

# ANNUAL BUDGET



FISCAL YEAR  
2016



**ANNUAL BUDGET**  
**A PROGRAM OF MUNICIPAL SERVICES**  
**FOR THE TOWN OF WILMINGTON**  
**FISCAL YEAR 2016**

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SUBMITTED BY

JEFFREY M. HULL, TOWN MANAGER

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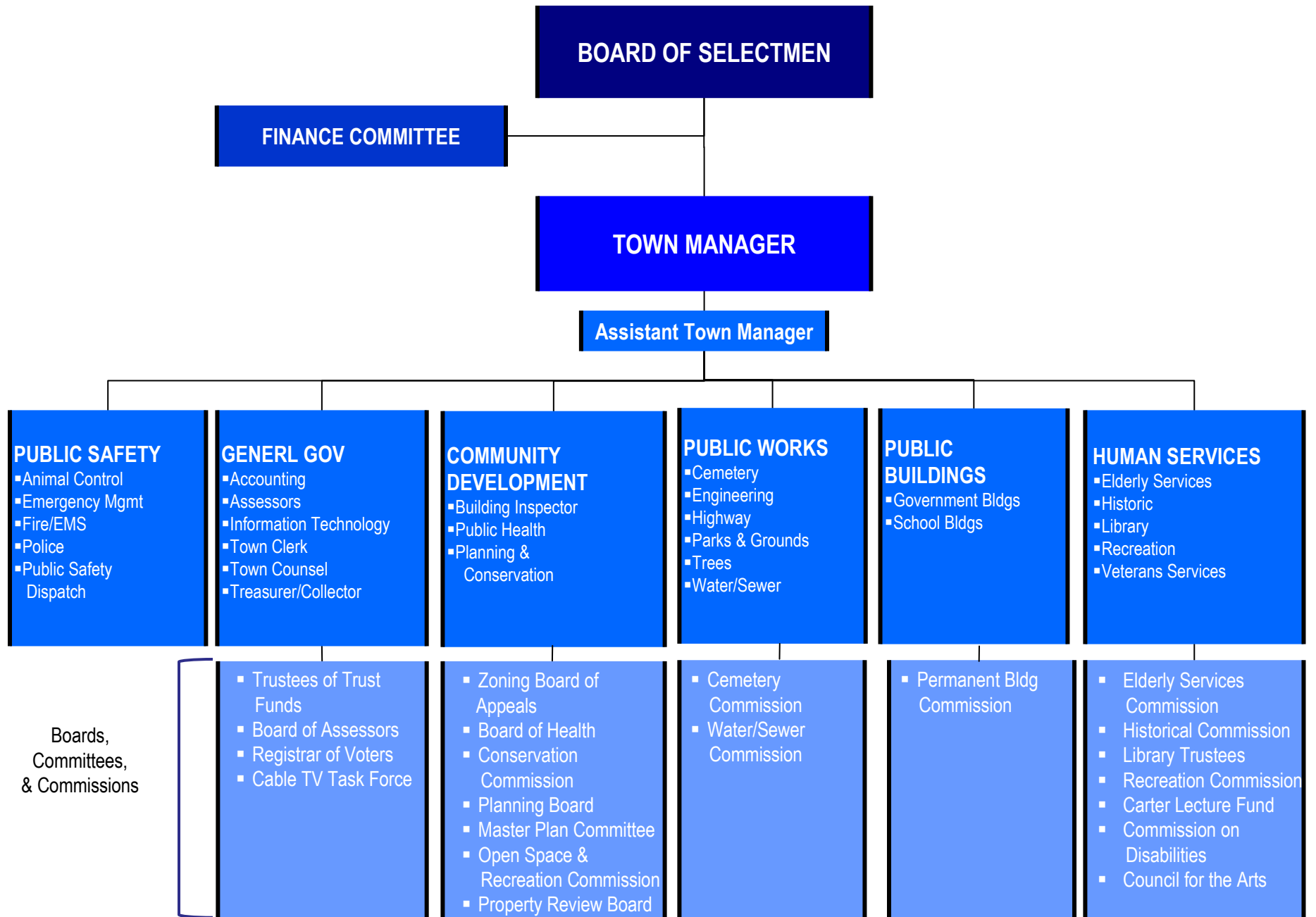
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TOWN OF WILMINGTON  
FISCAL YEAR 2016 BUDGET

Chairman Judith O'Connell  
Members of the Board of Selectmen  
Chairman John Doherty III, and  
Members of the Finance Committee

Dear Members,

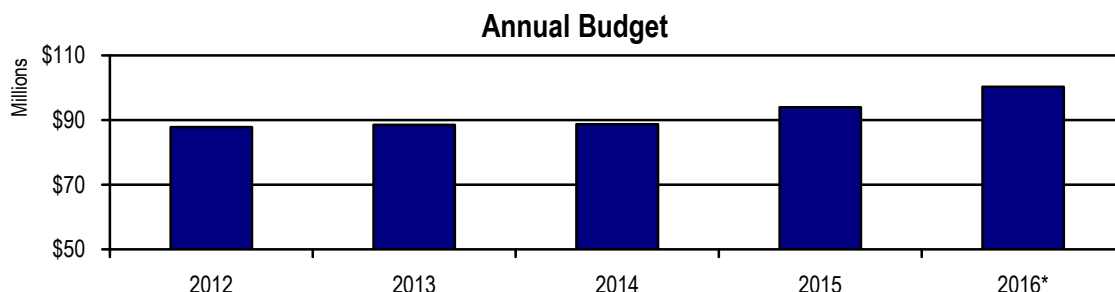
I am pleased to present my financial plan for fiscal year 2016 (FY2016) beginning July 1, 2015 and the updated Five Year Capital Improvement Plan (CIP) which includes FY2016 through FY2020. These documents reflect the blueprint for continuing to provide residents and businesses with the high quality of services they have come to expect.

As with the past two years, the drivers and highlights of this budget can be summed up in one word "transitions". This budget contains a number of significant transitions which I expect will help us meet the growing demands of a community and operation of our size. Further, it will advance the important work of protecting the strong financial position Wilmington has enjoyed for many years.

As stated in previous years' budgets, I have established long range goals that guide the development of the annual budget, the preparation of the CIP, and my overall management of the town's operations. These goals are not single-year targets but principles that strongly influence decisions shaping the town's future.

This budget includes funding and plans for a number of key initiatives including financing for construction of the Yentile Farm Project, the anticipated purchase of the Ristuccia Rink, re-organization of a number of departments, and transfer of funds from Free Cash to various stabilization accounts for anticipated future expenditures.

Proposed for consideration by the Board of Selectmen and Finance Committee is a total FY2016 budget of \$100,520,702, inclusive of a \$3M transfer from Free Cash to various stabilization accounts. Total increase in Municipal operations, net Water expenses, is \$398,115 or 1.53%. This does not include potential salary adjustments anticipated for the four collective bargaining units currently in negotiations. The proposed School budget including both Wilmington Public Schools and Shawsheen Technical High School, will increase \$1,429,888 or 3.71%. Total increases on non-Warrant Article line items is \$4,343,285 or a 4.68%.



\* includes \$3M transfer from Free Cash to various stabilization accounts.

## ***Long-Range Goals***

### **Invest in the success of our students by supporting the initiatives and providing the resources needed for a 21st century education**

The successful opening of the new Wilmington High School is a significant achievement of which I am proud to be a part. Opening of the new school in less than a month represents the culmination of 15 years of effort by past and present public officials, residents, and the entire high school project team. The centerpiece of the high school campus is a new state of the art learning center that includes the latest technology for learning, versatile classrooms, laboratory and break-out space, and an open air courtyard. This \$82.7M project will be completed on time and on budget. This space will be an extraordinary educational, cultural, and athletic resource, and is a testament to the town's commitment to investing in a 21<sup>st</sup> century education.

A new school building in and of itself does not make an effective school system. Recognizing that, I am continuing to support funding for technology upgrades at our other schools, the funding of additional repairs and replacement of building systems and the purchase of a new math and reading curriculum that is consistent with current standards and advances the efforts of the district and commonwealth to help children develop skills in computation, reasoning, and comprehension. Additionally I am supporting the School District's request for a 4% increase in their operating budget.

### **Reduce our energy consumption by improving efficiencies of our buildings, vehicle fleet, and systems throughout town**

The oil fired boilers at the North Intermediate School, which were original to the 52-year-old building were replaced in FY2015 with new gas-fired boilers. This project, in addition to the replacement of the windows at the school, will reduce the cost of heating and provide a more efficient and balanced heating system.

The continued purchase of more fuel efficient vehicles and the gradual retirement of the inefficient fleet of Crown Victoria sedan's is beginning to result in savings in fuel and maintenance for FY2016.

As the Police fleet continues to transition from sedans to SUVs, new approaches to fleet management including leasing, trade-in of police vehicles rather than assigning them to other departments, and the use of pool cars rather than individually assigned vehicles for departments at Town Hall are all under consideration. I expect to have a plan completed within a year for the future of the vehicle fleet and to reflect the results of the plan in the FY2017 funding requests.

### **Improve service delivery through utilization of technology as a tool in our operations**

In the past year the Town has implemented a Geographic Information System (GIS) allowing residents unlimited easy access to a wealth of geographical information about any parcel in Wilmington including location of property boundaries, wetlands, utilities, flood zones, voting precincts, and more. The Treasurer/Collector's Office is now offering online payment of property, excise, water and sewer bills. Birth, marriage, and death certificates, along with dog licenses and renewals can be requested and paid for online. We have made improvements to our website and begun implementing the E-Alert system that sends emails to subscribers when content is updated. These improvements have been developed through the leadership of the Technology Committee and individual departments' efforts to enhance services to the public.

While we have worked to increase technology-based solutions, it has become increasingly clear that we have a great deal of improvements to make on the planning and management of our hardware, network environment, and data security and recovery systems in order to properly support our continued use of technology.

The FY2016 budget includes the establishment of an Information Technology Department (IT) which will elevate the current IT operation from an ancillary function of Accounting to a full department with a director and a budget that focuses on the security, functionality, maintenance, and planning of our use of technology. Total added cost of the IT Department to the annual operating budget is minimal. The results will allow the town to migrate to an integrated, modern, protected and stable network utilizing a deliberate long range planning approach to arrive at solutions for our growing IT needs.

**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**

Included with FY2016 budget is the second addition of the town's capital improvement plan (CIP). I am placing a greater emphasis on the CIP now and into the future as it provides the community with valuable information about the town's needs. The CIP should be first and foremost the source document reviewed when any new large purchase, capital request, building plan, or other project is proposed. Understanding the impact a new request can have on the scheduling of already identified needs allows the town to fully weigh project proposals and ideas.

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

Efforts are ongoing to develop, review, and update policies related to debt management, cash management and use of stabilization funds. These policies, like the CIP will provide guideposts and measures by which to evaluate our financial position, new expenditures, and future obligations. Like the CIP, these policies also support a high rating from the bonding agencies, lowering borrowing costs for the town.

I am proposing the transfer of funds from Free Cash to our Retirement, Other Post-Employment Benefits (OPEB), and Capital Stabilization funds as a means of planning for future obligations. If approved the transfers will result in a balance of over \$11M in our Free Cash account, which is well within the desired reserves amount considered favorable by rating agencies and bonding agencies when evaluating the town's finances.

One new full-time position and the transition of two part-time positions into one full-time position are proposed for general government operations in FY2016. These changes in addition to proposed reclassifications are being partially offset by savings on salaries from retiring employees. Overall, Municipal Government expenditures are projected to increase 1.53%. However, it must be noted that four of the five collective bargaining units are in negotiations for successor agreements. Funds have been set aside in anticipation of the FY2016 cost for contract settlements.

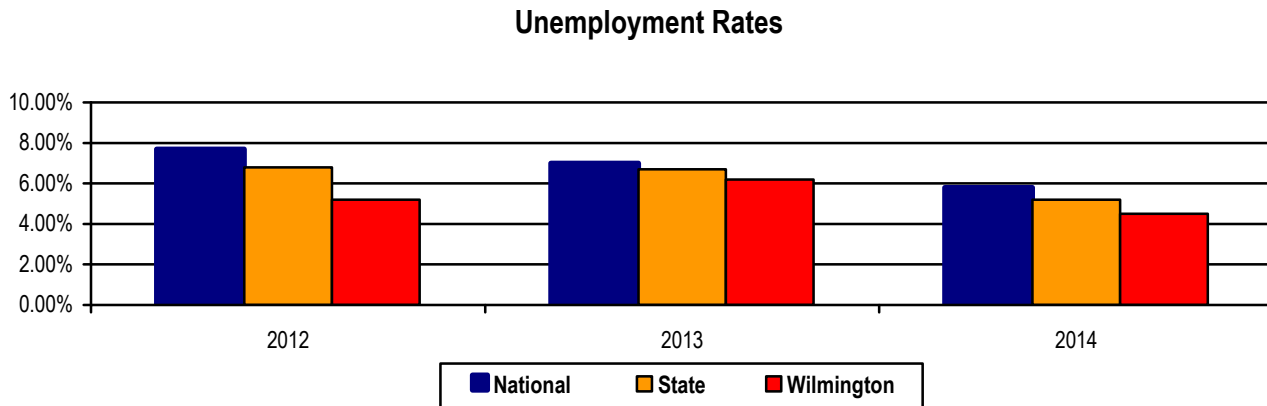
Two prominent projects in FY2016 are expected to demand significant attention in FY2016. The first is the construction of the new recreational facility at the former Yentile Farm property. This project has gone through a two-year review and development phase to ensure the facility will meet the needs and interests of the town. An engineering firm has been engaged to complete the design within the next nine months. Concurrently a subcommittee has begun developing a fundraising plan to help defray the costs of the project through private donations. Total construction cost is estimated at \$4.5M and will include a multi-purpose artificial turf field, basketball/street hockey courts, a playground, picnic areas, and a central green.

Having received the funding authorization at the Special Town Meeting in December 2014, I will begin negotiations to purchase the Ristuccia Rink in June. The purchase is expected to be completed in the fall of 2015. A comprehensive funding and expense model was presented during the Special Town Meeting process. The FY2016 budget will begin to account for the Rink. As an enterprise fund, it is expected to be self-supporting. The budget assumes the current lessee will remain through the lease agreement which ends August 31, 2018.



## Revenues

Various indicators suggest that the local, state and national economy continues its recovery from the Great Recession. According to figures from the Massachusetts Executive Office of Labor and Workforce Development Wilmington's unemployment rate dropped from 6.2% in November 2013 to 4.5% in November of 2014. This suggests many in the community are returning to work and that job opportunities are increasing. One hopes that the decreasing unemployment rate is translating into stronger demand for goods and services for the businesses in town.



With the national unemployment rates at 5.6% in December, the lowest rate since mid-2008, signs suggest a favorable economic picture in the coming year. According to Drew DeSilver, from the Pew Research Center, job growth has been occurring primarily in the services sector more specifically in the healthcare, restaurant/food service, and the temporary help agency sectors.

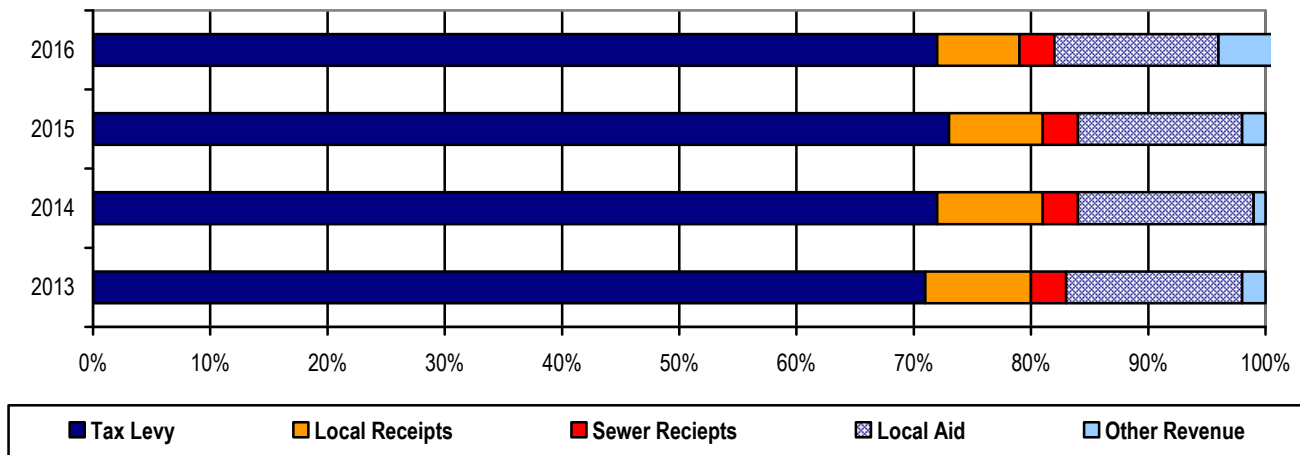
The job growth in the restaurant service sector has been reflected locally with the opening of the Red Heat Tavern and the recent opening of Tremezzo's Restaurant. The FY2015 revised revenue estimate from the local meals tax is \$300,000, an increase of \$30,000 over original projections. Local meals taxes for FY2016 are expected to increase an additional \$20,000 to \$320,000.

The principle source of local revenue for Wilmington is the property tax. The tax levy for the upcoming fiscal year is projected to be \$71,797,756 which represents 71.4% of the total revenue received by the town. In accordance with Massachusetts General Laws Chapter 59 section 21C property taxes are expected to increase 2.5% or \$1,651,411. New growth, which derives from new construction, existing real property improvements, and new personal property is estimated to be \$850,000 for FY2016. Finally, the debt exclusion levy for the new high school is \$3,239,903.

Residential property values have begun to appreciate again which is typically welcomed news as it reflects growth in the most significant asset owned by many residents. Based on information provided by the Principal Assessor the average assessed home value increased 6.7% in 2014. Commercial values have remained stable and values on industrial property are experiencing a minor decline. Personal property, which consists of equipment owned by businesses to support their enterprises continues to be a major generator of new growth, representing 56% of the new growth for FY2015, or approximately \$744,165.

The completion of the self storage facility on West Street, added retail in the Target plaza, possible tenant fits-ups on Research Drive and Industrial Way, in addition to residential development on MacDonald Road and McGrane Road are expected to contribute to new growth in FY2016.

## Revenue Sources



As Governor Charlie Baker begins his first term, his immediate challenge will be addressing the state's FY2015 budget deficit which he believes to be \$765M. This current year's shortfall is being attributed to a combination of loss of revenue from the reduction in the state's income tax from 5.20% to 5.15%, temporary increases in Medicaid costs, and non-tax revenues falling short of projections.

Governor Baker is to be applauded for seeking to balance the state's budget deficit without mid-year cuts in local aid. Senate President Stanley Rosenberg is also on record as stating that "All options are on the table. But the one thing we don't want to do is cut local aid." Mid-year cuts are extremely challenging for communities to absorb and often lead to significant impacts on schools and basic local services.

In light of the state's current financial position, Chapter 70 and Unrestricted General Government Aid is expected to remain unchanged. Property tax exemption reimbursements are projected to decrease by approximately \$27,000.

Revenue from motor vehicles excise tax, the meals tax, payment in lieu of taxes from Reading Municipal Light Department are some of the sources that comprise Local Receipts. Total revenue from local receipts is expected to be \$10,252,936. Most local receipts are expected to remain unchanged, with two exceptions: motor vehicle excise tax and the meals tax. The improving economy appears to be responsible for a surge in auto sales. Annual sales in 2014 totaled \$16.5M, up 6% from 2013. In addition to an improving job market, low interest rates and falling gas prices are believed to be responsible for strong sales nationally. Sales growth is expected to continue, though not as sharply as in 2014. The addition of two new dine-in restaurants is expected to boost local meals tax. As previously noted, revenue from the meals tax is projected to increase \$20,000 over the revised FY2015 estimates.

Interest income is expected to continue to decline. Funds on account for the high school project will continue to be drawn down as the project is completed in the fall of this year.

### **Expenditures**

The total proposed budget for FY2016 including capital and warrant articles is \$100,520,702. A significant portion of the increase, \$3M, is proposed for direct transfer from Free Cash to specific reserve accounts and is not planned for immediate expenditure. Additionally \$2,275,200 from the tax levy is proposed for funding of capital projects. Municipal operations and School spending is projected to increase 3.4%.

## **Personnel**

The town continues to experience the retirement or departure of personnel from several departments. Some measure of turnover is healthy as it provides opportunities for people to bring new ideas and experiences to the workplace. Conversely, turnover can drive up the costs of training and overtime and force upward pressure on salary rates.

The steady number of retirements is indicative of our aging workforce, and as a trend, will continue for the foreseeable future. Filling some of these positions with experienced professionals or with individuals willing to stay past the first few years is becoming a challenge with some positions as our salaries are not well matched against other area communities competing for the same talent.

Though turnover has not been a major issue for Wilmington in the past, we are beginning to see more movement among the public safety positions. We are also facing the need to offer top-step salaries to new mid-level and department head level professionals in order to secure their hire. Addressing Wilmington's competitiveness as an employer in the marketplace will continue to be a factor in hiring and retaining staff over the next few years as the retirements continue to pick up pace and newer employees indicate an intention to leave for better paying communities.

