



TOWN OF WILMINGTON FISCAL YEAR 2020 BUDGET MESSAGE

Chairman Kevin Caira
Members of the Board of Selectmen

Chairman John Doherty
Members of the Finance Committee

Dear Members,

The Town's Fiscal Year 2020 proposed annual operating budget is submitted for your consideration in accordance with the Town Manager's Act. This document establishes the spending plan in support of services to be provided to the taxpayers of the Town of Wilmington. Additionally, you will find a copy of the Town's five (5) year Capital Improvement Plan (CIP). This document reflects a multiyear outlook for "big ticket" items in municipal departments and the school department. Expenditures that qualify to be included in the CIP are goods or services valued at \$20,000 or more with a useful life of at least three (3) years.

The total budget recommendation for Fiscal Year 2020 inclusive of General Government, Wilmington Public Schools, Shawsheen Valley Technical High School assessment, Statutory Charges, Insurance, Debt and Interest is \$119,742,842. Once again this year, for the 5th consecutive year, funds are recommended for transfer into several savings accounts. These accounts include the Capital Stabilization Fund, Retirement Stabilization Fund and the Other Post-Employment Benefits Trust Fund. Funds are also proposed to pre-pay the Town's Middlesex County Retirement System liability. The Fiscal Year 2020 budget represents a 4.45% increase over the current Fiscal Year 2019 budget.

There are four (4) broad categories of the budget. The planned changes in each budget category are reflected below:

	FY2019	FY2020	\$\$\$ Change	% Change
Wilmington Schools	\$40,326,533	\$41,939,603	\$1,613,070	4.00%
General Government	\$29,103,193	\$31,028,959	\$1,925,396	6.62%
Shared Costs	\$40,948,691	\$41,808,772	\$ 860,081	2.10%
Shawsheen Tech	\$ 4,265,878	\$ 4,965,878	\$ 700,000	16.41%

There are many factors responsible for budget increases. The FY2020 budget proposes to increase the Wilmington Public Schools budget by 4.0%. Collective bargaining obligations and staffing increases at Wilmington Public Schools constitute the largest proportion of the School Department's increases. Increases in Special Education and out of district placements constitute the largest share of non-salary changes to the school budget.

The major drivers of cost increases in General Government are the recommendations for additional personnel. The new positions consist of four (4) new patrol officers, four (4) new fire privates and one (1) case worker to provide service to the Elderly Services and Veterans Services Department. These positions add \$591,618 to the General Government budgets.

Shared costs are key components of the budget which consist of debt and interest for borrowing, assessments from other agencies known as statutory charges, insurance premiums, costs for the Town's annual audit, the employer contribution for Medicare, articles for Memorial/Veteran's Day and July 4th Celebration and capital outlays. Increases to many of the shared cost line items are a result of other budgetary actions such as debt from capital expenditures and salary increases.

Wilmington's assessment from Shawsheen Valley Technical High School is projected to increase by \$700,000 or 16.4% over the current assessment. The increase stems from greater enrollments of Wilmington students at the school and enrollment shifts in other member communities.

After reducing the health insurance budget by over \$600,000 to \$13,000,000 in fiscal year 2019, the budget is being level funded for fiscal year 2020. For the first half of the current fiscal year medical claim costs have continued to run below projections. The Town transitioned the Medicare supplemental coverage plan for retirees to a less expensive plan resulting in lower premiums for both the Town and retirees. The other insurances are increasing \$60,000 to reflect a revaluation of Town facilities and an increase in public safety injury claims.

Wilmington's economy remains strong as reflected by continued increases in property values and steady increases in personal property revenue, suggesting that local businesses are re-investing by replacing equipment that supports their operations. For several years new growth has exceeded projections. New residential construction continues in the Murray Hill area with nine (9) additional building permits and nine (9) occupancy permits issued. Construction continues on Green Meadow Drive off Chestnut Street and the Spruce Farm over 55 development located off Andover Street. Wilmington remains a seller's market for homes. This demand for housing is reflected in home values. The average single family home value increased from \$439,673 in fiscal year 2018 to \$481,922 in fiscal year 2019.

Wilmington residents benefit from their location within the metropolitan Boston region. Unemployment rates held steady in November and December of 2018 at 2.2% which is down from 2.7% in December 2017. With the support of the Board of Selectmen, Finance Committee and annual town meeting participants the Town's largest employer, Analog Devices, has committed to create at least 50 new jobs, retain 1,555 jobs and invest \$142.9 million in their Wilmington headquarters over the next eight years. Analog's commitment will have a ripple effect in the local economy and will provide opportunities for a variety of support services.

REVENUE

The three major sources of revenue for the Town are real estate property taxes, local aid from the Commonwealth and local receipts including motor vehicle excise tax, building fees and meals tax.

The Town will continue to rely upon property taxes for the vast majority of its revenue. Each year municipalities are permitted to raise property taxes by 2.5% of the prior year's levy limit and add amounts received from "new growth" from new construction and major property improvements. The Annual Town Meeting vote in 2011 approved a debt exclusion for costs associated with the high school. This debt exclusion permits the Town to raise funds in addition to the levy limit to repay the loan associated with the high school. Revenue from these combined sources is expected to be \$86,402,504.

Municipalities receive the largest amount of financial assistance from the state in the form of Chapter 70 aid (education aid) and Unrestricted General Government Aid (UGGA) which is for general municipal purposes. Each year the Governor files a proposed budget bill in late January offering his financial plan for providing services to the broad spectrum of residents throughout the Commonwealth. His FY2020 \$42.7 billion budget plan reflects a 1.5% increase over the fiscal year 2019 budget. Governor Baker's budget proposes a multiyear change in the funding formula for education aid and an additional \$200 million in Chapter 70 aid. The Governor's proposal would translate into increased aid to the Town by \$20 per student or approximately \$65,000. The Town is estimating a slightly higher increase of \$25 per student or \$11,452,960. Unrestricted General Government Aid is proposed to increase by 2.7% which the Town estimates to be an additional \$69,419 bringing the total amount from this source to \$2,640,489. The House and Senate will each develop their own proposed budgets leading to a consensus budget approved by the two branches and presented to the Governor most likely several weeks after the Annual Town Meeting.

Local receipts are projected to total \$9,254,000 which represents a 1.1% increase over the current fiscal year. Most local receipt accounts are projected to stay at their current projected levels. An increase of \$85,000 is projected in motor vehicle excise to \$4,835,000. Revenue from the meals tax is projected to increase by \$10,000 to \$400,000 for the year.

LONG RANGE GOALS:

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

Wilmington's future rests with its young people. The community has demonstrated a strong commitment over the years to investing in the generations that will follow, through the appropriation of funds to support the Wilmington Public Schools and the Shawsheen Valley Technical High School. Beyond the annual operating budgets supported by Annual Town Meeting participants, voters approved significant borrowing to finance the Middle School which was completed in 2000 and Wilmington High School which was completed in 2015.

Education remains a high priority. The fiscal year 2020 budget proposal provides for a 4.0% increase in funding for Wilmington Public Schools resulting in a total operating budget of \$41,939,603. The increase stems from wage increases of \$1,131,400, costs associated with special education programs in the amount of \$387,868, professional development and transportation.

The use of technology continues to play a significant educational role in our schools. Capital expenditures in the amount of \$605,000 are recommended in the upcoming year's budget to help ensure Wilmington's students can develop essential skills for the 21st century.

School capital items proposed for purchase in this budget cycle include Chromebook carts in the amount of \$20,000 which is part of a multiyear effort to provide updated equipment for MCAS testing. The 18 year old Middle School requires an update to its Wi-Fi infrastructure at a cost of \$100,000. As use of technology continues to expand, maintaining connectivity is key. The replacement of projectors and interactive whiteboards is proposed at a cost of \$180,000, as the existing projectors will be ten (10) years old in fiscal year 2020 and do not have the level of resolution as compared with current projectors. Continued upgrade to the school system's data center is recommended in the amount of \$100,000. In the current fiscal year \$50,000 was approved at Annual Town Meeting for the data center. The existing infrastructure consists of multiple hosts and servers working independently within the district. Continued replacement of the existing infrastructure will provide for automatic data balancing, greater reliability and data protection while providing capacity for data and computing growth. Plans calls for spending \$100,000 to replace laptop and desktop computers in the North and West Intermediate Schools. The existing computers are used regularly during the academic year and are five (5) years old. The remaining capital projects call for beginning the replacement of the public address system control boxes and amplifiers at the early childhood, elementary and intermediate schools for \$30,000 and replacement of eighty desktops and monitors in labs at the Middle School for \$75,000

Under the leadership of Dr. Glenn Brand, Superintendent of Schools and Assistant Superintendent of Administration and Finance Paul Ruggiero the Town continues to enjoy a collaborative working relationship. Dr. Brand and Mr. Ruggiero are focused on improving the learning experience and outcomes for students attending Wilmington Public Schools and the department heads and staff on the general government side of the aisle are eager to work cooperatively with them.

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

Discussions will be taking place with key decision makers in the coming months about the use of the Facilities Master Plan as a guide for upgrades, expansion or replacement of several Town buildings over the next decade plus. Decisions about investing significant funds into window replacement, for example, must be based upon the expected future useful life and plans for the buildings.

