people the widest practical options.

Motion by Mr. Donovan to appoint Peter Walters and Sarah Poole to the **Fiscal Advisory Committee**, seconded by Mr. Bunker, unanimous.

4. **Update from the Treasurer/Collector Lindsay Grasso on reconciliation process** – There are 105 cash accounts that are being balanced. All but 2 were balanced by June 30th. The 2 accounts remaining are vendor and payroll. We do not currently balance those in-house. They are balanced by Rockland Trust. All the revenue for July has been submitted, and a \$50,000 grant has been submitted. The report the financial director sent out shows 16% of the way through the year and 25% has been collected and posted. Some adjustments are still being processed and submitted, and she is continuously updating cash and should be done by the end of the month or the beginning of next month. Receivables are pretty much the same thing. There was a discrepancy from several years back with an auction and those have been posted as well. As far as the Health Care Trust, it is invoiced. It is money in, coming out and money paid through the General Fund. They are not really touching that.

Mr. Donovan – wanted to confirm that the books were closed as of June 30th and reconciliation is complete. Ms. Grasso – discrepancies have been found since she balanced her books to zero. Those adjustments are still being processed through Accounting. It could be interest that was missed or a turnover that didn't come through their office. Mr. Donovan – so Schedule A should be ready to be ready to be worked on to get Free Cash certified, which they need to know from a budget standpoint. There was \$4.3M Free Cash last year. Ms. Grasso – she instituted a free cash process last year that her Assistant Treasurer/Collector finds discrepancies much faster, collects the data, so when she gets it, she is not bogged down with discrepancies making it faster. Mr. Donovan would like to be kept up to date in terms of the process and timelines and where we stand with Schedule A.

5. **Vote to approve AHS Boosters Door-to-Door Drive on October 19th.** Motion by Mr. Donovan to approve, seconded by Mr. Bunker, unanimous.
6. **Review and vote on IMA Public Excellence Grantee Group/PN5 Inter-Municipal Agreement (IMA) for the Public Health Excellence for Shared Services Grant.** This is hosted by the City of Brockton and includes Brockton, Avon, Whitman, Stoughton and Abington and will provide resources for the Health Department back-up on public health nurses, and health inspections. The grant is for \$500,000 and is controlled by the City of Brockton. This fits in with the policy of restructuring very well. Motion by Mr. Donovan to approve, seconded by Ms. Djusberg, unanimous.
7. **Request for appointment to Registrar of Voters** – Motion by Mr. Bunker to appoint Katie Comis, seconded by Mr. Donovan, unanimous.
8. **Vote to put land into Conservation** – Vineyard Farms, 64-14; Vineyard Rd., 64-34; Vineyard Rd., 68-2. Mr. Bunker received correspondence from a resident regarding this property. It is 90-95% wetlands. Board felt this made sense. Motion by Mr. Donovan to put the land under the care of Conservation, seconded by Ms. Djusberg, unanimous.
9. **Request permission from 7-11, 145 N. Quincy Street, to stay open 24/7.** Motion by Mr. Donovan to deny, seconded by Ms. Djusberg. The Chairman was not in favor of the store being open 24/7. The vote was unanimous.
10. **Approval of July 28, 2025, Minutes** – motion by Ms. Djusberg to approve, seconded by Mr. Donovan, unanimous.
11. **Town Manager Report on recommendations as to restructuring departments at Town Hall** – Mr. Lambiase met with all the Department heads and gave them a questionnaire (attached). Questionnaire was to show how department is staffed, responsibilities, and what effects there would be on the community if there are cuts. After the meetings, he realized that most departments are running fairly lean. There weren't many changes that we haven't already addressed as far as staff. One of the biggest changes has happened with the Health Department with the recent resignation of our public health nurse and our assistant health inspector. By signing this agreement with Brockton, we can fulfill some of those duties and do not need to refill those positions. He recommended we continue with the health agent but put him under the Department of Inspection Services as an additional inspector. The food inspections are now done by an outside food inspection agency. When there is a problem the Town health inspector will follow up on it. Tattoo parlors have been inspected – there are 7 now. We get called out for hoarding houses and illegal occupant housing that the Board of Health has to be involved in also. The Town Manager's office has downsized. We will start with the off site departments next –

Police, Fire, DPW, Library and Senior Center.

