

# ANNUAL BUDGET



FISCAL YEAR  
2018





**ANNUAL BUDGET**  
**A PROGRAM OF MUNICIPAL SERVICES**  
**FOR THE TOWN OF WILMINGTON**  
**FISCAL YEAR 2018**

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SUBMITTED BY

JEFFREY M. HULL, TOWN MANAGER



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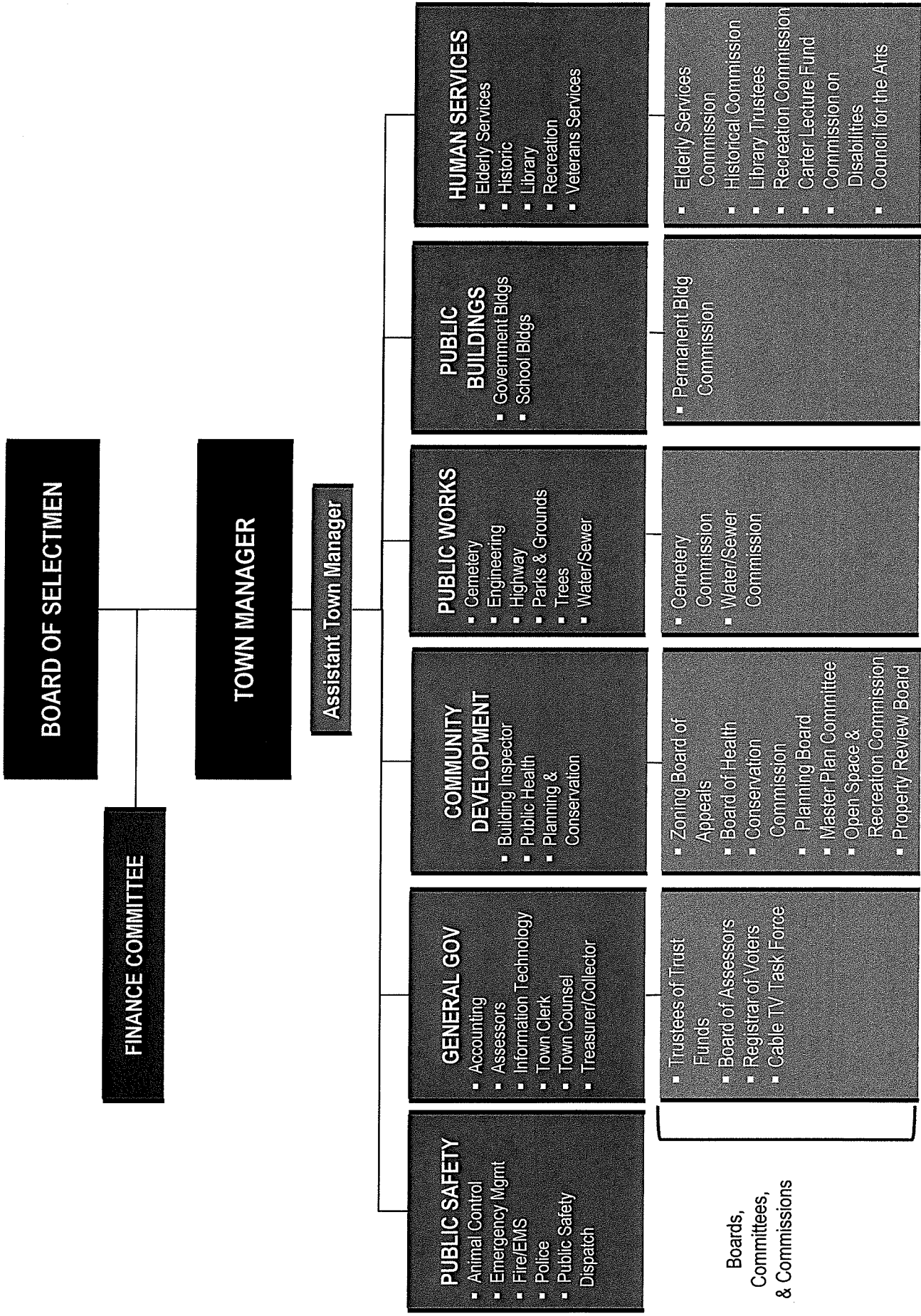
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TOWN OF WILMINGTON  
FISCAL YEAR 2018 BUDGET MESSAGE

Chairman Judith L. O'Connell  
Members of the Board of Selectmen  
Chairman Theresa M. Manganelli  
Members of the Finance Committee

Dear Members,

In accordance with the Town Manager's Act, the proposed expenditure plan for the fiscal year beginning July 1, 2017 is submitted for your consideration. An integral companion document to the fiscal year 2018 operating budget is the update to the 5-year Capital Improvement budget for the fiscal years 2018 through 2022. These documents serve as the "game plan" for the provision of services to the residents of Wilmington.

The focus remains on developing a budget which provides each department with adequate resources, while at the same time seeking to ensure that the financial demands and obligations do not outpace available resources. This budget continues the longstanding practices of conservative revenue estimates with an eye toward maintaining a "rainy day" fund that protects residents from significant impacts to services during economic downturns.

The second tier of this financial plan continues building financial resources to account for the Town's long-term financial obligations. While these obligations may not appear to be immediately pressing, it is the Town's responsibility to take steps today to lessen the burden on future generations to honor the community's long-term commitments.

Wilmington continues to see a robust recovery from the financial "meltdown" in the late 2000s. The residential sector in particular showed value appreciation during calendar 2016 with the average single family home valued at \$423,885. The average single family home value has climbed steadily since bottoming out in 2013 at \$349,457. Construction of the Murray Hill development continues with the 9 new homes in phase one nearing completion and roadway construction in progress for phase two which will add 13 new homes. North Wilmington Estates is in progress with 26 new homes slated to be completed. Road way construction has begun on the former "Garden of Eden" property with 26 homes



planned. Additional residential development is in the works off Woburn Street and Hopkins Street near the Wilmington/Billerica line.

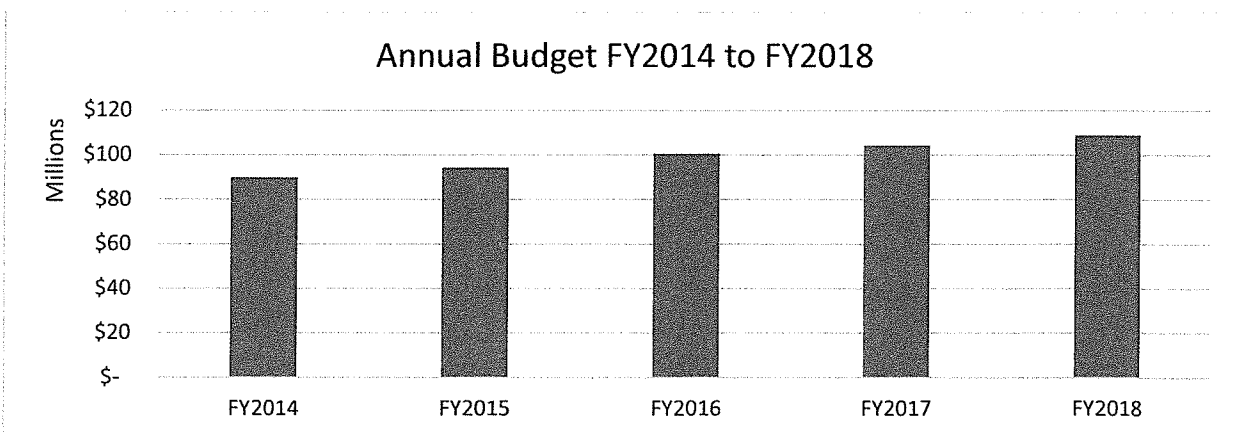
Another barometer of a healthy local economy is the investment of businesses in replacement or upgrade of furnishings and equipment otherwise known as personal property. When Wilmington businesses make these investments, tax revenue is generated in the form of “new growth.” In fiscal year 2016 “new growth” from personal property exceeded \$1,000,000. “New growth” from personal property came in strong again in fiscal year 2017 at just over \$889,000.

According to statistics provided by the Massachusetts Executive Office of Labor and Workforce Development, Wilmington’s unemployment rate in November of 2016, the last month for which information is available, was 2.3% as compared with 3.9% at the same time in 2015. Wilmington had a total labor force in November 2016 of 12,839.

While these are all favorable indicators, it is worth noting that interest rates have started to increase which could have an impact on multiple areas of the local economy including home buying. Textron Defense Systems has announced a reduction in force of 200 by the spring of this year. These are cautionary signs that must continue to be monitored.

The primary cost driver in this budget is employee compensation and benefits. The Town’s retirement assessment is increasing by 9.31% or \$531,142 from the current amount of \$5,704,192. On a positive note, the Town’s expected contribution towards employee health insurance costs remains unchanged for fiscal year 2018. By way of comparison, health premiums in the Massachusetts Interlocal Insurance Association (MIIA) pool of communities are increasing between 4% and 15% for the upcoming fiscal year. The Town’s other insurance premiums for property, general liability, workers compensation and automobile coverage will decrease over \$100,000 or 10.6% from the current fiscal year.

The fiscal year 2018 budget is recommended at \$108,914,698. This represents an increase of \$5,027,324 from the current budget. However, it should be noted that the amount of funds being recommended to various reserve accounts, not for immediate expenditure, has been increased by \$1,500,000 to a total of \$5,000,000. Exclusive of transfers to reserve accounts and non-discretionary accounts including statutory charges, this budget is increasing \$2,309,576 or 2.56%. Costs for Wilmington Public Schools are slated to increase by \$1,223,921; Shawsheen Regional Vocational Technical High School is estimated to increase by \$225,000 and the costs associated with supporting municipal government are proposed to increase \$981,357.



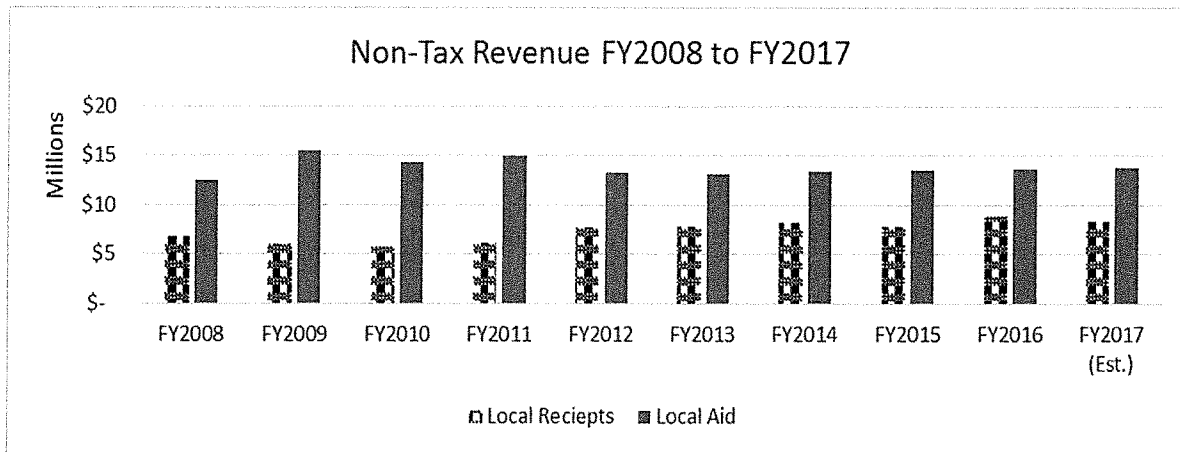
## Revenue

The predominant revenue source that covers the cost of providing municipal services is the real estate property tax. In the coming fiscal year, 72.81% of the entire “revenue pie” or \$79,297,072 comes from the property tax. Due to financial constraints on the Commonwealth to provide more significant Local Aid increases and slow growth in the remaining sources of local revenue, the property tax will continue to grow as the principal means to support local programs and services. Aside from undermining a basic tenet of the so called Proposition 2 ½ law, the increasing reliance on the property tax places an ever greater burden on families struggling to make ends meet.

A distant second in revenue support at \$14,067,660 is Local Aid received from the Commonwealth of Massachusetts. During Governor Charlie Baker’s remarks at the Massachusetts Municipal Association (MMA) Business Meeting on January 21, 2017, he announced his intentions to file a state budget that includes an increase to Chapter 70 school funding of \$20 per student and an increase in Unrestricted General Government Aid (UGGA) funding of \$40,000,000. Governor Baker continues to be a strong supporter of local government, which is greatly appreciated.

The major question is whether the state will have the ability to earmark additional funds to Local Aid. After a Consensus Hearing held on December 5, 2016 to receive projections from the Massachusetts Taxpayers Foundation (MTF) and regional economists, Governor Baker’s budget chief and the chairs of the House and Senate Ways and Means Committees announced on January 12, 2017 an agreed upon projection for state revenue in fiscal year 2018. State tax revenue is projected at \$27.072 billion, which represents a 3.9% increase or just over \$1 billion from their projection for the current fiscal year. The Department of Revenue announced, with half of fiscal year 2017 complete, state tax revenues had grown by only 2.3%. The MTF estimates that the state has a structural deficit of \$800,000,000 in fiscal year 2018. Due to the need for midyear budget adjustments in response to lagging revenues, the state has been unable to restore their so called “rainy day” fund, which has been depleted in response to previous revenue shortfalls. Changes or elimination of the “Affordable Care Act” could shift health care costs back to the Commonwealth, which would be an unexpected draw on state resources. In light of these considerations, a conservative increase of \$67,660 is proposed in Local Aid.

Local Receipts estimated at \$11,149,720 is the third most prominent source of municipal revenue. Over half of the \$8,279,000 projected in fiscal year 2018 from non-sewer receipts is generated from motor vehicles excess taxes. The Town is expecting to receive approximately \$4,370,000 by the close of fiscal year 2018. The automobile industry is expecting another strong sales year in 2017 with sales roughly the same as calendar year 2016. Depending to some measure on interest rates, automobile sales are projected to range between \$16,800,000 and \$17,500,000 according to many experts. The meals tax remains a key supplement to local revenue. Generating \$210,845 in its first 10 months of implementation in fiscal year 2012 the meals tax is expected to raise \$370,000 in revenue in fiscal year 2018. The remaining \$3,400,000 in Local Receipts include charges for ambulance service, building permit fees and fees for alcohol and common victualer licenses.



This budget continues to use long range goals outlined in previous budgets as a compass for directing future expenditures.

### Long Range Goals

#### **Invest in the success of our students supporting the initiatives and providing resources for a 21<sup>st</sup> century education**

The Town's continued commitment is to direct the necessary financial resources to the School Department to provide teachers and staff with the means to unlock the doors to learning and to foster curiosity and critical thinking that will benefit students for a lifetime. It is to that end that based upon discussions with the School Administration agreement has been reached to increase their operating budget by \$1,223,921 or 3.25%.

Additionally \$350,500 is recommended in capital expenditures to support a range of initiatives that will enhance 21<sup>st</sup> century learning. A focus on science, technology, engineering and math (STEM) continues to be a critical component of primary education to prepare students for careers in a global economy.

While the STEM labs at the Middle School received a limited update in 2004, the software dates back to the completion of the school which opened in 2001. The capital plan calls for replacing all 30 computers in the lab and purchasing new software which provides for current learning applications and online access to learning tools.

A total of 80 computers are proposed for replacement in the Woburn Street School, the Shawsheen School, the Boutwell and the Wildwood Schools. Due to the fact that the current computers are 9 years old, they no longer support the applications currently required for learning.

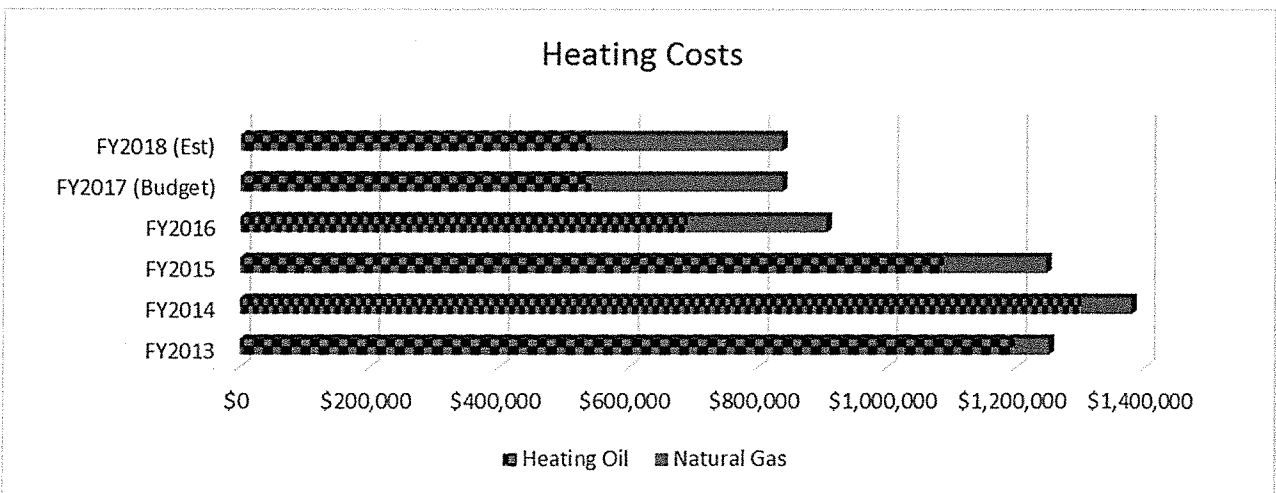
The Partnership for Assessment and Readiness for College and Career (PARCC) will replace MCAS for testing of elementary and middle school students. These tests are administered electronically and require the purchase of 189 Chromebook computers and the associated computer carts to enable testing to take place at each school.

The School Department is entering the second year of a three year phased replacement of their telephone system with a Voice over Internet Protocol (VoIP) phone system. This phase involves the re-cabling of the Middle School to accommodate the new phone system.

Between the operating budget and capital investment, the School Department will receive \$39,219,888 to foster a positive educational influence on the next generations of doctors, scientists, musicians and teachers.

### **Reducing energy consumption by improving efficiencies of our buildings, vehicle fleet, and systems throughout Town.**

Due to a combination of a milder than expected winter and the transition of buildings from number 2 heating oil to natural gas, the Town recognized a dramatic drop in fuel consumption during fiscal year 2016. Nine municipal buildings including the Shawsheen School, North Intermediate School, High School, former West School, Boutwell School, Roman House, Public Buildings Office, Public Works garage and Public Safety Building are all fueled by natural gas. Fiscal year 2016 realized a reduction of over 136,000 gallons of heating oil burned and a reduction of \$398,043 in cost for heating oil. Due to the drop in fuel consumption and favorable guaranteed pricing commitments that will extend into fiscal year 2018, the budget for heating fuel will not increase.



Two roofing projects, which were funded in fiscal year 2017 but could not be completed during the summer of 2016, will be combined with a request for \$355,000 to complete the final section of roof replacement at the North Intermediate School. With the completion of these projects, the North Intermediate School building envelop will be fully updated which minimizes heat loss and adds to the heating efficiency of the school.

The Town continues to wean itself off the fuel inefficient Crown Victoria. At the close of calendar year 2015, the Town maintained 24 Crown Victoria sedans. By the end of 2016, seventeen vehicles remain in service. Six vehicles are designated as surplus and slated for auction in the coming year. An additional five Crown Victoria sedans are scheduled for retirement this year.

### **Improved service delivery through utilization of technology as a tool in our organization**

The overarching objective for the Town's technology is to continue steps that build a more secure, robust and scalable environment. Use of technology has become ubiquitous in the municipal environment as it has in all aspects of our lives. Town personnel rely upon desktops, laptops and tablets to communicate, process, analyze, store and retrieve information. Our Graphic Information System (GIS) assists with evaluating permit requests and planning for infrastructure projects like roads and sidewalks. Financial software enables the Town to administer payroll and benefits and collect property and excise taxes. The investment in information technology (IT) continues to provide the customer the opportunity to conduct online registration for programs or make online payments for property taxes and for recreation programs.

Capital that is directed to IT will fund installation of a shared storage environment between the police and Town server infrastructure. System redundancy and security will be enhanced. Network switches are required to replace existing switches that are at their end of life. These elements of IT help ensure that the end user can depend upon their technology tools to perform reliably with minimal interruption.

Workstations are an essential tool across all departments of general government. Best practice calls for workstations to be replaced every 5 years to minimize disruption to the employees and to ensure that the Town does not fall behind with regard to software applications. Meeting this standard requires turnover of approximately 15% of the workstations annually or about 25 computers per year.

The IT Department continues to work with departments and assume responsibility for IT functions or purchases previously assumed by other offices. Maintenance of the audio visual (AV) system in the Banda Room has historically been the responsibility of the Library Department. The existing AV system is analog which creates challenges when used with the digital Apple TV for the children's story time programs. The AV system is used frequently for programs and is proposed for replacement under the auspices of the IT Department. The Department will also take on the responsibility for upgrades to wiring in the Wilmington Memorial Library, which will lead to much faster and more reliable connections for residents who depend on Library computers for access to the Internet.

Upgrades to software used in the public safety dispatch communication center will provide updated methodologies that allow dispatchers to respond to calls-for-service as effectively and quickly as possible and will allow their systems to better integrate with the new NextGen 911 system being rolled out by the state. Upgrading public safety vehicles to use hardwired modems will improve mobile connectivity and the officer's ability to quickly access vital information in the field

### **Establish and maintain a multi-year capital improvement plan to enable the Town to make informed decisions on spending, borrowing and savings for future capital improvement needs**

A critical component of an organization's strong financial management is maintaining a clear understanding of its long-term capital needs. The Town has been judicious with its operating expenditures with the deliberate intention of generating significant cash reserves. Those cash reserves are, in part, intended to provide the financial resources necessary to address large scale expenditures on

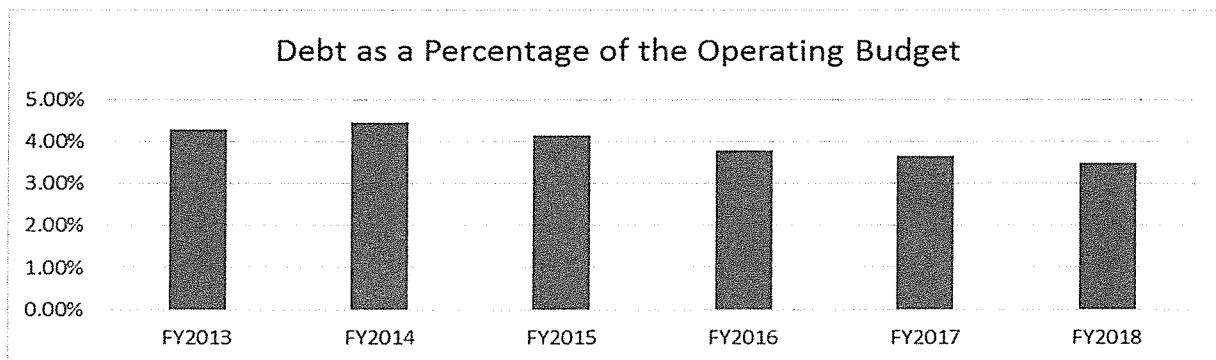
buildings, parks, roads, sidewalks and vehicles to name a few. Maintaining a five (5) year capital improvement plan (CIP) enables Town officials to make more informed decisions today with knowledge of the large scale obligations that are on the Town's horizon.