Funds are earmarked for replacement of the heating system at the Wilmington Memorial Library. The existing heating system is original to the building which was constructed in 1969. A new high efficiency dual fired furnace is expected to cost \$185,000. The system will initially operate on heating oil as is the case with the current system. Talks have been ongoing with National Grid to extend a gas line along Middlesex Avenue in front of the library. Once access is available to natural gas the library will be switched over.

The Public Buildings Department will continue with efforts to improve the quality of both interior and exterior lighting at the schools, while at the same time reducing electricity costs through replacement of existing fluorescent, incandescent and HID bulbs with high efficiency LED fixtures at the West Intermediate School. Lighting replacement is estimated to cost \$100,000.

While consideration has been given to purchasing smaller, more energy efficient vehicles for use by administrative personnel who are frequently on the road conducting inspections, performing home visits or conducting field work, the low annual mileage tallied by personnel using these vehicles does not justify expending funds in that manner at the present time. The plan for now will be to transition former police SUVs to be used by personnel who require daily access to a vehicle.

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

As noted previously investment in replacement of computers, projectors, smartboards and computer infrastructure represents nearly the entire capital expenditure proposed by the School Department. While education still depends upon dedicated, knowledgeable teachers and educational assistants to establish a safe, positive and productive learning environment, technology remains a crucial tool.

In the fiscal year 2019 budget \$941,800 was appropriated for transition of the Town's financial software from SoftRight to Tyler Technology. With uncertainty over SoftRight's future, the Town will be transitioning its payroll, tax collection, treasury and accounting functions to the new software. The transition began in July of 2018 with a review and development of the Town's chart of accounts. Establishment of the chart of accounts is the basis upon which much of the software applications rest. With the departure of several individuals who were key to executing the move to Tyler, the transition has been placed on temporary hold pending the replacement of personnel. Resumption of the transition is expected in June/July of 2019.

Technology is utilized in various forms in all of our town departments. Central Dispatch is a critical component of emergency police and fire response. The existing communications infrastructure was installed with the construction of the Public Safety Building which was completed in 2001. This year's capital budget calls for replacing the fire station alerting system and radio box fire alarm receiver system at a cost of \$175,000. Businesses throughout Wilmington maintain radio boxes which serve as "first alert" systems in the event of fire. A signal is transmitted to the receiver system located in central

dispatch to alert personnel of an emergency at a specific location. Dispatchers rely upon the fire station alert system to transmit tones communicating to fire personnel the nature of the emergency. The system controls lighting and opening and closing of doors in the apparatus bays. The age of the existing technology makes repairs to the systems challenging. The new alerting system and fire alarm receiver system will greatly improve reliability and add redundancy.

This budget continues the Town's annual effort to replace approximately 30 desktops per year which is expected to cost \$43,000. That sum will also pay for the replacement of 3 laptops and a self-checkout computer for the library. Given the total number of computers in use by personnel throughout Town offices, this schedule ensures that no computers will be more than five (5) years old. Funds are budgeted in the amount of \$15,000 to purchase 20 network switches at locations throughout Town offices. These switches are a vital link that permit data to be transferred throughout the computer network.

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.

While the immediacy of operating expenses can tend to draw the most attention during budget review, maintaining a longer term view is critical to the Town's ability to provide services and maintain strong financial health. The fiscal 2020 through 2024 Capital Improvement Plan seeks to identify foreseeable major investments in vehicle stock, infrastructure, facilities and technology that will have a useful life extending at least several years into the future. Placing these projects on the proverbial "radar screen" enables the Town to determine the best financing approach to avoid major spikes in borrowing costs and excessive strain on the levy limit.

The Facilities Master Plan can be a valuable tool which will allow for discussions about addressing significant facility needs. The Town has done a masterful job of reusing its buildings. The Daniel T. Buzzell School, built in 1935, became the home of the current Buzzell Senior Center in the mid-1980s. The Roman House, constructed in 1900 and formally a 17 acre estate has served admirably as the administrative offices for the Superintendent of Schools. The Glen Road School constructed in 1958 was established as the temporary Town Hall in the mid-1980s. The Public Buildings headquarters was formerly the fire station constructed in 1954. The Town's two early childhood centers and two elementary schools are each nearly 50 years old or older.

Discussions will need to take place with the Board of Selectmen, School Committee, Finance Committee, Facilities Master Plan Committee and residents at large about addressing these aging buildings. The Public Buildings Department has performed a stellar job to maintain these buildings in their current condition however, routine cleaning and maintenance can only go so far. As the buildings continue to age significant upgrades are needed. The Wildwood Street School, the Woburn Street School, Town Hall and Boutwell School all have single pane windows with little insulation value and should be replaced. Reaching agreement upon a plan to address these buildings will then enable decisions to be made about whether to replace windows and roofs.

Capital improvements for fiscal year 2020 total \$5,082,000 and breakdown as follows:

Cost	Funding Source
Chapter 90	\$ 850,000
Tax Levy	\$1,850,000
Free Cash	\$ 751,000
MWRA Grant/Loan	\$ 856,000
Water	\$ 775,000

This budget proposes \$250,000 to continue its annual program of replacing frontline police cruisers. The existing police vehicles will be circulated to detectives, Student Resource Officers and other personnel within the Police Department.

Public Works is seeking \$180,000 to replace a nineteen year old bucket truck with a new bucket truck with a 75 foot extension arm. Two 3/4 ton pick-up trucks with plows are scheduled for replacement for a total cost of \$80,000. A one ton heavy duty dump truck will replace a 2003 Ford F350 dump truck with a blown motor for \$72,000. Plans call for replacement of the 10,000 gallon underground gasoline and diesel storage tanks at the Public Works garage. The storage tanks were installed in 1986 and while no problems with the tanks have been detected they are approaching the end of their useful life. As part of a multiphase project to complete a sidewalk connection between Glen Road and Middlesex Avenue via Lawrence Street and Shady Lane Drive, \$84,000 is proposed to continue the sidewalk project.

Replacement of 2,300 linear feet of bituminous curbing with granite curbing along Middlesex Avenue between Federal Street and First Avenue will be completed at a cost of \$100,000. Phase I of repaving the Woburn Street School parking lot will be completed in fiscal year 2020 at a cost of \$155,000. The second and final phase of the repaving project is planned for fiscal year 2021. Maintaining the integrity of the Town's sewer system is critical for the environment and for functioning infrastructure. Through a grant and zero interest loan from the Massachusetts Water Resources Authority (MWRA), the Public Works Department will contract for the removal of infiltration and inflow in the sewer lines. The total amount of the grant and loan will be \$856,000.

The Town's water infrastructure will remain a focus with \$225,000 slated for the inspection, rehabilitation and upgrade of the Ballardvale Water Storage Tank. Work to the tank, which was constructed in the 1980's, includes restoration of the tank's exterior shell and potentially the addition of an internal mixing device. In-house replacement of undersized water mains and removal of dead-end mains where possible will cost \$100,000. Purchase of a heavy duty 10-wheel dump truck with plow for \$185,000 will replace a 2005 dump truck which has excessive corrosion and has limited use due to mechanical issues. The Salem Street wellfield has experienced a decline in water yield over recent years. A hydrogeological study of the wellfield, expected to cost \$90,000, will assess the available safe options, if any, for increasing water production from this source. Funding in the amount of \$75,000 will be expended for cleaning the raw water main that transports untreated water to the Town's water treatment plants.

A complete listing of capital projects can be found on pages 74 and 75 and in the CIP.

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

As noted in my 2018 budget presentation, the Town obtained two Community Compact grants for the purpose of reviewing the Town's financial systems. During fiscal years 2018 and the first half of 2019 representatives from the Edward J. Collins Jr. Center for Public Management at the University of Massachusetts Boston completed an evaluation of the Town's financial management structure, revenue and expenditure projection models and financial management policies. The results of their efforts has led to recommendations in all three areas designed to improve the effectiveness of the Town's efforts to maintain its strong financial position.

During a November 13, 2018 presentation to the Board of Selectmen, representatives from the Collins Center proposed the transition of the Town Accountant's position to a Finance Director overseeing accounting, treasury and collections and assessing. This change would establish a point person for the overall development of financial planning and operations. This change in reporting structure will enhance the coordination of efforts amongst the three departments. The director will focus more attention on financial forecasting and understanding long term commitments to develop strategies to ensure that financial obligations do not outpace the ability to pay.

While the Town Accountant has consistently engaged in assessing revenue and expenditure trends beyond the current fiscal year, the Town has been presented with a more formalized five (5) year model for projecting expenditures and revenues. This tool will enhance the Town's ability to evaluate the impacts of decisions surrounding collective bargaining agreements and other operational commitments while also enabling the Town to develop a realistic plan to addressing facilities, infrastructure and other capital outlay obligations.

The Town's current financial policies address banking and investments, reconciliations, theft and fraud and debt management. These policies will be reviewed against the recommendations provided by the Collins Center aimed at further strengthening existing policies.