Mr. Donovan – when the Town Manager has completed the other departments, we can go through it. There is now a hiring freeze. If any department has a vacancy, they are going to have to make a good case as to why it needs to be filled. We can now say we have made the cuts, we have streamlined, and if there was a vacancy we filled it because it was essential. He should have the rest of the departments compiled by the next meeting.

Mr. Woods – he has seen things he doesn't agree with in this report and wants to revisit this on the next meeting agenda and have the Board review it. He asked the Board to send comments to the Town Manager and discuss them at the next meeting. He appreciated what Mr. Lambiase did and wants time to digest it.

Motion by Mr. Donovan to put this off to the next meeting for discussion, seconded by Mr. Bunker, unanimous. Send comments to the Town Manager the week before the meeting so he has a chance to review them.

The 9/11 Ceremony is on Thursday at 8:30 a.m. at Town Hall, please pause on that day to give remembrance.

Motion by Mr. Donovan to adjourn at 6:10 p.m., seconded by Ms. Djusberg, unanimous.

Respectfully submitted,


Nancy Hurst

Town of Abington

Departmental Assessment Report on Outsourcing & Staffing Reductions

Prepared for: Abington Select Board

Prepared by: Scott J. Lambiase, Town Manager

September 8, 2025

1. Executive Summary

As part of this departmental assessment process, I conducted a detailed review of staffing structures, departmental functions, outsourcing opportunities, and the potential impacts of staffing reductions across all municipal departments within Town Hall. The goal was to identify areas of efficiency, potential cost savings, and sustainable service delivery in the face of growing fiscal constraints.

While I did explore external outsourcing opportunities, I found that in most cases, the Town is already leveraging these services for augmentation—not full replacement. Full outsourcing was generally not advisable due to the loss of local control, institutional knowledge, and comparable or higher hourly costs. The only clear financial advantage to outsourcing would be the avoidance of long-term retirement and OPEB obligations.

However, several departments did identify smart ways to use outsourcing as a supplement—particularly for first-pass health code inspections, mass mailings for voting, website/social media content, grant support, and regional public health functions. These augmentations may yield long-term efficiencies and cost savings, especially if paired with improved software tools or gradual attrition.

In some cases, as positions are vacated due to retirement, I may find that not every position needs to be replaced. This opens the door to gradual, non-disruptive right-sizing of staffing. Each department was evaluated using a standardized template, and their input is summarized in the following sections.

2. Introduction & Purpose

This report is the result of a comprehensive staffing and service delivery review conducted across all municipal departments operating out of Town Hall and under the direct supervision of the Town Manager. This initiative was undertaken in response to anticipated budget constraints for FY26 and beyond. Its primary objective was to assess whether current staffing levels are sustainable, where outsourcing might offer improved efficiency or cost savings, and how any reductions in force might impact the public and municipal operations.

The findings in this report are based on department head meetings conducted during the summer of 2025, in which each department was asked to complete a standardized assessment and meet with the Town Manager individually. This phase of the review focuses on administrative, regulatory, and support departments within Town Hall. A second phase will examine service departments such as DPW, Fire, Police, Senior Center, and the library.

3. Methodology

Each department was asked to complete a structured assessment worksheet and participate in a one-on-one meeting with the Town Manager. The worksheet consisted of six sections:

- Pre-COVID vs. current staffing levels
- Core responsibilities and functions
- Outsourcing opportunities (pros/cons)
- Potential impacts of a reduction in force
- Financial and operational considerations
- Department head's perspective and recommendations

Departments provided a combination of narrative responses and in-person explanations, with the goal of creating a consistent and comparable summary for inclusion in this report.