It is important to understand the scale of Wilmington's operation to understand the demands for capital expenditures. The Town is responsible for maintaining:

- 102 miles of accepted roads;
- 85.75 miles of sidewalks;
- 60 acres of parks and public spaces;
- 29 acres of burial plots within the Wildwood Cemetery;
- 755,662 square feet of building space;
- 3 water tanks with a storage capacity of 5,166,000 gallons;
- 23.28 acres of paved parking at or near Town buildings;
- 172 miles of water and sewer lines;
- 73 miles of drainage pipe;
- 1,242 fire hydrants;
- 1,239 water main gates; and
- 2 water treatment plants pumping a daily average of 2.2 million gallons of potable water

On the education front, the Town is responsible for assisting with the social, emotional and educational development of 3,463 students from kindergarten to grade 12 in school facilities that are clean, safe and accommodating with 21<sup>st</sup> century learning tools that maximize their opportunities for growth.

The current five (5) year CIP has identified projects or equipment replacement valued at \$34,809,200. With the completion of the Facilities Master Plan expectations are that the requirement for capital investment will be far greater than is currently known. In fiscal year 2018, the proposed capital expenditure funded through Town Meeting appropriation is \$2,441,100. While borrowing is a responsible tool for addressing capital requirements the Town's debt as a percentage of overall operating budget remains extremely low at approximately 3.5%. Generally communities with debt levels that do not exceed 6% to 8% of operating budget are deemed to be financially strong. Since there is a reasonable likelihood that the interest rates on borrowing may increase in the coming years to address some of the requirements for capital investment the continued set-aside of funds in the capital stabilization account and sustaining a healthy free cash balance will blunt the impact of borrowing for capital projects.



As the term of the current bond anticipation note (BAN) will expire in June of this year, the Town will issue a new BAN to continue the financing of the Yentile Farm Recreation Facility and a fire pumper purchased in fiscal year 2017. Additionally \$714,000 will be financed for the installation of a 12" water main on Middlesex Avenue and for installation of a 12" water main on Ballardvale Street. These two (2) projects will enable the Town to continue upgrades to the water distribution infrastructure. In the case of the Ballardvale water main, the investment will restore a critical section of the water distribution system that has been out of service since 2015.

**Develop policies, plans and tools to enhance our financial planning capabilities, reduce risk and improve efficiency of operations.**

A theme throughout this message is the importance of setting money aside for future needs and identifying means to maximize the value of tax dollars. Recently discussions were held to consider the prospect of refinancing the High School debt. The initial borrowing was \$44,190,758 which is the largest debt issuance in the Town's history. Under the current schedule this debt will be retired in 2037. The conditions of this borrowing offer the Town only one opportunity during the term of the loan to refinance. Based upon consultation with the Town's financial advisor, a judgment was made that the potential savings was not significant enough to justify using our sole opportunity for refinancing now. Management will continue to monitor the financial market for an opportunity to refinance.

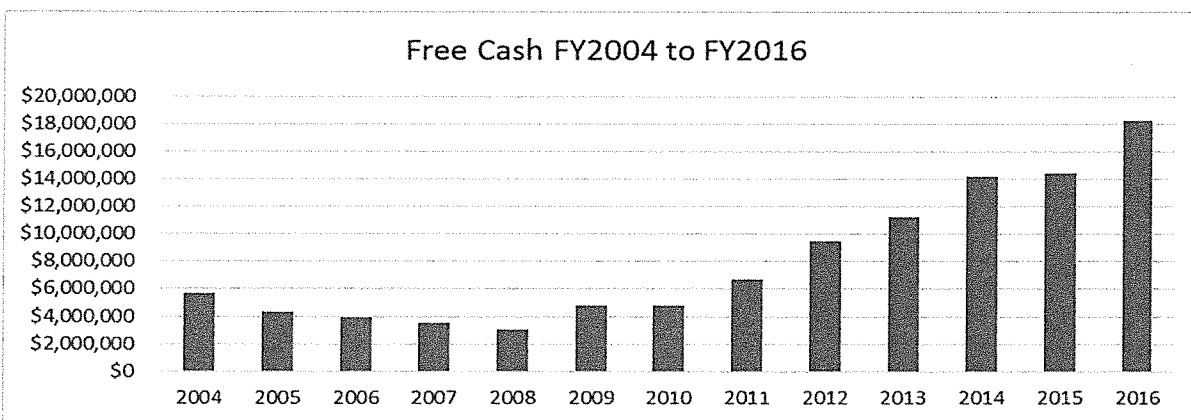
Once again it is proposed that the Town utilize funds from a combination of free cash and the tax levy to address long term liabilities. The Town's *Contingent Liabilities Policy* calls for earmarking funds to address Other Post-Employment Benefits (OPEB). These are liabilities that are largely associated with health insurance coverage for retired municipal employees. The Town's policies call for funding OPEB to at least the level of the previous fiscal year's meal tax revenue which in 2016 was \$349,334. For the second consecutive year, this budget proposes adding \$1,000,000 to the OPEB Trust Fund. This would bring the total balance in the OPEB Trust Fund to over \$3,700,000. This budget includes funds to hire an actuary, as required by law, to assess the Town's OPEB liability. The liability was determined to be \$119,436,842 based upon the 2015 report. While the liability decreased in fiscal year 2015 over the fiscal year 2013 amount it is expected to increase due to the number of retirements that have occurred and will occur in the near-term.

The *Contingent Liabilities Policy* also calls for ongoing payments toward the Town's unfunded pension liability. This liability is also recalculated at two (2) year intervals and increased from \$73,023,510 to \$78,674,503 based upon an actuarial evaluation conducted at the close of calendar year 2015. The sum of \$500,000 is proposed for the Employee Retirement Benefits Stabilization account, bringing the total in that account to \$1,759,784. Once again, the recommendation is made for an advance payment on the Town's retirement liability. The transfer of \$1,000,000 would double the amount approved at the 2016 Annual Town Meeting. As with making advance payments on one's mortgage, a sustained practice of such payments will retire the liability more quickly and reduce the long term cost to the Town.

The point has been made previously about the importance of recognizing and addressing long-term capital improvements and the sizable cost of those obligations not to mention the soon to be

documented additional capital investments that will be recommended upon completion of the Facilities Master Plan. In the fiscal year 2018 budget, \$3,000,000 is recommended for set aside in the Capital Stabilization Fund, which will establish a balance of \$6,373,471. Continuing to contribute to this account on an annual basis will provide the necessary financial means to address capital investment and mitigate some of the pressure to borrow.

The Department of Revenue has certified the Town's free cash balance as of July 1, 2016 at \$18,299,491. This represents a 17.6% increase from the prior free cash balance of \$15,561,932. The continued improvement in free cash is a consequence of higher than expected new growth and other revenues and department heads controlling their budgets, so that unexpended funds at the end of the fiscal year are returned to the general fund. The mild winter during 2015 and 2016 was particularly advantageous for the Town, as a significant amount of the funds budgeted for snow and ice were returned to the general fund.



As a municipal corporation with over \$190,000,000 in assets, the maintenance of operating and capital reserves is essential to ensure that the business of serving the public continues even during periods of economic downturn when Local Aid and Local Receipts dwindle. Reserves can address unforeseen events such as major storms and unanticipated opportunities like the purchase of property next to the St. Dorothy's Church. The standard for top tier communities is to retain 15% of their operating budget as free cash.

Wilmington's policy of continuing to operate in a manner that earmarks funds to address recognized liabilities and maintain a significant free cash balance is a key factor for rating agencies. Wilmington's AA+ bond rating can be considered the equivalent to a silver medal in Olympic competition, which is an achievement for which the community should take great pride. One step below the highest rating available, this rating places the Town in high regard with the financial community and creates an opportunity to borrow money at very favorable rates.



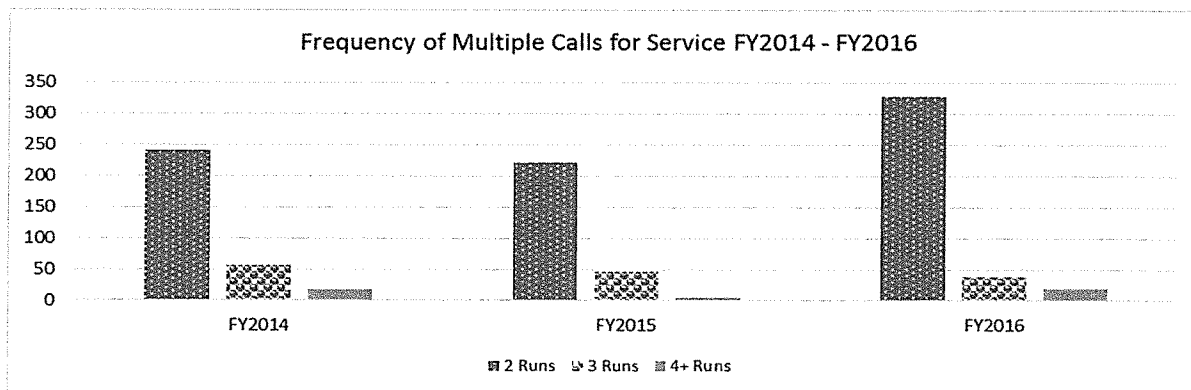
## Personnel

No additional full or part-time positions are recommended in the fiscal year 2018 budget for general government. Concern has been expressed from both the Police Chief and Fire Chief about their ability to continue to meet the demands for service due to increases in calls for service and increases in the complexity of the calls for services.

In calendar year 2011, the Fire Department responded to 1,836 calls for medical assistance, while in calendar year 2016 department personnel responded to 2,448 calls for medical assistance. This change represents a 33% increase in call volume, while the complement of fire fighters/EMTs has remained unchanged.

The largest number of calls to the Fire Department are for medical assistance. A review of the calls for service by days of the week and hours of the day from January 1, 2010 through December 31, 2016 indicates that the largest number of calls for medical assistance occur during the weekday period of Monday through Friday. During the sample period annual call volume on Monday through Friday ranged from 2,154 on Tuesday to 2,285 on Wednesday, while calls volume on Saturday was 2,019 and Sunday calls totaled 1,809.

During that same reporting period the greatest number of calls occur between the hours of 5:30 a.m. and 7:30 p.m. One of the consequences of these peak call periods is the frequency of instances during which the Fire Department had multiple calls before the first ambulance returned to quarters. Double or triple runs result in an inadequate number of personnel remaining in the Fire Station to respond with the necessary equipment when the next call is received. This has resulted in calls for mutual aid from neighboring towns, which can increase the response time.



In an effort to address the challenge of responding to multiple overlapping or simultaneous calls for services, this budget includes \$124,800 towards scheduled overtime. Two fire fighters would be scheduled to work 10 hour shifts during the business day with exact hours to be determined. Fire fighters would be assigned to this shift Monday through Friday. This program would run on a 6 month trial basis. The Department will continue to track responses to determine whether the additional

staffing permits emergency personnel to arrive on scene more quickly and reduces the need for mutual aid.

Taking this approach, the Town is not obligated to hire additional personnel, the cost of which includes benefits and OPEB liability. Utilizing a pilot program also provides the flexibility to discontinue the program if results do not justify the overtime cost. Discontinuing the program would not lead to layoffs.

### **Animal Control**

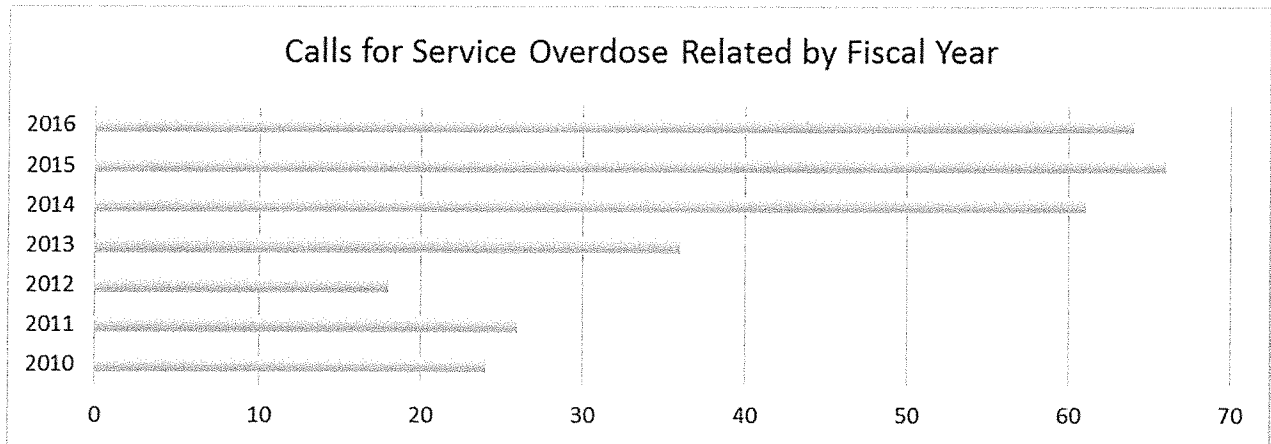
Upon the retirement of the previous Animal Control Officer (ACO) the position was re-structured to provide a higher level of service and to comply with recent state legislation governing the responsibilities of the ACO. In early 2016, the position was filled with a long term employee from the Central Dispatch Department. The impact on service was immediate. The ACO is clearly engaged providing the services of re-uniting stray pets with their owners, enforcing the leash law, removing deceased animals, conducting barn inspections and responding to requests for assistance. The ACO has been instrumental in working with the Recreation Department to prepare a recommended policy for use of the dog park and in monitoring its use. One telling statistic about the level of service is that calls for service increased by 48% from 687 to 1,016 calls in one year.

The ACO vehicle is a 2005 Freestyle Van which was not designed for its current use. The area behind the seats is completely open with no compartments for carrying deceased animals or live pets for transport to their owner or to the animal hospital. While the rear of the van has been retrofitted to provide for an exterior rigging that can be used for transporting of deceased animals this rigging makes access to the interior of the van difficult. The lack of compartments also poses challenges for securing tools and equipment.

This budget recommends the purchase of an ACO vehicle that is specifically designed for animal control. The rear of the vehicle will have accessible kennels for transport of animals. An electric lift gate on the back of the vehicle will greatly reduce the risk of injury from attempting to load heavy animals into the vehicle. Side compartments will be available for storage of equipment or for containment of smaller animals. The anticipated cost of this vehicle is \$50,000.

### **Substance Abuse**

Wilmington continues to grapple with the ravages of substance abuse, as do communities across the Commonwealth and across the country. The Police Department has been front and center in responding to calls to provide assistance to troubled children and adults and respond in conjunction with the Fire Department to medical emergencies. In 2016, the number of known overdoses was 41 as compared with 48 overdoses in calendar 2015. Fortunately, the number of fatalities due to overdose decreased from 8 to 4. However, this is little consolation to the families and friends of the deceased or the families, friends and victims experiencing the throws of addiction.



At the 2016 Annual Town Meeting, residents authorized \$80,000 for the purpose of obtaining treatment services to work with the Police Department and other departments impacted by this problem. A request for proposal has been drafted and will be finalized and issued by the end of February to seek a qualified counseling service provider to assist both the victims and the families.

The fiscal year 2018 budget again seeks the support of the community to authorize an additional \$80,000 to focus on this problem. Many communities have hired individuals to specifically work with the Police Department and other local government agencies. This proposal seeks to start with contract services. The expectation is that the service provider will assist the Police Department in addressing and triaging the victims and families for the appropriate services. The social service contractor will also assist the Town in fine tuning the specific types of assistance that are needed and in deciding upon a more formalized strategy to address the problems of substance abuse. If a determination is made at a later point that a full time employee is required the Town will be in a better position to understand the specific background and skillset that it should be seeking.

The expectation is to engage a provider before the end of the current fiscal year using funds currently appropriated. If additional funds are appropriated at the upcoming Town Meeting those funds will be used to continue substance abuse services.

### **Community Development**

Community development continues to be a top priority. How can local government facilitate opportunities for new business and business expansion while at the same time mitigating the traffic impacts and fostering a safe and enriching place for people to live and raise a family? Achieving that balance is the central question.

Through the votes of Town Meeting and the efforts of multiple departments, Wilmington can point to many recent accomplishments that enrich the quality of life for residents. The construction of a new High School and development of a new High School campus, construction of the Yentile Farm Recreation Facility, construction of a dog park and refurbishing Town Park are just a few examples of projects that create opportunities for residents from various stages and walks of life to enjoy their time here.

Another key element of community development is retaining and attracting commerce. In real estate, the proverbial adage is “location, location, location.” Wilmington is clearly in a great location. Having four exits off Interstate 93, easy access to Route 128 and Interstate 495 and being located just 17 miles north and west of Boston places Wilmington within the science, technology and telecommunication beltway of the entire region not to mention easily access to many of the best hospitals and colleges in the world.

For many years Wilmington has relied on the business community to shoulder a disproportionate share of the tax burden providing tax relief to homeowners. While the value of residential property makes up approximately 77% of the total tax levy compared to the commercial/industrial sector’s 23%, residents currently assume just over 60% of the tax burden, while the business community assumes slightly less than 40% of that burden. In the absence of that tax shift based upon the average single family value in fiscal year 2017, the homeowner would be paying on average \$2,104 more in property taxes than is currently the case. The business of business is important to the Town of Wilmington.

The foundation of economic development is good zoning. Zoning should set out in an unambiguous manner the uses by right that are desired by the Town and the circumstances under which a special permit should be required. The Planning and Conservation Department is drafting a zoning article for potential inclusion on the 2017 Annual Town Meeting warrant that would reclassify Research and Development (R&D) use from the General Manufacturing category to the Light Industry category. This will result in R & D uses being allowed by right in the Industrial Districts (General Industrial, Highway Industrial, Light Industrial) rather than requiring a special permit for that use. The Ballardvale corridor has become a hub of R & D uses with the location’s easy access to the highway, access to labor from Boston and New Hampshire, and reasonable rents. Encouraging additional R & D uses in this area is appropriate.

Work is currently ongoing to identify much needed changes to the Town’s sign regulations. The sign regulations are often a source of frustration for the development community and small businesses since they are vague in many aspects and require consultation with Town departments no matter how simple the proposal. The work is expected to lead to proposed changes that will clarify allowed sign sizes and locations. Again, clear direction and guidance on what is allowed is a hallmark of sound economic development.

#### **Fourth of July Celebration**

The Fourth of July Committee’s return to the role of lead sponsor and organizer of the July 4<sup>th</sup> Celebration is great news for the community. For the 2016 celebration Fire Chief Richard McClellan and Police Chief Michael Begonis dedicated significant time and effort in developing a well thought out plan for handling the carnival and other activities in the Town Common area. Their work is greatly appreciated. Personnel from the Public Works Department are also deserving of thanks for keeping the grounds clean and orderly. Those who attended overwhelmingly agree that the event was a great success. Thanks also to Scott Garrant and members of the Fourth of July Committee for stepping up and assisting the Town with the execution of the events that took place during the 4-day celebration.

While the Town will not be the sponsor of the event in 2017, the Town commits to providing the personnel necessary to repeat the success of 2016 and work with the Fourth of July Committee to continue to create the family oriented environment and experience that Wilmington residents expect. Towards that end, this budget recommends \$25,000 be appropriated to cover overtime costs associated with Town personnel working during the course of the festivities.

## **Conclusion**

The Town's financial health remains strong. It is well positioned to continue to provide the level of services that make Wilmington a desirable community in which to live and work. This budget continues to provide the funds necessary to deliver the day to day services to the residential and business community while at the same time ensuring that funds remain available to pay for future improvements to Town facilities and meet long term liabilities.

The successful execution of this plan is contingent upon the work of many hands. Wilmington has a cadre of dedicated public servants including teachers and nurses, equipment operators and groundskeepers, custodians and librarians, police officers and fire fighters, administrative staff and department heads who are invested in providing quality service.

I have worked in local government for over 30 years. My desire to work in government came about as a result of two incredibly talented and passionate public school teachers. For me the opportunity to work in local government has been, and continues to be, an honor and a privilege. While there will always be areas in which government can improve the ways in which it operates and interacts with the public, government has a legitimate and worthy purpose. Each one of us lives in a *community*, within this *Commonwealth* which is part of the *United States*. A core mission of local government, as it is with any government, is to serve the *common* good.

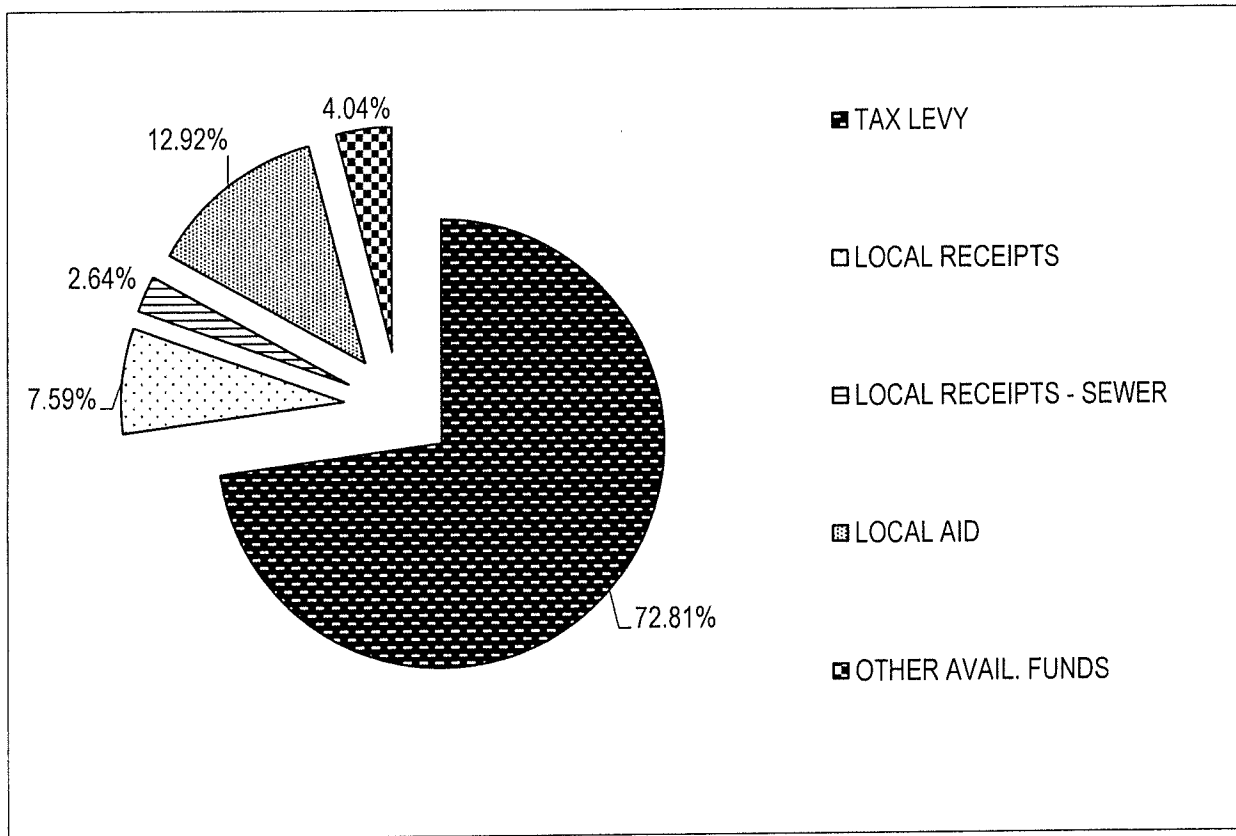
Thomas Jefferson said, "The care of human life and happiness, and not their destruction, is the first and only object of good government." Fostering social interactions with seniors, responding to medical emergencies, working with families affected by substance abuse or domestic violence, educating our students and providing safe potable water are just a few of the ways that town government in Wilmington takes on the role of providing "care of human life and happiness."

