



TOWN OF WILMINGTON FISCAL YEAR 2019 BUDGET MESSAGE

Chairman Michael Champoux
Members of the Board of Selectmen

Chairman Theresa Manganelli
Members of the Finance Committee

Dear Members,

In accordance with the Town Manager's Act, what follows is the proposed budget plan for the Fiscal Year beginning July 1, 2018. Included is a key supplement to the annual budget, the Capital Improvement Plan (CIP), which represents a 5-year forecast of major equipment purchases, facility upgrades and replacement and acquisition of other capital assets that exceed \$20,000 in value and have a useful life of three or more years of service.

The total budget recommendation for Fiscal Year 2019 including operating and capital expenditures for General Government, Wilmington Public Schools and the Shawsheen Valley Technical High School assessment are projected to increase by 4.69% to \$114,400,729, as compared with the total appropriation for Fiscal Year 2018 of \$109,274,471. It should be noted in Fiscal Year 2018, \$5.0 million dollars was transferred to the following funds Capital Stabilization, Pension Stabilization and Other Post-Employment Benefits Trust Fund. These funds are reserve accounts and are not expenditures. A similar transfer is proposed for the upcoming Fiscal Year in the amount of \$6.0 million dollars. When accounting for the change in true expenditures, the budget has increased 3.96% over the current Fiscal Year.

Increases to the three elements of the operating budget (1) General Government exclusive of shared costs, (2) Wilmington Public Schools exclusive of shared costs and (3) Shawsheen Valley Technical High School are as follows:

	Fiscal Year 2018	Fiscal Year 2019	Dollar Change	Percent Change
Wilmington Public Schools	\$38,869,388	\$40,326,533	\$1,457,145	3.75%
General Government	\$27,681,193	\$28,662,420	\$ 981,227	3.54%
Shawsheen Valley Technical High School	\$ 4,182,233	\$ 4,265,878	\$ 83,654	2.00%

“Shared costs” attributed to both General Government and the School Department increased 6.76% from \$38,541,657 to \$41,145,898. These costs include the following:

- Debt & Interest (principal and interest costs on borrowing);
- Statutory Charges (assessments from other agencies);
- Insurance (premiums for general liability, property, auto, health etc.);
- Unclassified (annual audit, Town Report, Medicare employer contribution etc.);
- Warrant Articles (Memorial/Veterans Day, July 4th Celebration, Reserve Transfers); and
- Capital Outlay (goods and services with a multiyear useful life and cost exceeding \$20,000).

Budget increases for Fiscal Year 2019 are primarily the result of personnel and capital projects. Collective bargaining agreements are in place for three of the general government’s six unions, with the remaining three bargaining agreements expiring on June 30, 2018. Funds have been budgeted in anticipation of settlement with the three general government unions. In the fall of 2017, the School Department reached terms for a new agreement with teachers.

Capital improvements continues to have a major effect on the increase in the annual operating budget. Expenditures for capital in Fiscal Year 2019 are projected to increase \$941,500 from \$2,261,100 in the current fiscal year, to \$3,202,600 in the upcoming fiscal year. Vehicle, equipment, technology replacement, infrastructure upgrades and building repairs are an annual responsibility to avoid breakdowns which would affect services. This annual investment avoids spending significantly more money responding to emergencies. The completion of the Facilities Master Plan provides a tool for focusing attention on the need to address older buildings and the importance of designating funds annually for major facility upgrades.

The Town’s general liability, property and casualty insurances continue to respond favorably with a slight decline projected in Fiscal Year 2019 of \$28,591, while health insurance, after being level funded in Fiscal Year 2018, is being reduced by \$612,967 in Fiscal Year 2019.

This fiscal plan seeks to maintain, and where possible, advance municipal services to the residents of Wilmington, while recognizing the very real limits to resources.

During the previous twelve months, the Town completed work on the twenty acre Yentile Farm Recreation Facility, which provides leisure opportunities for a wide range of residents. Recognizing the vital importance of advancing the effort to address substance abuse, the position of Substance Abuse Program Coordinator was filled by a highly qualified, compassionate and dedicated individual. A chairlift was replaced at the Shawsheen Elementary School to ensure continued access to the school for students, parents and teachers. The North Intermediate School had the final section of roof replaced, in addition to the reconstruction and resurfacing of the sidewalk and bus drop-off area. A portion of the

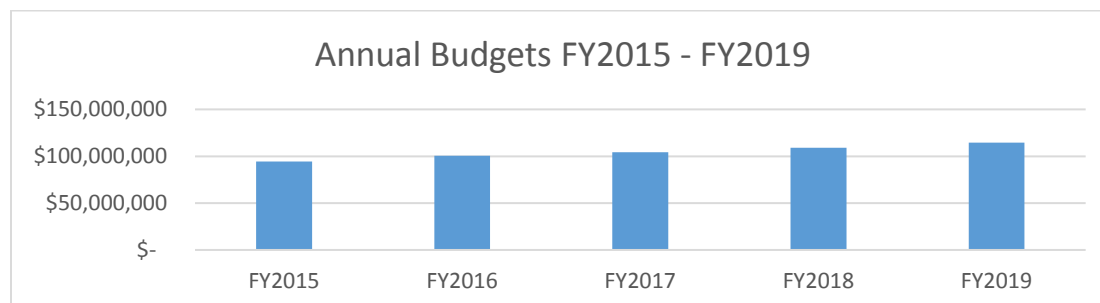
walkways on the Town Common were replaced during the fall of 2017. New computers and software were purchased for the Middle School Technology Engineering Lab and desktop computers were purchased for the elementary and early childhood schools. Investments in Town and School facilities and in Wilmington's children will continue in Fiscal Year 2019.

This budget provides the ability to continue to pursue the goals of enhancing educational programs, pursuing energy efficiencies, using technology as a tool to improve services, planning for future capital expenditures and improve upon policies to manage municipal finances. Additionally, resources are proposed to further efforts to attract businesses to Wilmington. Identifying opportunities to encourage affordable housing will remain a focal point in Fiscal 2019.

The economy both regionally and locally remains strong. According to the Massachusetts Executive Office of Labor and Workforce Development, Wilmington's unemployment rate in November of 2017 was 2.9% and fell to 2.6% in December.

Residential development in Wilmington remains strong. Eight building permits were issued for homes on Green Meadow Drive and three certificates of occupancy were issued. A total of 27 homes are planned for this development. To date, 17 building permits have been issued for construction of homes as part of the multi-phased Murray Hill development with 13 certificates of occupancy issued. Work continues on construction of 25 homes on McDonald Road. Mixed use development is planned for a section of Lowell Street near the former Walpole Woodworkers Inc. In spite of this ongoing residential development, it remains a seller's market in Wilmington. Roadway, drainage and other infrastructure are being installed for the age 55 and older development known as Spruce Farm, a 27 unit development in north Wilmington. Additional residential development is in the permitting stage on Nichols Street, Hopkins Street and Burlington Avenue. Retail development is expected to occur during the summer of 2018 in the vicinity of Target.

Wilmington remains a highly desirable place to live and to raise a family. With the demand for homes outpacing the supply, homes values continue to rise. The average single family home value increased once again from \$423,885 in Fiscal Year 2017 to \$439,673 in Fiscal Year 2018. While the increase in home values is welcome news for many homeowners, it also poses challenges for residents who seek to remain in Wilmington in their existing home or to "downsize" to a smaller home or for residents who would like to see their children have the opportunity to return to the community from which they were raised. Efforts will continue to identify opportunities to foster more affordable housing. Establishing affordable housing will require a long term commitment to pursue zoning changes, work with developers on future projects and assess opportunities to identify parcels of Town owned land that are surplus to the Town's needs, but can reduce construction cost and in turn foster affordable housing units.



Revenue:

As has been the longstanding practice, estimates on revenue to be generated in the upcoming Fiscal Year are conservative. Budgets based upon revenue estimates that are exceeded by actual revenue received place the Town in a far better position than establishing budgets based upon estimates that fall short of actual revenues. As with any business, the forecasting of revenues is never an exact science. Multiple factors will effect revenues that are generated up to 18 months into the future.

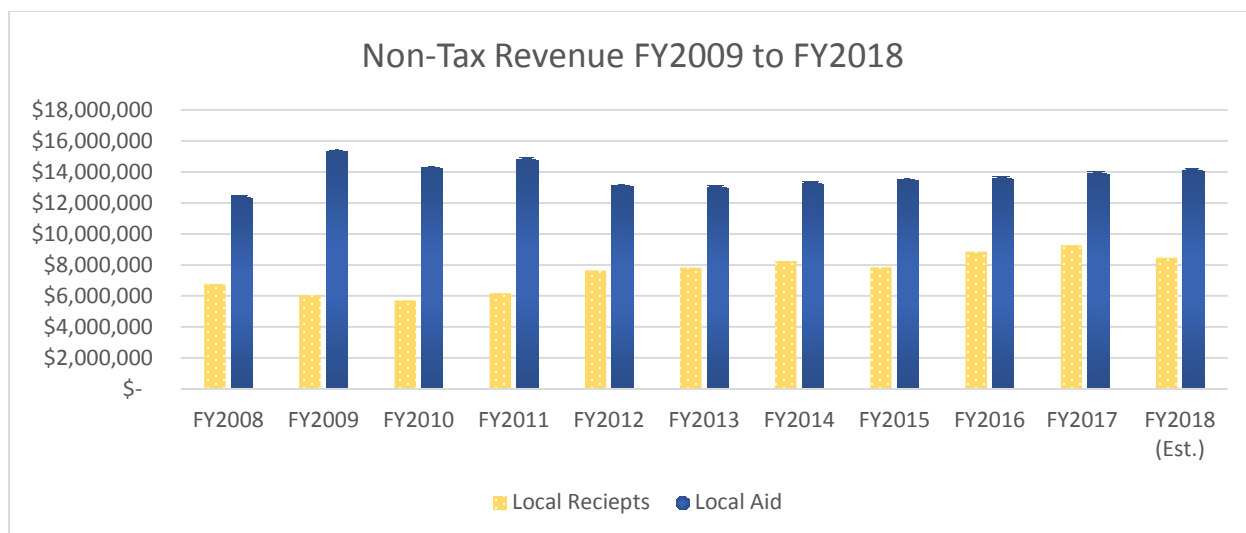
The property tax levy is by far the largest source of revenue received by the Town. In accordance with Proposition 2½, property taxes absent new growth and accounting for excludable debt cannot exceed 2½ percent of the current year levy. While this calculation is very straight forward, the “X” factor is new growth. New growth is based on the development activity and improvements to property as documented by the Town Assessor. The value from new construction and the acquisition of equipment by businesses generates new growth. Total property taxes are expected to be \$82,689,308.

Local aid is made available to cities and towns through revenues collected by the Commonwealth. The primary Local Aid accounts are Unrestricted General Government Aid (UGGA), Chapter 70 education aid and Chapter 90 road improvement funds. At the Massachusetts Municipal Association’s Annual Meeting on January 19th, Governor Charlie Baker announced his intention to increase UGGA funding by \$15 million dollars or 3.5 percent, which matches the increase in state tax collections projected for Fiscal Year 2019. Additionally, the Governor proposed \$118.6 million dollars in Chapter 70 funding, which is a 2.5 percent increase over the current Fiscal Year’s authorization. Of that amount, \$14 million dollars will be distributed to all communities based upon a per-pupil aid formula. Governor Baker clearly recognizes the importance of his municipal partners in providing services to residents of the Commonwealth.

The Governor’s proposed budget of \$40.9 billion dollars represents the kick-off of state budget deliberations. These deliberations will unfold over the next several months and in all likelihood will conclude following the Annual Town Meeting. The House and Senate will consider the Governor’s budget proposal then craft their own budgets, which will ultimately lead to a consensus budget. The state continues to face many financial challenges, including health care costs both for its own employees and residents who obtain coverage through the MassHealth program. An estimated \$95 million dollars in revenue is expected to be generated through marijuana sales, and tax revenues through gaming.

As always, there is a significant degree of uncertainty with respect to the final Local Aid distribution. The projection calls for a slight increase in Wilmington’s Local Aid of \$38,653 in Fiscal Year 2019 for a total of \$14,254,109.

Local receipts are the third most significant source of revenue to the Town. Motor vehicle excise, the local meals tax, payments in lieu of taxes from Reading Municipal Light Company and fees from building permits are some of the primary local receipts. This revenue source is not expected to change dramatically and is projected to result in \$8,572,000 in revenue.



Long Range Goals:

Invest in the success of students by supporting the initiatives and providing the resources for a 21st century education.

The education of our children is a core function of local government. In June 1993, the state legislature passed, and the Governor approved, Chapter 71 *An Act Establishing the Education Reform Act of 1993*. Part of the intention of this legislation was to set standards for the education of students. One key requirement was a minimum level of financial resources that each city and town in the Commonwealth would commit to the support of education. That minimum level of resources became known as the “foundation budget”. Since that time, each budget for the Wilmington School Department has consistently exceeded that foundation budget level.

The Fiscal Year 2019 budget proposed for the Wilmington School Department is \$40,326,533, which represents a 3.75% increase over the current budget or \$1,457,145 in additional funding. Adjustments associated with salary increases, step and lane changes and new positions offset by salary savings account for \$1,022,656 in budget increases. Nearly \$363,000 of the non-salary increase will fund Special Education tuitions and transportation. New textbooks account for \$53,200 in additional costs.

Spending in the amount of \$451,100 in capital expenditures is earmarked for educational purposes. This includes \$161,100 for the replacement of laptops at the Middle School, replacement of elementary school projectors at a cost of \$135,000, purchase of a new handicapped accessible van for \$55,000, continued upgrade of the phone system to Voice over Internet Protocol (VoIP) at a cost of \$50,000 and upgrades to the data center for \$50,000.

Wilmington has been very fortunate over many years with the level of cooperation and collaboration that has taken place between the School Superintendent and staff and my office. While we on “the town side” have never questioned the importance of providing resources to foster the academic, social and emotional development of Wilmington’s youth, it has been heartening to see that “the school side” recognizes and supports the idea that we are strongest when working together. The Town, in general,

and the School Department in particular, has experienced an extraordinarily challenging period with recent changes in the Superintendency over the past 12 months and I would venture to say that this stretch will continue in the short-term.

We have all witnessed the talents, resilience and wherewithal of Danny Amendola of the New England Patriots rise to the occasion again and again when the game was on the line. For the Wilmington School Department, that “go to guy” has been Paul Ruggiero, Interim Superintendent of Schools. He was called upon to assume the role of Superintendent during a difficult time. Paul is the consummate professional and has done an incredible job to stabilize operations during this time of transition. I have had the pleasure and the privilege of working with Paul for the past 10 years. Trust and competency are critical commodities in these roles and I can unconditionally say that Paul Ruggiero has demonstrated both. On behalf of myself and the Town, I extend my sincere “thank you” for a job well done.

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

Identifying ways to reduce energy consumption continues to be a priority as we head into the next Fiscal Year. Reductions in energy consumption are not only a win for our environment, but these measures offset rising energy costs and may even lead to a reduction in spending from the prior year.

Replacement of existing lighting at the Shawsheen School and Woburn Street School is proposed at a cost of \$370,000. Existing fluorescent, incandescent and HID bulbs that have passed their useful life will be replaced with energy efficient LED lights. There are multiple benefits to this investment. In addition to reducing electrical costs for the School Department, the new fixtures will improve the lighting levels and provide higher quality lighting for classrooms, offices and other rooms in both schools. New lighting is estimated to reduce electricity costs by \$38,879 per year and will reduce the time and cost of regularly replacing ballasts, sockets and wiring in existing light fixtures.

The Town continues to cycle the Ford Crown Victorias out of the fleet. The remaining Crown Victorias are used by administrative staff. These vehicles are very inefficient, averaging approximately 11 miles per gallon. The longstanding practice has been to transfer former police cruisers out of the Police Department for use by administrative personnel who conduct frequent inspections throughout Town, or who are required to travel between Town buildings. A review of the administrative requirements for vehicles will be completed during Fiscal Year 2019 to determine the best options for personnel who require access to a vehicle on a regular basis as a function of their job. Additional options such as the purchase of smaller more fuel efficient vehicles will be considered, along with mileage reimbursement or payment of a travel stipend.

In the longer term, the Town must address the energy inefficiencies of buildings like the Town Hall, the Roman House, the Buzzell Senior Center, the Wildwood and Boutwell Schools and the Harnden Tavern. The buildings’ age, lack of insulation, single pane windows and inefficient heating systems lead to challenges to maintain even heat distribution. Significant savings can be achieved with building replacement, and closure or in the case of the Harnden Tavern, renovation.

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

Technology remains the conduit through which the Town provides many services. As previously noted, the School Department is seeking \$396,100 to upgrade technology for use by students and to address ongoing improvement to their Voice over Internet Protocol (VoIP) telephone system.

A reliable and secure software system is vital to both the Town and the School Department's ability to process payroll, collect property taxes and motor vehicle excise taxes, issue water bills, track employee benefits and perform all municipal accounting functions. The Town's current software vendor SoftRight was purchased by Accela a larger competitor approximately 2 years ago. A corporate decision was made to discontinue upgrades to the SoftRight software and to focus their resources on the package of products offered by Accela. More recently, Accela was purchased by another company, further diminishing the attention provided to maintaining the Town's software platform. Some of the other municipalities who relied upon SoftRight have already transitioned to enterprise software from other vendors. With a software program that already has limited support and a shrinking client base, it is only a matter of time before the SoftRight product is simply discontinued.

The Town will be seeking an appropriation of \$1,050,000 to contract with another vendor to provide these services. Several vendors who offer replacement software and service have been interviewed by Town and School staff. Based upon discussions with these vendors, the appropriation request will provide access to a full menu of software to support municipal operations. The Town is seeking to enter into a long-term relationship with a vendor familiar with municipal government operations who will provide access to software upgrades and client support. This represents a major investment in transactional and financial software for the Town. Funding is proposed to be provided from free cash.

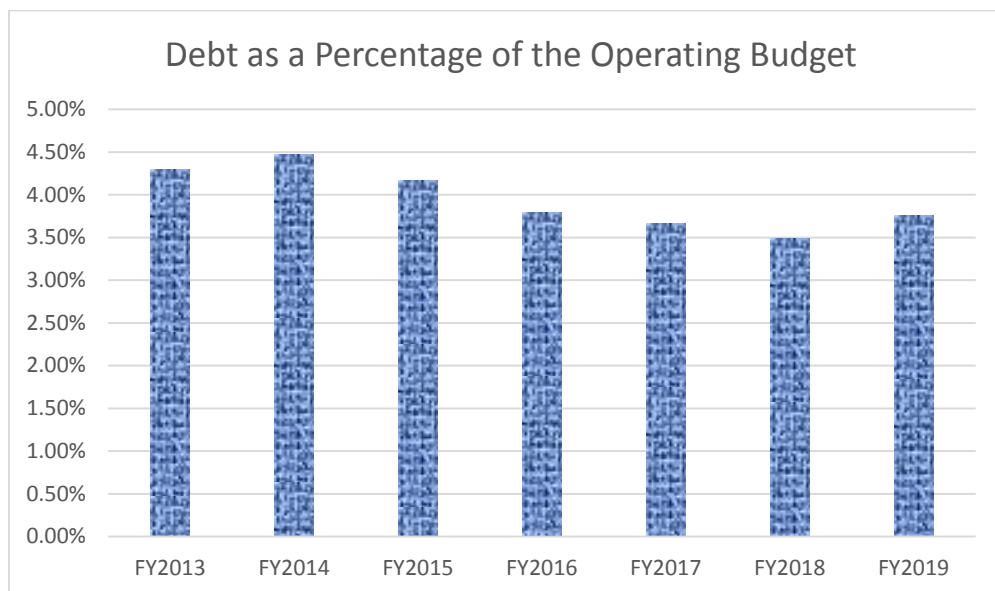
Plans call for the continued replacement of desktops. The amount of \$55,000 is being requested to maintain the 5-year replacement schedule. Replacement of a universal power supply (UPS) is required at the Police Department for \$20,000.

