

ANNUAL BUDGET



FISCAL YEAR
2021

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ANNUAL BUDGET
A PROGRAM OF MUNICIPAL SERVICES
FOR THE TOWN OF WILMINGTON
FISCAL YEAR 2021

BOARD OF SELECTMEN

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January 27, 2020

FISCAL YEAR 2021 BUDGET
General Remarks

CHAIRMAN Gregory B. Bendel
MEMBERS of the BOARD OF SELECTMEN

CHAIRMAN John F. Doherty, and
MEMBERS of the FINANCE COMMITTEE

Dear Members:

Each year, in accordance with the Town Manager's Act not less than ninety (90) days before annual town meeting the Town Manager is required to present the Board of Selectmen and Finance Committee with an estimate of the expenditures for each department and an estimate of the anticipated revenues for the upcoming fiscal year. Presented this evening for your review and consideration is the annual operating budget for the fiscal year which begins July 1, 2020. As a supplement to this document you are receiving a copy of the five (5) year Capital Improvement Plan (CIP) for the Town of Wilmington. The CIP consists of proposed expenditures in excess of \$20,000 in value with an expected useful life of three (3) years or more. The range of items in the CIP include vehicles, building improvements, technology and planning and design services.

The total operating budget is proposed to increase **\$4,606,989 or 3.96%** over the current year to a total amount of **\$120,817,437**. Four major categories of expenditures make up the budget in order of size as a percentage of the entire budget: Wilmington Public Schools, Statutory Charges, General Government and Shawsheen Valley, Technical High School. Shared costs include statutory charges, insurance and debt and interest.

	FY2020	FY2021	\$\$\$ Change	% Change
Wilmington Schools	\$ 41,939,603	\$ 43,722,036	\$ 1,782,433	4.25%
Shared Costs	\$ 38,560,419	\$ 40,556,545	\$ 1,996,126	5.18%
General Government	\$ 31,062,862	\$ 31,658,926	\$ 596,064	1.92%
Shawsheen Tech	\$ 4,647,564	\$ 4,879,930	\$ 232,366	5.00%
Total	\$ 116,210,448	\$ 120,817,437	\$ 4,606,989	3.96%

The overwhelming majority of the Wilmington Public School's 4.25% increase results from personnel costs. Step and lane changes, collectively bargained adjustments and new hires account for an increase of \$1,607,548 in the fiscal year 2021 budget request. The majority of the 11.25 full time equivalent (FTE) new positions are intended to bolster Student Support Services. Focusing additional resources on meeting the social/emotional and mental health needs of students and supporting individual education plans of students is a major goal of the School Department.

Shared costs include assessments such as the Massachusetts Bay Transportation Authority and the Mosquito Control Program. Wilmington's contribution to the Middlesex County Retirement System is a shared cost. Debt service and insurances are also included in this category. The largest insurance line item is health insurance. In fiscal year 2018 the health insurance budget was \$13,612,967. The budget was reduced to \$13,000,000 for fiscal year 2019 and remained at that level in fiscal year 2020. It is only recommended to increase the budget for fiscal year 2021 by 1.5% or \$195,000. This cost stability has occurred in spite of many communities dealing with significantly higher increases to their health insurance budgets.

Costs associated with General Government operating expenses are projected to increase \$596,064 or 1.92% over the current fiscal year. Major contributors to the cost increase are a request for four (4) new full-time and one (1) part-time position between the Police Department, Dispatch Department and Town Manager's Department. This budget proposes to retain the services of a part-time Substance Abuse Recovery Coach currently supported by a grant from the Police Assisted Addiction and Recovery Initiative (PAARI). That grant is due to expire in August of 2020. The Elderly Services Department has received grant funding for the past twenty (20) years from the Massachusetts Department of Elder Affairs which has been used in part to fund an Elder Services Coordinator Assistant. This budget proposes to increase the hours of that position from thirty (30) to thirty-five hours (35) per week and pay for a share of the salary.

Other significant cost increases to the operating budget include the cost increase of \$301,148 for curbside collection of trash and recycling and the disposal of the material at the incinerator in North Andover and the increase of \$513,694 in Middlesex County Retirement System's assessment to the Town.

This budget proposal continues the commitment to pay down the Town's unfunded pension liability, earmark funds to address the Other Post-Employment Benefits (OPEB) liabilities and to provide additional funds to the Capital Stabilization Fund.

Shawsheen Valley Technical High School is projecting an increase of five percent or \$232,366. Continued fluctuations in enrollments between member communities in addition to uncertainty around state aid to regional school districts and the expiration of two collective bargaining agreements are contributing factors for this increase.

Capital improvements play a major role in this budget and will be more fully described later in this document.

As existing developments including Green Meadow Drive, Murray Hill, Spruce Farm and McDonald Road are drawing to a close, the number of homes being constructed in new developments is declining. New construction for 50 apartments and commercial space at 203 Lowell Street has received approval from the Planning Board. New condominiums at 635 Main Street and 168 Lowell Street are in the permitting process. Demolition and replacement of existing homes continues at a modest pace. The fact that Wilmington's averaged assessed residential value increased again for the seventh consecutive year demonstrates that the Town remains a desirable place to live and raise a family.

On the commercial/industrial front warehousing projects have been approved for 256,649 square feet of new warehouse/flex space at 36-38 Upton Drive and for the reuse of the 400,000 square feet of space at the former xPedex building at 613 Main Street. Owners of property at 100-110 Fordham Road obtained permits to increase the height of their building, add loading docks and modify parking. Currently the owner is in a second phase of permitting to make further modifications to the property to accommodate a future tenant. Monogram Foods is in permitting to add space to their existing manufacturing operation on Ballardvale Street. A new retail/restaurant building is under construction at the corner of Ballardvale Street and Route 125. Analog Devices continues work on their \$142.9 million campus expansion.

Increases in assessed values and continued activities on the building front serve as positive indicators of a vibrant community. Attracting and retaining desirable retail businesses along the Route 38 corridor remains a challenge. Under the leadership of Chairman Michael Champoux, the Economic Development Committee has been taking steps to develop recommendations to stimulate interest in the retail sector including the recent issuance of a survey to identify the types of retail enterprises desired by residents.

REVENUE

As has been the longstanding practice, revenue projections continue to be very conservative. The property tax levy, which accounts for nearly three quarters of the Town's entire revenue stream has been adjusted to increase by 2.5% in addition to new growth of \$1.1 million for a total of \$90,234,330. Local aid, the second largest source of revenue, accounts for 12% or \$14,578,126 of total revenue and is not expected to increase significantly. Any increase is likely to be attributed to Chapter 70, education aid. In November, Governor Charlie Baker signed into law the Student Opportunities Act, the first major overhaul of Chapter 70 funding since 1993. The law proposes to phase in \$1.5 billion in additional education aid to cities and towns by 2026. The expectation is that the largest share of this additional aid will be directed to urban school districts. This budget projects an increase of \$57,346 in educational assistance. Unrestricted General Government Aid (UGGA), the other primary component of local aid is only expected to increase marginally. Local Receipts account for \$9,495,750 or 7.86% of revenues and is expected to remain largely unchanged except for a slight increase in proceeds received from motor vehicle excise taxes. Free cash, which is generated from financial reserves, will be drawn upon to fund several projects and makes up just over 4% or \$4,865,000 as a one-time supplement to the revenue stream. Total revenues for fiscal year 2021 are projected at \$120,817,437.

LONG RANGE GOALS:

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

The fact that financial resources directed specifically to education exceed 40% of the Town's budget demonstrates that facilitating the ability of our youngest members of the community to learn and adapt, to develop the social and emotional skills to be resilient and responsible and to instill the principle of community is priority number 1. This budget calls for an increase in spending by the Wilmington Public School Department of \$1,782,433 over the current fiscal year which represents a 4.25% increase. Approximately 90% of this increase is tied to personnel related costs. The School Superintendent is recommending the addition of 11.25 full time equivalents (FTEs). Collective bargaining obligations for step and lane changes and salary adjustments are expected to total \$1,468,348 in fiscal year 2021.

In an effort to further address the mental health and social/emotional challenges that exist with students at all grade levels, new positions are proposed for the Office of Student Support Services. The position of Team Leader will be created to improve the operational oversight of student placements both in and out-of-district. A Board Certified Behavior Analyst will supplement the existing 2 FTEs that provide services to students in specialized programs and provide intervention services. The school budget calls for the creation of one special education teacher and a social worker for the Wilmington Middle School. Both positions are expected to enhance inclusion services for students with disabilities and to further support social emotional learning. The need for further support of students with individual education plans will be addressed through the addition of 5.4 FTE educational assistants across the district.

Capital investment in education will account for \$831,000. The greatest and most immediate facility need facing the Town is addressing the Wildwood School. The Facilities Master Plan, issued in January of 2018, noted: "The Wildwood School is the oldest of the six lower school facilities, and is in relatively poor condition." The finishes are worn, windows are discolored and the forced steam heat struggles to maintain consistent temperatures throughout the school. However, addressing the future of the Wildwood School has implications for the remaining pre-K to grade 5 schools throughout the district. Developing a strategy that will provide safe and inviting learning areas for the youngest students within the community is like solving the challenge of a Rubik's Cube. The Facilities Master Plan concluded that the town's elementary schools are undersized, do not meet current MSBA standards and lack flexibility with respect to learning spaces found in more modern schools.

In order to obtain financial assistance from the Massachusetts School Building Authority (MSBA) to address the Wildwood School and the remaining elementary schools, the Town must have a coherent and comprehensive strategy supported by the School Committee and the community at large. The sum of \$200,000 is recommended to engage the services of a firm specializing in working with the community to develop a school grade configuration plan and an approach to renovation, expansion or new construction of multiple schools. Simultaneous to this effort the firm would work with the Town to arrive at a more immediate approach to provide education space for students and staff who attend the Wildwood School. This interim approach could extend several years while the districtwide strategy for addressing elementary school buildings is executed.

Technology remains a vital tool for students, teachers and administrative personnel. The district proposes to spend \$25,000 to replace desktops and laptops for administrative personnel. Replacement of laptops, docking stations and monitors in the high school will cost \$195,000. Chromebooks are an integral part of the learning environment and are used for MCAS testing. Chromebooks and the associated carts and licenses are being replaced on a phased schedule at a cost of \$80,000. Plans also call for replacement of the existing laptops, docking stations and monitors in grades pre-K to 3 for \$195,000.

Additionally, projectors in the elementary schools are scheduled for replacement with more interactive projectors at a cost of \$80,000. The sum of \$56,000 is requested to replace a 2011 wheelchair accessible minivan which is used to transport students in and out of district.

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

This budget proposes the funds to conduct a feasibility study and develop schematic design documents for a new Senior Center and a combined town/school administrative building. Aside from the level of service advantages, new facilities will be far more energy efficient than the existing Buzzell Senior Center, constructed in 1935, the Roman House constructed in 1900 and the Town Hall constructed in 1959. Due to the age of these buildings, the building envelope makes them prone to heat loss from windows with little “R” value and limited insulation throughout the buildings. Steam heat is original to Buzzell Senior Center and the forced hot air system is original to the Town Hall. The distribution of heat does not take place efficiently and in a balanced way throughout the buildings. While limited lighting upgrades have been completed, most fixtures in each of the buildings do not meet today’s energy efficiency standards. New facilities will meet or exceed current building code standards and improve energy efficiency.

The fiscal year 2021 budget seeks \$100,000 to complete work started in the current fiscal year to replace existing lighting at the West Intermediate School with high efficiency LED fixtures. Aside from the benefit of reducing the electricity bill to the School Department, the new lighting provides a much improved lighting environment within which students and teachers can learn and work.

Decisions about continued investment in specific general government buildings and school buildings is dependent to a large degree on the future status of each building. Oftentimes replacing light fixtures throughout a building or replacing windows, heating systems and roofs cost several hundred thousand dollars or more for each project. The estimated cost for replacing windows at the Woburn Street School, for example, is over \$2.0 million. Knowing which buildings are expected to remain “as is” for the long term and which buildings are slated for major renovation, expansion or shuttering is critical when determining whether to recommend additional major investment in a given building. Maintaining a facilities plan to address building replacement or expansion, establish when that work will occur and a plan that draws broad community support will lead to wise use of public dollars.

This budget also focuses on efficiencies in the Town’s vehicle fleet. Two vehicles proposed for purchase in the Police Department will be mid-sized sedans that will offer greater fuel efficiency than the standard police cruiser.

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

Providing access to a pool of highly competent, engaged and skilled teachers will always be the foundation for developing our leaders, entrepreneurs, scientists and educators of tomorrow. In light of the highly competitive demand for skilled employees it is critical that these teachers be able to provide student access to current technology as a learning tool. That is why, as previously noted, the School Department is seeking over a half million dollars to replace existing laptops, docking stations, monitors and interactive projectors. Ensuring that these tools are reliable and secure when needed requires the technology infrastructure to support them. Being mindful of their responsibility to support the tablets, laptops and other direct interface equipment, the School Department must also invest in the so called “back of house” infrastructure. Network wiring, switches, servers and other components are included in their 5-year capital plan for recommendation in future years.

Technology is no less important to general government. Administrative offices all rely upon desktops and laptops for everything from communication, to maintaining financial records to issuance of tax bills and accounting for payments. Both the Public Buildings and Public Works Departments rely on software to maintain their work order system. The IT Department is requesting \$100,000 to expand the capacity to electronically store data, to make this storage scalable for future growth and enhance the security of stored data for all departments including public safety. The department is maintaining a schedule of replacing approximately 25% of the desktops, laptops and tablets each year in an effort to maintain more current reliable computers. Funds in the amount of \$60,000 are included in the IT operating budget to cover these and other peripheral expenses.

Due to several staffing changes of key personnel, the planned transition in the Town's financial software from SoftRight to Tyler Technology had been delayed until those positions were filled. Efforts resumed in August of 2019 to execute the phased transition. Revising the chart of accounts was the first major milestone to address. Spearheaded by Finance Director/Town Accountant Bryan Perry, this work has been completed and uploaded to the MUNIS system. Currently historical data is being uploaded to MUNIS with the goal of establishing full functionality for the general ledger and accounts payable by July 1, 2020. Other elements of the transition including payroll and tax collections will be implemented at dates to be determined. The level of effort required to make this transition cannot be understated. All financial records including accounts payable, accounts receivable, property taxes, water and sewer billing, and assessing records must ultimately be transitioned to MUNIS in a manner that ensures the information remains fully retrievable. Training the personnel expected to use this software on a daily basis is critical to minimizing the glitches that arise with any transition of this scale.

As was noted in my 2019 message, the communication infrastructure relied upon by the Police and Fire Departments was installed when the Public Safety Building was completed in 2001. The current budget begins the process of replacing outdated technology that has passed its useful life with current communications technology. Funds appropriated at the May 4, 2019 Annual Town Meeting have been used to replace the fire alarm alerting system and radio box fire alarm receiver system.

A capital request in the amount of \$194,000 has been budgeted to address the Central Dispatch workspace. This project will include replacing the existing raised flooring which is original to the building, reorganizing the wiring located under the raised floor which connects all the dispatch computers and communications devices and replacing existing dispatch furniture. During the time of this work, dispatch consoles and associated computers will be disconnected and reconnected in a managed manner to a mobile public safety answering point (PSAP) located in the parking lot next to the Public Safety Building. When work to replace the flooring and the associated console furniture is completed the dispatch consoles and computers will be transferred back into the dispatch center and reconnected.

The Town's communications infrastructure consists of radio communications equipment, leased copper lines and municipal signal copper lines located at remote locations across the town that receive and send signals over the air from satellite towers in Wilmington, which in turn receive signals from the dispatch center. Police and fire personnel communicating with mobile radios in their vehicles rely on this system to send and receive messages. Antennas are located at several high points throughout town to boost signals received from portable radios and transfer or transmit the signal from dispatch to police and fire personnel in the field or transmit messages between individual police and fire personnel in the field. The Town's existing system is analog based which is outdated technology. The public safety communications industry has been moving to digital based communications technology over the past several years. Verizon no longer supports their leased copper lines which creates a significant problem if a failure to one of these

circuits occurs. Such a situation has already occurred once. This resulted in Police personnel being required to use Fire Department portable radios for a few hours awaiting a Verizon technician to arrive and fix the problem. Due to the age of the radio communication equipment, making repairs is extremely difficult.

The sum of \$450,000 is requested which will be the first of a three phased effort to replace antiquated radio equipment, discontinue use of leased and town owned copper lines and use the existing municipal fiber loop and install microwave antennas at designated locations. The goal is to improve the reliability, timeliness and clarity of communications and to establish redundancy so that a malfunction to one component of the infrastructure will not compromise the ability to communicate via mobile vehicular radios or portable radios carried by personnel. This initiative will lead to improved communication between Central Dispatch and Police and Fire personnel and amongst Police and Fire personnel in the field. Additionally, rebuilding the communication infrastructure will benefit Public Works, Public Buildings and School personnel who rely upon portable radios for some of their communications.

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

Maintaining a projection of the major costs facing the Town five years into the future is more important now than ever. With the Town's free cash and capital stabilization funds at historic levels there have been comments in many quarters suggesting that permitting reserves to reach these levels is irresponsible or that large scale drawdown of these funds should occur now because of more immediate projects on the docket. The capital improvement plan serves a vital role in conveying the cost of a variety of equipment purchases, infrastructure projects or building related projects that need to be addressed in the "not too distant future." Aside from ensuring that the Town maintains an adequate "rainy day" fund for those years when local aid, motor vehicle excise, meals tax and other forms of revenue plateau or shrink, these reserves need to be accessed in a measured way to address some of the cost burdens for projects.

Several significant projects have been identified as priorities and will rely on some measure of funding from free cash or capital stabilization funds. A fire substation has been discussed at various times since at least the 1960s. A new substation is of paramount importance, given the level of development occurring in North Wilmington and the ongoing obstacles emergency response personnel encounter when MBTA commuter trains stop on Route 62 in North Wilmington. The Town owns property in a prime location on Route 125. However, due to the fact the property is deemed Article 97 land, there are significant hurdles that would need to be cleared before a portion of the property could be used to host a Fire Substation. The other option being explored is the prospect of purchasing private property. At this point, due to the lack of options for siting of a substation, no funding is being requested. Efforts are ongoing to identify one or more locations suitable for consideration.

While the Facilities Master Plan already targeted the need to replace the Buzzell Senior Center, many in the elder community have made their voices known that a new senior center must be a priority. The shortcomings of the existing senior center have been described on several occasions and I share the Board of Selectmen's conclusion that a new senior center that will accommodate the growing needs of a growing population is a priority. To that end this budget proposes \$650,000 to complete a feasibility study and schematic design. It is recommended that these funds be drawn from free cash. In accordance with Massachusetts General Law an Owners Project Manager (OPM) will be hired to serve as the Town's representative in dealing with the design. Building projects in excess of \$1.5 million are required to have an OPM. A firm with experience designing senior centers will be hired to first work with the Town to examine

potential sites to consider and reach consensus on a preferred site. Based upon the preferred site the designer will prepare schematic design documents which will propose the total square footage of the building, locate it on the site, outline the number and size of rooms, the building systems and provide an estimated cost for construction. When this work is complete the Town will be in a position to seek funding for construction of the facility.

A similar process is also recommended to address the need for a town/school administrative building. There is no question that such a facility lacks the appeal of a substation or senior center. Those individuals responsible for the operation of town and school functions are typically unheralded. The fact that in many instances they are responsible for the “mechanics” of local government does not lend them to developing a supportive constituency. Nevertheless, both the Town Hall and Roman House are older buildings not originally designed for their current function. The fact that these buildings are costing more than necessary to operate and are not fully accessible should be of concern. The Glen Road site will not be available for construction of other municipal facilities, unless the existing ball fields or possibly the basketball and pickle ball courts are removed. Even if the ball fields and courts are removed, overcoming the challenges of placing another building on that site without impacting residents surrounding the property and accommodating the traffic from two independent operations will be challenging at best.

In an effort to begin work on siting and construction of a town/school administrative building the sum of \$955,000 is requested from free cash to procure an OPM and designer to complete the feasibility study and schematic design services described above.

Recent changes to the regulations governing asbestos has made removal of asbestos encapsulated materials from areas within buildings far more difficult and expensive. The Town's Public Buildings Department has personnel certified in handling small quantities of building materials containing asbestos such as floor tiles or ceiling tiles. Recently adopted changes in regulations mean that even small jobs will require the hiring of a licensed contractor. Instances occur regularly in which custodians or other building maintenance personnel are required to remove ceiling tiles to address lighting issues or access plumbing or wiring above the tiles. Since ceiling tiles in some of the schools contain asbestos, removing those ceiling tiles will require a licensed contractor. The asbestos is fully encapsulated as part of the tile in their current condition and does not pose a health threat. The Town seeks to avoid significant costs going forward by requesting \$360,000 from free cash to contract with a vendor to remove and properly dispose of all the existing ceiling tiles at the West Intermediate School. These tiles will be replaced with new non-asbestos tiles. A similar project is planned for the Woburn Street School for fiscal year 2022.