I welcome the opportunity to discuss this budget proposal and to work with the Board of Selectmen and Finance Committee to present a budget that merits adoption at the Annual Town Meeting.

# AVAILABLE FUNDS

	ACTUAL FY 2015	ACTUAL FY 2016	ESTIMATE FY 2017	REVISED ESTIMATE FY 2017	ESTIMATE FY 2018
TAX LEVY	68,563,551	72,716,820	75,363,235	76,436,385	79,297,072
LOCAL RECEIPTS	7,850,082	8,868,354	7,589,000	8,357,768	8,270,000
LOCAL RECEIPTS - SEWER	2,632,286	2,934,146	2,737,000	2,781,550	2,879,720
LOCAL AID	13,598,519	13,682,935	13,786,127	14,000,181	14,067,660
FREE CASH	750,000	3,458,000	3,500,000	3,500,000	3,000,000
WATER DEPT. - AVAIL. FUNDS	1,321,034	1,386,648	1,311,181	1,311,181	1,360,246
SALE OF CEMETERY LOTS	20,000	20,000	20,000	20,000	20,000
INT. CEMETERY TRUST FUND	20,000	20,000	20,000	20,000	20,000
CAPITAL STABILIZATION FUND	0	0	0	0	0
PROVISION FOR ABATES SURPLUS	0	0	0	0	0
CAPITAL PROJECT CLOSEOUTS	0	0	0	0	0
	<u>94,755,472</u>	<u>103,086,903</u>	<u>104,326,543</u>	<u>106,427,065</u>	<u>108,914,698</u>

# FY 2018 BUDGET



TAX LEVY	79,297,072	72.81%
LOCAL RECEIPTS	8,270,000	7.59%
LOCAL RECEIPTS - SEWER	2,879,720	2.64%
LOCAL AID	14,067,660	12.92%
OTHER AVAIL. FUNDS	4,400,246	4.04%
<b>TOTAL</b>	<b>108,914,698</b>	<b>100.00%</b>

**AVAILABLE FUNDS  
COMPARISON OF ANNUAL CHANGES IN AVAILABLE FUNDS**

	ACTUAL FY 2016	REVISED ESTIMATE FY2017	ESTIMATE FY2018	DIFF. \$ FY17/FY18	DIFF. % FY17/FY18	DIFF. \$ FY16/FY18	DIFF. % FY16/FY18
TAX LEVY	72,716,820	76,436,385	79,297,072	2,860,687	3.74%	6,580,252	9.05%
LOCAL RECEIPTS	8,868,354	8,357,768	8,270,000	(87,768)	-1.05%	(598,354)	-6.75%
LOCAL RECEIPTS - SEWER	2,934,146	2,781,550	2,879,720	98,170	3.53%	(54,426)	-1.85%
LOCAL AID	13,682,935	14,000,181	14,067,660	67,479	0.48%	384,725	2.81%
FREE CASH	3,458,000	3,500,000	3,000,000	(500,000)	-14.29%	(458,000)	-13.24%
WATER DEPT. - AVAIL. FUNDS	1,386,648	1,311,181	1,360,246	49,065	3.74%	(26,402)	-1.90%
SALE OF CEMETERY LOTS	20,000	20,000	20,000	0	0.00%	0	0.00%
INT. CEMETERY TRUST FUND	20,000	20,000	20,000	0	0.00%	0	0.00%
CAPITAL STABILIZATION FUND	0	0	0	0	0.00%	0	0.00%
PROVISION FOR ABATES SURPLUS	0	0	0	0	0.00%	0	0.00%
CAPITAL PROJECT CLOSEOUTS	0	0	0	0	0.00%	0	0.00%
	<u>103,086,903</u>	<u>106,427,065</u>	<u>108,914,698</u>	<u>2,487,633</u>	<u>2.34%</u>	<u>5,827,795</u>	<u>5.65%</u>



**AVAILABLE FUNDS  
COMPARISON OF SOURCES OF AVAILABLE FUNDS**

	<b>ACTUAL FY 2016</b>	<b>PERCENT FY 2016</b>	<b>REVISED ESTIMATE FY 2017</b>	<b>PERCENT FY 2017</b>	<b>ESTIMATE FY 2018</b>	<b>PERCENT FY 2018</b>
<b>TAX LEVY</b>	72,716,820	70.54%	76,436,385	71.82%	<b>79,297,072</b>	<b>72.81%</b>
<b>LOCAL RECEIPTS</b>	8,868,354	8.60%	8,357,768	7.85%	<b>8,270,000</b>	<b>7.59%</b>
<b>LOCAL RECEIPTS - SEWER</b>	2,934,146	2.85%	2,781,550	2.61%	<b>2,879,720</b>	<b>2.64%</b>
<b>LOCAL AID</b>	13,682,935	13.27%	14,000,181	13.15%	<b>14,067,660</b>	<b>12.92%</b>
<b>FREE CASH</b>	3,458,000	3.35%	3,500,000	3.29%	<b>3,000,000</b>	<b>2.75%</b>
<b>WATER DEPT. - AVAIL. FUNDS</b>	1,386,648	1.35%	1,311,181	1.23%	<b>1,360,246</b>	<b>1.25%</b>
<b>SALE OF CEMETERY LOTS</b>	20,000	0.02%	20,000	0.02%	<b>20,000</b>	<b>0.02%</b>
<b>INT. CEMETERY TRUST FUND</b>	20,000	0.02%	20,000	0.02%	<b>20,000</b>	<b>0.02%</b>
<b>CAPITAL STABILIZATION FUND</b>	0	0	0	0.00%	<b>0</b>	<b>0.00%</b>
<b>PROVISION FOR ABATES SURPLUS</b>	0	0	0	0.00%	<b>0</b>	<b>0.00%</b>
<b>CAPITAL PROJECT CLOSEOUTS</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>	<u>0</u>	<u>0.00%</u>
	103,086,903	100.00%	106,427,065	100.00%	<b>108,914,698</b>	<b>100.00%</b>

**TAX LEVY COMPARISON  
FY 2016 - FY 2018**

**LEVY LIMIT CALCULATION**

	<b>ACTUAL FY 2016</b>	<b>ESTIMATE FY 2017</b>	<b>REV. EST. FY 2017</b>	<b>ESTIMATE FY 2018</b>
Base	66,056,442	69,555,446	69,555,446	73,267,482
2.5% Increase	1,651,411	1,738,886	1,738,886	1,831,687
New Growth	<u>1,847,593</u>	<u>900,000</u>	<u>1,973,150</u>	<u>1,100,000</u>
Levy - Net of Debt Exclusion	69,555,446	72,194,332	73,267,482	76,199,169
 Debt Exclusion (See Below)	 <u>3,239,903</u>	 <u>3,168,903</u>	 <u>3,168,903</u>	 <u>3,097,903</u>
Levy Limit *	72,795,349	75,363,235	76,436,385	79,297,072

\* Levy limit based on tax levy calculation

**DEBT EXCLUSION CALCULATION**

Wilmington High School Debt	3,347,400	3,276,400	3,276,400	3,205,400
Premium	<u>107,497</u>	<u>107,497</u>	<u>107,497</u>	<u>107,497</u>
Total	3,239,903	3,168,903	3,168,903	3,097,903

**FISCAL YEAR 2017**

**COMMUNITY TAX RATE COMPARISONS**

	<u>Residential</u>	<u>Commercial-Industrial Personal Property</u>
Andover	\$15.18	\$26.46
Bedford	14.81	32.04
Billerica	14.09	33.44
Burlington	11.06	28.10
Chelmsford	17.92	17.92
No. Reading	16.13	16.13
Reading	14.03	14.03
Tewksbury	16.31	27.46
<b>Wilmington</b>	<b>14.45</b>	<b>32.46</b>

	<u>TAXES ON HOUSE AT AVERAGE ASSESSED VALUES</u>		<u>SAMPLE TAXES ON WILMINGTON HOMES</u>	
Andover	\$604,053	\$9,169.52	\$250,000	\$3,613
Bedford	642,026	9,508.41	300,000	4,335
Billerica	339,565	4,784.47	350,000	5,058
Burlington	446,122	4,934.11	400,000	5,780
Chelmsford	385,733	6,912.34	450,000	6,503
No. Reading	531,023	8,565.40		
Reading	533,537	7,485.52		
Tewksbury	358,079	5,840.27		
<b>Wilmington</b>	<b>423,886</b>	<b>6,125.15</b>		

VALUATION BY TAX CLASSIFICATION

<u>Class</u>	<u>FY 2016 Value</u>		<u>FY 2017 Value</u>	
Residential	\$2,944,221,748	(76.6781%)	\$3,182,585,028	(77.2523%)
Commercial	158,328,364	(4.1235%)	157,979,269	(3.8347%)
Industrial	637,708,672	(16.6082%)	667,938,057	(16.2131%)
Personal Property	<u>99,456,420</u>	<u>(2.5902%)</u>	<u>111,228,860</u>	<u>(2.6999%)</u>
	\$3,839,715,214	(100%)	\$4,119,731,214	(100%)

FISCAL 2016 TAX LEVY

\$76,408,118.85

LEVY AMOUNTS BORNE BY TAX CLASSIFICATION

<u>Class</u>	<u>FY 2016 Amount</u>		<u>FY 2017 Amount</u>	
Residential	\$ 43,073,964.17	(59.1868%)	\$ 45,988,353.65	(60.1915%)
Commercial	5,251,751.83	} (40.8132%)	5,128,007.07	} (39.8085%)
Industrial	21,152,796.65		21,681,269.33	
Personal Property	<u>3,298,969.45</u>		<u>3,610,488.80</u>	
	\$ 72,777,482.10	(100%)	\$ 76,408,118.85	(100%)

# LOCAL RECEIPTS

	ACTUAL FISCAL 2015	ACTUAL FISCAL 2016	ESTIMATE FISCAL 2017	REVISED ESTIMATE FISCAL 2017	ESTIMATE FISCAL 2018
MOTOR VEHICLE EXCISE	3,783,210	4,211,690	4,100,000	4,300,000	4,370,000
LOCAL MEALS TAX	323,384	349,334	340,000	360,000	370,000
PEN. & INT. ON TAXES & EXCISE	414,074	720,646	400,000	500,000	500,000
PAYMENTS IN LIEU OF TAXES	771,924	768,471	770,000	770,000	770,000
CHARGES FOR SERVICES-AMBULANCE FEES	490,037	832,397	600,000	700,000	700,000
DEPT REVENUE-LIBRARY	69,206	65,507	70,000	70,000	70,000
DEPT REVENUE-CEMETERY	12,747	10,878	12,000	10,000	10,000
DEPT REVENUE-DPW RECYCLING	93,306	85,420	85,000	85,000	85,000
LICENSES & PERMITS-SELECTMEN	17,615	22,080	18,000	18,000	18,000
LICENSES & PERMITS-BLDG. INSP.	37,541	38,804	37,000	38,000	39,000
LICENSES & PERMITS-HEALTH	458,313	535,884	260,000	400,000	400,000
LICENSES & PERMITS-OTHER	53,170	59,095	55,000	55,000	55,000
SPECIAL ASSESSMENTS	253,520	281,332	215,000	250,000	250,000
POLICE FINES & FORFEITS	0	5,706		0	0
INVESTMENT INCOME	99,238	85,379	100,000	90,000	90,000
MEDICAID REIMBURSEMENTS	298,489	235,611	175,000	200,000	200,000
RENTALS	182,401	157,464	150,000	150,000	150,000
MISC-WORK COMP REFUNDS	108,269	120,331	120,000	120,000	120,000
MISC-TREASURER	9,509	3,133	0	0	0
MISC-TOWN CLERK	11,493	4,597	12,000	5,000	5,000
MISC-OTHER	28,478	29,016	30,000	30,000	30,000
MEDICARE RETIREE DRUG SUBSIDY	39,515	61,529	40,000	40,000	38,000
TOTAL LOCAL RECEIPTS <sup>1</sup>	294,643	184,050	0	166,768	0
CHARGES FOR SERVICES-SEWER	7,850,082	8,868,354	7,589,000	8,357,768	8,270,000
GRAND TOTAL LOCAL RECEIPTS	2,632,286	2,934,146	2,737,000	2,781,550	2,879,720
	10,482,368	11,802,500	10,326,000	11,139,318	11,149,720

Notes:

1. Does not include one time revenues of \$284,116 for the Fiscal Year 2015 and \$356,043 for the Fiscal Year 2016.

# LOCAL AID

	ACTUAL FISCAL 2014	ACTUAL FISCAL 2015	ACTUAL FISCAL 2016	ESTIMATE FISCAL 2017	REVISED ESTIMATE FISCAL 2017	ESTIMATE FISCAL 2018
<b>Education:</b>						
Chapter 70	10,743,101	10,891,330	10,978,730	11,064,780	11,167,160	11,236,420
ARRA State Fiscal Stabilization Fund	0	0	0	0	0	0
School Transportation	0	0	0	0	0	0
MSBA Reimbursement	0	0	0	0	0	0
Charter Tuition Reimbursement	28,680	15,204	7,102	7,144	5,358	5,358
<b>Offset Receipts:</b>						
School Lunch	21,531	21,643	0	0	0	0
School Choice Receiving Tuition	0	0	0	0	0	0
<b>Subtotal, All Education Items</b>	<u>10,793,312</u>	<u>10,928,177</u>	<u>10,985,832</u>	<u>11,071,924</u>	<u>11,172,518</u>	<u>11,241,778</u>
<b>General Government:</b>						
Unrestricted General Government Aid	2,152,952	2,212,657	2,292,313	2,292,313	2,390,882	2,390,882
One Time Aid	0	0	0	0	0	0
Lottery, Beano & Charity Games	0	0	0	0	0	0
Additional Assistance	0	0	0	0	0	0
Police Career Incentive	0	0	0	0	0	0
Veterans' Benefits	277,744	311,062	252,397	284,476	291,285	290,000
Exemptions: Vets, Blind, Surviving Spouses & Elderly	132,538	121,039	126,869	111,890	120,431	120,000
<b>Offset Receipts:</b>						
Public Libraries	<u>19,439</u>	<u>25,584</u>	<u>25,524</u>	<u>25,524</u>	<u>25,065</u>	<u>25,000</u>
<b>Subtotal, All General Government</b>	<u>2,582,673</u>	<u>2,670,342</u>	<u>2,697,103</u>	<u>2,714,203</u>	<u>2,827,663</u>	<u>2,825,882</u>
<b>Total Estimated Receipts</b>	13,375,985	13,598,519	13,682,935	13,786,127	14,000,181	14,067,660

**WATER DEPARTMENT  
TRANSFERS TO GENERAL FUND**

	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
DEBT PRINCIPAL FIXED	80,000	80,000	80,000	80,000
DEBT INTEREST FIXED	47,720	44,920	41,720	38,120
MISCELLANEOUS DEBT	<u>2,000</u>	<u>2,000</u>	<u>2,000</u>	<u>2,000</u>
<b>TOTAL DEBT</b>	129,720	126,920	123,720	120,120
HEALTH & LIFE INSURANCE	270,377	278,360	264,202	306,711
RETIREMENT CONTRIBUTION	356,764	387,847	329,248	320,756
WORKER'S COMPENSATION	37,370	50,393	52,157	50,000
MEDICARE	45,423	48,787	33,008	35,186
MISC. MUNICIPAL SUPPORT	433,509	439,719	451,609	472,593
INSURANCE	<u>47,871</u>	<u>54,622</u>	<u>57,237</u>	<u>54,880</u>
<b>TOTAL OTHER COSTS</b>	<u>1,191,314</u>	<u>1,259,728</u>	<u>1,187,461</u>	<u>1,240,126</u>
<b>TOTAL TRANSFERS</b>	1,321,034	1,386,648	1,311,181	1,360,246

# BUDGET SUMMARY

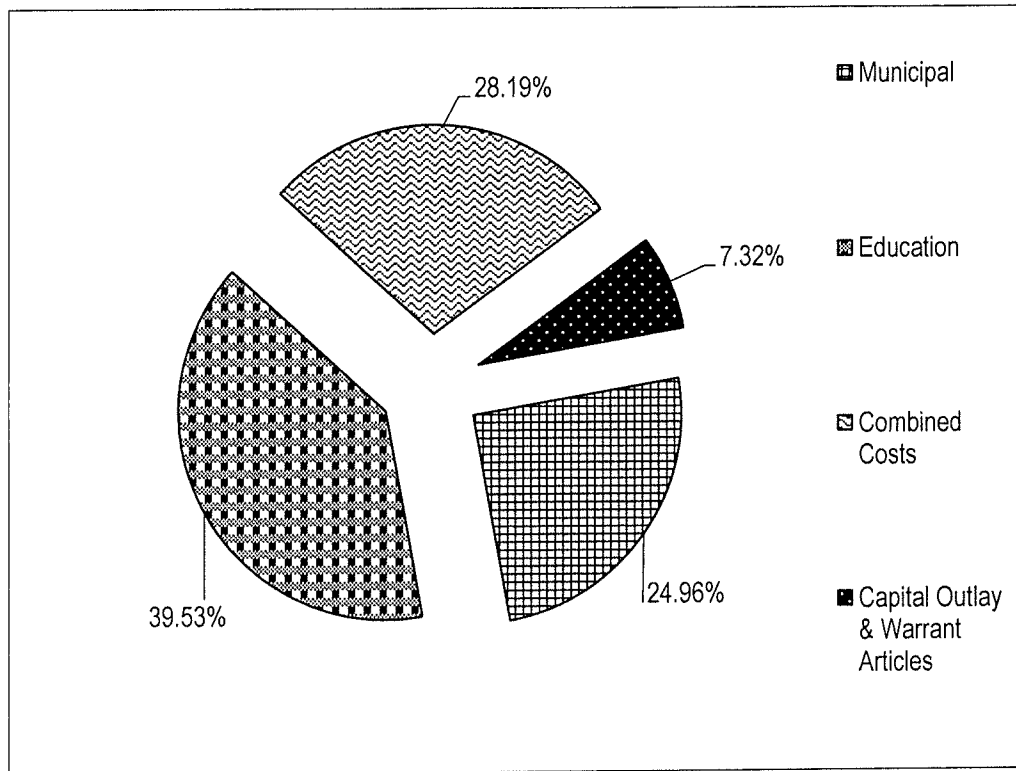
CATEGORY	EXPENDITURES FISCAL 2016	TRANSFER & APPROPRIATION FISCAL 2017	TOWN MANAGER RECOMMENDATION FISCAL 2018	DIFFERENCE \$ APPROPRIATION FY17/FY18	DIFFERENCE % APPROPRIATION FY17/FY18
<b>MUNICIPAL:</b>					
General Government	2,427,410	2,575,483	2,638,007	62,524	2.43%
Public Safety	9,109,072	9,402,742	9,736,372	333,630	3.55%
Public Works <sup>1</sup>	5,519,471	6,130,427	6,247,000	116,573	1.90%
Community Development	726,602	765,592	777,487	11,895	1.55%
Public Buildings	4,532,125	4,803,796	4,884,466	80,670	1.68%
Human Services	1,972,236	2,085,805	2,106,870	21,065	1.01%
Unclassified - Municipal	50,618	437,000	792,000	355,000	81.24%
<b>MUNICIPAL TOTAL</b>	<u>24,337,534</u>	<u>26,200,845</u>	<u>27,182,202</u>	<u>981,357</u>	<u>3.75%</u>
<b>EDUCATION:</b>					
Wilmington School	36,341,467	37,645,467	38,869,388	1,223,921	3.25%
Shawsheen Tech	<u>3,711,905</u>	<u>3,957,233</u>	<u>4,182,233</u>	<u>225,000</u>	<u>5.69%</u>
	40,053,372	41,602,700	43,051,621	1,448,921	3.48%
<b>COMBINED COSTS:</b>					
Maturing Debt & Interest	3,795,273	3,816,284	3,800,316	(15,968)	-0.42%
Unclassified - Insurance	11,599,283	14,600,625	14,495,558	(105,067)	-0.72%
Unclassified - Misc.	799,482	1,478,500	1,541,500	63,000	4.26%
Sewer	159,287	168,951	174,684	5,733	3.39%
Statutory Charges	8,689,009	9,977,469	10,695,217	717,748	7.19%
Warrant Articles	3,006,750	3,532,500	5,532,500	2,000,000	56.62%
Capital Outlay	<u>2,608,200</u>	<u>2,509,500</u>	<u>2,441,100</u>	<u>(68,400)</u>	<u>-2.73%</u>
	<u>30,657,284</u>	<u>36,083,829</u>	<u>38,680,875</u>	<u>2,597,046</u>	<u>7.20%</u>
<b>GRAND TOTAL</b>	<b>95,048,190</b>	<b>103,887,374</b>	<b>108,914,698</b>	<b>5,027,324</b>	<b>4.84%</b>

Notes:

1. Portion of salaries funded by Water receipts.



# FY 2018 BUDGET



Municipal	27,182,202	24.96%
Education	43,051,621	39.53%
Combined Costs	30,707,275	28.19%
Capital Outlay & Warrant Articles	7,973,600	7.32%
<b>TOTAL</b>	<b>108,914,698</b>	<b>100.00%</b>

**STAFFING LEVELS - MUNICIPAL GOVERNMENT**  
**FY 2012 - FY 2018**

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
<b>Town Manager <sup>(1)</sup></b>							
Full-time	5	5	5	5	5	5	6
Part-time	1	1	1	-	-	-	-
<b>Town Accountant <sup>(1)</sup></b>							
Full-time	5	5	5	5	4	4	3
Part-time	-	-	-	-	-	-	-
<b>Treasurer/Collector</b>							
Full-time	5	5	5	5	5	5	5
Part-time	-	-	-	-	-	-	-
<b>Town Clerk</b>							
Full-time	3	3	3	3	3	3	3
Part-time	-	-	-	-	-	-	-
<b>Assessors</b>							
Full-time	3	3	3	3	3	3	3
Part-time	-	-	-	-	-	-	-
<b>Information Technology</b>							
Full-time	-	-	-	-	3	3	3
Part-time	-	-	-	-	-	-	-
<b>Police</b>							
Full-time	50	50	51	51	50	50	50
Part-time	-	-	-	1	1	1	1
<b>Fire</b>							
Full-time	41	41	41	41	41	41	41
Part-time	1	1	1	1	1	1	1
<b>Public Safety Central Dispatch</b>							
Full-time	12	12	12	12	12	12	12
Part-time/On Call	-	-	-	-	2	2	2
<b>Animal Control</b>							
Full-time	1	1	1	1	1	1	1
Part-time	-	-	-	-	-	-	-
<b>Highway, Cemetery, Tree, Parks &amp; Grounds, Engineering, Administration</b>							
Full-time	33.5	33.5	33.5	38	38	38	38
Part-time	2	2	2	2	1	3	1
Seasonal	8	8	8	8	8	8	9
<b>Water Division</b>							
Full-time	15.5	15.5	15.5	11	11	11	11
Part-time	-	-	-	-	-	-	-
Seasonal	3	3	3	3	3	3	3

<sup>(1)</sup> One Full-Time Employee Moved from Town Accountant to Town Manager.