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

Due to the support of the Board of Selectmen, Finance Committee and Annual Town Meeting, the Town has made a sustained effort to replace and upgrade vehicles, infrastructure, buildings and technology. In last year's budget message, I detailed indicators of the scope and scale of Town operations. The Town is an enterprise of over 17 square miles and 22,714 stakeholders, a medium sized municipal corporation. The total value of the Town's assets is in the hundreds of millions of dollars. A key role of the Town Manager is to make responsible decisions that provide for maintenance of its capital stock. Failure to make sufficient annual investments in capital will lead to a tsunami effect of breakdowns to critical facilities and the inability to address multiple significant projects simultaneously.

The Facilities Master Plan was just recently completed and has been incorporated into the CIP. That plan documents the state of the Town's principle buildings and lays out a blue print for addressing needs for additional space for educational flexibility, personnel, programming, document retention and storage of the expensive vehicles in the Town's fleet, building accessibility and energy efficiency. The first major project scheduled for 2022 is for the construction of a combined Town Hall and School Administration facility in addition to a new Senior Center. Through the Facilities Master Plan, the

community has target dates for addressing major facility replacements and upgrades. The dates are not cast in stone, but should serve as beacons that focus our attention.



Conversations continue about the prospect of a fire substation in north Wilmington. Funds in the amount of \$45,000 will be requested in this budget to carefully evaluate whether response times from the Adelaide Street Public Safety Building to north Wilmington warrant a second station and if so the type of facility required.

There has been much debate about the size of the financial reserves the Town maintains. Having significant financial reserves presents residents with the opportunities to address large scale building projects without being restricted to pursuit of a debt exclusion. One function of the financial reserves is to offset borrowing costs and with some projects avoid the need for a debt exclusion or for general borrowing.

Another value of completing this facilities plan and incorporating it into the CIP is that the inventory of major projects serves as a reminder about important investments that must be undertaken. When other ideas are brought forward about pursuing a new capital expenditure on a more immediate time frame, thought should be given as to the impact such an expenditure will have on well-documented needs already included in the CIP.

In Fiscal Year 2019, just over \$3.2 million dollars is proposed for expenditure on a variety of capital improvements. Plans call for expenditure of \$137,000 to resurface the parking area behind the North Intermediate School. With the completion during the summer of 2017 of the front drop off and sidewalk area, the proposed work will finish paving at the North Intermediate School.

A complete listing of capital projects can be found on pages 79 and 80.

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

The Town's financial policies will become particularly important as the Town enters the market for long-term borrowing to finance the Yentile Farm Recreational Facility project and a fire pumper that was purchased following Town Meeting authorization in Fiscal Year 2017. Standard and Poors will be evaluating both the Town's financial health and the policies and methodologies used to navigate fiscal waters.

On September 29, 2017, the Town was awarded two Commonwealth Community Compact grants by the state. The Baker/Polito Administration is seeking to recognize municipalities that are striving to become more innovative by granting incentives through state grants and programs to reward towns that commit themselves to continuous improvement. The Town's total grant of \$26,000 will allow Town officials to work with consultants at the Collins Center at the University of Massachusetts Boston on three projects.

The first project is a Five Year Financial Forecast grant to review the Town's existing forecasting models and incorporate the information to create a scenario based forecasting model. The forecasting model will help the Town Manager, Assistant Town Manager, finance team, Finance Committee and Board of Selectmen establish a framework and a financial model to be utilized to help analyze the implications of proposed policies, potential projects requiring long-term debt, collective bargaining agreements, employee benefit changes and other costs.

The second area of focus is an Organizational Study of Financial Management Functions which will review the Town's organizational structure, staffing and processes that exist today, as they relate to financial management. As the Town has grown in population, program and service offerings, municipal financial management has become more complex. The Town, despite these changes, has largely maintained the same organizational structure and staffing for decades. The Collins Center will provide a report identifying the strengths and challenges of the existing processes and interrelationships between the finance divisions and recommend potential improvements to the existing system.

The Town's third project, in conjunction with a review of the organizational structure, a review of the Town's Financial Management Policies will be conducted.

At the conclusion of this report, the Town expects to implement a revised financial modeling tool to better anticipate financial needs and financial conditions. Decisions will be made as to where advantages exist for realignment of responsibilities within the financial departments, as opportunities present themselves.

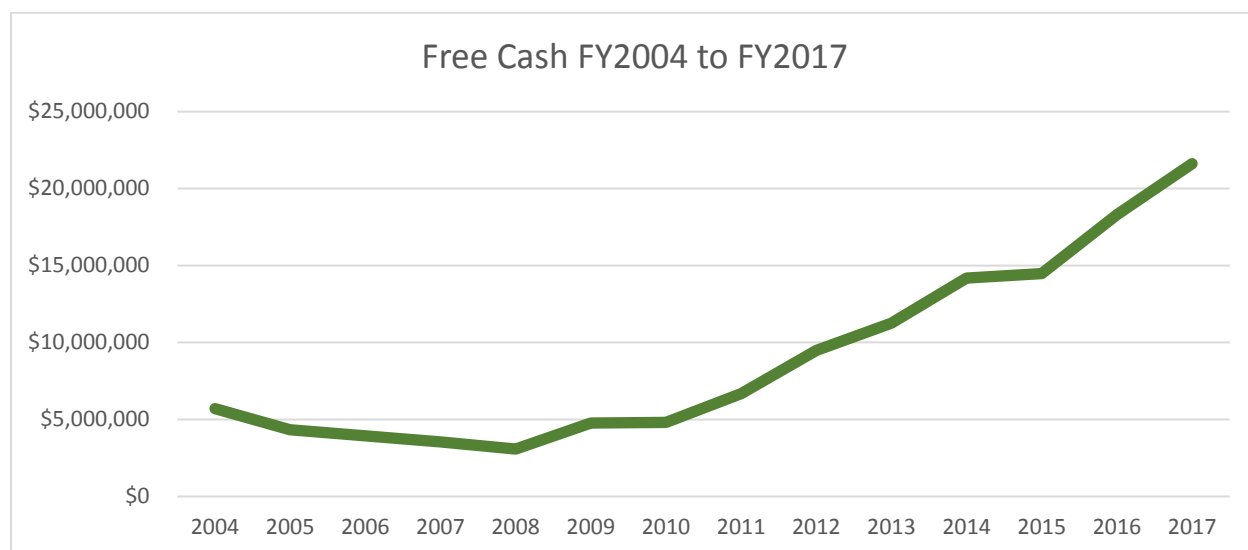
Decisions in this budget are predicated on current financial policies. In an effort to address the Town's Other Post-Employee Benefits (OPEB), the Town has made a commitment to place an amount at least equal to the annual revenue received from the meals tax into the OPEB Trust fund. While the meals tax generated \$371,692 in Fiscal Year 2017, once again the Town proposes to transfer \$1.0 million dollars from the tax levy to the OPEB Trust Fund. With this contribution, the Trust fund balance would equal over \$5.2 million dollars against liabilities of \$105 million dollars. Rating agencies expect to see municipalities committing a reasonable amount of funds annually to offset their OPEB liability.

Each community in the Commonwealth has an unfunded pension liability. This liability is due to the "pay as you go" funding schedule that existed for many years and did not account for the growth in

retirees outpacing the growth of employees paying into their respective retirement systems. Also, for many years, cities and towns did not make adequate contributions to their retirement systems. Wilmington's current liability stands at \$78,674,503. Retirement systems are required to conduct an actuarial review of their pension liability every two years. Such a review is underway, which will update the Town's liability as of January 1, 2018. Changes in the pension liability, in addition to changes in the interest rates on funds invested by the Middlesex Retirement System, impact the Town's annual retirement assessment. The Fiscal Year 2019 retirement assessment increased 6.6 percent from \$6,126,993 to \$6,535,038.

For the third consecutive year, this budget proposes to transfer funds into the Retirement Stabilization Fund. The additional \$1.0 million dollar contribution to that fund will provide a total balance of \$2.8 million dollars. Funds from this account may be used to supplement the payment of a future assessment or to make an advance payment on the Town's pension liability. For the second consecutive year, \$500,000 is proposed to make an additional payment towards the Town's liability. Similar to advance payments on a mortgage or automobile loan, the expectation is to retire the obligation sooner and at a lesser cost than following the payment schedule currently in place.

As noted earlier, another significant liability currently faced by the Town is the replacement, repair and upgrade of its capital stock. The total capital liability over the next five years alone is \$65,727,270. The Town has taken significant strides over the past five years to build up a "savings account" specifically to meet capital expenditures. The Fiscal Year 2019 budget proposes that \$3.0 million dollars be transferred from free cash and \$1.0 million dollars from the tax levy to the Capital Stabilization Fund bringing the total balance in that account to \$10.4 million dollars. Additionally, it should be noted that proceeds from the sale of Town owned land and the sale of surplus vehicles and equipment is directed to that account.



Personnel:

This budget recommends the addition of one full-time position and the transition of two part-time positions to full-time positions.

One full-time seasonal position is recommended to be changed to a full-time year round position in the Parks and Grounds Division of the Public Works Department. The last increase in staffing in this division took place in Fiscal Year 2002. At the time, staffing was increased from four to six individuals. In Fiscal Year 2002, a total of 56 full-time and 15 part-time and seasonal employees staffed the Public Works Department. Today, the department has 50 full-time positions and 15 part-time and seasonal employees.

During the intervening time, the Parks and Grounds Division has assumed responsibility for the one acre Whitefield athletic field, 1.5 acres for athletic fields off Wildwood Street which are part of the High School campus, a half-acre dog park and ten acres at Yentile Farm Recreation Facility. This division is also responsible for inspection and maintenance of all playground areas throughout Town, including the Sean Collier playground constructed in 2015 at Silver Lake. The increase in areas to maintain, in addition to the increase in use of athletic fields and courts, makes the conversion of a position from seasonal to year-round important. This position will also provide additional support for snow removal operations. The funding of the full-time seasonal position will be discontinued and the net impact to the budget will be \$29,697.

A part-time clerical position in the Police Department is recommended to be increased to full-time. The department has operated with two full-time clerks since prior to my arrival in 1987. A part-time position was added in Fiscal Year 2015. The change to the public records law has resulted in a significant increase in public records requests. The department received 1,105 requests in calendar year 2015, 894 requests in calendar year 2016 and 2,531 in calendar 2017 when the change in the public records law became effective. The process of locating, collating and redacting appropriate information to respond within the time limits of the records law has required an increased time commitment from clerical and administrative staff. Requests for firearms licenses are expected to increase. In 2012, 376 licensure requests were filed, as compared with 621 in 2013. The firearms permit requests have fluctuated since then, but with the licenses carrying a six year term, those licenses obtained in 2013 will be subject to renewal in 2019. There are strict time limits on responses to service requests. With these demands, the administrative staff struggles to address its records retention and management responsibilities. The increase in hours of the part-time position to a full time position will add \$27,251 to the clerical salary budget.

Currently the Treasurer/Collector's office is staffed with five positions. Since one position is primarily responsible for water bill collections, that position is funded through water receipts. In Fiscal Year 2010, one full time position was added, bring the staffing to its current complement. Since that time, the department has taken on the responsibilities of selling white good stickers, yard waste punch cards and signing off on all building permits to confirm payment of taxes. Since 2013, the number of building permits requiring research and signoff increased from 1,994 to 2,204 in 2017. The number of white good and yard waste stickers sold over the same period increased from 1,902 to 2,225. To better serve the residents, the Treasurer/Collectors office has expanded online services to include payment of water

and sewer bills and acceptance of credit cards. The convenience to the customer has not translated into less work or a decrease in workload for the staff to process these payments.

This position will spend approximately half of their time working in the Treasurer/Collector's office and the balance of their time working in other Town Hall offices that may be short staffed due to vacations or illness or to address project specific tasks or demands. An additional \$40,906 is included in the Treasurer/Collector salary budget.

While there are no requests in this budget for additional police or fire personnel, as noted in my Fiscal Year 2018 budget message, the Police Chief and Fire Chief both continue to express concerns over the ability to meet the demands for service. Fiscal Year 2008 was the last time personnel were added to each department. In calendar year 2007, the Fire Department responded to 1,799 medical calls, while the Police Department received 24,220 complaints or requests for service. During calendar year 2017, the Fire Department responded to 2,521 medical calls, while the Police Department received 26,006 complaints or requests for service. Not only is call volume increasing, but the complexity of calls has increased, as the departments deal with the Opioid crisis and many mental health related calls for service.

Community Development:

While Wilmington is in a highly desirable location with an educated residential population and access to quality colleges and universities in the Boston metropolitan area, location alone will not attract commerce. Businesses analyze cost of operations, ease of entry with respect to zoning and permitting and in many cases local or regional demand for their goods and services. Wilmington is in a very competitive "league", as neighboring communities are actively engaged in attracting businesses.

A focus during the upcoming Fiscal Year will be assessing market conditions along a portion of the Route 38 corridor. There have been several vacancies in this area and attracting new businesses to these locations has been a challenge. The budget calls for \$15,000 to conduct a market analysis of commercial and retail demand along a portion of the corridor. The study will identify how and where individuals in the immediate area are spending their money. The Route 38 corridor approximately between Richmond Street and Clark Street will be evaluated in a regional context to identify who is shopping there and why. The expectation is to obtain information about the business sectors that might prosper in this area and to identify opportunities that might exist for retail enterprises.

The market study is a first step in developing a roadmap for actions that can foster desirable development in this area. A key to this endeavor will be gathering input from the public in an effort to link businesses that can be supported in the corridor with the types of businesses that residents will welcome.

A new retail or restaurant building is expected to be under construction at 196 Ballardvale Street in 2018. As part of the plan approved through the Planning Board, the developer agreed to contribute \$5,000 toward a study for streetscape improvements along the southern portion of Ballardvale Street. The goal of these improvements is to facilitate safe and convenient pedestrian access between office, retail and restaurants located on the lower end of Ballardvale Street.

Work is expected to be completed in Fiscal Year 2019 on updating the subdivision control regulations. Approximately \$3,000 will be earmarked to supplement the \$6,500 authorized in Fiscal Year 2018 to complete this effort.

Staff in the Planning Office will begin work on drafting an Inclusionary housing zoning bylaw. Such a zoning bylaw will require that for new residential developments of a predetermined size, a certain percentage or number of the units must be affordable. In order for such an effort to gain traction and be adopted, input will be sought from a variety of stakeholders. Efforts will continue to identify approaches to foster affordable housing either through working with parties interested in developing in Wilmington or through identifying tools that can spur an increase of a more diverse and affordable housing stock.

Recreation:

Wilmington takes great pride in the recreational opportunities it provides for its residents. The Recreation Department is beloved for the variety of programs ranging from yoga to upholstery, cooking to karate, basketball to ballet and trips to the mountains of Alaska or the Badlands of South Dakota.

With the construction of the new High School in 2015, both students and the community have access to new tennis and basketball courts, an artificial turf field and multipurpose fields. Over \$30,000 was spent on upgrades to Aprile Field, which is home to girl's high school softball and adult softball leagues. Aprile Field is also host to an extremely popular dog park. With the opening of Yentile Farm Recreation Facility in 2017, residents have access to a second artificial turf field, a walking path, a playground area for young children, basketball and street hockey courts and a pavilion and concession facility.

One group of residents has for the last several years persistently sought a location to break out the paddle and perfect their game of pickleball. This game has elements of tennis, badminton and ping pong. The sport is played on a court similar to a tennis court with ping pong like paddles and a small plastic ball with holes similar to a whiffle ball. The game is very popular in Florida and other parts of the country and has become increasingly popular here. While the Town has made multiple attempts to accommodate their needs through retrofitting other courts in Town, a variety of factors have made each set up less than ideal.

This budget proposes to spend \$80,000 to construct three pickleball courts behind the Town Hall. The cost, which will be split between the Recreation Revolving fund and Town appropriation, will include tree removal and site preparation, installation of paved and striped courts, nets and fencing. If approved, the plan is to construct the courts during the upcoming construction season.

Debt Financing:

As in any business or household, debt is an essential tool for the purchase of assets with a long-term benefit. Wilmington has been very judicious with its use of debt. In the current Fiscal Year, Wilmington's debt as a percentage of the overall operating budget is only 3.5 percent. This low debt level is inclusive of the significant investment made in the construction of a new High School and campus.

Thanks to the support of residents who attended the May 2, 2015 Annual Town Meeting, authorization was granted to borrow \$4.8 million dollars to construct the Yentile Farm Recreation Facility. At the April

30, 2016 Annual Town Meeting, residents authorized the borrowing of \$650,000 for the purchase of a fire pumper to replace a 1997 pumper. Bond anticipation notes (BANs) were issued to finance both expenditures. These BANs are a financial tool used by municipalities to engage in short term financing. The use of BANs enables the Town to bundle multiple projects that may occur at different times and for different purposes together for single long-term borrowing. The Bond anticipation notes will expire in June of 2018. Payments for principle and interest on the long term debt will begin in Fiscal Year 2019. Since no debt exclusion vote was taken to exclude these costs from the limits of Proposition 2 ½, these debt costs will be within the tax levy.

Based upon an estimated interest rate of 3.8 percent the expected first year cost for the Yentile Farm Recreation Facility is \$502,400. The term of this borrowing will be 15 years. The term of the borrowing for the fire pumper will be 10 years and is based upon a 3.6 percent interest rate. The estimated first year principle and interest cost is \$88,400.

In Fiscal Year 2020, the Town will issue permanent debt on two borrowings that were authorized at the April 29, 2017 Annual Town Meeting. Funds in the amount of \$275,000 were authorized to replace a water line extending along Middlesex Avenue between Federal Street and Glen Road. This debt will be retired over 15 years. A second water line replacement, which extends along Salem Street over Interstate Route 93 towards the intersection with Ballardvale Street, will be completed in 2018. The project cost is \$1,050,000. The Town received a ten-year no interest loan in the amount of \$611,000, with annual payments of \$61,100 beginning in Fiscal Year 2019. The remaining \$439,000 will become part of permanent financing over fifteen years beginning in 2020 at an estimated cost of \$43,730. Debt costs for both of these projects will be borne by water rates.

On December 29, 2017, due to the severely cold conditions, a water break occurred in a 170 foot length section of water line extending across Interstate 93 between Woburn Street and Park Street. There has been no impact to water pressure in the abutting areas, but this section of water line is a vital link within the water distribution system. The estimated cost for replacement of this pipe is \$850,000. Annual Town Meeting will be asked to authorize borrowing for this project. Costs associated with this project may be borne by the water rates, but alternative funding sources will also be explored.

One final water project, which will require Town Meeting approval, is the replacement of the Nassau Avenue water storage tank. The current tank was constructed in the 1920's. A new tank will improve water quality, structural integrity and aesthetic appearance. The estimated cost for site work and construction is \$2.5 million dollars. Borrowing costs may be covered by the water rates. Alternative funding sources will also be explored to pay for some or all of the costs.

Conclusion:

This budget represents a collection of ideas transformed into goals and shaped into a plan that strives to improve the conditions for those who call Wilmington "home." The intentions that are summarized here are based on the contributions offered by Town and School Department management and staff. The women and men who work for the Town of Wilmington – teachers and principals, police officers and fire fighters, custodians and equipment operators, librarians and social workers, and administrative staff come together each day to offer the best of themselves. We are not flawless. There are times when it would be nice to have a reset button. If we fall short, then we rise up to strive for a better result next time, strive to be more kind, strive to be more responsive, strive to be more effective and strive to

be more understanding. Pat Riley, former NBA player and NBA coach said: "Excellence is the gradual result of always striving to do better."

It is my privilege to work with so many dedicated people who strive to move Wilmington to the next level. The Fiscal Year 2019 budget represents my attempt to do just that based upon the recommendations of many professionals.

I look forward to working with the Board of Selectmen and the Finance Committee to vet the ideas and proposals contained herein and to present a plan for the coming Fiscal Year that will garner the approval of Annual Town Meeting participants and deliver on the expectations of Wilmington residents.