## **Schools**

The recommended budget for the Wilmington School System is \$36,197,557 which represents a 4.0% increase over current funding. Driving the increase are salary adjustments called for in the collective bargaining agreements and increasing costs for special education tuition and transportation.

As with districts across the state the Wilmington School System is having to navigate the so called "Perfect Storm" of mandates which has included incorporating the state Board of Education Common Core State Standards into implementation of the Massachusetts Comprehensive Assessment Center (MCAS) frameworks and the transition to a new assessment system referred to as the Partnership for Assessment Readiness for College and Careers (PARCC). Additionally the district is engaged in developing a new Education Evaluation System which will define the expectations of teachers and administrators to obtain ratings of proficient or exemplary.

School Superintendent Mary DeLai has expressed concern about the growing proficiency gap of struggling learners. She noted that 59% of fourth graders attained a rating of proficient or advanced in the Math MCAS testing conducted in the spring of 2014 while only 22% of low income students, students with disabilities or students learning English as a second language tested proficient. A major goal will be to strengthen early childhood education and focus on improving the development of literacy and math skills at the elementary school level.

With that focus in mind, Superintendent DeLai's request for \$177,000 to purchase new learning materials for the K to 5 Math Curriculum and \$37,700 to purchase a new English Language Arts Curriculum are included in the FY2016 CIP.

Shawsheen Regional Technical High School is expecting a very minor increase of 1% to the Wilmington assessment. Enrollment for Wilmington students at the Tech is expected to be flat or decrease slightly in FY2016, likely as a result of the opening of our new high school. This is a major factor in the minimal budget increase.

## **Information Technology**

Focus on the goal of utilizing technology as a tool in the effective delivery of municipal services has brought to light various challenges with our information technology. I therefore engaged a technology professional to conduct an evaluation of the town's IT infrastructure, plans, policies, and services. Ten recommendations were developed as a result of the evaluation. One of the principle recommendations is that the town needs to elevate the role of IT from

an ancillary support service with a financial focus, to a full department actively engaged in supporting municipal service delivery across all departments. Creation of an Information Technology Department will elevate our IT functions from a maintenance effort to one that more fully meets the needs of our customers and users, minimizes service disruption, and takes a long range approach to planning and spending on IT needs.

The proposed budget includes the creation of the IT Department. The change will not increase the number of positions responsible for technology but will reclassify one position to that of an IT Director and result in adjustments to duties for the existing staff. The IT Director will be responsible for planning, implementing, and advocating for IT infrastructure that effectively protects the town and meets our growing needs.

Establishing an IT Department will eliminate the silo approach to technology budgeting by consolidating the funding for and management of software, hardware, copiers and mobile technology within one department. The FY2016 budget reflects a reallocation of technology related costs from other departments to the IT budget.

Total budget impact from this move is approximately \$17,500, which will cover the cost of the IT Director position reclassification, and funds for training, office supplies, and equipment. The capital request for an additional \$100,000 will be combined with the FY2015 approved capital funding to focus on replacement of the outdated servers, network infrastructure, back-up and recovery systems, and upgrade desktop equipment so we can move to a consistent operating system and a more current productivity suite across all departments.

### **Financial Functions**

The Treasurer/Collector's Office is responsible for the collection of all revenues received electronically, via mail, and in person. The Office manages the town's bank accounts, and issues and tracks all payments. Additionally the Treasurer/Collector's Office processes payroll and administers employee benefits. A prior reduction in staff combined with a growing number of transactions are impacting the Treasurer/Collector's ability to maintain best practice standards for timely reconciliation of accounts, processing collections and other related functions. Additional resources are needed to accomplish this work. I am therefore proposing the creation of a payroll and benefits administrator. This position will report to the Town Accountant, and enable the Treasurer/Collector's Office to direct their attention to core Treasury and Collection responsibilities.

### **Assessor**

In accordance with state law the Board of Assessors are required to conduct a Triennial Revaluation and Certification in which the values of all properties in Wilmington are reviewed and updated. The resulting values are then submitted to the Massachusetts Department of Revenue (DOR) for approval. The Revaluation is projected to cost \$79,000 and will be performed in FY2016.

Our Principal Assessor has worked diligently these past two years to bring Wilmington's assessing processes in line with current standards and best practices. This has resulted in a significant increase in activity for the Principal Assessor and the Assessor's Office. Between the extensive field work, the direct service to property owners, defending appeals before the Appellate Tax Board, and ensuring full compliance with documentation and verification requirements for abatements and exemptions, the Principal Assessor is being stretched too thin and requires assistance beyond the level of a Senior Clerk. I am therefore recommending reclassifying one of the Senior Clerks in the office to the position of Assistant Assessor. As Assistant Assessor, this person will be able to conduct field work and sign-off on occupancy permits thereby providing critical support to the Principal Assessor.

### **Public Safety**

Police, Fire and Central Dispatch are experiencing an increase in turnover. This turnover is a function of retirements and losing employees to other employers. The consequence is that they are in a constant state of recruitment and training. Overtime is being stretched to fill the gap in shift coverage caused by the vacancies and

training periods. The constant turnover also challenges the Chiefs in their roles to maintain the continuity and cohesiveness of the personnel on each shift. There are a number of senior members within the departments particularly in Police and Fire that will be reaching retirement age over the next five years. These vacancies are unavoidable. Of greater concern are those individuals early in their careers or mid-career who are seeking to leave in order to assume the same job in other communities. Identifying ways to address this issue will be a focus for me in the coming years.

Dispatch has been hardest hit. They have been in a continual state of recruiting and training this past year. At present three of the 11 shift dispatcher positions are vacant. I have grave concerns about staff burn-out while we work to recruit and train new dispatchers. As a means of mitigating the strain of constant turnover, I am seeking \$20,000 for part-time dispatcher positions. Though this is not a complete solution to the turnover, it will help to augment staffing and provide relief for our full-time dispatchers.

### **Human Services**

Elderly Services has continued to assume responsibilities not only for providing social interaction and recreation opportunities for elders but increasingly serves as a point of contact for children of elders and elders themselves seeking financial, medical, and mental health assistance. Under the leadership of Terri Marciello the "Senior Center" continues to be a beacon of positivity and comfort for our elders. I am recommending the reclassification of the Elderly Services Director position to reflect the significant growth in responsibilities this position has experienced over the past 18 years.

Veterans Services, under the direction of Lou Cimaglia, has experienced a shift in focus and a steady increase in activity as veterans and their family members seek financial assistance, counseling, social and medical services. Increasingly those receiving Veterans Benefits represents only a fraction of the actual case load for the department. Due to the constant demand, the work of Veterans Services far exceeds the typical 35 or 40 hour per week operation. Therefore, I am recommending that the existing two-part time positions, which are funded for a total of 25 hours per week, become one full time position, and reclassification of the Veterans Services Director to reflect the growth in responsibility and requirements of the position.

### **Insurance**

The overall insurance budget is projected to increase by 7.77% to \$13,653,297. There are several factors responsible for this increase. Health insurance is expected to have a modest increase of 7.25%. Workers' compensation rates are increasing due to a few long term injuries in recent years, impacting the factors used to establish the annual premium.

### **Warrant Articles**

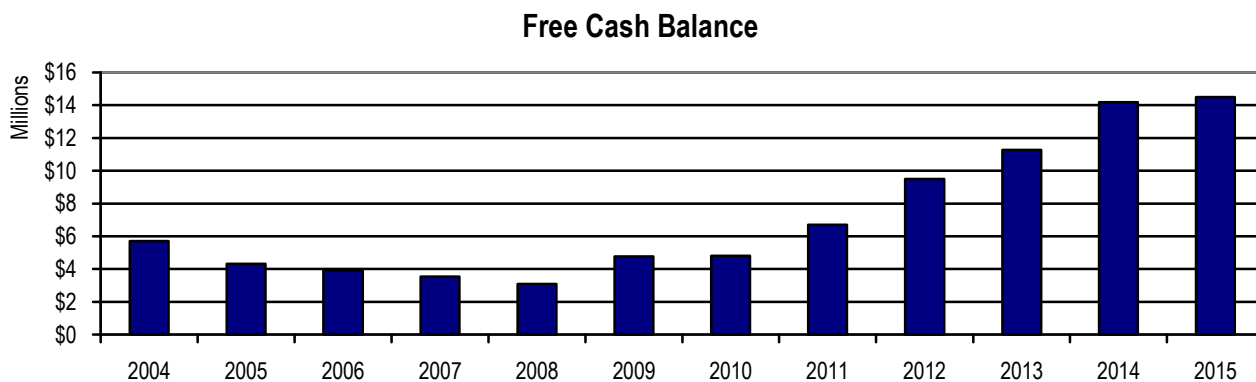
Once again I am proposing the town designate money to fund two significant liabilities on the horizon: Other Post-Retirement Benefit (OPEB) and regular Retirement benefits assessed by Middlesex Board of Retirement. Wilmington is no different from communities across the commonwealth and the country that are required to account for and address medical insurance costs of current and future retired employees. The estimated OPEB liability is \$133M based upon a 2013 actuarial study. Wilmington's projected total obligation to the Middlesex Board of Retirement is approximately \$73M. The retirement system is obligated to be fully funded by 2035. As a consequence the annual assessment to member communities will continue to increase in the coming years in order to provide adequate funding to meet that deadline.

With a Free Cash balance of over 10% of the annual budget, it is possible to allocate some of these funds to stabilization accounts that help protect the town from unmanageable spikes in future assessments. Therefore, I am proposing \$1M be transferred from Free Cash to the OPEB Stabilization account. An additional \$500,000 is

proposed for transfer from Free Cash to the Retirement Stabilization account. This will bring the total balance in the OPEB account to \$1,600,000 and the total balance in the Retirement Stabilization account to \$750,000.

The 5 year CIP projects reflects over \$36M in costs associated with infrastructure improvements, vehicle replacement, building repairs and upgrades, and other major projects. The cost of these projects exceeds our ability to fund through the annual operating budget. I am therefore requesting \$1.5M be transferred from Free Cash to the Capital Stabilization account, bringing the total available balance to \$1,788,631. The expectation is to use this account to supplement future years' allocation of funds from the tax levy to address key capital projects.

If approval of the transfers sought from Free Cash is granted, the town will continue to maintain a free cash balance of \$11,024,657. Financial rating agencies pay close attention to the financial reserves when the town seeks to borrow funds. Wilmington's free cash reserve would remain at or above 10% of the operating budget after the transfers, which is at the upper range of what rating agencies consider favorable.



### Capital Projects

The recommended budget for investment in the town's capital infrastructure for FY2016, exclusive of borrowing, is \$3,993,200. Water receipts will pay for \$610,000. Additionally Chapter 90 funds will cover \$650,000.

I am requesting a transfer of \$458,000 from Free Cash to fund the replacement of the Shawsheen School heating system. This request has a high dollar value and cannot be phased over multiple years as are roofs and other building projects. The heating system replacement will convert the school from oil to natural gas and offer a more energy efficient heating system for the building.

The capital plan for FY2016 includes the full funding of the Yentile Farm construction project. This project is expected to be funded through the issuance of debt. Total construction cost, based on the current concept design is \$4.5M. Though I am seeking full funding for the project, the members of the Yentile Farm Development Committee are preparing a strategy to raise private donations in order to offset a portion of the construction costs.

Finally the purchase of Ristuccia Rink is expected to be completed in FY2016. Total anticipated cost is \$2.25M and will be funded through borrowing as well. The debt service, along with any operating expenses will be funded through rink revenue. There is expected to be a surplus in the Rink enterprise fund for the first three years, assuming the current lessee remains. The surplus will be used to fund debt and support a capital stabilization fund for future capital expenditures of the rink.

## **Conclusion**

As has been noted many times the only constant is change. The FY2016 budget once again proposes adjustments to our current operations with a relentless focus on improving existing services and offering new services that are expected by the stakeholders who invest in this municipal corporation known as the Town of Wilmington.

Recently a member of the Board of Selectmen commented that we must never forget how we got here over the past 25 years in terms of the strong financial position and offering of services to the residents. I am forever mindful of this point. Wilmington has a long history of being a well managed community. With the pending completion of a new high school, facilities, roads and water/sewer infrastructure that are well maintained, social services agencies including recreation, elder services, veterans services and library services eager to respond to the needs of residents, professional public safety personnel who rise to the occasion under a variety of trying circumstances and an educational system striving to advance the next generation, Wilmington is in an enviable place.

Oftentimes it is more difficult to pursue changes when an organization is running well than when an organization is visibly in distress. Change involves risk and risk poses the potential for failure. As Mark Zuckerberg, founder of Facebook states: "The Hacker Way is an approach to building that involves continuous improvement and iteration. Hackers believe that something can always be better, and that nothing is ever complete." He went on to note that: "The biggest risk is not taking any risk. In a world that's changing really quickly, the only strategy that is guaranteed to fail is not taking risks."

Much of the budget seeks to continue to support the services and the processes that are tried and true and that the community has come to rely upon. There are also proposals in this budget that are ambitious and pose some measure of risk. They take us into uncharted waters as an organization. But the changes proposed are well reasoned and are certainly not unique to municipal government. Elevating the information technology function recognizes that IT is embedded in the operations of the town and that a coordinated forward thinking approach is needed to best manage tools that are part of the life blood of our service delivery. Optimizing the functioning of the town's financial operations by realigning responsibilities ensures that the town continues to maintain strong management of our funds and obligations. Moving forward with the construction of the Yentile recreational area and the purchase of the Ristuccia Rink are real "game changers", providing incredible recreational opportunities for residents of all ages and adding another element to the quality of life in Wilmington.

You are invited to review both the operating budget and CIP carefully. I encourage constructive feedback and look forward to working with the Board of Selectmen and the Finance Committee to present a credible and sustainable spending plan to Town Meeting participants in May.

Sincerely,



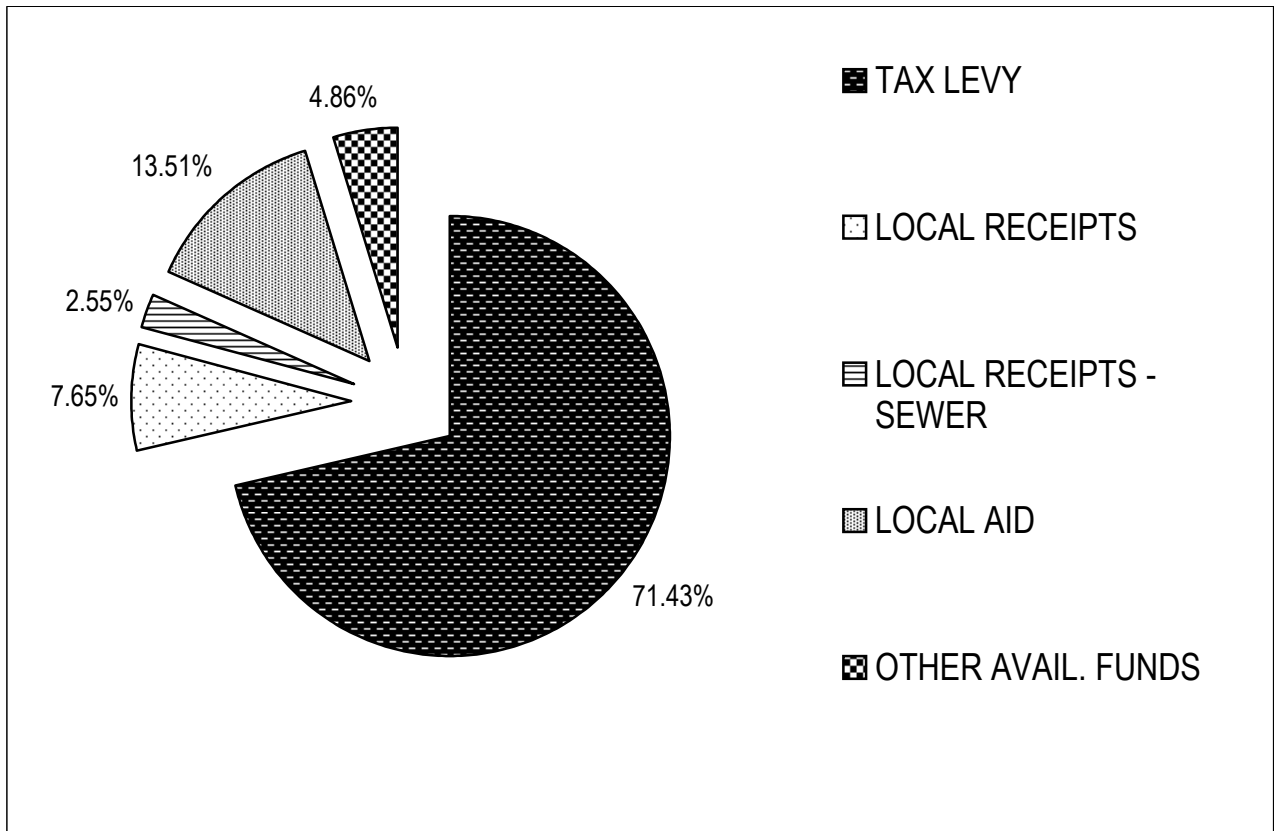
Jeffrey M. Hull  
Town Manager

**AVAILABLE FUNDS**

	<b>ACTUAL FY 2013</b>	<b>ESTIMATE FY 2014</b>	<b>REVISED ESTIMATE FY 2014</b>	<b>ACTUAL FY 2014</b>	<b>ESTIMATE FY 2015</b>	<b>REVISED ESTIMATE FY 2015</b>	<b>ESTIMATE FY 2016</b>
<b>TAX LEVY</b>	63,128,463	65,946,732	66,521,619	65,963,230	68,779,112	69,367,843	71,797,756
<b>LOCAL RECEIPTS</b>	7,816,487	6,877,000	7,365,000	8,251,488	7,255,000	7,589,000	7,690,000
<b>LOCAL RECEIPTS - SEWER</b>	2,744,766	2,474,309	2,584,966	2,887,587	2,710,343	2,535,846	2,562,936
<b>LOCAL AID</b>	13,115,138	13,184,146	13,365,856	13,375,985	13,393,904	13,612,460	13,585,362
<b>FREE CASH</b>	0	340,645	340,645	340,645	750,000	750,000	3,458,000
<b>WATER DEPT. - AVAIL. FUNDS</b>	945,134	986,746	986,746	986,746	1,321,034	1,321,034	1,386,648
<b>SALE OF CEMETERY LOTS</b>	20,000	20,000	20,000	20,000	20,000	20,000	20,000
<b>INT. CEMETERY TRUST FUND</b>	20,000	20,000	20,000	20,000	20,000	20,000	20,000
<b>CAPITAL STABILIZATION FUND</b>	90,000	0	0	0	0	0	0
<b>PROVISION FOR ABATES SURPLUS</b>	600,000	0	0	0	0	0	0
<b>CAPITAL PROJECT CLOSEOUTS</b>	59,407	0	0	0	0	0	0
	<u>88,539,395</u>	<u>89,849,578</u>	<u>91,204,832</u>	<u>91,845,681</u>	<u>94,249,393</u>	<u>95,216,183</u>	<u>100,520,702</u>



# FY 2016 BUDGET



TAX LEVY	71,797,756	71.43%
LOCAL RECEIPTS	7,690,000	7.65%
LOCAL RECEIPTS - SEWER	2,562,936	2.55%
LOCAL AID	13,585,362	13.51%
OTHER AVAIL. FUNDS	4,884,648	4.86%
<b>TOTAL</b>	<b>100,520,702</b>	<b>100.00%</b>

**AVAILABLE FUNDS  
COMPARISON OF YEARLY CHANGES IN AVAILABLE FUNDS**

	<b>ACTUAL</b>	<b>REVISED</b>					
	<b>FY 2014</b>	<b>ESTIMATE</b>	<b>ESTIMATE</b>	<b>DIFF. \$</b>	<b>DIFF. %</b>	<b>DIFF. \$</b>	<b>DIFF. %</b>
		<b>FY 2015</b>	<b>FY 2016</b>	<b>FY15/FY16</b>	<b>FY15/FY16</b>	<b>FY14/FY16</b>	<b>FY14/FY16</b>
<b>TAX LEVY</b>	65,963,230	69,367,843	71,797,756	2,429,913	3.50%	5,834,526	8.85%
<b>LOCAL RECEIPTS</b>	8,251,488	7,589,000	7,690,000	101,000	1.33%	(561,488)	-6.80%
<b>LOCAL RECEIPTS - SEWER</b>	2,887,587	2,535,846	2,562,936	27,090	1.07%	(324,651)	-11.24%
<b>LOCAL AID</b>	13,375,985	13,612,460	13,585,362	(27,098)	-0.20%	209,377	1.57%
<b>FREE CASH</b>	340,645	750,000	3,458,000	2,708,000	361.07%	3,117,355	915.13%
<b>WATER DEPT. - AVAIL. FUNDS</b>	986,746	1,321,034	1,386,648	65,614	4.97%	399,902	40.53%
<b>SALE OF CEMETERY LOTS</b>	20,000	20,000	20,000	0	0.00%	0	0.00%
<b>INT. CEMETERY TRUST FUND</b>	20,000	20,000	20,000	0	0.00%	0	0.00%
<b>CAPITAL STABILIZATION FUND</b>	0	0	0	0	0.00%	0	0.00%
<b>PROVISION FOR ABATES SURPLUS</b>	0	0	0	0	0.00%	0	0.00%
<b>CAPITAL PROJECT CLOSEOUTS</b>	0	0	0	0	0.00%	0	0.00%
	91,845,681	95,216,183	100,520,702	5,304,519	5.57%	8,675,021	9.45%