**STAFFING LEVELS - MUNICIPAL GOVERNMENT**  
**FY 2012 - FY 2018**

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
<b>Sewer Division</b>							
Full-time	1	1	1	1	1	1	1
Part-time	2	2	2	2	2	2	2
<i>Total Public Works</i>							
Full-time	50	50	50	50	50	50	50
Part-time	4	4	4	4	3	5	3
Seasonal	11	11	11	11	11	11	12
<b>Board of Health</b>							
Full-time	3	3	2	2	2	2	2
Part-time	1	1	2	2	2	2	2
<b>Planning &amp; Conservation</b>							
Full-time	5	5	5	5	5	5	5
Part-time	-	-	-	-	-	-	-
<b>Building Inspector/ Zoning Board of Appeals</b>							
Full-time	2	2	2	2	2	2	2
Part-time	2	2	2	2	2	2	2
<b>Public Buildings</b>							
Full-time	44	44	45	46	46	47	47
Part-time	-	-	-	-	-	-	-
Seasonal	4	4	4	4	4	4	4
<b>Veterans Services</b>							
Full-time	1	1	1	1	2	2	2
Part-time	-	1	1	2	-	-	-
<b>Library</b>							
Full-time	13	13	13	13	13	13	13
Part-time	15	14	15	12	12	12	12
<b>Recreation <sup>(2)</sup></b>							
Full-time	2	2	2	2	2	2	3
Part-time	1	1	1	1	1	1	-
<b>Elderly Services</b>							
Full-time	4	4	4	4	4	4	4
Part-time	3	3	3	3	3	3	2
<b>Historical Commission</b>							
Full-time	-	-	-	-	-	-	-
Part-time	2	2	2	2	2	2	2
<b>Total</b>							
Full-time	249	249	250	251	253	254	<b>255</b>
Part-time	30	30	32	30	29	31	<b>27</b>
Seasonal	15	15	15	15	15	15	<b>16</b>
<b>Total Staff</b>	<b>294</b>	<b>294</b>	<b>297</b>	<b>296</b>	<b>297</b>	<b>300</b>	<b>298</b>

<sup>(2)</sup> One Full-Time Employee Paid Through Program Fees.

# EXPENDITURE DETAIL

DEPARTMENT: Selectmen  
 FUNCTION: General Government

DEPT: 01  
 ACTIVITY: Legislative

CLASSIFICATION	EXPENDITURES FISCAL 2015	EXPENDITURES FISCAL 2016	TRANSFER & APPROPRIATION FISCAL 2017	TOWN MANAGER RECOMMENDATION FISCAL 2018
<b>PERSONNEL SERVICES:</b>				
Stipend	4,927	5,038	5,040	5,139
	4,927	5,038	5,040	5,139
<b>CONTRACTUAL SERVICES:</b>				
Misc. Contractual Services	5,815	6,000	6,000	6,300
Printing & Binding	5,566	3,966	3,200	3,350
Advertising & Town Meeting Exp.	974	948	1,100	1,100
	12,355	10,914	10,300	10,750
<b>MATERIALS &amp; SUPPLIES:</b>				
Office Supplies	0	0	0	0
	0	0	0	0
<b>FURNISHINGS &amp; EQUIPMENT:</b>				
	0	0	0	0
<b>TOTAL</b>	<b>17,282</b>	<b>15,952</b>	<b>15,340</b>	<b>15,889</b>

# EXPENDITURE DETAIL

DEPARTMENT: Selectmen  
FUNCTION: General Government

DEPT: 11  
ACTIVITY: Elections & Town Meeting

CLASSIFICATION	EXPENDITURES FISCAL 2015	EXPENDITURES FISCAL 2016	TRANSFER & APPROPRIATION FISCAL 2017	TOWN MANAGER RECOMMENDATION FISCAL 2018
<b>PERSONNEL SERVICES:</b>				
Part-Time	23,029	15,199	34,805	15,760
	23,029	15,199	34,805	15,760
<b>CONTRACTUAL SERVICES:</b>				
Printing, Adv. & Binding	0	0	0	0
Misc. Contractual Services	4,200	5,981	4,800	2,500
Constable	175	200	200	200
	4,375	6,181	5,000	2,700
<b>MATERIALS &amp; SUPPLIES:</b>				
Office Supplies	0	0	0	0
	0	0	0	0
<b>FURNISHINGS &amp; EQUIPMENT:</b>				
	0	0	300	0
<b>TOTAL</b>	27,404	21,380	40,105	18,460

# STATISTICAL DEPARTMENT INFORMATION

DEPT: Elections  
CODE: 11

Description	2011	2012	2013	2014	2015	2016
Town Election	3,029	1,884	3,567	1,122	2,369	2,007
Percent of Votes Cast	18%	13%	23%	9%	15%	13%
Special Town Election	5,016	-	-	-	-	-
Percent of Votes Cast	33%	-	-	-	-	-
State Primary	-	1,331	-	2,526	-	790
Percent of Votes Cast	-	8.7%	-	15%	-	4.90
State Election	-	12,603	-	9,062	-	13,595
Percent of Votes Cast	-	80.8%	-	57.5%	-	81%
Special State Primary	-		3,518	-	-	-
Percent of Votes Cast	-		22.6%	0.0%	-	-
Special State Election	-	-	4,410	-	-	-
Percent of Votes Cast	-	-	28.2%	0.0%	-	-
Presidential Primary	-	2,639	-	-	-	7,679
Percent of Votes Cast	-	18%	-	-	-	48.80%

# EXPENDITURE DETAIL

DEPARTMENT:	Registrars of Voters	DEPT:	12	
FUNCTION:	General Government	ACTIVITY:	Registrations	
CLASSIFICATION	EXPENDITURES FISCAL 2015	EXPENDITURES FISCAL 2016	TRANSFER & APPROPRIATION FISCAL 2017	TOWN MANAGER RECOMMENDATION FISCAL 2018
PERSONNEL SERVICES:				
Stipend	1,875	1,875	1,875	1,875
	1,875	1,875	1,875	1,875
CONTRACTUAL SERVICES:				
Misc. Contractual Services	1,200	1,200	1,400	1,800
Printing, Adv. & Binding	1,200	1,166	1,200	800
Postage (Census Mailing)	3,700	3,800	4,400	4,500
	6,100	6,166	7,000	7,100
MATERIALS & SUPPLIES:				
General Supplies	0	0	0	0
	0	0	0	0
FURNISHINGS & EQUIPMENT:	0	0	0	0
TOTAL	7,975	8,041	8,875	8,975

# STATISTICAL DEPARTMENT INFORMATION

DEPT: Board of Registrars  
CODE: 12

Description	2011	2012	2013	2014	2015	2016
Population	22,443	22,417	22,238	22,508	22,627	22,722
Republicans	1,869	1,899	1,880	1,899	1,921	2,093
Democrats	4,267	4,084	4,071	4,027	4,044	4,064
America First Party	-	-	-	-	-	2
Conservative	1	1	1	1	2	5
Constitutional Party	1	-	-	-	-	-
Green Party, USA	3	2	2	2	2	3
Green – Rainbow Party	5	6	7	7	6	4
Interdependent Third Party	7	7	10	8	7	8
Libertarians	58	48	46	45	42	41
MA Independent Party	-	-	-	3	3	2
Pirate Party	-	-	-	-	-	3
Pizza Party	-	-	-	-	-	1
Working Families Party	-	-	1	1	1	-
Unenrolled	9,261	9,564	9,617	9,711	9,834	10,839
United Independent Party	-	-	-	-	60	34
Total Registered Voters	15,473	15,611	15,635	15,704	15,922	17,099



# EXPENDITURE DETAIL

DEPARTMENT: Finance Committee  
 FUNCTION: General Government

DEPT: 03  
 ACTIVITY: Advisory

CLASSIFICATION	EXPENDITURES FISCAL 2015	EXPENDITURES FISCAL 2016	TRANSFER & APPROPRIATION FISCAL 2017	TOWN MANAGER RECOMMENDATION FISCAL 2018
<b>PERSONNEL SERVICES:</b>				
Part Time	1,140	770	1,500	1,500
	1,140	770	1,500	1,500
<b>CONTRACTUAL SERVICES:</b>				
Printing, Adv. & Binding	6,314	6,800	6,750	8,000
Dues	273	273	275	300
Training & Conference	117	160	200	200
	6,704	7,233	7,225	8,500
<b>MATERIALS &amp; SUPPLIES:</b>				
Office Supplies	0	0	50	50
	0	0	50	50
<b>FURNISHINGS &amp; EQUIPMENT:</b>				
	0	0	0	0
<b>TOTAL</b>	<b>7,844</b>	<b>8,003</b>	<b>8,775</b>	<b>10,050</b>

# EXPENDITURE DETAIL

DEPARTMENT: Town Manager/Central Administration  
 FUNCTION: General Government

DEPT: 02  
 ACTIVITY: Administration

CLASSIFICATION	EXPENDITURES FISCAL 2015	EXPENDITURES FISCAL 2016	TRANSFER & APPROPRIATION FISCAL 2017	TOWN MANAGER RECOMMENDATION FISCAL 2018
<b>PERSONNEL SERVICES:</b>				
Town Manager	141,922	149,193	146,858	151,264
Other Full Time (5) <sup>1</sup>	<u>296,286</u>	<u>282,240</u>	<u>301,747</u>	<u>375,443</u>
	438,208	431,433	448,605	526,707
<b>CONTRACTUAL SERVICES:</b>				
Postage, Printing, Advertising	51,727	49,271	52,000	53,300
Misc. Contractual Services	<u>7,582</u>	<u>5,299</u>	<u>11,600</u>	<u>11,666</u>
	59,309	54,570	63,600	64,966
<b>MATERIALS &amp; SUPPLIES:</b>				
Office Supplies	<u>6,794</u>	<u>5,494</u>	<u>8,700</u>	<u>8,700</u>
	6,794	5,494	8,700	8,700
<b>FURNISHINGS &amp; EQUIPMENT:</b>	4,998	0	7,700	4,456
<b>TOTAL</b>	509,309	491,497	528,605	604,829

Notes:

- Salary for Payroll & Benefits Coordinator moved from Town Accountant Budget to Town Manager Budget in the amount of \$56,596.

**EXPENDITURE DETAIL**

DEPARTMENT: Information Technology  
 FUNCTION: General Government

DEPT: 08  
 ACTIVITY: Administration

CLASSIFICATION	EXPENDITURES FISCAL 2015	EXPENDITURES FISCAL 2016	TRANSFER & APPROPRIATION FISCAL 2017	TOWN MANAGER RECOMMENDATION FISCAL 2018
<b>PERSONNEL SERVICES:</b>				
IT Director	0	83,317	88,482	94,565
Other - Full Time (2)	0	154,571	128,445	126,953
	<u>0</u>	<u>237,888</u>	<u>216,927</u>	<u>221,518</u>
<b>CONTRACTUAL SERVICES:</b>				
Misc. Contractual Services	0	248,270	295,000	364,100
Materials & Supplies	0	0	650	750
Training & Conference	0	0	2,000	2,000
	<u>0</u>	<u>248,270</u>	<u>297,650</u>	<u>366,850</u>
<b>MATERIALS &amp; SUPPLIES:</b>				
Office Supplies	0	571	0	0
	<u>0</u>	<u>571</u>	<u>0</u>	<u>0</u>
<b>FURNISHINGS &amp; EQUIPMENT:</b>				
	0	20,663	46,500	11,000
<b>TOTAL</b>	0	507,392	561,077	599,368

# EXPENDITURE DETAIL

DEPARTMENT: Town Accountant  
 FUNCTION: General Government

DEPT: 04  
 ACTIVITY: Accounting

CLASSIFICATION	EXPENDITURES FISCAL 2015	EXPENDITURES FISCAL 2016	TRANSFER & APPROPRIATION FISCAL 2017	TOWN MANAGER RECOMMENDATION FISCAL 2018
<b>PERSONNEL SERVICES:</b>				
Town Accountant	113,848	116,856	118,863	121,240
Other - Full Time (2) <sup>1</sup>	273,429	160,699	173,950	124,298
	387,277	277,555	292,813	245,538
<b>CONTRACTUAL SERVICES:</b>				
Misc. Contractual Services	6	7,350	180	9,230
Training & Conference	1,710	2,090	2,225	2,225
	1,716	9,440	2,405	11,455
<b>MATERIALS &amp; SUPPLIES:</b>				
Office Supplies	567	960	900	850
	567	960	900	850
<b>FURNISHINGS &amp; EQUIPMENT:</b>				
	0	0	0	0
<b>TOTAL</b>	389,560	287,955	296,118	257,843

## Notes:

- Salary for Payroll & Benefits Coordinator moved from Town Accountant Budget to Town Manager Budget in the amount of \$56,596.

**EXPENDITURE DETAIL**

DEPARTMENT: Treasurer/Collector			DEPT:	06
FUNCTION: General Government			ACTIVITY:	Finance
CLASSIFICATION	EXPENDITURES FISCAL 2015	EXPENDITURES FISCAL 2016	TRANSFER & APPROPRIATION FISCAL 2017	TOWN MANAGER RECOMMENDATION FISCAL 2018
PERSONNEL SERVICES:				
Treasurer/Collector	103,953	108,199	110,057	112,258
Other Full Time (4) <sup>1</sup>	159,599	173,165	172,685	166,981
	263,552	281,364	282,742	279,239
CONTRACTUAL SERVICES:				
Misc. Contractual Services	19,592	15,339	22,495	18,887
Printing, Adv. & Binding	7,709	7,641	9,100	8,580
Equipment Repairs	0	0	470	775
Training & Conference	647	543	800	700
	27,948	23,523	32,865	28,942
MATERIALS & SUPPLIES:				
Office Supplies	1,117	853	1,200	1,200
	1,117	853	1,200	1,200
Amt. Cert. Coll. Tax Title	10,595	25,905	21,500	27,000
FURNISHINGS & EQUIPMENT:	0	1,000	0	0
TOTAL	303,212	332,645	338,307	336,381

Notes:

1. Does not include salary of one employee paid from Water Department .

# STATISTICAL DEPARTMENT INFORMATION

DEPT: Treasurer/Collector  
CODE: 06

Description	2011	2012	2013	2014	2015	2016
Number of Real Estate Accounts	9,160	9,222	9,188	9,269	9,207	9,324
Total Real Estate Commitment	\$54,275,679	\$55,211,638	\$60,471,325	\$63,470,084	\$66,191,629	\$69,478,517
Lien Certificates and Betterment Certificates	\$28,307	\$21,519	\$30,058	\$20,431	\$23,713	\$23,129
Apportioned Street Betterments	-	-	-	-	-	-
Committed Interest	-	-	-	-	-	-
Apportioned Water Betterments	-	-	-	-	-	-
Committed Interest	-	-	-	-	-	-
Apportioned Sewer Betterments	\$46,829	\$40,802	\$40,802	\$39,987	\$27,414	\$27,414
Committed Interest	\$17,845	\$15,558	\$15,489	\$13,040	\$12,336	\$9,595
Water Lien Commitments	\$227,984	\$236,393	\$233,900	\$234,086	\$225,379	\$253,176
Sewer Lien Commitments	\$78,498	\$74,443	\$73,181	\$74,925	\$75,435	\$83,893
Electric Lien Commitments	\$25,980	\$18,662	\$8,332	\$4,840	\$10,358	\$10,537
Title V Betterments	\$33,303	\$34,790	\$31,818	\$35,653	\$31,118	\$30,018
Committed Interest	\$11,561	\$10,655	\$10,334	\$9,608	\$7,946	\$7,452
No. of Health Insurance Subscribers	1,038	1,052	1,030	1,067	1,026	1,128
No. of Life Insurance Subscribers	858	847	842	835	842	848

# STATISTICAL DEPARTMENT INFORMATION

DEPT: Treasurer/Collector  
CODE: 06

Description	2011	2012	2013	2014	2015	2016
Health Insurance Rates (Monthly)						
Individual:						
Master Medical	\$862.68	\$948.96	\$0.00	\$0.00	\$0.00	\$0.00
Network Blue	\$594.08	\$647.73	\$678.40	\$692.00	\$743.97	\$798.24
Blue Care Elect	\$621.92	\$706.11	\$759.24	\$837.28	\$901.53	\$983.52
Family:						
Master Medical	\$2,024.76	\$2,227.36	\$0.00	\$0.00	\$0.00	\$0.00
Network Blue	\$1,395.04	\$1,320.88	\$1,591.68	\$1,623.52	\$1,745.48	\$1,872.64
Blue Care Elect	\$1,459.20	\$1,656.85	\$1,769.92	\$1,964.64	\$2,115.73	\$2,308.16
Life Insurance & Accidental Death & Disability Premium Per \$1,000	\$0.92	\$0.92	\$0.92	\$0.92	\$0.92	\$1.04
Health and Life Insurance	\$9,426,608	\$10,099,785	\$10,155,364	\$10,153,888	\$10,286,356	\$10,865,194
Amount of Borrowing						
Bond Anticipation Notes	-	-	-	-	-	5,450,000.00
General Obligation Bonds	\$4,540,000	\$44,190,000	-	-	-	-
Cost of Borrowing	\$39,440	\$122,888	-	-	-	19,550.00
Average Cost Per \$1,000	\$8.55	\$2.78	-	-	-	3.59
First and Last Borrowing Date	8/15/2010 8/15/2030	6/28/2012 3/15/2037	-	-	-	6/30/2016 7/30/2017
Number of Borrowings	1	1	-	-	-	1
Interest Rates Bid During Year	2.76%	3.28%	-	-	-	2.00%
Tax Titles						
Parcels added to Tax Title Accounts for non-payment of real estate taxes	27	28	29	35	35	41
Tax Titles redeemed by property owner	44	21	39	41	18	41
Tax Titles foreclosed to the Town through Land Court	2	1	-	-	-	1.00
Number of Personal Property Bills	760	707	745	751	764	785
Total Personal Property Commitment	\$2,313,983	\$2,551,346	\$2,833,815	\$3,049,006	\$3,174,028	\$3,298,970

## STATISTICAL DEPARTMENT INFORMATION

DEPT:     Treasurer/Collector  
CODE:     06

Description	2011	2012	2013	2014	2015	2016
Number of Excise Bills	26,675	26,819	27,025	27,306	27,857	28,729
Total Excise Commitments	\$3,156,793	\$3,227,029	\$3,450,886	\$3,665,671	\$3,957,821	\$4,358,337
Excise Interest & Costs Collected	\$66,093	\$121,357	\$152,685	\$117,267	\$112,101	\$141,735
Ambulance Collections (includes amounts collected from Medicare on behalf of ALS provider)	\$385,371	\$811,333	\$948,637	\$1,078,991	\$1,284,658	\$1,443,977
Interest earned by investing non- revenue funds and available revenue funds	\$169,100	\$225,820	\$539,412	\$457,152	\$377,390	\$360,695



**EXPENDITURE DETAIL**

DEPARTMENT: Town Clerk/Elections/Registrations			DEPT:	10
FUNCTION: General Government			ACTIVITY:	Records Mgmt
CLASSIFICATION	EXPENDITURES FISCAL 2015	EXPENDITURES FISCAL 2016	TRANSFER & APPROPRIATION FISCAL 2017	TOWN MANAGER RECOMMENDATION FISCAL 2018
PERSONNEL SERVICES:				
Town Clerk	80,946	83,684	86,973	88,712
Other Full Time (2)	<u>100,701</u>	<u>98,385</u>	<u>110,034</u>	<u>109,394</u>
	181,647	182,069	197,007	198,106
CONTRACTUAL SERVICES:				
Misc. Contractual Services	725	160	250	250
Training & Conference	1,161	896	1,200	1,200
Printing, Adv. & Binding	<u>3,141</u>	<u>3,153</u>	<u>3,300</u>	<u>3,300</u>
	5,027	4,209	4,750	4,750
MATERIALS & SUPPLIES:				
Office Supplies	<u>982</u>	<u>1,100</u>	<u>1,300</u>	<u>1,400</u>
	982	1,100	1,300	1,400
FURNISHINGS & EQUIPMENT:	0	194	0	0
TOTAL	187,656	187,572	203,057	204,256

# STATISTICAL DEPARTMENT INFORMATION

DEPT: Town Clerk  
CODE: 10

Description	2011	2012	2013	2014	2015	2016
Dog Licenses	2,088	2,131	2,285	2,252	2,238	2,375
Fish & Game Licenses	267	-	-	-	-	-
Births	207	202	234	224	229	253
Marriage Intentions	97	102	84	95	94	92
Marriages	95	93	85	91	93	93
Deaths	300	256	273	274	308	246
Burial Permits	194	191	184	173	201	144
Flammable Licenses	51	51	51	51	51	52
Business Certificates and Withdrawals	174	184	173	138	176	146
Bazaar/Raffle Permits	4	6	3	4	3	5
Pole/Conduit Locations	4	1	5	1	7	2
Certifications of Vital Statistics	2,831	2,254	2,267	2,189	2,456	2,289
Passports	424	320	303	454	526	393