As noted previously, the Town has several aging facilities that will need to be addressed in the coming years. In recognition of the need to systematically address these buildings, the Town continues a methodical approach to annually earmarking money into its capital stabilization account. Within the past four years over \$10 million has been added to this account. Again, in fiscal year 2020 \$4 million is proposed for transfer to this account. These funds will be available to reduce borrowing costs for major renovation or replacement of facilities or investment in other capital projects. The Facilities Master Plan report, which was completed in early 2018, estimated nearly \$100 million for potential expansion and renovation of the North and West Intermediate Schools and the Shawsheen Street and Woburn Street Schools.

The Town's pension liability is the difference between the total amount due to retirees and the amount of money on hand to make those payments. In 2018 the Middlesex County Retirement System completed an actuarial review of the pension liability for each of its member communities. As of January 1, 2018 Wilmington's pension liability was \$84,993,500. According to state law, municipalities must "retire" this liability by a 2040. Middlesex County Retirement System has a goal of fully funding the liability by 2035. Efforts to address the Town's liability have included two steps. First, funds have been transferred to a Retirement Stabilization fund. Once again, \$500,000 is proposed for transfer to

this account. Due to a combination of downward adjustments in expected return on investments by the retirement system and other factors, retirement benefit assessments are likely to increase significantly in future years. For the fiscal year 2020 Wilmington's assessment will increase \$545,136. Funds from this account can be used to offset some of the impact of dramatic increases in the assessment. Second, efforts continue to accelerate the pay down of this liability. This budget calls for a \$1,000,000 advance payment towards the Town's pension liability.

Finally, Other Post-Employment Benefits (OPEB) continues to draw the attention of rating agencies. This liability accounts for the cost of benefits, primarily health insurance, that are provided to retirees by their municipal employers. After three successive actuarial audits that reported declines in the Town's OPEB liability, the liability increased as of June 30, 2018 from \$104,812,462 to \$112,695,125. As the General Accounting Standards Board (GASB) increases the reporting requirements for OPEB and with an increasing employee population this liability will likely increase. While municipalities must be mindful of the full financial impact of hiring, they should not be held hostage to meeting service requirements by fears of OPEB liability.

The Town continues to commit funds to its OPEB Trust account far in excess of its OPEB policy commitment of earmarking at least the amount received in meals tax revenue. Once again in fiscal year 2020 this budget proposes directing \$1,000,000 towards meeting that obligation. Demonstrating a sustained meaningful commitment towards addressing this liability should receive positive consideration by rating agencies.

PERSONNEL

Staffing increases are always viewed with much reservation. Clearly the largest cost of the annual operating budget is tied to employee salaries and benefits including pensions and OPEB liability. While the demand for services has grown in areas such as Veterans services, online access to bill paying and substance abuse services to name a few, the Town General Government's full-time employee population has increased by 4% since fiscal year 2013 and currently stands at 259. Total staffing including permanent part-time and seasonal employees has grown by 2% during that period from 294 to 300 in the current fiscal year.

Overtime for fire personnel remains an issue of concern. The department operates with four (4) groups each working 24 hour shifts at intervals throughout the week. Each group is comprised of a lieutenant and 8 privates. The department operates two ambulances which account for most of the department's activities. However, beyond medical emergencies the department responds to a variety of other calls including activated fire alarm boxes and fire suppression. In fiscal year 2009 staffing was adjusted to the current level of forty (40). The number of runs reported in calendar 2009 totaled 3,364. This statistic reflects ambulance runs, responses to fire radio boxes and fire responses. For the most current reporting period, calendar year 2018, the Fire Department reported 4,192 runs or an increase of 24.6% over that nine (9) year period. Ambulance runs, exclusive of the other response, for that same period have increased 46.6% from 1,785 reported in calendar year 2009 to 2,617 reported in calendar 2018.

For more than a year the department has consistently been short staffed due to long term work injury, personal injury, retirements or military deployments. Since staffing levels cannot be reduced below

current levels without impacting service, each absence has been filled at the overtime rate. Reducing overtime costs and adjusting the staffing levels to meet the current service demands cannot be completed in one fiscal year. However, adding four (4) fire fighter privates will begin to address these issues. The cost for additional fire personnel is projected to be \$267,628. If these positions are funded, the timeline for these individuals to be capable of filling a shift could be nine (9) months or more due to the requirements of Civil Service, academy training and in-service training. The increased staffing in combination with resolving the absences will begin to reverse the overtime trend.

Another issue that remains to be addressed is span of control. The number of instances in which simultaneous runs occur is increasing. While some of these runs occur during periods when the Fire Chief and Deputy Fire Chief are present, there are many instances during which neither the Chief nor Deputy are on duty. The need for additional command staff to manage multiple emergency responses occurring before the first group has returned to quarters will be a topic for consideration in a future budget.

The Police Department has also experienced a growing demand for services while also being called upon to address an increasing number of mental health and social service related issues. The addition of the Substance Abuse Coordinator is evidence of the Police Department's greater involvement in activities beyond strict law enforcement. Overtime continues to be an issue although to a lesser degree than in the Fire Department. The increased pressures on the overtime budget has led to a recommendation to increase overtime by \$50,000. Similar to the Fire Department, the Police Department is affected when employees are absent for extended periods of time for reasons noted above for fire personnel. The last time positions were added to the Police Department was in fiscal year 2008 when two lieutenant positions were funded, bringing the total complement of officers to the current level of 48.

Due to the varied demands in law enforcement, some positions have been created with more limited duty assignments. Eleven (11) officers are assigned specialized duties including school resource officers (SRO), detectives, drug and narcotics officers, training instructor, community liaison officer and traffic and safety officers. As a consequence of their more focused duties, these individuals are not typically in the "pool" with those who are available for sector patrols.

In light of the increased level of activity and in many instances the increased amount of time required for each call, the plan is to establish a new patrol sector increasing the number in Town to four sectors. During each of the three shifts that operate 24/7, one officer is assigned to patrol one specific area of Town unless called to respond to an incident outside of their sector. Establishment of an additional sector will require a total of eight additional officers. The request for four (4) officers in fiscal year 2020 will cost approximately \$280,100.

Continuing the theme of increased demands on the Town's social service agencies, the Veterans Services and Elderly Services Departments have expressed concern about their ability to meet the demands of their clients for timely service and follow-up. In many instances both departments are responding to the same constituency – seniors who are Veterans. The Veterans Office is currently managing over 400 active cases. Each claim can involve a variety of benefits including state Chapter 115 benefits and federal benefits through the Veteran's Administration (VA). Elderly Services is experiencing increased demands for services. The need for case management services has increased 15% from 2015 to 2018. Requests for fuel assistance have increased 33% between 2015 and 2018. The population of

seniors in Wilmington has increased from 4,045 in 2010 to 5,176 in 2017 which represents a 27.9% increase. This trend will continue and will only increase the demands for service.

A full-time case worker at a cost of \$43,898 is proposed to be shared between the two departments. This individual will split their time between both departments in making home visits to seniors and Veterans, conducting follow-up visits or calls to ensure that residents are obtaining their medications, attending doctor's appointments and identifying other assistance that may be available. The case worker will assist by working with residents to complete documentation to obtain benefits such as fuel assistance, food through the supplemental nutrition assistance program (SNAP), financial assistance and medical coverage. Additionally, the case worker will assist each department in maintaining up to date case files and with any reporting that may be required.

COMMUNITY DEVELOPMENT

On the housing front the Town will continue to focus on addressing the pressing need for affordable housing. Discussions have taken place and will continue to take place with developers about the prospect of creating housing in various forms for individuals seeking to remain, return or come to call Wilmington "home." An inclusionary zoning bylaw will be proposed at the Annual Town Meeting. Such a measure, if adopted, will help to keep pace with ongoing construction of market rate housing but will not make up ground lost to ongoing development of market rate homes. The Town should at least keep the prospect of transferring town owned property to a private developer for creation of affordable housing "on the table" for consideration. Additionally, the Town will communicate with members of the development community to determine whether opportunities exist to work with them on housing creation that has an affordable component.

The establishment of the Economic Development Committee (EDC) will serve as a catalyst towards examining what residents believe is appropriate development and identifying Wilmington's strengths and weaknesses as a location for business creation. Seeking perspectives not only from residents and business owners in Wilmington but also from regional commercial real estate developers will assist the Town with its efforts to strike the right balance in pursuing development that residents generally support.

In the coming fiscal year the Town will review the recommendations of the Route 38 Main Street Corridor Market Study to determine "next steps." The report will likely be a point of discussion with the EDC.

Determining reasonable approaches to address the issue of unaccepted ways will also be on the docket for fiscal year 2020. Unaccepted ways exist in many communities across the state and have existed in Wilmington since its incorporation. Efforts have been made in the past to address unaccepted ways but there are no easy answers. Issues of equity, long term financial cost to the Town and liability amongst others must be considered.

Customarily, unaccepted ways that are brought to Annual Town Meeting for acceptance have been reviewed by the Engineering Division and other departments to confirm that the streets meet an acceptable standard with respect to the quality of the road construction, drainage and road width to accommodate emergency vehicles. The Town has invested significant funds to improve conditions on

accepted ways through improved drainage and establishment of retention areas to appropriately address road runoff. One recent example is the multi-phased project on Cunningham Street which removed collection points for significant standing water following rain events. More work on accepted ways needs to occur. Once Town Meeting votes to take ownership of unaccepted ways the Town accepts the streets "as is." All cost for upgrades and repairs and legal liability associated with those streets will rest with the Town.