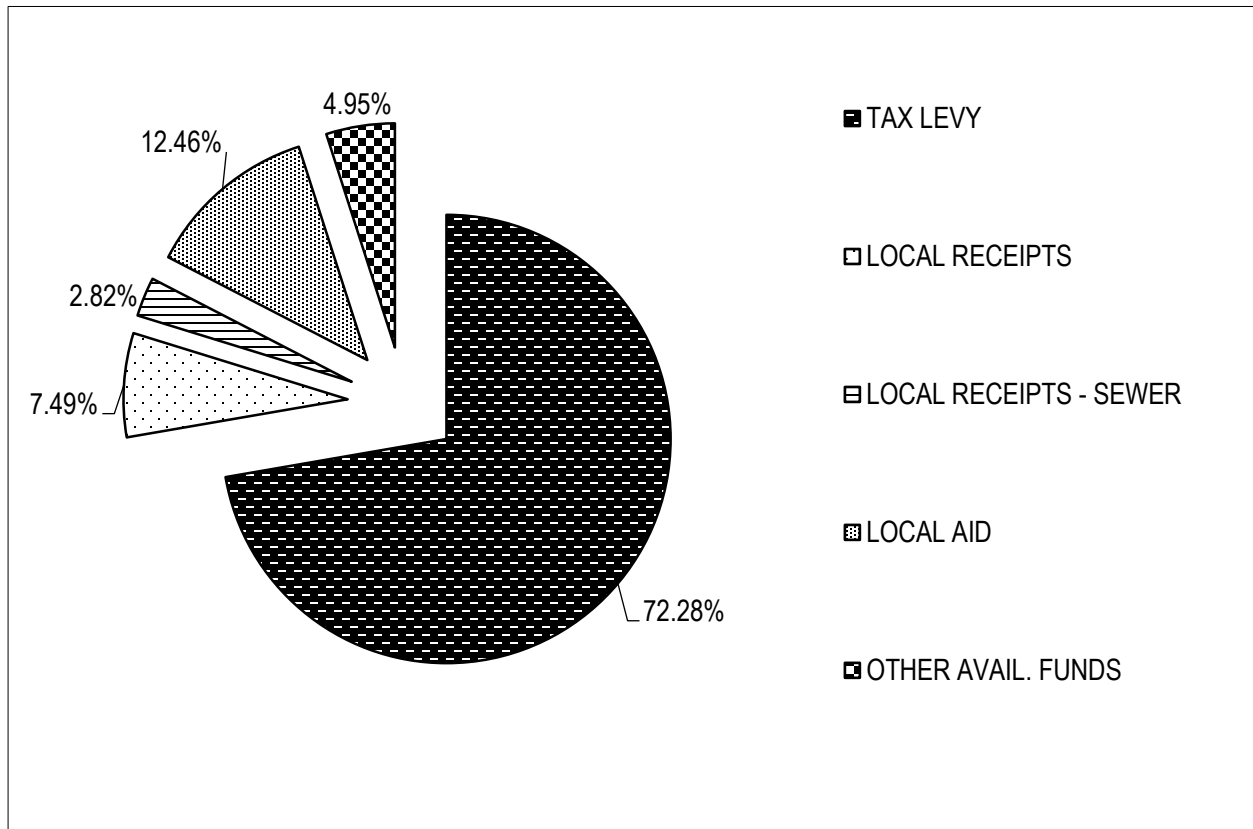
Respectfully submitted,

Jeffrey M. Hull
Town Manager

AVAILABLE FUNDS

	ACTUAL FY 2016	ACTUAL FY 2017	ESTIMATE FY 2018	REVISED ESTIMATE FY 2018	ESTIMATE FY 2019
TAX LEVY	72,716,820	75,927,459	79,297,072	79,766,347	82,689,308
LOCAL RECEIPTS	8,868,354	9,263,744	8,270,000	8,475,000	8,572,000
LOCAL RECEIPTS - SEWER	2,934,146	2,656,917	2,879,720	2,990,576	3,226,307
LOCAL AID	13,682,935	14,004,021	14,067,660	14,215,456	14,254,109
FREE CASH	3,458,000	3,500,000	3,000,000	3,000,000	4,200,000
WATER DEPT. - AVAIL. FUNDS	1,386,648	1,311,181	1,360,246	1,360,246	1,419,005
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	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
	103,086,903	106,703,322	108,914,698	109,847,625	114,400,729

FY 2019 BUDGET



TAX LEVY	82,689,308	72.28%
LOCAL RECEIPTS	8,572,000	7.49%
LOCAL RECEIPTS - SEWER	3,226,307	2.82%
LOCAL AID	14,254,109	12.46%
OTHER AVAIL. FUNDS	5,659,005	4.95%
TOTAL	114,400,729	100.00%

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

	ACTUAL FY 2017	REVISED ESTIMATE FY2018	ESTIMATE FY2019	DIFF. \$ FY18/FY19	DIFF. % FY18/FY19	DIFF. \$ FY17/FY19	DIFF. % FY17/FY19
TAX LEVY	75,927,459	79,766,347	82,689,308	2,922,961	3.66%	6,761,849	8.91%
LOCAL RECEIPTS	9,263,744	8,475,000	8,572,000	97,000	1.14%	(691,744)	-7.47%
LOCAL RECEIPTS - SEWER	2,656,917	2,990,576	3,226,307	235,731	7.88%	569,390	21.43%
LOCAL AID	14,004,021	14,215,456	14,254,109	38,653	0.27%	250,088	1.79%
FREE CASH	3,500,000	3,000,000	4,200,000	1,200,000	40.00%	700,000	20.00%
WATER DEPT. - AVAIL. FUNDS	1,311,181	1,360,246	1,419,005	58,759	4.32%	107,824	8.22%
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>106,703,322</u>	<u>109,847,625</u>	<u>114,400,729</u>	<u>4,553,104</u>	<u>4.14%</u>	<u>7,697,407</u>	<u>7.21%</u>

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

	ACTUAL FY 2017	PERCENT FY 2017	REVISED ESTIMATE FY 2018	PERCENT FY 2018	ESTIMATE FY 2019	PERCENT FY 2019
TAX LEVY	75,927,459	71.16%	79,766,347	72.62%	82,689,308	72.28%
LOCAL RECEIPTS	9,263,744	8.68%	8,475,000	7.72%	8,572,000	7.49%
LOCAL RECEIPTS - SEWER	2,656,917	2.49%	2,990,576	2.72%	3,226,307	2.82%
LOCAL AID	14,004,021	13.12%	14,215,456	12.94%	14,254,109	12.46%
FREE CASH	3,500,000	3.28%	3,000,000	2.73%	4,200,000	3.67%
WATER DEPT. - AVAIL. FUNDS	1,311,181	1.23%	1,360,246	1.24%	1,419,005	1.24%
SALE OF CEMETERY LOTS	20,000	0.02%	20,000	0.02%	20,000	0.02%
INT. CEMETERY TRUST FUND	20,000	0.02%	20,000	0.02%	20,000	0.02%
CAPITAL STABILIZATION FUND	0	0.00%	0	0.00%	0	0.00%
PROVISION FOR ABATES SURPLUS	0	0.00%	0	0.00%	0	0.00%
CAPITAL PROJECT CLOSEOUTS	<u>0</u>	<u>0.00%</u>	<u>0</u>	<u>0.00%</u>	<u>0</u>	<u>0.00%</u>
	106,703,322	100.00%	109,847,625	100.00%	114,400,729	100.00%

**TAX LEVY COMPARISON
FY 2017 - FY 2019**

LEVY LIMIT CALCULATION

	ACTUAL FY 2017	ESTIMATE FY 2018	REVISED ESTIMATE FY 2018	ESTIMATE FY 2019
Base	69,555,446	73,267,482	73,267,482	76,668,444
2.5% Increase	1,738,886	1,831,687	1,831,687	1,916,711
New Growth	<u>1,973,150</u>	<u>1,100,000</u>	<u>1,569,275</u>	<u>1,100,000</u>
Levy - Net of Debt Exclusion	73,267,482	76,199,169	76,668,444	79,685,155
 Debt Exclusion (See Below)	 <u>3,168,903</u>	 <u>3,097,903</u>	 <u>3,097,903</u>	 <u>3,004,153</u>
Levy Limit *	76,436,385	79,297,072	79,766,347	82,689,308

* Levy limit based on tax levy calculation

DEBT EXCLUSION CALCULATION

Wilmington High School Debt	3,276,400	3,205,400	3,205,400	3,111,650
Premium	<u>107,497</u>	<u>107,497</u>	<u>107,497</u>	<u>107,497</u>
Total	3,168,903	3,097,903	3,097,903	3,004,153

**FISCAL YEAR 2018
COMMUNITY TAX RATE COMPARISONS**

	<u>Residential</u>	Commercial- Industrial <u>Personal Property</u>
Andover	\$15.64	\$27.61
Bedford	Estimated Bills	
Billerica	\$14.19	\$33.65
Burlington	\$10.62	\$27.56
Chelmsford	\$17.96	\$17.96
No. Reading	\$16.34	\$16.34
Reading	\$13.87	\$13.92
Tewksbury	\$16.13	\$27.74
Wilmington	\$14.41	\$32.46

	<u>Taxes on Houses at Average Single Fam Assessed Values</u>		<u>Sample Taxes on Wilmington Homes</u>	
Andover	613,261	\$9,591.40	\$250,000	\$3,602.50
Bedford	Estimated Bills		\$300,000	\$4,323.00
Billerica	358,477	\$5,086.79	\$350,000	\$5,043.50
Burlington	477,504	\$5,071.09	\$400,000	\$5,764.00
Chelmsford	399,518	\$7,175.34	\$450,000	\$6,484.50
No. Reading	537,467	\$8,782.21		
Reading	559,803	\$7,764.47		
Tewksbury	375,356	\$6,054.49		
Wilmington	439,673	\$6,335.69		

VALUATION BY TAX CLASSIFICATION

<u>CLASS</u>	<u>FY 2017 VALUE</u>		<u>FY 2018 VALUE</u>	
Residential	\$3,182,585,028	77.2523%	\$3,313,078,479	77.0704%
Commercial	\$157,979,269	3.8347%	\$163,181,317	3.7960%
Industrial	667,938,057	16.2131%	704,108,011	16.3793%
Personal Property	111,228,860	2.6999%	118,399,130	2.7543%
TOTAL	\$4,119,731,214	100%	\$4,298,766,937	100%

FISCAL 2018 TAX LEVY

\$79,736,908.23

LEVY AMOUNTS BORNE BY TAX CLASSIFICATION

<u>CLASS</u>	<u>FY 2017 AMOUNT</u>		<u>FY 2018 AMOUNT</u>	
Residential	45,988,353.65	60.1915%	47,741,038.54	59.8733%
Commercial	5,128,007.07	39.8085%	5,296,922.81	40.1268%
Industrial	21,681,269.33		22,855,627.90	
Personal Property	3,610,488.80		3,843,318.98	
TOTAL	76,408,118.85	100.00%	79,736,908.23	100.00%

LOCAL RECEIPTS

	ACTUAL FISCAL 2016	ACTUAL FISCAL 2017	ESTIMATE FISCAL 2018	REVISED ESTIMATE FISCAL 2018	ESTIMATE FISCAL 2019
MOTOR VEHICLE EXCISE	4,211,690	4,309,263	4,370,000	4,400,000	4,400,000
LOCAL MEALS TAX	349,334	371,692	370,000	370,000	370,000
PEN. & INT. ON TAXES & EXCISE	720,646	676,469	500,000	500,000	600,000
PAYMENTS IN LIEU OF TAXES	768,471	787,580	770,000	780,000	780,000
CHARGES FOR SERVICES-AMBULANCE FEES	832,397	762,335	700,000	750,000	750,000
DEPT REVENUE-LIBRARY	65,507	58,539	70,000	65,000	60,000
DEPT REVENUE-CEMETERY	10,878	9,208	10,000	10,000	10,000
DEPT REVENUE-DPW RECYCLING	85,420	136,701	85,000	85,000	85,000
LICENSES & PERMITS-SELECTMEN	22,080	23,830	18,000	18,000	20,000
LICENSES & PERMITS-BLDG. INSP.	38,804	34,306	39,000	39,000	39,000
LICENSES & PERMITS-HEALTH	535,884	372,828	400,000	450,000	450,000
LICENSES & PERMITS-OTHER	59,095	49,560	55,000	55,000	55,000
POLICE FINES & FORFEITS	281,332	250,484	250,000	270,000	270,000
INVESTMENT INCOME	85,379	91,646	90,000	90,000	90,000
MEDICAID REIMBURSEMENTS	235,611	378,663	200,000	250,000	250,000
RENTALS	157,464	198,643	150,000	150,000	150,000
MISC-TREASURER	120,331	126,754	120,000	120,000	120,000
MISC-TOWN CLERK	4,597	26,311	5,000	5,000	5,000
MISC-OTHER	29,016	39,148	30,000	30,000	30,000
MEDICARE RETIREE DRUG SUBSIDY	70,368	241,997	38,000	38,000	38,000
	<u>184,050</u>	<u>317,787</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL LOCAL RECEIPTS¹	8,868,354	9,263,744	8,270,000	8,475,000	8,572,000
CHARGES FOR SERVICES-SEWER	<u>2,934,146</u>	<u>2,656,917</u>	<u>2,879,720</u>	<u>2,990,576</u>	<u>3,226,307</u>
GRAND TOTAL LOCAL RECEIPTS	11,802,500	11,920,661	11,149,720	11,465,576	11,798,307

LOCAL AID

	ACTUAL FISCAL 2016	ACTUAL FISCAL 2017	ESTIMATE FISCAL 2018	REVISED ESTIMATE FISCAL 2018	ESTIMATE FISCAL 2019	Governor's Proposed FISCAL 2019
Education:						
Chapter 70	10,978,730	11,167,160	11,236,420	11,270,330	11,320,330	11,338,030
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	7,102	4,506	5,358	37,356	39,000	11,775
Offset Receipts:						
School Lunch	0	0	0	0	0	0
School Choice Receiving Tuition	0	0	0	0	0	0
Subtotal, All Education Items	<u>10,985,832</u>	<u>11,171,666</u>	<u>11,241,778</u>	<u>11,307,686</u>	<u>11,359,330</u>	<u>11,349,805</u>
General Government:						
Unrestricted General Government Aid	2,292,313	2,390,882	2,390,882	2,484,126	2,534,126	2,571,070
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	252,397	329,108	290,000	264,542	205,000	204,815
Exemptions: Vets, Blind, Surviving Spouses & Elderly	126,869	87,300	120,000	133,449	130,000	152,862
Offset Receipts:						
Public Libraries	<u>25,524</u>	<u>25,065</u>	<u>25,000</u>	<u>25,653</u>	<u>25,653</u>	<u>25,907</u>
Subtotal, All General Government	<u>2,697,103</u>	<u>2,832,355</u>	<u>2,825,882</u>	<u>2,907,770</u>	<u>2,894,779</u>	<u>2,954,654</u>
Total Estimated Receipts	13,682,935	14,004,021	14,067,660	14,215,456	14,254,109	14,304,459

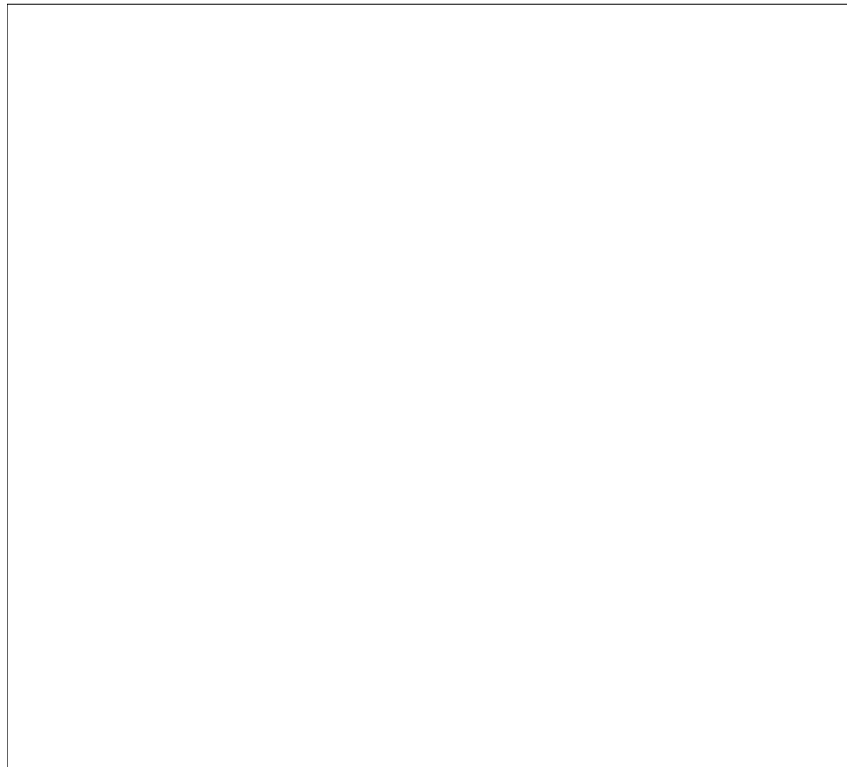
**WATER DEPARTMENT
TRANSFERS TO GENERAL FUND**

	FY 2016	FY 2017	FY 2018	FY 2019
DEBT PRINCIPAL FIXED	80,000	80,000	80,000	188,700
DEBT INTEREST FIXED	44,920	41,720	38,120	61,495
MISCELLANEOUS DEBT	<u>2,000</u>	<u>2,000</u>	<u>2,000</u>	<u>5,000</u>
TOTAL DEBT	126,920	123,720	120,120	255,195
 HEALTH & LIFE INSURANCE	 278,360	 264,202	 306,711	 287,500
RETIREMENT CONTRIBUTION	387,847	329,248	320,756	259,441
WORKER'S COMPENSATION	50,393	52,157	50,000	54,687
MEDICARE	48,787	33,008	35,186	13,710
MISC. MUNICIPAL SUPPORT	439,719	451,609	472,593	498,472
INSURANCE	<u>54,622</u>	<u>57,237</u>	<u>54,880</u>	<u>50,000</u>
TOTAL OTHER COSTS	<u>1,259,728</u>	<u>1,187,461</u>	<u>1,240,126</u>	<u>1,163,810</u>
TOTAL TRANSFERS	1,386,648	1,311,181	1,360,246	1,419,005

BUDGET SUMMARY

CATEGORY	EXPENDITURES FISCAL 2017	TRANSFER & APPROPRIATION FISCAL 2018	DIFFERENCE \$ APPROPRIATION FY18/FY19	DIFFERENCE % APPROPRIATION FY18/FY19
MUNICIPAL:				
General Government	2,501,437	2,657,036	138,358	5.21%
Public Safety	9,505,529	9,882,609	643,443	6.51%
Public Works	6,461,064	6,660,725	57,963	0.87%
Community Development	740,510	777,487	8,984	1.16%
Public Buildings	4,559,986	4,884,466	117,310	2.40%
Human Services	1,987,970	2,106,870	15,169	0.72%
Unclassified - Municipal	99,040	712,000	0	0.00%
MUNICIPAL TOTAL	<u>25,855,536</u>	<u>27,681,193</u>	<u>981,227</u>	<u>3.54%</u>
EDUCATION:				
Wilmington School	37,713,788	38,869,388	1,457,145	3.75%
Shawsheen Tech	<u>3,855,387</u>	<u>4,182,233</u>	<u>83,645</u>	<u>2.00%</u>
	41,569,175	43,051,621	1,540,790	3.58%
COMBINED COSTS:				
Maturing Debt & Interest	3,822,910	3,800,316	494,349	13.01%
Unclassified - Insurance	11,468,701	14,495,558	(641,558)	-4.43%
Unclassified - Misc.	905,088	1,522,471	88,029	5.78%
Sewer	189,960	174,684	8,533	4.88%
Statutory Charges	9,066,434	10,755,028	688,388	6.40%
Warrant Articles	636,761	5,532,500	1,025,000	18.53%
Capital Outlay	<u>1,933,449</u>	<u>2,261,100</u>	<u>941,500</u>	<u>41.64%</u>
	<u>28,023,303</u>	<u>38,541,657</u>	<u>2,604,241</u>	<u>6.76%</u>
GRAND TOTAL	95,448,014	109,274,471	5,126,258	4.69%

FY 2019 BUDGET



Municipal	28,662,420
Education	44,592,411
Combined Costs	31,385,798
Capital Outlay & Warrant Articles	<u>9,760,100</u>
TOTAL	114,400,729

STAFFING LEVELS - MUNICIPAL GOVERNMENT
FY 2013 - FY 2019

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Town Manager							
Full-time	5	5	5	5	5	6	6
Part-time	1	1	-	-	-	-	-
Town Accountant							
Full-time	5	5	5	4	4	3	3
Part-time	-	-	-	-	-	-	-
Treasurer/Collector							
Full-time	5	5	5	5	5	5	6
Part-time	-	-	-	-	-	-	-
Town Clerk							
Full-time	3	3	3	3	3	3	3
Part-time	-	-	-	-	-	-	-
Assessors							
Full-time	3	3	3	3	3	3	3
Part-time	-	-	-	-	-	-	-
Information Technology							
Full-time	-	-	-	3	3	3	3
Part-time	-	-	-	-	-	-	-
Police							
Full-time	50	51	51	50	50	50	52
Part-time	-	-	1	1	1	1	-
Fire							
Full-time	41	41	41	41	41	41	41
Part-time	1	1	1	1	1	1	1
Public Safety Central Dispatch							
Full-time	12	12	12	12	12	12	12
Part-time/On Call	-	-	-	2	2	2	2
Animal Control							
Full-time	1	1	1	1	1	1	1
Part-time	-	-	-	-	-	-	-
Highway, Cemetery, Tree, Parks & Grounds, Engineering, Administration							
Full-time	33.5	33.5	38	38	38	38	39
Part-time	2	2	2	1	3	1	1
Seasonal	8	8	8	8	8	9	8
Water Division							
Full-time	15.5	15.5	11	11	11	11	11
Part-time	-	-	-	-	-	-	-
Seasonal	3	3	3	3	3	3	3

STAFFING LEVELS - MUNICIPAL GOVERNMENT
FY 2013 - FY 2019

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Sewer Division							
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	51
Part-time	4	4	4	3	5	3	3
Seasonal	11	11	11	11	11	12	11
Board of Health							
Full-time	3	2	2	2	2	2	2
Part-time	1	2	2	2	2	2	2
Planning & Conservation							
Full-time	5	5	5	5	5	5	5
Part-time	-	-	-	-	-	-	-
Building Inspector/ Zoning Board of Appeals							
Full-time	2	2	2	2	2	2	2
Part-time	2	2	2	2	2	2	2
Public Buildings							
Full-time	44	45	46	46	47	47	47
Part-time	-	-	-	-	-	-	-
Seasonal	4	4	4	4	4	4	4
Veterans Services							
Full-time	1	1	1	2	2	2	2
Part-time	1	1	2	-	-	-	-
Library							
Full-time	13	13	13	13	13	13	13
Part-time	14	15	12	12	12	12	12
Recreation ⁽¹⁾							
Full-time	2	2	2	2	2	3	3
Part-time	1	1	1	1	1	-	-
Elderly Services							
Full-time	4	4	4	4	4	4	4
Part-time	3	3	3	3	3	2	2
Historical Commission							
Full-time	-	-	-	-	-	-	-
Part-time	2	2	2	2	2	2	2
Total							
Full-time	249	250	251	253	254	255	259
Part-time	30	32	30	29	31	27	26
Seasonal	15	15	15	15	15	16	15
Total Staff	294	297	296	297	300	298	300

⁽¹⁾ One Full-Time Employee Paid Through Program Fees.