4. Department Summaries

4.1 Town Clerk Department

Staffing unchanged (2 FTE), supplemented with volunteers. Responsible for elections, vital records, licensing, open meeting law, ethics compliance, and public records. Outsourcing mass mailings may create efficiencies, but reductions in force are not feasible due to statutory demands. Minor fee-based revenue offsets exist.

4.2 Assessors Department

Staffing increased from 2 FTE + 1 PT to 3 FTE. Handles property database, exemptions, abatements, deed research, and mapping. The transition of the third position from part-time to full-time directly replaced the need to continue outsourcing property inspections. An internal analysis showed that increasing in-house capacity produced a higher-quality final product than could be achieved through a third-party vendor. The department has seen improved data accuracy and fewer delays in processing as a result. Personal property inspections have been successfully outsourced. Reductions risk DOR noncompliance and tax revenue loss.

4.3 Accounting Department

3 FTE, including one 28-hour role, same as pre-COVID. Manages accounts payable/receivable, supports departments and school accounting, and ensures state compliance. Outsourcing explored but no clear savings. Efficiency gains may come from updating software. Reductions could risk free cash certification and timely reporting.

4.4 Planning Department

Grew from 1 PT to 2 FTE. Manages master plan, zoning amendments, Planning Board support, and over \$2.8M in grant awards. Tried external grant writers with poor results; in-house team is more effective. Reductions risk grant eligibility and support to multiple boards and commissions. It is important to note that the existence and functionality of several of the committees supported by this department are prerequisites for many grant

opportunities. Without staff capacity to support these committees, the Town could miss out on critical state and federal funding..

4.5 IT Department

1 FTE (same pre/post-COVID). Supports Town Hall, Police, Fire, COA, Library, Golf Course. Uses limited outsourcing, but core support must remain in-house. Long-standing need for second staffer. Loss of current staff would create high-risk gap. No reductions recommended.

4.6 Town Manager's Office Department

2 FTE currently. During COVID, temporarily had a third FTE for communications and insurance. Many communications functions now outsourced (newsletter, website, social media), saving money over a third hire. No further reductions recommended. Assistant Town Manager position was cut prior to current tenure.

4.7 Veterans Services Department

Pre-COVID: 2 PT (shared). Now 1 FTE + 1 PT. Handles Ch. 115 benefits and veteran outreach. No outsourcing feasible due to personal nature of services. Staffing increase has resulted in improved delivery. Reductions would delay critical support for vulnerable populations.

4.8 Building Department

Staffing decreased slightly. Now 3 FTE + 4 PT. Performs code and zoning enforcement, inspections, and supports Select Board and Fire. Permit fees exceed operating costs. Further reductions would impact permitting, safety, and response times. Recommends merging with Health Dept. into Inspectional Services.

4.9 Health Department

Went from 1 FTE + 1 PT to 3 FTE during COVID, now back to 1 FTE Health Inspector. Public Health Nurse and Assistant positions not being refilled. Food inspections partly outsourced. Regional grant with Brockton now supplements nursing and inspections. Recommends merging with Building Dept.

4.10 Treasurer-Collector Department

4 FTE, no staffing change. Manages all tax billing/collection, health insurance administration, payroll, treasury, debt, cash flow, and banking. High volume office with walk-in service. Exploring outsourcing for payroll/benefits. In the past, outsourcing was used successfully to catch up on account reconciliations during a backlog. While effective at the time, this approach was found to be cost-prohibitive as a permanent solution. No immediate reductions recommended, but future attrition-based efficiencies are possible.

5. Cross-Department Analysis

Across departments, several key patterns emerged:

- Most departments have returned to or slightly reduced from pre-COVID staffing levels. Some, like Planning, have expanded due to requests of several committees.
- Many departments already use **selective outsourcing** (e.g., inspections, communications, grant support), but most found **full replacement outsourcing** either infeasible or not cost-effective.
- Core municipal functions rely heavily on **institutional knowledge and personal relationships**—especially in regulatory, financial, and customer-facing roles.
- Several departments are **lean to the point of fragility** (e.g., IT, Veterans Services), with limited or no redundancy.
- Departments like Treasurer-Collector, Building, and Clerk's Office handle **high public contact volume** and require strong in-person support.
- In nearly all departments, there is agreement that **attrition-based restructuring** may be the most viable long-term strategy, paired with selective outsourcing and technology improvements.