CONCLUSION

As evidenced by the ongoing construction of new homes and strong housing sales over the past year, Wilmington remains a highly desirable place to live and raise a family. The increase in housing and retail/commercial activity that Wilmington has experienced since the turn of the century creates opportunities and challenges. New residents have been welcomed and embraced into the community and local non-profit organizations like the Wilmington Community Fund and We're One Wilmington have provided increased opportunities for civic engagement while extending support to those in need. The arrival of Osram Sylvania and the development of retail business along Ballardvale Street and Analog Devices' commitment to establish Wilmington as their corporate headquarters have created employment opportunities and shopping choices right here in Wilmington. This growth also challenges the Town's ability to continue to provide quality services that the residential and business community expect. Pressures and problems experienced by other communities in eastern Massachusetts and the greater region do not stop at our borders.

Some of these pressures manifest themselves in calls for emergency services that may increase in frequency, be more complex and require more time to resolve. An aging population and the interrelationship of mental health disease and substance abuse continues to impact the school system, police and fire services and the Town's social service agencies. This budget recognizes those stresses on the system and seeks to direct additional resources to enable the Town to meet these demands for service.

The work of those who serve in local government is not easy. For every challenge that is overcome there is another to take its place. In the words of John Quincy Adams "patience and perseverance have a magical effect before which difficulties disappear and obstacles vanish." I fully believe that my colleagues with whom I have the privilege to work will continue to exercise that patience and perseverance and I wish to extend a sincere "thank you" to each town and school employee and volunteer board and committee member who endeavors each day to make your best effort to serve the Town of Wilmington.

The presentation of the Town's annual budget and Capital Improvement Plan provides an opportunity for the Board of Selectmen, the Finance Committee and the community at large to assess where we are in terms of meeting community needs. The recommended expenditures in this document set a course for addressing those needs.

The Finance Committee begins their review of this budget document tomorrow evening and will continue that process for the balance of February concluding their departmental meetings in early March. I look forward to working with the Board of Selectmen and the Finance Committee to complete

the review of this budget, which will be presented to Annual Town Meeting for their careful consideration on Saturday, May 4, 2019.

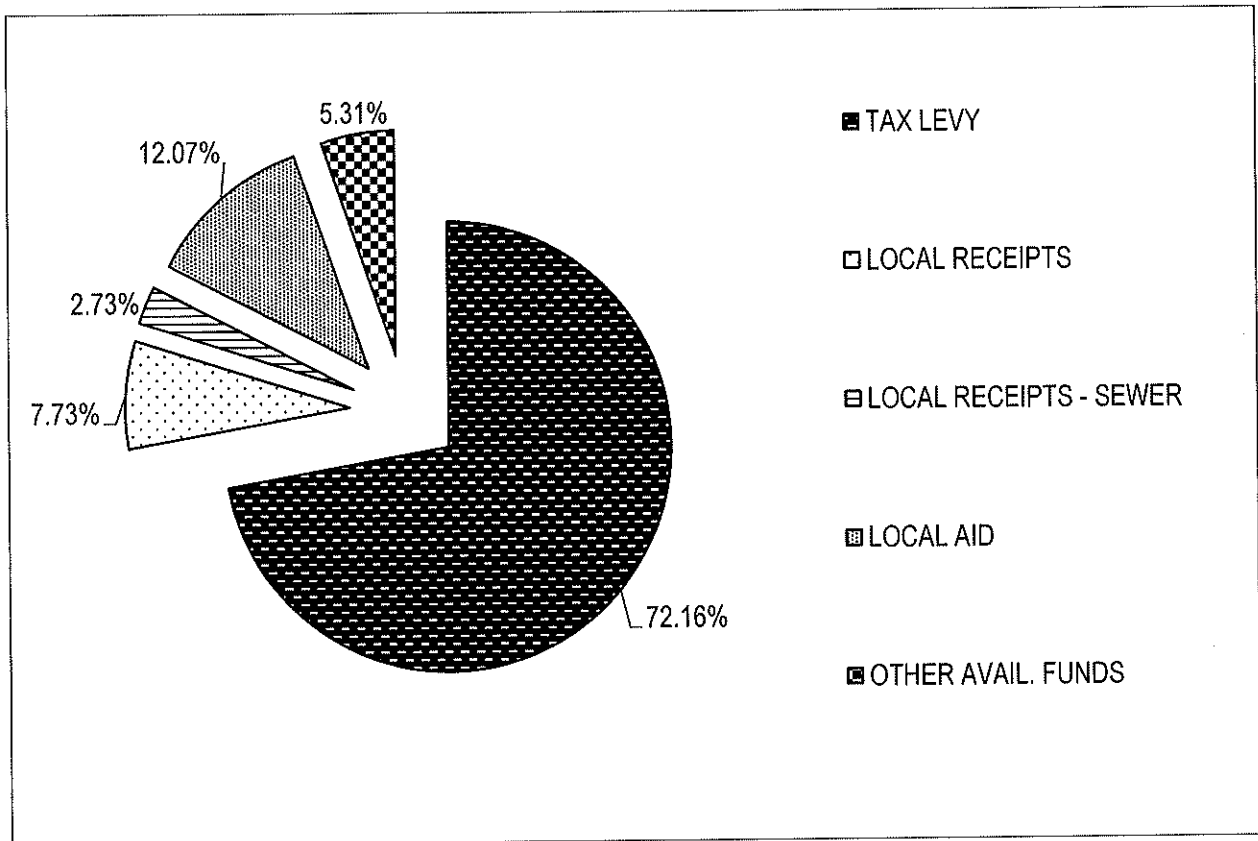
Respectfully Submitted

Jeffrey M. Hull
Town Manager

AVAILABLE FUNDS

	ACTUAL FY 2017	ACTUAL FY 2018	ESTIMATE FY 2019	REVISED ESTIMATE FY 2019	ESTIMATE FY 2020
TAX LEVY	75,927,459	79,352,140	82,689,308	83,386,447	86,402,504
LOCAL RECEIPTS	9,263,744	9,575,936	8,572,000	9,154,000	9,254,000
LOCAL RECEIPTS - SEWER	2,656,917	3,525,560	3,226,307	3,107,612	3,270,033
LOCAL AID	14,004,021	14,119,546	14,254,109	14,355,960	14,457,157
FREE CASH	3,500,000	3,000,000	4,200,000	4,941,800	4,751,000
WATER DEPT. - AVAIL. FUNDS	1,311,181	1,360,246	1,419,005	1,419,005	1,568,148
SALE OF CEMETERY LOTS	20,000	20,000	20,000	20,000	20,000
INT. CEMETERY TRUST FUND	20,000	20,000	20,000	20,000	20,000
CAPITAL STABILIZATION FUND	0	0	0	0	0
PROVISION FOR ABATES SURPLUS	0	0	0	0	0
CAPITAL PROJECT CLOSEOUTS	0	0	0	0	0
	<u>106,703,322</u>	<u>110,973,428</u>	<u>114,400,729</u>	<u>116,404,824</u>	<u>119,742,842</u>

FY 2020 BUDGET



TAX LEVY	86,402,504	72.16%
LOCAL RECEIPTS	9,254,000	7.73%
LOCAL RECEIPTS - SEWER	3,270,033	2.73%
LOCAL AID	14,457,157	12.07%
OTHER AVAIL. FUNDS	6,359,148	5.31%
TOTAL	119,742,842	100.00%

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

	ACTUAL FY2018	REVISED ESTIMATE FY2019	ESTIMATE FY2020	DIFF. \$ FY19/FY20	DIFF. % FY19/FY20	DIFF. \$ FY18/FY20	DIFF. % FY18/FY20
TAX LEVY	79,352,140	83,386,447	86,402,504	3,016,057	3.62%	7,050,364	8.88%
LOCAL RECEIPTS	9,575,936	9,154,000	9,254,000	100,000	1.09%	(321,936)	-3.36%
LOCAL RECEIPTS - SEWER	3,525,560	3,107,612	3,270,033	162,421	5.23%	(255,527)	-7.25%
LOCAL AID	14,119,546	14,355,960	14,457,157	101,197	0.70%	337,611	2.39%
FREE CASH	3,000,000	4,941,800	4,751,000	(190,800)	-3.86%	1,751,000	58.37%
WATER DEPT. - AVAIL. FUNDS	1,360,246	1,419,005	1,568,148	149,143	10.51%	207,902	15.28%
SALE OF CEMETERY LOTS	20,000	20,000	20,000	0	0.00%	0	0.00%
INT. CEMETERY TRUST FUND	20,000	20,000	20,000	0	0.00%	0	0.00%
CAPITAL STABILIZATION FUND	0	0	0	0	0.00%	0	0.00%
PROVISION FOR ABATES SURPLUS	0	0	0	0	0.00%	0	0.00%
CAPITAL PROJECT CLOSEOUTS	0	0	0	0	0.00%	0	0.00%
	<u>110,973,428</u>	<u>116,404,824</u>	<u>119,742,842</u>	<u>3,338,018</u>	<u>2.87%</u>	<u>8,769,414</u>	<u>7.90%</u>