EXPENDITURE DETAIL

DEPARTMENT:	Selectmen	DEPT:	01	
FUNCTION:	General Government	ACTIVITY:	Legislative	
CLASSIFICATION	EXPENDITURES FISCAL 2016	EXPENDITURES FISCAL 2017	TRANSFER & APPROPRIATION FISCAL 2018	TOWN MANAGER RECOMMENDATION FISCAL 2019
PERSONNEL SERVICES:				
Stipend	5,038	5,038	5,139	5,139
	5,038	5,038	5,139	5,139
CONTRACTUAL SERVICES:				
Misc. Contractual Services	6,000	5,963	6,300	6,300
Printing & Binding	3,966	2,300	3,350	3,350
Advertising & Town Meeting Exp.	948	839	1,100	1,100
	10,914	9,102	10,750	10,750
MATERIALS & SUPPLIES:				
Office Supplies	0	0	0	0
	0	0	0	0
FURNISHINGS & EQUIPMENT:	0	0	0	0
TOTAL	15,952	14,140	15,889	15,889

EXPENDITURE DETAIL

DEPARTMENT: Selectmen
FUNCTION: General Government

DEPT: 11
ACTIVITY: Elections & Town Meeting

CLASSIFICATION	EXPENDITURES FISCAL 2016	EXPENDITURES FISCAL 2017	TRANSFER & APPROPRIATION FISCAL 2018	TOWN MANAGER RECOMMENDATION FISCAL 2019
PERSONNEL SERVICES:				
Part-Time	15,199	32,053	15,760	44,387
	15,199	32,053	15,760	44,387
CONTRACTUAL SERVICES:				
Printing, Adv. & Binding	0	0	0	100
Misc. Contractual Services	5,981	4,633	2,500	7,650
Constable	200	200	200	200
	6,181	4,833	2,700	7,950
MATERIALS & SUPPLIES:				
Office Supplies	0	0	0	0
	0	0	0	0
FURNISHINGS & EQUIPMENT:				
	0	0	0	0
TOTAL	21,380	36,886	18,460	52,337

STATISTICAL DEPARTMENT INFORMATION

DEPT: Elections
CODE: 11

Description	2012	2013	2014	2015	2016	2017
Town Election	1,884	3,567	1,122	2,369	2,007	2,657
Percent of Votes Cast	13%	23%	9%	15%	13%	16%
Special Town Election	-	-	-	-	-	-
Percent of Votes Cast	-	-	-	-	-	-
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 2016	EXPENDITURES FISCAL 2017	TRANSFER & APPROPRIATION FISCAL 2018	TOWN MANAGER RECOMMENDATION FISCAL 2019
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	1,349	1,800	1,900
Printing, Adv. & Binding	1,166	1,179	800	1,600
Postage (Census Mailing)	3,800	4,400	4,500	4,800
	6,166	6,928	7,100	8,300
MATERIALS & SUPPLIES:				
General Supplies	0	0	0	0
	0	0	0	0
FURNISHINGS & EQUIPMENT:	0	0	0	0
TOTAL	8,041	8,803	8,975	10,175

STATISTICAL DEPARTMENT INFORMATION

DEPT:
CODE:

Board of Registrars
12

Description	2012	2013	2014	2015	2016	2017
Population	22,417	22,238	22,508	22,627	22,722	22,714
Republicans	1,899	1,880	1,899	1,921	2,093	2,038
Democrats	4,084	4,071	4,027	4,044	4,064	3,909
America First Party					2	2
Conservative	1	1	1	2	5	6
Green Party, USA	2	2	2	2	3	2
Green – Rainbow Party	6	7	7	6	4	3
Interdependent Third Party	7	10	8	7	8	9
Libertarians	48	46	45	42	41	44
MA Independent Party	-	-	3	3	2	5
Pirate Party					3	2
Pizza Party					1	1
Socialist					-	1
Working Families Party	-	1	1	1	-	-
Unenrolled	9,564	9,617	9,711	9,834	10,839	10,798
United Independent Party	-	-	-	60	34	22
Total Registered Voters	15,611	15,635	15,704	15,922	17,099	16,842

EXPENDITURE DETAIL

DEPARTMENT:	Finance Committee	DEPT:	03	
FUNCTION:	General Government	ACTIVITY:	Advisory	
CLASSIFICATION	EXPENDITURES FISCAL 2016	EXPENDITURES FISCAL 2017	TRANSFER & APPROPRIATION FISCAL 2018	TOWN MANAGER RECOMMENDATION FISCAL 2019
PERSONNEL SERVICES:				
Part Time	770	602	1,500	1,820
	770	602	1,500	1,820
CONTRACTUAL SERVICES:				
Printing, Adv. & Binding	6,800	5,842	8,000	8,000
Dues	273	273	300	300
Training & Conference	160	148	200	200
	7,233	6,263	8,500	8,500
MATERIALS & SUPPLIES:				
Office Supplies	0	11	50	50
	0	11	50	50
FURNISHINGS & EQUIPMENT:	0	0	0	0
TOTAL	8,003	6,876	10,050	10,370

EXPENDITURE DETAIL

DEPARTMENT:	Town Manager/Central Administration		DEPT:	02
FUNCTION:	General Government		ACTIVITY:	Administration
CLASSIFICATION	EXPENDITURES FISCAL 2016	EXPENDITURES FISCAL 2017	TRANSFER & APPROPRIATION FISCAL 2018	TOWN MANAGER RECOMMENDATION FISCAL 2019
PERSONNEL SERVICES:				
Town Manager	149,193	150,255	151,264	152,373
Other Full Time (5)	282,240	299,942	375,443	379,416
	<u>431,433</u>	<u>450,197</u>	<u>526,707</u>	<u>531,789</u>
CONTRACTUAL SERVICES:				
Postage, Printing, Advertising	49,271	51,668	53,300	57,500
Misc. Contractual Services	5,299	3,349	11,666	5,000
Training & Conference	0	0	0	6,600
	<u>54,570</u>	<u>55,017</u>	<u>64,966</u>	<u>69,100</u>
MATERIALS & SUPPLIES:				
Office Supplies	5,494	5,746	8,700	8,700
	<u>5,494</u>	<u>5,746</u>	<u>8,700</u>	<u>8,700</u>
FURNISHINGS & EQUIPMENT:	0	7,570	4,456	2,500
TOTAL	491,497	518,530	604,829	612,089

EXPENDITURE DETAIL

DEPARTMENT: Information Technology
FUNCTION: General Government

DEPT:
ACTIVITY:

08
Administration

CLASSIFICATION	EXPENDITURES FISCAL 2016	EXPENDITURES FISCAL 2017	TRANSFER & APPROPRIATION FISCAL 2018	TOWN MANAGER RECOMMENDATION FISCAL 2019
PERSONNEL SERVICES:				
IT Director	83,317	90,840	94,565	85,812
Other - Full Time (2)	154,571	122,085	126,953	123,743
	<u>237,888</u>	<u>212,925</u>	<u>221,518</u>	<u>209,555</u>
CONTRACTUAL SERVICES:				
Misc. Contractual Services	248,270	300,870	383,129	385,000
Materials & Supplies	0	418	0	750
Training & Conference	0	150	2,000	2,000
	<u>248,270</u>	<u>301,438</u>	<u>385,129</u>	<u>387,750</u>
MATERIALS & SUPPLIES:				
Office Supplies	571	0	750	750
	<u>571</u>	<u>0</u>	<u>750</u>	<u>750</u>
FURNISHINGS & EQUIPMENT:				
	20,663	47,787	11,000	12,000
TOTAL	507,392	562,150	618,397	610,055

Note: \$19,029 increase in Miscellaneous Contractual Services transferred from Finance Committee Reserve

EXPENDITURE DETAIL

DEPARTMENT:	Town Accountant		DEPT:	04
FUNCTION:	General Government		ACTIVITY:	Accounting
CLASSIFICATION	EXPENDITURES FISCAL 2016	EXPENDITURES FISCAL 2017	TRANSFER & APPROPRIATION FISCAL 2018	TOWN MANAGER RECOMMENDATION FISCAL 2019
PERSONNEL SERVICES:				
Town Accountant	116,856	119,320	121,240	121,240
Other - Full Time (2)	160,699	175,490	124,298	124,298
	<u>277,555</u>	<u>294,810</u>	<u>245,538</u>	<u>245,538</u>
CONTRACTUAL SERVICES:				
Misc. Contractual Services	7,350	40	9,230	190
Training & Conference	2,090	2,260	2,225	2,280
	<u>9,440</u>	<u>2,300</u>	<u>11,455</u>	<u>2,470</u>
MATERIALS & SUPPLIES:				
Office Supplies	960	887	850	1,000
	<u>960</u>	<u>887</u>	<u>850</u>	<u>1,000</u>
FURNISHINGS & EQUIPMENT:				
	0	0	0	0
TOTAL	287,955	297,997	257,843	249,008

EXPENDITURE DETAIL

DEPARTMENT: FUNCTION:	Treasurer/Collector General Government	DEPT: ACTIVITY:	06 Finance	
CLASSIFICATION	EXPENDITURES FISCAL 2016	EXPENDITURES FISCAL 2017	TRANSFER & APPROPRIATION FISCAL 2018	TOWN MANAGER RECOMMENDATION FISCAL 2019
PERSONNEL SERVICES:				
Treasurer/Collector	108,199	110,481	112,258	112,258
Other Full Time (5) ¹	173,165	162,844	166,981	209,993
	281,364	273,325	279,239	322,251
CONTRACTUAL SERVICES:				
Misc. Contractual Services	15,339	21,960	18,887	19,155
Printing, Adv. & Binding	7,641	8,648	8,580	8,700
Equipment Repairs	0	74	775	520
Training & Conference	543	100	700	919
	23,523	30,782	28,942	29,294
MATERIALS & SUPPLIES:				
Office Supplies	853	1,016	1,200	1,200
	853	1,016	1,200	1,200
Amt. Cert. Coll. Tax Title	25,905	17,945	27,000	27,000
FURNISHINGS & EQUIPMENT:	1,000	0	0	600
TOTAL	332,645	323,068	336,381	380,345

Notes:

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

STATISTICAL DEPARTMENT INFORMATION

DEPT: Treasurer/Collector
CODE: 06

Description	2012	2013	2014	2015	2016	2017
Number of Real Estate Accounts	9,222	9,188	9,269	9,207	9,324	9316
Total Real Estate Commitment	\$55,211,638	\$60,471,325	\$63,470,084	\$66,191,629	\$69,478,517	72,797,650
Lien Certificates and Betterment Certificates	\$21,519	\$30,058	\$20,431	\$23,713	\$23,129	\$19,615
Apportioned Street Betterments	-	-	-	-	-	
Committed Interest	-	-	-	-	-	
Apportioned Water Betterments	-	-	-	-	-	
Committed Interest	-	-	-	-	-	
Apportioned Sewer Betterments	\$40,802	\$40,802	\$39,987	\$27,414	\$27,414	\$27,414
Committed Interest	\$15,558	\$15,489	\$13,040	\$12,336	\$9,595	\$8,247
Water Lien Commitments	\$236,393	\$233,900	\$234,086	\$225,379	\$253,176	\$218,664
Sewer Lien Commitments	\$74,443	\$73,181	\$74,925	\$75,435	\$83,893	\$68,256
Electric Lien Commitments	\$18,662	\$8,332	\$4,840	\$10,358	\$10,537	\$13,662
Title V Betterments	\$34,790	\$31,818	\$35,653	\$31,118	\$30,018	\$35,381
Committed Interest	\$10,655	\$10,334	\$9,608	\$7,946	\$7,452	\$10,018
No. of Health Insurance Subscribers	1,052	1,030	1,067	1,026	1,128	1165
No. of Life Insurance Subscribers	847	842	835	842	848	894
Health Insurance Rates (Monthly)						
Individual:						
Master Medical	\$948.96	\$0.00	\$0.00	\$0.00	\$0.00	
Network Blue	\$647.73	\$678.40	\$692.00	\$743.97	\$798.24	\$ 877.98
Blue Care Elect	\$706.11	\$759.24	\$837.28	\$901.53	\$983.52	\$ 1,081.87

Statistics are reported by fiscal year.

STATISTICAL DEPARTMENT INFORMATION

DEPT: Treasurer/Collector
CODE: 06

Description	2012	2013	2014	2015	2016	2017
Family:						
Master Medical	\$2,227.36	\$0.00	\$0.00	\$0.00	\$0.00	
Network Blue	\$1,320.88	\$1,591.68	\$1,623.52	\$1,745.48	\$1,872.64	\$ 2,059.90
Blue Care Elect	\$1,656.85	\$1,769.92	\$1,964.64	\$2,115.73	\$2,308.16	\$ 2,538.84
Life Insurance & Accidental Death & Disability Premium Per \$1,000	\$0.92	\$0.92	\$0.92	\$0.92	\$1.30	\$ 1.30
Health and Life Insurance	\$10,099,785	\$10,155,364	\$10,153,888	\$10,286,356	\$10,865,194	\$ 10,728,518
Amount of Borrowing						
Bond Anticipation Notes	-	-	-	-	5,450,000.00	5,450,000
General Obligation Bonds	\$44,190,000	-	-	-	-	
Cost of Borrowing	\$122,888	-	-	-	19,550.00	\$11,575
Average Cost Per \$1,000	\$2.78	-	-	-	3.59	2.12
First and Last Borrowing Date	6/28/2012 3/15/2037	-	-	-	6/30/2016 7/30/2017	6/30/2017 7/30/2018
Number of Borrowings	1	-	-	-	1	1
Interest Rates Bid During Year	3.28%	-	-	-	2.00%	2.00%
Tax Titles						
Parcels added to Tax Title Accounts for non-payment of real estate taxes	28	29	35	35	41	29
Tax Titles redeemed by property owner	21	39	41	18	41	50
Tax Titles foreclosed to the Town through Land Court	1	-	-	-	1	2
Number of Personal Property Bills	707	745	751	764	785	775
Total Personal Property Commitment	\$2,551,346	\$2,833,815	\$3,049,006	\$3,174,028	\$3,298,970	\$3,610,489
Number of Excise Bills	26,819	27,025	27,306	27,857	28,729	27,967
Total Excise Commitments	\$3,227,029	\$3,450,886	\$3,665,671	\$3,957,821	\$4,358,337	\$4,363,165

STATISTICAL DEPARTMENT INFORMATION

DEPT: Treasurer/Collector
CODE: 06

Description	2012	2013	2014	2015	2016	2017
Excise Interest & Costs Collected	\$121,357	\$152,685	\$117,267	\$112,101	\$141,735	\$143,503
Ambulance Collections (includes amounts collected from Medicare on behalf of ALS provider)	\$811,333	\$948,637	\$1,078,991	\$1,284,658	\$1,443,977	\$1,417,560
Interest earned by investing non-revenue funds and available revenue funds	\$225,820	\$539,412	\$457,152	\$377,390	\$360,695	\$780,098

EXPENDITURE DETAIL

DEPARTMENT: Town Clerk/Elections/Registrations		DEPT:		10
FUNCTION: General Government		ACTIVITY:		Records Mgmt
CLASSIFICATION	EXPENDITURES FISCAL 2016	EXPENDITURES FISCAL 2017	TRANSFER & APPROPRIATION FISCAL 2018	TOWN MANAGER RECOMMENDATION FISCAL 2019
PERSONNEL SERVICES:				
Town Clerk	83,684	87,307	88,712	88,712
Other Full Time (2)	98,385	106,315	109,394	111,314
	<u>182,069</u>	<u>193,622</u>	<u>198,106</u>	<u>200,026</u>
CONTRACTUAL SERVICES:				
Misc. Contractual Services	160	0	250	250
Training & Conference	896	834	1,200	1,400
Printing, Adv. & Binding	3,153	2,990	3,300	6,500
	<u>4,209</u>	<u>3,824</u>	<u>4,750</u>	<u>8,150</u>
MATERIALS & SUPPLIES:				
Office Supplies	1,100	1,322	1,400	1,400
	<u>1,100</u>	<u>1,322</u>	<u>1,400</u>	<u>1,400</u>
FURNISHINGS & EQUIPMENT:				
	194	0	0	1,800
TOTAL	187,572	198,768	204,256	211,376

STATISTICAL DEPARTMENT INFORMATION

DEPT: Town Clerk
CODE: 10

Description	2012	2013	2014	2015	2016	2017
Dog Licenses	2,131	2,285	2,252	2,238	2,375	2,550
Fish & Game Licenses	-	-	-	-	-	-
Births	202	234	224	229	253	228
Marriage Intentions	102	84	95	94	92	105
Marriages	93	85	91	93	93	105
Deaths	256	273	274	308	246	243
Burial Permits	191	184	173	201	144	153
Flammable Licenses	51	51	51	51	52	51
Business Certificates and Withdrawals	184	173	138	176	146	177
Bazaar/Raffle Permits	6	3	4	3	5	9
Pole/Conduit Locations	1	5	1	7	2	0
Certifications of Vital Statistics	2,254	2,267	2,189	2,456	2,289	2,587
Passports	320	303	454	526	393	410