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

	<b>ACTUAL FY 2014</b>	<b>PERCENT FY 2014</b>	<b>REVISED ESTIMATE FY 2015</b>	<b>PERCENT FY 2015</b>	<b>ESTIMATE FY 2016</b>	<b>PERCENT FY 2016</b>
<b>TAX LEVY</b>	65,963,230	71.82%	69,367,843	72.85%	<b>71,797,756</b>	<b>71.43%</b>
<b>LOCAL RECEIPTS</b>	8,251,488	8.98%	7,589,000	7.97%	<b>7,690,000</b>	<b>7.65%</b>
<b>LOCAL RECEIPTS - SEWER</b>	2,887,587	3.14%	2,535,846	2.66%	<b>2,562,936</b>	<b>2.55%</b>
<b>LOCAL AID</b>	13,375,985	14.56%	13,612,460	14.30%	<b>13,585,362</b>	<b>13.51%</b>
<b>FREE CASH</b>	340,645	0.37%	750,000	0.79%	<b>3,458,000</b>	<b>3.44%</b>
<b>WATER DEPT. - AVAIL. FUNDS</b>	986,746	1.07%	1,321,034	1.39%	<b>1,386,648</b>	<b>1.38%</b>
<b>SALE OF CEMETERY LOTS</b>	20,000	0.02%	20,000	0.02%	<b>20,000</b>	<b>0.02%</b>
<b>INT. CEMETERY TRUST FUND</b>	20,000	0.02%	20,000	0.02%	<b>20,000</b>	<b>0.02%</b>
<b>CAPITAL STABILIZATION FUND</b>	0	0.00%	0	0.00%	<b>0</b>	<b>0.00%</b>
<b>PROVISION FOR ABATES SURPLUS</b>	0	0.00%	0	0.00%	<b>0</b>	<b>0.00%</b>
<b>CAPITAL PROJECT CLOSEOUTS</b>	<u>0</u>	<u>0.00%</u>	<u>0</u>	<u>0.00%</u>	<u>0</u>	<u>0.00%</u>
	91,845,681	100.00%	95,216,183	100.00%	<b>100,520,702</b>	<b>100.00%</b>

**TAX LEVY COMPARISON  
FY 2014 - FY 2016**

**LEVY LIMIT CALCULATION**

	<b>ACTUAL FY 2014</b>	<b>ESTIMATE FY 2015</b>	<b>REV. EST. FY 2015</b>	<b>ESTIMATE FY 2016</b>	<b>DIFFERENCE FY 2015-2016</b>
<b>Base</b>	60,355,931	63,139,716	63,139,716	66,056,442	2,916,726
<b>Amended FY 2013 New Growth</b>	218,141	0	0	0	0
<b>2.5% Increase</b>	1,514,352	1,578,493	1,578,493	1,651,411	72,918
<b>New Growth</b>	<u>1,051,292</u>	<u>750,000</u>	<u>1,338,233</u>	<u>850,000</u>	<u>(488,233)</u>
<b>Levy - Net of Debt Exclusion</b>	63,139,716	65,468,209	66,056,442	68,557,853	2,501,411
 <b>Debt Exclusion (See Below)</b>	 <u>3,381,903</u>	 <u>3,310,903</u>	 <u>3,310,903</u>	 <u>3,239,903</u>	 <u>(71,000)</u>
<b>Levy Limit *</b>	66,521,619	68,779,112	69,367,345	71,797,756	2,430,411

\* Levy limit based on tax levy calculation

**DEBT EXCLUSION CALCULATION**

<b>Wilmington High School Debt</b>	3,489,400	3,418,400	3,418,400	3,347,400	(71,000)
<b>Premium</b>	<u>107,497</u>	<u>107,497</u>	<u>107,497</u>	<u>107,497</u>	<u>0</u>
<b>Total</b>	3,381,903	3,310,903	3,310,903	3,239,903	(71,000)

**FISCAL YEAR 2015  
COMMUNITY TAX RATE COMPARISONS**

	<u>Residential</u>	Commercial-Industrial <u>Personal Property</u>
Andover	\$14.97	\$24.77
Bedford	\$14.62	\$32.12
Billerica	\$14.04	\$32.67
Burlington	\$11.35	\$29.40
Chelmsford	\$18.70	\$18.70
No. Reading	\$16.62	\$16.62
Reading	\$14.70	\$14.70
Tewksbury	\$16.37	\$27.62
<b>Wilmington</b>	<b>\$14.37</b>	<b>\$32.74</b>

	<u>Taxes on Houses at Average Assessed Values</u>		<u>Sample Taxes on Wilmington Homes</u>	
Andover	\$577,689.00	\$8,648.00	\$250,000	\$3,593
Bedford	\$588,699.00	\$8,607.00	\$300,000	\$4,311
Billerica	\$325,027.00	\$4,563.00	\$350,000	\$5,030
Burlington	\$420,117.00	\$4,768.00	\$400,000	\$5,748
Chelmsford	\$338,435.00	\$6,329.00	\$450,000	\$6,467
No. Reading	\$482,670.00	\$8,022.00		
Reading	\$464,251.00	\$6,824.00		
Tewksbury	\$327,145.00	\$5,355.00		
<b>Wilmington</b>	<b>\$380,374.00</b>	<b>\$5,466.00</b>		

## VALUATION BY TAX CLASSIFICATION

<u>CLASS</u>	<u>FY 2014 VALUE</u>		<u>FY 2015 VALUE</u>	
Residential	\$2,654,197,031	75%	\$2,832,043,812	76%
Commercial	145,965,075	4%	150,899,351	4%
Industrial	631,102,662	18%	627,746,746	17%
Personal Property	92,282,260	3%	96,938,220	3%
<b>TOTAL</b>	<b>\$3,523,547,028</b>	<b>100%</b>	<b>\$3,707,628,129</b>	<b>100%</b>

## FISCAL 2015 TAX LEVY

\$69,363,100.11

## LEVY AMOUNTS BORNE BY TAX CLASSIFICATION

<u>CLASS</u>	<u>FY 2014 AMOUNT</u>		<u>FY 2015 AMOUNT</u>	
Residential	\$ 37,795,766	57%	\$ 40,696,470	58%
Commercial	4,822,686	} 43%	4,940,445	} 42%
Industrial	20,851,632		20,552,428	
Personal Property	3,049,006		3,173,757	
<b>TOTAL</b>	<b>\$ 66,519,090</b>	<b>100%</b>	<b>\$ 69,363,100</b>	<b>100%</b>

# **LOCAL RECEIPTS**

	ACTUAL	REVISED	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	FISCAL 2013	FISCAL 2014	FISCAL 2014	FISCAL 2015	FISCAL 2015	FISCAL 2016
MOTOR VEHICLE EXCISE	3,338,770	3,400,000	3,601,138	3,500,000	3,800,000	3,900,000
LOCAL MEALS TAX	267,354	270,000	285,399	270,000	300,000	320,000
PEN. & INT. ON TAXES & EXCISE	520,668	300,000	461,813	300,000	400,000	400,000
PAYMENTS IN LIEU OF TAXES	755,133	757,000	770,133	765,000	780,000	780,000
CHARGES FOR SERVICES-AMBULANCE	902,281	850,000	1,065,247	900,000	700,000	700,000
FEES	98,008	35,000	76,021	35,000	80,000	80,000
DEPT REVENUE-LIBRARY	11,660	12,000	13,118	12,000	12,000	12,000
DEPT REVENUE-CEMETERY	91,128	90,000	83,624	90,000	90,000	90,000
DEPT REVENUE-DPW RECYCLING	19,307	19,000	18,475	19,000	19,000	19,000
LICENSES & PERMITS-SELECTMEN	35,870	36,000	35,977	36,000	36,000	36,000
LICENSES & PERMITS-BLDG. INSP.	271,538	300,000	381,102	275,000	300,000	300,000
LICENSES & PERMITS-HEALTH	53,220	50,000	64,050	50,000	55,000	55,000
LICENSES & PERMITS-OTHER	209,949	190,000	220,345	190,000	190,000	190,000
POLICE FINES & FORFEITS	139,390	130,000	146,649	130,000	140,000	140,000
INVESTMENT INCOME	454,254	340,000	395,111	225,000	250,000	200,000
MEDICAID REIMBURSEMENTS	103,380	150,000	127,895	100,000	150,000	150,000
RENTALS	118,412	118,000	116,466	118,000	87,000	118,000
MISC-WORK COMP REFUNDS	1,217	17,000	22,391	0	0	0
MISC-TREASURER	22,018	20,000	13,779	20,000	20,000	20,000
MISC-TOWN CLERK	26,899	30,000	25,128	30,000	30,000	30,000
MISC-OTHER	163,240	90,000	327,627	90,000	50,000	50,000
MEDICARE RETIREE DRUG SUBSIDY	212,791	160,000	0	100,000	100,000	100,000
TOTAL LOCAL RECEIPTS	7,816,487	7,365,000	8,251,488	7,255,000	7,589,000	7,690,000
CHARGES FOR SERVICES-SEWER	2,744,766	2,584,966	2,887,587	2,710,343	2,535,846	2,562,936
GRAND TOTAL LOCAL RECEIPTS	10,561,253	9,949,966	11,139,075	9,965,343	10,124,846	10,252,936

# LOCAL AID

	ACTUAL FISCAL 2013	REVISED ESTIMATE FISCAL 2014	ACTUAL FISCAL 2014	ESTIMATE FISCAL 2015	REVISED ESTIMATE FISCAL 2015	ESTIMATE FISCAL 2016
<b>Education:</b>						
Chapter 70	10,653,176	10,743,101	10,743,101	10,743,101	10,891,330	10,891,330
ARRA State Fiscal Stabilization Fund	0	0	0	0	0	0
School Transportation	0	0	0	0	0	0
MSBA Reimbursement	0	0	0	0	0	0
CharterTuition Reimbursement	48,441	16,548	28,680	16,548	13,840	13,840
<b>Offset Receipts:</b>						
School Lunch	22,900	21,531	21,531	21,531	21,643	21,643
School Choice Receiving Tuition	0	0	0	0	0	0
<b>Subtotal, All Education Items</b>	<u>10,724,517</u>	<u>10,781,180</u>	<u>10,793,312</u>	<u>10,781,180</u>	<u>10,926,813</u>	<u>10,926,813</u>
<b>General Government:</b>						
Unrestricted General Government Aid	2,103,236	2,152,952	2,152,952	2,152,952	2,212,657	2,212,657
One Time Aid	0	0	0	0	0	0
Lottery, Beano & Charity Games	0	0	0	0	0	0
Additional Assistance	0	0	0	0	0	0
Police Career Incentive	0	0	0	0	0	0
Veterans' Benefits	231,216	295,423	277,744	323,471	316,136	316,136
Exemptions: Vets, Blind, Surviving Spouses & Elderly	36,646	116,862	132,538	116,862	131,187	104,089
<b>Offset Receipts:</b>						
Public Libraries	<u>19,523</u>	<u>19,439</u>	<u>19,439</u>	<u>19,439</u>	<u>25,667</u>	<u>25,667</u>
<b>Subtotal, All General Government</b>	<u>2,390,621</u>	<u>2,584,676</u>	<u>2,582,673</u>	<u>2,612,724</u>	<u>2,685,647</u>	<u>2,658,549</u>
<b>Total Estimated Receipts</b>	13,115,138	13,365,856	13,375,985	13,393,904	13,612,460	13,585,362



**WATER DEPARTMENT  
TRANSFERS TO GENERAL FUND**

	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>
<b>DEBT PRINCIPAL FIXED</b>	80,000	80,000	80,000	80,000
<b>DEBT INTEREST FIXED</b>	53,120	50,520	47,720	44,920
<b>MISCELLANEOUS DEBT</b>	<u>2,000</u>	<u>2,000</u>	<u>2,000</u>	<u>2,000</u>
<b>TOTAL DEBT</b>	135,120	132,520	129,720	126,920
 <b>HEALTH &amp; LIFE INSURANCE</b>	 308,449	 299,983	 270,377	 278,360
<b>RETIREMENT CONTRIBUTION</b>	297,841	329,910	356,764	387,847
<b>WORKER'S COMPENSATION</b>	45,472	59,518	37,370	50,393
<b>MEDICARE</b>	24,628	24,392	45,423	48,787
<b>MISC. MUNICIPAL SUPPORT*</b>	90,818	95,546	433,509	439,719
<b>INSURANCE</b>	<u>42,806</u>	<u>44,877</u>	<u>47,871</u>	<u>54,622</u>
<b>TOTAL OTHER COSTS</b>	<u>810,014</u>	<u>854,226</u>	<u>1,191,314</u>	<u>1,259,728</u>
<b>TOTAL TRANSFERS</b>	945,134	986,746	1,321,034	1,386,648

\* Includes allocation of \$373,822 for shared DPW personnel costs previously in Water expenditures.

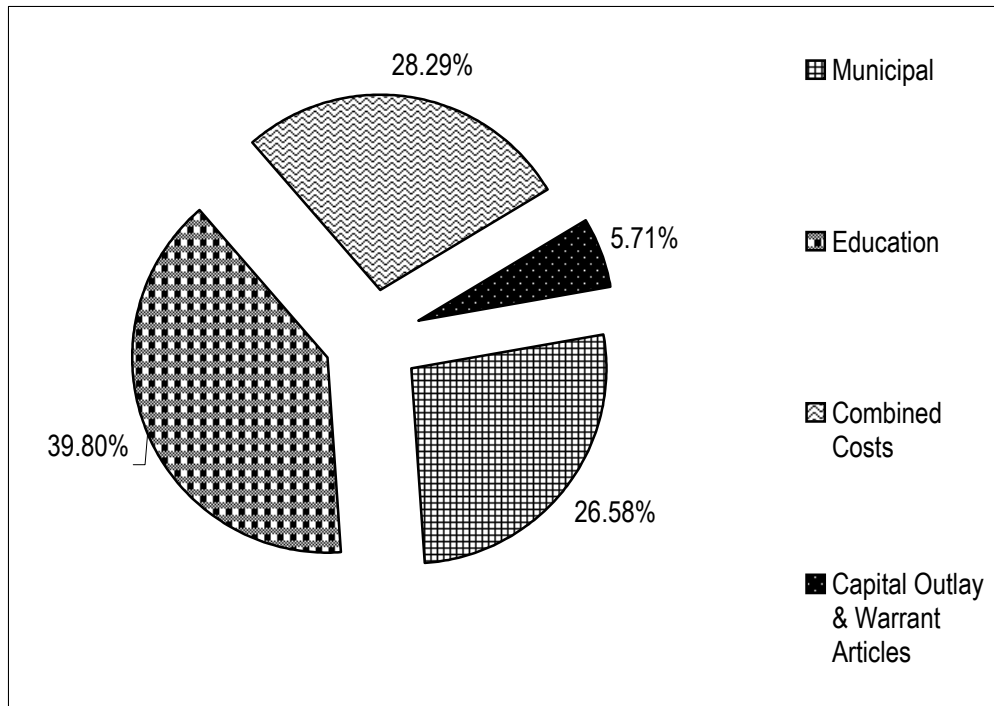
# BUDGET SUMMARY

		TRANSFER & APPROPRIATION	TOWN MANAGER RECOMMENDATION	DIFFERENCE \$	DIFFERENCE %
CATEGORY	EXPENDITURES FISCAL 2014	FISCAL 2015	FISCAL 2016	APPROPRIATION FY15/FY16	APPROPRIATION FY15/FY16
MUNICIPAL:					
General Government	1,891,869	1,994,452	2,545,077	550,625	27.61%
Public Safety	8,986,702	9,217,575	8,977,187	(240,388)	-2.61%
Public Works <sup>1</sup>	5,837,143	6,218,591	6,272,815	54,224	0.87%
Community Development	706,472	733,799	753,859	20,060	2.73%
Public Buildings	4,750,220	4,954,705	5,009,440	54,735	1.10%
Human Services	1,874,449	1,946,341	2,002,082	55,741	2.86%
Unclassified - Municipal	194,891	880,000	1,157,000	277,000	31.48%
MUNICIPAL TOTAL <sup>2</sup>	24,241,746	25,945,463	26,717,460	771,997	2.98%
EDUCATION:					
Wilmington School	33,628,350	34,805,343	36,197,557	1,392,214	4.00%
Shawsheen Tech	3,612,275	3,767,358	3,805,032	37,674	1.00%
EDUCATION TOTAL	37,240,625	38,572,701	40,002,589	1,429,888	3.71%
COMBINED COSTS:					
Maturing Debt & Interest	3,997,610	3,927,998	3,804,773	(123,225)	-3.14%
Unclassified - Insurance	10,828,364	12,668,960	13,653,297	984,337	7.77%
Unclassified - Misc.	762,240	813,500	873,500	60,000	7.38%
Sewer	151,405	148,419	162,853	14,434	9.73%
Statutory Charges	7,890,807	8,969,773	9,566,280	596,507	6.65%
Warrant Articles	1,746,706	792,110	3,006,750	2,214,640	279.59%
Capital Outlay	1,819,620	2,119,645	2,733,200	613,555	28.95%
COMBINED TOTAL	27,196,752	29,440,405	33,800,653	4,360,248	14.81%
GRAND TOTAL	88,679,123	93,958,569	100,520,702	6,562,133	6.98%

## Notes:

1. FY2016 expenditures include personnel costs shared by Water. Net DPW expenditures, less Water related costs, is \$5,898,993
2. Municipal Expenditure increase, less Water related costs, is \$398,115 or 1.53%.