6. Recommendations & Next Steps

This initial phase of the assessment focused on Town Hall departments under the Town Manager's direct oversight.

As a next step, the same structured format is being rolled out to:

- Department of Public Works (including Parks, Sewer, Highway)
- Police Department
- Fire Department
- Council on Aging / Senior Center
- Public Library

These departments will evaluate current vs. past staffing levels, explore outsourcing feasibility, and identify potential efficiencies, with results to be integrated into a broader town-wide report in the coming months.

Town Clerk Department

Staffing

2 FTE (no change)

Core Functions

- - Vital records (birth, death, marriage), marriage licenses, DBA certificates
- - Licensing: dog/kennel, raffle/bazaar, underground storage
- - Elections and voter registration maintenance
- - Public records access, OML/ethics swearing-in and compliance
- - Town meeting record-keeping, bylaw updates, annual census

Outsourcing

- - Mass mailings and voter materials can be cost-effectively outsourced

Reduction in Force (RIF) Impact

- - Would delay vital records, licensing, and election certifications
- - Low budget impact; reductions not feasible due to statutory workload

Recommendation

Maintain current staffing; limited augmentation via mail outsourcing may help during elections

Assessors Department

Staffing

Increased from 2 FTE + 1 PT to 3 FTE

Core Functions

- - Maintain real estate/personal property database
- - Tax exemptions, excise abatements, and GIS-based mapping
- - Certified abutters lists and deed research support

Outsourcing

- - Vision inspections trialed; results poor, not cost-effective
- - Personal property inspections successfully outsourced for 20+ years

Reduction in Force (RIF) Impact

- - Would slow inspections, abatements, and property updates
- - Could result in DOR noncompliance and loss of tax revenue

Recommendation

Maintain 3 FTE. Upgrading the PT to FT role replaced failed outsourcing attempt; internal work now more efficient and accurate.

Accounting Department

Staffing

3 FTE (same as pre-COVID, includes one 28-hour employee)

Core Functions

- - Accounts payable and receivable for all Town/School departments
- - Track departmental expenditures; fraud oversight
- - Ensure compliance with state filings (e.g., Free Cash, Schedule A)

Outsourcing

- - No compelling financial case for outsourcing
- - Efficiency may improve with better expense/time entry software

Reduction in Force (RIF) Impact

- - Union implications; delays in reporting; risk to Free Cash certification

Recommendation

No reduction recommended; explore software upgrades to enhance efficiency

Treasurer-Collector Department

Staffing

4 full-time employees (no staffing change from pre-COVID levels)

Core Functions

- - Issue and process all tax bills: real estate, personal property, excise, water, and sewer
- - Administer payroll and employee benefits for all active and retired Town and School employees
- - Manage all treasury functions including deposits, cash flow, banking relationships, and investment strategy
- - Handle short- and long-term debt, compliance reporting, and debt schedule maintenance
- - Maintain custody of trust funds and the Town's retirement fund
- - Provide customer service at a high-volume walk-in counter and drive-thru
- - Reconcile accounts, process tax refunds, and oversee tax title enforcement
- - Liaison for employee benefits questions and claims
- - Coordinate weekly turnover reporting to the Accounting Department

Outsourcing

- - Currently exploring outsourcing payroll and benefits administration for peak efficiency
- - Previously used outsourcing to catch up on reconciliations—effective short-term, but cost-prohibitive as a permanent solution

Reduction in Force (RIF) Impact

- - Longer wait times for walk-in and phone service
- - Delays in payroll, benefit processing, and tax title enforcement
- - Possible closure of the public payment window during peak periods

Recommendation

Maintain current staffing. The department should continue evaluating technology tools and outsourcing opportunities that may allow for attrition-based efficiencies over the next fiscal cycle.