EXPENDITURE DETAIL

DEPARTMENT:	Board of Assessors		DEPT:	05
FUNCTION:	General Government		ACTIVITY:	Assessing
CLASSIFICATION	EXPENDITURES FISCAL 2016	EXPENDITURES FISCAL 2017	TRANSFER & APPROPRIATION FISCAL 2018	TOWN MANAGER RECOMMENDATION FISCAL 2019
PERSONNEL SERVICES:				
Principal Assessor	101,613	104,531	108,589	108,589
Other - Full Time (2)	93,139	99,224	102,967	106,016
Stipend	1,500	2,000	2,000	2,000
	196,252	205,755	213,556	216,605
CONTRACTUAL SERVICES:				
Misc. Contractual Services	61,821	51,571	54,100	54,170
Appraisals & Inventories	41,262	4,375	2,700	3,425
Appellate Tax Board Costs	3,121	3,042	20,000	20,000
Training & Conference	3,625	2,213	3,600	3,600
Printing & Binding & Adv.	681	630	1,000	1,000
	110,510	61,831	81,400	82,195
MATERIALS & SUPPLIES:				
Office Supplies	881	1,323	3,200	3,200
Subscriptions & Dues	1,101	853	1,300	6,100
	1,982	2,176	4,500	9,300
FURNISHINGS & EQUIPMENT:	0	1,445	0	3,150
TOTAL	308,744	271,207	299,456	311,250

EXPENDITURE DETAIL

DEPARTMENT: Town Counsel & Legal Services
 FUNCTION: General Government

DEPT: 08
 ACTIVITY: Legal

CLASSIFICATION	EXPENDITURES FISCAL 2016	EXPENDITURES FISCAL 2017	TRANSFER & APPROPRIATION FISCAL 2018	TOWN MANAGER RECOMMENDATION FISCAL 2019
CONTRACTUAL SERVICES:				
Legal Services	<u>255,000</u>	<u>259,250</u>	<u>275,000</u>	<u>325,000</u>
	255,000	259,250	275,000	325,000
Expenses	<u>3,229</u>	<u>3,262</u>	<u>7,500</u>	<u>7,500</u>
	3,229	3,262	7,500	7,500
TOTAL	258,229	262,512	282,500	332,500

EXPENDITURE DETAIL

DEPARTMENT:	Police	DEPT:	18	
FUNCTION:	Public Safety	ACTIVITY:	Enforcement	
CLASSIFICATION	EXPENDITURES FISCAL 2016	EXPENDITURES FISCAL 2017	TRANSFER & APPROPRIATION FISCAL 2018	TOWN MANAGER RECOMMENDATION FISCAL 2019
PERSONNEL SERVICES:				
Chief (1)	126,204	144,240	130,939	134,355
Deputy Chief (1)	108,199	116,425	112,258	115,187
Lieutenant (5)	434,285	489,251	443,339	509,050
Sergeant (5)	386,349	447,547	372,782	430,971
Patrolmen (36)	2,129,929	2,174,236	2,162,123	2,416,169
Substance Abuse Coordinator (1)	0	1,118	80,000	63,453
Clerks (3)	104,120	102,393	94,363	138,393
Part Time	6,280	5,596	12,141	0
Overtime	522,564	574,940	525,000	575,000
Paid Holidays	82,770	80,735	130,000	100,000
Specialists	12,875	12,450	12,450	14,650
Night Differential	48,070	49,789	49,400	59,332
Incentive Pay	413,870	418,027	415,925	518,242
Sick Leave Buy Back	29,571	33,599	40,593	40,593
	4,405,086	4,650,346	4,581,313	5,115,395
CONTRACTUAL SERVICES:				
Misc. Contractual Services	53,578	57,640	60,000	62,025
Training & Conference	27,785	41,595	28,100	28,100
Computer Expenses	5,816	18,777	17,400	7,500
	87,179	118,012	105,500	97,625
MATERIALS & SUPPLIES:				
Office Supplies	7,347	8,435	11,100	12,000
Uniforms	60,045	63,315	62,360	67,810
Small Tools & Equipment	39,446	41,225	56,050	55,550
	106,838	112,975	129,510	135,360
FURNISHINGS & EQUIPMENT:	3,665	3,141	9,000	28,750
TOTAL	4,602,768	4,884,474	4,825,323	5,377,130

STATISTICAL DEPARTMENT INFORMATION

DEPT: Police
CODE: 18

Description	2012	2013	2014	2015	2016	2017
Police Officers	48	48	48	48	48	48
Cruisers	22	22	22	22	22	22
Arrests (including traffic)	386	247	216	205	228	231
Summons	242	277	230	221	272	193
Complaints/Requests for Service	20,389	21,109	20,276	21,284	23,370	26,006
Firearms Permits	376	621	271	226	434	368
Automobile Accidents	413	463	441	426	842	808
Citations Issued (minus arrests)	4,626	4,536	3,316	3,464	4,263	4,164

EXPENDITURE DETAIL

DEPARTMENT: Fire
FUNCTION: Public Safety

DEPT:
ACTIVITY:

20
Fire Protection

CLASSIFICATION	EXPENDITURES FISCAL 2016	EXPENDITURES FISCAL 2017	TRANSFER & APPROPRIATION FISCAL 2018	TOWN MANAGER RECOMMENDATION FISCAL 2019
PERSONNEL SERVICES:				
Chief	126,204	138,123	130,939	106,905
Deputy Chief (1)	92,423	97,441	98,968	86,059
Lieutenant (6)	452,699	472,925	486,433	488,104
Firefighter (32)	1,974,213	2,022,453	2,141,054	2,162,345
Full Time Clerk (1)	57,654	58,807	59,525	52,006
Part Time Clerk	17,650	11,626	13,436	13,640
Overtime	714,333	667,495	720,768	756,320
Training Overtime	36,500	32,164	40,000	40,000
Scheduled Ambulance Overtime	0	0	124,800	124,800
Paid Holidays	137,577	143,133	145,139	147,891
EMT & Incentive Pay	12,780	30,535	42,600	57,050
Sick Leave Buyback	16,536	17,010	21,640	20,786
	<u>3,638,569</u>	<u>3,691,712</u>	<u>4,025,302</u>	<u>4,055,907</u>
CONTRACTUAL SERVICES:				
Misc. Contractual Services	31,210	33,376	42,050	45,400
Radio Repairs	4,947	6,000	6,000	20,872
Training & Conference	9,000	13,468	15,800	15,800
Fire Alarm/Dispatch	0	8,500	8,500	8,500
Emergency Management	4,000	3,888	4,000	4,000
	<u>49,157</u>	<u>65,232</u>	<u>76,350</u>	<u>94,572</u>
MATERIALS & SUPPLIES:				
Office Supplies	3,408	2,458	3,800	3,800
Uniforms & Protective Equipment	64,000	73,000	107,000	104,876
Emergency & Medical Supplies	39,500	46,907	49,500	53,250
Fire Prevent & Arson Investigation	2,227	1,911	2,500	2,500
	<u>109,135</u>	<u>124,276</u>	<u>162,800</u>	<u>164,426</u>
FURNISHINGS & EQUIPMENT:	41,278	47,099	37,000	46,900
TOTAL	<u>3,838,139</u>	<u>3,928,319</u>	<u>4,301,452</u>	<u>4,361,805</u>

STATISTICAL DEPARTMENT INFORMATION

DEPT: Fire
CODE: 20

Description	2012	2013	2014	2015	2016	2017
Number of Fire Fighters	40	40	40	40	40	40
Number of Runs	3,672	3,744	3,624	3,640	3,645	4,062
Number of Ambulance Calls	1,887	2,084	2,413	2,416	2,448	2,521
Out of Town Assistance	165	164	164	215	192	164
Ambulance Service						
Chest Pains	145	129	146	145	148	144
Difficulty Breathing	160	170	228	228	216	129
Fall Victim	271	306	299	301	323	278
Altered Mental Status	62	50	65	66	66	49
Overdoses	18	36	61	66	64	64
Psychological Evaluation	63	66	98	89	99	101
Motor Vehicle Crashes	246	305	360	391	365	251

EXPENDITURE DETAIL

DEPARTMENT: Public Safety Central Dispatch		DEPT: 21		
FUNCTION: Public Safety		ACTIVITY: Communications/Emergency Response		
CLASSIFICATION	EXPENDITURES FISCAL 2016	EXPENDITURES FISCAL 2017	TRANSFER & APPROPRIATION FISCAL 2018	TOWN MANAGER RECOMMENDATION FISCAL 2019
PERSONNEL SERVICES:				
Full Time (12)	551,441	553,810	593,010	588,703
Part Time/On Call	6,833	3,619	20,000	20,000
Night Differential	0	0	0	18,720
Stipends	0	0	3,050	3,050
Paid Holidays	0	0	0	20,871
Overtime	59,227	52,852	50,000	50,000
	617,501	610,281	666,060	701,344
CONTRACTUAL SERVICES:				
Training & Conference	2,826	3,020	5,420	5,420
Misc. Contractual Services	3,287	8,006	8,700	8,700
	6,113	11,026	14,120	14,120
MATERIALS & SUPPLIES:				
Office Supplies	2,094	1,955	2,000	2,000
Uniforms	1,502	1,703	1,750	1,750
	3,596	3,658	3,750	3,750
FURNISHINGS & EQUIPMENT:				
	2,936	8,000	4,000	4,000
TOTAL	630,146	632,965	687,930	723,214

EXPENDITURE DETAIL

DEPARTMENT:	Animal Control		DEPT:	23
FUNCTION:	Public Safety		ACTIVITY:	Enforcement
CLASSIFICATION	EXPENDITURES FISCAL 2016	EXPENDITURES FISCAL 2017	TRANSFER & APPROPRIATION FISCAL 2018	TOWN MANAGER RECOMMENDATION FISCAL 2019
PERSONNEL SERVICES:				
Animal Control Officer (1)	32,905	53,770	55,904	55,904
Overtime	559	1,252	2,000	2,000
	33,464	55,022	57,904	57,904
CONTRACTUAL SERVICES:				
Misc. Contractual Services	4,370	4,437	4,000	4,000
	4,370	4,437	4,000	4,000
MATERIALS & SUPPLIES:				
Office Supplies	73	0	1,000	1,000
Misc. Supplies	112	312	5,000	1,000
	185	312	6,000	2,000
FURNISHINGS & EQUIPMENT:	0	0	0	0
TOTAL	38,019	59,771	67,904	63,904

STATISTICAL DEPARTMENT INFORMATION

DEPT: Animal Control
CODE: 23

Description	2012	2013	2014	2015	2016	2017
ACO Calls for Service						1,342
Deceased Animal Removal	41	42	64	27	112	165
Dog/Cat Bites					38	41
Barn Inspections	35	36	43	39	51	58
Reports					70	72
Loose Dogs Picked Up*	23	27	31	20	21	27
Dogs Returned to Owners*	19	26	21	15	21	27
Live Animal Intake					45	30
Quarantines	7	10	7	10	64	66
Cats Adopted*	4	1	10	-	30	-
Citations*						348
Vaccinations at Rabies Clinic	137	186	158	156	113	96

* Unlicensed and assorted violations

EXPENDITURE DETAIL

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

DEPT: 25-29, 51
 ACTIVITY: Maintenance

CLASSIFICATION	EXPENDITURES FISCAL 2016	EXPENDITURES FISCAL 2017	TRANSFER & APPROPRIATION FISCAL 2018	TOWN MANAGER RECOMMENDATION FISCAL 2019
PERSONNEL SERVICES:				
Director ¹	129,131	137,122	141,414	141,414
Administration - Full Time (6) ¹	395,851	414,759	427,841	431,277
Engineering - Full Time (4) ¹	318,654	330,778	339,984	344,847
Engineering - Part Time	5,548	8,498	11,180	12,740
Highway - Full Time (16) ¹	1,128,826	1,147,063	1,180,178	1,167,163
Highway - Overtime	62,520	70,254	78,529	78,529
Highway - Seasonal	10,840	12,800	15,600	15,600
Stream Maint. - Seasonal	12,322	11,926	14,500	14,500
Tree - Full Time (3)	184,730	201,527	210,486	212,625
Tree - Overtime	12,786	16,292	11,334	11,334
Parks/Grounds - Full Time (7)	388,159	408,324	389,262	443,145
Parks/Grounds - Part Time	0	0	24,186	0
Parks/Grounds - Overtime	19,451	24,397	27,540	27,540
Cemetery - Full Time (2)	152,046	153,037	155,192	141,900
Cemetery - Overtime	10,814	13,644	11,482	11,482
Snow & Ice - Extra Help/Overtime	120,346	273,010	186,332	186,332
	2,952,024	3,223,431	3,225,040	3,240,428
CONTRACTUAL SERVICES:				
Engineer - Misc Contractual Services	1,652	4,641	0	0
Engineer - Training & Conference	1,485	2,317	6,000	6,000
Highway - Misc Contractual Services	87,681	74,295	94,840	94,840
Highway - Repairs Town Vehicles	111,313	82,919	120,900	115,900
Highway - Training & Conference	2,454	1,926	2,000	2,000
Tree - Misc Contractual Services	7,596	9,669	9,000	11,000
Parks/Grounds - Misc Contractual Services	23,527	27,630	27,600	27,600
Cemetery - Misc Contractual Services	1,072	2,315	4,100	4,100
Road Machinery - Repair Equipment	72,892	53,546	80,000	80,000
Public Street Lights	140,303	154,963	176,300	176,300
Rubbish Collection & Disposal	1,555,652	1,620,702	1,768,564	1,826,797
Snow & Ice - Repair & Maint. Equipment	13,317	21,383	18,730	18,730
Snow & Ice - Misc. Contractual Services	136,697	297,367	160,000	160,000
	2,155,641	2,353,673	2,468,034	2,523,267

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 2016	EXPENDITURES FISCAL 2017	TRANSFER & APPROPRIATION FISCAL 2018	TOWN MANAGER RECOMMENDATION FISCAL 2019
MATERIALS & SUPPLIES:				
Engineer - Office Supplies	3,500	3,477	3,500	3,500
Engineer - Small Tools & Equip.	1,231	308	1,300	1,300
Highway - Office Supplies	1,677	990	2,000	2,000
Highway - Construction Supplies	93,733	78,908	82,000	82,000
Highway - Tools & Equip.	37,500	35,523	37,500	37,500
Stream Maintenance - Expenses	1,000	1,000	1,000	1,000
Tree - Tools/Equip/Tree Replace	4,767	3,472	5,000	5,000
Tree - Chemicals	2,302	624	3,000	3,000
Parks/Grounds - Rep. & Construct	91,947	88,053	96,100	96,100
Cemetery - Construction Supplies	1,609	3,367	2,000	2,000
Cemetery - Care of Grounds	6,206	8,251	8,000	8,000
Cemetery - Tools & Equip.	5,303	3,622	3,350	3,350
Cemetery - Office Supplies	201	194	300	300
Drainage Projects - Expenses	35,808	39,408	65,000	65,000
Snow & Ice - Sand & Salt	235,752	299,570	267,735	267,735
Snow & Ice - Tools & Equip.	3,095	6,701	6,000	6,000
Highway - Gas, Oil, Tires - DPW	74,706	82,768	121,204	122,699
Highway - Gas, Oil, Tires - Other	130,991	152,120	189,012	189,109
	731,328	808,356	894,001	895,593
FURNISHINGS & EQUIPMENT:	54,300	75,604	73,650	59,400
TOTAL	5,893,293	6,461,064	6,660,725	6,718,688

Notes:

1. Portion of salaries funded by Water allocation. 373,822 394,561 413,725 415,713

STATISTICAL DEPARTMENT INFORMATION

DEPT: Cemetery
CODE: 29

Description	2012	2013	2014	2015	2016	2017
Interments: Residents	66	85	80	91	76	76
Non-Residents	61	62	84	69	66	85
Moved/Disinterment	-	-	-	2	2	1
Total Interments	127	147	164	162	144	162
Receipts	\$82,736	\$85,708	\$134,101	\$132,327	\$103,512	\$133,950
Reserve	\$18,000	\$22,500	\$19,775	\$23,315	\$21,600	\$28,650
Trust Fund	\$18,000	\$22,400	\$19,675	\$23,275	\$21,600	\$28,650

STATISTICAL DEPARTMENT INFORMATION

DEPT: DPW
CODE: 25

Description	2012	2013	2014	2015	2016	2017
Trash Collected	8,258	8,095	8,289	7,633	6,824	7,218
Recyclables Collected	1,540	1,637	1,780	2,118	2,433	2,481
% Recycled Curbside	15.7%	16.8%	17.7%	21.7%	26.3%	26.0%

EXPENDITURE DETAIL

DEPARTMENT: Sewer
FUNCTION: Maint. & Operations of Sewer Systems

DEPT: 45
ACTIVITY: Public Works

CLASSIFICATION	EXPENDITURES FISCAL 2016	EXPENDITURES FISCAL 2017	TRANSFER & APPROPRIATION FISCAL 2018	TOWN MANAGER RECOMMENDATION FISCAL 2019
PERSONNEL SERVICES:				
Full Time (1)	57,810	59,967	60,932	60,932
Part Time	20,808	18,091	21,207	21,840
Overtime	9,486	14,176	10,069	10,069
	<u>88,104</u>	<u>92,234</u>	<u>92,208</u>	<u>92,841</u>
MATERIALS & SUPPLIES:				
Misc. Contractual Services	41,426	69,116	42,926	46,926
Expenses	9,000	8,674	10,750	10,750
Utilities	20,757	19,936	28,800	32,700
	<u>71,183</u>	<u>97,726</u>	<u>82,476</u>	<u>90,376</u>
TOTAL	159,287	189,960	174,684	183,217

EXPENDITURE DETAIL

DEPARTMENT:	Board of Health	DEPT:	30	
FUNCTION:	Community Development	ACTIVITY:	Health & Sanitation	
CLASSIFICATION	EXPENDITURES FISCAL 2016	EXPENDITURES FISCAL 2017	TRANSFER & APPROPRIATION FISCAL 2018	TOWN MANAGER RECOMMENDATION FISCAL 2019
PERSONNEL SERVICES:				
Director	88,524	92,249	93,733	93,733
Other - Full Time (1)	52,263	52,469	53,702	54,866
Part-Time/Overtime	49,705	51,252	54,733	54,730
	190,492	195,970	202,168	203,329
CONTRACTUAL SERVICES:				
Misc. Contractual Services	5,089	3,094	5,800	5,000
Printing, Adv. & Binding	1,079	1,363	2,000	2,000
Clinical Expenses	4,000	5,260	5,000	6,000
Mental Health, Out Patient	2,147	0	0	0
Weights & Measures	5,000	5,000	5,000	5,000
Training & Conference	1,000	540	1,000	1,000
	18,315	15,257	18,800	19,000
MATERIALS & SUPPLIES:				
Office Supplies	331	974	1,000	1,000
	331	974	1,000	1,000
FURNISHINGS & EQUIPMENT:	0	369	0	0
TOTAL	209,138	212,570	221,968	223,329

STATISTICAL DEPARTMENT INFORMATION

DEPT: Board of Health
CODE: 30

Description	2012	2013	2014	2015	2016	2017
PUBLIC HEALTH NURSE:						
General Wellness Visits - home	234	222	246	317	159	40
General Wellness Visits - office						113
General Wellness Visits - Buzzell						47
General Wellness Phone Consults						403
General Wellness Consults - Buzzell						871
Flu - home visit						18
Flu - office/clinic						573
Injections/other - office/clinic						102
Injections/other - home						24
ATTENDANCE						
Rabies Clinic	206	186	158	156	113	96
PERMITS:						
Beaver	15	27	26	22	14	20
Food	191	176	202	168	168	172
Funeral	2	2	2	2	2	2
Ice Rink	1	1	1	1	1	1
Installer	40	36	39	41	44	41
Pool	3	3	3	3	3	3
Recreational Camp	4	4	4	4	3	3
Sewerage	78	114	93	115	95	117
Animal	44	42	46	49	25	60
Tanning/Massage	2	1	1	1	1	1
Tobacco	21	22	24	14	27	27
Transport Waste Material	40	34	28	15	15	15
Well	19	9	15	9	13	5
Total Permits	460	471	484	444	411	467
Total Fees Collected	\$62,343	\$78,167	\$73,645	\$70,577	\$73,115	\$80,586