In order to provide access to individuals with mobility limitations at the West Intermediate School a Limited Use Limited Application (LULA) elevator was installed in 2009. This unit has been discontinued and replacement parts are unavailable. The LULA, which provides individuals with access to the second floor, is unreliable. In order to continue to provide access to the second floor an appropriation of \$79,000 is requested to install either a chair climber unit or unit similar to the existing LULA.

A retrofit is planned for the Fire Department's existing 2008 Ford F350 diesel truck which is in good condition. This vehicle is relied upon to respond to issues like brush and mulch fires in locations inaccessible by other fire apparatus. The retrofit will include installing a flatbed and skid pump and upgrading the suspension for a cost of \$32,250. A 1996 Chevrolet 3500 pickup truck is scheduled for replacement with a Ford F250 pickup truck for \$52,700. This vehicle serves a valuable support role and can be called upon to respond to any incident requiring additional equipment or personnel on scene that cannot be transported by the other responding apparatus. It also responds to ice and water rescues. A

request is made for \$39,000 to purchase additional radios for the department. The existing radios in the inventory are no longer manufactured which means service and parts will be difficult to obtain. This in combination with additional shift "manning," necessitates the purchase of radios. The department is seeking \$32,000 for the purchase of a power loader for the ambulances. This unit takes all the weight of the patient and stretcher as the patient is being moved into or out of the ambulance, greatly reducing the risk of injury to the fire fighter/EMTs and the patient.

Capital improvements for fiscal year 2021 total \$8,114,950 and break down as follows:

Funding Source	Expenditure
Chapter 90	\$ 770,000
Tax Levy	\$ 2,761,950
Free Cash	\$ 2,865,000
Water/MTBE	\$ 750,000
Water	\$ 928,000
Recreation Revolving Fund	\$ 40,000

In a slight change from prior practice the funding request for replacement of police vehicles is reduced to \$190,000. Two sedans will be directed for use by the detective bureau. Two vehicles will replace existing front line vehicles. An existing 2016 Chevrolet Tahoe will be modified to replace the Police Chief's existing 2012 Ford Expedition.

Since 2015 the Public Works Department has requested funds for repaving of town and school parking lots at various locations. In the upcoming fiscal year \$210,000 is requested to complete the second and final phase of repaving the Woburn Street School parking lot. A request in the amount of \$280,000 is made to replace a 2008 mechanical sweeper in poor condition with a vacuum sweeper. Funds are requested to replace a heavy duty dump truck with plow and sander and a one ton dump truck with utility body and plow for \$155,000 and \$85,000 respectively. A three quarter ton pickup truck with plow is proposed to replace a 2007 Ford F250 for a cost of \$43,000

The department plans to continue efforts to extend sidewalks from Glen Road along Lawrence Street to Shady Lane Drive ultimately connecting with Middlesex Avenue/Route 62. Phase 4 of this multi-phase project seeks \$50,000 to continue the construction along Shady Lane. The final phase of this project should be completed in fiscal year 2022. An existing culvert which passes under the roadway in the area of 290 Middlesex Avenue requires repair. A concrete "sleeve" is planned for installation within the existing culvert at a cost of \$80,000. The federal Environmental Protection Agency (EPA) has established a mechanism to control the quality and quantity of stormwater discharge. Communities must obtain a National Pollution Discharge Elimination Systems (NPDES) permit for operation of the town's stormwater collection system. Funding in the amount of \$50,000 is requested for laboratory costs associated with testing, maintenance of 73 retention basins and assistance with cleaning the 7800 catch basins throughout Town. Funding to remain in compliance with the NPDES permit will be required on an annual basis and will increase in cost going forward.

The Shawsheen tennis courts and basketball courts are used by children participating in the summer Town sponsored recreation program, by students attending the school and by families in the neighborhood outside of school hours. The courts are experiencing extensive cracking. Crack sealing has been performed in the past as a temporary measure to extend the life of the courts. At this point plans are in place for full reconstruction of the courts. In fiscal year 2021 \$40,000 is slated to be drawn from the recreation revolving account for engineering design services. In fiscal year 2022 the sum of \$380,000 will be requested for the actual reconstruction.

Continuation of the phased development of areas within the Wildwood Cemetery is proposed again in this budget. The amount of \$40,000 is requested to lay out new graves, pre-install monument boundaries and potentially include walkways in section P and O of the cemetery. According to current projections, within approximately 15 years the remaining space for graves will be claimed. The Town is seeking to expand the existing cemetery to an area adjoining the cemetery. Efforts continue to establish a dialogue with the abutting property owner to purchase the property. Funds in the amount of \$450,000 are proposed to be made available from free cash for this purpose.

The complete listing of capital projects can be found on pages 73 through 75 of the budget book.

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

The establishment of the Finance Director/Town Accountant position to provide oversight of the Treasurer/Collector, Assessor and Accounting departments is already translating into positive results. While Bryan Perry, Finance Director/Town Accountant has been in his position for just over six months he has become *the* point person for the implementation of the MUNIS financial software system. While several other individuals in the town and school finance departments have key roles to play Mr. Perry has taken the lead in guiding this process.

With the demands for replacement of multiple town and school buildings, ongoing significant investment in some of the existing buildings, possible purchase of property, and significant costs associated with the replacement of equipment within the next five years, the pressure on use of reserve funds will only increase. Over the coming year, discussions with members of the financial team will occur about establishing guidelines as to the types of circumstance for which free cash and capital stabilization funds should be used. Borrowing will need to be one of the tools used to pay for these significant capital costs. Developing a plan to stagger the borrowing in such a way so as to mitigate the impact of debt service on the operating budget will be part of this effort. The Town's existing financial policies will be revisited to determine if adjustments should be made to improve the ability to achieve the intended results.

This year the budget recommends that additional funds be directed to pre-payment of the Town's unfunded pension liability. The last several years have seen the earmarking of funds to establish a Retirement Stabilization Fund and to making advance payments towards the retirement liability. This year no additional funds are recommended for the Retirement Stabilization Fund. Instead, the \$500,000 that was directed to that fund for fiscal year 2020 is proposed to be directed to early payment. For fiscal year 2021 \$1.5 million is planned for early payment of the Town's unfunded liability. The long term plan is to continue this pre-payment approach with the expectation that when the unfunded liability can itself be "retired" the funds that were going to the pre-payment will be directed to increasing the funding of the Town's OPEB liability.

In the meantime, this budget proposes that \$1.0 million be directed to the Town's Other Post-Employment Benefits (OPEB) trust fund. Once again the Town's contribution would exceed the obligation established in its formal OPEB policy which is to direct funds at least in the amount of the revenue received from the meals tax toward its OPEB account. The Town continues to receive approximately \$400,000 per year in meals tax revenue.

PERSONNEL

Additional staffing is recommended for fiscal year 2021. In the budget proposal submitted in fiscal year 2020 four (4) new police officers were recommended. The principle reasons for the request were not driven by overtime concerns, but rather a need to respond to the increased service demands on the department. In the end funds were redirected from additional police personnel to fire personnel. The calls for service and challenges that faced the department last year have not abated. Unfortunately, due to a combination of significant turnover, the lengthy period to onboard new hires and long term absence from work and non-work related injuries, police overtime is expected to be well in excess of the \$625,000 budgeted for fiscal year 2020. This budget proposes a phased approach that would add one sergeant and one patrol officer this year and one sergeant and one patrol officer for fiscal year 2022. The additional cost for police base salaries in fiscal year 2021 will be \$131,654.

The Town has been fortunate to have the services of a Recovery Coach for sixteen hours per week funded via a grant. This person works with the Wellness and Recovery Coordinator to address substance abuse and social/emotional challenges experienced by individuals and families throughout the community. The grant will cease in August of 2020. Wilmington has clearly benefited from the services of this position in collaboration with the Wellness and Recovery Coordinator. This budget includes the continuation of the position for sixteen hours per week at a cost of \$17,472.

The amount of \$43,056 is requested to add one position to Public Safety Central Dispatch. The complement of dispatch positions has not been increased since fiscal year 2003 when the number was increased from 10 to 12 dispatchers. The increase in call volume indicates that funding one additional dispatch position is advisable. Call volume is particularly high during the 7:00 a.m. to 3:00 p.m. and 3:00 p.m. to 11:00 p.m. shifts. Overtime is on the rise due to the high level of turnover and the time required to recruit and train new hires. In fact, the Town is currently concluding the hiring process to fill three (3) vacancies from a staff of 12 employees. While the Dispatch Supervisor has historically worked regular shifts, the administrative demands of maintaining compliance with the Massachusetts State 911 Department reporting and regulations and ensuring arrangements are made for staff to maintain certifications and obtain continuing education has reduced the amount of time that the supervisor can dedicate to being at the dispatch console.

The position of Human Resources Generalist is requested for the Town Manager's Office and is budgeted for \$60,000. This position is needed to address the burgeoning demands associated with the management of personnel. These responsibilities include ongoing reporting requirements associated with the Affordable Care Act (ACA), management of the Consolidated Omnibus Budget Reconciliation Act (COBRA), onboarding of new hires and ensuring that accurate information about health insurance contributions is reported to the Massachusetts Teachers Retirement System and the Middlesex County Retirement System. The number of retirements has increased over the past year and is expected to remain at higher levels for the foreseeable future. Many communities similar in size to Wilmington have a separate human resources department with an HR director and staff. Currently the Assistant Town Manager, the Payroll &

Benefits Coordinator and the Procurement and Human Resources Coordinator must perform these functions amongst their other responsibilities.

The Elder Services Coordinator Assistant position in the Elderly Services Department, which is currently a thirty (30) hour per week position will be expanded to thirty-five (35) hours per week. This position has been funded by a grant from the Massachusetts Department of Elder Affairs. Going forward the Town will fund half of the salary in the amount of \$17,904.

CONCLUSION

I wish to acknowledge current and prior members of the Board of Selectmen and Finance Committee for endorsing the approach that has been taken towards the preparation of the annual financial plans over the past many years which have fostered healthy financial reserves. Most seasoned personal financial planners emphasize the importance of individuals maintaining strong financial reserves that can sustain them during periods of job loss, major illness or other unanticipated major expense, in addition to setting funds aside for retirement, a child's college tuition or significant planned expenses such as the addition to a home.

The same theme holds true for municipalities. Reserves should be established to sustain operations during unanticipated changes in the economy, major unanticipated expenses to repair a building or reconstruct a heavily traveled roadway. As with individuals, cities and towns must set money aside to address future obligations. For Wilmington, some of those future obligations are addressing the Town's school and general government buildings. Just as the community made the commitment to invest in a middle school and public safety building twenty years ago and more recently invest in the high school, the community must once again come together in support of the next round of replacement or expansion to public buildings.

Many may disagree with the need for a Facilities Master Plan, the approach taken in developing the plan or even the specific recommendations for sequencing of projects and reconfiguration of elementary school grades, but the underlying point should not be in dispute. Wilmington has multiple aging facilities with a variety of shortcomings that over time will only become more pronounced and more expensive to address.

The time is now to begin the next phase of investing in the community's public buildings. Developing a coherent plan that addresses the approach to deal with specific facilities, the location for new facilities and the sequencing of these facilities that garners consensus amongst elected officials and residents is the first step. These actions combined with the phased and judicious use of reserves coupled with financial assistance from the state and borrowing will provide a way forward. Additionally, providing a greater measure of certainty with respect to the intentions for Town facilities will enable officials to make decisions about existing buildings that merit significant investments in roof or window replacements, for example. Buildings expected to remain for the foreseeable future may warrant that major expenditure. However, buildings slated for replacement within five (5) years may not warrant that same expenditure.

The facilities discussions will take place within the context of deliberations about other major expenditures to replace and fortify the communications infrastructure for public safety and other departments, constructing a fire substation, upgrading roadways, developing procedures for the acceptance of unaccepted roadways; expanding the cemetery; expanding the sidewalk network and determining the best approach for providing reasonably priced ice time that is predictable and sufficient to meet the needs of the high school and youth hockey teams.

In closing I extend a sincere "thank you" to all the individuals who come to work for the Town of Wilmington every day with a commitment to serve and to the volunteers who serve on boards and committees with no expectation of remuneration. While some may be applauded for the roles they play and the responsibilities thrust upon them, many are behind the scenes playing their unique role to ensure that the services expected are the services provided and whenever possible service expectations are exceeded. Your dedication to the community does not go unnoticed.

The conclusion of this budget presentation now begins the process of debate and deliberation over the merits of the expenditure plans presented in the operating budget and supplemented with the capital budget. This operating budget is an honest and deliberate effort to recommend the funding of goods and services that will meet the expectations of the residents we serve. There will inevitably and legitimately be differences of opinion of approaches and priorities. In the words of Abraham Lincoln: "You cannot escape the responsibility of tomorrow, by evading it today." In the end we must act based upon our best judgments. I look forward to engaging in discussions with the Board of Selectmen and the Finance Committee.

Meetings with the Finance Committee begin tomorrow evening and will continue on Tuesday and Thursday evenings through February before concluding in early March. I trust that after reasoned discussions and careful consideration, we will be prepared to present a responsible operating budget for residents to consider at the Annual Town Meeting on May 2, 2020.

Respectfully Submitted

Jeffrey M. Hull
Town Manager

AVAILABLE FUNDS

	ACTUAL FY 2018	ACTUAL FY 2019	ESTIMATE FY 2020	REVISED ESTIMATE FY 2020	ESTIMATE FY 2021
TAX LEVY	79,352,140	83,245,532	86,402,504	87,073,370	90,234,330
LOCAL RECEIPTS	9,575,936	9,513,270	9,254,000	9,249,000	9,495,750
LOCAL RECEIPTS - SEWER ¹	3,525,560	3,502,946	3,270,033	3,270,033	0
LOCAL AID	14,119,546	14,355,960	14,457,157	14,492,114	14,578,126
FREE CASH	3,000,000	4,941,800	4,751,000	4,751,000	4,865,000
WATER DEPT. - AVAIL. FUNDS	1,360,246	1,419,005	1,568,148	1,568,148	1,604,231
SALE OF CEMETERY LOTS	20,000	20,000	20,000	20,000	20,000
INT. CEMETERY TRUST FUND	20,000	20,000	20,000	20,000	20,000
CAPITAL STABILIZATION FUND	0	0	0	0	0
PROVISION FOR ABATES SURPLUS	0	0	0	0	0
CAPITAL PROJECT CLOSEOUTS	0	0	0	0	0
	<u>110,973,428</u>	<u>117,018,513</u>	<u>119,742,842</u>	<u>120,443,665</u>	<u>120,817,437</u>

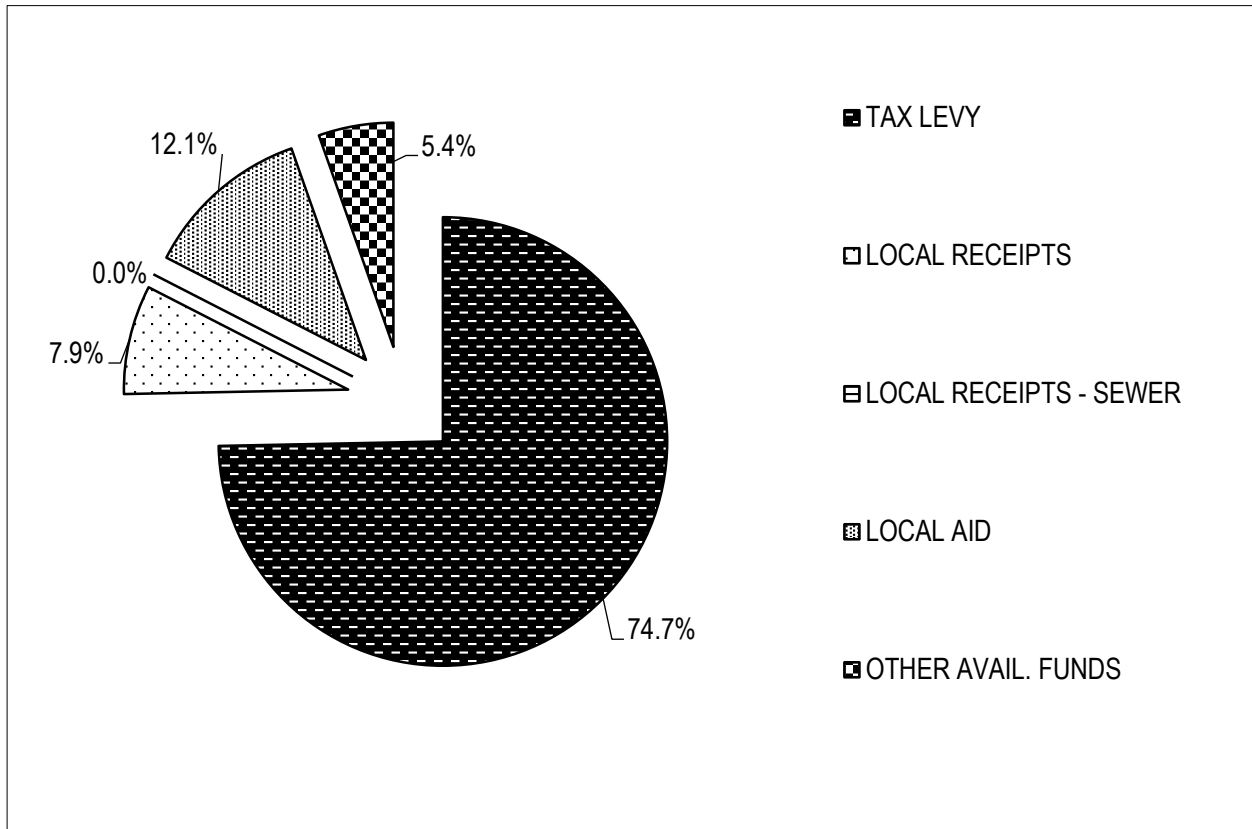
SEWER ENTERPRISE ACCOUNT:

LOCAL RECEIPTS - SEWER	0	0	0	0	3,461,963
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Notes:

1. Effective FY21, Sewer will be an Enterprise Fund

FY 2021 BUDGET



TAX LEVY	90,234,330	74.7%
LOCAL RECEIPTS	9,495,750	7.9%
LOCAL RECEIPTS - SEWER	0	0.0%
LOCAL AID	14,578,126	12.1%
OTHER AVAIL. FUNDS	6,509,231	5.4%
TOTAL	120,817,437	100.0%

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

	ACTUAL FY2019	REVISED ESTIMATE FY2020	ESTIMATE FY2021	DIFF. \$ FY20/FY21	DIFF. % FY20/FY21	DIFF. \$ FY19/FY21	DIFF. % FY19/FY21
TAX LEVY	83,245,532	87,073,370	90,234,330	3,160,960	3.63%	6,988,798	8.40%
LOCAL RECEIPTS	9,513,270	9,249,000	9,495,750	246,750	2.67%	(17,520)	-0.18%
LOCAL RECEIPTS - SEWER	3,502,946	3,270,033	0	(3,270,033)	-100.00%	(3,502,946)	-100.00%
LOCAL AID	14,355,960	14,492,114	14,578,126	86,012	0.59%	222,166	1.55%
FREE CASH	4,941,800	4,751,000	4,865,000	114,000	2.40%	(76,800)	-1.55%
WATER DEPT. - AVAIL. FUNDS	1,419,005	1,568,148	1,604,231	36,083	2.30%	185,226	13.05%
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>117,018,513</u>	<u>120,443,665</u>	<u>120,817,437</u>	<u>373,772</u>	<u>0.31%</u>	<u>3,798,924</u>	<u>3.42%</u>

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

	ACTUAL FY 2019	PERCENT FY 2019	REVISED ESTIMATE FY 2020	PERCENT FY 2020	ESTIMATE FY 2021	PERCENT FY 2021
TAX LEVY	83,245,532	71.14%	87,073,370	72.29%	90,234,330	74.69%
LOCAL RECEIPTS	9,513,270	8.13%	9,249,000	7.68%	9,495,750	7.86%
LOCAL RECEIPTS - SEWER	3,502,946	2.99%	3,270,033	2.71%	0	0.00%
LOCAL AID	14,355,960	12.27%	14,492,114	12.03%	14,578,126	12.07%
FREE CASH	4,941,800	4.22%	4,751,000	3.94%	4,865,000	4.03%
WATER DEPT. - AVAIL. FUNDS	1,419,005	1.21%	1,568,148	1.30%	1,604,231	1.33%
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>
	117,018,513	100.00%	120,443,665	100.00%	120,817,437	100.00%

**TAX LEVY COMPARISON
FY 2018 - FY 2021**

LEVY LIMIT CALCULATION

	ACTUAL FY 2018	ACTUAL FY 2019	ESTIMATE FY 2020	ACTUAL FY 2020	ESTIMATE FY 2021
Base	73,267,482	76,668,444	80,382,294	80,382,294	84,206,856
2.5% Increase	1,831,687	1,916,711	2,009,557	2,009,557	2,105,171
New Growth	<u>1,569,275</u>	<u>1,797,139</u>	<u>1,100,000</u>	<u>1,815,005</u>	<u>1,100,000</u>
Levy - Net of Debt Exclusion	76,668,444	80,382,294	83,491,851	84,206,856	87,412,027
 Debt Exclusion (See Below)	 <u>3,097,903</u>	 <u>3,004,153</u>	 <u>2,910,653</u>	 <u>2,910,653</u>	 <u>2,822,303</u>
Levy Limit *	79,766,347	83,386,447	86,402,504	87,117,509	90,234,330