## FY 2016 BUDGET



Municipal	26,717,460	26.58%
Education	40,002,589	39.80%
Combined Costs	28,060,703	28.29%
Capital Outlay & Warrant Articles	5,739,950	5.71%
<b>TOTAL</b>	<b>100,520,702</b>	<b>100.00%</b>

**STAFFING LEVELS - MUNICIPAL GOVERNMENT**  
**FY 2010 - FY 2016**

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Town Manager							
Full-time	6	6	5	5	5	5	5
Part-time	1	-	1	1	1	-	-
Town Accountant							
Full-time	5	5	5	5	5	5	4
Part-time	-	-	-	-	-	-	-
Treasurer/Collector							
Full-time	5	5	5	5	5	5	5
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
Part-time	-	-	-	-	-	-	-
Police							
Full-time	50	50	50	50	51	51	50
Part-time	-	-	-	-	-	1	1
Fire							
Full-time	41	41	41	41	41	41	41
Part-time	1	1	1	1	1	1	1
Public Safety Central Dispatch							
Full-time	12	12	12	12	12	12	12
Part-time/On Call	-	-	-	-	-	-	2
Animal Control							
Full-time	1	1	1	1	1	1	1
Part-time	-	-	-	-	-	-	-
Highway, Cemetery, Tree, Parks & Grounds, Engineering							
Full-time	33.5	33.5	33.5	33.5	33.5	38	38
Part-time	2	2	2	2	2	2	1
Seasonal	8	8	8	8	8	8	8
Water Division							
Full-time	18.5	15.5	15.5	15.5	15.5	11	11
Part-time	-	-	-	-	-	-	-
Seasonal	3	3	3	3	3	3	3

**STAFFING LEVELS - MUNICIPAL GOVERNMENT**  
**FY 2010 - FY 2016**

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Sewer Division							
Full-time	1	1	1	1	1	1	1
Part-time	2	2	2	2	2	2	2
Total Public Works							
Full-time	53	50	50	50	50	50	50
Part-time	4	4	4	4	4	4	3
Seasonal	11	11	11	11	11	11	11
Board of Health							
Full-time	3	3	3	3	2	2	2
Part-time	1	1	1	1	2	2	2
Planning & Conservation							
Full-time	5	5	5	5	5	5	5
Part-time	-	-	-	-	-	-	-
Building Inspector/ZBA							
Full-time	2	2	2	2	2	2	2
Part-time	2	2	2	2	2	2	2
Public Buildings							
Full-time	43	43	44	44	45	46	46
Part-time	1	1	-	-	-	-	-
Seasonal	4	4	4	4	4	4	4
Veterans Services							
Full-time	1	1	1	1	1	1	2
Part-time	-	-	-	1	1	2	-
Library							
Full-time	13	13	13	13	13	13	13
Part-time	16	15	15	14	15	12	12
Recreation							
Full-time	2	2	2	2	2	2	2
Part-time	1	1	1	1	1	1	1
Elderly Services							
Full-time	4	4	4	4	4	4	4
Part-time	2	3	3	3	3	3	3
Historical Commission							
Full-time	-	-	-	-	-	-	-
Part-time	2	2	2	2	2	2	2
<b>Total</b>							
Full-time	252	249	249	249	250	251	253
Part-time	31	30	30	30	32	30	29
Seasonal	15	15	15	15	15	15	15
<b>Total Staff</b>	<b>298</b>	<b>294</b>	<b>294</b>	<b>294</b>	<b>297</b>	<b>296</b>	<b>297</b>

**EXPENDITURE DETAIL**

**DEPARTMENT:** Selectmen  
**FUNCTION:** General Government

**DEPT:** 01  
**ACTIVITY:** Legislative

CLASSIFICATION	EXPENDITURES FISCAL 2013	EXPENDITURES FISCAL 2014	TRANSFER & APPROPRIATION FISCAL 2015	TOWN MANAGER RECOMMENDATION FISCAL 2016
<b>PERSONNEL SERVICES:</b>				
Stipend	<u>4,712</u>	<u>4,818</u>	<u>4,818</u>	<u>4,818</u>
	4,712	4,818	4,818	4,818
<b>CONTRACTUAL SERVICES:</b>				
Misc. Contractual Services	7,600	7,745	6,300	6,300
Printing & Binding	6,527	4,416	6,200	6,000
Advertising & Town Meeting Exp.	<u>782</u>	<u>1,154</u>	<u>1,000</u>	<u>1,100</u>
	14,909	13,315	13,500	13,400
<b>MATERIALS &amp; SUPPLIES:</b>				
Office Supplies	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
	0	0	0	0
<b>FURNISHINGS &amp; EQUIPMENT:</b>	0	0	0	0
<b>TOTAL</b>	19,621	18,133	18,318	18,218

## EXPENDITURE DETAIL

DEPARTMENT: Selectmen  
 FUNCTION: General Government

DEPT: 11  
 ACTIVITY: Elections & Town Meeting

CLASSIFICATION	EXPENDITURES FISCAL 2013	EXPENDITURES FISCAL 2014	TRANSFER & APPROPRIATION FISCAL 2015	TOWN MANAGER RECOMMENDATION FISCAL 2016
<b>PERSONNEL SERVICES:</b>				
Part-Time	27,403	9,128	24,292	22,712
	27,403	9,128	24,292	22,712
<b>CONTRACTUAL SERVICES:</b>				
Printing, Adv. & Binding	419	2,010	0	0
Misc. Contractual Services	7,640	7,100	4,200	6,250
Constable	175	175	175	200
	8,234	9,285	4,375	6,450
<b>MATERIALS &amp; SUPPLIES:</b>				
Office Supplies	100	200	0	0
	100	200	0	0
<b>FURNISHINGS &amp; EQUIPMENT:</b>				
	0	0	0	0
<b>TOTAL</b>	35,737	18,613	28,667	29,162

**STATISTICAL DEPARTMENT INFORMATION**

**DEPT:** Elections  
**CODE:** 11

<b>Description</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
Town Election	693	1,741	3,029	1,884	3,567	1,122
Percent of Votes Cast	7.5%	12%	18%	13%	23%	9%
Special Town Election	-	-	5,016	-	-	-
Percent of Votes Cast	-	-	33%	-	-	-
State Primary	-	2,129	-	1,331	-	2,526
Percent of Votes Cast	-	14%	-	8.7%	-	15%
State Election	-	9,311	-	12,603	-	9,062
Percent of Votes Cast	-	60%	-	80.8%	-	57.5%
Special State Primary	3,400	-	-		3,518	-
Percent of Votes Cast	22%	-	-		22.6%	0.0%
Special State Election	-	9,367	-	-	4,410	-
Percent of Votes Cast	-	60%	-	-	28.2%	0.0%
Presidential Primary	-	-	-	2,639	-	-
Percent of Votes Cast	-	-	-	18%	-	-



**EXPENDITURE DETAIL**

DEPARTMENT:	Registrars of Voters		DEPT:	12
FUNCTION:	General Government		ACTIVITY:	Registrations
CLASSIFICATION	EXPENDITURES FISCAL 2013	EXPENDITURES FISCAL 2014	TRANSFER & APPROPRIATION FISCAL 2015	TOWN MANAGER RECOMMENDATION FISCAL 2016
PERSONNEL SERVICES:				
Stipend	1,875	1,875	1,875	1,875
	1,875	1,875	1,875	1,875
CONTRACTUAL SERVICES:				
Misc. Contractual Services	180	1,500	1,200	1,200
Printing, Adv. & Binding	900	588	1,200	1,200
Postage (Census mailing)	3,168	3,500	3,700	4,000
	4,248	5,588	6,100	6,400
MATERIALS & SUPPLIES:				
General Supplies	1,100	790	0	0
	1,100	790	0	0
FURNISHINGS & EQUIPMENT:	0	0	0	0
TOTAL	7,223	8,253	7,975	8,275

# STATISTICAL DEPARTMENT INFORMATION

DEPT: Board of Registrars  
CODE: 12

Description	2009	2010	2011	2012	2013	2014
Population	22,718	22,809	22,443	22,417	22,238	22,508
Republicans	1,873	1,883	1,869	1,899	1,880	1,899
Democrats	4,462	4,361	4,267	4,084	4,071	4,027
Conservative	-	-	1	1	1	1
Green Party, USA	4	5	3	2	2	2
Green – Rainbow Party	7	6	5	6	7	7
Interdependent Third Party	6	8	7	7	10	8
Libertarians	54	64	58	48	46	45
MA Independent Party	-	-	-	-	-	3
Working Families Party	-	-	-	-	1	1
Unenrolled	9,097	9,279	9,261	9,564	9,617	9,711
Total Registered Voters	15,504	15,609	15,473	15,611	15,635	15,764

**EXPENDITURE DETAIL**

**DEPARTMENT:** Finance Committee  
**FUNCTION:** General Government

**DEPT:** 03  
**ACTIVITY:** Advisory

CLASSIFICATION	EXPENDITURES FISCAL 2013	EXPENDITURES FISCAL 2014	TRANSFER & APPROPRIATION FISCAL 2015	TOWN MANAGER RECOMMENDATION FISCAL 2016
<b>PERSONNEL SERVICES:</b>				
Part Time	884	255	1,400	1,400
	884	255	1,400	1,400
<b>CONTRACTUAL SERVICES:</b>				
Printing, Adv. & Binding	7,713	6,960	8,000	6,800
Dues	268	273	300	275
Training & Conference	122	132	200	200
	8,103	7,365	8,500	7,275
<b>MATERIALS &amp; SUPPLIES:</b>				
Office Supplies	0	0	0	0
	0	0	0	0
<b>FURNISHINGS &amp; EQUIPMENT:</b>	0	0	0	0
<b>TOTAL</b>	8,987	7,620	9,900	8,675

**EXPENDITURE DETAIL**

<b>DEPARTMENT:</b>	<b>Town Manager/Central Administration</b>		<b>DEPT:</b>	<b>02</b>
<b>FUNCTION:</b>	<b>General Government</b>		<b>ACTIVITY:</b>	<b>Administration</b>
<b>CLASSIFICATION</b>	<b>EXPENDITURES FISCAL 2013</b>	<b>EXPENDITURES FISCAL 2014</b>	<b>TRANSFER &amp; APPROPRIATION FISCAL 2015</b>	<b>TOWN MANAGER RECOMMENDATION FISCAL 2016</b>
<b>PERSONNEL SERVICES:</b>				
Town Manager	153,669	136,210	138,715	139,443
Other Full Time (4)	<u>277,536</u>	<u>283,942</u>	<u>289,705</u>	<u>297,999</u>
	431,205	420,152	428,420	437,442
<b>CONTRACTUAL SERVICES:</b>				
Postage, Printing, Advertising, Misc.	54,694	44,214	52,000	52,000
Misc. Contractual Services	<u>5,734</u>	<u>9,980</u>	<u>9,600</u>	<u>9,600</u>
	60,428	54,194	61,600	61,600
<b>MATERIALS &amp; SUPPLIES:</b>				
Office Supplies	<u>6,158</u>	<u>5,626</u>	<u>8,700</u>	<u>8,700</u>
	6,158	5,626	8,700	8,700
<b>FURNISHINGS &amp; EQUIPMENT:</b>	0	7,075	5,000	0
<b>TOTAL</b>	497,791	487,047	503,720	507,742

**EXPENDITURE DETAIL**

DEPARTMENT: Information Technology			DEPT:	08
FUNCTION: General Government			ACTIVITY:	Administration
CLASSIFICATION	FISCAL 2013	FISCAL 2014	FISCAL 2015	TOWN MANAGER RECOMMENDATION FISCAL 2016
<b>PERSONNEL SERVICES:</b>				
IT Director	0	0	0	81,172
Other - Full Time (2)	0	0	0	143,973
	0	0	0	225,145
<b>CONTRACTUAL SERVICES:</b>				
Misc. Contractual Services	0	0	0	253,900
Materials & Supplies	0	0	0	0
Training & Conference	0	0	0	2,000
	0	0	0	255,900
<b>MATERIALS &amp; SUPPLIES:</b>				
Office Supplies	0	0	0	650
	0	0	0	650
<b>FURNISHINGS &amp; EQUIPMENT:</b>	0	0	0	21,950
<b>TOTAL</b>	0	0	0	503,645

# EXPENDITURE DETAIL

DEPARTMENT: Town Accountant FUNCTION: General Government			DEPT: ACTIVITY:	04 Accounting
CLASSIFICATION	EXPENDITURES FISCAL 2013	EXPENDITURES FISCAL 2014	TRANSFER & APPROPRIATION FISCAL 2015	TOWN MANAGER RECOMMENDATION FISCAL 2016
<b>PERSONNEL SERVICES:</b>				
Town Accountant	108,470	111,343	110,917	113,412
Other - Full Time (3) <sup>1</sup>	242,488	244,547	251,996	181,024
	350,958	355,890	362,913	294,436
<b>CONTRACTUAL SERVICES:</b>				
Misc. Contractual Services	7,200	7,180	180	10,180
Training & Conference	1,650	1,597	1,710	1,825
	8,850	8,777	1,890	12,005
<b>MATERIALS &amp; SUPPLIES:</b>				
Office Supplies	378	716	650	600
	378	716	650	600
<b>FURNISHINGS &amp; EQUIPMENT:</b>				
	230	0	0	0
<b>TOTAL</b>	360,416	365,383	365,453	307,041

## Notes:

1. Two full-time positions moved to Information Technology budget. Total reduction \$143,973.

# EXPENDITURE DETAIL

DEPARTMENT: Treasurer/Collector  
 FUNCTION: General Government

DEPT: 06  
 ACTIVITY: Finance

CLASSIFICATION	EXPENDITURES FISCAL 2013	EXPENDITURES FISCAL 2014	TRANSFER & APPROPRIATION FISCAL 2015	TOWN MANAGER RECOMMENDATION FISCAL 2016
<b>PERSONNEL SERVICES:</b>				
Treasurer/Collector	91,550	97,741	101,332	105,010
Other Full Time (4) <sup>1</sup>	<u>147,777</u>	<u>154,411</u>	<u>158,956</u>	<u>161,444</u>
	239,327	252,152	260,288	266,454
<b>CONTRACTUAL SERVICES:</b>				
Misc. Contractual Services <sup>2</sup>	30,739	16,795	20,927	19,587
Printing, Adv & Binding	8,342	8,133	8,575	8,580
Equipment Repairs	0	100	465	465
Training & Conference	<u>620</u>	<u>727</u>	<u>855</u>	<u>800</u>
	39,701	25,755	30,822	29,432
<b>MATERIALS &amp; SUPPLIES:</b>				
Office Supplies	<u>844</u>	<u>950</u>	<u>1,200</u>	<u>1,200</u>
	844	950	1,200	1,200
Amt. Cert. Coll. Tax Title	13,981	9,660	15,000	21,500
<b>FURNISHINGS &amp; EQUIPMENT:<sup>2</sup></b>	73	290	0	1,000
<b>TOTAL</b>	<b>293,926</b>	<b>288,807</b>	<b>307,310</b>	<b>319,586</b>

## Notes:

- Does not include salary of one employee paid from Water Department - \$40,790
- Software and hardware expenses moved to Information Technology budget. Total reduction \$2,027.

# STATISTICAL DEPARTMENT INFORMATION

DEPT: Treasurer/Collector  
CODE: 06

Description	2009	2010	2011	2012	2013	2014
Number of Real Estate Accounts	9,213	9,226	9,160	9,222	9,188	9,269
Total Real Estate Commitment	\$50,151,541	\$52,162,344	\$54,275,679	\$55,211,638	\$60,471,325	\$63,470,084
Lien Certificates and Betterment Certificates	\$25,444	\$22,785	\$28,307	\$21,519	\$30,058	\$20,431
Apportioned Street Betterments	\$261	-	-	-	-	-
Committed Interest	\$37	-	-	-	-	-
Apportioned Water Betterments	-	-	-	-	-	-
Committed Interest	-	-	-	-	-	-
Apportioned Sewer Betterments	\$49,439	\$49,439	\$46,829	\$40,802	\$40,802	\$39,987
Committed Interest	\$23,569	\$21,119	\$17,845	\$15,558	\$15,489	\$13,040
Water Lien Commitments	\$206,708	\$174,099	\$227,984	\$236,393	\$233,900	\$234,086
Sewer Lien Commitments	\$100,769	\$55,478	\$78,498	\$74,443	\$73,181	\$74,925
Electric Lien Commitments	\$72,447	\$51,858	\$25,980	\$18,662	\$8,332	\$4,840
Title V Betterments	\$26,173	\$31,655	\$33,303	\$34,790	\$31,818	\$35,653
Committed Interest	\$9,679	\$10,956	\$11,561	\$10,655	\$10,334	\$9,608
No. of Health Insurance Subscribers	1,045	1,055	1,038	1,052	1,030	1,067



# STATISTICAL DEPARTMENT INFORMATION

DEPT: Treasurer/Collector  
CODE: 06

Description	2009	2010	2011	2012	2013	2014
No. of Life Insurance Subscribers	933	846	858	847	842	835
Health Insurance Rates (Monthly)						
Individual:						
Master Medical	\$821.60	\$821.60	\$862.68	\$948.96	\$0.00	\$0.00
Network Blue	\$565.76	\$565.76	\$594.08	\$647.73	\$678.40	\$692.00
Blue Care Elect/Blue Choice	\$592.32	\$592.32	\$621.92	\$706.11	\$759.24	\$837.28
Family:						
Master Medical	\$1,928.32	\$1,928.32	\$2,024.76	\$2,227.36	\$0.00	\$0.00
Network Blue	\$1,328.64	\$1,328.64	\$1,395.04	\$1,320.88	\$1,591.68	\$1,623.52
Blue Care Elect/Blue Choice	\$1,389.76	\$1,389.76	\$1,459.20	\$1,656.85	\$1,769.92	\$1,964.64
Life Insurance & Accidental Death & Disability Premium Per \$1,000	\$0.92	\$0.92	\$0.92	\$0.92	\$0.92	\$0.92
Health and Life Insurance	\$6,970,692	\$8,780,012	\$9,426,608	\$10,099,785	\$10,155,364	\$10,153,888
Amount of Borrowing						
Bond Anticipation Notes	-	\$1,350,000	-	-	-	-
General Obligation Bonds	-	-	\$4,540,000	\$44,190,000	-	-
Cost of Borrowing	-	\$2,499	\$39,440	\$122,888	-	-
Average Cost Per \$1,000	-	\$1.85	\$8.55	\$2.78	-	-
First and Last Borrowing Date	-	6/25/2010	8/15/2010 8/15/2030	6/28/2012 3/15/2037	-	-
Number of Borrowings	-	1	1	1	-	-
Interest Rates Bid During Year	-	-	2.76%	3.28%	-	-
Tax Titles						
Parcels added to Tax Title Accounts for non-payment of real estate taxes	-	75	27	28	29	35
Tax Titles redeemed by property owner	13	6	44	21	39	41

# **STATISTICAL DEPARTMENT INFORMATION**

**DEPT:** Treasurer/Collector  
**CODE:** 06

Description	2009	2010	2011	2012	2013	2014
Tax Titles foreclosed to the Town through Land Court	3	3	2	1	-	-
Number of Personal Property Bills	721	733	760	707	745	751
Total Personal Property Commitment	\$2,012,966	\$2,134,242	\$2,313,983	\$2,551,346	\$2,833,815	\$3,049,006
Number of Excise Bills	25,493	26,786	26,675	26,819	27,025	27,306
Total Excise Commitments	\$3,080,715	\$3,063,170	\$3,156,793	\$3,227,029	\$3,450,886	\$3,665,671
Excise Interest & Costs Collected	\$91,630	\$74,007	\$66,093	\$121,357	\$152,685	\$117,267
Ambulance Collections (includes amounts collected from Medicare on behalf of ALS provider)	\$501,192	\$410,950	\$385,371	\$811,333	\$948,637	\$1,078,991
Interest earned by investing non-revenue funds and available revenue funds	\$308,240	\$131,613	\$169,100	\$225,820	\$539,412	\$457,152

## EXPENDITURE DETAIL

DEPARTMENT: Town Clerk/Elections/Registrations			DEPT:	10
FUNCTION: General Government			ACTIVITY:	Records Mgmt
CLASSIFICATION	EXPENDITURES FISCAL 2013	EXPENDITURES FISCAL 2014	TRANSFER & APPROPRIATION FISCAL 2015	TOWN MANAGER RECOMMENDATION FISCAL 2016
<b>PERSONNEL SERVICES:</b>				
Town Clerk	77,122	79,164	78,861	81,223
Other Full Time (2)	90,747	95,218	100,338	103,426
	<u>167,869</u>	<u>174,382</u>	<u>179,199</u>	<u>184,648</u>
<b>CONTRACTUAL SERVICES:</b>				
Misc. Contractual Services <sup>1</sup>	425	225	725	250
Training & Conference	1,015	1,057	1,200	1,200
Printing, Adv. & Binding	625	1,020	3,200	3,200
	<u>2,065</u>	<u>2,302</u>	<u>5,125</u>	<u>4,650</u>
<b>MATERIALS &amp; SUPPLIES:</b>				
Office Supplies	1,482	1,641	1,100	1,100
	<u>1,482</u>	<u>1,641</u>	<u>1,100</u>	<u>1,100</u>
<b>FURNISHINGS &amp; EQUIPMENT:</b>	0	0	0	500
<b>TOTAL</b>	171,416	178,325	185,424	190,898

Notes:

1. Software license expenses moved to Informational Technology budget. Total reduction \$500.

# STATISTICAL DEPARTMENT INFORMATION

DEPT: Town Clerk  
CODE: 10

Description	2009	2010	2011	2012	2013	2014
Dog Licenses	1,989	2,086	2,088	2,131	2,285	2,252
Fish & Game Licenses	291	295	267	-	-	-
Births	252	239	207	202	234	224
Marriage Intentions	84	83	97	102	84	95
Marriages	83	89	95	93	85	91
Deaths	252	237	300	256	273	274
Burial Permits	159	153	194	191	184	173
Flammable Licenses	55	52	51	51	51	51
Business Certificates and Withdrawals	150	185	174	184	173	138
Bazaar/Raffle Permits	5	6	4	6	3	4
Pole/Conduit Locations	5	5	4	1	5	1
Certifications of Vital Statistics	2,884	3,241	2,831	2,254	2,267	2,189
Passports	653	641	424	320	303	454

## EXPENDITURE DETAIL

DEPARTMENT: Board of Assessors FUNCTION: General Government			DEPT: ACTIVITY:	05 Assessing
CLASSIFICATION	EXPENDITURES FISCAL 2013	EXPENDITURES FISCAL 2014	TRANSFER & APPROPRIATION FISCAL 2015	TOWN MANAGER RECOMMENDATION FISCAL 2016
PERSONNEL SERVICES:				
Principal Assessor	97,017	95,237	96,449	98,619
Other - Full Time (2)	94,344	100,030	104,611	91,115
Stipend	1,500	1,500	1,500	2,000
	192,861	196,767	202,560	191,734
CONTRACTUAL SERVICES:				
Misc. Contractual Services	31,945	46,836	56,200	74,050
Appraisals & Inventories	73,259	17,017	2,900	81,500
Data Processing <sup>1</sup>	3,983	14,161	13,625	0
Appellate Tax Board Costs	33,658	2,480	20,000	20,000
Training & Conference	1,653	1,479	4,000	3,500
Printing & Binding	473	0	1,000	1,000
	144,971	81,973	97,725	180,050
MATERIALS & SUPPLIES:				
Office Supplies	2,954	2,505	3,000	3,000
Subscriptions	501	343	1,400	1,200
	3,455	2,848	4,400	4,200
FURNISHINGS & EQUIPMENT:	1,500	2,978	500	600
TOTAL	342,787	284,566	305,185	376,584

**Notes:**

1. Data Processing expenses moved to Information Technology budget. Total reduction \$13,500.

# EXPENDITURE DETAIL

DEPARTMENT:	Town Counsel & Legal Advice		DEPT:	09
FUNCTION:	General Government		ACTIVITY:	Legal
CLASSIFICATION	EXPENDITURES FISCAL 2013	EXPENDITURES FISCAL 2014	TRANSFER & APPROPRIATION FISCAL 2015	TOWN MANAGER RECOMMENDATION FISCAL 2016
CONTRACTUAL SERVICES:				
Legal Services	<u>216,750</u>	<u>227,622</u>	<u>255,000</u>	<u>267,750</u>
	216,750	227,622	255,000	267,750
Expenses	<u>4,363</u>	<u>7,500</u>	<u>7,500</u>	<u>7,500</u>
	4,363	7,500	7,500	7,500
TOTAL	221,113	235,122	262,500	275,250