# EXPENDITURE DETAIL

DEPARTMENT: Board of Assessors  
 FUNCTION: General Government

DEPT: 05  
 ACTIVITY: Assessing

CLASSIFICATION	EXPENDITURES FISCAL 2015	EXPENDITURES FISCAL 2016	TRANSFER & APPROPRIATION FISCAL 2017	TOWN MANAGER RECOMMENDATION FISCAL 2018
<b>PERSONNEL SERVICES:</b>				
Principal Assessor	98,998	101,613	103,359	108,589
Other - Full Time (2)	112,952	93,139	98,865	102,967
Stipend	1,500	1,500	2,000	2,000
	<u>213,450</u>	<u>196,252</u>	<u>204,224</u>	<u>213,556</u>
<b>CONTRACTUAL SERVICES:</b>				
Misc. Contractual Services	49,645	61,821	55,200	54,100
Appraisals & Inventories	2,833	41,262	2,600	2,700
Data Processing	12,120	0	0	0
Appellate Tax Board Costs	30,791	3,121	20,000	20,000
Training & Conference	3,491	3,625	3,500	3,600
Printing & Binding & Adv.	1,036	681	1,000	1,000
	<u>99,916</u>	<u>110,510</u>	<u>82,300</u>	<u>81,400</u>
<b>MATERIALS &amp; SUPPLIES:</b>				
Office Supplies	2,658	881	3,000	3,200
Subscriptions & Dues	1,084	1,101	1,200	1,300
	<u>3,742</u>	<u>1,982</u>	<u>4,200</u>	<u>4,500</u>
<b>FURNISHINGS &amp; EQUIPMENT:</b>				
	170	0	2,000	0
<b>TOTAL</b>	<b>317,278</b>	<b>308,744</b>	<b>292,724</b>	<b>299,456</b>

# EXPENDITURE DETAIL

DEPARTMENT: Town Counsel & Legal Services  
 FUNCTION: General Government

DEPT: 08  
 ACTIVITY: Legal

CLASSIFICATION	EXPENDITURES FISCAL 2015	EXPENDITURES FISCAL 2016	TRANSFER & APPROPRIATION FISCAL 2017	TOWN MANAGER RECOMMENDATION FISCAL 2018
CONTRACTUAL SERVICES:				
Legal Services	255,000	255,000	275,000	275,000
	255,000	255,000	275,000	275,000
Expenses	4,361	3,229	7,500	7,500
	4,361	3,229	7,500	7,500
TOTAL	259,361	258,229	282,500	282,500

## EXPENDITURE DETAIL

DEPARTMENT: Police  
 FUNCTION: Public Safety

DEPT: 18  
 ACTIVITY: Enforcement

CLASSIFICATION	EXPENDITURES FISCAL 2015	EXPENDITURES FISCAL 2016	TRANSFER & APPROPRIATION FISCAL 2017	TOWN MANAGER RECOMMENDATION FISCAL 2018
<b>PERSONNEL SERVICES:</b>				
Chief <sup>1</sup>	122,955	126,204	128,371	130,939
Deputy Chief (1)	105,414	108,199	110,057	112,258
Lieutenant (5)	392,873	434,285	437,505	443,339
Sergeant (5)	386,913	386,349	385,764	306,545
Patrolmen (36)	2,014,356	2,129,929	2,176,731	2,162,123
Clerks (2)	99,512	104,120	106,060	94,363
Part Time	7,584	6,280	12,740	12,141
IT Administrator <sup>2</sup>	72,766	0	0	0
Overtime	522,831	522,564	500,000	525,000
Paid Holidays	107,512	82,770	120,000	130,000
Specialists	12,800	12,875	12,450	12,450
Night Differential	43,727	48,070	58,500	49,400
Incentive Pay	412,016	413,870	419,573	415,925
Sick Leave Buy Back	33,645	29,571	41,107	40,593
	<u>4,334,904</u>	<u>4,405,086</u>	<u>4,508,859</u>	<u>4,435,076</u>
<b>CONTRACTUAL SERVICES:</b>				
Misc. Contractual Services	48,720	53,578	60,000	60,000
Training & Conference	28,750	27,785	28,100	28,100
Computer Expenses	87,833	5,816	17,400	17,400
	<u>165,303</u>	<u>87,179</u>	<u>105,500</u>	<u>105,500</u>
<b>MATERIALS &amp; SUPPLIES:</b>				
Office Supplies	10,587	7,347	11,100	11,100
Uniforms	50,812	60,045	62,360	62,360
Small Tools & Equipment	39,870	39,446	52,088	56,050
	<u>101,269</u>	<u>106,838</u>	<u>125,548</u>	<u>129,510</u>
<b>FURNISHINGS &amp; EQUIPMENT:</b>	17,205	3,665	4,000	9,000
<b>TOTAL</b>	<u>4,618,681</u>	<u>4,602,768</u>	<u>4,743,907</u>	<u>4,679,086</u>

Notes:

1. Anticipated retirement date January, 2018.

2. IT Administrator reclassified as IT Director and moved to the IT budget in FY2016.

# STATISTICAL DEPARTMENT INFORMATION

DEPT: Police  
CODE: 18

Description	2011	2012	2013	2014	2015	2016
Police Officers	48	48	48	48	48	48
Cruisers	22	22	22	22	22	22
Arrests (including traffic)	314	386	247	216	205	228
Summons	245	242	277	230	221	272
Complaints/Requests for Service	19,956	20,389	21,109	20,276	21,284	23,370
Firearms Permits	316	376	621	271	226	434
Automobile Accidents	462	413	463	441	426	842
Citations Issued (minus arrests)	3,353	4,626	4,536	3,316	3,464	4,263

## EXPENDITURE DETAIL

DEPARTMENT: Fire FUNCTION: Public Safety			DEPT: ACTIVITY:	20 Fire Protection
CLASSIFICATION	EXPENDITURES FISCAL 2015	EXPENDITURES FISCAL 2016	TRANSFER & APPROPRIATION FISCAL 2017	TOWN MANAGER RECOMMENDATION FISCAL 2018
<b>PERSONNEL SERVICES:</b>				
Chief <sup>1</sup>	114,060	126,204	128,371	130,939
Deputy Chief (1) <sup>2</sup>	86,853	92,423	96,874	98,968
Lieutenant (6)	450,782	452,699	471,988	486,433
Firefighter (32) <sup>3</sup>	1,801,235	1,974,213	2,051,150	2,141,054
Full Time Clerk (1)	56,170	57,654	58,358	59,525
Part Time Clerk	17,790	17,650	18,567	13,436
Overtime	938,099	714,333	675,000	720,768
Training Overtime	40,000	36,500	40,000	40,000
Scheduled Ambulance Overtime <sup>4</sup>	0	0	0	124,800
Paid Holidays	126,842	137,577	142,315	145,139
EMT & Incentive Pay	13,615	12,780	25,000	42,600
Sick Leave Buyback	16,080	16,536	22,500	21,640
	3,661,526	3,638,569	3,730,123	4,025,302
<b>CONTRACTUAL SERVICES:</b>				
Misc. Contractual Services	62,456	31,210	33,440	42,050
Radio Repairs	4,996	4,947	6,000	6,000
Training & Conference	8,679	9,000	14,600	15,800
Fire Alarm/Dispatch	14,748	0	8,500	8,500
Emergency Management	2,776	4,000	4,000	4,000
	93,655	49,157	66,540	76,350
<b>MATERIALS &amp; SUPPLIES:</b>				
Office Supplies	3,148	3,408	3,800	3,800
Uniforms & Protective Equipment	67,672	64,000	73,000	107,000
Emergency & Medical Supplies	38,043	39,500	47,000	49,500
Fire Prevent & Arson Investigation	1,929	2,227	2,500	2,500
	110,792	109,135	126,300	162,800
<b>FURNISHINGS &amp; EQUIPMENT:</b>	39,084	41,278	26,600	37,000
<b>TOTAL</b>	<b>3,905,057</b>	<b>3,838,139</b>	<b>3,949,563</b>	<b>4,301,452</b>

## Notes:

1. Anticipated retirement date January, 2018
2. Anticipated retirement date June, 2018
3. Anticipated retirement date February, 2018
4. Scheduled Ambulance Overtime during peak hours.

# STATISTICAL DEPARTMENT INFORMATION

DEPT: Fire  
CODE: 20

Description	2011	2012	2013	2014	2015	2016
Number of Fire Fighters	40	40	40	40	40	40
Number of Runs	3,330	3,672	3,744	3,624	3,640	3,645
Number of Ambulance Calls	1,836	1,887	2,084	2,413	2,416	2,448
Out of Town Assistance	194	165	164	164	215	192
Ambulance Service						
Chest Pains	149	145	129	146	145	148
Difficulty Breathing	159	160	170	228	228	216
Fall Victim	243	271	306	299	301	323
Altered Mental Status	66	62	50	65	66	66
Overdoses	26	18	36	61	66	64
Psychological Evaluation	51	63	66	98	89	99
Motor Vehicle Crashes	187	246	305	360	391	365



**EXPENDITURE DETAIL**

DEPARTMENT: Public Safety Central Dispatch  
 FUNCTION: Public Safety

DEPT: 21  
 ACTIVITY: Communications/Emergency Response

CLASSIFICATION	EXPENDITURES FISCAL 2015	EXPENDITURES FISCAL 2016	TRANSFER & APPROPRIATION FISCAL 2017	TOWN MANAGER RECOMMENDATION FISCAL 2018
<b>PERSONNEL SERVICES:</b>				
Full Time (12)	522,559	551,441	553,102	593,010
Part Time/On Call	0	6,833	20,000	20,000
Stipends	0	0	0	3,050
Overtime	66,622	59,227	50,000	50,000
	<u>589,181</u>	<u>617,501</u>	<u>623,102</u>	<u>666,060</u>
<b>CONTRACTUAL SERVICES:</b>				
Training & Conference	2,626	2,826	3,020	5,420
Misc. Contractual Services	21,679	3,287	8,700	8,700
	<u>24,305</u>	<u>6,113</u>	<u>11,720</u>	<u>14,120</u>
<b>MATERIALS &amp; SUPPLIES:</b>				
Office Supplies	1,549	2,094	2,000	2,000
Uniforms	1,538	1,502	1,750	1,750
	<u>3,087</u>	<u>3,596</u>	<u>3,750</u>	<u>3,750</u>
<b>FURNISHINGS &amp; EQUIPMENT:</b>				
	4,186	2,936	8,000	4,000
<b>TOTAL</b>	<b>620,759</b>	<b>630,146</b>	<b>646,572</b>	<b>687,930</b>

**EXPENDITURE DETAIL**

DEPARTMENT: Animal Control			DEPT:	23
FUNCTION: Public Safety			ACTIVITY:	Enforcement
CLASSIFICATION	EXPENDITURES FISCAL 2015	EXPENDITURES FISCAL 2016	TRANSFER & APPROPRIATION FISCAL 2017	TOWN MANAGER RECOMMENDATION FISCAL 2018
PERSONNEL SERVICES:				
Animal Control Officer (1)	40,818	32,905	52,700	55,904
Overtime	570	559	2,000	2,000
	41,388	33,464	54,700	57,904
CONTRACTUAL SERVICES:				
Misc. Contractual Services	2,895	4,370	4,000	4,000
	2,895	4,370	4,000	4,000
MATERIALS & SUPPLIES:				
Office Supplies	0	73	1,000	1,000
Misc. Supplies	0	112	3,000	5,000
	0	185	4,000	6,000
FURNISHINGS & EQUIPMENT:	0	0	0	0
TOTAL	44,283	38,019	62,700	67,904

# STATISTICAL DEPARTMENT INFORMATION

DEPT: Animal Control  
CODE: 23

Description	2011	2012	2013	2014	2015	2016
Deceased Animal Removal	38	41	42	64	27	112
Dog/Cat Bites						38
Barn Inspections	29	35	36	43	39	51
Reports						70
Loose Dogs Picked Up*	25	23	27	31	20	21
Dogs Returned to Owners*	17	19	26	21	15	21
Live Animal Intake						45
Quarantines	8	7	10	7	10	64
Cats Adopted*	7	4	1	10	-	30
Vaccinations at Rabies Clinic	201	137	186	158	156	113

\*2011-2015 reported as 'animals'

## EXPENDITURE DETAIL

DEPARTMENT: Department of Public Works  
 FUNCTION: Roads, Grounds, & Infrastructure

DEPT: 25-29, 51  
 ACTIVITY: Maintenance

CLASSIFICATION	EXPENDITURES FISCAL 2015	EXPENDITURES FISCAL 2016	TRANSFER & APPROPRIATION FISCAL 2017	TOWN MANAGER RECOMMENDATION FISCAL 2018
<b>PERSONNEL SERVICES:</b>				
Director <sup>1</sup>	120,961	129,131	133,306	141,414
Administration - Full Time (6) <sup>1</sup>	368,776	395,851	407,932	427,841
Engineering - Full Time (4) <sup>1</sup>	298,114	318,654	329,637	339,984
Engineering - Part Time	7,177	5,548	11,180	11,180
Highway - Full Time (16) <sup>1</sup>	1,084,721	1,128,826	1,146,838	1,180,178
Highway - Overtime	67,128	62,520	76,990	78,529
Highway - Seasonal	11,356	10,840	15,600	15,600
Stream Maint. - Seasonal	5,117	12,322	14,500	14,500
Tree - Full Time (3)	190,494	184,730	202,773	210,486
Tree - Overtime	10,680	12,786	11,111	11,334
Parks/Grounds - Full Time (6)	372,005	388,159	392,644	389,262
Parks/Grounds - Part Time	0	0	23,712	24,186
Parks/Grounds - Overtime	14,425	19,451	27,000	27,540
Cemetery - Full Time (2)	144,640	152,046	152,150	155,192
Cemetery - Part Time	0	0	0	0
Cemetery - Overtime	11,569	10,814	11,257	11,482
Snow & Ice - Extra Help/Overtime	329,220	120,346	182,679	186,332
	3,036,383	2,952,024	3,139,308	3,225,040
<b>CONTRACTUAL SERVICES:</b>				
Engineer - Misc Contractual Services	9,751	1,652	4,000	0
Engineer - Training & Conference	2,000	1,485	2,000	6,000
Highway - Misc Contractual Services	86,133	87,681	94,840	94,840
Highway - Repairs Town Vehicles	99,172	111,313	120,900	120,900
Highway - Training & Conference	2,000	2,454	2,000	2,000
Tree - Misc Contractual Services	12,319	7,596	9,000	9,000
Parks/Grounds - Misc Contractual Services	24,000	23,527	27,600	27,600
Cemetery - Misc Contractual Services	1,838	1,072	4,100	4,100
Road Machinery - Repair Equipment	74,357	72,892	80,000	80,000
Public Street Lights	146,315	140,303	176,300	176,300
Rubbish Collection & Disposal	1,620,091	1,555,652	1,712,395	1,768,564
Snow & Ice - Repair & Maint. Equipment	39,373	13,317	18,730	18,730
Snow & Ice - Misc. Contractual Services	422,337	136,697	160,000	160,000
	2,539,686	2,155,641	2,411,865	2,468,034

Notes:

1. Portion of salaries funded by Water allocation.

## EXPENDITURE DETAIL

DEPARTMENT: Department of Public Works  
 FUNCTION: Roads, Grounds, & Infrastructure

DEPT: 25-29, 51  
 ACTIVITY: Maintenance

CLASSIFICATION	EXPENDITURES FISCAL 2015	EXPENDITURES FISCAL 2016	TRANSFER & APPROPRIATION FISCAL 2017	TOWN MANAGER RECOMMENDATION FISCAL 2018
<b>MATERIALS &amp; SUPPLIES:</b>				
Engineer - Office Supplies	3,447	3,500	3,500	3,500
Engineer - Small Tools & Equip.	1,179	1,231	1,300	1,300
Highway - Office Supplies	1,500	1,677	2,000	2,000
Highway - Construction Supplies	65,114	93,733	82,000	82,000
Highway - Tools & Equip.	31,707	37,500	37,500	37,500
Stream Maintenance - Expenses	1,000	1,000	1,000	1,000
Tree - Tools/Equip/Tree Replace	4,670	4,767	5,000	5,000
Tree - Chemicals	1,872	2,302	3,000	3,000
Parks/Grounds - Rep. & Construct	92,473	91,947	96,100	96,100
Cemetery - Construction Supplies	1,270	1,609	2,000	2,000
Cemetery - Care of Grounds	8,000	6,206	8,000	8,000
Cemetery - Tools & Equip.	1,879	5,303	3,350	3,350
Cemetery - Office Supplies	74	201	300	300
Drainage Projects - Expenses	65,007	35,808	65,000	65,000
Snow & Ice - Sand & Salt	237,380	235,752	267,735	267,735
Snow & Ice - Tools & Equip.	10,487	3,095	6,000	6,000
Highway - Gas, Oil, Tires - DPW	141,481	74,706	121,624	121,204
Highway - Gas, Oil, Tires - Other	198,451	130,991	188,806	189,012
	866,991	731,328	894,215	894,001
<b>FURNISHINGS &amp; EQUIPMENT:</b>	18,021	54,300	79,600	73,650
<b>TOTAL</b>	6,461,081	5,893,293	6,524,988	6,660,725
Allocation from Water <sup>1</sup>	(369,614)	(373,822)	(394,561)	(413,725)
<b>NET TOTAL</b>	<b>6,091,467</b>	<b>5,519,471</b>	<b>6,130,427</b>	<b>6,247,000</b>

Notes:

1. Portion of salaries funded by Water allocation.

# STATISTICAL DEPARTMENT INFORMATION

DEPT: Cemetery  
CODE: 29

Description	2011	2012	2013	2014	2015	2016
Interments: Residents	95	66	85	80	91	76
Non-Residents	62	61	62	84	69	66
Moved/Disinterment	1	-	-	-	2	2
Total Interments	158	127	147	164	162	144
Receipts	\$98,034	\$82,736	\$85,708	\$134,101	\$132,327	\$103,512
Reserve	\$34,175	\$18,000	\$22,500	\$19,775	\$23,315	\$21,600
Trust Fund	\$34,175	\$18,000	\$22,400	\$19,675	\$23,275	\$21,600

# STATISTICAL DEPARTMENT INFORMATION

DEPT: DPW  
CODE: 25

Description	2011	2012	2013	2014	2015	2016
Trash Collected	9,228	8,258	8,095	8,289	7,633	6,824
Recyclables Collected	1,404	1,540	1,637	1,780	2,118	2,433
% Recycled Curbside	13.2%	15.7%	16.8%	17.7%	21.7%	26.3%

**EXPENDITURE DETAIL**

DEPARTMENT: Sewer			DEPT:	45
FUNCTION: Maint. & Operations of Sewer Systems			ACTIVITY:	Public Works
CLASSIFICATION	EXPENDITURES FISCAL 2015	EXPENDITURES FISCAL 2016	TRANSFER & APPROPRIATION FISCAL 2017	TOWN MANAGER RECOMMENDATION FISCAL 2018
<b>PERSONNEL SERVICES:</b>				
Full Time (1)	53,841	57,810	59,737	60,932
Part Time	18,898	20,808	21,165	21,207
Overtime	9,679	9,486	9,873	10,069
	<u>82,418</u>	<u>88,104</u>	<u>90,775</u>	<u>92,208</u>
<b>MATERIALS &amp; SUPPLIES:</b>				
Misc. Contractual Services	17,750	41,426	41,926	42,926
Expenses	3,005	9,000	9,750	10,750
Utilities	19,746	20,757	26,500	28,800
	<u>40,501</u>	<u>71,183</u>	<u>78,176</u>	<u>82,476</u>
<b>TOTAL</b>	<b>122,919</b>	<b>159,287</b>	<b>168,951</b>	<b>174,684</b>



**EXPENDITURE DETAIL**

**DEPARTMENT:** Board of Health  
**FUNCTION:** Community Development

**DEPT:** 30  
**ACTIVITY:** Health & Sanitation

CLASSIFICATION	EXPENDITURES FISCAL 2015	EXPENDITURES FISCAL 2016	TRANSFER & APPROPRIATION FISCAL 2017	TOWN MANAGER RECOMMENDATION FISCAL 2018
<b>PERSONNEL SERVICES:</b>				
Director	85,661	88,524	91,896	93,733
Other - Full Time (1)	50,205	52,263	52,269	53,702
Part-Time/Overtime <sup>1</sup>	52,171	49,705	53,131	54,733
	<u>188,037</u>	<u>190,492</u>	<u>197,296</u>	<u>202,168</u>
<b>CONTRACTUAL SERVICES:</b>				
Misc. Contractual Services	2,883	5,089	5,800	5,800
Printing, Adv. & Binding	1,253	1,079	2,000	2,000
Clinical Expenses	3,435	4,000	4,000	5,000
Mental Health, Out Patient <sup>2</sup>	3,750	2,147	0	0
Weights & Measures	5,000	5,000	5,000	5,000
Training & Conference	1,000	1,000	1,000	1,000
	<u>17,321</u>	<u>18,315</u>	<u>17,800</u>	<u>18,800</u>
<b>MATERIALS &amp; SUPPLIES:</b>				
Office Supplies	679	331	1,000	1,000
	<u>679</u>	<u>331</u>	<u>1,000</u>	<u>1,000</u>
<b>FURNISHINGS &amp; EQUIPMENT:</b>				
	0	0	0	0
<b>TOTAL</b>	<b>206,037</b>	<b>209,138</b>	<b>216,096</b>	<b>221,968</b>

**Notes:**

1. Animal Control Stipend has been eliminated and all costs of ACO are now shown in the Animal Control budget.
2. Funding has been temporarily moved to Unclassified Misc budget in order to develop a comprehensive Substance Abuse effort to include educational programs, assessment and referral services, therapy, and support services for Wilmington families at risk of or currently dealing with substance abuse.