* Levy limit based on tax levy calculation

DEBT EXCLUSION CALCULATION

Wilmington High School Debt	3,205,401	3,111,650	3,018,150	3,018,150	2,929,800
Premium	<u>107,498</u>	<u>107,497</u>	<u>107,497</u>	<u>107,497</u>	<u>107,497</u>
Total	3,097,903	3,004,153	2,910,653	2,910,653	2,822,303

**FISCAL YEAR 2020
COMMUNITY TAX RATE COMPARISONS**

	<u>Residential</u>	<u>Commercial- Industrial Personal Property</u>	
Andover	\$15.01	\$27.14	
Bedford	\$13.18	\$28.95	
Billerica	\$12.99	\$30.03	
Burlington	\$9.64	\$25.54	
Chelmsford	\$16.45	\$21.18	PP \$21.04
No. Reading	\$15.60	\$15.60	
Reading	\$13.95	\$14.20	
Tewksbury	\$15.97	\$28.00	
Wilmington	\$13.58	\$30.59	

	<u>Taxes on Houses at Average Single Fam Assessed Values</u>		<u>Sample Taxes on Wilmington Homes</u>	
Andover	681,094	\$10,223.22	\$250,000	\$3,395.00
Bedford	741,167	\$9,768.58	\$300,000	\$4,074.00
Billerica	425,081	\$5,521.80	\$350,000	\$4,753.00
Burlington	566,991	\$5,465.79	\$400,000	\$5,432.00
Chelmsford	447,553	\$7,362.25	\$450,000	\$6,111.00
No. Reading	601,334	\$9,380.81	\$500,000	\$6,790.00
Reading	627,100	\$8,748.05		
Tewksbury	433,362	\$6,920.79		
Wilmington	506,113	\$6,873.01		

VALUATION BY TAX CLASSIFICATION

<u>CLASS</u>	<u>FY 2019 VALUE</u>		<u>FY 2020 VALUE</u>	
Residential	3,638,736,979	77.151%	\$3,839,056,301	77.070%
Commercial	176,582,426	3.744%	\$183,435,874	3.683%
Industrial	766,731,881	16.257%	799,389,024	16.048%
Personal Property	134,324,400	2.848%	159,345,290	3.199%
TOTAL	\$4,716,375,686	100%	\$4,981,226,489	100%

FISCAL 2020 TAX LEVY

\$87,073,370.00

LEVY AMOUNTS BORNE BY TAX CLASSIFICATION

<u>CLASS</u>	<u>FY 2019 AMOUNT</u>		<u>FY 2020 AMOUNT</u>	
Residential	50,036,871.00	60.0144%	52,134,384.57	59.8734%
Commercial	5,462,715.26	39.9856%	5,611,303.39	40.1266%
Industrial	23,719,623.26		24,453,310.24	
Personal Property	4,155,565.54		4,874,373.42	
TOTAL	83,374,775.06	100.00%	87,073,371.62	100.00%

LOCAL RECEIPTS

	ACTUAL FISCAL 2018	ACTUAL FISCAL 2019	ESTIMATE FISCAL 2020	REVISED ESTIMATE FISCAL 2020	ESTIMATE FISCAL 2021
MOTOR VEHICLE EXCISE	4,652,572	4,668,330	4,835,000	4,835,000	5,076,750
LOCAL MEALS TAX	390,353	383,190	400,000	400,000	400,000
PEN. & INT. ON TAXES & EXCISE	537,845	462,769	550,000	550,000	550,000
PAYMENTS IN LIEU OF TAXES	822,000	422,272	835,000	835,000	835,000
CHARGES FOR SERVICES-AMBULANCE FEES	678,111	752,857	675,000	675,000	675,000
DEPT REVENUE-LIBRARY	99,853	178,043	60,000	60,000	60,000
DEPT REVENUE-CEMETERY	8,810	9,376	9,000	9,000	9,000
DEPT REVENUE-DPW RECYCLING	138,361	137,455	100,000	100,000	100,000
LICENSES & PERMITS-SELECTMEN	19,470	23,290	20,000	20,000	20,000
LICENSES & PERMITS-BLDG. INSP.	37,451	32,268	35,000	35,000	35,000
LICENSES & PERMITS-HEALTH	526,688	519,865	450,000	450,000	450,000
LICENSES & PERMITS-OTHER	70,345	52,960	60,000	55,000	60,000
POLICE FINES & FORFEITS	287,855	195,917	270,000	270,000	270,000
INVESTMENT INCOME	94,703	66,998	90,000	90,000	90,000
MEDICAID REIMBURSEMENTS	589,221	943,416	500,000	500,000	500,000
RENTALS	174,866	179,518	150,000	150,000	150,000
MISC-TREASURER	133,934	138,162	120,000	120,000	120,000
MISC-TOWN CLERK	2,929	29,194	5,000	5,000	5,000
MISC-OTHER	46,028	38,230	30,000	30,000	30,000
MEDICARE RETIREE DRUG SUBSIDY	170,349	203,399	60,000	60,000	60,000
TOTAL LOCAL RECEIPTS	94,192	75,761	0	0	0
CHARGES FOR SERVICES-SEWER	9,575,936	9,513,270	9,254,000	9,249,000	9,495,750
GRAND TOTAL LOCAL RECEIPTS	3,525,560	3,502,946	3,270,033	3,270,033	0
	13,101,496	13,016,216	12,524,033	12,519,033	9,495,750

LOCAL AID

	ACTUAL FISCAL 2018	ACTUAL FISCAL 2019	ESTIMATE FISCAL 2020	REVISED ESTIMATE FISCAL 2020	ESTIMATE FISCAL 2021
Education:					
Chapter 70	11,270,330	11,371,910	11,452,960	11,469,170	11,526,516
Charter Tuition Reimbursement	15,525	28,855	4,914	6,595	6,595
Subtotal, All Education Items	11,285,855	11,400,765	11,457,874	11,475,765	11,533,111
General Government:					
Unrestricted General Government Aid	2,484,126	2,571,070	2,640,489	2,640,489	2,666,894
Veterans' Benefits	168,711	204,815	174,840	191,050	191,050
Exemptions: Vets, Blind, Surviving Spouses & Elderly	154,870	152,862	157,241	157,241	158,813
Offset Receipts:					
Public Libraries	25,984	26,448	26,713	27,569	28,258
Subtotal, All General Government	2,833,691	2,955,195	2,999,283	3,016,349	3,045,015
Total Estimated Receipts	14,119,546	14,355,960	14,457,157	14,492,114	14,578,126

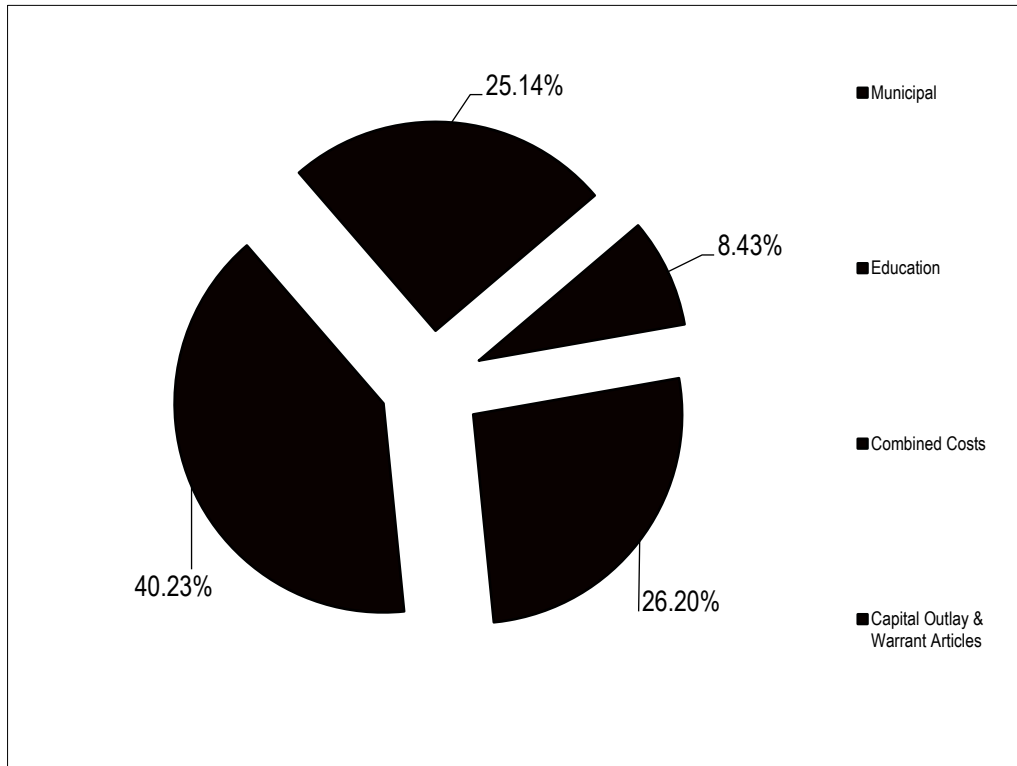
**WATER DEPARTMENT
TRANSFERS TO GENERAL FUND**

	FY 2018	FY 2019	FY 2020	FY 2021
DEBT PRINCIPAL FIXED	80,000	188,700	191,100	191,100
DEBT INTEREST FIXED	38,120	61,495	57,120	51,420
MISCELLANEOUS DEBT	<u>2,000</u>	<u>5,000</u>	<u>82,000</u>	<u>62,000</u>
TOTAL DEBT	120,120	255,195	330,220	304,520
 HEALTH & LIFE INSURANCE	 306,711	 287,500	 299,000	 303,485
RETIREMENT CONTRIBUTION	320,756	259,441	281,083	301,477
WORKER'S COMPENSATION	50,000	54,687	58,097	58,097
MEDICARE	35,186	13,710	11,963	11,025
MISC. MUNICIPAL SUPPORT	472,593	498,472	527,858	563,111
INSURANCE	<u>54,880</u>	<u>50,000</u>	<u>59,927</u>	<u>62,517</u>
TOTAL OTHER COSTS	<u>1,240,126</u>	<u>1,163,810</u>	<u>1,237,928</u>	<u>1,299,712</u>
TOTAL TRANSFERS	1,360,246	1,419,005	1,568,148	1,604,232

BUDGET SUMMARY

CATEGORY	EXPENDITURES FISCAL 2019	TRANSFER & APPROPRIATION FISCAL 2020	TOWN MANAGER RECOMMENDATION FISCAL 2021	DIFFERENCE \$ APPROPRIATION FY20/FY21	DIFFERENCE % APPROPRIATION FY20/FY21
MUNICIPAL:					
General Government	2,532,545	2,962,701	3,288,531	325,830	11.00%
Public Safety	10,592,020	11,708,904	11,621,851	(87,052)	-0.74%
Public Works	6,659,968	7,046,425	7,505,457	459,032	6.51%
Community Development	788,813	804,804	837,410	32,606	4.05%
Public Buildings	4,979,571	5,265,967	5,220,749	(45,218)	-0.86%
Human Services	1,903,621	2,193,466	2,302,928	109,462	4.99%
Unclassified - Municipal	754,772	1,080,595	882,000	(198,595)	-18.38%
MUNICIPAL TOTAL	<u>28,211,310</u>	<u>31,062,862</u>	<u>31,658,926</u>	<u>596,065</u>	<u>1.92%</u>
EDUCATION:					
Wilmington School	40,354,125	41,939,603	43,722,036	1,782,433	4.25%
Shawsheen Tech	<u>4,088,640</u>	<u>4,647,564</u>	<u>4,879,930</u>	<u>232,366</u>	<u>5.00%</u>
	44,442,765	46,587,167	48,601,966	2,014,799	4.32%
COMBINED COSTS:					
Maturing Debt & Interest	4,240,474	4,254,915	4,188,615	(66,300)	-1.56%
Unclassified - Insurance	12,626,705	13,914,000	14,154,000	240,000	1.72%
Unclassified - Misc.	432,996	2,236,500	2,471,709	235,209	10.52%
Sewer	141,338	189,267	0	(189,267)	-100.00%
Statutory Charges	10,389,791	12,053,590	9,555,771	(2,497,819)	-20.72%
Warrant Articles	6,555,046	6,559,500	4,559,500	(2,000,000)	-30.49%
Capital Outlay	<u>1,926,329</u>	<u>2,601,000</u>	<u>5,626,950</u>	<u>3,025,950</u>	<u>116.34%</u>
	<u>36,312,679</u>	<u>41,808,772</u>	<u>40,556,545</u>	<u>(1,252,227)</u>	<u>-3.00%</u>
GRAND TOTAL	108,966,754	119,458,801	120,817,437	1,358,637	1.14%

FY 2021 BUDGET



Municipal	31,658,926	26.20%
Education	48,601,966	40.23%
Combined Costs	30,370,095	25.14%
Capital Outlay & Warrant Articles	10,186,450	8.43%
TOTAL	120,817,437	100.00%

STAFFING LEVELS - MUNICIPAL GOVERNMENT
FY 2015 - FY 2021

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Town Manager							
Full-time	5	5	5	6	6	6	7
Part-time	-	-	-	-	-	-	-
Town Accountant							
Full-time	5	4	4	3	3	3	3
Part-time	-	-	-	-	-	-	-
Treasurer/Collector							
Full-time	5	5	5	5	6	6	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	3	3
Part-time	-	-	-	-	-	-	-
Police							
Full-time	51	50	50	50	52	52	54
Part-time	1	1	1	1	-	-	1
Fire							
Full-time	41	41	41	41	41	49	49
Part-time	1	1	1	1	1	1	1
Public Safety Central Dispatch							
Full-time	12	12	12	12	12	12	13
Part-time/On Call	-	2	2	2	2	2	-
Animal Control							
Full-time	1	1	1	1	1	1	1
Part-time	-	-	-	-	-	-	-
Highway, Cemetery, Tree, Parks & Grounds, Engineering,							
Full-time	38	38	38	38	39	39	39
Part-time	2	1	3	1	1	1	1
Seasonal	8	8	8	9	8	8	8
Water Division							
Full-time	11	11	11	11	11	11	11
Part-time	-	-	-	-	-	-	-
Seasonal	3	3	3	3	3	3	3

STAFFING LEVELS - MUNICIPAL GOVERNMENT
FY 2015 - FY 2021

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
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	51	51	51
Part-time	4	3	5	3	3	3	3
Seasonal	11	11	11	12	11	11	11
Board of Health							
Full-time	2	2	2	2	2	2	2
Part-time	1	1	1	1	1	1	1
Planning & Conservation							
Full-time	5	5	5	5	5	5	5
Part-time	-	-	-	-	-	-	-
Building Inspector/ Zoning Board of							
Full-time	2	2	2	2	2	2	2
Part-time	2	2	2	2	2	2	2
Public Buildings							
Full-time	46	46	47	47	47	47	47
Part-time	-	-	-	-	-	-	-
Seasonal	4	4	4	4	4	4	4
Veterans Services							
Full-time	1	2	2	2	2	2.5	2.5
Part-time	2	-	-	-	-	-	-
Library							
Full-time	13	13	13	13	13	13	13
Part-time	12	12	12	12	12	12	12
Recreation ⁽¹⁾							
Full-time	2	2	2	3	3	3	3
Part-time	1	1	1	-	-	-	-
Elderly Services							
Full-time	4	4	4	4	4	4.5	5.5
Part-time	3	3	3	2	2	2	-
Historical Commission							
Full-time	-	-	-	-	-	-	-
Part-time	2	2	2	2	2	2	2
Total							
Full-time	251	253	254	255	259	268	273
Part-time	29	28	30	26	25	25	22
Seasonal	15	15	15	16	15	15	15
Total Staff	295	296	299	297	299	308	310

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

EXPENDITURE DETAIL

DEPARTMENT:	Selectmen	DEPT:	01	
FUNCTION:	General Government	ACTIVITY:	Legislative	
CLASSIFICATION	EXPENDITURES FISCAL 2018	EXPENDITURES FISCAL 2019	TRANSFER & APPROPRIATION FISCAL 2020	TOWN MANAGER RECOMMENDATION FISCAL 2021
PERSONNEL SERVICES:				
Recording Secretary	5,139	5,139	5,412	5,561
	5,139	5,139	5,412	5,561
CONTRACTUAL SERVICES:				
Misc. Contractual Services	5,833	5,910	6,300	6,500
Printing & Binding	2,557	2,576	3,350	3,350
Advertising & Town Meeting Exp.	772	667	1,200	1,200
	9,162	9,153	10,850	11,050
MATERIALS & SUPPLIES:				
Office Supplies	0	0	0	0
	0	0	0	0
FURNISHINGS & EQUIPMENT:	0	0	0	0
TOTAL	14,301	14,292	16,262	16,611

EXPENDITURE DETAIL

DEPARTMENT: Selectmen
FUNCTION: General Government

DEPT:
ACTIVITY: 11
Elections & Town Meeting

CLASSIFICATION	EXPENDITURES FISCAL 2018	EXPENDITURES FISCAL 2019	TRANSFER & APPROPRIATION FISCAL 2020	TOWN MANAGER RECOMMENDATION FISCAL 2021
PERSONNEL SERVICES:				
Part-Time ¹	13,780	35,736	29,283	57,954
	13,780	35,736	29,283	57,954
CONTRACTUAL SERVICES:				
Printing, Adv. & Binding	0	42	100	3,768
Misc. Contractual Services	2,500	7,225	8,400	6,550
Constable	200	200	200	200
	2,700	7,467	8,700	10,518
MATERIALS & SUPPLIES:				
Office Supplies	0	0	0	0
	0	0	0	0
FURNISHINGS & EQUIPMENT:				
	0	0	0	0
TOTAL	16,480	43,203	37,983	68,472

1. This total includes any potential offset received for Extended Polling Reimbursement from the State

STATISTICAL DEPARTMENT INFORMATION

DEPT: Elections
CODE: 11

Description	2015	2016	2017	2018	2019
Town Election	2,369	2,007	2,657	2,640	3,339
Percent of Votes Cast	15%	13%	16%	16%	20%
Special Town Election	-	-	-	-	-
Percent of Votes Cast	-	-	-	-	-
State Primary	-	790	-	4,568	-
Percent of Votes Cast	-	4.90%		26.80%	-
State Election	-	13,595	-	11,294	-
Percent of Votes Cast	-	81%		66%	-
Special State Primary	-	-	-	-	-
Percent of Votes Cast	-	-	-	-	-
Special State Election	-	-	-	-	-
Percent of Votes Cast	-	-	-	-	-
Presidential Primary	-	7,679	-	-	-
Percent of Votes Cast	-	48.80%		0.00%	-

EXPENDITURE DETAIL

DEPARTMENT:	Registrars of Voters		DEPT:	12
FUNCTION:	General Government		ACTIVITY:	Registrations
CLASSIFICATION	EXPENDITURES FISCAL 2018	EXPENDITURES FISCAL 2019	TRANSFER & APPROPRIATION FISCAL 2020	TOWN MANAGER RECOMMENDATION FISCAL 2021
PERSONNEL SERVICES:				
Stipend	1,875	1,875	1,875	1,875
	1,875	1,875	1,875	1,875
CONTRACTUAL SERVICES:				
Misc. Contractual Services	1,724	1,887	2,000	2,500
Printing, Adv. & Binding	800	921	1,700	1,400
Postage (Census Mailing)	4,217	4,800	5,000	6,700
	6,741	7,608	8,700	10,600
MATERIALS & SUPPLIES:				
General Supplies	0	0	0	0
	0	0	0	0
FURNISHINGS & EQUIPMENT:	0	0	0	0
TOTAL	8,616	9,483	10,575	12,475

STATISTICAL DEPARTMENT INFORMATION

DEPT: Board of Registrars
CODE: 12

Description	2015	2016	2017	2018	2019
Population	22,627	22,722	22,714	22,573	22,071
Republicans	1,921	2,093	2,038	2,055	2,081
Democrats	4,044	4,064	3,909	3,842	3,771
America First Party	-	2	2	2	2
Conservative	2	5	6	6	8
Green Party, USA	2	3	2	2	1
Green – Rainbow Party	6	4	3	2	5
Interdependent Third Party	7	8	9	16	16
Libertarians	42	41	44	55	66
MA Independent Party	3	2	5	4	10
Pirate Party	-	3	2	2	1
Pizza Party	-	1	1	2	2
Socialist	-	-	1	3	3
Working Families Party	1	-	-	-	1
Unenrolled	9,834	10,839	10,798	11,028	11,146
American Independent	-	-	-	2	8
United Independent Party	60	34	22	5	6
Total Registered Voters	15,922	17,099	16,842	17,019	17,127