**EXPENDITURE DETAIL**

DEPARTMENT: Police FUNCTION: Public Safety			DEPT: ACTIVITY:	18 Enforcement
CLASSIFICATION	EXPENDITURES FISCAL 2013	EXPENDITURES FISCAL 2014	TRANSFER & APPROPRIATION FISCAL 2015	TOWN MANAGER RECOMMENDATION FISCAL 2016
<b>PERSONNEL SERVICES:</b>				
Chief	115,285	120,249	119,789	122,484
Deputy Chief (1)	100,813	103,094	102,699	105,010
Lieutenant (5)	251,601	318,125	396,440	431,020
Sergeant (5)	406,623	417,011	349,816	383,421
Patrolmen (36)	2,021,457	1,989,041	2,044,498	2,014,730
Clerks (2)	89,112	94,584	99,121	100,232
Part Time	0	0	20,000	20,000
IT Administrator (0) <sup>1</sup>	0	34,901	70,892	0
Overtime	477,375	497,706	475,000	475,000
Paid Holidays	64,596	92,463	100,000	120,000
Specialists	11,250	12,950	13,800	13,650
Night Differential	41,573	39,089	40,248	44,304
Incentive Pay	401,711	405,846	413,804	402,480
Sick Leave Buy Back	20,833	23,168	28,342	38,243
	<u>4,002,229</u>	<u>4,148,227</u>	<u>4,274,449</u>	<u>4,270,574</u>
<b>CONTRACTUAL SERVICES:</b>				
Misc. Contractual Services <sup>2</sup>	52,291	53,739	54,975	56,775
Training & Conference	24,932	26,597	28,100	28,100
Computer Expenses	<u>68,642</u>	<u>81,148</u>	<u>87,980</u>	<u>17,400</u>
	145,865	161,484	171,055	102,275
<b>MATERIALS &amp; SUPPLIES:</b>				
Office Supplies	10,199	10,978	11,100	11,100
Uniforms	54,582	48,875	52,360	62,360
Small Tools & Equipment	<u>35,545</u>	<u>33,500</u>	<u>40,490</u>	<u>41,550</u>
	100,326	93,353	103,950	115,010
<b>FURNISHINGS &amp; EQUIPMENT:<sup>2</sup></b>	0	32,832	20,000	4,000
<b>TOTAL</b>	<u>4,248,420</u>	<u>4,435,896</u>	<u>4,569,454</u>	<u>4,491,859</u>

Notes:

1. Full-time position moved to Information Technology budget. Total reduction \$72,487.

2. Software, hardware, cell phones moved to Information Technology budget. Total reduction \$109,580.

# STATISTICAL DEPARTMENT INFORMATION

DEPT: Police  
CODE: 18

Description	2009	2010	2011	2012	2013	2014
Police Officers	48	48	48	48	48	48
Cruisers	22	22	22	22	22	22
Arrests (including traffic)	341	362	314	386	247	216
Summons	243	241	245	242	277	230
Complaints/Requests for Service	20,730	20,415	19,956	20,389	21,109	20,276
Firearms Permits	127	201	316	376	621	271
Automobile Accidents	728	411	462	413	463	441
Citations Issued (minus arrests)	3,889	4,586	3,353	4,626	4,536	3,316



# EXPENDITURE DETAIL

DEPARTMENT: Fire			DEPT:	20
FUNCTION: Public Safety			ACTIVITY:	Fire Protection
CLASSIFICATION	EXPENDITURES FISCAL 2013	EXPENDITURES FISCAL 2014	TRANSFER & APPROPRIATION FISCAL 2015	TOWN MANAGER RECOMMENDATION FISCAL 2016
PERSONNEL SERVICES:				
Chief	116,696	171,493	94,954	122,484
Deputy Chief (1)	78,198	85,691	83,228	86,407
Lieutenant (6)	448,563	472,633	476,639	428,960
Firefighter (32)	1,689,391	1,862,288	1,971,695	1,896,581
Full Time Clerk (1)	53,314	54,934	55,955	55,955
Part Time Clerk	16,494	17,258	17,549	17,549
Overtime	797,097	961,226	800,000	750,000
Training Overtime	0	0	40,000	40,000
Paid Holidays	119,390	131,787	137,946	137,946
EMT & Incentive Pay	11,825	9,585	11,250	11,250
Sick Leave Buyback	24,830	26,636	25,460	22,422
	3,355,798	3,793,531	3,714,676	3,569,554
CONTRACTUAL SERVICES:				
Misc. Contractual Services <sup>1</sup>	31,335	34,896	63,147	31,210
Radio Repairs	5,295	4,706	5,000	5,000
Training & Conference	3,793	9,056	9,000	9,000
Computer Expenses <sup>1</sup>	6,899	14,942	15,500	0
Emergency Management	3,812	4,000	4,000	4,000
	51,134	67,600	96,647	49,210
MATERIALS & SUPPLIES:				
Office Supplies	2,492	2,374	3,300	3,800
Uniforms & Protective Equipment	39,844	60,998	68,000	64,000
Emergency & Medical Supplies	35,652	39,922	38,000	39,500
Fire Prevent & Arson Investigation	2,051	2,482	2,500	2,500
	80,039	105,776	111,800	109,800
FURNISHINGS & EQUIPMENT:	0	5,961	39,055	61,900
TOTAL	3,486,971	3,972,868	3,962,178	3,790,464

Notes:

1. Software licenses, hardware replacement, and cell phone expenses moved to Information Technology budget.

# STATISTICAL DEPARTMENT INFORMATION

DEPT: Fire  
CODE: 20

Description	2009	2010	2011	2012	2013	2014
Number of Fire Fighters	40	40	40	40	40	40
Number of Runs	3,364	3,919	3,330	3,672	3,744	3,624
Number of Ambulance Calls	1,785	1,913	1,836	1,887	2,084	2,413
Out of Town Assistance	135	165	194	165	164	164
Ambulance Service						
Chest Pains		135	149	145	129	146
Difficulty Breathing		160	159	160	170	228
Fall Victim		211	243	271	306	299
Other Medical		65	66	62	50	65
Overdoses		24	26	18	36	61
Psychological Evaluation		48	51	63	66	98
Motor Vehicle Crashes		227	187	246	305	360

# EXPENDITURE DETAIL

<b>DEPARTMENT: Public Safety Central Dispatch</b>		<b>DEPT: 21</b>		
<b>FUNCTION: Public Safety</b>		<b>ACTIVITY: Communications/Emergency Response</b>		
<b>CLASSIFICATION</b>	<b>EXPENDITURES FISCAL 2013</b>	<b>EXPENDITURES FISCAL 2014</b>	<b>TRANSFER &amp; APPROPRIATION FISCAL 2015</b>	<b>TOWN MANAGER RECOMMENDATION FISCAL 2016</b>
<b>PERSONNEL SERVICES:</b>				
Full Time (12)	495,573	461,926	547,473	553,771
Part Time	2,908	905	0	20,000
Overtime	75,190	49,399	50,000	50,000
	<u>573,671</u>	<u>512,230</u>	<u>597,473</u>	<u>623,771</u>
<b>CONTRACTUAL SERVICES:</b>				
Training & Conference	3,506	2,909	3,000	3,000
Misc. Contractual Services <sup>1</sup>	15,751	15,022	25,000	11,700
	<u>19,257</u>	<u>17,931</u>	<u>28,000</u>	<u>14,700</u>
<b>MATERIALS &amp; SUPPLIES:</b>				
Office Supplies	2,042	1,958	2,000	2,000
Uniforms	1,284	1,048	1,750	1,750
	<u>3,326</u>	<u>3,006</u>	<u>3,750</u>	<u>3,750</u>
<b>FURNISHINGS &amp; EQUIPMENT:</b>				
	5,123	1,019	9,000	4,000
<b>TOTAL</b>	<b>601,377</b>	<b>534,186</b>	<b>638,223</b>	<b>646,221</b>

Notes:

1. Software licenses and cell phone expenses moved to Information Technology budget. Total reduction \$13,700.

## EXPENDITURE DETAIL

DEPARTMENT: Animal Control			DEPT:	23
FUNCTION: Public Safety			ACTIVITY:	Enforcement
CLASSIFICATION	EXPENDITURES FISCAL 2013	EXPENDITURES FISCAL 2014	TRANSFER & APPROPRIATION FISCAL 2015	TOWN MANAGER RECOMMENDATION FISCAL 2016
<b>PERSONNEL SERVICES:</b>				
Animal Control Officer (1)	41,589	40,394	41,025	41,948
Overtime	0	878	2,000	2,000
	<u>41,589</u>	<u>41,272</u>	<u>43,025</u>	<u>43,948</u>
<b>CONTRACTUAL SERVICES:</b>				
Misc. Contractual Services	1,820	2,425	4,370	4,370
	<u>1,820</u>	<u>2,425</u>	<u>4,370</u>	<u>4,370</u>
<b>MATERIALS &amp; SUPPLIES:</b>				
Office Supplies	0	55	200	200
Miscellaneous Supplies	0	0	125	125
	<u>0</u>	<u>55</u>	<u>325</u>	<u>325</u>
<b>FURNISHINGS &amp; EQUIPMENT:</b>				
	0	0	0	0
<b>TOTAL</b>	<b>43,409</b>	<b>43,752</b>	<b>47,720</b>	<b>48,643</b>

**EXPENDITURE DETAIL**

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

**DEPT:**  
**ACTIVITY:** 25-29, 51  
Maintenance

CLASSIFICATION	EXPENDITURES FISCAL 2013	EXPENDITURES FISCAL 2014	TRANSFER & APPROPRIATION FISCAL 2015	TOWN MANAGER RECOMMENDATION FISCAL 2016
<b>PERSONNEL SERVICES:</b>				
Director <sup>1</sup>	0	50,219	117,839	125,311
Administration - Full Time (6) <sup>1</sup>	0	0	393,445	384,175
Superintendent (0)	118,887	0	0	0
Engineering - Full Time (4) <sup>1</sup>	235,988	223,084	312,055	308,061
Engineering - Part Time	7,020	7,224	5,460	5,460
Highway - Full Time (16) <sup>1</sup>	1,178,459	1,243,601	1,074,766	1,091,055
Highway - Overtime	86,044	72,115	74,000	75,480
Highway - Seasonal	14,534	12,091	13,600	13,600
Stream Maint. - Seasonal	8,676	6,944	13,600	13,600
Tree - Full Time (3)	189,005	177,568	199,849	190,807
Tree - Overtime	12,762	9,619	10,680	10,894
Parks/Grounds - Full Time (6)	340,977	358,525	371,876	376,369
Parks/Grounds - Overtime	17,233	17,783	19,645	20,038
Cemetery - Full Time (2)	137,808	141,458	144,086	144,536
Cemetery - Part Time	7,020	7,224	0	0
Cemetery - Overtime	11,858	10,234	10,820	11,036
Snow & Ice - Extra Help/Overtime	196,042	256,690	175,585	179,097
	2,562,313	2,594,379	2,937,306	2,949,518
<b>CONTRACTUAL SERVICES:</b>				
Engineer - Misc Contractual Services <sup>2</sup>	7,700	7,425	9,920	4,000
Engineer - Training & Conference	1,904	495	2,000	2,000
Highway - Misc Contractual Services	86,195	90,015	91,090	94,840
Highway - Repairs Town Vehicles	104,564	115,291	120,900	120,900
Highway - Training & Conference	1,796	1,679	2,000	2,000
Tree - Misc Contractual Services	6,632	5,376	9,000	9,000
Parks/Grounds - Misc Contractual Services	18,907	16,650	24,000	24,000
Cemetery - Misc Contractual Services	4,204	1,791	4,100	4,100
Road Machinery - Repair Equipment	72,167	82,844	80,000	80,000
Public Street Lights	159,746	154,908	165,000	181,900
Rubbish Collection & Disposal	1,435,378	1,435,439	1,685,406	1,614,486
Snow & Ice - Repair & Maint. Equipment	18,730	46,470	18,730	18,730
Snow & Ice - Misc. Contractual Services	210,000	289,001	160,000	160,000
	2,127,923	2,247,384	2,372,146	2,315,956

Notes:

1. Portion of salaries funded by Water allocation.

2. Software license expenses moved to Information Technology budget. Total reduction \$18,420.

**EXPENDITURE DETAIL**

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

**DEPT:** 25-29, 51  
**ACTIVITY:** Maintenance

CLASSIFICATION	EXPENDITURES FISCAL 2013	EXPENDITURES FISCAL 2014	TRANSFER & APPROPRIATION FISCAL 2015	TOWN MANAGER RECOMMENDATION FISCAL 2016
<b>MATERIALS &amp; SUPPLIES:</b>				
Engineer - Office Supplies	3,500	2,073	3,500	3,500
Engineer - Small Tools & Equip.	1,300	604	1,300	1,300
Highway - Office Supplies	1,321	1,151	1,500	2,000
Highway - Construction Supplies	76,950	80,711	82,000	82,000
Highway - Tools & Equip.	37,128	37,228	37,500	37,500
Stream Maintenance - Expenses	518	1,738	1,000	1,000
Tree - Tools/Equip/Tree Replace	4,558	4,851	5,000	5,000
Tree - Chemicals	1,499	1,500	4,000	4,000
Parks/Grounds - Rep. & Construct	91,772	92,242	92,350	92,350
Cemetery - Construction Supplies	937	1,248	2,000	2,000
Cemetery - Care of Grounds	5,609	7,504	8,000	8,000
Cemetery - Tools & Equip.	3,339	5,238	3,350	3,350
Cemetery - Office Supplies	0	0	300	300
Drainage Projects - Expenses	62,097	41,011	65,000	65,000
Snow & Ice - Sand & Salt	199,460	300,815	191,570	267,735
Snow & Ice - Tools & Equip.	6,000	3,260	6,000	6,000
Highway - Gas, Oil, Tires - DPW	175,918	148,714	148,657	143,740
Highway - Gas, Oil, Tires - Other	252,063	236,913	236,162	228,266
	923,969	966,801	889,189	953,041
<b>FURNISHINGS &amp; EQUIPMENT:</b>	39,990	28,579	19,950	54,300
<b>TOTAL</b>	<b>5,654,195</b>	<b>5,837,143</b>	<b>6,218,591</b>	<b>6,272,815</b>
Allocation from Water <sup>1</sup>	0	0	(369,614)	(373,822)
<b>NET TOTAL</b>	<b>5,654,195</b>	<b>5,837,143</b>	<b>5,848,977</b>	<b>5,898,993</b>

Notes:

1. Portion of salaries funded by Water allocation.
2. Software license expenses moved to Information Technology budget. Total reduction \$18,420.

# STATISTICAL DEPARTMENT INFORMATION

DEPT: Cemetery  
CODE: 29

Description	2009	2010	2011	2012	2013	2014
Interments: Residents	78	83	95	66	85	80
Non-Residents	77	65	62	61	62	84
Moved/Disinterment	-	-	1	-	-	-
Total Interments	155	148	158	127	147	164
Receipts	\$98,600	\$88,266	\$98,034	\$82,736	\$85,708	\$134,101
Reserve	\$19,700	\$14,575	\$34,175	\$18,000	\$22,500	\$19,775
Trust Fund	\$19,700	\$14,575	\$34,175	\$18,000	\$22,400	\$19,675

## EXPENDITURE DETAIL

DEPARTMENT: Sewer			DEPT: 45
FUNCTION: Maint. & Operations of Sewer Systems			ACTIVITY: Public Works

CLASSIFICATION	EXPENDITURES FISCAL 2013	EXPENDITURES FISCAL 2014	TRANSFER & APPROPRIATION FISCAL 2015	TOWN MANAGER RECOMMENDATION FISCAL 2016
PERSONNEL SERVICES:				
Full Time (1)	47,601	50,824	53,604	56,026
Part Time	17,664	18,866	20,015	21,165
Overtime	6,600	8,755	9,300	9,486
	71,865	78,445	82,919	86,677
MATERIALS & SUPPLIES:				
Misc. Contractual Services	47,091	50,746	32,500	41,426
Operations Supplies	8,481	2,417	10,000	9,750
Utilities	18,886	19,797	23,000	25,000
	74,458	72,960	65,500	76,176
TOTAL	146,323	151,405	148,419	162,853



# EXPENDITURE DETAIL

DEPARTMENT: Health			DEPT:	30
FUNCTION: Community Development			ACTIVITY:	Health & Sanitation
CLASSIFICATION	EXPENDITURES FISCAL 2013	EXPENDITURES FISCAL 2014	TRANSFER & APPROPRIATION FISCAL 2015	TOWN MANAGER RECOMMENDATION FISCAL 2016
PERSONNEL SERVICES:				
Director	79,924	83,776	83,455	85,920
Other - Full Time (1)	89,934	47,203	50,042	50,116
Part-Time/Overtime	15,146	50,901	51,352	52,112
	185,004	181,880	184,849	188,148
CONTRACTUAL SERVICES:				
Misc. Contractual Services	3,216	3,339	5,000	5,800
Printing, Adv. & Binding	947	1,559	2,000	2,000
Clinical Expenses	1,657	3,326	4,000	4,000
Mental Health, Out Patient	35,000	925	10,000	20,000
Weights & Measures	5,000	5,000	5,000	5,000
Training & Conference	1,137	1,113	1,000	1,000
	46,957	15,262	27,000	37,800
MATERIALS & SUPPLIES:				
Office Supplies	788	842	1,000	1,000
	788	842	1,000	1,000
FURNISHINGS & EQUIPMENT:	0	0	0	0
TOTAL	232,749	197,984	212,849	226,948

# STATISTICAL DEPARTMENT INFORMATION

DEPT: Board of Health  
CODE: 30

Description	2009	2010	2011	2012	2013	2014
Public Health Nursing & General Wellness Visits	2,160	1,877	479	234	222	246
ATTENDANCE						
Immunization Clinic	29	22	15	12	29	39
Special Immunization Clinic	-	18	-	-	-	-
Rabies Clinic	250	230	200	206	186	158
Flu Clinic	1864	1460	569	660	602	661
PERMITS:						
Beaver	13	10	16	15	27	23
Food	119	173	181	191	176	202
Funeral	2	2	2	2	2	2
Ice Rink	1	1	1	1	1	1
Installer	42	42	42	40	36	39
Pool	3	3	3	3	3	3
Recreational Camp	5	3	4	4	4	4
Sewerage	68	97	73	78	114	93
Stable	30	32	42	44	42	46
Tanning/Massage	3	2	3	1	2	-
Tobacco	23	21	21	21	22	24
Transport Waste Material	28	32	35	28	40	34
Well	17	5	11	19	9	15
Total Permits	354	423	434	447	478	486
Total Fees Collected	\$46,853	\$56,083	\$56,524	\$62,343	\$78,167	\$73,645

**EXPENDITURE DETAIL**

**DEPARTMENT:** Planning & Conservation  
**FUNCTION:** Community Development

**DEPT:** 14  
**ACTIVITY:** Planning & Environmental Protection

<b>CLASSIFICATION</b>	<b>EXPENDITURES FISCAL 2013</b>	<b>EXPENDITURES FISCAL 2014</b>	<b>TRANSFER &amp; APPROPRIATION FISCAL 2015</b>	<b>TOWN MANAGER RECOMMENDATION FISCAL 2016</b>
<b>PERSONNEL SERVICES:</b>				
Director (1)	83,293	86,119	87,652	82,797
Other - Full Time (4)	209,904	218,062	221,368	227,866
Part Time/Overtime	2,285	2,271	4,000	4,000
	<u>295,482</u>	<u>306,452</u>	<u>313,020</u>	<u>314,664</u>
<b>CONTRACTUAL SERVICES:</b>				
Misc. Contractual Services	2,030	720	2,750	3,000
Dues & Subscriptions	936	987	1,025	1,500
Advertising & Printing	3,725	4,188	3,500	4,000
Training & Conference	506	611	1,400	2,000
	<u>7,197</u>	<u>6,506</u>	<u>8,675</u>	<u>10,500</u>
<b>MATERIALS &amp; SUPPLIES:</b>				
Miscellaneous Materials	200	0	0	0
Office Supplies	1,446	925	1,500	1,500
	<u>1,646</u>	<u>925</u>	<u>1,500</u>	<u>1,500</u>
<b>FURNISHINGS &amp; EQUIPMENT:</b>				
	1,947	1,302	700	500
<b>TOTAL</b>	<b>306,272</b>	<b>315,185</b>	<b>323,895</b>	<b>327,164</b>