# STATISTICAL DEPARTMENT INFORMATION

DEPT: Board of Health  
CODE: 30

Description	2011	2012	2013	2014	2015	2016
Public Health Nursing & General Wellness Visits	479	234	222	246	317	159
ATTENDANCE						
Immunization Clinic	15	12	29	39	8	3
Special Immunization Clinic	-	-	-	-		
Rabies Clinic	200	206	186	158	156	113
Flu Clinic	569	660	602	661	443	502
PERMITS:						
Beaver	16	15	27	23	22	14
Food	181	191	176	202	168	168
Funeral	2	2	2	2	2	2
Ice Rink	1	1	1	1	1	1
Installer	42	40	36	39	41	44
Pool	3	3	3	3	3	3
Recreational Camp	4	4	4	4	4	3
Sewerage	73	78	114	93	115	95
Stable	42	44	42	46	49	25
Tanning/Massage	3	1	2	-	1	1
Tobacco	21	21	22	24	14	27
Transport Waste Material	35	28	40	34	28	15
Well	11	19	9	15	9	13
Total Permits	434	447	478	486	457	411
Total Fees Collected	\$56,524	\$62,343	\$78,167	\$73,645	\$70,577	\$73,115

**EXPENDITURE DETAIL**

DEPARTMENT: Planning & Conservation  
 FUNCTION: Community Development

DEPT: 14  
 ACTIVITY: Planning & Environmental Protection

CLASSIFICATION	EXPENDITURES FISCAL 2015	EXPENDITURES FISCAL 2016	TRANSFER & APPROPRIATION FISCAL 2017	TOWN MANAGER RECOMMENDATION FISCAL 2018
<b>PERSONNEL SERVICES:</b>				
Director (1)	77,491	85,338	88,615	90,387
Other - Full Time (4)	225,095	219,789	233,841	230,797
Overtime	2,825	2,973	4,018	3,857
	<u>305,411</u>	<u>308,100</u>	<u>326,474</u>	<u>325,041</u>
<b>CONTRACTUAL SERVICES:</b>				
Misc. Contractual Services	2,750	587	5,000	6,500
Dues & Subscriptions	1,025	630	1,500	1,500
Advertising & Printing	3,497	4,000	4,000	4,000
Training & Conference	1,400	599	2,000	2,000
	<u>8,672</u>	<u>5,816</u>	<u>12,500</u>	<u>14,000</u>
<b>MATERIALS &amp; SUPPLIES:</b>				
Miscellaneous Materials	0	0	0	0
Office Supplies	1,503	1,500	1,500	1,500
	<u>1,503</u>	<u>1,500</u>	<u>1,500</u>	<u>1,500</u>
<b>FURNISHINGS &amp; EQUIPMENT:</b>				
	700	170	1,600	1,600
<b>TOTAL</b>	<b>316,286</b>	<b>315,586</b>	<b>342,074</b>	<b>342,141</b>

# STATISTICAL DEPARTMENT INFORMATION

DEPT: Conservation  
CODE: 14

Description	2011	2012	2013	2014	2015	2016
Wetlands Protection Act Hearings	92	96	91	68	54	88
Acres of Land Acquired	0	7	10	6	29.5	0.0
Notices of Intent Filed	23	27	28	18	14	25
Orders of Conditions Issued	22	19	35	16	18	19
Denials Issued	1	-	-	-	-	-
Cases Pending	5	7	5	3	2	6
Cases Withdrawn	-	1	-	-	2.00	-
Determinations of Applicability	18	19	23	15	27	39
Decisions Appealed	1	2	2	1	0	0
Extension Permits Issued	3	3	-	1.00	5	7
Certificates of Compliance Issued	16	44	29	29	27	22
Filing Fees Collected	\$6,575.00	\$8,015.00	\$8,685.50	\$9,067.50	\$3,507.00	\$9,811.00
Violation Notices Issued	50	67	26	52	19	3
Enforcement Orders Issued	2	9	7	5	9	5
Abbreviated Notices of Resource Area Delineation	3	2	5	5	-	3

**EXPENDITURE DETAIL**

**DEPARTMENT:** Bldg. Insp. & Bd. Of Appeals  
**FUNCTION:** Community Development

**DEPT:** 24  
**ACTIVITY:** Enforcement Codes & Bylaws

CLASSIFICATION	EXPENDITURES FISCAL 2015	EXPENDITURES FISCAL 2016	TRANSFER & APPROPRIATION FISCAL 2017	TOWN MANAGER RECOMMENDATION FISCAL 2018
<b>PERSONNEL SERVICES:</b>				
Building Inspector	80,946	83,084	84,511	86,829
Other - Full Time (1)	56,170	57,654	58,358	59,525
Part Time/Overtime	1,119	4,075	60,303	62,774
Stipend	53,311	54,720	0	0
	<u>191,546</u>	<u>199,533</u>	<u>203,172</u>	<u>209,128</u>
<b>CONTRACTUAL SERVICES:</b>				
Misc. Contractual Services	0	0	0	0
Printing, Adv. & Binding	636	164	300	300
Training & Conference	1,950	1,613	2,800	2,800
	<u>2,586</u>	<u>1,777</u>	<u>3,100</u>	<u>3,100</u>
<b>MATERIALS &amp; SUPPLIES:</b>				
Office Supplies	650	568	650	650
Small Tools & Equipment	0	0	0	0
	<u>650</u>	<u>568</u>	<u>650</u>	<u>650</u>
<b>FURNISHINGS &amp; EQUIPMENT:</b>				
	800	0	500	500
<b>TOTAL</b>	195,582	201,878	207,422	213,378

# STATISTICAL DEPARTMENT INFORMATION

DEPT: Building Inspector  
CODE: 24

Description	2011	2012	2013	2014	2015	2016
New Single Family Dwellings	35	30	43	34	46	37
Residential Additions	69	70	51	47	38	58
Residential Remodeling	247	247	273	249	375	342
Residential Miscellaneous	62	88	76	69	67	81
New Commercial Buildings	3	3	6	2	2	2
Commercial Additions	2	-	2	5	4	0
Commercial Fitups	47	54	48	56	118	91
Commercial Miscellaneous	44	42	50	50	106	73
Occupancy Permits	76	68	89	79	68	93
Plumbing Permits	331	283	362	281	371	315
Gas Fitting Permits	281	251	286	265	324	303
Wiring Permits	539	561	592	514	624	670
Sheet Metal Permits			39	34	35	65
Assembly Permits	24	29	34	39	37	26
Annual Wiring Permits	46	55	43	60	49	55
Total Permits	1,806	1,781	1,994	1,784	2,264	2,211
Fees Collected	\$449,661	\$524,104	\$537,004	\$472,734	\$935,100	\$498,012
Estimated Value – All Construction	\$27,036M	\$33,673M	\$102,011M	\$31,276M	\$91,067M	28,486M

# STATISTICAL DEPARTMENT INFORMATION

DEPT: Board of Appeals  
CODE: 24

Description	2011	2012	2103	2014	2015	2016
Cases Granted	22	14	17	17	17	23
Cases Denied	4	-	1	1	2	2
Cases Withdrawn or No Action Taken	-	3	2	3	1	1
Cases Pending	2	6	3	-	3	1
Total Cases	28	23	23	21	23	27
Total Fees Collected	\$3,100	\$2,300	\$2,300	\$2,100	\$2,100	\$2,600

## EXPENDITURE DETAIL

DEPARTMENT: Public Buildings  
 FUNCTION: Operation of Plant

DEPT: 15 (TOWN); 16 (SCHOOL)  
 ACTIVITY: Maint./Operations

CLASSIFICATION	EXPENDITURES FISCAL 2015	EXPENDITURES FISCAL 2016	TRANSFER & APPROPRIATION FISCAL 2017	TOWN MANAGER RECOMMENDATION FISCAL 2018
<b>PERSONNEL SERVICES:</b>				
Superintendent	114,067	122,247	121,674	124,108
Other - Full Time (46)	2,503,674	2,631,535	2,725,122	2,818,258
Overtime	48,570	46,734	55,000	55,000
Seasonal	8,619	11,648	16,500	17,600
	<u>2,674,930</u>	<u>2,812,164</u>	<u>2,918,296</u>	<u>3,014,966</u>
<b>UTILITIES</b>				
Fuel Heating	1,257,227	852,062	835,000	835,000
Electric - Town Buildings	163,996	172,533	220,000	220,000
Utilities - Town Buildings	71,381	54,955	31,500	31,500
	<u>1,492,604</u>	<u>1,079,550</u>	<u>1,086,500</u>	<u>1,086,500</u>
<b>MAINTENANCE EXPENSE:</b>				
HVAC Repairs	76,427	83,573	160,000	160,000
Expenses - School Buildings	222,306	240,231	245,000	245,000
Asbestos Repairs/Training	6,018	21,700	15,000	15,000
Expenses - Town Buildings	177,422	211,261	227,000	210,000
Misc Facility Repairs	226,836	68,889	125,000	125,000
Roof Repairs	15,913	13,878	25,000	25,000
Training & Conference	800	879	2,000	3,000
	<u>725,722</u>	<u>640,411</u>	<u>799,000</u>	<u>783,000</u>
<b>FURNISHINGS &amp; EQUIPMENT:</b>	0	0	0	0
<b>TOTAL</b>	<b>4,893,256</b>	<b>4,532,125</b>	<b>4,803,796</b>	<b>4,884,466</b>



# EXPENDITURE DETAIL

DEPARTMENT: Veterans Services  
 FUNCTION: Veterans Aid & Benefits

DEPT: 31  
 ACTIVITY: Veterans Aid

CLASSIFICATION	EXPENDITURES FISCAL 2015	EXPENDITURES FISCAL 2016	TRANSFER & APPROPRIATION FISCAL 2017	TOWN MANAGER RECOMMENDATION FISCAL 2018
<b>PERSONNEL SERVICES:</b>				
Director	64,257	68,387	72,346	78,984
Other - Full Time (1)	21,528	45,121	47,732	50,635
	85,785	113,508	120,078	129,619
<b>CONTRACTUAL SERVICES:</b>				
Misc. Contractual Services	100	0	0	0
Training & Conference	1,250	1,676	2,500	2,500
	1,350	1,676	2,500	2,500
<b>MATERIALS &amp; SUPPLIES:</b>				
Office Supplies	600	600	600	600
	600	600	600	600
<b>FURNISHINGS &amp; EQUIPMENT:</b>				
	0	0	0	0
<b>ASSISTANCE - VETERANS:</b>	370,962	371,994	400,000	400,000
<b>TOTAL</b>	458,697	487,778	523,178	532,719

**EXPENDITURE DETAIL**

DEPARTMENT: Public Library			DEPT:	35
FUNCTION: Library			ACTIVITY:	Library Services
CLASSIFICATION	EXPENDITURES FISCAL 2015	EXPENDITURES FISCAL 2016	TRANSFER & APPROPRIATION FISCAL 2017	TOWN MANAGER RECOMMENDATION FISCAL 2018
PERSONNEL SERVICES:				
Director	90,376	92,764	94,357	96,244
Other - Full Time (12)	632,372	643,868	673,151	701,558
Part Time	83,610	90,006	99,704	111,306
	806,358	826,638	867,212	909,108
CONTRACTUAL SERVICES:				
Misc. Contractual Services	9,433	8,930	9,063	6,814
Merrimack Valley Library Con	35,815	36,445	37,135	38,131
Training & Conference	3,500	3,500	3,500	3,500
	48,748	48,875	49,698	48,445
MATERIALS & SUPPLIES:				
Office & Library Supplies	27,672	29,280	29,780	23,780
Books & Library Materials	134,953	138,882	140,500	146,000
	162,625	168,162	170,280	169,780
FURNISHINGS & EQUIPMENT <sup>1</sup> :	16,482	24,230	18,911	15,189
TOTAL	1,034,213	1,067,905	1,106,101	1,142,522

Notes:

1. Allocated \$7,102 to Library State Grant for Library Furniture.

# STATISTICAL DEPARTMENT INFORMATION

DEPT: Memorial Library  
CODE: 35

Description	2011	2012	2013	2014	2015	2016
Number of Registered Borrowers	13,538	14,339	15,090	15,693	15,994	15,936
Expenditures	\$ 970,312	\$ 981,628	\$ 1,016,501	\$ 1,038,859	\$ 1,056,940	\$ 1,068,834
Per Capita Expenditures	\$ 43.23	\$ 43.79	\$ 45.71	\$ 48.08	\$ 48.29	\$ 47.58
Collection						
Number of Items	59,195	55,924	54,501	54,064	51,855	50,371
Items Per Capita	2.64	2.49	2.45	2.50	2.37	2.24
Print Serial Subscriptions	146	146	141	120	142	180
Electronic Serial Subscriptions			97	87	74	98
Electronic Databases	11	13	16	18	15	12
Museum Passes	11	11	10	11	10	12
Circulation	264,745	254,447	239,898	226,250	226,695	220,836
Physical	254,849	236,300	219,335	205,104	202,084	194,930
Digital	9,896	18,147	20,563	21,225	24,611	25,906
Circulation Per Capita	11.80	11.35	10.79	10.48	10.36	9.83
Loans to Other Libraries	26,341	26,311	23,239	21,289	21,936	17,445
Received from Other Libraries	33,881	38,617	33,809	30,881	30,698	27,788
Information Service						
Internet Session	22,137	20,272	16,992	15,176	14,407	13,096
Information Desk Transactions	6,305	4,992	9,399	6,565	5,426	6,032
Website Hits	174,804	304,858	316,349	443,761	386,522	312,496
Library Programs						
Number of Programs	381	498	580	753	808	918
Program Attendance	9,380	11,243	10,811	13,602	16,785	18,535
Visits to the Library	140,618	145,751	149,258	143,294	143,427	141,622

# EXPENDITURE DETAIL

DEPARTMENT: Recreation			DEPT:	36
FUNCTION: Recreation			ACTIVITY:	Recreation
CLASSIFICATION	EXPENDITURES FISCAL 2015	EXPENDITURES FISCAL 2016	TRANSFER & APPROPRIATION FISCAL 2017	TOWN MANAGER RECOMMENDATION FISCAL 2018
PERSONNEL SERVICES:				
Director	79,858	83,650	83,012	63,844
Other Full Time (2) <sup>1</sup>	51,774	54,156	53,791	55,255
	131,632	137,806	136,803	119,099
CONTRACTUAL SERVICES:				
Training & Conference	700	1,100	1,325	1,325
	700	1,100	1,325	1,325
MATERIALS & SUPPLIES:				
Program Supplies	1,000	1,000	1,000	1,000
Office & Printing Supplies	3,288	2,649	2,775	2,775
	4,288	3,649	3,775	3,775
FURNISHINGS & EQUIPMENT:	0	0	0	0
TOTAL	136,620	142,555	141,903	124,199

Notes:

1. Paid from Program Funds.

**EXPENDITURE DETAIL**

DEPARTMENT: Elderly Services  
 FUNCTION: Elderly Services

DEPT: 32  
 ACTIVITY: Elderly Services

CLASSIFICATION	EXPENDITURES FISCAL 2015	EXPENDITURES FISCAL 2016	TRANSFER & APPROPRIATION FISCAL 2017	TOWN MANAGER RECOMMENDATION FISCAL 2018
<b>PERSONNEL SERVICES:</b>				
Director	73,439	78,282	82,809	85,045
Other Full Time (3)	118,529	129,559	156,292	143,316
Part Time	<u>702</u>	<u>1,612</u>	<u>2,208</u>	<u>2,600</u>
	192,670	209,453	241,309	230,961
<b>CONTRACTUAL SERVICES:</b>				
Misc. Contractual Services	20,810	23,252	24,500	24,500
Hot Lunch Program	<u>16,257</u>	<u>16,608</u>	<u>17,000</u>	<u>19,125</u>
	37,067	39,860	41,500	43,625
<b>MATERIALS &amp; SUPPLIES:</b>	1,300	1,146	1,400	1,400
<b>FURNISHINGS &amp; EQUIPMENT:</b>	0	0	0	0
<b>TOTAL</b>	231,037	250,459	284,209	275,986

**EXPENDITURE DETAIL**

DEPARTMENT:	Historical Commission	DEPT:	33
FUNCTION:	Preservation	ACTIVITY:	Preservation

CLASSIFICATION	EXPENDITURES FISCAL 2015	EXPENDITURES FISCAL 2016	TRANSFER & APPROPRIATION FISCAL 2017	TOWN MANAGER RECOMMENDATION FISCAL 2018
PERSONNEL SERVICES:				
Part Time	19,427	19,648	23,664	24,694
	19,427	19,648	23,664	24,694
CONTRACTUAL SERVICES:				
Professional Services	2,000	1,410	2,250	2,250
Hist. Programs & Activities	5,122	1,220	3,000	3,000
	7,122	2,630	5,250	5,250
MATERIALS & SUPPLIES:	1,517	1,260	1,500	1,500
FURNISHINGS & EQUIPMENT:	0	0	0	0
TOTAL	28,066	23,538	30,414	31,444

**EXPENDITURE DETAIL**

<b>DEPARTMENT:</b>	<b>Total School Budget</b>		<b>DEPT:</b>	<b>42</b>
<b>FUNCTION:</b>	<b>Education</b>		<b>ACTIVITY:</b>	<b>Education</b>
<b>CLASSIFICATION</b>	<b>EXPENDITURES FISCAL 2015</b>	<b>EXPENDITURES FISCAL 2016</b>	<b>TRANSFER &amp; APPROPRIATION FISCAL 2017</b>	<b>TOWN MANAGER RECOMMENDATION FISCAL 2018</b>
<b>SCHOOL DEPARTMENT:</b>				
Personnel Services:	27,050,372	28,128,892	29,697,986	30,642,245
Contractual Services:	<u>7,610,569</u>	<u>8,212,575</u>	<u>7,947,481</u>	<u>8,227,143</u>
<b>TOTAL SCHOOL DEPARTMENT:</b>	34,660,941	36,341,467	37,645,467	38,869,388
<b>VOCATIONAL TRAINING:</b>				
Shawsheen Tech:	<u>3,757,747</u>	<u>3,711,905</u>	<u>3,957,233</u>	<u>4,182,233</u>
<b>TOTAL VOCATIONAL TRAINING:</b>	3,757,747	3,711,905	3,957,233	4,182,233
<b>TOTAL</b>	38,418,688	40,053,372	41,602,700	43,051,621

**EXPENDITURE DETAIL**

**DEPARTMENT:** Maturing Debt & Interest  
**FUNCTION:** Maturing Debt & Interest

**DEPT:** 37  
**ACTIVITY:**

CLASSIFICATION	EXPENDITURES FISCAL 2015	EXPENDITURES FISCAL 2016	TRANSFER & APPROPRIATION FISCAL 2017	TOWN MANAGER RECOMMENDATION FISCAL 2018
Schools	3,506,775	3,433,325	3,359,525	3,285,375
Public Safety	125,200	121,700	112,812	108,538
Sewer	148,303	99,828	97,227	118,283
Water	127,720	124,920	121,720	118,120
Interest on Anticipation Notes, Authentication Fees & Misc. Debt	2,500	15,500	125,000	170,000
<b>TOTAL</b>	<b>3,910,498</b>	<b>3,795,273</b>	<b>3,816,284</b>	<b>3,800,316</b>



**COMBINED  
OUTSTANDING DEBT**

	PRINCIPAL	INTEREST	TOTAL
<b>FISCAL 2018</b>	2,085,000	1,521,336	3,606,336
<b>FISCAL 2019</b>	2,080,000	1,419,410	3,499,410
<b>FISCAL 2020</b>	2,075,000	1,318,510	3,393,510
<b>FISCAL 2021</b>	2,075,000	1,217,760	3,292,760
<b>FISCAL 2022</b>	1,905,000	1,139,100	3,044,100
<b>FISCAL 2023</b>	1,905,000	1,046,790	2,951,790
<b>FISCAL 2024</b>	1,905,000	954,340	2,859,340
<b>FISCAL 2025</b>	1,905,000	861,803	2,766,803
<b>FISCAL 2026</b>	1,905,000	804,390	2,709,390
<b>FISCAL 2027</b>	1,905,000	746,820	2,651,820
<b>FISCAL 2028</b>	1,905,000	689,075	2,594,075
<b>FISCAL 2029</b>	1,905,000	613,487	2,518,487
<b>FISCAL 2030</b>	1,905,000	546,550	2,451,550
<b>FISCAL 2031</b>	1,905,000	479,350	2,384,350
<b>FISCAL 2032</b>	1,765,000	414,775	2,179,775
<b>FISCAL 2033</b>	1,765,000	353,000	2,118,000
<b>FISCAL 2034</b>	1,765,000	282,400	2,047,400
<b>FISCAL 2035</b>	1,765,000	211,800	1,976,800
<b>FISCAL 2036</b>	1,765,000	141,200	1,906,200
<b>FISCAL 2037</b>	1,765,000	70,600	1,835,600
<b>TOTAL</b>	<b>37,955,000</b>	<b>14,832,496</b>	<b>52,787,496</b>

**SCHOOLS  
OUTSTANDING DEBT**

**COMBINED**

	PRINCIPAL	INTEREST	TOTAL
FISCAL 2018	1,845,000	1,440,375	3,285,375
FISCAL 2019	1,840,000	1,348,650	3,188,650
FISCAL 2020	1,835,000	1,257,350	3,092,350
FISCAL 2021	1,835,000	1,166,200	3,001,200
FISCAL 2022	1,765,000	1,094,300	2,859,300
FISCAL 2023	1,765,000	1,006,050	2,771,050
FISCAL 2024	1,765,000	917,800	2,682,800
FISCAL 2025	1,765,000	829,550	2,594,550
FISCAL 2026	1,765,000	776,600	2,541,600
FISCAL 2027	1,765,000	723,650	2,488,650
FISCAL 2028	1,765,000	670,700	2,435,700
FISCAL 2029	1,765,000	600,100	2,365,100
FISCAL 2030	1,765,000	538,325	2,303,325
FISCAL 2031	1,765,000	476,550	2,241,550
FISCAL 2032	1,765,000	414,775	2,179,775
FISCAL 2033	1,765,000	353,000	2,118,000
FISCAL 2034	1,765,000	282,400	2,047,400
FISCAL 2035	1,765,000	211,800	1,976,800
FISCAL 2036	1,765,000	141,200	1,906,200
FISCAL 2037	1,765,000	70,600	1,835,600
<b>TOTAL</b>	<b>35,595,000</b>	<b>14,319,975</b>	<b>49,914,975</b>

**SCHOOLS  
OUTSTANDING DEBT**

**REMODELING SHAWSHEEN SCHOOL (\$715,000)**

	PRINCIPAL	INTEREST	TOTAL
FISCAL 2018	70,000	9,975	79,975
FISCAL 2019	70,000	7,000	77,000
FISCAL 2020	70,000	4,200	74,200
FISCAL 2021	70,000	1,400	71,400
<b>TOTAL</b>	<b>280,000</b>	<b>22,575</b>	<b>302,575</b>

**WILMINGTON HIGH SCHOOL (\$44,190,758)**

	PRINCIPAL	INTEREST	TOTAL
FISCAL 2018	1,775,000	1,430,400	3,205,400
FISCAL 2019	1,770,000	1,341,650	3,111,650
FISCAL 2020	1,765,000	1,253,150	3,018,150
FISCAL 2021	1,765,000	1,164,800	2,929,800
FISCAL 2022	1,765,000	1,094,300	2,859,300
FISCAL 2023	1,765,000	1,006,050	2,771,050
FISCAL 2024	1,765,000	917,800	2,682,800
FISCAL 2025	1,765,000	829,550	2,594,550
FISCAL 2026	1,765,000	776,600	2,541,600
FISCAL 2027	1,765,000	723,650	2,488,650
FISCAL 2028	1,765,000	670,700	2,435,700
FISCAL 2029	1,765,000	600,100	2,365,100
FISCAL 2030	1,765,000	538,325	2,303,325
FISCAL 2031	1,765,000	476,550	2,241,550
FISCAL 2032	1,765,000	414,775	2,179,775
FISCAL 2033	1,765,000	353,000	2,118,000
FISCAL 2034	1,765,000	282,400	2,047,400
FISCAL 2035	1,765,000	211,800	1,976,800
FISCAL 2036	1,765,000	141,200	1,906,200
FISCAL 2037	1,765,000	70,600	1,835,600
<b>TOTAL</b>	<b>35,315,000</b>	<b>14,297,400</b>	<b>49,612,400</b>

**PUBLIC SAFETY  
OUTSTANDING DEBT**

**EQUIPMENT - AERIAL TOWER TRUCK (\$975,000)**

	PRINCIPAL	INTEREST	TOTAL
FISCAL 2018	95,000	13,538	108,538
FISCAL 2019	95,000	9,500	104,500
FISCAL 2020	95,000	5,700	100,700
FISCAL 2021	95,000	1,900	96,900
TOTAL	380,000	30,638	410,638