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

	ACTUAL FY 2018	PERCENT FY 2018	REVISED ESTIMATE FY 2019	PERCENT FY 2019	ESTIMATE FY 2020	PERCENT FY 2020
TAX LEVY	79,352,140	71.51%	83,386,447	71.63%	86,402,504	72.16%
LOCAL RECEIPTS	9,575,936	8.63%	9,154,000	7.86%	9,254,000	7.73%
LOCAL RECEIPTS - SEWER	3,525,560	3.18%	3,107,612	2.67%	3,270,033	2.73%
LOCAL AID	14,119,546	12.72%	14,355,960	12.33%	14,457,157	12.07%
FREE CASH	3,000,000	2.70%	4,941,800	4.25%	4,751,000	3.97%
WATER DEPT. - AVAIL. FUNDS	1,360,246	1.23%	1,419,005	1.22%	1,568,148	1.31%
SALE OF CEMETERY LOTS	20,000	0.02%	20,000	0.02%	20,000	0.02%
INT. CEMETERY TRUST FUND	20,000	0.02%	20,000	0.02%	20,000	0.02%
CAPITAL STABILIZATION FUND	0	0.00%	0	0.00%	0	0.00%
PROVISION FOR ABATES SURPLUS	0	0.00%	0	0.00%	0	0.00%
CAPITAL PROJECT CLOSEOUTS	<u>0</u>	<u>0.00%</u>	<u>0</u>	<u>0.00%</u>	<u>0</u>	<u>0.00%</u>
	110,973,428	100.00%	116,404,824	100.00%	119,742,842	100.00%

**TAX LEVY COMPARISON
FY 2017 - FY 2020**

LEVY LIMIT CALCULATION

	ACTUAL FY 2017	ACTUAL FY 2018	ESTIMATE FY 2019	ACTUAL FY 2019	ESTIMATE FY 2020
Base	69,555,446	73,267,482	76,668,444	76,668,444	80,382,294
2.5% Increase	1,738,886	1,831,687	1,916,711	1,916,711	2,009,557
New Growth	<u>1,973,150</u>	<u>1,569,275</u>	<u>1,100,000</u>	<u>1,797,139</u>	<u>1,100,000</u>
Levy - Net of Debt Exclusion	73,267,482	76,668,444	79,685,155	80,382,294	83,491,851
 Debt Exclusion (See Below)	 <u>3,168,903</u>	 <u>3,097,903</u>	 <u>3,004,153</u>	 <u>3,004,153</u>	 <u>2,910,653</u>
Levy Limit *	76,436,385	79,766,347	82,689,308	83,386,447	86,402,504

* Levy limit based on tax levy calculation

DEBT EXCLUSION CALCULATION

Wilmington High School Debt	3,276,400	3,205,401	3,111,650	3,111,650	3,018,150
Premium	<u>107,497</u>	<u>107,498</u>	<u>107,497</u>	<u>107,497</u>	<u>107,497</u>
Total	3,168,903	3,097,903	3,004,153	3,004,153	2,910,653

**FISCAL YEAR 2019
COMMUNITY TAX RATE COMPARISONS**

	<u>Residential</u>	Commercial- Industrial <u>Personal Property</u>
Andover	\$15.27	\$27.51
Bedford	\$12.96	\$28.42
Billerica	\$13.48	\$31.41
Burlington	\$10.48	\$27.22
Chelmsford	\$16.35	\$22.21
No. Reading	\$15.58	\$15.58
Reading	\$14.23	\$14.48
Tewksbury	\$15.84	\$27.63
Wilmington	\$13.75	\$30.94

	<u>Taxes on Houses at Average Single Fam Assessed Values</u>		<u>Sample Taxes on Wilmington Homes</u>	
Andover	653,104	\$9,972.90	\$250,000	\$3,437.50
Bedford	728,549	\$9,442.00	\$300,000	\$4,125.00
Billerica	395,216	\$5,327.51	\$350,000	\$4,812.50
Burlington	502,545	\$5,266.67	\$400,000	\$5,500.00
Chelmsford	428,333	\$7,003.24	\$450,000	\$6,187.50
No. Reading	578,307	\$9,010.02		
Reading	594,568	\$8,460.70		
Tewksbury	404,963	\$6,414.61		
Wilmington	481,922	\$6,626.43		

VALUATION BY TAX CLASSIFICATION

<u>CLASS</u>	<u>FY 2018 VALUE</u>		<u>FY 2019 VALUE</u>	
Residential	\$3,313,078,479	77.0704%	\$3,638,736,979	77.1511%
Commercial	\$163,181,317	3.7960%	\$176,582,426	3.7440%
Industrial	704,108,011	16.3793%	766,731,881	16.2568%
Personal Property	118,399,130	2.7543%	134,324,400	2.8481%
TOTAL	\$4,298,766,937	100%	\$4,716,375,686	100%

FISCAL 2019 TAX LEVY

\$83,386,447.00

LEVY AMOUNTS BORNE BY TAX CLASSIFICATION

<u>CLASS</u>	<u>FY 2018 AMOUNT</u>		<u>FY 2019 VALUE</u>	
Residential	47,741,038.54	59.8733%	50,036,871.00	60.0144%
Commercial	5,296,922.81	} 40.1268%	5,462,715.26	} 39.9856%
Industrial	22,855,627.90		23,719,623.26	
Personal Property	3,843,318.98		4,155,565.54	
TOTAL	79,736,908.23	100.00%	83,374,775.06	100.00%

LOCAL RECEIPTS

	ACTUAL FISCAL 2017	ACTUAL FISCAL 2018	ESTIMATE FISCAL 2019	REVISED ESTIMATE FISCAL 2019	ESTIMATE FISCAL 2020
MOTOR VEHICLE EXCISE	4,309,263	4,652,572	4,400,000	4,750,000	4,835,000
LOCAL MEALS TAX	371,692	390,353	370,000	390,000	400,000
PEN. & INT. ON TAXES & EXCISE	676,469	537,845	600,000	550,000	550,000
PAYMENTS IN LIEU OF TAXES	787,580	822,000	780,000	835,000	835,000
CHARGES FOR SERVICES-AMBULANCE	762,335	678,111	750,000	675,000	675,000
FEES	58,539	99,853	60,000	60,000	60,000
DEPT REVENUE-LIBRARY	9,208	8,810	10,000	9,000	9,000
DEPT REVENUE-CEMETERY	136,701	138,361	85,000	100,000	100,000
DEPT REVENUE-DPW RECYCLING	23,830	19,470	20,000	20,000	20,000
LICENSES & PERMITS-SELECTMEN	34,306	37,451	39,000	35,000	35,000
LICENSES & PERMITS-BLDG. INSP.	372,828	526,688	450,000	450,000	450,000
LICENSES & PERMITS-HEALTH	49,560	70,345	55,000	55,000	60,000
LICENSES & PERMITS-OTHER	250,484	287,855	270,000	270,000	270,000
POLICE FINES & FORFEITS	91,646	94,703	90,000	90,000	90,000
INVESTMENT INCOME	378,663	589,221	250,000	500,000	500,000
MEDICAID REIMBURSEMENTS	198,643	174,866	150,000	150,000	150,000
RENTALS	126,754	133,934	120,000	120,000	120,000
MISC-TREASURER	26,311	2,929	5,000	5,000	5,000
MISC-TOWN CLERK	39,148	46,028	30,000	30,000	30,000
MISC-OTHER	241,997	170,349	38,000	60,000	60,000
MEDICARE RETIREE DRUG SUBSIDY	317,787	94,192	0	0	0
TOTAL LOCAL RECEIPTS ¹	9,263,744	9,575,936	8,572,000	9,154,000	9,254,000
CHARGES FOR SERVICES-SEWER	2,656,917	3,525,560	3,226,307	3,107,612	3,270,033
GRAND TOTAL LOCAL RECEIPTS	11,920,661	13,101,496	11,798,307	12,261,612	12,524,033

LOCAL AID

	ACTUAL FISCAL 2017	ACTUAL FISCAL 2018	ESTIMATE FISCAL 2019	REVISED ESTIMATE FISCAL 2019	ESTIMATE FISCAL 2020
Education:					
Chapter 70	11,167,160	11,270,330	11,320,330	11,371,910	11,452,960
Charter Tuition Reimbursement	4,506	15,525	39,000	28,855	4,914
Subtotal, All Education Items	11,171,666	11,285,855	11,359,330	11,400,765	11,457,874
General Government:					
Unrestricted General Government Aid	2,390,882	2,484,126	2,534,126	2,571,070	2,640,489
Veterans' Benefits	329,108	168,711	205,000	204,815	174,840
Exemptions: Vets, Blind, Surviving Spouses & Elderly	87,300	154,870	130,000	152,862	157,241
Offset Receipts:					
Public Libraries	25,065	25,984	25,653	26,448	26,713
Subtotal, All General Government	2,832,355	2,833,691	2,894,779	2,955,195	2,999,283
Total Estimated Receipts	14,004,021	14,119,546	14,254,109	14,355,960	14,457,157