# STATISTICAL DEPARTMENT INFORMATION

DEPT: Conservation  
CODE: 14

Description	2009	2010	2011	2012	2013	2014
Wetlands Protection Act Hearings	71	86	92	96	91	68
Acres of Land Acquired	6	7	0	7	10	6
Notices of Intent Filed	25	28	23	27	28	18
Orders of Conditions Issued	18	29	22	19	35	16
Denials Issued	-	2	1	-	-	-
Cases Pending	12	8	5	7	5	3
Cases Withdrawn	-	-	-	1	-	-
Determinations of Applicability	19	25	18	19	23	15
Decisions Appealed	-	2	1	2	2	1
Extension Permits Issued	22	12	3	3	-	1.00
Certificates of Compliance Issued	22	52	16	44	29	29
Filing Fees Collected	\$6,592.50	\$7,547.50	\$6,575.00	\$8,015.00	\$8,685.50	\$9,067.50
Violation Notices Issued	95	86	50	67	26	52
Enforcement Orders Issued	12	27	2	9	7	5
Abbreviated Notices of Resource Area Delineation	2	4	3	2	5	5

**EXPENDITURE DETAIL**

**DEPARTMENT:** Bldg. Insp. & Bd. Of Appeals

**DEPT:** 24

**FUNCTION:** Community Development

**ACTIVITY:** Enforcement Codes & Bylaws

CLASSIFICATION	EXPENDITURES FISCAL 2013	EXPENDITURES FISCAL 2014	TRANSFER & APPROPRIATION FISCAL 2015	TOWN MANAGER RECOMMENDATION FISCAL 2016
<b>PERSONNEL SERVICES:</b>				
Building Inspector	75,437	79,164	78,861	80,636
Other - Full Time (1)	52,120	53,858	55,955	55,955
Part Time/Overtime	1,905	4,626	6,000	59,107
Stipend	50,796	51,939	51,939	0
	<u>180,258</u>	<u>189,587</u>	<u>192,755</u>	<u>195,698</u>
<b>CONTRACTUAL SERVICES:</b>				
Misc. Contractual Services	85	0	0	0
Printing, Adv. & Binding <sup>1</sup>	1,182	294	900	300
Training & Conference	1,735	2,037	1,950	2,300
	<u>3,002</u>	<u>2,331</u>	<u>2,850</u>	<u>2,600</u>
<b>MATERIALS &amp; SUPPLIES:</b>				
Office Supplies	911	585	650	650
Small Tools & Equipment	0	0	0	0
	<u>911</u>	<u>585</u>	<u>650</u>	<u>650</u>
<b>FURNISHINGS &amp; EQUIPMENT:</b>	0	800	800	800
<b>TOTAL</b>	<b>184,171</b>	<b>193,303</b>	<b>197,055</b>	<b>199,748</b>

Notes:

1. Computer expenses moved to Information Technology budget. Total reduction \$600.

# STATISTICAL DEPARTMENT INFORMATION

DEPT: Building Inspector  
CODE: 24

Description	2009	2010	2011	2012	2013	2014
New Single Family Dwellings	26	39	35	30	43	34
Residential Additions	60	65	69	70	51	47
Residential Remodeling	168	251	247	247	273	249
Residential Miscellaneous	68	78	62	88	76	69
New Commercial Buildings	5	5	3	3	6	2
Commercial Additions	3	3	2	-	2	5
Commercial Fitups	57	36	47	54	48	56
Commercial Miscellaneous	56	41	44	42	50	50
Occupancy Permits	73	70	76	68	89	79
Plumbing Permits	262	328	331	283	362	281
Gas Fitting Permits	228	265	281	251	286	265
Wiring Permits	471	513	539	561	592	514
Sheet Metal Permits					39	34
Assembly Permits	47	30	24	29	34	39
Annual Wiring Permits	56	58	46	55	43	60
Total Permits	1,580	1,782	1,806	1,781	1,994	1,784
Fees Collected	\$339,539	\$401,178	\$449,661	\$524,104	\$537,004	\$472,734
Estimated Value – All Construction	\$17,749M	\$33,544M	\$27,036M	\$33,673M	\$102,011M	\$31,276M

# STATISTICAL DEPARTMENT INFORMATION

DEPT: Board of Appeals  
CODE: 24

Description	2009	2010	2011	2012	2103	2014
Cases Granted	26	23	22	14	17	17
Cases Denied	2	-	4	-	1	1
Cases Withdrawn or No Action Taken	3	1	-	3	2	3
Cases Pending	8	-	2	6	3	-
Total Cases	39	24	28	23	23	21
Total Fees Collected	\$3,500	\$2,400	\$3,100	\$2,300	\$2,300	\$2,100

**EXPENDITURE DETAIL**

<b>DEPARTMENT: Public Buildings</b>		<b>DEPT:</b>	<b>15 (TOWN); 16 (SCHOOL)</b>	
<b>FUNCTION: Operation of Plant</b>		<b>ACTIVITY:</b>	<b>Maint./Operations</b>	
<b>CLASSIFICATION</b>	<b>EXPENDITURES FISCAL 2013</b>	<b>EXPENDITURES FISCAL 2014</b>	<b>TRANSFER &amp; APPROPRIATION FISCAL 2015</b>	<b>TOWN MANAGER RECOMMENDATION FISCAL 2016</b>
<b>PERSONNEL SERVICES:</b>				
Superintendent	97,687	105,049	111,188	116,094
Other - Full Time (45)	2,359,758	2,463,878	2,562,617	2,584,946
Overtime	42,467	41,245	50,000	50,000
Seasonal	15,716	10,001	14,400	14,400
	<u>2,515,628</u>	<u>2,620,173</u>	<u>2,738,205</u>	<u>2,765,440</u>
<b>UTILITIES</b>				
Fuel Heating	1,277,097	1,374,009	1,365,500	1,365,500
Electric - Town Buildings	171,886	166,143	200,000	220,000
Utilities - Town Buildings <sup>1</sup>	62,924	95,882	100,000	92,500
	<u>1,511,907</u>	<u>1,636,034</u>	<u>1,665,500</u>	<u>1,678,000</u>
<b>MAINTENANCE EXPENSE:</b>				
HVAC Repairs	79,093	79,823	80,000	80,000
Expenses - School Buildings	216,092	204,810	230,000	245,000
Asbestos Repairs/Training	10,237	14,889	15,000	15,000
Expenses - Town Buildings	183,879	186,987	200,000	200,000
Roof Repairs	28,356	7,003	25,000	25,000
Training & Conference	210	501	1,000	1,000
	<u>517,867</u>	<u>494,013</u>	<u>551,000</u>	<u>566,000</u>
<b>FURNISHINGS &amp; EQUIPMENT:<sup>1</sup></b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL</b>	<b>4,545,402</b>	<b>4,750,220</b>	<b>4,954,705</b>	<b>5,009,440</b>



## EXPENDITURE DETAIL

DEPARTMENT: Veterans Services			DEPT: 31	
FUNCTION: Veterans Aid & Benefits			ACTIVITY: Veterans Aid	
CLASSIFICATION	EXPENDITURES FISCAL 2013	EXPENDITURES FISCAL 2014	TRANSFER & APPROPRIATION FISCAL 2015	TOWN MANAGER RECOMMENDATION FISCAL 2016
PERSONNEL SERVICES:				
Director	61,221	62,843	62,602	66,372
Other - Full Time (1)	9,024	11,682	15,811	43,791
	70,245	74,525	78,413	110,162
CONTRACTUAL SERVICES:				
Misc. Contractual Services <sup>1</sup>	0	0	100	0
Training & Conference	590	889	1,250	2,500
	590	889	1,350	2,500
MATERIALS & SUPPLIES:				
Office Supplies	1,151	981	600	600
	1,151	981	600	600
FURNISHINGS & EQUIPMENT:	0	0	0	0
ASSISTANCE - VETERANS:	396,684	398,329	400,000	400,000
TOTAL	468,670	474,724	480,363	513,262

**Notes:**

1. Cell phone expenses moved to Information Technology budget. Total reduction \$700.

**EXPENDITURE DETAIL**

DEPARTMENT: Public Library			DEPT: 35	
FUNCTION: Library			ACTIVITY: Library Services	
CLASSIFICATION	EXPENDITURES FISCAL 2013	EXPENDITURES FISCAL 2014	TRANSFER & APPROPRIATION FISCAL 2015	TOWN MANAGER RECOMMENDATION FISCAL 2016
PERSONNEL SERVICES:				
Director	86,107	88,388	88,049	90,030
Other - Full Time (12)	605,884	621,982	653,916	644,381
Part Time	94,404	89,055	86,168	91,314
	786,395	799,425	828,133	825,725
CONTRACTUAL SERVICES:				
Misc. Contractual Services	5,168	6,460	10,127	9,328
Merrimack Valley Library Con	34,344	35,540	35,815	36,445
Training & Conference	1,499	2,000	3,500	3,500
	41,011	44,000	49,442	49,273
MATERIALS & SUPPLIES:				
Office & Library Supplies	21,668	21,307	27,672	29,280
Books & Library Materials	126,205	130,000	135,088	140,088
	147,873	151,307	162,760	169,368
FURNISHINGS & EQUIPMENT:	15,150	12,000	16,605	24,468
TOTAL	990,429	1,006,732	1,056,940	1,068,834

# STATISTICAL DEPARTMENT INFORMATION

DEPT: Memorial Library  
CODE: 35

Description	2009	2010	2011	2012	2013	2014
Population	22,718	22,809	22,443	22,417	22,238	21,605
Number of Registered Borrowers	12,696	12,665	13,538	14,339	15,090	15,693
Expenditures	\$ 921,577	\$ 939,412	\$ 970,312	\$ 981,628	\$ 1,016,501	\$ 1,038,859
Per Capita Expenditures	\$ 40.57	\$ 41.19	\$ 43.23	\$ 43.79	\$ 45.71	\$ 48.08
Collection						
Number of Volumes	67,266	66,496	58,838	55,512	53,995	53,528
Volumes Per Capita	2.96	2.91	2.64	2.48	2.43	2.48
Number of Subscriptions	164	180	153	159	167	149
Museum Passes	11	11	11	11	11	11
Circulation	244,663	255,435	264,745	254,447	239,898	226,250
Circulation Per Capita	10.77	11.20	11.80	11.35	10.79	10.47
Loans to Other Libraries	26,527	24,051	26,341	26,311	23,239	21,289
Received from Other Libraries	26,246	29,301	33,881	38,617	33,809	30,881
Information Service						
Internet Session	24,824	27,446	22,137	20,272	16,992	15,176
Information Desk Transactions	7,547	7,781	6,305	4,992	9,399	6,565
Website Hits	130,553	154,285	174,804	304,858	316,349	443,761
Library Programs						
Number of Programs	354	437	381	498	580	753
Program Attendance	8,855	9,853	9,380	11,243	10,811	13,602
Visits to the Library	154,138	149,029	140,618	145,751	149,258	143,294

## EXPENDITURE DETAIL

DEPARTMENT: Recreation			DEPT: 36	
FUNCTION: Recreation			ACTIVITY: Recreation	
CLASSIFICATION	EXPENDITURES FISCAL 2013	EXPENDITURES FISCAL 2014	TRANSFER & APPROPRIATION FISCAL 2015	TOWN MANAGER RECOMMENDATION FISCAL 2016
PERSONNEL SERVICES:				
Director	72,664	77,570	77,804	81,185
Other Full Time (1)	48,281	50,635	51,576	51,576
Part Time*	0	0	0	0
	120,945	128,205	129,380	132,761
CONTRACTUAL SERVICES:				
Training & Conference	700	700	700	1,100
	700	700	700	1,100
MATERIALS & SUPPLIES:				
Program Supplies	1,000	1,000	1,000	1,000
Office & Printing Supplies	3,000	2,699	3,000	3,000
	4,000	3,699	4,000	4,000
FURNISHINGS & EQUIPMENT:	700	0	0	0
TOTAL	126,345	132,604	134,080	137,861

\* Part time Program Coordinator funded by program fees.

**EXPENDITURE DETAIL**

DEPARTMENT: Elderly Services			DEPT: 32	
FUNCTION: Elderly Services			ACTIVITY: Elderly Services	
CLASSIFICATION	EXPENDITURES FISCAL 2013	EXPENDITURES FISCAL 2014	TRANSFER & APPROPRIATION FISCAL 2015	TOWN MANAGER RECOMMENDATION FISCAL 2016
PERSONNEL SERVICES:				
Director	68,525	71,823	71,548	75,975
Other Full Time (3)	123,903	123,642	130,324	130,274
Part Time	1,215	833	2,160	2,160
	193,643	196,298	204,032	208,409
CONTRACTUAL SERVICES:				
Misc. Contractual Services	23,870	22,671	23,600	24,500
Hot Lunch Program	15,800	16,199	16,800	17,900
	39,670	38,870	40,400	42,400
MATERIALS & SUPPLIES:	1,297	829	1,300	1,400
FURNISHINGS & EQUIPMENT:	0	0	0	0
TOTAL	234,610	235,997	245,732	252,209

# EXPENDITURE DETAIL

DEPARTMENT: Historical Commission  
 FUNCTION: Preservation

DEPT: 33  
 ACTIVITY: Preservation

CLASSIFICATION	EXPENDITURES FISCAL 2013	EXPENDITURES FISCAL 2014	TRANSFER & APPROPRIATION FISCAL 2015	TOWN MANAGER RECOMMENDATION FISCAL 2016
<b>PERSONNEL SERVICES:</b>				
Part Time	19,276	19,877	22,476	23,165
	19,276	19,877	22,476	23,165
<b>CONTRACTUAL SERVICES:</b>				
Professional Services	1,933	2,000	2,000	2,250
Hist. Programs & Activities	4,324	1,718	3,250	3,000
	6,257	3,718	5,250	5,250
<b>MATERIALS &amp; SUPPLIES:</b>	1,175	797	1,500	1,500
<b>FURNISHINGS &amp; EQUIPMENT:</b>	0	0	0	0
<b>TOTAL</b>	26,708	24,392	29,226	29,915

**EXPENDITURE DETAIL**

DEPARTMENT: FUNCTION:	Total School Budget Education	DEPT: ACTIVITY:	42 Education	
CLASSIFICATION	EXPENDITURES FISCAL 2013	TRANSFER & APPROPRIATION FISCAL 2014	TRANSFER & APPROPRIATION FISCAL 2015	TOWN MANAGER RECOMMENDATION FISCAL 2016
SCHOOL DEPARTMENT:				
Personnel Services:	25,480,929	26,386,506	27,574,691	28,612,896
Contractual Services:	<u>7,120,443</u>	<u>7,241,844</u>	<u>7,230,652</u>	<u>7,584,661</u>
TOTAL SCHOOL DEPARTMENT:	32,601,372	33,628,350	34,805,343	36,197,557
VOCATIONAL TRAINING:				
Shawsheen Tech:	<u>3,562,275</u>	<u>3,612,275</u>	<u>3,767,358</u>	<u>3,805,032</u>
TOTAL VOCATIONAL TRAINING:	3,562,275	3,612,275	3,767,358	3,805,032
TOTAL	36,163,647	37,240,625	38,572,701	40,002,589

**EXPENDITURE DETAIL**

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

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

<b>CLASSIFICATION</b>	<b>EXPENDITURES FISCAL 2013</b>	<b>EXPENDITURES FISCAL 2014</b>	<b>TRANSFER &amp; APPROPRIATION FISCAL 2015</b>	<b>TOWN MANAGER RECOMMENDATION FISCAL 2016</b>
<b>Schools</b>	3,147,927	3,585,312	3,506,775	3,433,325
<b>Public Safety</b>	131,950	128,700	125,200	121,700
<b>Sewer</b>	152,690	150,578	148,303	99,828
<b>Water</b>	133,120	130,520	127,720	124,920
<b>Interest on Anticipation Notes, Authentication Fees &amp; Misc. Debt</b>	1,500	2,500	20,000	25,000
<b>TOTAL</b>	3,567,187	3,997,610	3,927,998	3,804,773



**COMBINED  
OUTSTANDING DEBT**

	PRINCIPAL	INTEREST	TOTAL
<b>FISCAL 2016</b>	2,090,000	1,689,773	3,779,773
<b>FISCAL 2017</b>	2,085,000	1,606,284	3,691,284
<b>FISCAL 2018</b>	2,085,000	1,521,336	3,606,336
<b>FISCAL 2019</b>	2,080,000	1,419,410	3,499,410
<b>FISCAL 2020</b>	2,075,000	1,318,510	3,393,510
<b>FISCAL 2021</b>	2,075,000	1,217,760	3,292,760
<b>FISCAL 2022</b>	1,905,000	1,139,100	3,044,100
<b>FISCAL 2023</b>	1,905,000	1,046,790	2,951,790
<b>FISCAL 2024</b>	1,905,000	954,340	2,859,340
<b>FISCAL 2025</b>	1,905,000	861,803	2,766,803
<b>FISCAL 2026</b>	1,905,000	804,390	2,709,390
<b>FISCAL 2027</b>	1,905,000	746,820	2,651,820
<b>FISCAL 2028</b>	1,905,000	689,075	2,594,075
<b>FISCAL 2029</b>	1,905,000	613,487	2,518,487
<b>FISCAL 2030</b>	1,905,000	546,550	2,451,550
<b>FISCAL 2031</b>	1,905,000	479,350	2,384,350
<b>FISCAL 2032</b>	1,765,000	414,775	2,179,775
<b>FISCAL 2033</b>	1,765,000	353,000	2,118,000
<b>FISCAL 2034</b>	1,765,000	282,400	2,047,400
<b>FISCAL 2035</b>	1,765,000	211,800	1,976,800
<b>FISCAL 2036</b>	1,765,000	141,200	1,906,200
<b>FISCAL 2037</b>	1,765,000	70,600	1,835,600
<b>TOTAL</b>	<b>42,130,000</b>	<b>18,128,553</b>	<b>60,258,553</b>

**SCHOOLS  
OUTSTANDING DEBT**

**COMBINED**

	PRINCIPAL	INTEREST	TOTAL
<b>FISCAL 2016</b>	1,845,000	1,588,325	3,433,325
<b>FISCAL 2017</b>	1,845,000	1,514,525	3,359,525
<b>FISCAL 2018</b>	1,845,000	1,440,375	3,285,375
<b>FISCAL 2019</b>	1,840,000	1,348,650	3,188,650
<b>FISCAL 2020</b>	1,835,000	1,257,350	3,092,350
<b>FISCAL 2021</b>	1,835,000	1,166,200	3,001,200
<b>FISCAL 2022</b>	1,765,000	1,094,300	2,859,300
<b>FISCAL 2023</b>	1,765,000	1,006,050	2,771,050
<b>FISCAL 2024</b>	1,765,000	917,800	2,682,800
<b>FISCAL 2025</b>	1,765,000	829,550	2,594,550
<b>FISCAL 2026</b>	1,765,000	776,600	2,541,600
<b>FISCAL 2027</b>	1,765,000	723,650	2,488,650
<b>FISCAL 2028</b>	1,765,000	670,700	2,435,700
<b>FISCAL 2029</b>	1,765,000	600,100	2,365,100
<b>FISCAL 2030</b>	1,765,000	538,325	2,303,325
<b>FISCAL 2031</b>	1,765,000	476,550	2,241,550
<b>FISCAL 2032</b>	1,765,000	414,775	2,179,775
<b>FISCAL 2033</b>	1,765,000	353,000	2,118,000
<b>FISCAL 2034</b>	1,765,000	282,400	2,047,400
<b>FISCAL 2035</b>	1,765,000	211,800	1,976,800
<b>FISCAL 2036</b>	1,765,000	141,200	1,906,200
<b>FISCAL 2037</b>	1,765,000	70,600	1,835,600
<b>TOTAL</b>	39,285,000	17,422,825	56,707,825

**SCHOOLS  
OUTSTANDING DEBT**

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

	PRINCIPAL	INTEREST	TOTAL
<b>FISCAL 2016</b>	70,000	15,925	85,925
<b>FISCAL 2017</b>	70,000	13,125	83,125
<b>FISCAL 2018</b>	70,000	9,975	79,975
<b>FISCAL 2019</b>	70,000	7,000	77,000
<b>FISCAL 2020</b>	70,000	4,200	74,200
<b>FISCAL 2021</b>	70,000	1,400	71,400
<b>TOTAL</b>	420,000	51,625	471,625

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

<b>FISCAL 2016</b>	1,775,000	1,572,400	3,347,400
<b>FISCAL 2017</b>	1,775,000	1,501,400	3,276,400
<b>FISCAL 2018</b>	1,775,000	1,430,400	3,205,400
<b>FISCAL 2019</b>	1,770,000	1,341,650	3,111,650
<b>FISCAL 2020</b>	1,765,000	1,253,150	3,018,150
<b>FISCAL 2021</b>	1,765,000	1,164,800	2,929,800
<b>FISCAL 2022</b>	1,765,000	1,094,300	2,859,300
<b>FISCAL 2023</b>	1,765,000	1,006,050	2,771,050
<b>FISCAL 2024</b>	1,765,000	917,800	2,682,800
<b>FISCAL 2025</b>	1,765,000	829,550	2,594,550
<b>FISCAL 2026</b>	1,765,000	776,600	2,541,600
<b>FISCAL 2027</b>	1,765,000	723,650	2,488,650
<b>FISCAL 2028</b>	1,765,000	670,700	2,435,700
<b>FISCAL 2029</b>	1,765,000	600,100	2,365,100
<b>FISCAL 2030</b>	1,765,000	538,325	2,303,325
<b>FISCAL 2031</b>	1,765,000	476,550	2,241,550
<b>FISCAL 2032</b>	1,765,000	414,775	2,179,775
<b>FISCAL 2033</b>	1,765,000	353,000	2,118,000
<b>FISCAL 2034</b>	1,765,000	282,400	2,047,400
<b>FISCAL 2035</b>	1,765,000	211,800	1,976,800
<b>FISCAL 2036</b>	1,765,000	141,200	1,906,200
<b>FISCAL 2037</b>	1,765,000	70,600	1,835,600
<b>TOTAL</b>	38,865,000	17,371,200	56,236,200