**SEWER  
OUTSTANDING DEBT**

**SEWER INTERCEPTOR REHAB MAIN STREET (\$1,250,000)**

	PRINCIPAL	INTEREST	TOTAL
FISCAL 2018	65,000	29,303	94,303
FISCAL 2019	65,000	26,540	91,540
FISCAL 2020	65,000	23,940	88,940
FISCAL 2021	65,000	21,340	86,340
FISCAL 2022	60,000	19,200	79,200
FISCAL 2023	60,000	17,460	77,460
FISCAL 2024	60,000	15,660	75,660
FISCAL 2025	60,000	13,823	73,823
FISCAL 2026	60,000	11,910	71,910
FISCAL 2027	60,000	9,930	69,930
FISCAL 2028	60,000	7,875	67,875
FISCAL 2029	60,000	5,737	65,737
FISCAL 2030	60,000	3,525	63,525
FISCAL 2031	60,000	1,200	61,200
<b>TOTAL</b>	<b>860,000</b>	<b>207,443</b>	<b>1,067,443</b>

**WATER  
OUTSTANDING DEBT**

**BROWN'S CROSSING WELLFIELD REPLACEMENT (\$1,600,000)**

	PRINCIPAL	INTEREST	TOTAL
FISCAL 2018	80,000	38,120	118,120
FISCAL 2019	80,000	34,720	114,720
FISCAL 2020	80,000	31,520	111,520
FISCAL 2021	80,000	28,320	108,320
FISCAL 2022	80,000	25,600	105,600
FISCAL 2023	80,000	23,280	103,280
FISCAL 2024	80,000	20,880	100,880
FISCAL 2025	80,000	18,430	98,430
FISCAL 2026	80,000	15,880	95,880
FISCAL 2027	80,000	13,240	93,240
FISCAL 2028	80,000	10,500	90,500
FISCAL 2029	80,000	7,650	87,650
FISCAL 2030	80,000	4,700	84,700
FISCAL 2031	80,000	1,600	81,600
TOTAL	1,120,000	274,440	1,394,440

# EXPENDITURE DETAIL

DEPARTMENT: Unclassified  
FUNCTION: Miscellaneous Support

DEPT: 54  
ACTIVITY: Miscellaneous

CLASSIFICATION	EXPENDITURES FISCAL 2015	EXPENDITURES FISCAL 2016	TRANSFER & APPROPRIATION FISCAL 2017	TOWN MANAGER RECOMMENDATION FISCAL 2018
Employee Retire. Unused Sick Leave	56,570	14,556	75,000	75,000
Medicare Employer's Contribution	640,921	652,599	675,000	730,000
Salary Adjustments & Additional Costs	32,803	32,300	270,000	625,000
Local Trans/Training Conference	1,400	3,322	5,000	5,000
Out of State Travel	4,054	0	7,000	7,000
Computer Hardware & Software <sup>1</sup>	70,491	440	0	0
Substance Abuse Prevention & Support	0	0	80,000	80,000
Annual Audit	39,400	34,000	35,000	39,000
Ambulance Billing	30,140	37,860	36,000	40,000
Town Report & Calendar	5,532	4,543	7,500	7,500
Professional & Tech. Services	95,809	70,480	125,000	125,000
Reserve Fund	0	0	600,000	600,000
<b>TOTAL</b>	<b>977,120</b>	<b>850,100</b>	<b>1,915,500</b>	<b>2,333,500</b>

Notes:

1. Computer Hardware & Software Maintenance expenses moved to Information Technology budget in FY2016.

DEPARTMENT: FUNCTION:	Unclassified Insurance	DEPT: ACTIVITY:	38, 43 Insurance	
CLASSIFICATION	EXPENDITURES FISCAL 2015	EXPENDITURES FISCAL 2016	TRANSFER & APPROPRIATION FISCAL 2017	TOWN MANAGER RECOMMENDATION FISCAL 2018
Public Liability - Officials	27,500	31,625	33,997	36,547
Worker's Compensation	389,993	359,599	507,481	420,000
Automobile Liability	66,230	64,188	94,970	75,000
Property & General Liability	151,546	201,421	255,000	255,000
Boiler & Machinery	6,820	7,843	8,235	9,059
Bonds	2,390	2,640	3,200	3,290
Accident - Fire & Police	64,226	59,309	76,789	74,910
Umbrella	6,490	7,464	7,986	8,785
	715,195	734,089	987,658	882,591
Employee Health & Life Insurance	10,286,356	10,865,194	13,612,967	13,612,967
TOTAL	11,001,551	11,599,283	14,600,625	14,495,558



# EXPENDITURE DETAIL

DEPARTMENT: Statutory Charges  
FUNCTION:

DEPT: 46  
ACTIVITY: Statutory Charges

CLASSIFICATION	EXPENDITURES FISCAL 2015	EXPENDITURES FISCAL 2016	TRANSFER & APPROPRIATION FISCAL 2017	TOWN MANAGER RECOMMENDATION FISCAL 2018
Current Year Overlay <sup>1</sup>	0	0	909,670	900,000
Retirement Contributions	4,952,939	5,342,251	5,704,192	6,235,334
Offset Items	47,227	0	25,065	25,692
Mass Bay Trans Auth.	488,101	495,681	500,607	513,122
MAPC (Ch. 688 of 1963)	11,468	11,452	11,739	12,032
RMV Non-Renewal Surcharge	16,760	16,760	16,760	17,179
Metro Air Poll. Control Dist.	7,645	7,809	8,004	8,204
Mosquito Control Program	57,212	53,084	61,497	63,034
M.W.R.A. Sewer Assessment	2,353,306	2,476,867	2,595,599	2,694,056
School Choice	29,505	61,620	20,100	37,075
Charter Schools	124,412	118,012	86,044	109,489
Special Education	0	0	0	0
North Shore Agricultural & Technical School District	126,431	105,473	38,192	80,000
<b>TOTAL</b>	<b>8,215,006</b>	<b>8,689,009</b>	<b>9,977,469</b>	<b>10,695,217</b>

Notes:

1. Includes funding for Senior Tax Workoff Program.

**EXPENDITURE DETAIL**

DEPARTMENT:	Warrant Articles		DEPT:	
FUNCTION:	Warrant Articles		ACTIVITY:	
CLASSIFICATION	EXPENDITURES FISCAL 2015	EXPENDITURES FISCAL 2016	TRANSFER & APPROPRIATION FISCAL 2017	TOWN MANAGER RECOMMENDATION FISCAL 2018
WARRANT ARTICLES:				
Memorial Day/Veterans Day	6,000	6,000	6,000	6,000
Lease of Veterans Quarters	750	750	1,500	1,500
Senior Work Program	13,456	0	0	0
4th of July	15,000	0	25,000	25,000
Road Easement	4,500	0	0	0
OPEB	750,000	0	1,000,000	1,000,000
Capital Stabilization	0	0	1,500,000	3,000,000
Retirement	0	0	1,000,000	1,500,000
TOTAL	789,706	6,750	3,532,500	5,532,500

## EXPENDITURE DETAIL

DEPARTMENT:	Capital Outlay	DEPT:		
FUNCTION:	Capital Outlay	ACTIVITY:		
CLASSIFICATION	EXPENDITURES FISCAL 2015	EXPENDITURES FISCAL 2016	TRANSFER & APPROPRIATION FISCAL 2017	TOWN MANAGER RECOMMENDATION FISCAL 2018
CAPITAL OUTLAY:				
Police - Cruisers	219,884	215,080	220,000	270,000
Police - Tasers	0	0	32,500	32,500
Police - Storage & Office Trailer	0	0	0	20,000
Police - High Density Evidence Storage	0	0	0	25,000
Police - Security System	0	0	0	30,000
Police - Animal Control Vehicle	0	0	0	50,000
Fire - Ambulance	0	0	260,000	320,000
Fire - Communications/Radio	0	0	50,000	0
Fire - Self Contained Breathing Apparatus	320,000	0	0	0
Fire - Vehicle Replacement	0	0	53,000	0
DPW - Cunningham Drainage Improvement 2	0	28,325	0	0
DPW - Construction/Maint. Equipment	0	13,475	212,000	120,500
DPW - Construction/Maint. Vehicles	269,744	252,117	155,000	245,500
DPW - Cemetery Expansion	7,850	2,173	0	40,000
DPW - Fuel Tank Conversion	0	4,700	0	0
DPW - Mass Ave Drainage Improvements	0	45,368	0	0
DPW - Resurfacing Municipal Parking Lots	33,244	181,999	0	100,000
DPW - Butters Row Culvert Repair Project	30,258	99,838	0	0
DPW - Intersection Master Plan	0	0	53,000	0
DPW - Route 38 TIP Project 25% Engineering	0	0	355,000	0
DPW - Engineering Services-NPDES General Permit	0	0	0	10,000
DPW - Revitalization of Walkways at Town Common	0	0	0	15,000
DPW - Solar Powered Pedestrian Beacons	0	0	0	30,000
DPW - Vehicle Lift Replacement	0	0	0	26,000
Sewer - Public Safety Pump Station Panel	0	0	30,000	0
School - Vans	0	101,705	30,000	30,000
School - Burner/Boiler Replacement	443,300	0	0	0
School - Technology Improvements	171,863	0	136,000	0
School - Middle School Clocks & Intercom	0	25,865	0	0
School - Foundations ELA Program	0	30,493	38,000	0
School - Window Replacement No. Intermediate	1,286,430	32,129	0	0
School - Calkins Reading Program	0	0	35,000	0
School - Social Emotional Learning Program	0	0	25,000	0
School - Math Text Adoption	0	176,506	0	0
School - Exchange Email Server Upgrade	0	0	0	25,000
School - Laptop Battery Replacement	0	0	0	30,000
School - Elementary School Switch Replacement	0	0	0	36,000
School - MCAS 2.0 Laptop Cart Project	0	0	0	40,000

## EXPENDITURE DETAIL

DEPARTMENT:	Capital Outlay	DEPT:		
FUNCTION:	Capital Outlay	ACTIVITY:		
CLASSIFICATION	EXPENDITURES FISCAL 2015	EXPENDITURES FISCAL 2016	TRANSFER & APPROPRIATION FISCAL 2017	TOWN MANAGER RECOMMENDATION FISCAL 2018
School - VoIP Telephone System Project	0	0	0	50,000
School- Middle School Tech Ed. Engineering Lab	0	0	0	67,500
School - PreK-3 Lab PC Replacement	0	0	0	72,000
Public Buildings - Roof Repairs	199,500	174,500	750,000	0
Public Buildings - Demolish Whitefield Building	0	97,995	0	0
Public Buildings - Vehicles	65,052	0	0	24,100
Public Buildings - Pub Safety Building Energy Mgmt	28,613	0	0	0
Public Buildings - Pub Safety Bldg Chiller Replace	0	161,763	0	0
Public Buildings - Town Vault Air Quality	7,440	0	0	0
Public Buildings - High School Maintenance Equip	51,630	0	0	0
Public Buildings - Shawsheen Heating Sys Upgrade	0	457,600	0	0
Public Buildings - Truck (354)	0	0	0	27,000
Public Buildings - Middle Sch Building Mgmt System	0	0	0	35,000
Public Buildings - Chair Lift Shawsheen School	0	0	0	125,000
Public Buildings - No. Intermediate Roof Replacement	0	0	0	355,000
Recreation - Yentile Farm Conceptual Design	144,911	125,999	0	0
IT - Computer System Upgrades	52,151	147,850	75,000	0
IT - Replace Servers	0	0	0	15,000
IT - Desktop Computer Replacement	0	0	0	30,000
IT - Shared Storage Environment	0	0	0	45,000
IT - Network Switch Upgrade	0	0	0	45,000
Elderly - Ford Transit 350 Van	0	0	0	55,000
Town Manager - Municipal Buildings Master Plan	0	91,000	0	0
TOTAL	3,331,870	2,466,480	2,509,500	2,441,100

## EXPENDITURE DETAIL

DEPARTMENT: Water  
 FUNCTION: Maint. & Operation of Water System

DEPT: 44  
 ACTIVITY: Public Works

CLASSIFICATION	EXPENDITURES FISCAL 2015	EXPENDITURES FISCAL 2016	TRANSFER & APPROPRIATION FISCAL 2017	TOWN MANAGER RECOMMENDATION FISCAL 2018
<b>PERSONNEL SERVICES:</b>				
Other Full Time (11) <sup>1</sup>	789,730	785,364	815,866	856,402
Seasonal	6,632	5,056	12,000	12,000
Overtime/Salary Adjustments	107,032	104,959	122,039	124,480
	<u>903,394</u>	<u>895,379</u>	<u>949,905</u>	<u>992,882</u>
<b>CONTRACTUAL SERVICES:</b>				
MWRA Assessment	570,455	566,365	868,986	1,000,486
Professional & Technical Services	117,330	185,880	198,250	207,050
Miscellaneous Contractual Services	32,241	24,939	38,000	34,500
Cross Connection Control Program	28,336	26,516	29,950	29,950
Haz Mat Household Waste Program	15,363	13,461	15,000	15,000
DEP Assessment	6,559	6,522	6,600	5,800
Training & Conference	2,088	5,065	5,200	5,700
	<u>772,372</u>	<u>828,748</u>	<u>1,161,986</u>	<u>1,298,486</u>
<b>UTILITIES:</b>				
Electricity	217,363	229,735	250,800	275,880
Telephone	8,826	9,729	9,000	10,000
Fuel Oil	50,142	41,919	50,000	50,000
Natural Gas	5,315	4,217	7,500	7,500
	<u>281,646</u>	<u>285,600</u>	<u>317,300</u>	<u>343,380</u>

Notes:

1. Anticipated retirement date November, 2017.

## EXPENDITURE DETAIL

DEPARTMENT: Water			DEPT:	44
FUNCTION: Maint. & Operation of Water System			ACTIVITY:	Public Works
CLASSIFICATION	EXPENDITURES FISCAL 2015	EXPENDITURES FISCAL 2016	TRANSFER & APPROPRIATION FISCAL 2017	TOWN MANAGER RECOMMENDATION FISCAL 2018
<b>MATERIALS &amp; SUPPLIES:</b>				
Administration & Office Supplies	25,599	24,432	25,500	25,500
Facility - Maintenance & Supplies	226,818	148,677	180,000	180,000
Operation - Maint. & Supplies	4,618	17,174	32,500	32,500
Vehicle - Maintenance & Supplies	78,978	64,770	57,950	58,015
Distribution System - Maint. & Supplies	55,075	61,380	58,500	62,500
Chemicals	194,815	178,437	220,000	220,000
	585,903	494,870	574,450	578,515
<b>FURNISHINGS &amp; EQUIPMENT:</b>	12,691	42,722	50,000	70,200
<b>CAPITAL OUTLAY:</b>				
Engineering/Technical	677,384	75,893	310,000	100,000
Construction	433,987	429,567	145,000	65,000
Equipment	94,175	248,939	0	0
	1,205,546	754,399	455,000	165,000
<b>TRANSFERS:</b>				
Debt	129,720	126,920	123,720	120,120
Employee Benefits	672,564	765,387	678,615	712,653
Insurance	85,241	54,622	57,237	54,880
DPW Salaries	369,614	373,822	394,561	413,725
Other	63,895	65,897	57,048	58,868
	1,321,034	1,386,648	1,311,181	1,360,246
<b>TOTAL</b>	<b>5,082,586</b>	<b>4,688,366</b>	<b>4,819,822</b>	<b>4,808,709</b>

# EXPENDITURE DETAIL

DEPARTMENT: Public Rink  
FUNCTION: Public Rink

DEPT: 50  
ACTIVITY: Public Rink

CLASSIFICATION	EXPENDITURES FISCAL 2015	EXPENDITURES FISCAL 2016	TRANSFER & APPROPRIATION FISCAL 2017	TOWN MANAGER RECOMMENDATION FISCAL 2018
Revenue	0	0	526,000	526,000
General Fund Transfer	0	0	0	0
Expenditures:				
Personnel/Contract Management	0	0	180,000	180,000
Misc. Contractual Services	0	0	40,000	40,000
Utilities	0	0	164,000	164,000
Operations	0	0	24,000	24,000
	0	0	408,000	408,000
CAPITAL OUTLAY:				
Capital Reserve	0	0	0	0
Debt	0	0	118,000	118,000
	0	0	118,000	118,000
Total Expenses	0	0	526,000	526,000
NET Total Surplus/(Deficit) <sup>1</sup>	0	0	0	0

Notes:

1. No expenditures have been made in FY 2017 to date.

**DEPARTMENTAL BUDGET SUMMARY**

CATEGORY		EXPENDITURES FISCAL 2015	EXPENDITURES FISCAL 2016	TRANSFER & APPROPRIATION FISCAL 2017	TOWN MANAGER RECOMMENDATION FISCAL 2018
<b>GENERAL GOVERNMENT:</b>					
Selectmen	Salaries	4,927	5,038	5,040	5,139
Selectmen	Expenses	12,355	10,914	10,300	10,750
Selectmen	Furnish. & Equip.	0	0	0	0
		17,282	15,952	15,340	15,889
Elections	Salaries	23,029	15,199	34,805	15,760
Elections	Expenses	4,375	6,181	5,000	2,700
Elections	Furnish. & Equip.	0	0	300	0
		27,404	21,380	40,105	18,460
Registrars	Salaries	1,875	1,875	1,875	1,875
Registrars	Expenses	6,100	6,166	7,000	7,100
Registrars	Furnish. & Equip.	0	0	0	0
		7,975	8,041	8,875	8,975
Finance Comm.	Salaries	1,140	770	1,500	1,500
Finance Comm.	Expenses	6,704	7,233	7,275	8,550
		7,844	8,003	8,775	10,050
Town Manager	Sal-Town Manager	141,922	149,193	146,858	151,264
Town Manager	Salaries-Other <sup>1</sup>	296,286	282,240	301,747	375,443
Town Manager	Expenses	66,103	60,064	72,300	73,666
Town Manager	Furnish. & Equip.	4,998	0	7,700	4,456
		509,309	491,497	528,605	604,829
1. One Full Time Employee transferred from Town Accountant.					
Information Technology Salaries		0	237,888	216,927	221,518
Information Technology Contractual Services		0	248,270	297,650	366,850
Information Technology Expenses		0	571	0	0
Information Technology Furnish & Equip.		0	20,663	46,500	11,000
		0	507,392	561,077	599,368
Town Accountant	Sal-Town Accountant	113,848	116,856	118,863	121,240
Town Accountant	Salaries-Other <sup>1</sup>	273,429	160,699	173,950	124,298
Town Accountant	Expenses	2,283	10,400	3,305	12,305
Town Accountant	Furnish. & Equip.	0	0	0	0
		389,560	287,955	296,118	257,843
1. One Full Time Employee transferred to Town Manager.					
Treas/Collector	Sal-Treasurer/Collector	103,953	108,199	110,057	112,258
Treas/Collector	Salaries-Other	159,599	173,165	172,685	166,981
Treas/Collector	Expenses	29,065	24,376	34,065	30,142
Treas/Collector	Amt. Cert. Tax Title	10,595	25,905	21,500	27,000
Treas/Collector	Furnish. & Equip.	0	1,000	0	0
		303,212	332,645	338,307	336,381
Town Clerk	Sal-Town Clerk	80,946	83,684	86,973	88,712
Town Clerk	Salaries-Other	100,701	98,385	110,034	109,394
Town Clerk	Expenses	6,009	5,309	6,050	6,150
Town Clerk	Furnish. & Equip.	0	194	0	0
		187,656	187,572	203,057	204,256
Assessors	Sal-Prin. Assessor	98,988	101,613	103,359	108,589
Assessors	Salaries-Other	114,452	94,639	100,865	104,967
Assessors	Expenses	70,034	68,109	63,900	63,200



**DEPARTMENTAL BUDGET SUMMARY**

		EXPENDITURES	EXPENDITURES	TRANSFER &	TOWN MANAGER
CATEGORY		FISCAL 2015	FISCAL 2016	APPROPRIATION	RECOMMENDATION
				FISCAL 2017	FISCAL 2018
Assessors	Appraisals, Inventory	2,833	41,262	2,600	2,700
Assessors	ATB Costs	30,791	3,121	20,000	20,000
Assessors	Furnish. & Equip.	170	0	2,000	0
		<u>317,268</u>	<u>308,744</u>	<u>292,724</u>	<u>299,456</u>
Town Counsel	Legal Services	255,000	255,000	275,000	275,000
Town Counsel	Expenses	4,361	3,229	7,500	7,500
		<u>259,361</u>	<u>258,229</u>	<u>282,500</u>	<u>282,500</u>
General Government	Subtotal	<u>2,026,871</u>	<u>2,427,410</u>	<u>2,575,483</u>	<u>2,638,007</u>
<b>PUBLIC SAFETY:</b>					
Police	Sal-Chief	122,955	126,204	128,371	130,939
Police	Sal-Dep. Chief	105,414	108,199	110,057	112,258
Police	Sal-Lieuts.	392,873	434,285	437,505	443,339
Police	Sal-Sgts.	386,913	386,349	385,764	306,545
Police	Sal-Patrolmen	2,014,356	2,129,929	2,176,732	2,162,123
Police	Sal-Clerks	99,512	104,120	106,060	94,363
Police	Sal-Part Time	7,584	6,280	12,740	12,141
Police	Sal-IT Admin	72,766	0	0	0
Police	Sal-Overtime	522,831	522,564	500,000	525,000
Police	Sal-Paid Holidays	107,512	82,770	120,000	130,000
Police	Sal-Specialists	12,800	12,875	12,450	12,450
Police	Sal-Night Differential	43,727	48,070	58,500	49,400
Police	Sal-Incentive Pay	412,016	413,870	419,573	415,925
Police	Sick Leave Buyback	33,645	29,571	41,107	40,593
Police	Expenses	266,572	194,017	231,048	235,010
Police	Furnish. & Equip.	17,205	3,665	4,000	9,000
		<u>4,618,681</u>	<u>4,602,768</u>	<u>4,743,907</u>	<u>4,679,086</u>
Fire Dept.	Sal-Chief	114,060	126,204	128,371	130,939
Fire Dept.	Sal-Dep. Chief	86,853	92,423	96,874	98,968
Fire Dept.	Sal-Lieuts.	450,782	452,699	471,988	486,433
Fire Dept.	Sal-Privates	1,801,235	1,974,213	2,051,150	2,141,054
Fire Dept.	Sal-Clerk	56,170	57,654	58,358	59,525
Fire Dept.	Sal-Part Time	17,790	17,650	18,567	13,436
Fire Dept.	Sal-Overtime	938,099	714,333	675,000	720,768
Fire Dept.	Sal-Training Overtime	40,000	36,500	40,000	40,000
Fire Dept.	Scheduled Ambulance Overtime <sup>1</sup>	0	0	0	124,800
Fire Dept.	Sal-Paid Holidays	126,842	137,577	142,315	145,139
Fire Dept.	Sal-EMT & Incentive Pay	13,615	12,780	25,000	42,600
Fire Dept.	Sick Leave Buyback	16,080	16,536	22,500	21,640
Fire Dept.	Expenses	204,447	158,292	192,840	239,150
Fire Dept.	Furnish. & Equip.	39,084	41,278	26,600	37,000
		<u>3,905,057</u>	<u>3,838,139</u>	<u>3,949,563</u>	<u>4,301,452</u>
Central Dispatch	Salaries	589,181	617,501	623,102	666,060
Central Dispatch	Contractual Services	24,305	6,113	11,720	14,120
Central Dispatch	Expenses	3,087	3,596	3,750	3,750
Central Dispatch	Furnish. & Equip.	4,186	2,936	8,000	4,000
		<u>620,759</u>	<u>630,146</u>	<u>646,572</u>	<u>687,930</u>