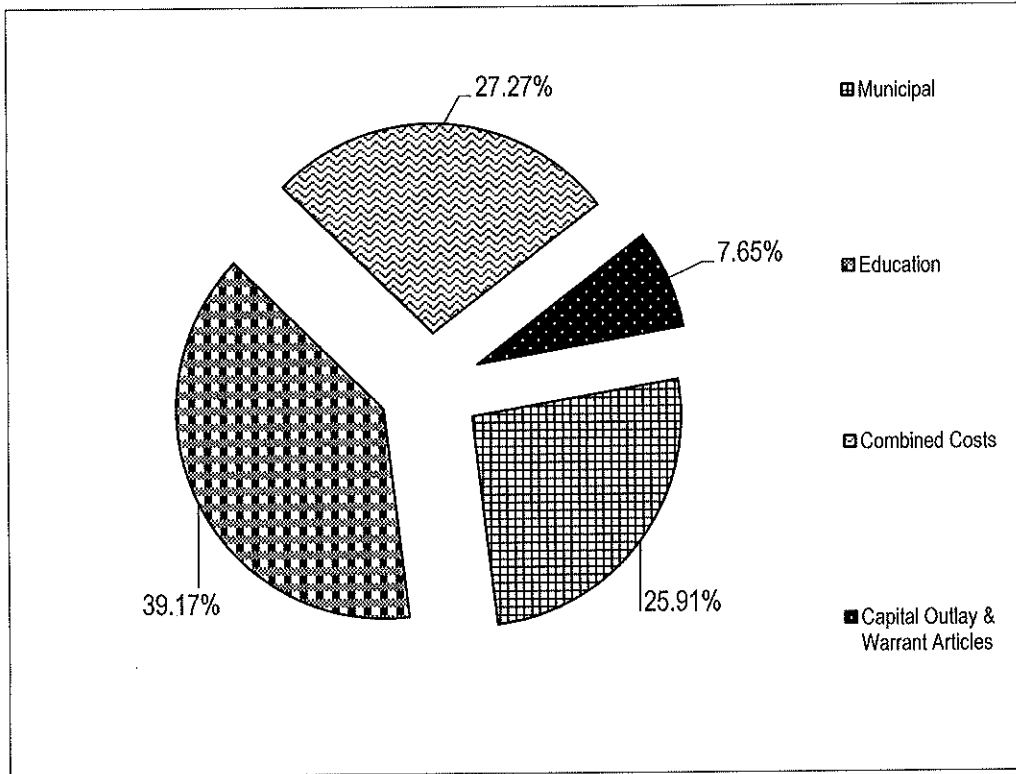
**WATER DEPARTMENT
TRANSFERS TO GENERAL FUND**

	FY 2017	FY 2018	FY 2019	FY 2020
DEBT PRINCIPAL FIXED	80,000	80,000	188,700	191,100
DEBT INTEREST FIXED	41,720	38,120	61,495	57,120
MISCELLANEOUS DEBT	<u>2,000</u>	<u>2,000</u>	<u>5,000</u>	<u>82,000</u>
TOTAL DEBT	123,720	120,120	255,195	330,220
 HEALTH & LIFE INSURANCE	 264,202	 306,711	 287,500	 299,000
RETIREMENT CONTRIBUTION	329,248	320,756	259,441	281,083
WORKER'S COMPENSATION	52,157	50,000	54,687	58,097
MEDICARE	33,008	35,186	13,710	11,963
MISC. MUNICIPAL SUPPORT	451,609	472,593	498,472	527,858
INSURANCE	<u>57,237</u>	<u>54,880</u>	<u>50,000</u>	<u>59,927</u>
TOTAL OTHER COSTS	<u>1,187,461</u>	<u>1,240,126</u>	<u>1,163,810</u>	<u>1,237,928</u>
TOTAL TRANSFERS	1,311,181	1,360,246	1,419,005	1,568,148

BUDGET SUMMARY

CATEGORY	EXPENDITURES FISCAL 2018	TRANSFER & APPROPRIATION FISCAL 2019	TOWN MANAGER RECOMMENDATION FISCAL 2020	DIFFERENCE \$ APPROPRIATION FY19/FY20	DIFFERENCE % APPROPRIATION FY19/FY20
MUNICIPAL:					
General Government	2,529,045	2,830,042	2,962,701	132,659	4.69%
Public Safety	10,243,995	10,601,630	11,674,631	1,073,001	10.12%
Public Works	6,585,103	6,879,379	7,046,425	167,046	2.43%
Community Development	743,058	783,005	804,804	21,799	2.78%
Public Buildings	4,746,430	5,158,814	5,265,967	107,153	2.08%
Human Services	1,922,560	2,138,323	2,193,466	55,143	2.58%
Unclassified - Municipal	198,871	712,000	1,080,595	368,595	51.77%
MUNICIPAL TOTAL	<u>26,969,062</u>	<u>29,103,193</u>	<u>31,028,589</u>	<u>1,925,396</u>	<u>6.62%</u>
EDUCATION:					
Wilmington School	38,910,092	40,326,533	41,939,603	1,613,070	4.00%
Shawsheen Tech	<u>4,028,625</u>	<u>4,265,878</u>	<u>4,965,878</u>	<u>700,000</u>	<u>16.41%</u>
	42,938,717	44,592,411	46,905,481	2,313,070	5.19%
COMBINED COSTS:					
Maturing Debt & Interest	3,800,315	4,294,665	4,254,915	(39,750)	-0.93%
Unclassified - Insurance	11,916,868	13,854,000	13,914,000	60,000	0.43%
Unclassified - Misc.	894,546	1,025,500	2,236,500	1,211,000	118.09%
Sewer	169,794	183,217	189,267	6,050	3.30%
Statutory Charges	9,781,113	11,399,409	12,053,590	654,181	5.74%
Warrant Articles	530,766	6,557,500	6,559,500	2,000	0.03%
Capital Outlay	<u>2,275,944</u>	<u>3,634,400</u>	<u>2,601,000</u>	<u>(1,033,400)</u>	<u>-28.43%</u>
	<u>29,369,346</u>	<u>40,948,691</u>	<u>41,808,772</u>	<u>860,081</u>	<u>2.10%</u>
GRAND TOTAL	99,277,125	114,644,295	119,742,842	5,098,547	4.45%

FY 2020 BUDGET



Municipal	31,028,589	25.91%
Education	46,905,481	39.17%
Combined Costs	32,648,272	27.27%
Capital Outlay & Warrant Articles	9,160,500	7.65%
TOTAL	119,742,842	100.00%

STAFFING LEVELS - MUNICIPAL GOVERNMENT
FY 2014 - FY 2020

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Town Manager							
Full-time	5	5	5	5	6	6	6
Part-time	1	-	-	-	-	-	-
Town Accountant							
Full-time	5	5	4	4	3	3	3
Part-time	-	-	-	-	-	-	-
Treasurer/Collector							
Full-time	5	5	5	5	5	6	6
Part-time	-	-	-	-	-	-	-
Town Clerk							
Full-time	3	3	3	3	3	3	3
Part-time	-	-	-	-	-	-	-
Assessors							
Full-time	3	3	3	3	3	3	3
Part-time	-	-	-	-	-	-	-
Information Technology							
Full-time	-	-	3	3	3	3	3
Part-time	-	-	-	-	-	-	-
Police							
Full-time	51	51	50	50	50	52	56
Part-time	-	1	1	1	1	-	-
Fire							
Full-time	41	41	41	41	41	41	45
Part-time	1	1	1	1	1	1	1
Public Safety Central Dispatch							
Full-time	12	12	12	12	12	12	12
Part-time/On Call	-	-	2	2	2	2	2
Animal Control							
Full-time	1	1	1	1	1	1	1
Part-time	-	-	-	-	-	-	-
Highway, Cemetery, Tree, Parks & Grounds, Engineering,							
Full-time	33.5	38	38	38	38	39	39
Part-time	2	2	1	3	1	1	1
Seasonal	8	8	8	8	9	8	8
Water Division							
Full-time	15.5	11	11	11	11	11	11
Part-time	-	-	-	-	-	-	-
Seasonal	3	3	3	3	3	3	3

STAFFING LEVELS - MUNICIPAL GOVERNMENT
FY 2014 - FY 2020

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
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	50	50	50	50	50	51	51
Part-time	4	4	3	5	3	3	3
Seasonal	11	11	11	11	12	11	11
Board of Health							
Full-time	2	2	2	2	2	2	2
Part-time	2	2	2	2	2	2	2
Planning & Conservation							
Full-time	5	5	5	5	5	5	5
Part-time	-	-	-	-	-	-	-
Building Inspector/ Zoning Board of							
Full-time	2	2	2	2	2	2	2
Part-time	2	2	2	2	2	2	2
Public Buildings							
Full-time	45	46	46	47	47	47	47
Part-time	-	-	-	-	-	-	-
Seasonal	4	4	4	4	4	4	4
Veterans Services							
Full-time	1	1	2	2	2	2	2.5
Part-time	1	2	-	-	-	-	-
Library							
Full-time	13	13	13	13	13	13	13
Part-time	15	12	12	12	12	12	12
Recreation ⁽¹⁾							
Full-time	2	2	2	2	3	3	3
Part-time	1	1	1	1	-	-	-
Elderly Services							
Full-time	4	4	4	4	4	4	4.5
Part-time	3	3	3	3	2	2	2
Historical Commission							
Full-time	-	-	-	-	-	-	-
Part-time	2	2	2	2	2	2	2
Total							
Full-time	250	251	253	254	255	259	268
Part-time	32	30	29	31	27	26	26
Seasonal	15	15	15	15	16	15	15
Total Staff	297	296	297	300	298	300	309