**PUBLIC SAFETY  
OUTSTANDING DEBT**

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

	PRINCIPAL	INTEREST	TOTAL
<b>FISCAL 2016</b>	100,000	21,700	121,700
<b>FISCAL 2017</b>	95,000	17,812	112,812
<b>FISCAL 2018</b>	95,000	13,538	108,538
<b>FISCAL 2019</b>	95,000	9,500	104,500
<b>FISCAL 2020</b>	95,000	5,700	100,700
<b>FISCAL 2021</b>	95,000	1,900	96,900
<b>TOTAL</b>	575,000	70,150	645,150

**SEWER  
OUTSTANDING DEBT**

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

	PRINCIPAL	INTEREST	TOTAL
<b>FISCAL 2016</b>	65,000	34,828	99,828
<b>FISCAL 2017</b>	65,000	32,227	97,227
<b>FISCAL 2018</b>	65,000	29,303	94,303
<b>FISCAL 2019</b>	65,000	26,540	91,540
<b>FISCAL 2020</b>	65,000	23,940	88,940
<b>FISCAL 2021</b>	65,000	21,340	86,340
<b>FISCAL 2022</b>	60,000	19,200	79,200
<b>FISCAL 2023</b>	60,000	17,460	77,460
<b>FISCAL 2024</b>	60,000	15,660	75,660
<b>FISCAL 2025</b>	60,000	13,823	73,823
<b>FISCAL 2026</b>	60,000	11,910	71,910
<b>FISCAL 2027</b>	60,000	9,930	69,930
<b>FISCAL 2028</b>	60,000	7,875	67,875
<b>FISCAL 2029</b>	60,000	5,737	65,737
<b>FISCAL 2030</b>	60,000	3,525	63,525
<b>FISCAL 2031</b>	60,000	1,200	61,200
<b>TOTAL</b>	990,000	274,498	1,264,498

**WATER  
OUTSTANDING DEBT**

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

	PRINCIPAL	INTEREST	TOTAL
FISCAL 2016	80,000	44,920	124,920
FISCAL 2017	80,000	41,720	121,720
FISCAL 2018	80,000	38,120	118,120
FISCAL 2019	80,000	34,720	114,720
FISCAL 2020	80,000	31,520	111,520
FISCAL 2021	80,000	28,320	108,320
FISCAL 2022	80,000	25,600	105,600
FISCAL 2023	80,000	23,280	103,280
FISCAL 2024	80,000	20,880	100,880
FISCAL 2025	80,000	18,430	98,430
FISCAL 2026	80,000	15,880	95,880
FISCAL 2027	80,000	13,240	93,240
FISCAL 2028	80,000	10,500	90,500
FISCAL 2029	80,000	7,650	87,650
FISCAL 2030	80,000	4,700	84,700
FISCAL 2031	80,000	1,600	81,600
<b>TOTAL</b>	<b>1,280,000</b>	<b>361,080</b>	<b>1,641,080</b>

# EXPENDITURE DETAIL

DEPARTMENT: Unclassified  
FUNCTION: Miscellaneous Support

DEPT: 54  
ACTIVITY: Miscellaneous

CLASSIFICATION	EXPENDITURES FISCAL 2013	EXPENDITURES FISCAL 2014	TRANSFER & APPROPRIATION FISCAL 2015	TOWN MANAGER RECOMMENDATION FISCAL 2016
Employee Retire. Unused Sick Leave	56,090	65,210	50,000	75,000
Medicare Employer's Contribution	580,538	594,805	630,000	672,000
Salary Adjustments & Additional Costs	98,805	33,951	300,000	620,000
Local Trans/Training Conference	1,291	4,865	5,000	5,000
Out of State Travel	0	50	5,000	7,000
Computer Hardware & Software				
Maintenance & Expenses	79,383	90,815	70,000	0
Annual Audit	31,000	25,600	33,000	34,000
Ambulance Billing	27,000	30,000	33,000	35,000
Town Report & Calendar	6,142	6,522	7,500	7,500
Professional & Tech. Services	59,296	105,313	110,000	125,000
Reserve Fund	0	0	450,000	450,000
<b>TOTAL</b>	<b>939,545</b>	<b>957,131</b>	<b>1,693,500</b>	<b>2,030,500</b>

## Notes:

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

**EXPENDITURE DETAIL**

DEPARTMENT: FUNCTION:	Unclassified Insurance		DEPT: ACTIVITY:	38, 43 Insurance
CLASSIFICATION	EXPENDITURES FISCAL 2013	EXPENDITURES FISCAL 2014	TRANSFER & APPROPRIATION FISCAL 2015	TOWN MANAGER RECOMMENDATION FISCAL 2016
Public Liability - Officials	21,102	25,000	27,500	31,625
Worker's Compensation	326,903	388,746	410,500	472,075
Automobile Liability	63,359	70,229	78,650	90,448
Property & General Liability	119,315	137,786	200,000	240,000
Boiler & Machinery	6,207	6,200	6,820	7,843
Bonds	2,603	1,858	2,500	3,000
Accident - Fire & Police	57,674	38,757	70,500	74,055
Umbrella	5,648	5,900	6,490	7,464
	602,811	674,476	802,960	926,509
Employee Health & Life Insurance	10,138,426	10,153,888	11,866,000	12,726,788
TOTAL	10,741,237	10,828,364	12,668,960	13,653,297



**EXPENDITURE DETAIL**

DEPARTMENT:	Statutory Charges		DEPT:	46
FUNCTION:	Statutory Charges		ACTIVITY:	Statutory Charges
CLASSIFICATION	EXPENDITURES FISCAL 2013	EXPENDITURES FISCAL 2014	TRANSFER & APPROPRIATION FISCAL 2015	TOWN MANAGER RECOMMENDATION FISCAL 2016
Current Year Overlay	0	0	800,000	900,000
Retirement Contributions	4,402,219	4,634,534	4,948,175	5,342,251
Offset Items	42,600	40,970	42,423	47,310
Mass Bay Trans Auth.	471,680	476,795	491,194	500,304
MAPC (Ch. 688 of 1963)	7,033	7,209	7,410	11,755
RMV Non-Renewal Surcharge	12,500	16,760	12,500	18,000
Metro Air Poll. Control Dist.	7,197	7,602	7,900	7,900
Mosquito Control Program	51,280	55,939	55,490	56,000
M.W.R.A. Sewer Assessment	2,241,570	2,408,266	2,354,227	2,413,083
School Choice	15,000	11,700	16,625	11,700
Charter Schools	132,310	143,160	109,031	129,656
Special Education	2,153	0	2,816	0
Essex North Shore Agricultural & Technical School District	74,850	87,872	121,982	128,321
TOTAL	7,460,392	7,890,807	8,969,773	9,566,280

**EXPENDITURE DETAIL**

DEPARTMENT:	Warrant Articles	DEPT:		
FUNCTION:	Warrant Articles	ACTIVITY:		
CLASSIFICATION	EXPENDITURES FISCAL 2013	EXPENDITURES FISCAL 2014	TRANSFER & APPROPRIATION FISCAL 2015	TOWN MANAGER RECOMMENDATION FISCAL 2016
WARRANT ARTICLES:				
Memorial Day/Veterans Day	6,000	6,000	6,000	6,000
Lease of Veterans Quarters	750	750	750	750
Senior Work Program1	13,832	14,956	15,360	0
Purchase of Land 120 Main Street	0	1,725,000	0	0
4th of July	0	0	15,000	0
Road Easement	0	0	5,000	0
Retirement and OPEB	0	0	750,000	1,500,000
Capital Stabilization	0	0	0	1,500,000
TOTAL	20,582	1,746,706	792,110	3,006,750

Notes:

1. Incorporated into the Overlay.

## EXPENDITURE DETAIL

DEPARTMENT:	Capital Outlay	DEPT:		
FUNCTION:	Capital Outlay	ACTIVITY:		
CLASSIFICATION	EXPENDITURES FISCAL 2013	EXPENDITURES FISCAL 2014	TRANSFER & APPROPRIATION FISCAL 2015	TOWN MANAGER RECOMMENDATION FISCAL 2016
CAPITAL OUTLAY:				
DPW - Butters Row Culvert Repair Project	0	0	80,000	120,000
DPW - Cemetery Expansion	1,110	4,246	0	0
DPW - Construction/Maint. Equipment	0	0	0	25,000
DPW - Construction/Maint. Vehicles	321,095	242,784	303,000	262,500
DPW - Cunningham Drainage Improvement Phase 2	0	0	0	82,000
DPW - Fuel Tank Conversion	0	0	0	25,000
DPW - Garage Doors Replacement	41,503	0	0	0
DPW - Mass Ave Drainage Improvements	0	0	0	55,000
DPW - Parks/Grounds School Property Improvements	0	61,100	0	0
DPW - Resurfacing Municipal Parking Lots	0	0	40,000	190,000
Fire - Ambulance	0	259,291	0	0
Fire - Communications Base Radio	0	24,000	0	0
Fire - Pumper	600,196	29,836	0	0
Fire - Rapid Response Vehicle	219,660	0	0	0
Fire - Self Contained Breathing Apparatus Fill Station	0	39,800	0	0
Fire - Self Contained Breathing Apparatus Units	0	0	320,000	0
Police - Communications System	68,272	0	0	0
Police - Cruisers	143,948	156,000	220,000	220,000
Public Buildings - Demolish Whitefield Building	0	0	0	150,000
Public Buildings - Library Window/Door Replacement	68,032	0	0	0
Public Buildings - Misc. Facility Improvements	83,662	285,137	125,000	125,000
Public Buildings - New High School Maintenance Equip	0	0	51,670	0
Public Buildings - Public Safety Building Chiller Replacement	0	0	0	280,000
Public Buildings - Public Safety Building Energy Mgmt	0	0	30,000	0
Public Buildings - Roof Repairs	90,000	174,000	250,000	220,000
Public Buildings - Shawsheen Heating System Upgrade	0	0	0	458,000
Public Buildings - Town Vault Air Quality	0	0	18,000	0
Public Buildings - Vehicles	0	29,570	72,000	0
Recreation - Yentile Farm Recreational Facility	0	15,876	250,000	0
School - Middle School Clocks & Intercom	0	0	0	30,000
School - Burner/Boiler Replacement	0	101,396	0	0
School - Fire Alarm System No. Intermediate School	569	0	0	0
School - Fire Alarm System Woburn St. School	569	0	0	0
School - Fundations ELA Program	0	0	0	37,700
School - Interior Painting Shawsheen School	48,200	0	0	0
School - Math Text Adoption	0	0	0	177,000
School - Roof Repairs	439,100	0	0	0
School - Technology Improvements	90,000	294,000	184,270	0
School - Vans	0	23,190	75,705	26,000
School - Window Replacement No. Intermediate	43,035	79,394	0	0
Town Manager - Municipal Buildings Master Plan	0	0	0	150,000
Various - Computer System Upgrades	0	0	100,000	100,000
TOTAL	2,258,951	1,819,620	2,119,645	2,733,200

**EXPENDITURE DETAIL**

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

**DEPT:** 44  
**ACTIVITY:** Public Works

CLASSIFICATION	EXPENDITURES FISCAL 2013	EXPENDITURES FISCAL 2014	TRANSFER & APPROPRIATION FISCAL 2015	TOWN MANAGER RECOMMENDATION FISCAL 2016
<b>PERSONNEL SERVICES:</b>				
Superintendent (0)	105,641	111,655	0	0
Other Full Time (11)	977,470	1,007,034	791,715	788,315
Seasonal	9,178	7,596	10,200	10,200
Overtime/Salary Adjustments	82,891	86,405	117,300	119,646
	<u>1,175,180</u>	<u>1,212,690</u>	<u>919,215</u>	<u>918,161</u>
<b>CONTRACTUAL SERVICES:</b>				
MWRA Assessment	515,719	344,339	569,163	562,986
Professional & Technical Services	81,222	118,554	188,500	193,750
Miscellaneous Contractual Services	24,323	27,304	38,000	38,000
Cross Connection Control Program	27,552	25,760	29,500	29,250
Haz Mat Household Waste Program	13,116	12,419	15,250	15,000
DEP Assessment	6,851	6,655	6,545	6,600
Training & Conference	6,032	3,254	3,500	5,200
	<u>674,815</u>	<u>538,285</u>	<u>850,458</u>	<u>850,786</u>
<b>UTILITIES</b>				
Electricity	207,413	199,164	206,000	228,000
Telephone	8,404	8,397	9,000	8,750
Fuel Oil	53,675	35,612	50,000	50,000
Natural Gas	5,850	6,547	7,250	7,500
	<u>275,342</u>	<u>249,720</u>	<u>272,250</u>	<u>294,250</u>

**EXPENDITURE DETAIL**

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

**DEPT:** 44  
**ACTIVITY:** Public Works

CLASSIFICATION	EXPENDITURES FISCAL 2013	EXPENDITURES FISCAL 2014	TRANSFER & APPROPRIATION FISCAL 2015	TOWN MANAGER RECOMMENDATION FISCAL 2016
<b>MATERIALS &amp; SUPPLIES</b>				
Administration & Office Supplies	19,933	22,754	22,500	23,000
Facility - Maintenance & Supplies	196,858	197,673	180,000	180,000
Operation - Maint. & Supplies	2,853	2,700	32,500	32,500
Vehicle - Maintenance & Supplies	63,592	60,948	65,004	63,916
Distribution System - Maint. & Supplies	63,431	66,106	50,500	58,500
Chemicals	217,675	221,081	211,150	220,000
	564,342	571,262	561,654	577,916
<b>FURNISHINGS &amp; EQUIPMENT</b>	14,550	17,378	40,600	61,500
<b>CAPITAL OUTLAY</b>				
Engineering/Technical	0	66,531	0	104,000
Construction	446,490	375,273	939,000	205,000
Equipment	112,073	84,045	28,000	280,000
	558,563	525,849	967,000	589,000
<b>TRANSFERS:</b>				
Debt	135,120	132,520	129,720	126,920
Employee Benefits	606,290	629,893	672,564	765,387
Insurance	112,906	128,787	85,241	54,622
DPW Salaries	0	0	369,614	373,822
Other	90,818	95,546	63,895	65,897
	945,134	986,746	1,321,034	1,386,648
<b>TOTAL</b>	4,207,926	4,101,930	4,932,211	4,678,261

**EXPENDITURE DETAIL**

DEPARTMENT: Public Rink FUNCTION: Public Rink			DEPT: ACTIVITY:	50 Public Rink
CLASSIFICATION	FISCAL 2013	FISCAL 2014	FISCAL 2015	TOWN MANAGER RECOMMENDATION FISCAL 2016
Revenue	0	0	0	144,000
Expenditures				
Personnel/Contract Management	0	0	0	0
Misc. Contractual Services	0	0	0	5,000
Utilities	0	0	0	0
Office	0	0	0	0
Operations	0	0	0	0
	0	0	0	5,000
CAPITAL OUTLAY				
Capital Reserve	0	0	0	129,000
Debt	0	0	0	10,000
	0	0	0	139,000
Total Expenses	0	0	0	144,000
NET Total Surplus/(Deficit)	0	0	0	0

**DEPARTMENTAL BUDGET SUMMARY**

CATEGORY		EXPENDITURES FISCAL 2013	EXPENDITURES FISCAL 2014	TRANSFER & APPROPRIATION FISCAL 2015	TOWN MANAGER RECOMMENDATION FISCAL 2016
<b>GENERAL GOVERNMENT:</b>					
Selectmen	Salaries	4,712	4,818	4,818	4,818
Selectmen	Expenses	14,909	13,315	13,500	13,400
Selectmen	Furnish. & Equip.	0	0	0	0
		19,621	18,133	18,318	18,218
Elections	Salaries	27,403	9,128	24,292	22,712
Elections	Expenses	8,334	9,485	4,375	6,450
Elections	Furnish. & Equip.	0	0	0	0
		35,737	18,613	28,667	29,162
Registrars	Salaries	1,875	1,875	1,875	1,875
Registrars	Expenses	5,348	6,378	6,100	6,400
Registrars	Furnish. & Equip.	0	0	0	0
		7,223	8,253	7,975	8,275
Finance Comm.	Salaries	884	255	1,400	1,400
Finance Comm.	Expenses	8,103	7,365	8,500	7,275
		8,987	7,620	9,900	8,675
Town Manager	Sal-Town Manager	153,669	136,210	138,715	139,443
Town Manager	Salaries-Other	277,536	283,942	289,705	297,999
Town Manager	Expenses	66,586	59,820	70,300	70,300
Town Manager	Furnish. & Equip.	0	7,075	5,000	0
		497,791	487,047	503,720	507,742
Town Accountant	Sal-Town Accountant	108,470	111,343	110,917	113,412
Town Accountant	Salaries-Other	242,488	244,547	251,996	181,024
Town Accountant	Expenses	9,228	9,493	2,540	12,605
Town Accountant	Furnish. & Equip.	230	0	0	0
		360,416	365,383	365,453	307,041
Treas/Collector	Sal-Treasurer/Collector	91,550	97,741	101,332	105,010
Treas/Collector	Salaries-Other	147,777	154,411	158,956	161,444
Treas/Collector	Expenses	40,545	26,705	32,022	30,632
Treas/Collector	Amt. Cert. Tax Title	13,981	9,660	15,000	21,500
Treas/Collector	Furnish. & Equip.	73	290	0	1,000
		293,926	288,807	307,310	319,586
Town Clerk	Sal-Town Clerk	77,122	79,164	78,861	81,223
Town Clerk	Salaries-Other	90,747	95,218	100,338	103,426
Town Clerk	Expenses	3,547	3,943	6,225	5,750
Town Clerk	Furnish. & Equip.	0	0	0	500
		171,416	178,325	185,424	190,899
Assessors	Sal-Prin. Assessor	97,017	95,237	96,449	98,619
Assessors	Salaries-Other	95,844	101,530	106,111	93,115
Assessors	Expenses	41,509	65,324	79,225	82,750
Assessors	Appraisals, Inventory	73,259	17,017	2,900	81,500
Assessors	ATB Costs	33,658	2,480	20,000	20,000
Assessors	Furnish. & Equip.	1,500	2,978	500	600
		342,787	284,566	305,185	376,584
Town Counsel	Legal Salaries	216,750	227,622	255,000	267,750
Town Counsel	Expenses	4,363	7,500	7,500	7,500
		221,113	235,122	262,500	275,250

**DEPARTMENTAL BUDGET SUMMARY**

CATEGORY		EXPENDITURES FISCAL 2013	EXPENDITURES FISCAL 2014	TRANSFER & APPROPRIATION FISCAL 2015	TOWN MANAGER RECOMMENDATION FISCAL 2016
Information Technology	Personnel Services	0	0	0	225,145
Information Technology	Expenses	0	0	0	256,550
Information Technology	Furnish. & Equip.	0	0	0	21,950
		0	0	0	503,645
Permanent Bld Com	Salaries	0	0	0	0
Permanent Bld Com	Expenses	0	0	0	0
		0	0	0	0
General Government Subtotal		1,959,017	1,891,869	1,994,452	2,545,077
<b>PUBLIC SAFETY:</b>					
Police	Sal-Chief	115,285	120,249	119,789	122,484
Police	Sal-Dep. Chief	100,813	103,094	102,699	105,010
Police	Sal-Lieuts.	251,601	318,125	396,440	431,020
Police	Sal-Sgts.	406,623	417,011	349,816	383,421
Police	Sal-Patrolmen	2,021,457	1,989,041	2,044,498	2,014,730
Police	Sal-Clerks	89,112	94,584	99,121	100,232
Police	Sal-Part Time	0	0	20,000	20,000
Police	Sal-IT Admin	0	34,901	70,892	0
Police	Sal-Fill In Costs	477,375	497,706	475,000	475,000
Police	Sal-Paid Holidays	64,596	92,463	100,000	120,000
Police	Sal-Specialists	11,250	12,950	13,800	13,650
Police	Sal-Night Differential	41,573	39,089	40,248	44,304
Police	Sal-Incentive Pay	401,711	405,846	413,804	402,480
Police	Sick Leave Buyback	20,833	23,168	28,342	38,243
Police	Expenses	246,191	254,837	275,005	217,285
Police	Furnish. & Equip.	0	32,832	20,000	4,000
		4,248,420	4,435,896	4,569,454	4,491,859
Fire Dept.	Sal-Chief	116,696	171,493	94,954	122,484
Fire Dept.	Sal-Dep. Chief	78,198	85,691	83,228	86,407
Fire Dept.	Sal-Lieuts.	448,563	472,633	476,639	428,960
Fire Dept.	Sal-Privates	1,689,391	1,862,288	1,971,695	1,896,581
Fire Dept.	Sal-Clerk	53,314	54,934	55,955	55,955
Fire Dept.	Sal-Part Time	16,494	17,258	17,549	17,549
Fire Dept.	Sal-Overtime Costs	797,097	961,226	800,000	750,000
Fire Dept.	Sal-Training Overtime	0	0	40,000	40,000
Fire Dept.	Sal-Paid Holidays	119,390	131,787	137,946	137,946
Fire Dept.	Sal-EMT & Incentive Pay	11,825	9,585	11,250	11,250
Fire Dept.	Sick Leave Buyback	24,830	26,636	25,460	22,422
Fire Dept.	Expenses	131,173	173,376	208,447	159,010
Fire Dept.	Furnish. & Equip.	0	5,961	39,055	61,900
		3,486,971	3,972,868	3,962,178	3,790,464
Central Dispatch	Personnel Services	573,671	512,230	597,473	623,771
Central Dispatch	Contractual Services	19,257	17,931	28,000	14,700
Central Dispatch	Materials & Supplies	3,326	3,006	3,750	3,750
Central Dispatch	Furnish. & Equip.	5,123	1,019	9,000	4,000
		601,377	534,186	638,223	646,221
Animal Control	Salaries	41,589	41,272	43,025	43,948
Animal Control	Expenses	1,820	2,480	4,695	4,695
		43,409	43,752	47,720	48,643
Public Safety Subtotal		8,380,177	8,986,702	9,217,575	8,977,187