EXPENDITURE DETAIL

DEPARTMENT:	Finance Committee	DEPT:	03	
FUNCTION:	General Government	ACTIVITY:	Advisory	
CLASSIFICATION	EXPENDITURES FISCAL 2018	EXPENDITURES FISCAL 2019	TRANSFER & APPROPRIATION FISCAL 2020	TOWN MANAGER RECOMMENDATION FISCAL 2021
PERSONNEL SERVICES:				
Recording Secretary	<u>2,986</u>	<u>3,662</u>	<u>2,100</u>	<u>1,885</u>
	2,986	3,662	2,100	1,885
CONTRACTUAL SERVICES:				
Printing, Adv. & Binding	6,362	6,168	8,000	8,000
Dues	280	280	300	300
Training & Conference	<u>198</u>	<u>150</u>	<u>200</u>	<u>200</u>
	6,840	6,598	8,500	8,500
MATERIALS & SUPPLIES:				
Office Supplies	<u>0</u>	<u>11</u>	<u>25</u>	<u>25</u>
	0	11	25	25
FURNISHINGS & EQUIPMENT:	0	0	0	0
TOTAL	9,826	10,272	10,625	10,410

EXPENDITURE DETAIL

DEPARTMENT:	Town Manager/Central Administration		DEPT:	02
FUNCTION:	General Government		ACTIVITY:	Administration
CLASSIFICATION	EXPENDITURES FISCAL 2018	EXPENDITURES FISCAL 2019	TRANSFER & APPROPRIATION FISCAL 2020	TOWN MANAGER RECOMMENDATION FISCAL 2021
PERSONNEL SERVICES:				
Town Manager	151,397	163,508	159,111	163,089
Other Full Time (6)	378,258	347,630	396,131	476,933
	<u>529,655</u>	<u>511,138</u>	<u>555,242</u>	<u>640,021</u>
CONTRACTUAL SERVICES:				
Postage, Printing, Advertising	57,619	53,423	58,000	58,000
Misc. Contractual Services	5,043	5,680	5,000	6,000
Training & Conference	0	990	6,600	6,600
	<u>62,662</u>	<u>60,094</u>	<u>69,600</u>	<u>70,600</u>
MATERIALS & SUPPLIES:				
Office Supplies	7,096	6,865	8,700	8,700
	<u>7,096</u>	<u>6,865</u>	<u>8,700</u>	<u>8,700</u>
FURNISHINGS & EQUIPMENT:				
	3,446	0	0	10,537
TOTAL	602,859	578,098	633,542	729,858

EXPENDITURE DETAIL

DEPARTMENT: Information Technology
FUNCTION: General Government

DEPT:
ACTIVITY:

08
Administration

CLASSIFICATION	EXPENDITURES FISCAL 2018	EXPENDITURES FISCAL 2019	TRANSFER & APPROPRIATION FISCAL 2020	TOWN MANAGER RECOMMENDATION FISCAL 2021
PERSONNEL SERVICES:				
IT Director	59,370	87,963	93,996	100,632
Other - Full Time (2)	96,587	137,033	144,529	150,611
	<u>155,957</u>	<u>224,996</u>	<u>238,525</u>	<u>251,243</u>
CONTRACTUAL SERVICES:				
Misc. Contractual Services	380,889	387,233	391,400	457,960
Materials & Supplies	0	750	750	2,000
Training & Conference	2,000	200	2,000	2,000
	<u>382,889</u>	<u>388,183</u>	<u>394,150</u>	<u>461,960</u>
MATERIALS & SUPPLIES:				
Office Supplies	702	743	750	0
	<u>702</u>	<u>743</u>	<u>750</u>	<u>0</u>
FURNISHINGS & EQUIPMENT:				
	10,213	11,991	69,000	60,000
TOTAL	549,761	625,913	702,425	773,203

EXPENDITURE DETAIL

DEPARTMENT:	Finance/Town Accountant		DEPT:	04
FUNCTION:	General Government		ACTIVITY:	Accounting
CLASSIFICATION	EXPENDITURES FISCAL 2018	EXPENDITURES FISCAL 2019	TRANSFER & APPROPRIATION FISCAL 2020	TOWN MANAGER RECOMMENDATION FISCAL 2021
PERSONNEL SERVICES:				
Finance Director	121,240	144,525	127,688	133,071
Other - Full Time (2)	<u>127,618</u>	<u>136,528</u>	<u>132,430</u>	<u>130,187</u>
	248,858	281,053	260,118	263,258
CONTRACTUAL SERVICES:				
Misc. Contractual Services	8,925	0	11,340	340
Training & Conference	<u>2,157</u>	<u>1,777</u>	<u>3,470</u>	<u>3,470</u>
	11,082	1,777	14,810	3,810
MATERIALS & SUPPLIES:				
Office Supplies	<u>559</u>	<u>825</u>	<u>1,000</u>	<u>1,000</u>
	559	825	1,000	1,000
FURNISHINGS & EQUIPMENT:	0	0	400	0
TOTAL	260,499	283,655	276,328	268,068

EXPENDITURE DETAIL

DEPARTMENT: FUNCTION:	Treasurer/Collector General Government	DEPT: ACTIVITY:	06 Finance	
CLASSIFICATION	EXPENDITURES FISCAL 2018	EXPENDITURES FISCAL 2019	TRANSFER & APPROPRIATION FISCAL 2020	TOWN MANAGER RECOMMENDATION FISCAL 2021
PERSONNEL SERVICES:				
Treasurer/Collector	112,258	115,057	118,229	121,480
Other Full Time (5) ¹	166,981	201,827	213,430	238,499
	279,239	316,883	331,659	359,979
CONTRACTUAL SERVICES:				
Misc. Contractual Services	16,721	12,520	19,160	19,510
Printing, Adv. & Binding	8,580	7,094	10,600	12,400
Equipment Repairs	491	520	545	555
Training & Conference	658	691	1,690	1,690
	26,450	20,825	31,995	34,155
MATERIALS & SUPPLIES:				
Office Supplies	1,109	1,162	1,200	1,250
	1,109	1,162	1,200	1,250
Amt. Cert. Coll. Tax Title	24,111	12,999	27,000	27,000
FURNISHINGS & EQUIPMENT:	0	600	1,955	750
TOTAL	330,909	352,470	393,809	423,134

Notes:

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

STATISTICAL DEPARTMENT INFORMATION

DEPT: Treasurer/Collector
CODE: 06

Description	2015	2016	2017	2018	2019
Number of Real Estate Accounts	9,207	9,324	9316	9330	9420
Total Real Estate Commitment	\$66,191,629	\$69,478,517	72,797,650	75,893,677	79,218,798
Lien Certificates and Betterment Certificates	\$23,713	\$23,129	\$19,615	\$19,331	\$20,431
Apportioned Street Betterments	-	-	-	-	
Committed Interest	-	-	-	-	-
Apportioned Water Betterments	-	-	-	-	-
Committed Interest	-	-	-	-	-
Apportioned Sewer Betterments	\$27,414	\$27,414	\$27,414	\$26,889	\$26,889
Committed Interest	\$12,336	\$9,595	\$8,247	\$6,722	\$5,378
Water Lien Commitments	\$225,379	\$253,176	\$218,664	\$234,440	\$316,450
Sewer Lien Commitments	\$75,435	\$83,893	\$68,256	\$67,250	\$157,009
Electric Lien Commitments	\$10,358	\$10,537	\$13,662	\$17,235	\$27,750
Title V Betterments	\$31,118	\$30,018	\$35,381	\$31,323	\$27,798
Committed Interest	\$7,946	\$7,452	\$10,018	\$7,968	\$6,472
No. of Health Insurance Subscribers	1,026	1,128	1165	1154	1204
No. of Life Insurance Subscribers	842	848	894	901	916

STATISTICAL DEPARTMENT INFORMATION

DEPT: Treasurer/Collector
CODE: 06

Description	2015	2016	2017	2018	2019
Health Insurance Rates (Monthly)					
Individual:					
Network Blue	\$743.97	\$798.24	\$ 877.98	\$ 918.36	\$ 950.52
Blue Care Elect	\$901.53	\$983.52	\$ 1,081.87	\$ 1,131.64	\$ 1,171.24
Family:					
Network Blue	\$1,745.48	\$1,872.64	\$ 2,059.90	\$ 2,154.64	\$ 2,230.08
Blue Care Elect	\$2,115.73	\$2,308.16	\$ 2,538.84	\$ 2,655.64	\$ 2,748.56
Life Insurance & Accidental Death & Disability Premium Per \$1,000	\$0.92	\$1.30	\$ 1.30	\$ 1.30	\$ 1.30
Health and Life Insurance	\$10,286,356	\$10,865,194	\$ 10,728,518	\$ 11,199,944	\$ 12,317,465
Amount of Borrowing					
Bond Anticipation Notes	-	5,450,000.00	5,450,000	5,306,000	2,607,000
General Obligation Bonds	-	-			
Cost of Borrowing	-	19,550.00	\$11,575	\$59,955	\$3,750
Average Cost Per \$1,000	-	3.59	2.12	11.3	1.4
First and Last Borrowing Date	-	6/30/2016 7/30/2017	6/30/2017 7/30/2018	6/1/2018 7/30/2019	6/1/2019 6/30/2020
Number of Borrowings	-	1	1	1	2
Interest Rates Bid During Year	-	2.00%	2.00%	2.52%	1.90%
Tax Titles					
Parcels added to Tax Title Accounts for non-payment of real estate taxes	35	41	29	31	0
Tax Titles redeemed by property owner	18	41	50	29	28
Tax Titles foreclosed to the Town through Land Court	-	1	2	0	2
Number of Personal Property Bills	764	785	775	762	790

STATISTICAL DEPARTMENT INFORMATION

DEPT: Treasurer/Collector
CODE: 06

Description	2015	2016	2017	2018	2019
Total Personal Property Commitment	\$3,174,028	\$3,298,970	\$3,610,489	\$3,843,236	\$4,196,866
Number of Excise Bills	27,857	28,729	27,967	30,079	29,320
Total Excise Commitments	\$3,957,821	\$4,358,337	\$4,363,165	\$4,688,877	\$4,814,186
Excise Interest & Costs Collected	\$112,101	\$141,735	\$143,503	\$151,504	\$138,109
Ambulance Collections (includes amounts collected from Medicare on behalf of ALS provider)	\$1,284,658	\$1,443,977	\$1,417,560	\$1,303,413	\$1,378,477
Interest earned by investing non-revenue funds and available revenue funds	\$377,390	\$360,695	\$780,098	\$1,198,246	\$1,733,796

EXPENDITURE DETAIL

DEPARTMENT: Town Clerk/Elections/Registrations		DEPT:		10
FUNCTION: General Government		ACTIVITY:		Records Mgmt
CLASSIFICATION	EXPENDITURES FISCAL 2018	EXPENDITURES FISCAL 2019	TRANSFER & APPROPRIATION FISCAL 2020	TOWN MANAGER RECOMMENDATION FISCAL 2021
PERSONNEL SERVICES:				
Town Clerk	88,712	88,246	88,142	90,566
Other Full Time (2)	<u>109,394</u>	<u>112,681</u>	<u>112,572</u>	<u>121,228</u>
	198,106	200,927	200,714	211,794
CONTRACTUAL SERVICES:				
Misc. Contractual Services	179	214	250	250
Training & Conference	1,158	1,166	2,400	1,150
Printing, Adv. & Binding	<u>3,249</u>	<u>6,453</u>	<u>10,500</u>	<u>4,300</u>
	4,586	7,833	13,150	5,700
MATERIALS & SUPPLIES:				
Office Supplies	<u>1,494</u>	<u>1,400</u>	<u>1,600</u>	<u>1,600</u>
	1,494	1,400	1,600	1,600
FURNISHINGS & EQUIPMENT:				
	0	1,760	0	11,500
TOTAL	204,186	211,920	215,464	230,594

STATISTICAL DEPARTMENT INFORMATION

DEPT: Town Clerk
CODE: 10

Description	2015	2016	2017	2018	2019
Dog Licenses	2,238	2,375	2,550	2,756	2,686
Public Records Requests	-	-	-	-	129.00
Births	229	253	228	217	243
Marriage Intentions	94	92	105	102	103
Marriages	93	93	105	98	98
Deaths	308	246	243	247	270
Burial Permits	201	144	153	155	153
Flammable Licenses	51	52	51	51	37
Business Certificates and Withdrawals	176	146	177	177	174
Bazaar/Raffle Permits	3	5	9	7	4
Pole/Conduit Locations	7	2	0	2	4
Certifications of Vital Statistics	2,456	2,289	2,587	2,477	2,642
Passports	526	393	410	456	488

EXPENDITURE DETAIL

DEPARTMENT: Board of Assessors
FUNCTION: General Government

DEPT: 05
ACTIVITY: Assessing

CLASSIFICATION	EXPENDITURES FISCAL 2018	EXPENDITURES FISCAL 2019	TRANSFER & APPROPRIATION FISCAL 2020	TOWN MANAGER RECOMMENDATION FISCAL 2021
PERSONNEL SERVICES:				
Principal Assessor	108,589	111,304	114,364	117,510
Other - Full Time (2)	102,967	100,165	100,919	95,295
Stipend	2,000	2,000	2,000	2,000
	<u>213,556</u>	<u>213,469</u>	<u>217,283</u>	<u>214,804</u>
CONTRACTUAL SERVICES:				
Misc. Contractual Services	35,084	54,170	59,100	114,450
Appraisals & Inventories	3,800	3,425	45,925	84,725
Appellate Tax Board Costs	7,433	20,000	20,000	20,000
Training & Conference	2,128	3,600	3,600	3,600
Printing & Binding & Adv.	528	1,000	1,000	1,000
	<u>48,973</u>	<u>82,195</u>	<u>129,625</u>	<u>223,775</u>
MATERIALS & SUPPLIES:				
Office Supplies	1,397	3,200	3,200	3,200
Subscriptions & Dues	1,291	6,100	6,280	6,425
	<u>2,688</u>	<u>9,300</u>	<u>9,480</u>	<u>9,625</u>
FURNISHINGS & EQUIPMENT:				
	0	3,150	1,800	0
TOTAL	265,217	308,114	358,188	448,204

EXPENDITURE DETAIL

DEPARTMENT: Town Counsel & Legal Services
 FUNCTION: General Government

DEPT: 08
 ACTIVITY: Legal

CLASSIFICATION	EXPENDITURES FISCAL 2018	EXPENDITURES FISCAL 2019	TRANSFER & APPROPRIATION FISCAL 2020	TOWN MANAGER RECOMMENDATION FISCAL 2021
CONTRACTUAL SERVICES:				
Legal Services	263,521	236,692	300,000	300,000
	263,521	236,692	300,000	300,000
Expenses	2,870	647	7,500	7,500
	2,870	647	7,500	7,500
TOTAL	266,391	237,339	307,500	307,500

EXPENDITURE DETAIL

DEPARTMENT:	Police	DEPT:	18	
FUNCTION:	Public Safety	ACTIVITY:	Enforcement	
CLASSIFICATION	EXPENDITURES FISCAL 2018	EXPENDITURES FISCAL 2019	TRANSFER & APPROPRIATION FISCAL 2020	TOWN MANAGER RECOMMENDATION FISCAL 2021
PERSONNEL SERVICES:				
Chief (1)	146,973	137,714	141,500	146,316
Deputy Chief (1)	120,588	118,066	121,313	124,649
Lieutenant (5)	499,992	509,050	509,878	491,701
Sergeant (6)	430,860	430,971	439,764	499,230
Patrolmen (37)	2,339,295	2,416,543	2,422,751	2,570,952
Substance Abuse Coordinator (1)	53,075	65,039	69,504	71,415
Clerks (3)	95,414	141,365	147,673	164,968
Part Time (1)	13,158	0	0	17,472
Overtime	641,527	561,506	625,000	675,000
Paid Holidays	104,395	98,889	100,000	100,000
Specialists	14,525	14,383	14,650	14,650
Night Differential	60,346	62,682	59,332	62,800
Incentive Pay	502,841	518,242	525,218	590,000
Sick Leave Buy Back	30,882	31,217	40,593	40,593
	5,053,871	5,105,667	5,217,176	5,569,747
CONTRACTUAL SERVICES:				
Misc. Contractual Services	54,942	62,025	65,975	69,575
Training & Conference	23,758	28,100	35,000	50,000
Computer Expenses	0	7,500	5,000	0
	78,700	97,625	105,975	119,575
MATERIALS & SUPPLIES:				
Office Supplies	9,865	12,000	13,500	13,500
Uniforms	62,360	67,810	65,110	85,000
Small Tools & Equipment	49,957	55,550	60,550	60,000
	122,182	135,360	139,160	158,500
FURNISHINGS & EQUIPMENT:	0	28,750	24,750	27,750
TOTAL	5,254,753	5,367,402	5,487,061	5,875,572

STATISTICAL DEPARTMENT INFORMATION

DEPT: Police
CODE: 18

Description	2014	2015	2016	2017	2018	2019
Police Officers	48	48	48	48	48	48
Cruisers	22	22	22	22	22	22
Arrests (including traffic)	216	205	228	231	262	272
Summons	230	221	272	193	203	203
Complaints/Requests for Service	20,276	21,284	23,370	26,006	24,214	22,969
Firearms Permits	271	226	434	368	445	525
Automobile Accidents	441	426	842	808	808	852
Citations Issued (minus arrests)	3,316	3,464	4,263	4,164	3,924	3,850

EXPENDITURE DETAIL

DEPARTMENT: Fire FUNCTION: Public Safety			DEPT: ACTIVITY:	20 Fire Protection
CLASSIFICATION	EXPENDITURES FISCAL 2018	EXPENDITURES FISCAL 2019	TRANSFER & APPROPRIATION FISCAL 2020	TOWN MANAGER RECOMMENDATION FISCAL 2021
PERSONNEL SERVICES:				
Chief	138,452	132,574	134,537	127,322
Deputy Chief (1)	87,504	91,427	96,075	107,098
Lieutenant (10)	459,833	492,346	825,479	878,280
Firefighter (36) ¹	2,098,483	2,130,678	2,423,240	2,219,905
Full Time Clerk (1)	60,670	43,982	42,384	47,470
Part Time Clerk (1)	12,390	7,984	12,626	17,745
Overtime	935,568	1,203,010	1,200,000	800,000
Training Overtime	40,000	7,466	40,000	40,000
Paid Holidays	148,769	150,414	158,660	155,660
EMT & Incentive Pay	26,225	51,355	75,484	60,045
Sick Leave Buyback	17,234	9,076	20,786	20,786
	4,025,128	4,320,312	5,029,271	4,474,310
CONTRACTUAL SERVICES:				
Misc. Contractual Services	37,658	44,420	51,855	52,893
Radio Repairs	4,437	20,597	20,872	20,872
Training & Conference	12,525	17,189	15,800	15,800
Fire Alarm/Dispatch	4,620	8,473	8,500	12,000
Emergency Management	1,575	3,989	4,000	5,100
	60,815	94,668	101,027	106,665
MATERIALS & SUPPLIES:				
Office Supplies	3,647	3,529	3,800	3,800
Uniforms & Protective Equipment	82,268	101,746	166,876	130,000
Emergency & Medical Supplies	43,116	49,941	54,325	54,325
Fire Prevent & Arson Investigation	2,456	1,835	2,500	4,000
	131,487	157,051	227,501	192,125
FURNISHINGS & EQUIPMENT:	37,000	42,568	54,600	40,000
TOTAL	4,254,430	4,614,599	5,412,399	4,813,100

Notes:

1. A portion of this salary line will be offset by proceeds from the SAFER GRANT

STATISTICAL DEPARTMENT INFORMATION

DEPT: Fire
CODE: 20

Description	2014	2015	2016	2017	2018	2019
Number of Fire Fighters	40	40	40	40	40	48
Number of Runs	3,624	3,640	3,645	4,062	4,192	4,148
Number of Ambulance Calls	2,413	2,416	2,448	2,521	2,617	2,658
Out of Town Assistance	164	215	192	164	176	136
Ambulance Service						
Chest Pains	146	145	148	144	134	140
Difficulty Breathing	228	228	216	129	143	137
Fall Victim	299	301	323	278	322	291
Altered Mental Status	65	66	66	49	31	101
Overdoses	61	66	64	64	51	30
Psychological Evaluation	98	89	99	101	110	88
Motor Vehicle Crashes	360	391	365	251	338	284

EXPENDITURE DETAIL

DEPARTMENT: Public Safety Central Dispatch
 FUNCTION: Public Safety

DEPT: 21
 ACTIVITY: Communications/Emergency Response

CLASSIFICATION	EXPENDITURES FISCAL 2018	EXPENDITURES FISCAL 2019	TRANSFER & APPROPRIATION FISCAL 2020	TOWN MANAGER RECOMMENDATION FISCAL 2021
PERSONNEL SERVICES:				
Full Time (13)	579,409	551,850	601,008	684,367
Part Time/On Call	14,552	3,770	20,000	0
Night Differential	0	13,536	18,720	22,000
Stipends	0	1,396	3,050	4,440
Paid Holidays	0	8,980	22,917	18,951
Overtime	59,474	88,564	50,000	100,000
	<u>653,435</u>	<u>668,096</u>	<u>715,695</u>	<u>829,758</u>
CONTRACTUAL SERVICES:				
Training & Conference	5,209	6,179	5,920	11,352
Misc. Contractual Services	8,641	6,888	8,700	7,360
	<u>13,850</u>	<u>13,066</u>	<u>14,620</u>	<u>18,712</u>
MATERIALS & SUPPLIES:				
Office Supplies	1,992	2,000	2,000	2,000
Uniforms	1,203	1,747	1,750	6,000
	<u>3,195</u>	<u>3,747</u>	<u>3,750</u>	<u>8,000</u>
FURNISHINGS & EQUIPMENT:				
	3,833	3,858	4,000	4,000
TOTAL	674,313	688,767	738,065	860,470