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

EXPENDITURE DETAIL

DEPARTMENT: Selectmen
FUNCTION: General Government

DEPT: 01
ACTIVITY: Legislative

CLASSIFICATION	EXPENDITURES FISCAL 2017	EXPENDITURES FISCAL 2018	TRANSFER & APPROPRIATION FISCAL 2019	TOWN MANAGER RECOMMENDATION FISCAL 2020
PERSONNEL SERVICES:				
Stipend	5,038	5,139	5,139	5,412
	5,038	5,139	5,139	5,412
CONTRACTUAL SERVICES:				
Misc. Contractual Services	5,963	5,833	6,300	6,300
Printing & Binding	2,300	2,557	3,350	3,350
Advertising & Town Meeting Exp.	839	772	1,100	1,200
	9,102	9,162	10,750	10,850
MATERIALS & SUPPLIES:				
Office Supplies	0	0	0	0
	0	0	0	0
FURNISHINGS & EQUIPMENT:	0	0	0	0
TOTAL	14,140	14,301	15,889	16,262

EXPENDITURE DETAIL

DEPARTMENT: Selectmen
FUNCTION: General Government

DEPT: 11
ACTIVITY: Elections & Town Meeting

CLASSIFICATION	EXPENDITURES FISCAL 2017	EXPENDITURES FISCAL 2018	TRANSFER & APPROPRIATION FISCAL 2019	TOWN MANAGER RECOMMENDATION FISCAL 2020
PERSONNEL SERVICES:				
Part-Time	32,053	13,780	44,387	29,283
	32,053	13,780	44,387	29,283
CONTRACTUAL SERVICES:				
Printing, Adv. & Binding	0	0	100	100
Misc. Contractual Services	4,633	2,500	7,650	8,400
Constable	200	200	200	200
	4,833	2,700	7,950	8,700
MATERIALS & SUPPLIES:				
Office Supplies	0	0	0	0
	0	0	0	0
FURNISHINGS & EQUIPMENT:				
	0	0	0	0
TOTAL	36,886	16,480	52,337	37,983

STATISTICAL DEPARTMENT INFORMATION

DEPT:
CODE:

Elections
11

Description	2014	2015	2016	2017	2018
Town Election	1,122	2,369	2,007	2,657	2,640
Percent of Votes Cast	9%	15%	13%	16%	16%
Special Town Election	-	-	-	-	-
Percent of Votes Cast	-	-	-	-	-
State Primary	2,526	-	790	-	4,568
Percent of Votes Cast	15%	-	4.90%		26.80%
State Election	9,062	-	13,595	-	11,294
Percent of Votes Cast	57.5%	-	81%		66%
Special State Primary	-	-	-	-	-
Percent of Votes Cast	0.0%	-	-	-	-
Special State Election	-	-	-	-	-
Percent of Votes Cast	0.0%	-	-	-	-
Presidential Primary	-	-	7,679	-	-
Percent of Votes Cast	-	-	48.80%		0.00%

EXPENDITURE DETAIL

DEPARTMENT:	Registrars of Voters	DEPT:	12	
FUNCTION:	General Government	ACTIVITY:	Registrations	
CLASSIFICATION	EXPENDITURES FISCAL 2017	EXPENDITURES FISCAL 2018	TRANSFER & APPROPRIATION FISCAL 2019	TOWN MANAGER RECOMMENDATION FISCAL 2020
PERSONNEL SERVICES:				
Stipend	<u>1,875</u>	<u>1,875</u>	<u>1,875</u>	<u>1,875</u>
	1,875	1,875	1,875	1,875
CONTRACTUAL SERVICES:				
Misc. Contractual Services	1,349	1,724	1,900	2,000
Printing, Adv. & Binding	1,179	800	1,600	1,700
Postage (Census Mailing)	<u>4,400</u>	<u>4,217</u>	<u>4,800</u>	<u>5,000</u>
	6,928	6,741	8,300	8,700
MATERIALS & SUPPLIES:				
General Supplies	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
	0	0	0	0
FURNISHINGS & EQUIPMENT:	0	0	0	0
TOTAL	8,803	8,616	10,175	10,575

STATISTICAL DEPARTMENT INFORMATION

DEPT: Board of Registrars
CODE: 12

Description	2014	2015	2016	2017	2018
Population	22,508	22,627	22,722	22,714	22,573
Republicans	1,899	1,921	2,093	2,038	2,055
Democrats	4,027	4,044	4,064	3,909	3,842
America First Party	-	-	2	2	2
Conservative	1	2	5	6	6
Green Party, USA	2	2	3	2	2
Green – Rainbow Party	7	6	4	3	2
Interdependent Third Party	8	7	8	9	16
Libertarians	45	42	41	44	55
MA Independent Party	3	3	2	5	4
Pirate Party	-	-	3	2	2
Pizza Party	-	-	1	1	2
Socialist	-	-	-	1	3
Working Families Party	1	1	-	-	-
Unenrolled	9,711	9,834	10,839	10,798	11,028
American Independent	-	-	-	-	2
United Independent Party	-	60	34	22	5
Total Registered Voters	15,704	15,922	17,099	16,842	17,019

EXPENDITURE DETAIL

DEPARTMENT:	Finance Committee	DEPT:	03	
FUNCTION:	General Government	ACTIVITY:	Advisory	
CLASSIFICATION	EXPENDITURES FISCAL 2017	EXPENDITURES FISCAL 2018	TRANSFER & APPROPRIATION FISCAL 2019	TOWN MANAGER RECOMMENDATION FISCAL 2020
PERSONNEL SERVICES:				
Part Time	602	2,986	2,109	2,100
	602	2,986	2,109	2,100
CONTRACTUAL SERVICES:				
Printing, Adv. & Binding	5,842	6,362	8,000	8,000
Dues	273	280	300	300
Training & Conference	148	198	200	200
	6,263	6,840	8,500	8,500
MATERIALS & SUPPLIES:				
Office Supplies	11	0	50	25
	11	0	50	25
FURNISHINGS & EQUIPMENT:	0	0	0	0
TOTAL	6,876	9,826	10,659	10,625

EXPENDITURE DETAIL

DEPARTMENT:	Town Manager/Central Administration		DEPT:	02
FUNCTION:	General Government		ACTIVITY:	Administration
CLASSIFICATION	EXPENDITURES FISCAL 2017	EXPENDITURES FISCAL 2018	TRANSFER & APPROPRIATION FISCAL 2019	TOWN MANAGER RECOMMENDATION FISCAL 2020
PERSONNEL SERVICES:				
Town Manager	150,255	151,397	155,230	159,111
Other Full Time (5)	<u>299,942</u>	<u>378,258</u>	<u>386,151</u>	<u>396,131</u>
	450,197	529,655	541,381	555,242
CONTRACTUAL SERVICES:				
Postage, Printing, Advertising	51,668	57,619	57,500	58,000
Misc. Contractual Services	3,349	5,043	5,000	5,000
Training & Conference	<u>0</u>	<u>0</u>	<u>6,600</u>	<u>6,600</u>
	55,017	62,662	69,100	69,600
MATERIALS & SUPPLIES:				
Office Supplies	<u>5,746</u>	<u>7,096</u>	<u>8,700</u>	<u>8,700</u>
	5,746	7,096	8,700	8,700
FURNISHINGS & EQUIPMENT:	7,570	3,446	2,500	0
TOTAL	518,530	602,859	621,681	633,542

EXPENDITURE DETAIL

DEPARTMENT: Information Technology FUNCTION: General Government			DEPT: ACTIVITY:	08 Administration
CLASSIFICATION	EXPENDITURES FISCAL 2017	EXPENDITURES FISCAL 2018	TRANSFER & APPROPRIATION FISCAL 2019	TOWN MANAGER RECOMMENDATION FISCAL 2020
PERSONNEL SERVICES:				
IT Director	90,840	59,370	87,958	93,996
Other - Full Time (2)	122,085	96,587	137,053	144,529
	<u>212,925</u>	<u>155,957</u>	<u>225,011</u>	<u>238,525</u>
CONTRACTUAL SERVICES:				
Misc. Contractual Services	300,870	380,889	385,000	391,400
Materials & Supplies	418	0	750	750
Training & Conference	150	2,000	2,000	2,000
	<u>301,438</u>	<u>382,889</u>	<u>387,750</u>	<u>394,150</u>
MATERIALS & SUPPLIES:				
Office Supplies	0	702	750	750
	<u>0</u>	<u>702</u>	<u>750</u>	<u>750</u>
FURNISHINGS & EQUIPMENT:				
	47,787	10,213	12,000	69,000
TOTAL	562,150	549,761	625,511	702,425

Note: New allocation for Desktops (\$43,000) approximately thirty (30) computers and to replace servers (\$15,000).
In prior periods they were included as a capital outlay item.