EXPENDITURE DETAIL

DEPARTMENT: Planning & Conservation
FUNCTION: Community Development

DEPT: 14
ACTIVITY: Planning & Environmental Protection

CLASSIFICATION	EXPENDITURES FISCAL 2016	EXPENDITURES FISCAL 2017	TRANSFER & APPROPRIATION FISCAL 2018	TOWN MANAGER RECOMMENDATION FISCAL 2019
PERSONNEL SERVICES:				
Director (1)	85,338	88,956	90,387	90,387
Other - Full Time (4)	219,789	218,457	230,797	223,518
Overtime	2,973	2,107	3,857	3,914
	<u>308,100</u>	<u>309,520</u>	<u>325,041</u>	<u>317,818</u>
CONTRACTUAL SERVICES:				
Misc. Contractual Services	587	3,825	6,500	22,000
Dues & Subscriptions	630	703	1,500	1,500
Advertising & Printing	4,000	3,982	4,000	4,000
Training & Conference	599	538	2,000	2,000
	<u>5,816</u>	<u>9,048</u>	<u>14,000</u>	<u>29,500</u>
MATERIALS & SUPPLIES:				
Office Supplies	1,500	1,498	1,500	1,500
	<u>1,500</u>	<u>1,498</u>	<u>1,500</u>	<u>1,500</u>
FURNISHINGS & EQUIPMENT:				
	170	1,788	1,600	1,600
TOTAL	315,586	321,854	342,141	350,418

STATISTICAL DEPARTMENT INFORMATION

DEPT: Conservation
CODE: 14

Description	2012	2013	2014	2015	2016	2017
Wetlands Protection Act Hearings	96	91	68	54	88	98
Acres of Land Acquired	7	10	6	29.5	0.0	30.9
Notices of Intent Filed	27	28	18	14	25	21
Orders of Conditions Issued	19	35	16	18	19	22
Denials Issued	-	-	-	-	-	1.00
Cases Pending	7	5	3	2	6	2
Cases Withdrawn	1	-	-	2.00	-	2
Determinations of Applicability	19	23	15	27	39	33
Decisions Appealed	2	2	1	0	0	1
Extension Permits Issued	3	-	1.00	5	7	7
Certificates of Compliance Issued	44	29	29	27	22	23
Filing Fees Collected	\$8,015.00	\$8,685.50	\$9,067.50	\$3,507.00	\$9,811.00	\$7,249.00
Violation Notices Issued	67	26	52	19	3	12
Enforcement Orders Issued	9	7	5	9	5	3
Abbreviated Notices of Resource Area Delineation	2	5	5	-	3	2

EXPENDITURE DETAIL

DEPARTMENT:	Bldg. Insp. & Bd. Of Appeals	DEPT:	24	
FUNCTION:	Community Development	ACTIVITY:	Enforcement Codes & Bylaws	
CLASSIFICATION	EXPENDITURES FISCAL 2016	EXPENDITURES FISCAL 2017	TRANSFER & APPROPRIATION FISCAL 2018	TOWN MANAGER RECOMMENDATION FISCAL 2019
PERSONNEL SERVICES:				
Building Inspector	83,084	84,836	86,829	88,712
Other - Full Time (1)	57,654	58,583	59,525	56,987
Part Time/Overtime	4,075	58,968	62,774	62,774
Stipend	54,720	0	0	0
	199,533	202,387	209,128	208,472
CONTRACTUAL SERVICES:				
Printing, Adv. & Binding	164	299	300	300
Training & Conference	1,613	2,499	2,800	2,800
	1,777	2,798	3,100	3,100
MATERIALS & SUPPLIES:				
Office Supplies	568	588	650	1,150
	568	588	650	1,150
FURNISHINGS & EQUIPMENT:	0	313	500	0
TOTAL	201,878	206,086	213,378	212,722

STATISTICAL DEPARTMENT INFORMATION

DEPT: Building Inspector
CODE: 24

Description	2012	2013	2014	2015	2016	2017
New Single Family Dwellings	30	43	34	46	37	58
Residential Additions	70	51	47	38	58	58
Residential Remodeling	247	273	249	375	342	306
Residential Miscellaneous	88	76	69	67	81	72
New Commercial Buildings	3	6	2	2	2	-
Commercial Additions	-	2	5	4	-	1
Commercial Fitups	54	48	56	118	91	109
Commercial Miscellaneous	42	50	50	106	73	53
Occupancy Permits	68	89	79	68	93	101
Plumbing Permits	283	362	281	371	315	361
Gas Fitting Permits	251	286	265	324	303	314
Wiring Permits	561	592	514	624	670	607
Sheet Metal Permits		39	34	35	65	44
Assembly Permits	29	34	39	37	26	37
Annual Wiring Permits	55	43	60	49	55	54
Total Permits	1,781	1,994	1,784	2,264	2,211	2,175
Fees Collected	\$524,104	\$537,004	\$472,734	\$935,100	\$498,012	\$677,935
Estimated Value – All Construction	\$33,673M	\$102,011M	\$31,276M	\$91,067M	\$28,486M	\$43,075M

STATISTICAL DEPARTMENT INFORMATION

DEPT: Board of Appeals
CODE: 24

Description	2012	2103	2014	2015	2016	2017
Cases Granted	14	17	17	17	23	23
Cases Denied	-	1	1	2	2	3
Cases Withdrawn or No Action Taken	3	2	3	1	1	5
Cases Pending	6	3	-	3	1	1
Total Cases	23	23	21	23	27	32
Total Fees Collected	\$2,300	\$2,300	\$2,100	\$2,100	\$2,600	\$3,300

EXPENDITURE DETAIL

DEPARTMENT: Public Buildings		DEPT:	15 (TOWN); 16 (SCHOOL)	
FUNCTION: Operation of Plant		ACTIVITY:	Maint./Operations	
CLASSIFICATION	EXPENDITURES FISCAL 2016	EXPENDITURES FISCAL 2017	TRANSFER & APPROPRIATION FISCAL 2018	TOWN MANAGER RECOMMENDATION FISCAL 2019
PERSONNEL SERVICES:				
Superintendent	119,619	122,141	124,108	124,961
Other - Full Time (46)	2,631,535	2,756,150	2,818,258	2,830,421
Overtime	46,734	43,338	55,000	55,000
Seasonal	11,648	12,518	17,600	17,600
	<u>2,809,536</u>	<u>2,934,147</u>	<u>3,014,966</u>	<u>3,027,982</u>
UTILITIES				
Fuel Heating	852,062	808,959	835,000	923,794
Electric - Town Buildings	172,533	170,083	220,000	220,000
Utilities - Town Buildings	54,955	23,001	31,500	31,500
	<u>1,079,550</u>	<u>1,002,043</u>	<u>1,086,500</u>	<u>1,175,294</u>
MAINTENANCE EXPENSE:				
HVAC Repairs	83,573	159,745	160,000	175,000
Expenses - School Buildings	240,231	205,223	245,000	245,000
Asbestos Repairs/Training	21,700	22,746	15,000	15,000
Expenses - Town Buildings	211,261	200,106	210,000	210,000
Misc Facility Repairs	68,889	18,698	125,000	125,000
Roof Repairs	13,878	15,661	25,000	25,000
Training & Conference	879	1,617	3,000	3,500
	<u>640,411</u>	<u>623,796</u>	<u>783,000</u>	<u>798,500</u>
FURNISHINGS & EQUIPMENT:				
	0	0	0	0
TOTAL	4,529,497	4,559,986	4,884,466	5,001,776

EXPENDITURE DETAIL

DEPARTMENT:	Veterans Services		DEPT:	31
FUNCTION:	Veterans Aid & Benefits		ACTIVITY:	Veterans Aid
CLASSIFICATION	EXPENDITURES FISCAL 2016	EXPENDITURES FISCAL 2017	TRANSFER & APPROPRIATION FISCAL 2018	TOWN MANAGER RECOMMENDATION FISCAL 2019
PERSONNEL SERVICES:				
Director	68,387	73,151	78,984	82,139
Other - Full Time (1)	45,121	43,766	50,635	50,791
	113,508	116,917	129,619	132,930
CONTRACTUAL SERVICES:				
Misc. Contractual Services	0	0	0	400
Training & Conference	1,676	848	2,500	2,500
	1,676	848	2,500	2,900
MATERIALS & SUPPLIES:				
Office Supplies	600	1,625	600	600
	600	1,625	600	600
FURNISHINGS & EQUIPMENT:	0	0	0	0
ASSISTANCE - VETERANS:	371,994	308,435	400,000	400,000
TOTAL	487,778	427,825	532,719	536,430

EXPENDITURE DETAIL

DEPARTMENT:	Public Library	DEPT:	35	
FUNCTION:	Library	ACTIVITY:	Library Services	
CLASSIFICATION	EXPENDITURES FISCAL 2016	EXPENDITURES FISCAL 2017	TRANSFER & APPROPRIATION FISCAL 2018	TOWN MANAGER RECOMMENDATION FISCAL 2019
PERSONNEL SERVICES:				
Director	92,764	94,720	96,244	96,244
Other - Full Time (12)	643,868	666,478	701,558	702,107
Part Time	90,006	98,817	111,306	120,576
	826,638	860,015	909,108	918,927
CONTRACTUAL SERVICES:				
Misc. Contractual Services	8,930	9,034	6,814	10,440
Merrimack Valley Library Con	36,445	37,135	38,131	38,131
Training & Conference	3,500	3,510	3,500	4,500
	48,875	49,679	48,445	53,071
MATERIALS & SUPPLIES:				
Office & Library Supplies	29,280	29,350	23,780	24,660
Books & Library Materials	138,882	140,500	146,000	150,000
	168,162	169,850	169,780	174,660
FURNISHINGS & EQUIPMENT:	24,230	18,878	15,189	5,700
TOTAL	1,067,905	1,098,422	1,142,522	1,152,358

STATISTICAL DEPARTMENT INFORMATION

DEPT: Memorial Library
CODE: 35

Description	2012	2013	2014	2015	2016	2017
Number of Registered Borrowers	14,339	15,090	15,693	16,227	15,936	13,491
Expenditures	\$ 981,628	\$ 1,016,501	\$ 1,038,859	\$ 1,056,940	\$ 1,068,834	\$ 1,142,522
Per Capita Expenditures	\$ 43.79	\$ 45.71	\$ 48.08	\$ 48.29	\$ 47.58	\$ 51.67
Collection						
Number of Volumes	55,512	53,995	53,528	51,416	50,371	50,518
Volumes Per Capita	2.48	2.43	2.48	2.35	2.24	2.28
Print Serial Subscriptions	146	141	120	142	180	123
Electronic Serial Subscriptions	0	97	87	74	98	103
Electronic Databases	13	16	18	15	12	12
Museum Passes	11	10	11	10	12	13
Circulation	254,447	239,898	226,250	226,695	220,836	203,511
Physical	236,300	219,335	205,104	202,084	194,930	177,602
Digital	18,147	20,563	21,225	24,611	25,906	25,909
Circulation Per Capita	11.35	10.79	10.48	10.36	9.83	9.20
Loans to Other Libraries	26,311	23,239	21,289	21,936	17,445	19,882
Received from Other Libraries	38,617	33,809	30,881	30,698	27,788	24,969
Information Service						
Internet Session	20,272	16,992	15,176	14,407	13,096	12,121
Information Desk Transactions	4,992	9,399	6,565	5,426	6,032	5,694
Website Hits	304,858	316,349	443,761	386,522	312,496	291,854
Library Programs						
Number of Programs	498	580	753	808	918	911
Program Attendance	11,243	10,811	13,602	16,785	18,535	19,805
Visits to the Library	145,751	149,258	143,294	143,427	141,622	140,782

EXPENDITURE DETAIL

DEPARTMENT:	Recreation	DEPT:	36	
FUNCTION:	Recreation	ACTIVITY:	Recreation	
CLASSIFICATION	EXPENDITURES FISCAL 2016	EXPENDITURES FISCAL 2017	TRANSFER & APPROPRIATION FISCAL 2018	TOWN MANAGER RECOMMENDATION FISCAL 2019
PERSONNEL SERVICES:				
Director	83,650	73,432	63,844	68,064
Other Full Time (2) ¹	54,156	55,032	55,255	56,419
	137,806	128,464	119,099	124,483
CONTRACTUAL SERVICES:				
Training & Conference	1,100	1,384	1,325	1,500
	1,100	1,384	1,325	1,500
MATERIALS & SUPPLIES:				
Program Supplies	1,000	1,000	1,000	1,000
Office & Printing Supplies	2,649	3,067	2,775	2,775
	3,649	4,067	3,775	3,775
FURNISHINGS & EQUIPMENT:	0	0	0	0
TOTAL	142,555	133,915	124,199	129,758

Notes:

1. One person paid from Program Funds.

EXPENDITURE DETAIL

DEPARTMENT:	Elderly Services	DEPT:	32	
FUNCTION:	Elderly Services	ACTIVITY:	Elderly Services	
CLASSIFICATION	EXPENDITURES FISCAL 2016	EXPENDITURES FISCAL 2017	TRANSFER & APPROPRIATION FISCAL 2018	TOWN MANAGER RECOMMENDATION FISCAL 2019
PERSONNEL SERVICES:				
Director	78,282	83,127	85,045	86,789
Other Full Time (3)	129,559	172,510	143,316	137,635
Part Time	1,612	2,540	2,600	2,600
	209,453	258,177	230,961	227,024
CONTRACTUAL SERVICES:				
Misc. Contractual Services	23,252	24,290	24,500	24,500
Hot Lunch Program	16,608	14,410	19,125	19,125
	39,860	38,700	43,625	43,625
MATERIALS & SUPPLIES:	1,146	1,171	1,400	1,400
FURNISHINGS & EQUIPMENT:	0	0	0	0
TOTAL	250,459	298,048	275,986	272,049

EXPENDITURE DETAIL

DEPARTMENT:	Historical Commission		DEPT:	33
FUNCTION:	Preservation		ACTIVITY:	Preservation
CLASSIFICATION	EXPENDITURES FISCAL 2016	EXPENDITURES FISCAL 2017	TRANSFER & APPROPRIATION FISCAL 2018	TOWN MANAGER RECOMMENDATION FISCAL 2019
PERSONNEL SERVICES:				
Part Time	19,648	22,232	24,694	24,694
	19,648	22,232	24,694	24,694
CONTRACTUAL SERVICES:				
Professional Services	1,410	3,680	2,250	2,250
Hist. Programs & Activities	1,220	3,102	3,000	3,000
	2,630	6,782	5,250	5,250
MATERIALS & SUPPLIES:	1,260	746	1,500	1,500
FURNISHINGS & EQUIPMENT:	0	0	0	0
TOTAL	23,538	29,760	31,444	31,444

EXPENDITURE DETAIL

DEPARTMENT:	Total School Budget		DEPT:	42
FUNCTION:	Education		ACTIVITY:	Education
CLASSIFICATION	EXPENDITURES FISCAL 2016	EXPENDITURES FISCAL 2017	TRANSFER & APPROPRIATION FISCAL 2018	TOWN MANAGER RECOMMENDATION FISCAL 2019
SCHOOL DEPARTMENT:				
Personnel Services:	28,128,892	29,360,937	30,642,245	31,664,458
Contractual Services:	<u>8,212,575</u>	<u>8,352,851</u>	<u>8,227,143</u>	<u>8,662,075</u>
TOTAL SCHOOL DEPARTMENT:	36,341,467	37,713,788	38,869,388	40,326,533
VOCATIONAL TRAINING:				
Shawsheen Tech:	<u>3,711,905</u>	<u>3,855,387</u>	<u>4,182,233</u>	<u>4,265,878</u>
TOTAL VOCATIONAL TRAINING:	3,711,905	3,855,387	4,182,233	4,265,878
TOTAL	40,053,372	41,569,175	43,051,621	44,592,411

EXPENDITURE DETAIL

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

DEPT: 37
 ACTIVITY:

CLASSIFICATION	EXPENDITURES FISCAL 2016	EXPENDITURES FISCAL 2017	TRANSFER & APPROPRIATION FISCAL 2018	TOWN MANAGER RECOMMENDATION FISCAL 2019
Recreation	0	0	0	502,400
Public Safety	121,700	112,813	108,538	192,900
Schools	3,433,325	3,359,525	3,285,375	3,188,650
Sewer	99,828	97,227	118,283	115,520
Water	124,920	121,720	118,120	250,195
Interest on Anticipation Notes, Authentication Fees & Misc. Debt	15,500	131,625	170,000	45,000
TOTAL	3,795,273	3,822,910	3,800,316	4,294,665

**COMBINED
OUTSTANDING DEBT**

	PRINCIPAL	INTEREST	TOTAL
FISCAL 2019	2,165,080	1,419,410	3,584,490
FISCAL 2020	2,160,080	1,318,510	3,478,590
FISCAL 2021	2,160,080	1,217,760	3,377,840
FISCAL 2022	1,990,080	1,139,100	3,129,180
FISCAL 2023	1,966,100	1,046,790	3,012,890
FISCAL 2024	1,966,100	954,340	2,920,440
FISCAL 2025	1,966,100	861,803	2,827,903
FISCAL 2026	1,966,100	804,390	2,770,490
FISCAL 2027	1,966,100	746,820	2,712,920
FISCAL 2028	1,966,100	689,075	2,655,175
FISCAL 2029	1,905,000	613,487	2,518,487
FISCAL 2030	1,905,000	546,550	2,451,550
FISCAL 2031	1,905,000	479,350	2,384,350
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
	36,576,920	13,311,160	49,888,080

**SCHOOLS
OUTSTANDING DEBT**

REMODELING SHAWSHEEN SCHOOL (\$715,000)

	PRINCIPAL	INTEREST	TOTAL
FISCAL 2019	70,000	7,000	77,000
FISCAL 2020	70,000	4,200	74,200
FISCAL 2021	70,000	1,400	71,400
TOTAL	210,000	12,600	222,600

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

	PRINCIPAL	INTEREST	TOTAL
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
TOTAL	33,540,000	12,867,000	46,407,000

**SCHOOLS
OUTSTANDING DEBT**

COMBINED

	PRINCIPAL	INTEREST	TOTAL
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
TOTAL	33,750,000	12,879,600	46,629,600

**PUBLIC SAFETY
OUTSTANDING DEBT**

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

	PRINCIPAL	INTEREST	TOTAL
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	285,000	17,100	302,100

**SEWER
OUTSTANDING DEBT**

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

	PRINCIPAL	INTEREST	TOTAL
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
TOTAL	795,000	178,140	973,140

MWRA SEWER BOND (\$119,000)

FISCAL 2019	23,980	23,980
FISCAL 2020	23,980	23,980
FISCAL 2021	23,980	23,980
FISCAL 2022	23,980	23,980
TOTAL	95,920	95,920

**WATER
OUTSTANDING DEBT**

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

	PRINCIPAL	INTEREST	TOTAL
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	1,040,000	236,320	1,276,320

MWRA WATER BOND (\$611,000)

	PRINCIPAL	INTEREST	TOTAL
FISCAL 2019	61,100		61,100
FISCAL 2020	61,100		61,100
FISCAL 2021	61,100		61,100
FISCAL 2022	61,100		61,100
FISCAL 2023	61,100		61,100
FISCAL 2024	61,100		61,100
FISCAL 2025	61,100		61,100
FISCAL 2026	61,100		61,100
FISCAL 2027	61,100		61,100
FISCAL 2028	61,100		61,100
TOTAL	611,000		611,000

EXPENDITURE DETAIL

DEPARTMENT: Unclassified
FUNCTION: Miscellaneous Support

DEPT: 54
ACTIVITY: Miscellaneous

CLASSIFICATION	EXPENDITURES FISCAL 2016	EXPENDITURES FISCAL 2017	TRANSFER & APPROPRIATION FISCAL 2018	TOWN MANAGER RECOMMENDATION FISCAL 2019
Employee Retire. Unused Sick Leave	14,556	45,462	75,000	75,000
Medicare Employer's Contribution	652,599	693,739	730,000	800,000
Salary Adjustments & Additional Costs	32,300	49,902	625,000	625,000
Local Trans/Training Conference	3,322	3,592	5,000	5,000
Out of State Travel	0	84	7,000	7,000
Computer Hardware & Software	440	0	0	0
Annual Audit	34,000	35,000	39,000	35,000
Ambulance Billing	37,860	36,000	40,000	43,000
Town Report & Calendar	4,543	4,862	7,500	7,500
Professional & Tech. Services	70,480	135,487	125,000	125,000
Reserve Fund	0	0	580,971	600,000
TOTAL	850,100	1,004,128	2,234,471	2,322,500