EXPENDITURE DETAIL

DEPARTMENT:	Animal Control		DEPT:	23
FUNCTION:	Public Safety		ACTIVITY:	Enforcement
CLASSIFICATION	EXPENDITURES FISCAL 2018	EXPENDITURES FISCAL 2019	TRANSFER & APPROPRIATION FISCAL 2020	TOWN MANAGER RECOMMENDATION FISCAL 2021
PERSONNEL SERVICES:				
Animal Control Officer (1)	55,904	57,303	58,878	62,209
Overtime	1,411	1,446	2,000	4,000
	57,315	58,750	60,878	66,209
CONTRACTUAL SERVICES:				
Misc. Contractual Services	2,400	3,661	4,000	4,500
	2,400	3,661	4,000	4,500
MATERIALS & SUPPLIES:				
Office Supplies	456	755	1,000	1,000
Misc. Supplies	328	819	1,000	1,000
	784	1,574	2,000	2,000
FURNISHINGS & EQUIPMENT:	0	0	4,500	0
TOTAL	60,499	63,985	71,378	72,709

STATISTICAL DEPARTMENT INFORMATION

DEPT: Animal Control
CODE: 23

Description	2015	2016	2017	2018	2019
ACO Calls for Service			1,342	1,022	962
Deceased Animal Removal	27	112	165	201	151
Dog/Cat Bites		38	41	27	37
Barn Inspections	39	51	58	52	48
Reports		70	72	59	60
Loose Dogs Picked Up*	20	21	27	33	22
Dogs Returned to Owners*	15	21	27	33	22
Live Animal Intake		45	30	52	50
Quarantines	10	64	66	40	54
Cats Adopted*	-	30	-	-	4
Citations*			348	171	172
Vaccinations at Rabies Clinic	156	113	113	113	92

EXPENDITURE DETAIL

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

DEPT: 25-29, 51
 ACTIVITY: Maintenance

CLASSIFICATION	EXPENDITURES FISCAL 2018	EXPENDITURES FISCAL 2019	TRANSFER & APPROPRIATION FISCAL 2020	TOWN MANAGER RECOMMENDATION FISCAL 2021
PERSONNEL SERVICES:				
Director ¹	141,414	144,939	148,935	153,031
Administration - Full Time (6) ¹	427,838	438,019	452,552	465,342
Engineering - Full Time (4) ¹	340,000	354,495	374,324	390,471
Engineering - Part Time	8,724	7,865	12,740	12,740
Highway - Full Time (16) ¹	1,125,967	1,157,347	1,170,219	1,241,397
Highway - Overtime	78,979	57,612	78,529	80,492
Highway - Seasonal	15,386	16,936	18,000	18,000
Stream Maint. - Seasonal	21,022	17,288	14,500	14,500
Tree - Full Time (3)	210,232	202,387	205,182	225,614
Tree - Overtime	22,086	20,817	11,334	11,617
Parks/Grounds - Full Time (7)	390,991	435,799	447,652	489,716
Parks/Grounds - Overtime	24,919	18,279	27,540	28,229
Cemetery - Full Time (2)	165,061	145,654	144,163	157,486
Cemetery - Overtime	14,960	14,038	13,500	13,838
Snow & Ice - Extra Help/Overtime	258,757	258,257	211,332	216,616
	3,246,336	3,289,732	3,330,502	3,519,089
CONTRACTUAL SERVICES:				
Engineer - Misc Contractual Services	4,641	0	0	0
Engineer - Training & Conference	2,317	4,758	6,000	6,000
Highway - Misc Contractual Services	74,295	93,387	94,840	94,840
Highway - Repairs Town Vehicles	82,919	106,708	115,900	115,900
Highway - Training & Conference	1,926	2,555	2,000	2,000
Tree - Misc Contractual Services	9,669	11,000	11,000	11,000
Parks/Grounds - Misc Contractual Services	27,630	25,183	27,600	27,600
Cemetery - Misc Contractual Services	2,315	2,581	4,100	4,100
Road Machinery - Repair Equipment	53,546	66,157	80,000	80,000
Public Street Lights	154,963	122,903	163,100	163,100
Rubbish Collection & Disposal	1,620,702	1,905,549	2,017,239	2,318,387
Snow & Ice - Repair & Maint. Equipment	21,383	18,730	18,730	18,730
Snow & Ice - Misc. Contractual Services	297,367	160,000	185,000	200,000
	2,353,673	2,519,510	2,725,509	3,041,657

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 2018	EXPENDITURES FISCAL 2019	TRANSFER & APPROPRIATION FISCAL 2020	TOWN MANAGER RECOMMENDATION FISCAL 2021
MATERIALS & SUPPLIES:				
Engineer - Office Supplies	2,387	1,925	3,500	3,500
Engineer - Small Tools & Equip.	960	800	1,300	1,300
Highway - Office Supplies	1,283	1,456	2,000	2,000
Highway - Construction Supplies	66,422	56,935	82,000	82,000
Highway - Tools & Equip.	37,500	35,473	37,500	37,500
Stream Maintenance - Expenses	1,000	1,001	1,000	1,000
Tree - Tools/Equip/Tree Replace	4,543	4,817	5,000	5,000
Tree - Chemicals	1,071	2,999	3,000	3,000
Parks/Grounds - Rep. & Construct	96,144	90,764	96,100	96,100
Cemetery - Construction Supplies	1,689	1,868	2,000	2,000
Cemetery - Care of Grounds	7,882	9,641	8,000	8,000
Cemetery - Tools & Equip.	3,324	3,405	3,350	3,350
Cemetery - Office Supplies	180	289	300	300
Drainage Projects - Expenses	55,893	65,558	65,000	65,000
Snow & Ice - Sand & Salt	211,716	238,744	267,735	267,735
Snow & Ice - Tools & Equip.	6,000	5,698	6,000	6,000
Highway - Gas, Oil, Tires - DPW	112,727	110,476	122,934	122,701
Highway - Gas, Oil, Tires - Other	179,298	162,766	188,194	187,925
	790,019	794,614	894,913	894,411
FURNISHINGS & EQUIPMENT:	60,451	56,113	95,500	50,300
TOTAL	6,450,479	6,659,969	7,046,424	7,505,457

Notes:

1. Portion of salaries funded by Water allocation. 394,561 413,725 438,422 455,652

STATISTICAL DEPARTMENT INFORMATION

DEPT: Cemetery
CODE: 29

Description	2014	2015	2016	2017	2018	2019
Interments: Residents	80	91	76	76	83	94
Non-Residents	84	69	66	85	79	81
Moved/Disinterment	-	2	2	1	2	2
Total Interments	164	162	144	162	164	177
Receipts	\$134,101	\$132,327	\$103,512	\$133,950	\$131,787	\$141,105
Reserve	\$19,775	\$23,315	\$21,600	\$28,650	\$24,162	\$41,210
Trust Fund	\$19,675	\$23,275	\$21,600	\$28,650	\$22,887	\$36,550

STATISTICAL DEPARTMENT INFORMATION

DEPT: DPW
CODE: 25

Description	2014	2015	2016	2017	2018	2019
Trash Collected	8,289	7,633	6,824	7,218	7,206	7,083
Recyclables Collected	1,780	2,118	2,433	2,481	2,460	2,429
% Recycled Curbside	17.7%	21.7%	26.3%	26.0%	25.5%	25.5%

EXPENDITURE DETAIL

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

DEPT: 45
ACTIVITY: Public Works

CLASSIFICATION	EXPENDITURES FISCAL 2018	EXPENDITURES FISCAL 2019	TRANSFER & APPROPRIATION FISCAL 2020	TOWN MANAGER RECOMMENDATION FISCAL 2021
<hr/>				
PERSONNEL SERVICES:				
Full Time (1)	61,092	47,995	60,932	0
Part Time	19,680	20,748	21,840	0
Overtime	10,961	3,532	10,069	0
	<hr/> 91,733	<hr/> 72,275	<hr/> 92,841	<hr/> 0
 MATERIALS & SUPPLIES:				
Misc. Contractual Services	43,189	44,989	50,726	0
Expenses	12,205	1,612	13,000	0
Utilities	22,667	22,463	32,700	0
	<hr/> 78,061	<hr/> 69,064	<hr/> 96,426	<hr/> 0
 <hr/>				
TOTAL	169,794	141,339	189,267	0

Notes:

1. Effective FY21, Sewer will be an Enterprise Fund

STATISTICAL DEPARTMENT INFORMATION

EXPENDITURE DETAIL

DEPARTMENT:	Board of Health	DEPT:	30	
FUNCTION:	Community Development	ACTIVITY:	Health & Sanitation	
CLASSIFICATION	EXPENDITURES FISCAL 2018	EXPENDITURES FISCAL 2019	TRANSFER & APPROPRIATION FISCAL 2020	TOWN MANAGER RECOMMENDATION FISCAL 2021
PERSONNEL SERVICES:				
Director	93,734	96,070	98,719	102,113
Other - Full Time (1)	53,701	54,866	54,866	59,085
Part-Time/Overtime	54,725	54,435	54,730	38,777
	202,160	205,371	208,315	199,976
CONTRACTUAL SERVICES:				
Misc. Contractual Services	4,009	5,243	6,000	24,000
Printing, Adv. & Binding	1,893	607	2,000	2,000
Clinical Expenses	5,783	5,660	20,000	20,000
Weights & Measures	5,000	5,000	5,000	0
Training & Conference	1,037	726	1,000	1,000
	17,722	17,236	34,000	47,000
MATERIALS & SUPPLIES:				
Office Supplies	161	540	1,000	1,000
	161	540	1,000	1,000
FURNISHINGS & EQUIPMENT:	0	0	0	0
TOTAL	220,043	223,147	243,315	247,976

DEPT: Board of Health
CODE: 30

Description	2014	2015	2016	2017	2018	2019
PUBLIC HEALTH NURSE:						
General Wellness Visits - home	246	317	159	40	80	107
General Wellness Visits - office				113	261	158
General Wellness Visits - Buzzell				47	43	46
General Wellness Phone Consults				403	437	368
General Wellness Consults - Buzzell				871	910	961
Flu - home visit				18	22	15
Flu - office/clinic				573	411	410
Injections/other - office/clinic				102	2	58
Injections/other - home				24	0	0
ATTENDANCE						
Rabies Clinic	158	156	113	96	113	92
PERMITS:						
Beaver	26	22	14	20	14	16
Food	202	168	168	172	135	173
Funeral	2	2	2	2	2	4
Ice Rink	1	1	1	1	1	1
Installer	39	41	44	41	36	50
Body Art	-	-	-	-	-	2
Pool	3	3	3	3	3	3
RdNA	-	-	-	-	-	4
Recreational Camp	4	4	3	3	2	2
Sewerage	93	115	95	117	137	125
Animal	46	49	25	60	64	60
Tanning/Massage	1	1	1	1	1	-
Tobacco	24	14	27	27	20	20
Transport Waste Material	28	15	15	15	34	21
Well	15	9	13	5	6	10
Total Permits	484	444	411	467	455	491
Total Fees Collected	\$73,645	\$70,577	\$73,115	\$80,586	\$69,141	\$66,167

EXPENDITURE DETAIL

DEPARTMENT:	Planning & Conservation	DEPT:	14
FUNCTION:	Community Development	ACTIVITY:	Planning & Environmental Protection

CLASSIFICATION	EXPENDITURES FISCAL 2018	EXPENDITURES FISCAL 2019	TRANSFER & APPROPRIATION FISCAL 2020	TOWN MANAGER RECOMMENDATION FISCAL 2021
PERSONNEL SERVICES:				
Director (1)	90,387	92,640	95,382	98,562
Other - Full Time (4)	201,356	218,838	231,328	238,837
Overtime	3,187	2,945	3,914	3,914
	<u>294,930</u>	<u>314,423</u>	<u>330,624</u>	<u>341,313</u>
CONTRACTUAL SERVICES:				
Misc. Contractual Services	4,256	21,745	10,000	21,000
Dues & Subscriptions	1,096	1,064	1,500	1,500
Advertising & Printing	6,405	5,332	8,000	8,000
Training & Conference	679	1,157	2,000	2,000
	<u>12,436</u>	<u>29,297</u>	<u>21,500</u>	<u>32,500</u>
MATERIALS & SUPPLIES:				
Office Supplies	1,361	1,309	1,500	1,500
	<u>1,361</u>	<u>1,309</u>	<u>1,500</u>	<u>1,500</u>
FURNISHINGS & EQUIPMENT:				
	1,491	1,557	1,600	1,600
TOTAL	310,218	346,587	355,224	376,913

STATISTICAL DEPARTMENT INFORMATION

	DEPT: CODE: Planning 14			
	2016	2017	2018	2019
Site Plan Review	2	15	17	18
Conservation Subdivision Design Special Permits (CSD)	1	1	1	1
Stormwater Management Permits	6	13	16	17
Simple Stormwater Management Permits	51	53	41	33
Sign Special Permits	3	5	6	1
Multi-Family Special Permits	0	0	2	1
Subdivision Approval Not Required (ANR)	1	9	7	4
Preliminary/Definitive Subdivisions	0 0	0 1	1 3	2 4
81G Roadway Improvements	2	1	2	1
Parking Special Permits	1	4	3	1
Pet Care Facility Special Permits	0	1	0	0
Over 55 Special Permit	0	1	0	0
Lots under 10,000 Square Feet Special Permit	0	0	0	0

STATISTICAL DEPARTMENT INFORMATION

DEPT: Conservation
CODE: 14

Description	2014	2015	2016	2017	2018	2019
Wetlands Protection Act Hearings	68	54	88	98	140	71
Acres of Land Acquired	6	29.5	0.0	30.9	0.8	0.0
Notices of Intent Filed	18	14	25	21	42	27
Orders of Conditions Issued	16	18	19	22	43	23
Denials Issued	0	0	0	1	0	0
Cases Pending	3	2	6	2	1	5
Cases Withdrawn	0	2	0	2	0	3
Determinations of Applicability	15	27	39	33	47	46
Decisions Appealed	1	0	0	1	3	0
Extension Permits Issued	1.00	5	7	7	3	5
Certificates of Compliance Issued	29	27	22	23	36	30
Filing Fees Collected	\$9,067.50	\$3,507.00	\$9,811.00	\$7,249.00	\$8,844.50	\$12,538.50
Violation Notices Issued	52	19	3	12	20	22
Enforcement Orders Issued	5	9	5	3	6	4
Abbreviated Notices of Resource Area Delineation	5	0	3	2	2	3

EXPENDITURE DETAIL

DEPARTMENT:	Bldg. Insp. & Bd. Of Appeals	DEPT:	24	
FUNCTION:	Community Development	ACTIVITY:	Enforcement Codes & Bylaws	
CLASSIFICATION	EXPENDITURES FISCAL 2018	EXPENDITURES FISCAL 2019	TRANSFER & APPROPRIATION FISCAL 2020	TOWN MANAGER RECOMMENDATION FISCAL 2021
PERSONNEL SERVICES:				
Building Inspector	86,829	90,924	93,430	96,000
Other - Full Time (1)	59,525	55,905	43,392	46,729
Part Time/Overtime	62,279	68,849	64,193	62,193
	208,633	215,678	201,015	204,922
CONTRACTUAL SERVICES:				
Misc. Contractual Services	0	0	0	2,000
Printing, Adv. & Binding	299	324	300	300
Training & Conference	2,938	1,980	3,800	3,800
	3,237	2,304	4,100	6,100
MATERIALS & SUPPLIES:				
Office Supplies	577	1,096	1,150	1,500
	577	1,096	1,150	1,500
FURNISHINGS & EQUIPMENT:	350	0	0	0
TOTAL	212,797	219,078	206,265	212,522

STATISTICAL DEPARTMENT INFORMATION

DEPT: Building Inspector
CODE: 24

Description	2014	2015	2016	2017	2018	2019
New Single Family Dwellings	34	46	37	58	59	38
Residential Additions	47	38	58	58	75	18
Residential Remodeling	249	375	342	306	398	183
Residential Miscellaneous	69	67	81	72	80	106
New Commercial Buildings	2	2	2	-	2	1
Commercial Additions	5	4	-	1	3	1
Commercial Fitups	56	118	91	109	45	53
Commercial Miscellaneous	50	106	73	53	67	15
Occupancy Permits	79	68	93	101	61	84
Plumbing Permits	281	371	315	361	367	386
Gas Fitting Permits	265	324	303	314	356	353
Wiring Permits	514	624	670	607	629	552
Sheet Metal Permits	34	35	65	44	33	29
Assembly Permits	39	37	26	37	26	34
Annual Wiring Permits	60	49	55	54	52	48
Total Permits	1,784	2,264	2,211	2,175	2,253	3,920
Fees Collected	\$472,734	\$935,100	\$498,012	\$677,935	\$688,259	\$657,832
Estimated Value – All Construction	\$31,276M	\$91,067M	\$28,486M	\$43,075M	\$92,581M	\$1,071,567

STATISTICAL DEPARTMENT INFORMATION

DEPT: Board of Appeals
CODE: 24

Description	2014	2015	2016	2017	2018	2019
Cases Granted	17	17	23	23	15	19
Cases Denied	1	2	2	3	-	-
Cases Withdrawn or No Action Taken	3	1	1	5	2	1
Cases Pending	-	3	1	1	4	-
Total Cases	21	23	27	32	21	20
Total Fees Collected	\$2,100	\$2,100	\$2,600	\$3,300	\$1,900	\$2,000

EXPENDITURE DETAIL

DEPARTMENT: Public Buildings		DEPT:	15 (TOWN); 16 (SCHOOL)	
FUNCTION: Operation of Plant		ACTIVITY:	Maint./Operations	
CLASSIFICATION	EXPENDITURES FISCAL 2018	EXPENDITURES FISCAL 2019	TRANSFER & APPROPRIATION FISCAL 2020	TOWN MANAGER RECOMMENDATION FISCAL 2021
PERSONNEL SERVICES:				
Superintendent	124,107	128,076	134,305	137,999
Other - Full Time (46)	2,864,602	2,939,958	3,016,562	2,987,650
Overtime	35,654	42,400	55,000	55,000
Seasonal	12,174	12,852	17,600	17,600
	3,036,537	3,123,287	3,223,467	3,198,250
UTILITIES				
Fuel Heating	686,010	872,372	945,500	945,500
Electric - Town Buildings	198,499	188,497	220,000	220,000
Utilities - Town Buildings	21,641	19,956	31,500	31,500
	906,150	1,080,825	1,197,000	1,197,000
MAINTENANCE EXPENSE:				
HVAC Repairs	156,076	174,381	175,000	185,000
Expenses - School Buildings	259,730	251,191	257,000	245,000
Asbestos Repairs/Training	17,000	8,632	50,000	25,000
Expenses - Town Buildings	185,604	226,724	210,000	217,000
Misc Facility Repairs	176,760	72,191	125,000	125,000
Roof Repairs	6,547	41,365	25,000	25,000
Training & Conference	2,026	975	3,500	3,500
	803,743	775,459	845,500	825,500
FURNISHINGS & EQUIPMENT:				
	0	0	0	0
TOTAL	4,746,430	4,979,571	5,265,967	5,220,750

EXPENDITURE DETAIL

DEPARTMENT:	Veterans Services		DEPT:	31
FUNCTION:	Veterans Aid & Benefits		ACTIVITY:	Veterans Aid
CLASSIFICATION	EXPENDITURES FISCAL 2018	EXPENDITURES FISCAL 2019	TRANSFER & APPROPRIATION FISCAL 2020	TOWN MANAGER RECOMMENDATION FISCAL 2021
PERSONNEL SERVICES:				
Director	78,983	84,188	86,508	88,887
Other - Full Time (1.5)*	<u>48,837</u>	<u>52,057</u>	<u>77,584</u>	<u>84,705</u>
	127,820	136,245	164,092	173,591
CONTRACTUAL SERVICES:				
Misc. Contractual Services	0	0	450	450
Training & Conference	<u>1,373</u>	<u>1,842</u>	<u>2,500</u>	<u>2,500</u>
	1,373	1,842	2,950	2,950
MATERIALS & SUPPLIES:				
Office Supplies	<u>770</u>	<u>713</u>	<u>600</u>	<u>600</u>
	770	713	600	600
FURNISHINGS & EQUIPMENT:	0	0	0	0
ASSISTANCE - VETERANS:	252,668	212,551	350,000	350,000
TOTAL	382,631	351,351	517,642	527,141

* One full time Case Worker shared with Elderly Services.