1. Overtime payment for additional staffing during peak hours.

**DEPARTMENTAL BUDGET SUMMARY**

CATEGORY		EXPENDITURES	EXPENDITURES	TRANSFER &	TOWN MANAGER
		FISCAL 2015	FISCAL 2016	APPROPRIATION	RECOMMENDATION
				FISCAL 2017	FISCAL 2018
Animal Control	Salaries	41,388	33,464	54,700	57,904
Animal Control	Expenses	2,895	4,555	8,000	10,000
		44,283	38,019	62,700	67,904
Public Safety Subtotal		9,188,780	9,109,072	9,402,742	9,736,372
<b>PUBLIC WORKS:</b>					
Public Works	Salaries	2,666,769	2,578,202	2,744,747	2,811,315
Public Works	Contractual Services	2,539,686	2,155,641	2,411,865	2,468,034
Public Works	Expenses	866,991	731,328	894,215	894,001
Public Works	Furnish. & Equip.	18,021	54,300	79,600	73,650
		6,091,467	5,519,471	6,130,427	6,247,000
Sewer	Salaries	82,418	88,104	90,775	92,208
Sewer	Expenses	40,501	71,183	78,176	82,476
		122,919	159,287	168,951	174,684
Public Works Subtotal		6,214,386	5,678,758	6,299,378	6,421,684
<b>COMMUNITY DEVELOPMENT:</b>					
Board of Health	Sal-Director	85,661	88,524	91,896	93,733
Board of Health	Salaries-Other	102,376	101,968	105,400	108,435
Board of Health	Expenses	14,250	16,499	18,800	19,800
Board of Health	Mental Health-Out Patient	3,750	2,147	0	0
		206,037	209,138	216,096	221,968
Planning/Conservation	Sal-Director	77,491	85,338	88,615	90,387
Planning/Conservation	Salaries-Other	227,920	222,762	237,859	234,654
Planning/Conservation	Expenses	10,175	7,316	14,000	15,500
Planning/Conservation	Furnish. & Equip.	700	170	1,600	1,600
		316,286	315,586	342,074	342,141
Building Inspector	Sal-Bldg Inspector	80,946	83,084	84,511	86,829
Building Inspector	Salaries-Other	110,600	116,449	118,661	122,299
Building Inspector	Expenses	3,236	2,345	3,750	3,750
Building Inspector	Furnish. & Equip.	800	0	500	500
		195,582	201,878	207,422	213,378
Community Development Subtotal		717,905	726,602	765,592	777,487
<b>PUBLIC BUILDINGS:</b>					
Public Buildings	Sal-Superintendent	114,067	122,247	121,674	124,108
Public Buildings	Salaries-Other	2,560,863	2,689,917	2,796,622	2,890,858
Public Buildings	Expenses-Town Bldgs.	177,422	211,261	227,000	210,000
Public Buildings	Electric-Town Bldgs.	163,996	172,533	220,000	220,000
Public Buildings	Utilities-Town Bldgs.	71,381	54,955	31,500	31,500
Public Buildings	Expenses-School Bldgs.	222,306	240,231	245,000	245,000
Public Buildings	Misc. Facilities Repairs	226,836	68,889	125,000	125,000
Public Buildings	Training & Conference	800	879	2,000	3,000
Public Buildings	Fuel Heating	1,257,227	852,062	835,000	835,000
Public Buildings	Asbestos Repairs/Training	6,018	21,700	15,000	15,000
Public Buildings	Roof Repairs	15,913	13,878	25,000	25,000
Public Buildings	HVAC Repairs	76,427	83,573	160,000	160,000
		4,893,256	4,532,125	4,803,796	4,884,466
Public Buildings Subtotal		4,893,256	4,532,125	4,803,796	4,884,466

**DEPARTMENTAL BUDGET SUMMARY**

	CATEGORY	EXPENDITURES FISCAL 2015	EXPENDITURES FISCAL 2016	TRANSFER & APPROPRIATION FISCAL 2017	TOWN MANAGER RECOMMENDATION FISCAL 2018
<b>HUMAN SERVICES:</b>					
Veterans	Sal-Director	64,257	68,387	72,346	78,984
Veterans	Sal-Other	21,528	45,121	47,732	50,635
Veterans	Expenses	1,950	2,276	3,100	3,100
Veterans	Assistance-Veterans	370,962	371,994	400,000	400,000
		<u>458,697</u>	<u>487,778</u>	<u>523,178</u>	<u>532,719</u>
Library	Sal-Director	90,376	92,765	94,357	96,244
Library	Salaries-Other	715,982	733,874	772,855	812,864
Library	Expenses	175,558	180,592	182,843	180,094
Library	M.V.L.C.	35,815	36,445	37,135	38,131
Library	Furnish. & Equip.	16,482	24,230	18,911	15,189
		<u>1,034,213</u>	<u>1,067,906</u>	<u>1,106,101</u>	<u>1,142,522</u>
Recreation	Sal-Director	79,858	83,650	83,012	63,844
Recreation	Salaries-Other	51,774	54,156	53,791	55,255
Recreation	Expenses	4,988	4,749	5,100	5,100
Recreation	Furnish. & Equip.	0	0	0	0
		<u>136,620</u>	<u>142,555</u>	<u>141,903</u>	<u>124,199</u>
Elderly Services	Sal-Director	73,439	78,282	82,809	85,045
Elderly Services	Salaries-Other	119,231	131,171	158,500	145,916
Elderly Services	Expenses	38,367	41,006	42,900	45,025
Elderly Services	Furnish. & Equip.	0	0	0	0
		<u>231,037</u>	<u>250,459</u>	<u>284,209</u>	<u>275,986</u>
Historical Comm.	Salaries	19,427	19,648	23,664	24,694
Historical Comm.	Expenses	8,639	3,890	6,750	6,750
Historical Comm.	Furnish. & Equip.	0	0	0	0
		<u>28,066</u>	<u>23,538</u>	<u>30,414</u>	<u>31,444</u>
Human Services Subtotal		<u>1,888,633</u>	<u>1,972,236</u>	<u>2,085,805</u>	<u>2,106,870</u>
<b>EDUCATION:</b>					
School Dept.	Salaries	27,050,372	28,128,892	29,697,986	30,642,245
School Dept.	Expenses	7,610,569	8,212,575	7,947,481	8,227,143
		<u>34,660,941</u>	<u>36,341,467</u>	<u>37,645,467</u>	<u>38,869,388</u>
Regional Vocational	Shawsheen Vocational	3,757,747	3,711,905	3,957,233	4,182,233
		<u>3,757,747</u>	<u>3,711,905</u>	<u>3,957,233</u>	<u>4,182,233</u>
Education Subtotal		<u>38,418,688</u>	<u>40,053,372</u>	<u>41,602,700</u>	<u>43,051,621</u>
<b>DEBT SERVICE:</b>					
Debt & Interest	Schools	3,506,775	3,433,325	3,359,525	3,285,375
Debt & Interest	Public Safety	125,200	121,700	112,812	108,538
Debt & Interest	General Government	0	0	0	0
Debt & Interest	Sewer	148,303	99,828	97,227	118,283
Debt & Interest	Water	127,720	124,920	121,720	118,120
Debt & Interest	Authentication Fees & Misc. Debt	2,500	15,500	125,000	170,000
		<u>3,910,498</u>	<u>3,795,273</u>	<u>3,816,284</u>	<u>3,800,316</u>
Debt & Interest Subtotal		<u>3,910,498</u>	<u>3,795,273</u>	<u>3,816,284</u>	<u>3,800,316</u>
<b>UNCLASSIFIED:</b>					
Insurance		715,195	734,089	987,658	882,591
Employee Health & Life Insurance		10,286,356	10,865,194	13,612,967	13,612,967

**DEPARTMENTAL BUDGET SUMMARY**

CATEGORY	EXPENDITURES	EXPENDITURES	TRANSFER & APPROPRIATION	TOWN MANAGER RECOMMENDATION
	FISCAL 2015	FISCAL 2016	FISCAL 2017	FISCAL 2018
Employ. Retirement Unused Sick Leave	56,570	14,556	75,000	75,000
Medicare Employer's Contribution	640,921	652,599	675,000	730,000
Salary Adjustments & Additional Costs	32,803	32,300	270,000	625,000
Local Trans/Training Conference	1,400	3,322	5,000	5,000
Out of State Travel	4,054	0	7,000	7,000
Computer Hardware/Software	70,491	440	0	0
Substance Abuse Prevention & Support	0	0	80,000	80,000
Annual Audit	39,400	34,000	35,000	39,000
Ambulance Billing	30,140	37,860	36,000	40,000
Town Report & Calendar	5,532	4,543	7,500	7,500
Professional & Technical Services	95,809	70,480	125,000	125,000
Reserve Fund	0	0	600,000	600,000
Unclassified Subtotal	11,978,671	12,449,383	16,516,125	16,829,058
<b>STATUTORY CHARGES:</b>				
Current Year Overlay	0	0	909,670	900,000
Retirement Contributions	4,952,939	5,342,251	5,704,192	6,235,334
Offset Items	47,227	0	25,065	25,692
Special Education	0	0	0	0
Mass Bay Trans Auth.	488,101	495,681	500,607	513,122
MAPC (Ch. 688 of 1963)	11,468	11,452	11,739	12,032
RMV Non-Renewal Surcharge	16,760	16,760	16,760	17,179
Metro Air Poll. Control Dist.	7,645	7,809	8,004	8,204
Mosquito Control Program	57,212	53,084	61,497	63,034
M.W.R.A. Sewer Assessment	2,353,306	2,476,867	2,595,599	2,694,056
School Choice	29,505	61,620	20,100	37,075
Charter Schools	124,412	118,012	86,044	109,489
North Shore Agricultural & Technical School District	126,431	105,473	38,192	80,000
Statutory Charges Subtotal	8,215,006	8,689,009	9,977,469	10,695,217
<b>WARRANT ARTICLES:</b>				
Unclassified Memorial/Veterans Day	6,000	6,000	6,000	6,000
Unclassified Lease of Veterans Quarters	750	750	1,500	1,500
Unclassified Senior Work Program	13,456	0	0	0
Unclassified Retirement	0	500,000	1,000,000	1,500,000
Unclassified OPEB	750,000	1,000,000	1,000,000	1,000,000
Unclassified Capital Stabilization	0	1,500,000	1,500,000	3,000,000
Unclassified 4th of July	15,000	0	25,000	25,000
Unclassified Road Easement	4,500	0	0	0
Warrant Articles Subtotal	789,706	3,006,750	3,532,500	5,532,500
<b>CAPITAL OUTLAY:</b>				
Police Cruisers	219,884	215,080	220,000	270,000
Police Tasers	0	0	32,500	32,500
Police Storage & Office Trailer	0	0	0	20,000
Police High Density Evidence Storage	0	0	0	25,000
Police Security System	0	0	0	30,000
Police Animal Control Vehicle	0	0	0	50,000
Fire Ambulance	0	0	260,000	320,000
Fire Communications/Radios	0	0	50,000	0
Fire Self Contained Breathing Apparatus	320,000	0	0	0
Fire Vehicle Replacement	0	0	53,000	0
DPW Cunningham Drainage Improvement 2	0	28,325	0	0
DPW Construction/Maint. Vehicles	269,744	252,117	155,000	120,500
DPW Construction/Maint. Equipment	0	13,475	212,000	245,500
DPW Cemetery Expansion	7,850	2,173	0	40,000

**DEPARTMENTAL BUDGET SUMMARY**

		EXPENDITURES	EXPENDITURES	TRANSFER & APPROPRIATION	TOWN MANAGER RECOMMENDATION
CATEGORY		FISCAL 2015	FISCAL 2016	FISCAL 2017	FISCAL 2018
DPW	Fuel Tank Conversion	0	4,700	0	0
DPW	Mass Ave Drainage Improvements	0	45,368	0	0
DPW	Resurfacing Municipal Parking Lots	33,244	181,999	0	100,000
DPW	Butters Row Culvert Repair Project	30,258	99,838	0	0
DPW	Intersection Master Plan	0	0	53,000	0
DPW	Route 38 TIP Project 25% Engineering	0	0	355,000	0
DPW	Engineering Services NPDES Gen Permit	0	0	0	10,000
DPW	Revitalization Walkways at Town Commo	0	0	0	15,000
DPW	Solar Powered Pedestrian Beacons	0	0	0	30,000
DPW	Vehicle Lift Replacement	0	0	0	26,000
Sewer	Public Safety Pump Station Panel	0	0	30,000	0
School	Vans	0	101,705	30,000	30,000
School	Burner/Boiler Replacement	443,300	0	0	0
School	Technology Improvements	171,863	0	136,000	0
School	Middle School Clocks & Intercom	0	25,865	0	0
School	Foundations ELA Program	0	30,493	38,000	0
School	Window Replacement No. Intermediate	1,286,430	32,129	0	0
School	Calkins Reading Program	0	0	35,000	0
School	Social Emotional Learning Program	0	0	25,000	0
School	Math Text Adoption	0	176,506	0	0
School	Exchange Email Server Upgrade	0	0	0	25,000
School	Laptop Battery Replacement	0	0	0	30,000
School	Elementary School Switch Replacement	0	0	0	36,000
School	MCAS 2.0 Laptop Cart Project	0	0	0	40,000
School	VoIP Telephone System Project	0	0	0	50,000
School	Middle School Tech Ed. Engineering Lab	0	0	0	67,500
School	PreK-3 Lab PC Replacement	0	0	0	72,000
Public Buildings	Roof Repairs	199,500	174,500	750,000	0
Public Buildings	Demolish Whitefield Building	0	97,995	0	0
Public Buildings	Vehicles	65,052	0	0	24,100
Public Buildings	Public Safety Building Energy Mgmt	28,613	0	0	0
Public Buildings	Public Safety Bldg Chiller Replace	0	161,763	0	0
Public Buildings	Town Vault Air Quality	7,440	0	0	0
Public Buildings	New High School Maintenance Equip	51,630	0	0	0
Public Buildings	Shawsheen Heating System Upgrade	0	457,600	0	0
Public Buildings	Truck (354)	0	0	0	27,000
Public Buildings	Middle School Building Mgmt System	0	0	0	35,000
Public Buildings	Chair Lift Shawsheen School	0	0	0	125,000
Public Buildings	No. Intermediate Roof Replacement	0	0	0	355,000
Recreation	Yentile Farm Conceptual Design	144,911	0	0	0
Information Tech.	Computer System Upgrades	52,151	147,850	75,000	0
Information Tech.	Replace Servers	0	0	0	15,000
Information Tech.	Desktop Computer Replacement	0	0	0	30,000
Information Tech.	Shared Storage Environment	0	0	0	45,000
Information Tech.	Network Switch Upgrade	0	0	0	45,000
Elderly Services	Ford Transit 350 Van	0	0	0	55,000
Town Manager	Municipal Buildings Master Plan	0	91,000	0	0
Town Manager	Yentile Farm Conceptual Design	0	125,999	0	0
Capital Outlay Subtotal		3,331,870	2,466,480	2,509,500	2,441,100
GRAND TOTAL		91,574,270	94,906,470	103,887,374	108,914,698

**DEPARTMENTAL BUDGET SUMMARY**

<b>CATEGORY</b>	<b>EXPENDITURES FISCAL 2015</b>	<b>EXPENDITURES FISCAL 2016</b>	<b>TRANSFER &amp; APPROPRIATION FISCAL 2017</b>	<b>TOWN MANAGER RECOMMENDATION FISCAL 2018</b>
<b>GENERAL GOVERNMENT</b>				
Selectmen	17,282	15,952	15,340	15,889
Elections	27,404	21,380	40,105	18,460
Registrars	7,975	8,041	8,875	8,975
Finance Committee	7,844	8,003	8,775	10,050
Town Manager	509,309	491,497	528,605	604,829
Information Technology	0	507,392	561,077	599,368
Town Accountant	389,560	287,955	296,118	257,843
Treasurer/Collector	303,212	332,645	338,307	336,381
Town Clerk	187,656	187,572	203,057	204,256
Assessors	317,268	308,744	292,724	299,456
Town Counsel	259,361	258,229	282,500	282,500
Permanent Bldg Comm.	0	0	0	0
<b>TOTAL</b>	<b>2,026,871</b>	<b>2,427,410</b>	<b>2,575,483</b>	<b>2,638,007</b>
<b>PUBLIC SAFETY</b>				
Police Dept.	4,618,681	4,602,768	4,743,907	4,679,086
Fire Dept.	3,905,057	3,838,139	3,949,563	4,301,452
Central Dispatch	620,759	630,146	646,572	687,930
Animal Control	44,283	38,019	62,700	67,904
<b>TOTAL</b>	<b>9,188,780</b>	<b>9,109,072</b>	<b>9,402,742</b>	<b>9,736,372</b>
<b>PUBLIC WORKS</b>				
Public Works	6,091,467	5,519,471	6,130,427	6,247,000
Sewer	122,919	159,287	168,951	174,684
<b>TOTAL</b>	<b>6,214,386</b>	<b>5,678,758</b>	<b>6,299,378</b>	<b>6,421,684</b>
<b>COMMUNITY DEVELOPMENT</b>				
Board of Health	206,037	209,138	216,096	221,968
Planning & Conservation	316,286	315,586	342,074	342,141
Building Inspector	195,582	201,878	207,422	213,378
<b>TOTAL</b>	<b>717,905</b>	<b>726,602</b>	<b>765,592</b>	<b>777,487</b>

**DEPARTMENTAL BUDGET SUMMARY**

<b>CATEGORY</b>	<b>EXPENDITURES FISCAL 2015</b>	<b>EXPENDITURES FISCAL 2016</b>	<b>TRANSFER &amp; APPROPRIATION FISCAL 2017</b>	<b>TOWN MANAGER RECOMMENDATION FISCAL 2018</b>
<b>PUBLIC BUILDINGS</b>				
Public Buildings	<u>4,893,256</u>	<u>4,532,125</u>	<u>4,803,796</u>	<u>4,884,466</u>
<b>TOTAL</b>	<u>4,893,256</u>	<u>4,532,125</u>	<u>4,803,796</u>	<u>4,884,466</u>
<b>HUMAN SERVICES</b>				
Veterans	458,697	487,778	523,178	532,719
Library	1,034,213	1,067,906	1,106,101	1,142,522
Recreation	136,620	142,555	141,903	124,199
Elderly Services	231,037	250,459	284,209	275,986
Historical Comm.	<u>28,066</u>	<u>23,538</u>	<u>30,414</u>	<u>31,444</u>
<b>TOTAL</b>	<u>1,888,633</u>	<u>1,972,236</u>	<u>2,085,805</u>	<u>2,106,870</u>
<b>EDUCATION</b>				
School Dept.	34,660,941	36,341,467	37,645,467	38,869,388
Shawsheen Vocational	<u>3,757,747</u>	<u>3,711,905</u>	<u>3,957,233</u>	<u>4,182,233</u>
<b>TOTAL</b>	<u>38,418,688</u>	<u>40,053,372</u>	<u>41,602,700</u>	<u>43,051,621</u>
<b>MATURING DEBT &amp; INTEREST</b>				
Debt Service	<u>3,910,498</u>	<u>3,795,273</u>	<u>3,816,284</u>	<u>3,800,316</u>
<b>TOTAL</b>	<u>3,910,498</u>	<u>3,795,273</u>	<u>3,816,284</u>	<u>3,800,316</u>
<b>UNCLASSIFIED</b>				
Unclassified	<u>11,978,671</u>	<u>12,449,383</u>	<u>16,516,125</u>	<u>16,829,058</u>
<b>TOTAL</b>	<u>11,978,671</u>	<u>12,449,383</u>	<u>16,516,125</u>	<u>16,829,058</u>
<b>STATUTORY CHARGES</b>				
Statutory Charges	<u>8,215,006</u>	<u>8,689,009</u>	<u>9,977,469</u>	<u>10,695,217</u>
<b>TOTAL</b>	<u>8,215,006</u>	<u>8,689,009</u>	<u>9,977,469</u>	<u>10,695,217</u>
<b>WARRANT ARTICLES</b>				
Warrant Articles	<u>789,706</u>	<u>3,006,750</u>	<u>3,532,500</u>	<u>5,532,500</u>
<b>TOTAL</b>	<u>789,706</u>	<u>3,006,750</u>	<u>3,532,500</u>	<u>5,532,500</u>
<b>CAPITAL OUTLAY</b>				
Capital Outlay	<u>3,331,870</u>	<u>2,466,480</u>	<u>2,509,500</u>	<u>2,441,100</u>
<b>TOTAL</b>	<u>3,331,870</u>	<u>2,466,480</u>	<u>2,509,500</u>	<u>2,441,100</u>
<b>GRAND TOTAL</b>	<u>91,574,270</u>	<u>94,906,470</u>	<u>103,887,374</u>	<u>108,914,698</u>

# DEPARTMENTAL BUDGET SUMMARY

CATEGORY	EXPENDITURES FISCAL 2015	EXPENDITURES FISCAL 2016	TRANSFER & APPROPRIATION FISCAL 2017	TOWN MANAGER RECOMMENDATION FISCAL 2018
General Government	2,026,871	2,427,410	2,575,483	2,638,007
Public Safety	9,188,780	9,109,072	9,402,742	9,736,372
Public Works	6,214,386	5,678,758	6,299,378	6,421,684
Community Development	717,905	726,602	765,592	777,487
Public Buildings	4,893,256	4,532,125	4,803,796	4,884,466
Human Services	1,888,633	1,972,236	2,085,805	2,106,870
Education	38,418,688	40,053,372	41,602,700	43,051,621
Maturing Debt & Interest	3,910,498	3,795,273	3,816,284	3,800,316
Unclassified	11,978,671	12,449,383	16,516,125	16,829,058
Statutory Charges	8,215,006	8,689,009	9,977,469	10,695,217
Warrant Articles	789,706	3,006,750	3,532,500	5,532,500
Capital Outlay	3,331,870	2,466,480	2,509,500	2,441,100
GRAND TOTAL	91,574,270	94,906,470	103,887,374	108,914,698