Note: \$19,029 transferred from Finance Committee Reserve Fund to IT Miscellaneous Contractual Services

EXPENDITURE DETAIL

DEPARTMENT: FUNCTION:	Unclassified Insurance		DEPT: ACTIVITY:	38, 43 Insurance
CLASSIFICATION	EXPENDITURES FISCAL 2016	EXPENDITURES FISCAL 2017	TRANSFER & APPROPRIATION FISCAL 2018	TOWN MANAGER RECOMMENDATION FISCAL 2019
Public Liability - Officials	31,625	33,997	36,547	40,000
Worker's Compensation	359,599	350,802	420,000	425,000
Automobile Liability	64,188	66,590	75,000	80,000
Property & General Liability	201,421	221,757	255,000	225,000
Boiler & Machinery	7,843	8,235	9,059	10,000
Bonds	2,640	3,814	3,290	4,000
Accident - Fire & Police	59,309	51,295	74,910	60,000
Umbrella	7,464	7,986	8,785	10,000
	734,089	744,476	882,591	854,000
Employee Health & Life Insurance	10,865,194	10,724,225	13,612,967	13,000,000
TOTAL	11,599,283	11,468,701	14,495,558	13,854,000

EXPENDITURE DETAIL

DEPARTMENT: Statutory Charges
FUNCTION:

DEPT: 46
ACTIVITY: Statutory Charges

CLASSIFICATION	EXPENDITURES FISCAL 2016	EXPENDITURES FISCAL 2017	TRANSFER & APPROPRIATION FISCAL 2018	TOWN MANAGER RECOMMENDATION FISCAL 2019
Current Year Overlay ¹	0	0	900,824	900,000
Retirement Contributions	5,342,251	5,704,192	6,126,993	6,535,038
Offset Items	0	0	25,653	25,653
Mass Bay Trans Auth.	495,681	500,607	506,104	513,431
MAPC (Ch. 688 of 1963)	11,452	11,739	12,000	12,300
RMV Non-Renewal Surcharge	16,760	17,480	17,480	17,660
Metro Air Poll. Control Dist.	7,809	8,004	8,060	8,175
Mosquito Control Program	53,084	61,497	64,357	66,462
M.W.R.A. Sewer Assessment	2,476,867	2,595,601	2,804,912	3,032,110
School Choice	61,620	51,346	34,800	35,844
Charter Schools	118,012	75,924	124,106	130,311
Special Education	0	1,852	1,926	2,100
North Shore Agricultural & Technical School District	105,473	38,192	127,813	164,332
TOTAL	8,689,009	9,066,434	10,755,028	11,443,416

Notes:

1. Includes funding for Senior Tax Workoff Program.

DEPARTMENT: Warrant Articles		DEPT: Warrant Articles		
FUNCTION: Warrant Articles		ACTIVITY:		
CLASSIFICATION	EXPENDITURES FISCAL 2016	EXPENDITURES FISCAL 2017	TRANSFER & APPROPRIATION FISCAL 2018	TOWN MANAGER RECOMMENDATION FISCAL 2019
WARRANT ARTICLES:				
Memorial Day/Veterans Day	6,000	6,000	6,000	6,000
Lease of Veterans Quarters	750	0	1,500	1,500
Senior Work Program	0	15,761	0	0
Sutton Brook Disposal Area	0	90,000	0	0
4th of July	0	25,000	25,000	50,000
OPEB	0	0	1,000,000	1,000,000
Capital Stabilization	0	0	3,000,000	4,000,000
Retirement	0	500,000	1,500,000	1,500,000
TOTAL	6,750	636,761	5,532,500	6,557,500

Note:

OPEB, \$1,000,000; Capital Stabilization \$1,500,000; Retirement \$500,000, transferred to Trust Accounts in Fiscal Year 2017

OPEB, \$1,000,000; Capital Stabilization \$1,500,000; Retirement \$500,000, transferred to Trust Accounts in Fiscal Year 2016

EXPENDITURE DETAIL

DEPARTMENT: FUNCTION:	Capital Outlay Capital Outlay	DEPT: ACTIVITY:		
CLASSIFICATION	EXPENDITURES FISCAL 2016	EXPENDITURES FISCAL 2017	TRANSFER & APPROPRIATION FISCAL 2018	TOWN MANAGER RECOMMENDATION FISCAL 2019
CAPITAL OUTLAY:				
Police - Cruisers	215,080	223,125	270,000	270,000
Police - Tasers	0	32,500	32,500	0
Police - Storage & Office Trailer	0	0	20,000	0
Police - High Density Evidence Storage	0	0	25,000	0
Police - Security System	0	0	30,000	0
Police - Animal Control Vehicle	0	0	50,000	0
Fire - Ambulance	0	259,152	320,000	0
Fire - Communications/Radio	0	50,000	0	0
Fire - Vehicle Replacement	0	52,238	0	0
Fire - North Wilmington Substation Study	0	0	0	45,000
DPW - Cunningham Drainage Improvement 2	28,325	20,141	0	0
DPW - Construction/Maint. Equipment	13,475	192,250	120,500	0
DPW - Construction/Maint. Vehicles	252,117	131,675	245,500	248,500
DPW - Cemetery Expansion	2,173	9,402	40,000	20,000
DPW - Fuel Tank Conversion	4,700	16,320	0	0
DPW - Mass Ave Drainage Improvements	45,368	0	0	0
DPW - Resurfacing Municipal Parking Lots	181,999	0	100,000	137,000
DPW - Butters Row Culvert Repair Project	99,838	0	0	0
DPW - Intersection Master Plan	0	46,100	0	0
DPW - Route 38 TIP Project 25% Engineering	0	214,543	0	0
DPW - Engineering Services-NPDES General Permit	0	0	10,000	0
DPW - Revitalization of Walkways at Town Common	0	0	15,000	0
DPW - Solar Powered Pedestrian Beacons	0	0	30,000	0
DPW - Vehicle Lift Replacement	0	0	26,000	0
DPW - Sidewalk Reconstruction Lawrence St Phase 2	0	0	0	110,000
DPW - Roadway Management PCI Update People GIS	0	0	0	35,000
DPW - Federal Hill & Middlesex Ave Curbing	0	0	0	105,000
DPW - Traffic Detection Camera Rte 62 at Chestnut St	0	0	0	21,000
Sewer - Public Safety Pump Station Panel	0	19,750	0	0
Sewer - Pilcher Dr Sewer-Grinder Assembly	0	0	0	150,000
School - Vans	101,705	27,664	30,000	55,000
School - Middle School Computer Replacement	0	0	0	161,100
School - Elementary School Projector Replacement	0	0	0	135,000
School - Middle School Clocks & Intercom	25,865	0	0	0
School - Foundations ELA Program	30,493	37,739	0	0
School - Window Replacement No. Intermediate	32,129	0	0	0
School - Calkins Reading Program	0	33,622	0	0
School - Math Text Adoption	176,506	0	0	0

EXPENDITURE DETAIL

DEPARTMENT:	Capital Outlay	DEPT:		
FUNCTION:	Capital Outlay	ACTIVITY:		
CLASSIFICATION	EXPENDITURES FISCAL 2016	EXPENDITURES FISCAL 2017	TRANSFER & APPROPRIATION FISCAL 2018	TOWN MANAGER RECOMMENDATION FISCAL 2019
School - Exchange Email Server Upgrade	0	0	25,000	0
School - Laptop Battery Replacement	0	0	30,000	0
School - Elementary School Switch Replacement	0	36,000	36,000	0
School - MCAS 2.0 Laptop Cart Project	0	0	40,000	0
School - VoIP Telephone System Project	0	100,000	50,000	50,000
School- Middle School Tech Ed. Engineering Lab	0	0	67,500	0
School - PreK-3 Lab PC Replacement	0	0	72,000	0
School - New Data Center	0	0	0	50,000
Public Buildings - Roof Repairs	174,500	286,086	0	0
Public Buildings - Demolish Whitefield Building	97,995	0	0	0
Public Buildings - Vehicles	0	0	24,100	0
Public Buildings - Pub Safety Bldg Chiller Replace	161,763	49,032	0	0
Public Buildings - Shawsheen Heating Sys Upgrade	457,600	0	0	0
Public Buildings - Truck (354)	0	0	27,000	0
Public Buildings - Middle Sch Building Mgmt System	0	0	35,000	0
Public Buildings - Chair Lift Shawsheen School	0	0	125,000	0
Public Buildings - No. Intermediate Roof Replacement	0	0	175,000	0
Public Buildings - Shawsheen School Lighting Upgrade	0	0	0	185,000
Public Buildings - Woburn Street Lighting Upgrade	0	0	0	185,000
Public Buildings - Town Hall Football Field Lights	0	0	0	75,000
IT - Computer System Upgrades	147,850	0	0	0
IT - Replace Servers	0	30,000	15,000	0
IT - Desktop Computer Replacement	0	28,110	30,000	55,000
IT - Shared Storage Environment	0	0	45,000	0
IT - Network Switch Upgrade	0	15,000	45,000	0
IT - UPS for Public Safety	0	0	0	20,000
IT - Enterprise Software System	0	0	0	1,050,000
Recreation - Yentile Farm Conceptual Design	125,999	0	0	0
Recreation - Pickleball Courts	0	0	0	40,000
Elderly - Ford Transit 350 Van	0	0	55,000	0
Town Manager - Municipal Buildings Master Plan	91,000	23,000	0	0
TOTAL	2,466,480	1,933,449	2,261,100	3,202,600

NOTES: (Temporary) Federal Hill & Middlesex Curbing only Tax Levy (\$105,000) portion shown, rest is C90C (\$105,000)
Pickleball Courts only Tax Levy (\$40,000) portion is shown, rest is Recreation Revolving (\$40,000)
Enterprise Software System-we are going with \$950,000

EXPENDITURE DETAIL

DEPARTMENT: Water FUNCTION: Maint. & Operation of Water System			DEPT: ACTIVITY:	44 Public Works
CLASSIFICATION	EXPENDITURES FISCAL 2016	EXPENDITURES FISCAL 2017	TRANSFER & APPROPRIATION FISCAL 2018	TOWN MANAGER RECOMMENDATION FISCAL 2019
PERSONNEL SERVICES:				
Other Full Time (11)	785,364	848,427	856,402	809,066
Seasonal	5,056	10,996	12,000	12,000
Overtime/Salary Adjustments	104,959	112,479	124,480	124,480
	<u>895,379</u>	<u>971,902</u>	<u>992,882</u>	<u>945,546</u>
CONTRACTUAL SERVICES:				
MWRA Assessment	566,365	910,990	1,000,486	711,915
Professional & Technical Services	185,880	105,749	207,050	233,550
Miscellaneous Contractual Services	24,939	28,120	34,500	34,500
Cross Connection Control Program	26,516	26,712	29,950	29,950
Haz Mat Household Waste Program	13,461	14,100	15,000	15,000
DEP Assessment	6,522	6,573	5,800	5,300
Training & Conference	5,065	5,532	5,700	6,000
	<u>828,748</u>	<u>1,097,776</u>	<u>1,298,486</u>	<u>1,036,215</u>
UTILITIES:				
Electricity	229,735	235,683	275,880	275,880
Telephone	9,729	8,621	10,000	10,000
Fuel Oil	41,919	23,349	50,000	50,000
Natural Gas	4,217	4,485	7,500	7,500
	<u>285,600</u>	<u>272,138</u>	<u>343,380</u>	<u>343,380</u>

EXPENDITURE DETAIL

DEPARTMENT: Water FUNCTION: Maint. & Operation of Water System			DEPT: ACTIVITY:	44 Public Works
CLASSIFICATION	EXPENDITURES FISCAL 2016	EXPENDITURES FISCAL 2017	TRANSFER & APPROPRIATION FISCAL 2018	TOWN MANAGER RECOMMENDATION FISCAL 2019
MATERIALS & SUPPLIES:				
Administration & Office Supplies	24,432	24,162	25,500	25,500
Facility - Maintenance & Supplies	148,677	222,128	180,000	180,000
Operation - Maint. & Supplies	17,174	5,626	32,500	32,500
Vehicle - Maintenance & Supplies	64,770	50,162	58,015	58,491
Distribution System - Maint. & Supplies	61,380	63,321	62,500	62,500
Chemicals	178,437	183,424	220,000	240,000
	494,870	548,823	578,515	598,991
FURNISHINGS & EQUIPMENT:	42,722	53,035	70,200	53,400
CAPITAL OUTLAY: **				
Engineering/Technical	75,893	356,630	100,000	21,670
Construction	429,567	0	65,000	455,000
Equipment	248,939	0	0	75,000
	754,399	356,630	165,000	551,670
TRANSFERS:				
Debt	126,920	123,720	120,120	255,195
Employee Benefits	765,387	678,615	712,653	643,410
Insurance	54,622	57,237	54,880	50,000
DPW Salaries	373,822	394,561	413,725	415,713
Other	65,897	57,048	58,868	54,687
	1,386,648	1,311,181	1,360,246	1,419,005
TOTAL	4,688,366	4,611,485	4,808,709	4,948,207

EXPENDITURE DETAIL

DEPARTMENT: Public Rink
FUNCTION: Public Rink

DEPT: 50
ACTIVITY: Public Rink

CLASSIFICATION	EXPENDITURES FISCAL 2016	EXPENDITURES FISCAL 2017	TRANSFER & APPROPRIATION FISCAL 2018	TOWN MANAGER RECOMMENDATION FISCAL 2019
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)¹	0	0	0	0

Notes:

1. No expenditures have been made in FY 2017 or FY 2018 to date.

DEPARTMENTAL BUDGET SUMMARY

CATEGORY		EXPENDITURES FISCAL 2016	EXPENDITURES FISCAL 2017	TRANSFER & APPROPRIATION FISCAL 2018	TOWN MANAGER RECOMMENDATION FISCAL 2019
GENERAL GOVERNMENT:					
Selectmen	Salaries	5,038	5,038	5,139	5,139
Selectmen	Expenses	10,914	9,102	10,750	10,750
Selectmen	Furnish. & Equip.	0	0	0	0
		15,952	14,140	15,889	15,889
Elections	Salaries	15,199	32,053	15,760	44,387
Elections	Expenses	6,181	4,833	2,700	7,950
Elections	Furnish. & Equip.	0	0	0	0
		21,380	36,886	18,460	52,337
Registrars	Salaries	1,875	1,875	1,875	1,875
Registrars	Expenses	6,166	6,928	7,100	8,300
		8,041	8,803	8,975	10,175
Finance Comm.	Salaries	770	602	1,500	1,820
Finance Comm.	Expenses	7,233	6,274	8,550	8,550
		8,003	6,876	10,050	10,370
Town Manager	Sal-Town Manager	149,193	150,255	151,264	152,373
Town Manager	Salaries-Other	282,240	299,942	375,443	379,416
Town Manager	Expenses	60,064	60,763	73,666	77,800
Town Manager	Furnish. & Equip.	0	7,570	4,456	2,500
		491,497	518,530	604,829	612,089
Information Technology	Salaries	237,888	212,925	221,518	209,555
Information Technology	Contractual Services	248,270	300,870	385,129	387,750
Information Technology	Expenses	571	568	750	750
Information Technology	Furnish & Equip.	20,663	47,787	11,000	12,000
		507,392	562,150	618,397	610,055
Town Accountant	Sal-Town Accountant	116,856	119,320	121,240	121,240
Town Accountant	Salaries-Other	160,699	175,490	124,298	124,298
Town Accountant	Expenses	10,400	3,187	12,305	3,470
Town Accountant	Furnish. & Equip.	0	0	0	0
		287,955	297,997	257,843	249,008
Treas/Collector	Sal-Treasurer/Collector	108,199	110,481	112,258	112,258
Treas/Collector	Salaries-Other	173,165	162,844	166,981	209,993
Treas/Collector	Expenses	24,376	31,798	30,142	30,494
Treas/Collector	Amt. Cert. Tax Title	25,905	17,945	27,000	27,000
Treas/Collector	Furnish. & Equip.	1,000	0	0	600
		332,645	323,068	336,381	380,345
Town Clerk	Sal-Town Clerk	83,684	87,307	88,712	88,712
Town Clerk	Salaries-Other	98,385	106,315	109,394	111,314
Town Clerk	Expenses	5,309	5,146	6,150	9,550
Town Clerk	Furnish. & Equip.	194	0	0	1,800
		187,572	198,768	204,256	211,376
Assessors	Sal-Prin. Assessor	101,613	104,531	108,589	108,589
Assessors	Salaries-Other	94,639	101,724	104,967	108,016
Assessors	Expenses	68,109	56,590	63,200	68,070
Assessors	Appraisals,Inventory	41,262	4,375	2,700	3,425

DEPARTMENTAL BUDGET SUMMARY

		EXPENDITURES	EXPENDITURES	TRANSFER &	TOWN MANAGER
CATEGORY		FISCAL 2016	FISCAL 2017	APPROPRIATION	RECOMMENDATION
				FISCAL 2018	FISCAL 2019
Assessors	ATB Costs	3,121	3,042	20,000	20,000
Assessors	Furnish. & Equip.	0	1,445	0	3,150
		308,744	271,707	299,456	311,250
Town Counsel	Legal Services	255,000	259,250	275,000	325,000
Town Counsel	Expenses	3,229	3,262	7,500	7,500
		258,229	262,512	282,500	332,500
General Government	Subtotal	2,427,410	2,501,437	2,657,036	2,795,394
PUBLIC SAFETY:					
Police	Sal-Chief	126,204	144,240	130,939	134,355
Police	Sal-Dep. Chief	108,199	116,425	112,258	115,187
Police	Sal-Lieuts.	434,285	489,251	443,339	509,050
Police	Sal-Sgts.	386,349	447,547	372,782	430,971
Police	Sal-Patrolmen	2,129,929	2,174,236	2,162,123	2,416,169
Police	Substance Abuse Coordinator	0	1,118	80,000	63,453
Police	Sal-Clerks	104,120	102,393	94,363	138,393
Police	Sal-Part Time	6,280	5,596	12,141	0
Police	Sal-Overtime	522,564	574,940	525,000	575,000
Police	Sal-Paid Holidays	82,770	80,735	130,000	100,000
Police	Sal-Specialists	12,875	12,450	12,450	14,650
Police	Sal-Night Differential	48,070	49,789	49,400	59,332
Police	Sal-Incentive Pay	413,870	418,027	415,925	518,242
Police	Sick Leave Buyback	29,571	33,599	40,593	40,593
Police	Expenses	194,017	230,987	235,010	232,985
Police	Furnish. & Equip.	3,665	3,141	9,000	28,750
		4,602,768	4,884,474	4,825,323	5,377,130
Fire Dept.	Sal-Chief	126,204	138,123	130,939	106,905
Fire Dept.	Sal-Dep. Chief	92,423	97,441	98,968	86,059
Fire Dept.	Sal-Lieuts.	452,699	472,925	486,433	488,104
Fire Dept.	Sal-Privates	1,974,213	2,022,453	2,141,054	2,162,345
Fire Dept.	Sal-Clerk	57,654	58,807	59,525	52,006
Fire Dept.	Sal-Part Time	17,650	11,626	13,436	13,640
Fire Dept.	Sal-Overtime	714,333	667,495	720,768	756,320
Fire Dept.	Sal-Training Overtime	36,500	32,164	40,000	40,000
Fire Dept.	Scheduled Ambulance Overtime	0	0	124,800	124,800
Fire Dept.	Sal-Paid Holidays	137,577	143,133	145,139	147,891
Fire Dept.	Sal-EMT & Incentive Pay	12,780	30,535	42,600	57,050
Fire Dept.	Sick Leave Buyback	16,536	17,010	21,640	20,786
Fire Dept.	Expenses	158,292	189,508	239,150	258,998
Fire Dept.	Furnish. & Equip.	41,278	47,099	37,000	46,900
		3,838,139	3,928,319	4,301,452	4,361,804
Central Dispatch	Salaries	617,501	610,281	666,060	701,344
Central Dispatch	Contractual Services	6,113	11,026	14,120	14,120
Central Dispatch	Expenses	3,596	3,658	3,750	3,750
Central Dispatch	Furnish. & Equip.	2,936	8,000	4,000	4,000
		630,146	632,965	687,930	723,214
Animal Control	Salaries	33,464	55,022	57,904	57,904
Animal Control	Expenses	4,555	4,749	10,000	6,000
		38,019	59,771	67,904	63,904
Public Safety	Subtotal	9,109,072	9,505,529	9,882,609	10,526,052