EXPENDITURE DETAIL

DEPARTMENT:	Public Library	DEPT:	35	
FUNCTION:	Library	ACTIVITY:	Library Services	
CLASSIFICATION	EXPENDITURES FISCAL 2018	EXPENDITURES FISCAL 2019	TRANSFER & APPROPRIATION FISCAL 2020	TOWN MANAGER RECOMMENDATION FISCAL 2021
PERSONNEL SERVICES:				
Director	96,244	98,643	101,363	104,151
Other - Full Time (12)	695,174	687,611	719,578	751,217
Part Time	101,580	106,781	130,722	145,898
	892,998	893,036	951,663	1,001,266
CONTRACTUAL SERVICES:				
Misc. Contractual Services	6,963	9,331	9,129	10,577
Merrimack Valley Library Con	38,131	38,131	38,131	38,131
Programs	0	0	5,000	8,000
Training & Conference	3,488	4,389	4,500	4,500
	48,582	51,851	56,760	61,208
MATERIALS & SUPPLIES:				
Office & Library Supplies	24,011	23,737	22,960	22,960
Books & Library Materials	145,772	150,000	154,000	164,000
	169,783	173,737	176,960	186,960
FURNISHINGS & EQUIPMENT:	15,144	5,700	6,453	0
TOTAL	1,126,507	1,124,324	1,191,836	1,249,434

STATISTICAL DEPARTMENT INFORMATION

DEPT: Memorial Library
CODE: 35

Description	2014	2015	2016	2017	2018	2019
Number of Registered Borrowers	15,693	16,227	15,936	13,491	13,814	14,564
Expenditures	\$ 1,038,859	\$ 1,056,940	\$ 1,068,834	\$ 1,142,522	\$ 1,152,358	\$ 1,156,719
Per Capita Expenditures	\$ 48.08	\$ 48.29	\$ 47.58	\$ 51.67	\$ 51.05	\$ 52.41
Collection						
Number of Volumes	53,528	51,416	50,371	50,518	47,147	49,159
Volumes Per Capita	2.48	2.35	2.24	2.28	2.09	2.22
Print Serial Subscriptions	120	142	180	123	115	119
Electronic Serial Subscriptions	87	74	98	103	64	45
Electronic Databases	18	15	12	12	10	17
Museum Passes	11	10	12	13	13	12
Circulation	226,250	226,695	220,836	203,511	202,158	189,896
Physical	205,104	202,084	194,930	177,602	175,126	168,322
Digital	21,225	24,611	25,906	25,909	27,032	31,574
Circulation Per Capita	10.48	10.36	9.83	9.20	8.96	8.60
Loans to Other Libraries	21,289	21,936	17,445	19,882	19,664	18,750
Received from Other Libraries	30,881	30,698	27,788	24,969	28,224	26,872
Information Service						
Internet Session	15,176	14,407	13,096	12,121	10,760	11,232
Information Desk Transactions	6,565	5,426	6,032	5,694	5,759	5,590
Website Hits	443,761	386,522	312,496	291,854	300,614	295,681
Library Programs						
Number of Programs	753	808	918	911	981	1,004
Program Attendance	13,602	16,785	18,535	19,805	20,629	20,224
Visits to the Library	143,294	143,427	141,622	140,782	133,578	136,120

EXPENDITURE DETAIL

DEPARTMENT:	Recreation		DEPT:	36
FUNCTION:	Recreation		ACTIVITY:	Recreation
CLASSIFICATION	EXPENDITURES FISCAL 2018	EXPENDITURES FISCAL 2019	TRANSFER & APPROPRIATION FISCAL 2020	TOWN MANAGER RECOMMENDATION FISCAL 2021
PERSONNEL SERVICES:				
Director	64,810	69,777	76,164	81,391
Other Full Time (2) ¹	55,254	57,504	56,419	60,758
	120,064	127,281	132,583	142,148
CONTRACTUAL SERVICES:				
Training & Conference	1,296	1,364	2,000	2,000
	1,296	1,364	2,000	2,000
MATERIALS & SUPPLIES:				
Program Supplies	993	1,007	1,000	1,000
Office & Printing Supplies	2,756	2,776	2,800	2,800
	3,749	3,783	3,800	3,800
FURNISHINGS & EQUIPMENT:	0	0	0	0
TOTAL	125,109	132,428	138,383	147,948

Notes:

1. One person paid from Program Funds.

EXPENDITURE DETAIL

DEPARTMENT:	Elderly Services	DEPT:	32	
FUNCTION:	Elderly Services	ACTIVITY:	Elderly Services	
CLASSIFICATION	EXPENDITURES FISCAL 2018	EXPENDITURES FISCAL 2019	TRANSFER & APPROPRIATION FISCAL 2020	TOWN MANAGER RECOMMENDATION FISCAL 2021
PERSONNEL SERVICES:				
Director	85,046	88,953	91,404	93,918
Other Full Time (4.5)*	135,422	143,203	173,633	203,574
Part Time	0	0	2,600	0
	220,468	232,157	267,637	297,492
CONTRACTUAL SERVICES:				
Misc. Contractual Services	24,612	24,345	24,110	24,450
Hot Lunch Program	16,693	16,121	19,125	19,125
	41,305	40,466	43,235	43,575
MATERIALS & SUPPLIES:	1,341	1,400	2,000	2,000
FURNISHINGS & EQUIPMENT:	0	0	0	1,586
TOTAL	263,114	274,023	312,872	344,653

* One full time Case Worker shared with Veterans.

*A portion of salary will be paid via Grant Funding.

EXPENDITURE DETAIL

DEPARTMENT:	Historical Commission		DEPT:	33
FUNCTION:	Preservation		ACTIVITY:	Preservation
CLASSIFICATION	EXPENDITURES FISCAL 2018	EXPENDITURES FISCAL 2019	TRANSFER & APPROPRIATION FISCAL 2020	TOWN MANAGER RECOMMENDATION FISCAL 2021
PERSONNEL SERVICES:				
Part Time	20,534	19,947	25,983	27,000
	20,534	19,947	25,983	27,000
CONTRACTUAL SERVICES:				
Professional Services	1,410	25	2,250	2,250
Hist. Programs & Activities	998	1,341	3,000	3,000
	2,408	1,366	5,250	5,250
MATERIALS & SUPPLIES:	2,257	183	1,500	1,500
FURNISHINGS & EQUIPMENT:	0	0	0	0
TOTAL	25,199	21,496	32,733	33,750

EXPENDITURE DETAIL

DEPARTMENT:	Total School Budget		DEPT:	42
FUNCTION:	Education		ACTIVITY:	Education
CLASSIFICATION	EXPENDITURES FISCAL 2018	EXPENDITURES FISCAL 2019	TRANSFER & APPROPRIATION FISCAL 2020	TOWN MANAGER RECOMMENDATION FISCAL 2021
SCHOOL DEPARTMENT:				
Personnel Services:	30,339,571	31,630,899	32,795,858	34,403,406
Contractual Services:	<u>8,570,521</u>	<u>8,723,226</u>	<u>9,143,745</u>	<u>9,318,630</u>
TOTAL SCHOOL DEPARTMENT:	38,910,092	40,354,125	41,939,603	43,722,036
VOCATIONAL TRAINING:				
Shawsheen Tech:	<u>4,028,625</u>	<u>4,088,640</u>	<u>4,647,564</u>	<u>4,879,930</u>
TOTAL VOCATIONAL TRAINING:	4,028,625	4,088,640	4,647,564	4,879,930
TOTAL	42,938,717	44,442,765	46,587,167	48,601,966

EXPENDITURE DETAIL

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

DEPT: **37**
ACTIVITY:

CLASSIFICATION	EXPENDITURES FISCAL 2018	EXPENDITURES FISCAL 2019	TRANSFER & APPROPRIATION FISCAL 2020	TOWN MANAGER RECOMMENDATION FISCAL 2021
Recreation	0	486,841	475,275	459,525
Public Safety	108,537	192,484	185,450	178,650
Schools	3,285,375	3,188,650	3,092,350	3,001,200
Sewer	118,283	115,520	123,620	131,720
Water	118,120	253,229	248,220	242,520
Interest on Anticipation Notes, Authentication Fees & Misc. Debt	170,000	3,750	130,000	175,000
TOTAL	3,800,315	4,240,474	4,254,915	4,188,615

**COMBINED
OUTSTANDING DEBT**

	PRINCIPAL	INTEREST	TOTAL
FISCAL 2021	2,606,480	1,407,135	4,013,615
FISCAL 2022	2,436,480	1,307,225	3,743,705
FISCAL 2023	2,407,500	1,193,790	3,601,290
FISCAL 2024	2,407,500	1,080,340	3,487,840
FISCAL 2025	2,407,500	966,803	3,374,303
FISCAL 2026	2,392,500	888,765	3,281,265
FISCAL 2027	2,392,500	810,945	3,203,445
FISCAL 2028	2,392,500	732,950	3,125,450
FISCAL 2029	2,276,400	641,987	2,918,387
FISCAL 2030	2,265,700	564,550	2,830,250
FISCAL 2031	2,255,000	486,850	2,741,850
FISCAL 2032	1,805,000	416,425	2,221,425
FISCAL 2033	1,800,000	353,525	2,153,525
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
	36,905,060	11,557,290	48,462,350

**SCHOOLS
OUTSTANDING DEBT**

COMBINED

	PRINCIPAL	INTEREST	TOTAL
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	30,075,000	10,273,600	40,348,600

**SCHOOLS
OUTSTANDING DEBT**

REMODELING SHAWSHEEN SCHOOL (\$715,000)

	PRINCIPAL	INTEREST	TOTAL
FISCAL 2021	70,000	1,400	71,400
TOTAL	70,000	1,400	71,400

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

	PRINCIPAL	INTEREST	TOTAL
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	30,005,000	10,272,200	40,277,200

**PUBLIC SAFETY
OUTSTANDING DEBT**

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

	PRINCIPAL	INTEREST	TOTAL
FISCAL 2021	95,000	1,900	96,900
TOTAL	95,000	1,900	96,900

EQUIPMENT - FIRE PUMPER (\$586,500)

	PRINCIPAL	INTEREST	TOTAL
FISCAL 2021	60,000	21,750	81,750
FISCAL 2022	60,000	18,750	78,750
FISCAL 2023	60,000	15,750	75,750
FISCAL 2024	60,000	12,750	72,750
FISCAL 2025	60,000	9,750	69,750
FISCAL 2026	55,000	6,875	61,875
FISCAL 2027	55,000	4,125	59,125
FISCAL 2028	55,000	1,375	56,375
TOTAL	465,000	91,125	556,125

**SEWER
OUTSTANDING DEBT**

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

	PRINCIPAL	INTEREST	TOTAL
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	665,000	127,660	792,660

MWRA SEWER BOND (\$119,000)

FISCAL 2021	23,980	23,980
FISCAL 2022	23,980	23,980
TOTAL	47,960	47,960

MWRA SEWER BOND (\$107,000)

FISCAL 2021	10,700	10,700
FISCAL 2022	10,700	10,700
FISCAL 2023	10,700	10,700
FISCAL 2024	10,700	10,700
FISCAL 2025	10,700	10,700
FISCAL 2026	10,700	10,700
FISCAL 2027	10,700	10,700
FISCAL 2028	10,700	10,700
FISCAL 2029	10,700	10,700
	96,300	96,300

MWRA SEWER BOND (\$107,000)

FISCAL 2021	10,700	10,700
FISCAL 2022	10,700	10,700
FISCAL 2023	10,700	10,700
FISCAL 2024	10,700	10,700
FISCAL 2025	10,700	10,700
FISCAL 2026	10,700	10,700
FISCAL 2027	10,700	10,700
FISCAL 2028	10,700	10,700
FISCAL 2029	10,700	10,700
FISCAL 2030	10,700	10,700
	107,000	107,000

**WATER
OUTSTANDING DEBT**

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

	PRINCIPAL	INTEREST	TOTAL
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	880,000	170,080	1,050,080

MWRA WATER BOND (\$611,000)

	PRINCIPAL	INTEREST	TOTAL
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	488,800	0	488,800

BALLARDVALE ST WATER MAIN DESIGN (\$409,600)

	PRINCIPAL	INTEREST	TOTAL
FISCAL 2021	30,000	14,208	44,208
FISCAL 2022	30,000	12,708	42,708
FISCAL 2023	30,000	11,208	41,208
FISCAL 2024	30,000	9,708	39,708
FISCAL 2025	30,000	8,208	38,208
FISCAL 2026	25,000	6,833	31,833
FISCAL 2027	25,000	5,583	30,583
FISCAL 2028	25,000	4,333	29,333
FISCAL 2029	25,000	3,333	28,333
FISCAL 2030	25,000	2,583	27,583
FISCAL 2031	25,000	1,833	26,833
FISCAL 2032	25,000	1,083	26,083
FISCAL 2033	23,600	354	23,954
TOTAL	348,600	81,975	430,575

MIDDLESEX AVENUE WATER MAIN DESIGN (\$256,000)

	PRINCIPAL	INTEREST	TOTAL
FISCAL 2021	20,000	8,892	28,892
FISCAL 2022	20,000	7,892	27,892
FISCAL 2023	20,000	6,892	26,892
FISCAL 2024	20,000	5,892	25,892
FISCAL 2025	20,000	4,892	24,892
FISCAL 2026	15,000	4,017	19,017
FISCAL 2027	15,000	3,267	18,267
FISCAL 2028	15,000	2,517	17,517
FISCAL 2029	15,000	1,917	16,917
FISCAL 2030	15,000	1,467	16,467
FISCAL 2031	15,000	1,017	16,017
FISCAL 2032	15,000	567	15,567
FISCAL 2033	11,400	171	11,571
TOTAL	216,400	49,400	265,800

**RECREATION
OUTSTANDING DEBT**

YENTILE FARM (\$4,053,900)

	PRINCIPAL	INTEREST	TOTAL
FISCAL 2021	315,000	144,525	459,525
FISCAL 2022	315,000	128,775	443,775
FISCAL 2023	310,000	113,150	423,150
FISCAL 2024	310,000	97,650	407,650
FISCAL 2025	310,000	82,150	392,150
FISCAL 2026	310,000	66,650	376,650
FISCAL 2027	310,000	51,150	361,150
FISCAL 2028	310,000	35,650	345,650
FISCAL 2029	310,000	23,250	333,250
FISCAL 2030	310,000	13,950	323,950
FISCAL 2031	310,000	4,650	314,650
TOTAL	3,420,000	761,550	4,181,550

EXPENDITURE DETAIL

DEPARTMENT: Unclassified
FUNCTION: Miscellaneous Support

DEPT: 54
ACTIVITY: Miscellaneous

CLASSIFICATION	EXPENDITURES FISCAL 2018	EXPENDITURES FISCAL 2019	TRANSFER & APPROPRIATION FISCAL 2020	TOWN MANAGER RECOMMENDATION FISCAL 2021
Employee Retire. Unused Sick Leave	75,228	98,819	220,000	220,000
Medicare Employer's Contribution	711,098	754,722	825,000	882,000
Salary Adjustments & Additional Costs	113,324	168,328	848,595	811,134
Local Trans/Training Conference	4,940	5,000	5,000	5,000
Out of State Travel	5,379	0	7,000	7,000
Annual Audit	35,000	35,000	36,000	37,000
Ambulance Billing	39,278	40,958	43,000	44,075
Town Report & Calendar	4,128	2,500	7,500	7,500
Professional & Tech. Services	105,042	84,391	125,000	140,000
Reserve Fund	0	0	1,200,000	1,200,000
TOTAL	1,093,417	1,189,718	3,317,095	3,353,709

EXPENDITURE DETAIL

DEPARTMENT: FUNCTION:	Unclassified Insurance		DEPT: ACTIVITY:	38, 43 Insurance
CLASSIFICATION	EXPENDITURES FISCAL 2018	EXPENDITURES FISCAL 2019	TRANSFER & APPROPRIATION FISCAL 2020	TOWN MANAGER RECOMMENDATION FISCAL 2021
Public Liability - Officials	36,547	36,541	45,000	85,000
Worker's Compensation	331,122	377,254	425,000	425,000
Automobile Liability	75,000	73,082	82,000	-
Property & General Liability	209,504	236,697	235,000	315,000
Boiler & Machinery	9,059	0	13,000	-
Bonds	2,301	3,214	4,000	4,000
Accident - Fire & Police	44,606	121,850	100,000	130,000
Umbrella	8,785	0	10,000	-
	716,924	848,638	914,000	959,000
Employee Health & Life Insurance	11,199,944	11,778,067	13,000,000	13,195,000
TOTAL	11,916,868	12,626,705	13,914,000	14,154,000

EXPENDITURE DETAIL

DEPARTMENT: Statutory Charges
 FUNCTION:

DEPT: 46
 ACTIVITY: Statutory Charges

CLASSIFICATION	EXPENDITURES FISCAL 2018	EXPENDITURES FISCAL 2019	TRANSFER & APPROPRIATION FISCAL 2020	TOWN MANAGER RECOMMENDATION FISCAL 2021
Current Year Overlay ¹	0	0	900,000	900,000
Retirement Contributions	6,126,993	6,535,038	7,080,174	7,593,868
Offset Items	0	0	26,713	28,258
Mass Bay Trans Auth.	506,104	518,623	533,054	546,380
MAPC (Ch. 688 of 1963)	12,000	12,261	12,602	12,917
RMV Non-Renewal Surcharge	17,480	17,480	17,480	17,692
Metro Air Poll. Control Dist.	8,060	8,267	8,447	8,658
Mosquito Control Program	64,357	62,625	68,844	70,565
M.W.R.A. Sewer Assessment	2,804,912	2,913,415	3,059,086	0
School Choice	48,353	93,650	68,004	74,737
Charter Schools	65,041	76,820	84,240	88,890
Special Education	0	8,390	8,280	8,474
North Shore Agricultural & Technical School District	127,813	142,222	186,666	205,332
TOTAL	9,781,113	10,388,791	12,053,590	9,555,771

Notes:

1. Includes funding for Senior Tax Workoff Program.

DEPARTMENT: Warrant Articles
 FUNCTION: Warrant Articles

DEPT:
 ACTIVITY:

CLASSIFICATION	EXPENDITURES FISCAL 2018	EXPENDITURES FISCAL 2019	TRANSFER & APPROPRIATION FISCAL 2020	TOWN MANAGER RECOMMENDATION FISCAL 2021
WARRANT ARTICLES:				
Memorial Day/Veterans Day	6,000	6,000	8,000	8,000
Lease of Veterans Quarters	750	750	1,500	1,500
4th of July	24,016	48,295	50,000	50,000
OPEB	1,000,000	1,000,000	1,000,000	1,000,000
Capital Stabilization	3,000,000	4,000,000	4,000,000	2,000,000
Retirement Stabilization	500,000	1,000,000	500,000	0
Prepay Retirement	1,000,000	500,000	1,000,000	1,500,000
TOTAL	5,530,766	6,555,045	6,559,500	4,559,500

Note:

OPEB, \$1,000,000; Capital Stabilization \$4,000,000; Retirement \$1,000,000, transferred to Trust Accounts in Fiscal Year 2019

OPEB, \$1,000,000; Capital Stabilization \$3,000,000; Retirement \$500,000, transferred to Trust Accounts in Fiscal Year 2018

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

EXPENDITURE DETAIL

DEPARTMENT: FUNCTION:	Capital Outlay Capital Outlay	DEPT: ACTIVITY:		
CLASSIFICATION	EXPENDITURES FISCAL 2018	EXPENDITURES FISCAL 2019	TRANSFER & APPROPRIATION FISCAL 2020	TOWN MANAGER RECOMMENDATION FISCAL 2021
CAPITAL OUTLAY:				
Police - Cruisers	229,995	234,573	250,000	190,000
Police - Tasers	32,500	0	0	0
Police - Storage & Office Trailer	20,000	0	0	0
Police - High Density Evidence Storage	24,212	0	0	0
Police - Security System	30,000	0	0	0
Police - Animal Control Vehicle	48,500	0	0	0
Police - Booking & Evidence Room Cameras	0	0	31,000	0
Police - Portable Radios	0	0	0	91,000
Police - Patrol Rifle Replacement	0	0	0	28,000
Fire - Ambulance	320,000	0	0	0
Fire - Utility Vehicle	0	0	0	52,700
Fire - Forestry Vehicle Updades	0	0	0	32,250
Fire - Portable Radios	0	0	0	39,000
Fire - Power Loader	0	0	0	32,000
Fire - Vehicle Replacement	0	0	58,000	0
Dispatch - Fire Alerting System	0	0	175,000	0
Dispatch - Townwide Communications Infrastructure	0	0	0	450,000
Dispatch - Disptch Center Remodel	0	0	0	194,000
DPW - Cunningham Drainage Improvement 2	33,131	0	0	0
DPW - Construction/Maint. Equipment	95,255	0	0	0
DPW - Construction/Maint. Vehicles	234,646	240,526	332,000	0
DPW - Cemetery Expansion	31,424	16,650	0	0
DPW - Fuel Tank Conversion	0	0	566,000	0
DPW - Resurfacing Municipal Parking Lots	79,218	123,578	155,000	0
DPW - Intersection Master Plan	5,400	0	0	0
DPW - Route 38 TIP Project 25% Engineering	135,429	1,816	0	0
DPW - Vehicle Lift	0	26,000	0	0
DPW - Engineering Services-NPDES General Permit	906	558	10,000	0
DPW - Revitalization of Walkways at Town Common	9,534	0	0	0
DPW - Solar Powered Pedestrian Beacons	26,629	0	0	0
DPW - Shady Lane Drive Sidewalks	0	0	84,000	0
DPW - Sidewalk Reconstruction Lawrence St Phase 2	0	89,906	0	0
DPW - Roadway Management PCI Update People GIS	0	6,072	0	0
DPW - Federal Hill & Middlesex Ave Curbing	0	31,207	50,000	0
DPW - Vacuum Street Sweeper (Replace H30)	0	0	0	280,000
DPW - Resurfacing Municipal Parking Lots	0	0	0	210,000
DPW - Heavy Duty Dump Truck w/Plow & Sander (H14)	0	0	0	155,000
DPW - Heavy Duty One Ton Truck w/Utility Body w/Plo	0	0	0	85,000
DPW - 290 Middlesex Ave Culvert Restoration	0	0	0	80,000
DPW - Engineering Services-NPDES General Permit	0	0	0	50,000
DPW - Shady Lane Drive Sidewalks	0	0	0	50,000