**DEPARTMENTAL BUDGET SUMMARY**

CATEGORY		EXPENDITURES FISCAL 2013	EXPENDITURES FISCAL 2014	TRANSFER & APPROPRIATION FISCAL 2015	TOWN MANAGER RECOMMENDATION FISCAL 2016
<b>PUBLIC WORKS:</b>					
Public Works	Personnel Services	2,562,313	2,594,379	2,937,306	2,949,518
Public Works	Contractual Services	2,127,923	2,247,384	2,372,146	2,315,956
Public Works	Materials & Supplies	923,969	966,801	889,189	953,041
Public Works	Furnish. & Equip.	39,990	28,579	19,950	54,300
		5,654,195	5,837,143	6,218,591	6,272,815
Sewer	Personnel Services	71,865	78,445	82,919	86,677
Sewer	Maintenance & Operations	74,458	72,960	65,500	76,176
		146,323	151,405	148,419	162,853
<b>Public Works Subtotal</b>		5,800,518	5,988,548	6,367,010	6,435,668
<b>COMMUNITY DEVELOPMENT:</b>					
Board of Health	Sal-Director	79,924	83,776	83,455	85,920
Board of Health	Salaries-Other	105,080	98,104	101,394	102,228
Board of Health	Expenses	12,745	15,179	18,000	18,800
Board of Health	Mental Health	35,000	925	10,000	20,000
Board of Health	Furnish. & Equip.	0	0	0	0
		232,749	197,984	212,849	226,948
Planning/Conservation	Sal-Director	83,293	86,119	87,652	82,797
Planning/Conservation	Salaries-Other	212,189	220,333	225,368	231,866
Planning/Conservation	Expenses	8,843	7,431	10,175	12,000
Planning/Conservation	Furnish. & Equip.	1,947	1,302	700	500
		306,272	315,185	323,895	327,163
Building Inspector	Sal-Bldg Inspector	75,437	79,164	78,861	80,636
Building Inspector	Salaries-Other	104,821	110,423	113,894	115,062
Building Inspector	Expenses	3,913	2,916	3,500	3,250
Building Inspector	Furnish. & Equip.	0	800	800	800
		184,171	193,303	197,055	199,748
<b>Community Development Subtotal</b>		723,192	706,472	733,799	753,859
<b>PUBLIC BUILDINGS:</b>					
Public Buildings	Sal-Superintendent	97,687	105,049	111,188	116,094
Public Buildings	Salaries-Other	2,417,941	2,515,124	2,627,017	2,649,346
Public Buildings	Expenses-Town Bldgs.	183,879	186,987	200,000	200,000
Public Buildings	Electric-Town Bldgs.	171,886	166,143	200,000	220,000
Public Buildings	Utilities-Town Bldgs.	62,924	95,882	100,000	92,500
Public Buildings	Expenses-School Bldgs.	216,092	204,810	230,000	245,000
Public Buildings	Training & Conference	210	501	1,000	1,000
Public Buildings	Furnish. & Equip.	0	0	0	0
Public Buildings	Fuel Heating	1,277,097	1,374,009	1,365,500	1,365,500
Public Buildings	Asbestos Repair	10,237	14,889	15,000	15,000
Public Buildings	Roof Repairs	28,356	7,003	25,000	25,000
Public Buildings	HVAC Repairs	79,093	79,823	80,000	80,000
		4,545,402	4,750,220	4,954,705	5,009,440
<b>Public Buildings Subtotal</b>		4,545,402	4,750,220	4,954,705	5,009,440
<b>HUMAN SERVICES:</b>					
Veterans	Salary	61,221	62,843	62,602	66,372
Veterans	Salaries-Other	0	0	0	43,791
Veterans	Sal-Part Time	9,024	11,682	15,811	0
Veterans	Expenses	1,741	1,870	1,950	3,100
Veterans	Assistance	396,684	398,329	400,000	400,000
		468,670	474,724	480,363	513,263

**DEPARTMENTAL BUDGET SUMMARY**

CATEGORY		EXPENDITURES FISCAL 2013	EXPENDITURES FISCAL 2014	TRANSFER & APPROPRIATION FISCAL 2015	TOWN MANAGER RECOMMENDATION FISCAL 2016
Library	Salary-Director	86,107	88,388	88,049	90,030
Library	Salaries-Other	700,288	711,037	740,084	735,695
Library	Expenses	154,540	159,767	176,387	182,196
Library	M.V.L.C.	34,344	35,540	35,815	36,445
Library	Furnish. & Equip.	15,150	12,000	16,605	24,468
		<u>990,429</u>	<u>1,006,732</u>	<u>1,056,940</u>	<u>1,068,834</u>
Recreation	Salary-Director	72,664	77,570	77,804	81,185
Recreation	Salaries-Other	48,281	50,635	51,576	51,576
Recreation	Expenses	4,700	4,399	4,700	5,100
Recreation	Furnish. & Equip.	700	0	0	0
		<u>126,345</u>	<u>132,604</u>	<u>134,080</u>	<u>137,861</u>
Elderly Services	Salary-Director	68,525	71,823	71,548	75,975
Elderly Services	Salaries-Other	125,118	124,475	132,484	132,434
Elderly Services	Expenses	40,967	39,699	41,700	43,800
Elderly Services	Furnish. & Equip.	0	0	0	0
		<u>234,610</u>	<u>235,997</u>	<u>245,732</u>	<u>252,209</u>
Historical Comm.	Salaries	19,276	19,877	22,476	23,165
Historical Comm.	Expenses	7,432	4,515	6,750	6,750
Historical Comm.	Furnish. & Equip.	0	0	0	0
		<u>26,708</u>	<u>24,392</u>	<u>29,226</u>	<u>29,915</u>
Human Services Subtotal		<u>1,846,762</u>	<u>1,874,449</u>	<u>1,946,341</u>	<u>2,002,082</u>
<b>EDUCATION:</b>					
School Dept.	Salaries	25,480,929	26,386,506	27,574,691	36,197,557
School Dept.	Expenses	<u>7,120,443</u>	<u>7,241,844</u>	<u>7,230,652</u>	<u>0</u>
		<u>32,601,372</u>	<u>33,628,350</u>	<u>34,805,343</u>	<u>36,197,557</u>
Regional Vocational	Shawsheen Vocational	<u>3,562,275</u>	<u>3,612,275</u>	<u>3,767,358</u>	<u>3,805,032</u>
		<u>3,562,275</u>	<u>3,612,275</u>	<u>3,767,358</u>	<u>3,805,032</u>
Education Subtotal		<u>36,163,647</u>	<u>37,240,625</u>	<u>38,572,701</u>	<u>40,002,589</u>
<b>DEBT SERVICE:</b>					
Debt & Interest	Schools	3,147,927	3,585,312	3,506,775	3,433,325
Debt & Interest	Public Safety	131,950	128,700	125,200	121,700
Debt & Interest	General Government	0	0	0	0
Debt & Interest	Sewer	152,690	150,578	148,303	99,828
Debt & Interest	Water	133,120	130,520	127,720	124,920
Debt & Interest	Auth. Fees & Misc.	1,500	2,500	20,000	25,000
		<u>3,567,187</u>	<u>3,997,610</u>	<u>3,927,998</u>	<u>3,804,773</u>
Debt & Interest Subtotal		<u>3,567,187</u>	<u>3,997,610</u>	<u>3,927,998</u>	<u>3,804,773</u>
<b>UNCLASSIFIED:</b>					
Insurance		602,811	674,476	802,960	926,509
Employee Health & Life Insurance		10,138,426	10,153,888	11,866,000	12,726,788
Employ. Retire. Unused Sick Leave		56,090	65,210	50,000	75,000
Medicare Employer's Contribution		580,538	594,805	630,000	672,000
Salary Adj. & Add. Costs		98,805	33,951	300,000	620,000
Local Trans/Training Conf.		1,291	4,865	5,000	5,000
Out of State Travel		0	50	5,000	7,000
Computer Hdwe/Sftwe Maint. & Expenses		79,383	90,815	70,000	0
Annual Audit		31,000	25,600	33,000	34,000

**DEPARTMENTAL BUDGET SUMMARY**

CATEGORY		EXPENDITURES FISCAL 2013	EXPENDITURES FISCAL 2014	TRANSFER & APPROPRIATION FISCAL 2015	TOWN MANAGER RECOMMENDATION FISCAL 2016
Ambulance Billing		27,000	30,000	33,000	35,000
Town Report & Calendar		6,142	6,522	7,500	7,500
Professional & Technical Services		59,296	105,313	110,000	125,000
Reserve Fund		0	0	450,000	450,000
Unclassified Subtotal		11,680,782	11,785,495	14,362,460	15,683,797
<b>STATUTORY CHARGES:</b>					
Current Year Overlay		0	0	800,000	900,000
Retirement Contributions		4,402,219	4,634,534	4,948,175	5,342,251
Offset Items		42,600	40,970	42,423	47,310
Special Education		2,153	0	2,816	0
Mass Bay Trans Auth.		471,680	476,795	491,194	500,304
MAPC (Ch. 688 of 1963)		7,033	7,209	7,410	11,755
RMV Non-Renewal Surcharge		12,500	16,760	12,500	18,000
Metro Air Poll. Cont. Dist.		7,197	7,602	7,900	7,900
Mosquito Control Program		51,280	55,939	55,490	56,000
M.W.R.A. Sewer Assessment		2,241,570	2,408,266	2,354,227	2,413,083
School Choice		15,000	11,700	16,625	11,700
Charter Schools		132,310	143,160	109,031	129,656
Essex County Tech Institute		74,850	87,872	121,982	128,321
Statutory Charges Subtotal		7,460,392	7,890,807	8,969,773	9,566,280
<b>WARRANT ARTICLES:</b>					
Unclassified	Memorial/Veterans Day	6,000	6,000	6,000	6,000
Unclassified	Lease of Quarters	750	750	750	750
Unclassified	Senior Work Program	13,832	14,956	15,360	0
Unclassified	Retirement and OPEB	0	0	750,000	1,500,000
Unclassified	Capital Stabilization	0	0	0	1,500,000
Unclassified	4th of July	0	0	15,000	0
Unclassified	Road Easement	0	0	5,000	0
Unclassified	Purchase of Land 120 Main Street	0	1,725,000	0	0
Warrant Articles Subtotal		20,582	1,746,706	792,110	3,006,750
<b>CAPITAL OUTLAY:</b>					
Police	Cruisers	143,948	156,000	220,000	220,000
Police	Communications System	68,272	0	0	0
Fire	Ambulance	0	259,291	0	0
Fire	Communications Base Radio	0	24,000	0	0
Fire	Pumper	600,196	29,836	0	0
Fire	Self Contained Breathing Apparatus Fill	0	39,800	0	0
Fire	Self Contained Breathing Apparatus	0	0	320,000	0
Fire	Rapid Response Vehicle	219,660	0	0	0
DPW	Construction/Maint. Vehicles	321,095	242,784	303,000	262,500
DPW	Construction/Maint. Equipment	0	0	0	25,000
DPW	Fuel Tank Conversion	0	0	0	25,000
DPW	Mass Ave Drainage Improvements	0	0	0	55,000
DPW	Cunningham Drainage Improve. Phase 2	0	0	0	82,000
DPW	Cemetery Expansion	1,110	4,246	0	0
DPW	Garage Doors Replacement	41,503	0	0	0
DPW	Parks/Grounds School Property Improve	0	61,100	0	0
DPW	Resurfacing Municipal Parking Lots	0	0	40,000	190,000
DPW	Butters Row Culvert Repair Project	0	0	80,000	120,000
School	Roof Repairs	439,100	0	0	0
School	Vans	0	23,190	75,705	26,000
School	Burner/Boiler Replacement	0	101,396	0	0
School	Technology Improvements	90,000	294,000	184,270	0
School	Math Text Adoption	0	0	0	177,000

**DEPARTMENTAL BUDGET SUMMARY**

		EXPENDITURES	EXPENDITURES	TRANSFER &	TOWN MANAGER
CATEGORY		FISCAL 2013	FISCAL 2014	APPROPRIATION	RECOMMENDATION
				FISCAL 2015	FISCAL 2016
School	Middle School Clocks & Intercom	0	0	0	30,000
School	Foundations ELA Program	0	0	0	37,700
School	Fire Alarm System No. Intermediate Sch	569	0	0	0
School	Fire Alarm System Woburn St. School	569	0	0	0
School	Window Replacement No. Intermediate	43,035	79,394	0	0
School	Interior Painting Shawsheen School	48,200	0	0	0
Public Buildings	Roof Repairs	90,000	174,000	250,000	220,000
Public Buildings	Shawsheen Heating System Upgrade	0	0	0	458,000
Public Buildings	Library Window/Door Replacement	68,032	0	0	0
Public Buildings	Misc. Facility Improvments	83,662	285,137	125,000	125,000
Public Buildings	Trucks	0	29,570	72,000	0
Public Buildings	Public Safety Building Energy Mgmt	0	0	30,000	0
Public Buildings	Public Safety Building Chiller Replace	0	0	0	280,000
Public Buildings	Town Vault Air Quality	0	0	18,000	0
Public Buildings	New High School Maintenance Equipment	0	0	51,670	0
Town Manager	Demo Whitefield Building	0	0	0	150,000
Town Manager	Yentile Farm Conceptual Design	0	15,876	250,000	0
Town Manager	Computer System Upgrades	0	0	100,000	100,000
Town Manager	Municipal Buildings Master Plan	0	0	0	150,000
Capital Outlay Subtotal		2,258,951	1,819,620	2,119,645	2,733,200
<b>GRAND TOTAL</b>		<b>84,406,609</b>	<b>88,679,123</b>	<b>93,958,569</b>	<b>100,520,702</b>

**DEPARTMENTAL BUDGET SUMMARY**

<b>CATEGORY</b>	<b>EXPENDITURES FISCAL 2013</b>	<b>EXPENDITURES FISCAL 2014</b>	<b>TRANSFER &amp; APPROPRIATION FISCAL 2015</b>	<b>TOWN MANAGER RECOMMENDATION FISCAL 2016</b>
<b>GENERAL GOVERNMENT</b>				
Selectmen	19,621	18,133	18,318	18,218
Elections	35,737	18,613	28,667	29,162
Registrars	7,223	8,253	7,975	8,275
Finance Committee	8,987	7,620	9,900	8,675
Town Manager	497,791	487,047	503,720	507,742
Town Accountant	360,416	365,383	365,453	307,041
Treasurer/Collector	293,926	288,807	307,310	319,586
Town Clerk	171,416	178,325	185,424	190,899
Assessors	342,787	284,566	305,185	376,584
Town Counsel	221,113	235,122	262,500	275,250
Information Technology	0	0	0	503,645
Permanent Bldg Comm.	0	0	0	0
<b>TOTAL</b>	<b>1,959,017</b>	<b>1,891,869</b>	<b>1,994,452</b>	<b>2,545,077</b>
<b>PUBLIC SAFETY</b>				
Police Dept.	4,248,420	4,435,896	4,569,454	4,491,859
Fire Dept.	3,486,971	3,972,868	3,962,178	3,790,464
Central Dispatch	601,377	534,186	638,223	646,221
Animal Control	43,409	43,752	47,720	48,643
<b>TOTAL</b>	<b>8,380,177</b>	<b>8,986,702</b>	<b>9,217,575</b>	<b>8,977,187</b>
<b>PUBLIC WORKS</b>				
Public Works	5,654,195	5,837,143	6,218,591	6,272,815
Sewer	146,323	151,405	148,419	162,853
<b>TOTAL</b>	<b>5,800,518</b>	<b>5,988,548</b>	<b>6,367,010</b>	<b>6,435,668</b>
<b>COMMUNITY DEVELOPMENT</b>				
Board of Health	232,749	197,984	212,849	226,948
Planning & Conservation	306,272	315,185	323,895	327,163
Building Inspector	184,171	193,303	197,055	199,748
<b>TOTAL</b>	<b>723,192</b>	<b>706,472</b>	<b>733,799</b>	<b>753,859</b>

**DEPARTMENTAL BUDGET SUMMARY**

<b>CATEGORY</b>	<b>EXPENDITURES FISCAL 2013</b>	<b>EXPENDITURES FISCAL 2014</b>	<b>TRANSFER &amp; APPROPRIATION FISCAL 2015</b>	<b>TOWN MANAGER RECOMMENDATION FISCAL 2016</b>
<b>PUBLIC BUILDINGS</b>				
Public Buildings	4,545,402	4,750,220	4,954,705	5,009,440
<b>TOTAL</b>	4,545,402	4,750,220	4,954,705	5,009,440
<b>HUMAN SERVICES</b>				
Veterans	468,670	474,724	480,363	513,263
Library	990,429	1,006,732	1,056,940	1,068,834
Recreation	126,345	132,604	134,080	137,861
Elderly Services	234,610	235,997	245,732	252,209
Historical Comm.	26,708	24,392	29,226	29,915
<b>TOTAL</b>	1,846,762	1,874,449	1,946,341	2,002,082
<b>EDUCATION</b>				
School Dept.	32,601,372	33,628,350	34,805,343	36,197,557
Shawsheen Vocational	3,562,275	3,612,275	3,767,358	3,805,032
<b>TOTAL</b>	36,163,647	37,240,625	38,572,701	40,002,589
<b>MATURING DEBT &amp; INTEREST</b>				
Debt Service	3,567,187	3,997,610	3,927,998	3,804,773
<b>TOTAL</b>	3,567,187	3,997,610	3,927,998	3,804,773
<b>UNCLASSIFIED</b>				
Unclassified	11,680,782	11,785,495	14,362,460	15,683,797
<b>TOTAL</b>	11,680,782	11,785,495	14,362,460	15,683,797
<b>STATUTORY CHARGES</b>				
Statutory Charges	7,460,392	7,890,807	8,969,773	9,566,280
<b>TOTAL</b>	7,460,392	7,890,807	8,969,773	9,566,280
<b>WARRANT ARTICLES</b>				
Warrant Articles	20,582	1,746,706	792,110	3,006,750
<b>TOTAL</b>	20,582	1,746,706	792,110	3,006,750
<b>CAPITAL OUTLAY</b>				
Capital Outlay	2,258,951	1,819,620	2,119,645	2,733,200
<b>TOTAL</b>	2,258,951	1,819,620	2,119,645	2,733,200
<b>GRAND TOTAL</b>	84,406,609	88,679,123	93,958,569	100,520,702

# DEPARTMENTAL BUDGET SUMMARY

CATEGORY	EXPENDITURES FISCAL 2013	EXPENDITURES FISCAL 2014	TRANSFER & APPROPRIATION FISCAL 2015	TOWN MANAGER RECOMMENDATION FISCAL 2016
General Government	1,959,017	1,891,869	1,994,452	2,545,077
Public Safety	8,380,177	8,986,702	9,217,575	8,977,187
Public Works	5,800,518	5,988,548	6,367,010	6,435,668
Community Development	723,192	706,472	733,799	753,859
Public Buildings	4,545,402	4,750,220	4,954,705	5,009,440
Human Services	1,846,762	1,874,449	1,946,341	2,002,082
Education	36,163,647	37,240,625	38,572,701	40,002,589
Maturing Debt & Interest	3,567,187	3,997,610	3,927,998	3,804,773
Unclassified	11,680,782	11,785,495	14,362,460	15,683,797
Statutory Charges	7,460,392	7,890,807	8,969,773	9,566,280
Warrant Articles	20,582	1,746,706	792,110	3,006,750
Capital Outlay	2,258,951	1,819,620	2,119,645	2,733,200
GRAND TOTAL	84,406,609	88,679,123	93,958,569	100,520,702