Planning Department

Staffing

Increased from 1 PT to 2 FTE

Core Functions

- - Support Planning Board; zoning amendments; Master Plan maintenance
- - Grant applications and administration; \$2.8M+ secured (CPA, ARPA)
- - Coordinate with OCPC and regional partners on water/wastewater issues
- - Support various committees: Affordable Housing Trust, Disabilities, Open Space, Historical
- - Long-range planning and resident outreach

Outsourcing

- - External grant writers used in past—less effective than in-house team
- - OCPC leveraged for support, but requires internal staff for compliance

Reduction in Force (RIF) Impact

- - Reductions would risk grant capture and hinder support to core committees
- - Several supported committees are prerequisites for major grant opportunities

Recommendation

Maintain 2 FTE. Reductions would limit the Town's ability to secure external funding and maintain key planning documents.

IT Department

Staffing

1 FTE (no change)

Core Functions

- - Provide IT support for Town Hall, Police, Fire, Library, COA, Golf Course
- - Data security, network management, and response to system issues

Outsourcing

- - Outsourcing used for specialty IT services as needed
- - Core support must remain in-house for continuity and confidentiality

Reduction in Force (RIF) Impact

- - Reduction not feasible—would create high risk to daily operations and security
- - No succession plan currently in place

Recommendation

Maintain current staffing. A second FTE would improve resiliency and planning for succession.

Town Manager Department

Staffing

2 FTE (same as pre-COVID, following prior elimination of Assistant Town Manager role)

Core Functions

- - Support for Select Board; preparation of warrants and Town Meeting materials
- - Budget preparation and oversight; policy implementation and departmental coordination
- - Public communications, website, newsletter, and social media

Outsourcing

- - Communications functions outsourced (website, social media, newsletter) with better results than internal staffing

Reduction in Force (RIF) Impact

- - Office already operates leanly; additional reductions would impair operations

Recommendation

Maintain current staffing. Outsourcing communications proved cost-effective and high quality.

Veterans Services Department

Staffing

Pre-COVID: 2 PT (shared); Current: 1 FTE + 1 PT

Core Functions

- - Provide Ch. 115 benefits and outreach to veterans, spouses, and dependents
- - Assist with benefits applications, follow-up, and advocacy

Outsourcing

- - Not feasible due to trust, continuity, and individual case complexity

Reduction in Force (RIF) Impact

- - Delays in benefits and reduction in outreach and case support

Recommendation

Maintain current staffing; the full-time presence has significantly improved service delivery.

Building Department

Staffing

Pre-COVID: 2 FTE + 6 PT; Current: 3 FTE + 4 PT (1 clerical vacancy)

Core Functions

- - Issue and review building and zoning permits; perform inspections
- - Code enforcement, zoning compliance, and periodic safety reviews
- - Support for Fire Department and Select Board safety investigations
- - Records support and resident assistance with building histories
- - Town Floodplain Manager and FEMA coordination

Outsourcing

- - Private firms available for inspections but lack local context and accountability

Reduction in Force (RIF) Impact

- - Further reductions would slow permits, inspections, and enforcement actions

Recommendation

No further reductions recommended. Consider merging with Health into a consolidated Inspectional Services Department.

Health Department

Staffing

Pre-COVID: 1 FTE + 1 PT; COVID Peak: 3 FTE; Current: 1 FTE (Health Inspector)

Core Functions

- - Public health code enforcement; food/tattoo permits and inspections
- - MAVEN reporting; solid waste program oversight; public health clinics
- - Compost/leaf drop-off management at former landfill

Outsourcing

- - First-pass food inspections outsourced; follow-up handled in-house
- - Regional services added via grant partnership with City of Brockton

Reduction in Force (RIF) Impact

- - Position reductions already made; further cuts would impact compost access and health enforcement capacity

Recommendation

Do not refill recently vacated positions. Merge remaining staff under Inspectional Services model with Building Department oversight.