EXPENDITURE DETAIL

DEPARTMENT:	Capital Outlay	DEPT:		
FUNCTION:	Capital Outlay	ACTIVITY:		
CLASSIFICATION	EXPENDITURES FISCAL 2018	EXPENDITURES FISCAL 2019	TRANSFER & APPROPRIATION FISCAL 2020	TOWN MANAGER RECOMMENDATION FISCAL 2021
DPW - Phased Cemetery Development	0	0	0	40,000
DPW - Cemetery Expansion	0	0	0	450,000
DPW - Heavy Duty 3/4 Ton Pickup w/Plow (P&G 329)	0	0	0	43,000
DPW - Traffic Detection Camera Rte 62 at Chestnut St	0	21,000	0	0
Sewer - Public Safety Pump Station Panel	0	10,800	0	0
School - Vans	27,088	52,909	0	0
School - Elementary School Projector Replacement	0	102,825	0	0
School - Middle School Projector Replacement	0	0	180,000	0
School - North & West Intermediate Computer Replace	0	0	100,000	0
School - PA System Upgrade	0	0	30,000	0
School - District Chromebook Repl/Upgrade Project	0	0	20,000	0
School - Exchanger Server Upgrade	0	13,579	0	0
School - Laptop Battery Replacement	2,688	7,011	0	0
School - Elementary School Switch Replacement	0	35,999	0	0
School - MCAS 2.0 Laptop Cart Project	40,000	0	0	0
School - VoIP Telephone System Project	0	52,149	0	0
School - Middle School Tech Ed. Engineering Lab	67,500	0	0	0
School - PreK-3 Lab PC Replacement	72,000	0	0	0
School - High School Data Center	0	0	100,000	0
School - Middle School Wireless Upgrade	0	0	100,000	0
School - Middle School Labs Replacement	0	0	75,000	0
School - School Facilities & Building Planning Study	0	0	0	200,000
School - High School Computer Replacement	0	0	0	195,000
School - PreK - 3 Laptop Replacement Project	0	0	0	195,000
School - Elementary School Projector Replacement	0	0	0	80,000
School - District Chromebook Replacement/Upgrade Proj	0	0	0	80,000
School - Mini Van Replacement (Mini 4)	0	0	0	56,000
School - Admin. Staff PC Replacement Project	0	0	0	25,000
Public Buildings - Middle Sch Building Mgmt System	25,121	0	0	0
Public Buildings - Chair Lift Shawsheen School	70,061	0	0	0
Public Buildings - No. Intermediate Roof Replacement	117,195	0	0	0
Public Buildings - Shawsheen School Lighting Upgrade	0	185,000	0	0
Public Buildings - Town Hall/School Admin Building Feas	0	0	0	955,000
Public Buildings - Senior Center Feasibility Study	0	0	0	650,000
Public Buildings - West Int School Ceiling Tile Replaceme	0	0	0	360,000
Public Buildings - West Intermediate Lighting Project	0	0	0	100,000
Public Buildings - Replace LULA Lift at West Intermediate	0	0	0	79,000
Public Buildings - Roof Repairs	286,653	0	0	0
Public Buildings - West Intermediate Lighting Project	0	0	100,000	0
Public Buildings - Vehicles	23,830	0	0	0
Public Buildings - Library Boiler Replacement	0	0	185,000	0

EXPENDITURE DETAIL

DEPARTMENT:	Capital Outlay		DEPT:	
FUNCTION:	Capital Outlay		ACTIVITY:	
CLASSIFICATION	EXPENDITURES FISCAL 2018	EXPENDITURES FISCAL 2019	TRANSFER & APPROPRIATION FISCAL 2020	TOWN MANAGER RECOMMENDATION FISCAL 2021
Public Buildings - Truck (354)	25,602	0	0	0
Public Buildings - Misc. Facility Improvements	9,600	0	0	0
Public Buildings - Woburn Street Lighting Upgrade	0	185,000	0	0
Public Buildings - Town Hall Football Field Lights	0	56,007	0	0
IT - Backup Solution	0	0	0	100,000
IT - Replace Servers	11,998	613	0	0
IT - Desktop Computer Replacement	31,152	54,561	0	0
IT - Shared Storage Environment	29,528	14,748	0	0
IT - Network Switch Upgrade	0	104,634	0	0
IT - UPS for Public Safety	0	6,697	0	0
IT - Enterprise Software System	0	211,911	0	0
Recreation - Pickleball Courts	0	40,000	0	0
Elderly - Ford Transit 350 Van	53,149	0	0	0
Town Manager - Municipal Buildings Master Plan	26,000	0	0	0
TOTAL	1,508,606	1,260,057	1,711,000	5,626,950

EXPENDITURE DETAIL

DEPARTMENT: Water FUNCTION: Maint. & Operation of Water System			DEPT: ACTIVITY:	44 Public Works
CLASSIFICATION	EXPENDITURES FISCAL 2018	EXPENDITURES FISCAL 2019	TRANSFER & APPROPRIATION FISCAL 2020	TOWN MANAGER RECOMMENDATION FISCAL 2021
PERSONNEL SERVICES:				
Other Full Time (11)	858,284	810,153	826,071	899,314
Seasonal	10,652	9,868	12,000	12,000
Overtime/Salary Adjustments	119,125	129,240	124,480	127,592
	988,061	949,261	962,551	1,038,906
CONTRACTUAL SERVICES:				
MWRA Assessment	984,141	711,060	967,915	790,115
Professional & Technical Services	186,491	47,781	213,550	211,500
Miscellaneous Contractual Services	26,230	25,982	34,500	34,500
Cross Connection Control Program	25,480	27,608	29,950	29,950
Haz Mat Household Waste Program	15,356	23,581	16,000	20,000
DEP Assessment	7,115	6,879	6,500	7,700
Training & Conference	4,619	6,924	6,000	7,000
	1,249,432	849,815	1,274,415	1,100,765
UTILITIES:				
Electricity	261,261	247,332	275,880	275,880
Telephone	9,750	9,154	10,000	10,000
Fuel Oil	39,829	43,337	50,000	50,000
Natural Gas	10,042	5,825	7,500	7,500
	320,882	305,648	343,380	343,380

EXPENDITURE DETAIL

DEPARTMENT: Water FUNCTION: Maint. & Operation of Water System			DEPT: ACTIVITY:	44 Public Works
CLASSIFICATION	EXPENDITURES FISCAL 2018	EXPENDITURES FISCAL 2019	TRANSFER & APPROPRIATION FISCAL 2020	TOWN MANAGER RECOMMENDATION FISCAL 2021
MATERIALS & SUPPLIES:				
Administration & Office Supplies	23,848	25,158	28,700	28,700
Facility - Maintenance & Supplies	105,678	250,610	180,000	180,000
Operation - Maint. & Supplies	16,267	3,321	32,500	32,500
Vehicle - Maintenance & Supplies	51,166	52,138	59,132	59,748
Distribution System - Maint. & Supplies	55,774	87,312	62,500	67,000
Chemicals	203,513	211,433	240,000	240,000
	456,246	629,972	602,832	607,948
FURNISHINGS & EQUIPMENT:	56,879	62,762	74,000	49,500
CAPITAL OUTLAY:				
Engineering/Technical	138,544	18,715	140,000	70,000
Construction	1,609,269	1,689,565	450,000	1,180,000
Equipment	5,746	0	185,000	393,000
	1,753,559	1,708,280	775,000	1,643,000
TRANSFERS:				
Debt	120,120	255,195	330,220	304,520
Employee Benefits	662,653	643,410	650,143	674,084
Insurance	50,000	50,000	59,927	62,517
DPW Salaries	472,593	415,713	437,394	455,652
Other	54,880	54,687	90,464	107,459
	1,360,246	1,419,005	1,568,148	1,604,232
TOTAL	6,185,305	5,924,743	5,600,326	6,387,731

EXPENDITURE DETAIL

DEPARTMENT: Sewer FUNCTION: Maint. & Operations of Sewer Systems			DEPT: ACTIVITY:	45 Sewer Enterprise
CLASSIFICATION	EXPENDITURES FISCAL 2018	EXPENDITURES FISCAL 2019	TRANSFER & APPROPRIATION FISCAL 2020	TOWN MANAGER RECOMMENDATION FISCAL 2021
Revenue	0	0	0	3,461,963
General Fund Transfer	0	0	0	0
PERSONNEL SERVICES:				
Full Time (1)	0	0	0	66,093
Part Time	0	0	0	21,840
Overtime	0	0	0	10,321
	0	0	0	98,254
MATERIALS & SUPPLIES:				
Misc. Contractual Services	0	0	0	50,726
Expenses	0	0	0	13,000
Utilities	0	0	0	32,700
MWRA Sewer Assessment	0	0	0	3,135,563
	0	0	0	3,231,989
CAPITAL OUTLAY				
Capital Reserve	0	0	0	0
Debt	0	0	0	131,720
	0	0	0	131,720
Total Expenses	0	0	0	3,461,963
NET Total Surplus/(Deficit)				
	0	0	0	0

EXPENDITURE DETAIL

DEPARTMENT: Public Rink FUNCTION: Public Rink			DEPT: ACTIVITY:	50 Public Rink
CLASSIFICATION	EXPENDITURES FISCAL 2018	EXPENDITURES FISCAL 2019	TRANSFER & APPROPRIATION FISCAL 2020	TOWN MANAGER RECOMMENDATION FISCAL 2021
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 FY17, FY18, FY19, or FY20 to date.

DEPARTMENTAL BUDGET SUMMARY

CATEGORY		EXPENDITURES FISCAL 2018	EXPENDITURES FISCAL 2019	TRANSFER & APPROPRIATION FISCAL 2020	TOWN MANAGER RECOMMENDATION FISCAL 2021	Inc/Dec\$ FISCAL 2021	Inc/Dec% FISCAL 2021
GENERAL GOVERNMENT:							
Selectmen	Salaries	5,139	5,139	5,412	5,561		
Selectmen	Expenses	9,162	9,153	10,850	11,050		
Selectmen	Furnish. & Equip.	0	0	0	0		
		14,301	14,292	16,262	16,611	349	2.15%
Elections	Salaries	13,780	35,736	29,283	57,954		
Elections	Expenses	2,700	7,468	8,700	10,518		
Elections	Furnish. & Equip.	0	0	0	0		
		16,480	43,204	37,983	68,472	30,489	80.27%
Registrars	Salaries	1,875	1,875	1,875	1,875		
Registrars	Expenses	6,741	7,608	8,700	10,600		
		8,616	9,483	10,575	12,475	1,900	17.97%
Finance Comm.	Salaries	2,986	3,662	2,100	1,885		
Finance Comm.	Expenses	6,840	6,609	8,525	8,525		
		9,826	10,271	10,625	10,410	(215)	-2.02%
Town Manager	Sal-Town Manager	151,397	163,508	159,111	163,089		
Town Manager	Salaries-Other	378,258	347,630	396,131	476,933		
Town Manager	Expenses	69,758	66,959	78,300	79,300		
Town Manager	Furnish. & Equip.	3,446	0	0	10,537		
		602,859	578,097	633,542	729,859	96,317	15.20%
Information Technology	Salaries	155,957	224,996	238,525	251,243		
Information Technology	Contractual Services	382,889	387,233	394,150	461,960		
Information Technology	Expenses	702	750	750	0		
Information Technology	Furnish & Equip.	10,213	12,934	69,000	60,000		
		549,761	625,913	702,425	773,203	70,778	10.08%
Finance/Accountant	Sal-Finance Director	121,240	144,525	127,688	133,071		
Finance/Accountant	Salaries-Other	127,618	136,528	132,430	130,187		
Finance/Accountant	Expenses	11,641	2,602	15,810	4,810		
Finance/Accountant	Furnish. & Equip.	0	0	400	0		
		260,499	283,655	276,328	268,068	(8,260)	-2.99%
Treas/Collector	Sal-Treasurer/Collector	112,258	11,057	118,229	121,480		
Treas/Collector	Salaries-Other	166,981	201,827	213,430	238,499		
Treas/Collector	Expenses	27,559	21,988	33,195	35,405		
Treas/Collector	Amt. Cert. Tax Title	24,111	12,999	27,000	27,000		
Treas/Collector	Furnish. & Equip.	0	600	1,955	750		
		330,909	248,471	393,809	423,134	29,325	7.45%
Town Clerk	Sal-Town Clerk	88,712	88,246	88,142	90,566		
Town Clerk	Salaries-Other	109,394	112,681	112,572	121,228		
Town Clerk	Expenses	6,080	9,232	14,750	7,300		
Town Clerk	Furnish. & Equip.	0	1,760	0	11,500		
		204,186	211,919	215,464	230,594	15,130	7.02%
Assessors	Sal-Prin. Assessor	108,589	111,738	114,364	117,510		
Assessors	Salaries-Other	104,967	99,031	102,919	97,295		
Assessors	Expenses	40,428	61,998	73,180	128,675		
Assessors	Appraisals,Inventory	3,800	0	45,925	84,725		
Assessors	ATB Costs	7,433	5,798	20,000	20,000		
Assessors	Furnish. & Equip.	0	3,972	1,800	0		
		265,217	282,537	358,188	448,205	90,017	25.13%
Town Counsel	Legal Services	263,521	224,056	300,000	300,000		
Town Counsel	Expenses	2,870	647	7,500	7,500		
		266,391	224,703	307,500	307,500	0	0.00%
General Government	Subtotal	2,529,045	2,532,545	2,962,701	3,288,531	325,830	11.00%

DEPARTMENTAL BUDGET SUMMARY

CATEGORY		EXPENDITURES FISCAL 2018	EXPENDITURES FISCAL 2019	TRANSFER & APPROPRIATION FISCAL 2020	TOWN MANAGER RECOMMENDATION FISCAL 2021	Inc/Dec\$ FISCAL 2021	Inc/Dec% FISCAL 2021
PUBLIC SAFETY:							
Police	Sal-Chief	146,973	147,105	141,500	146,316		
Police	Sal-Dep. Chief	120,588	125,202	121,313	124,649		
Police	Sal-Lieuts.	499,992	484,169	509,878	491,701		
Police	Sal-Sgts.	430,860	432,643	439,764	499,230		
Police	Sal-Patrolmen	2,339,295	2,350,224	2,422,751	2,570,952		
Police	Substance Abuse Coordinator	53,075	64,115	69,504	71,415		
Police	Sal-Clerks	95,414	131,411	147,673	164,968		
Police	Sal-Part Time	13,158	517	0	17,472		
Police	Sal-Overtime	641,527	561,506	625,000	675,000		
Police	Sal-Paid Holidays	104,395	98,889	100,000	100,000		
Police	Sal-Specialists	14,525	14,383	14,650	14,650		
Police	Sal-Night Differential	60,346	62,682	59,332	62,800		
Police	Sal-Incentive Pay	502,841	501,054	525,218	590,000		
Police	Sick Leave Buyback	30,882	31,217	40,593	40,593		
Police	Expenses	200,882	183,057	245,135	278,075		
Police	Furnish. & Equip.	0	36,496	24,750	27,750		
		5,254,753	5,224,670	5,487,062	5,875,572	388,510	7.08%
Fire Dept.	Sal-Chief	138,452	132,574	134,537	127,322		
Fire Dept.	Sal-Dep. Chief	87,504	91,427	96,075	107,098		
Fire Dept.	Sal-Lieuts.	459,833	492,346	825,479	878,280		
Fire Dept.	Sal-Privates	2,098,483	2,130,678	2,423,240	2,219,905		
Fire Dept.	Sal-Clerk	60,670	43,982	42,384	47,470		
Fire Dept.	Sal-Part Time	12,390	7,984	12,626	17,745		
Fire Dept.	Sal-Overtime	935,568	1,203,009	1,200,000	800,000		
Fire Dept.	Sal-Training Overtime	40,000	7,466	40,000	40,000		
Fire Dept.	Sal-Paid Holidays	148,769	150,414	158,660	155,660		
Fire Dept.	Sal-EMT & Incentive Pay	26,225	51,355	75,484	60,045		
Fire Dept.	Sick Leave Buyback	17,234	9,076	20,786	20,786		
Fire Dept.	Expenses	192,302	251,719	328,528	298,790		
Fire Dept.	Furnish. & Equip.	37,000	42,568	54,600	40,000		
		4,254,430	4,614,598	5,412,399	4,813,100	(599,299)	-11.07%
Central Dispatch	Salaries	653,435	668,096	715,695	829,758		
Central Dispatch	Contractual Services	13,850	13,066	14,620	18,712		
Central Dispatch	Expenses	3,195	3,747	3,750	8,000		
Central Dispatch	Furnish. & Equip.	3,833	3,858	4,000	4,000		
		674,313	688,767	738,065	860,470	122,405	16.58%
Animal Control	Salaries	57,315	58,750	60,878	66,209		
Animal Control	Expenses	3,184	5,235	6,000	6,500		
Animal Control	Furnish. & Equip.	0	0	4,500	0		
		60,499	63,985	71,378	72,709	1,331	1.86%
Public Safety Subtotal		10,243,995	10,592,020	11,708,904	11,621,851	(87,052)	-0.74%
PUBLIC WORKS:							
Public Works	Salaries	3,246,336	3,289,731	3,330,503	3,519,089		
Public Works	Contractual Services	2,488,297	2,519,510	2,725,509	3,041,657		
Public Works	Expenses	790,019	794,614	894,913	894,411		
Public Works	Furnish. & Equip.	60,451	56,113	95,500	50,300		
		6,585,103	6,659,968	7,046,425	7,505,457	459,032	6.51%
Sewer	Salaries	91,733	72,274	92,841	0		
Sewer	Expenses	78,061	69,064	96,426	0		
		169,794	141,338	189,267	0	(189,267)	-100.00%
Public Works Subtotal		6,754,897	6,801,306	7,235,692	7,505,457	269,765	3.73%
COMMUNITY DEVELOPMENT:							
Board of Health	Sal-Director	93,734	96,070	98,719	102,113		
Board of Health	Salaries-Other	108,426	109,301	109,596	97,862		
Board of Health	Expenses	17,883	17,776	35,000	48,000		