DEPARTMENTAL BUDGET SUMMARY

CATEGORY		EXPENDITURES FISCAL 2016	EXPENDITURES FISCAL 2017	TRANSFER & APPROPRIATION FISCAL 2018	TOWN MANAGER RECOMMENDATION FISCAL 2019
PUBLIC WORKS:					
Public Works	Salaries	2,952,024	3,223,431	3,225,040	3,240,428
Public Works	Contractual Services	2,155,641	2,353,673	2,468,034	2,523,267
Public Works	Expenses	731,328	808,356	894,001	895,593
Public Works	Furnish. & Equip.	54,300	75,604	73,650	59,400
		<u>5,893,293</u>	<u>6,461,064</u>	<u>6,660,725</u>	<u>6,718,688</u>
Sewer	Salaries	88,104	92,234	92,208	92,841
Sewer	Expenses	71,183	97,726	82,476	90,376
		<u>159,287</u>	<u>189,960</u>	<u>174,684</u>	<u>183,217</u>
Public Works Subtotal		6,052,580	6,651,024	6,835,409	6,901,905
COMMUNITY DEVELOPMENT:					
Board of Health	Sal-Director	88,524	92,249	93,733	93,733
Board of Health	Salaries-Other	101,968	103,721	108,435	109,596
Board of Health	Expenses	16,499	16,231	19,800	20,000
Board of Health	Mental Health-Out Patient	2,147	369	0	0
		<u>209,138</u>	<u>212,570</u>	<u>221,968</u>	<u>223,329</u>
Planning/Conservation	Sal-Director	85,338	88,956	90,387	90,387
Planning/Conservation	Salaries-Other	222,762	220,564	234,654	227,432
Planning/Conservation	Expenses	7,316	10,546	15,500	31,000
Planning/Conservation	Furnish. & Equip.	170	1,788	1,600	1,600
		<u>315,586</u>	<u>321,854</u>	<u>342,141</u>	<u>350,419</u>
Building Inspector	Sal-Bldg Inspector	83,084	84,836	86,829	88,712
Building Inspector	Salaries-Other	116,449	117,551	122,299	119,761
Building Inspector	Expenses	2,345	3,386	3,750	4,250
Building Inspector	Furnish. & Equip.	0	313	500	0
		<u>201,878</u>	<u>206,086</u>	<u>213,378</u>	<u>212,723</u>
Community Development Subtotal		726,602	740,510	777,487	786,471
PUBLIC BUILDINGS:					
Public Buildings	Sal-Superintendent	119,619	122,141	124,108	124,961
Public Buildings	Salaries-Other	2,689,917	2,812,006	2,890,858	2,903,021
Public Buildings	Expenses-Town Bldgs.	211,261	200,106	210,000	210,000
Public Buildings	Electric-Town Bldgs.	172,533	170,083	220,000	220,000
Public Buildings	Utilities-Town Bldgs.	54,955	23,001	31,500	31,500
Public Buildings	Expenses-School Bldgs.	240,231	205,223	245,000	245,000
Public Buildings	Misc. Facilities Repairs	68,889	18,698	125,000	125,000
Public Buildings	Training & Conference	879	1,617	3,000	3,500
Public Buildings	Fuel Heating	852,062	808,959	835,000	923,794
Public Buildings	Asbestos Repairs/Training	21,700	22,746	15,000	15,000
Public Buildings	Roof Repairs	13,878	15,661	25,000	25,000
Public Buildings	HVAC Repairs	83,573	159,745	160,000	175,000
		<u>4,529,497</u>	<u>4,559,986</u>	<u>4,884,466</u>	<u>5,001,776</u>
Public Buildings Subtotal		4,529,497	4,559,986	4,884,466	5,001,776
HUMAN SERVICES:					
Veterans	Sal-Director	68,387	73,151	78,984	82,139
Veterans	Sal-Other	45,121	43,766	50,635	50,791

DEPARTMENTAL BUDGET SUMMARY

		EXPENDITURES	EXPENDITURES	TRANSFER &	TOWN MANAGER
CATEGORY		FISCAL 2016	FISCAL 2017	APPROPRIATION	RECOMMENDATION
				FISCAL 2018	FISCAL 2019
Veterans	Expenses	2,276	2,473	3,100	3,500
Veterans	Assistance-Veterans	371,994	308,435	400,000	400,000
		487,778	427,825	532,719	536,430
Library	Sal-Director	92,764	94,720	96,244	96,244
Library	Salaries-Other	733,874	765,295	812,864	822,683
Library	Expenses	180,592	182,394	180,094	189,600
Library	M.V.L.C.	36,445	37,135	38,131	38,131
Library	Furnish. & Equip.	24,230	18,878	15,189	5,700
		1,067,905	1,098,422	1,142,522	1,152,358
Recreation	Sal-Director	83,650	73,432	63,844	68,064
Recreation	Salaries-Other	54,156	55,032	55,255	56,419
Recreation	Expenses	4,749	5,451	5,100	5,275
Recreation	Furnish. & Equip.	0	0	0	0
		142,555	133,915	124,199	129,758
Elderly Services	Sal-Director	78,282	83,127	85,045	86,789
Elderly Services	Salaries-Other	131,171	175,050	145,916	140,235
Elderly Services	Expenses	41,006	39,871	45,025	45,025
Elderly Services	Furnish. & Equip.	0	0	0	0
		250,459	298,048	275,986	272,049
Historical Comm.	Salaries	19,648	22,232	24,694	24,694
Historical Comm.	Expenses	3,890	7,528	6,750	6,750
Historical Comm.	Furnish. & Equip.	0	0	0	0
		23,538	29,760	31,444	31,444
Human Services Subtotal		1,972,235	1,987,970	2,106,870	2,122,039
EDUCATION:					
School Dept.	Salaries	28,128,892	29,360,937	30,642,245	31,664,458
School Dept.	Expenses	8,212,575	8,352,851	8,227,143	8,662,075
		36,341,467	37,713,788	38,869,388	40,326,533
Regional Vocational	Shawsheen Vocational	3,711,905	3,855,387	4,182,233	4,265,878
		3,711,905	3,855,387	4,182,233	4,265,878
Education Subtotal		40,053,372	41,569,175	43,051,621	44,592,411
DEBT SERVICE:					
Debt & Interest	Recreation	0	0	0	502,400
Debt & Interest	Public Safety	121,700	112,813	108,538	192,900
Debt & Interest	Schools	3,433,325	3,359,525	3,285,375	3,188,650
Debt & Interest	Sewer	99,828	97,227	118,283	115,520
Debt & Interest	Water	124,920	121,720	118,120	250,195
Debt & Interest	Authentication Fees & Misc. Debt	15,500	131,625	170,000	45,000
		3,795,273	3,822,910	3,800,316	4,294,665
Debt & Interest Subtotal		3,795,273	3,822,910	3,800,316	4,294,665
UNCLASSIFIED:					
Insurance		734,089	744,476	882,591	854,000
Employee Health & Life Insurance		10,865,194	10,724,225	13,612,967	13,000,000
Employ. Retirement Unused Sick Leave		14,556	45,462	75,000	75,000
Medicare Employer's Contribution		652,599	693,739	730,000	800,000
Salary Adjustments & Additional Costs		32,300	49,902	625,000	625,000

DEPARTMENTAL BUDGET SUMMARY

CATEGORY	EXPENDITURES	EXPENDITURES	TRANSFER & APPROPRIATION	TOWN MANAGER RECOMMENDATION
	<u>FISCAL 2016</u>	<u>FISCAL 2017</u>	<u>FISCAL 2018</u>	<u>FISCAL 2019</u>
Local Trans/Training Conference	3,322	3,592	5,000	5,000
Out of State Travel	0	84	7,000	7,000
Computer Hardware/Software	440	0	0	0
Annual Audit	34,000	35,000	39,000	35,000
Ambulance Billing	37,860	36,000	40,000	43,000
Town Report & Calendar	4,543	4,862	7,500	7,500
Professional & Technical Services	70,480	135,487	125,000	125,000
Reserve Fund	0	0	580,971	600,000
Unclassified Subtotal	12,449,383	12,472,829	16,730,029	16,176,500
STATUTORY CHARGES:				
Current Year Overlay	0	0	900,824	900,000
Retirement Contributions	5,342,251	5,704,192	6,126,993	6,535,038
Offset Items	0	0	25,653	25,653
Special Education	0	1,852	1,926	2,100
Mass Bay Trans Auth.	495,681	500,607	506,104	513,431
MAPC (Ch. 688 of 1963)	11,452	11,739	12,000	12,300
RMV Non-Renewal Surcharge	16,760	17,480	17,480	17,660
Metro Air Poll. Control Dist.	7,809	8,004	8,060	8,175
Mosquito Control Program	53,084	61,497	64,357	66,462
M.W.R.A. Sewer Assessment	2,476,867	2,595,601	2,804,912	3,032,110
School Choice	61,620	51,346	34,800	35,844
Charter Schools	118,012	75,924	124,106	130,311
North Shore Agricultural & Technical School District	105,473	38,192	127,813	164,332
Statutory Charges Subtotal	8,689,009	9,066,434	10,755,028	11,443,416
WARRANT ARTICLES:				
Unclassified	Memorial/Veterans Day	6,000	6,000	6,000
Unclassified	Lease of Veterans Quarters	750	0	1,500
Unclassified	Senior Work Program	0	15,761	0
Unclassified	Sutton Brook Disposal Area	0	90,000	0
Unclassified	Retirement	0	500,000	1,500,000
Unclassified	OPEB	0	0	1,000,000
Unclassified	Capital Stabilization	0	0	3,000,000
Unclassified	4th of July	0	25,000	50,000
Warrant Articles Subtotal		6,750	636,761	5,532,500
CAPITAL OUTLAY:				
Police	Cruisers	215,080	223,125	270,000
Police	Tasers	0	32,500	32,500
Police	Storage & Office Trailer	0	0	20,000
Police	High Density Evidence Storage	0	0	25,000
Police	Security System	0	0	30,000
Police	Animal Control Vehicle	0	0	50,000
Fire	Ambulance	0	259,152	320,000
Fire	Communications/Radios	0	50,000	0
Fire	North Wilmington Substation Study	0	0	0
Fire	Vehicle Replacement	0	52,238	0
DPW	Cunningham Drainage Improvement 2	28,325	20,141	0
DPW	Construction/Maint. Vehicles	252,117	192,250	120,500
DPW	Construction/Maint. Equipment	13,475	131,675	245,500
DPW	Cemetery Expansion	2,173	9,402	40,000
DPW	Fuel Tank Conversion	4,700	16,320	0
DPW	Mass Ave Drainage Improvements	45,368	0	0
DPW	Resurfacing Municipal Parking Lots	181,999	0	100,000

DEPARTMENTAL BUDGET SUMMARY

		EXPENDITURES	EXPENDITURES	TRANSFER & APPROPRIATION	TOWN MANAGER RECOMMENDATION
CATEGORY		<u>FISCAL 2016</u>	<u>FISCAL 2017</u>	<u>FISCAL 2018</u>	<u>FISCAL 2019</u>
DPW	Butters Row Culvert Repair Project	99,838	0	0	0
DPW	Intersection Master Plan	0	46,100	0	0
DPW	Route 38 TIP Project 25% Engineering	0	214,543	0	0
DPW	Engineering Services NPDES Gen Permit	0	0	10,000	0
DPW	Revitalization Walkways at Town Commo	0	0	15,000	0
DPW	Solar Powered Pedestrian Beacons	0	0	30,000	0
DPW	Vehicle Lift Replacement	0	0	26,000	0
DPW	Sidewalk Reconstruction Lawrence St.	0	0	0	110,000
DPW	Roadway Management People GIS	0	0	0	35,000
DPW	Federal Hill & Middlesex Ave Curbing	0	0	0	105,000
DPW	Traffic Detection Camera Rte 62/Chestnut	0	0	0	21,000
Sewer	Public Safety Pump Station Panel	0	19,750	0	0
Sewer	Pilcher Dr Sewer Grinder Assembly	0	0	0	150,000
School	Vans	101,705	27,664	30,000	55,000
School	Middle School Clocks & Intercom	25,865	0	0	0
School	Middle School Computer Replacement	0	0	0	161,100
School	Elementary School Projector Replace	0	0	0	135,000
School	Foundations ELA Program	30,493	37,739	0	0
School	Window Replacement No. Intermediate	32,129	0	0	0
School	Calkins Reading Program	0	33,622	0	0
School	Math Text Adoption	176,506	0	0	0
School	Exchange Email Server Upgrade	0	0	25,000	0
School	Laptop Battery Replacement	0	0	30,000	0
School	Elementary School Switch Replacement	0	36,000	36,000	0
School	MCAS 2.0 Laptop Cart Project	0	0	40,000	0
School	VoIP Telephone System Project	0	100,000	50,000	50,000
School	Middle School Tech Ed. Engineering Lab	0	0	67,500	0
School	PreK-3 Lab PC Replacement	0	0	72,000	0
School	New Data Center	0	0	0	50,000
Public Buildings	Roof Repairs	174,500	286,086	0	0
Public Buildings	Demolish Whitefield Building	97,995	0	0	0
Public Buildings	Vehicles	0	0	24,100	0
Public Buildings	Public Safety Bldg Chiller Replace	161,763	49,032	0	0
Public Buildings	Shawsheen Heating System Upgrade	457,600	0	0	0
Public Buildings	Truck (354)	0	0	27,000	0
Public Buildings	Middle School Building Mgmt System	0	0	35,000	0
Public Buildings	Chair Lift Shawsheen School	0	0	125,000	0
Public Buildings	No. Intermediate Roof Replacement	0	0	175,000	0
Public Buildings	Shawsheen School Lighting Upgrade	0	0	0	185,000
Public Buildings	Woburn St Lighting Upgrade	0	0	0	185,000
Public Buildings	Town Hall Football Field Lights	0	0	0	75,000
Information Tech.	Computer System Upgrades	147,850	0	0	0
Information Tech.	Replace Servers	0	30,000	15,000	0
Information Tech.	Desktop Computer Replacement	0	28,110	30,000	55,000
Information Tech.	Shared Storage Environment	0	0	45,000	0
Information Tech.	Network Switch Upgrade	0	15,000	45,000	0
Information Tech.	UPS for Public Safety	0	0	0	20,000
Information Tech.	Enterprise Software System	0	0	0	1,050,000
Elderly Services	Ford Transit 350 Van	0	0	55,000	0
Recreation	Pickleball Courts	0	0	0	40,000
Town Manager	Municipal Buildings Master Plan	91,000	23,000	0	0
Town Manager	Yentile Farm Conceptual Design	125,999	0	0	0
Capital Outlay Subtotal		2,466,480	1,933,449	2,261,100	3,202,600
GRAND TOTAL		92,277,663	95,448,014	109,274,471	114,400,729

DEPARTMENTAL BUDGET SUMMARY

CATEGORY	EXPENDITURES FISCAL 2016	EXPENDITURES FISCAL 2017	TRANSFER & APPROPRIATION FISCAL 2018	TOWN MANAGER RECOMMENDATION FISCAL 2019
PUBLIC BUILDINGS				
Public Buildings	4,529,497	4,559,986	4,884,466	5,001,776
TOTAL	4,529,497	4,559,986	4,884,466	5,001,776
HUMAN SERVICES				
Veterans	487,778	427,825	532,719	536,430
Library	1,067,905	1,098,422	1,142,522	1,152,358
Recreation	142,555	133,915	124,199	129,758
Elderly Services	250,459	298,048	275,986	272,049
Historical Comm.	23,538	29,760	31,444	31,444
TOTAL	1,972,235	1,987,970	2,106,870	2,122,039
EDUCATION				
School Dept.	36,341,467	37,713,788	38,869,388	40,326,533
Shawsheen Vocational	3,711,905	3,855,387	4,182,233	4,265,878
TOTAL	40,053,372	41,569,175	43,051,621	44,592,411
MATURING DEBT & INTEREST				
Debt Service	3,795,273	3,822,910	3,800,316	4,294,665
TOTAL	3,795,273	3,822,910	3,800,316	4,294,665
UNCLASSIFIED				
Unclassified	12,449,383	12,472,829	16,730,029	16,176,500
TOTAL	12,449,383	12,472,829	16,730,029	16,176,500
STATUTORY CHARGES				
Statutory Charges	8,689,009	9,066,434	10,755,028	11,443,416
TOTAL	8,689,009	9,066,434	10,755,028	11,443,416
WARRANT ARTICLES				
Warrant Articles	6,750	636,761	5,532,500	6,557,500
TOTAL	6,750	636,761	5,532,500	6,557,500
CAPITAL OUTLAY				
Capital Outlay	2,466,480	1,933,449	2,261,100	3,202,600
TOTAL	2,466,480	1,933,449	2,261,100	3,202,600
GRAND TOTAL	92,277,663	95,448,014	109,274,471	114,400,729

DEPARTMENTAL BUDGET SUMMARY

CATEGORY	EXPENDITURES FISCAL 2016	EXPENDITURES FISCAL 2017	TRANSFER & APPROPRIATION FISCAL 2018	TOWN MANAGER RECOMMENDATION FISCAL 2019
GENERAL GOVERNMENT				
Selectmen	15,952	14,140	15,889	15,889
Elections	21,380	36,886	18,460	52,337
Registrars	8,041	8,803	8,975	10,175
Finance Committee	8,003	6,876	10,050	10,370
Town Manager	491,497	518,530	604,829	612,089
Information Technology	507,392	562,150	618,397	610,055
Town Accountant	287,955	297,997	257,843	249,008
Treasurer/Collector	332,645	323,068	336,381	380,345
Town Clerk	187,572	198,768	204,256	211,376
Assessors	308,744	271,707	299,456	311,250
Town Counsel	258,229	262,512	282,500	332,500
Permanent Bldg Comm.	0	0	0	0
TOTAL	2,427,410	2,501,437	2,657,036	2,795,394
PUBLIC SAFETY				
Police Dept.	4,602,768	4,884,474	4,825,323	5,377,130
Fire Dept.	3,838,139	3,928,319	4,301,452	4,361,804
Central Dispatch	630,146	632,965	687,930	723,214
Animal Control	38,019	59,771	67,904	63,904
TOTAL	9,109,072	9,505,529	9,882,609	10,526,052
PUBLIC WORKS				
Public Works	5,893,293	6,461,064	6,660,725	6,718,688
Sewer	159,287	189,960	174,684	183,217
TOTAL	6,052,580	6,651,024	6,835,409	6,901,905
COMMUNITY DEVELOPMENT				
Board of Health	209,138	212,570	221,968	223,329
Planning & Conservation	315,586	321,854	342,141	350,419
Building Inspector	201,878	206,086	213,378	212,723
TOTAL	726,602	740,510	777,487	786,471

DEPARTMENTAL BUDGET SUMMARY

CATEGORY	EXPENDITURES FISCAL 2016	EXPENDITURES FISCAL 2017	TRANSFER & APPROPRIATION FISCAL 2018	TOWN MANAGER RECOMMENDATION FISCAL 2019
General Government	2,427,410	2,501,437	2,657,036	2,795,394
Public Safety	9,109,072	9,505,529	9,882,609	10,526,052
Public Works	6,052,580	6,651,024	6,835,409	6,901,905
Community Development	726,602	740,510	777,487	786,471
Public Buildings	4,529,497	4,559,986	4,884,466	5,001,776
Human Services	1,972,235	1,987,970	2,106,870	2,122,039
Education	40,053,372	41,569,175	43,051,621	44,592,411
Maturing Debt & Interest	3,795,273	3,822,910	3,800,316	4,294,665
Unclassified	12,449,383	12,472,829	16,730,029	16,176,500
Statutory Charges	8,689,009	9,066,434	10,755,028	11,443,416
Warrant Articles	6,750	636,761	5,532,500	6,557,500
Capital Outlay	2,466,480	1,933,449	2,261,100	3,202,600
GRAND TOTAL	92,277,663	95,448,014	109,274,471	114,400,729