DEPARTMENTAL BUDGET SUMMARY

CATEGORY		EXPENDITURES FISCAL 2018	EXPENDITURES FISCAL 2019	TRANSFER & APPROPRIATION FISCAL 2020	TOWN MANAGER RECOMMENDATION FISCAL 2021	Inc/Dec\$ FISCAL 2021	Inc/Dec% FISCAL 2021
Board of Health	Mental Health-Out Patient	0	0	0	0		
		220,043	223,147	243,315	247,975	4,660	1.92%
Planning/Conservation	Sal-Director	90,387	92,640	95,382	98,562		
Planning/Conservation	Salaries-Other	204,543	221,783	235,242	242,751		
Planning/Conservation	Expenses	13,797	30,607	23,000	34,000		
Planning/Conservation	Furnish. & Equip.	1,491	1,557	1,600	1,600		
		310,218	346,587	355,224	376,913	21,689	6.11%
Building Inspector	Sal-Bldg Inspector	86,829	90,924	93,430	96,000		
Building Inspector	Salaries-Other	121,804	124,754	107,585	108,922		
Building Inspector	Expenses	3,814	3,401	5,250	7,600		
Building Inspector	Furnish. & Equip.	350	0	0	0		
		212,797	219,079	206,265	212,522	6,257	3.03%
Community Development Subtotal		743,058	788,813	804,804	837,410	32,606	4.05%
PUBLIC BUILDINGS:							
Public Buildings	Sal-Superintendent	124,107	128,076	134,305	137,999		
Public Buildings	Salaries-Other	2,912,430	2,995,211	3,089,162	3,060,250		
Public Buildings	Expenses-Town Bldgs.	185,604	226,724	210,000	217,000		
Public Buildings	Electric-Town Bldgs.	198,499	188,497	220,000	220,000		
Public Buildings	Utilities-Town Bldgs.	21,641	19,956	31,500	31,500		
Public Buildings	Expenses-School Bldgs.	259,730	251,191	257,000	245,000		
Public Buildings	Misc. Facilities Repairs	176,760	72,191	125,000	125,000		
Public Buildings	Training & Conference	2,026	975	3,500	3,500		
Public Buildings	Fuel Heating	686,010	872,372	945,500	945,500		
Public Buildings	Asbestos Repairs/Training	17,000	8,632	50,000	25,000		
Public Buildings	Roof Repairs	6,547	41,365	25,000	25,000		
Public Buildings	HVAC Repairs	156,076	174,381	175,000	185,000		
		4,746,430	4,979,571	5,265,967	5,220,749	(45,218)	-0.86%
Public Buildings Subtotal		4,746,430	4,979,571	5,265,967	5,220,749	(45,218)	-0.86%
HUMAN SERVICES:							
Veterans	Sal-Director	78,983	84,188	86,508	88,887		
Veterans	Sal-Other	48,837	52,057	77,584	84,705		
Veterans	Expenses	2,143	2,555	3,550	3,550		
Veterans	Assistance-Veterans	252,668	212,551	350,000	350,000		
		382,631	351,351	517,642	527,142	9,500	1.84%
Library	Sal-Director	96,244	98,643	101,363	104,151		
Library	Salaries-Other	796,754	794,393	850,300	897,115		
Library	Expenses	180,234	187,457	195,589	210,037		
Library	M.V.L.C.	38,131	38,131	38,131	38,131		
Library	Furnish. & Equip.	15,144	5,700	6,453	0		
		1,126,507	1,124,324	1,191,836	1,249,434	57,598	4.83%
Recreation	Sal-Director	64,810	69,777	76,164	81,391		
Recreation	Salaries-Other	55,254	57,504	56,419	60,758		
Recreation	Expenses	5,045	5,147	5,800	5,800		
Recreation	Furnish. & Equip.	0	0	0	0		
		125,109	132,428	138,383	147,949	9,566	6.91%
Elderly Services	Sal-Director	85,046	88,953	91,404	93,918		
Elderly Services	Salaries-Other	135,422	143,203	176,233	203,574		
Elderly Services	Expenses	42,646	41,866	45,235	45,575		
Elderly Services	Furnish. & Equip.	0	0	0	1,586		
		263,114	274,022	312,872	344,653	31,781	10.16%
Historical Comm.	Salaries	20,534	19,947	25,983	27,000		
Historical Comm.	Expenses	4,665	1,549	6,750	6,750		
Historical Comm.	Furnish. & Equip.	0	0	0	0		
		25,199	21,496	32,733	33,750	1,017	3.11%
Human Services Subtotal		1,922,560	1,903,621	2,193,466	2,302,928	109,462	4.99%

DEPARTMENTAL BUDGET SUMMARY

CATEGORY		EXPENDITURES FISCAL 2018	EXPENDITURES FISCAL 2019	TRANSFER & APPROPRIATION FISCAL 2020	TOWN MANAGER RECOMMENDATION FISCAL 2021	Inc/Dec\$ FISCAL 2021	Inc/Dec% FISCAL 2021
EDUCATION:							
School Dept.	Salaries	30,339,571	31,630,899	32,795,858	34,403,406		
School Dept.	Expenses	8,570,521	8,723,226	9,143,745	9,318,630		
		38,910,092	40,354,125	41,939,603	43,722,036	1,782,433	4.25%
Regional Vocational	Shawsheen Vocational	4,028,625	4,088,640	4,647,564	4,879,930		
		4,028,625	4,088,640	4,647,564	4,879,930	232,366	5.00%
Education Subtotal		42,938,717	44,442,765	46,587,167	48,601,966	2,014,799	4.32%
DEBT SERVICE:							
Debt & Interest	Recreation	0	486,841	475,275	459,525		
Debt & Interest	Public Safety	108,537	192,484	185,450	178,650		
Debt & Interest	Schools	3,285,375	3,188,650	3,092,350	3,001,200		
Debt & Interest	Sewer	118,283	115,520	123,620	131,720		
Debt & Interest	Water	118,120	239,804	248,220	242,520		
Debt & Interest	Authentication Fees & Misc. Debt	170,000	17,175	130,000	175,000		
		3,800,315	4,240,474	4,254,915	4,188,615	(66,300)	-1.56%
Debt & Interest Subtotal		3,800,315	4,240,474	4,254,915	4,188,615	(66,300)	-1.56%
UNCLASSIFIED:							
Insurance		716,924	848,638	914,000	959,000	45,000	4.92%
Employee Health & Life Insurance		11,199,944	11,778,067	13,000,000	13,195,000	195,000	1.50%
Employ. Retirement Unused Sick Leave		75,228	96,819	220,000	220,000		
Medicare Employer's Contribution		711,098	754,772	825,000	882,000		
Salary Adjustments & Additional Costs		113,324	168,328	848,595	811,134		
Local Trans/Training Conference		4,940	5,000	5,000	5,000		
Out of State Travel		5,379	0	7,000	7,000		
Annual Audit		35,000	35,000	36,000	37,000		
Ambulance Billing		39,278	40,958	43,000	44,075		
Town Report & Calendar		4,128	2,500	7,500	7,500		
Professional & Technical Services		105,042	84,391	125,000	140,000		
Reserve Fund		0	0	1,200,000	1,200,000		
Unclassified Subtotal		13,010,285	13,814,473	17,231,095	17,507,709	276,614	1.61%
STATUTORY CHARGES:							
Current Year Overlay		0	0	900,000	900,000	0	0.00%
Retirement Contributions		6,126,993	6,535,038	7,080,174	7,593,868	513,694	7.26%
Offset Items		0	0	26,713	28,258	1,545	5.78%
Special Education		0	8,390	8,280	8,474	194	2.34%
Mass Bay Trans Auth.		506,104	518,623	533,054	546,380	13,326	2.50%
MAPC (Ch. 688 of 1963)		12,000	12,261	12,602	12,917	315	2.50%
RMV Non-Renewal Surcharge		17,480	17,480	17,480	17,692	212	1.21%
Metro Air Poll. Control Dist.		8,060	8,267	8,447	8,658	211	2.50%
Mosquito Control Program		64,357	63,625	68,844	70,565	1,721	2.50%
M.W.R.A. Sewer Assessment		2,804,912	2,913,415	3,059,086	0	(3,059,086)	-100.00%
School Choice		48,353	93,650	68,004	74,737	6,733	9.90%
Charter Schools		65,041	76,820	84,240	88,890	4,650	5.52%
North Shore Agricultural & Technical School District		127,813	142,222	186,666	205,332	18,666	10.00%
Statutory Charges Subtotal		9,781,113	10,389,791	12,053,590	9,555,771	(2,497,819)	-20.72%
WARRANT ARTICLES:							
Unclassified	Memorial/Veterans Day	6,000	6,000	8,000	8,000		
Unclassified	Lease of Veterans Quarters	750	750	1,500	1,500		
Unclassified	Retirement Stabilization	0	1,000,000	500,000	0		
Unclassified	Prepay Retirement	1,000,000	500,000	1,000,000	1,500,000		
Unclassified	OPEB	0	1,000,000	1,000,000	1,000,000		
Unclassified	Capital Stabilization	0	4,000,000	4,000,000	2,000,000		
Unclassified	4th of July	24,016	48,296	50,000	50,000		
Warrant Articles Subtotal		1,030,766	6,555,046	6,559,500	4,559,500	(2,000,000)	-30.49%
CAPITAL OUTLAY:							
Police	Cruisers	229,995	234,573	250,000	190,000		
Police	Tasers	32,500	0	0	0		

DEPARTMENTAL BUDGET SUMMARY

	CATEGORY	EXPENDITURES	EXPENDITURES	TRANSFER &	TOWN MANAGER	Inc/Dec\$	Inc/Dec%
		<u>FISCAL 2018</u>	<u>FISCAL 2019</u>	<u>APPROPRIATION</u> <u>FISCAL 2020</u>	<u>RECOMMENDATION</u> <u>FISCAL 2021</u>	<u>FISCAL 2021</u>	<u>FISCAL 2021</u>
Police	Storage & Office Trailer	20,000	0	0	0		
Police	High Density Evidence Storage	24,212	0	0	0		
Police	Security System	30,000	0	0	0		
Police	Animal Control Vehicle	48,500	0	0	0		
Police	Booking & Evidence Room Cameras	0	0	31,000	0		
Police	Portable Radios	0	0	0	91,000		
Police	Patrol Rifle Replacement	0	0	0	28,000		
Fire	Ambulance	320,000	0	0	0		
Fire	Utility Vehicle	0	0	0	52,700		
Fire	Forestry Vehicle Updates	0	0	0	32,250		
Fire	Portable Radios	0	0	0	39,000		
Fire	Power Loader	0	0	0	32,000		
Fire	Vehicle Replacement	0	0	58,000	0		
Dispatch	Fire Alerting System	0	0	175,000	0		
Dispatch	Townwide Communications Infrastructure	0	0	0	450,000		
Dispatch	Dispatch Center Remodel	0	0	0	194,000		
DPW	Cunningham Drainage Improvement 2	33,131	0	0	0		
DPW	Construction/Maint. Vehicles	234,646	240,526	332,000	0		
DPW	Construction/Maint. Equipment	95,255	26,000	0	0		
DPW	Cemetery Expansion	31,424	16,650	0	0		
DPW	Fuel Tank Conversion	0	0	566,000	0		
DPW	Resurfacing Municipal Parking Lots	79,218	123,578	155,000	0		
DPW	Intersection Master Plan	5,400	0	0	0		
DPW	Route 38 TIP Project 25% Engineering	135,429	1,816	0	0		
DPW	Engineering Services NPDES Gen Permit	906	558	10,000	0		
DPW	Revitalization Walkways at Town Commo	9,534	0	0	0		
DPW	Solar Powered Pedestrian Beacons	26,629	0	0	0		
DPW	Shady Lane Drive Sidewalks	0	0	84,000	0		
DPW	Sidewalk Reconstruction Lawrence St.	0	89,906	0	0		
DPW	Roadway Management People GIS	0	6,072	0	0		
DPW	Federal Hill & Middlesex Ave Curbing	0	31,207	50,000	0		
DPW	Cemetery Expansion	0	0	0	450,000		
DPW	Vacuum Street Sweeper (Replace H30)	0	0	0	280,000		
DPW	Resurfacing Municipal Parking Lots	0	0	0	210,000		
DPW	Heavy Duty Dump Truck w/Plow & Sande	0	0	0	155,000		
DPW	Heavy Duty One Ton Truck w/Utility Body	0	0	0	85,000		
DPW	290 Middlesex Ave Culvert Restoration	0	0	0	80,000		
DPW	Engineering Services-NPDES General Pe	0	0	0	50,000		
DPW	Shady Lane Drive Sidewalks	0	0	0	50,000		
DPW	Heavy Duty 3/4 Ton Pickup w/Plow (P&G	0	0	0	43,000		
DPW	Phased Cemetery Development	0	0	0	40,000		
DPW	Traffic Detection Camera Rte 62/Chestnut	0	21,000	0	0		
Sewer	Pilcher Dr Sewer Grinder Assembly	0	10,800	0	0		
School	Vans	27,088	52,909	0	0		
School	Exchange Server Upgrade	0	13,579	0	0		
School	Elementary School Projector Replace	0	102,825	0	0		
School	Middle School Projector Replacement	0	0	180,000	0		
School	North & West Int. Computer Replace	0	0	100,000	0		
School	PA System Upgrade	0	0	30,000	0		
School	District Chromebook Repl/Upgrade Proj	0	0	20,000	0		
School	Laptop Battery Replacement	2,688	7,011	0	0		
School	Elementary School Switch Replacement	0	35,999	0	0		
School	MCAS 2.0 Laptop Cart Project	40,000	0	0	0		
School	VoIP Telephone System Project	0	52,149	0	0		
School	Middle School Tech Ed. Engineering Lab	67,500	0	0	0		
School	PreK-3 Lab PC Replacement	72,000	0	0	0		
School	High School Data Center	0	0	100,000	0		
School	Middle School Wireless Upgrade	0	0	100,000	0		
School	Middle School Labs Replacement	0	0	75,000	0		
School	School Facilities & Building Planning Stu	0	0	0	200,000		
School	High School Computer Replacement	0	0	0	195,000		
School	PreK - 3 Laptop Replacement Project	0	0	0	195,000		
School	Elementary School Projector Replacemer	0	0	0	80,000		
School	District Chromebook Replacement/Upgra	0	0	0	80,000		
School	Mini Van Replacement (Mini 4)	0	0	0	56,000		

DEPARTMENTAL BUDGET SUMMARY

		EXPENDITURES	EXPENDITURES	TRANSFER &	TOWN MANAGER	Inc/Dec\$	Inc/Dec%
CATEGORY		FISCAL 2018	FISCAL 2019	APPROPRIATION	RECOMMENDATION		
				FISCAL 2020	FISCAL 2021	FISCAL 2021	FISCAL 2021
School	Admin. Staff PC Replacement Project	0	0	0	25,000		
Public Buildings	Town Hall/School Admin Building Feasib	0	0	0	955,000		
Public Buildings	Senior Center Feasibility Study	0	0	0	650,000		
Public Buildings	West Int School Ceiling Tile Replacement	0	0	0	360,000		
Public Buildings	West Intermediate Lighting Project	0	0	0	100,000		
Public Buildings	Replace LULA Lift at West Intermediate S	0	0	0	79,000		
Public Buildings	Roof Repairs	286,653	0	0	0		
Public Buildings	West Intermediate Lighting Project	0	0	100,000	0		
Public Buildings	Vehicles	23,830	0	0	0		
Public Buildings	Library Boiler Replacement	0	0	185,000	0		
Public Buildings	Truck (354)	25,602	0	0	0		
Public Buildings	Middle School Building Mgmt System	25,121	0	0	0		
Public Buildings	Misc. Facility Improvements	9,600	0	0	0		
Public Buildings	Chair Lift Shawsheen School	70,061	0	0	0		
Public Buildings	No. Intermediate Roof Replacement	117,195	0	0	0		
Public Buildings	Shawsheen School Lighting Upgrade	0	185,000	0	0		
Public Buildings	Woburn St Lighting Upgrade	0	185,000	0	0		
Public Buildings	Town Hall Football Field Lights	0	56,007	0	0		
Information Tech.	Backup Solution	0	0	0	100,000		
Information Tech.	Replace Servers	11,998	613	0	0		
Information Tech.	Desktop Computer Replacement	31,152	54,561	0	0		
Information Tech.	Shared Storage Environment	29,528	14,748	0	0		
Information Tech.	Network Switch Upgrade	0	104,634	0	0		
Information Tech.	UPS for Public Safety	0	6,697	0	0		
Information Tech.	Enterprise Software System	0	211,911	0	0		
Elderly Services	Ford Transit 350 Van	53,149	0	0	0		
Recreation	Pickleball Courts	0	40,000	0	0		
Town Manager	Municipal Buildings Master Plan	26,000	0	0	0		
Capital Outlay Subtotal		2,275,944	1,926,329	2,601,000	5,626,950	3,025,950	116.34%
GRAND TOTAL		99,777,125	108,966,754	119,458,801	120,817,437	1,358,637	1.14%

ENTERPRISE ACCOUNTS:

Sewer	Salaries	0	0	0	98,254
Sewer	Expenses	0	0	0	96,426
		0	0	0	194,680
M.W.R.A. Sewer Assessment		0	0	0	3,135,563
Sewer	Debt Service	0	0	0	131,720
Sewer Enterprise Total					3,461,963
Rink	Personnel/Contract Management	0	0	180,000	180,000
Rink	Misc Contractual Services	0	0	40,000	40,000
Rink	Utilities	0	0	164,000	164,000
Rink	Operations	0	0	24,000	24,000
		0	0	408,000	408,000
Rink	Debt Service	0	0	118,000	118,000
Rink Enterprise Total				526,000	526,000

DEPARTMENTAL BUDGET SUMMARY

CATEGORY	EXPENDITURES FISCAL 2018	EXPENDITURES FISCAL 2019	TRANSFER & APPROPRIATION FISCAL 2020	TOWN MANAGER RECOMMENDATION FISCAL 2021
GENERAL GOVERNMENT				
Selectmen	14,301	14,292	16,262	16,611
Elections	16,480	43,204	37,983	68,472
Registrars	8,616	9,483	10,575	12,475
Finance Committee	9,826	10,271	10,625	10,410
Town Manager	602,859	578,097	633,542	729,859
Information Technology	549,761	625,913	702,425	773,203
Town Accountant	260,499	283,655	276,328	268,068
Treasurer/Collector	330,909	248,471	393,809	423,134
Town Clerk	204,186	211,919	215,464	230,594
Assessors	265,217	282,537	358,188	448,205
Town Counsel	266,391	224,703	307,500	307,500
Permanent Bldg Comm.	0	0	0	0
TOTAL	2,529,045	2,532,545	2,962,701	3,288,531
PUBLIC SAFETY				
Police Dept.	5,254,753	5,224,670	5,487,062	5,875,572
Fire Dept.	4,254,430	4,614,598	5,412,399	4,813,100
Central Dispatch	674,313	688,767	738,065	860,470
Animal Control	60,499	63,985	71,378	72,709
TOTAL	10,243,995	10,592,020	11,708,904	11,621,851
PUBLIC WORKS				
Public Works	6,585,103	6,659,968	7,046,425	7,505,457
Sewer	169,794	141,338	189,267	0
TOTAL	6,754,897	6,801,306	7,235,692	7,505,457
COMMUNITY DEVELOPMENT				
Board of Health	220,043	223,147	243,315	247,975
Planning & Conservation	310,218	346,587	355,224	376,913
Building Inspector	212,797	219,079	206,265	212,522
TOTAL	743,058	788,813	804,804	837,410

DEPARTMENTAL BUDGET SUMMARY

CATEGORY	EXPENDITURES FISCAL 2018	EXPENDITURES FISCAL 2019	TRANSFER & APPROPRIATION FISCAL 2020	TOWN MANAGER RECOMMENDATION FISCAL 2021
PUBLIC BUILDINGS				
Public Buildings	4,746,430	4,979,571	5,265,967	5,220,749
TOTAL	4,746,430	4,979,571	5,265,967	5,220,749
HUMAN SERVICES				
Veterans	382,631	351,351	517,642	527,142
Library	1,126,507	1,124,324	1,191,836	1,249,434
Recreation	125,109	132,428	138,383	147,949
Elderly Services	263,114	274,022	312,872	344,653
Historical Comm.	25,199	21,496	32,733	33,750
TOTAL	1,922,560	1,903,621	2,193,466	2,302,928
EDUCATION				
School Dept.	38,910,092	40,354,125	41,939,603	43,722,036
Shawsheen Vocational	4,028,625	4,088,640	4,647,564	4,879,930
TOTAL	42,938,717	44,442,765	46,587,167	48,601,966
MATURING DEBT & INTEREST				
Debt Service	3,800,315	4,240,474	4,254,915	4,188,615
TOTAL	3,800,315	4,240,474	4,254,915	4,188,615
UNCLASSIFIED				
Unclassified	13,010,285	13,814,473	17,231,095	17,507,709
TOTAL	13,010,285	13,814,473	17,231,095	17,507,709
STATUTORY CHARGES				
Statutory Charges	9,781,113	10,389,791	12,053,590	9,555,771
TOTAL	9,781,113	10,389,791	12,053,590	9,555,771
WARRANT ARTICLES				
Warrant Articles	1,030,766	6,555,046	6,559,500	4,559,500
TOTAL	1,030,766	6,555,046	6,559,500	4,559,500
CAPITAL OUTLAY				
Capital Outlay	2,275,944	1,926,329	2,601,000	5,626,950
TOTAL	2,275,944	1,926,329	2,601,000	5,626,950
GRAND TOTAL	99,777,125	108,966,754	119,458,801	120,817,437

DEPARTMENTAL BUDGET SUMMARY

CATEGORY	EXPENDITURES FISCAL 2018	EXPENDITURES FISCAL 2019	TRANSFER & APPROPRIATION FISCAL 2020	TOWN MANAGER RECOMMENDATION FISCAL 2021
General Government	2,529,045	2,532,545	2,962,701	3,288,531
Public Safety	10,243,995	10,592,020	11,708,904	11,621,851
Public Works	6,754,897	6,801,306	7,235,692	7,505,457
Community Development	743,058	788,813	804,804	837,410
Public Buildings	4,746,430	4,979,571	5,265,967	5,220,749
Human Services	1,922,560	1,903,621	2,193,466	2,302,928
Education	42,938,717	44,442,765	46,587,167	48,601,966
Maturing Debt & Interest	3,800,315	4,240,474	4,254,915	4,188,615
Unclassified	13,010,285	13,814,473	17,231,095	17,507,709
Statutory Charges	9,781,113	10,389,791	12,053,590	9,555,771
Warrant Articles	1,030,766	6,555,046	6,559,500	4,559,500
Capital Outlay	2,275,944	1,926,329	2,601,000	5,626,950
GRAND TOTAL	99,777,125	108,966,754	119,458,801	120,817,437