EXPENDITURE DETAIL

DEPARTMENT:	Finance/Town Accountant		DEPT:	04
FUNCTION:	General Government		ACTIVITY:	Accounting
CLASSIFICATION	EXPENDITURES FISCAL 2017	EXPENDITURES FISCAL 2018	TRANSFER & APPROPRIATION FISCAL 2019	TOWN MANAGER RECOMMENDATION FISCAL 2020
PERSONNEL SERVICES:				
Finance Director	119,320	121,240	124,271	127,688
Other - Full Time (2)	<u>175,490</u>	<u>127,618</u>	<u>128,690</u>	<u>132,430</u>
	294,810	248,858	252,961	260,118
CONTRACTUAL SERVICES:				
Misc. Contractual Services	40	8,925	190	11,340
Training & Conference	<u>2,260</u>	<u>2,157</u>	<u>2,280</u>	<u>3,470</u>
	2,300	11,082	2,470	14,810
MATERIALS & SUPPLIES:				
Office Supplies	<u>887</u>	<u>559</u>	<u>1,000</u>	<u>1,000</u>
	887	559	1,000	1,000
FURNISHINGS & EQUIPMENT:	0	0	0	400
TOTAL	297,997	260,499	256,431	276,328

EXPENDITURE DETAIL

DEPARTMENT:	Treasurer/Collector		DEPT:	06
FUNCTION:	General Government		ACTIVITY:	Finance
CLASSIFICATION	EXPENDITURES FISCAL 2017	EXPENDITURES FISCAL 2018	TRANSFER & APPROPRIATION FISCAL 2019	TOWN MANAGER RECOMMENDATION FISCAL 2020
PERSONNEL SERVICES:				
Treasurer/Collector	110,481	112,258	115,065	118,229
Other Full Time (5) ¹	162,844	166,981	209,993	213,430
	<u>273,325</u>	<u>279,239</u>	<u>325,058</u>	<u>331,659</u>
CONTRACTUAL SERVICES:				
Misc. Contractual Services	21,960	16,721	19,155	19,160
Printing, Adv. & Binding	8,648	8,580	8,700	10,600
Equipment Repairs	74	491	520	545
Training & Conference	100	658	919	1,690
	<u>30,782</u>	<u>26,450</u>	<u>29,294</u>	<u>31,995</u>
MATERIALS & SUPPLIES:				
Office Supplies	1,016	1,109	1,200	1,200
	<u>1,016</u>	<u>1,109</u>	<u>1,200</u>	<u>1,200</u>
Amt. Cert. Coll. Tax Title	17,945	24,111	27,000	27,000
FURNISHINGS & EQUIPMENT:	0	0	600	1,955
TOTAL	323,068	330,909	383,152	393,809

Notes:

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

STATISTICAL DEPARTMENT INFORMATION

DEPT:
CODE:

Treasurer/Collector
06

Description	2013	2014	2015	2016	2017	2018
Number of Real Estate Accounts	9,188	9,269	9,207	9,324	9316	9330
Total Real Estate Commitment	\$60,471,325	\$63,470,084	\$66,191,629	\$69,478,517	72,797,650	75,893,977
Lien Certificates and Betterment Certificates	\$30,058	\$20,431	\$23,713	\$23,129	\$19,615	\$19,331
Apportioned Street Betterments	-	-	-	-	-	-
Committed Interest	-	-	-	-	-	-
Apportioned Water Betterments	-	-	-	-	-	-
Committed Interest	-	-	-	-	-	-
Apportioned Sewer Betterments	\$40,802	\$39,987	\$27,414	\$27,414	\$27,414	\$26,889
Committed Interest	\$15,489	\$13,040	\$12,336	\$9,595	\$8,247	\$6,722
Water Lien Commitments	\$233,900	\$234,086	\$225,379	\$253,176	\$218,664	\$234,440
Sewer Lien Commitments	\$73,181	\$74,925	\$75,435	\$83,893	\$68,256	\$67,250
Electric Lien Commitments	\$8,332	\$4,840	\$10,358	\$10,537	\$13,662	\$17,235
Title V Betterments	\$31,818	\$35,653	\$31,118	\$30,018	\$35,381	\$31,323
Committed Interest	\$10,334	\$9,608	\$7,946	\$7,452	\$10,018	\$7,968
No. of Health Insurance Subscribers	1,030	1,067	1,026	1,128	1165	1154
No. of Life Insurance Subscribers	842	835	842	848	894	701
Health Insurance Rates (Monthly)						
Individual:						
Master Medical	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Network Blue	\$678.40	\$692.00	\$743.97	\$798.24	\$ 877.98	\$ 918.36
Blue Care Elect	\$759.24	\$837.28	\$901.53	\$983.52	\$ 1,081.87	\$ 1,131.64

Statistics are reported by fiscal year.

STATISTICAL DEPARTMENT INFORMATION

DEPT:
CODE:

Treasurer/Collector
06

Description	2013	2014	2015	2016	2017	2018
Family:						
Master Medical	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Network Blue	\$1,591.68	\$1,623.52	\$1,745.48	\$1,872.64	\$2,059.90	\$2,154.64
Blue Care Elect	\$1,769.92	\$1,964.64	\$2,115.73	\$2,308.16	\$2,538.84	\$2,655.64
Life Insurance & Accidental Death & Disability Premium Per \$1,000	\$0.92	\$0.92	\$0.92	\$1.30	\$1.30	\$1.30
Health and Life Insurance	\$10,155,364	\$10,153,888	\$10,286,356	\$10,865,194	\$10,728,518	\$11,199,944
Amount of Borrowing						
Bond Anticipation Notes	-	-	-	5,450,000.00	5,450,000	5,306,000
General Obligation Bonds	-	-	-	-		
Cost of Borrowing	-	-	-	19,550.00	\$11,575	\$59,955
Average Cost Per \$1,000	-	-	-	3.59	2.12	11.3
First and Last Borrowing Date	-	-	-	6/30/2016 7/30/2017	6/30/2017 7/30/2018	6/1/2018 7/30/2019
Number of Borrowings	-	-	-	1	1	1
Interest Rates Bid During Year	-	-	-	2.00%	2.00%	2.52%
Tax Titles						
Parcels added to Tax Title Accounts for non-payment of real estate taxes	29	35	35	41	29	31
Tax Titles redeemed by property owner	39	41	18	41	50	29
Tax Titles foreclosed to the Town through Land Court	-	-	-	1	2	0
Number of Personal Property Bills	745	751	764	785	775	762
Total Personal Property Commitment	\$2,833,815	\$3,049,006	\$3,174,028	\$3,298,970	\$3,610,489	\$3,843,236
Number of Excise Bills	27,025	27,306	27,857	28,729	27,967	30,079
Total Excise Commitments	\$3,450,886	\$3,665,671	\$3,957,821	\$4,358,337	\$4,363,165	\$4,688,877

STATISTICAL DEPARTMENT INFORMATION

DEPT:
CODE:

Treasurer/Collector
06

Description	2013	2014	2015	2016	2017	2018
Excise Interest & Costs Collected	\$152,685	\$117,267	\$112,101	\$141,735	\$143,503	\$151,504
Ambulance Collections (includes amounts collected from Medicare on behalf of ALS provider)	\$948,637	\$1,078,991	\$1,284,658	\$1,443,977	\$1,417,560	\$1,303,413
Interest earned by investing non-revenue funds and available revenue funds	\$539,412	\$457,152	\$377,390	\$360,695	\$780,098	\$1,198,246

EXPENDITURE DETAIL

DEPARTMENT:	Town Clerk/Elections/Registrations		DEPT:	10
FUNCTION:	General Government		ACTIVITY:	Records Mgmt
CLASSIFICATION	EXPENDITURES FISCAL 2017	EXPENDITURES FISCAL 2018	TRANSFER & APPROPRIATION FISCAL 2019	TOWN MANAGER RECOMMENDATION FISCAL 2020
PERSONNEL SERVICES:				
Town Clerk	87,307	88,712	90,929	88,142
Other Full Time (2)	<u>106,315</u>	<u>109,394</u>	<u>111,314</u>	<u>112,572</u>
	193,622	198,106	202,243	200,714
CONTRACTUAL SERVICES:				
Misc. Contractual Services	0	179	250	250
Training & Conference	834	1,158	1,400	2,400
Printing, Adv. & Binding	<u>2,990</u>	<u>3,249</u>	<u>6,500</u>	<u>10,500</u>
	3,824	4,586	8,150	13,150
MATERIALS & SUPPLIES:				
Office Supplies	<u>1,322</u>	<u>1,494</u>	<u>1,400</u>	<u>1,600</u>
	1,322	1,494	1,400	1,600
FURNISHINGS & EQUIPMENT:	0	0	1,800	0
TOTAL	198,768	204,186	213,593	215,464

STATISTICAL DEPARTMENT INFORMATION

DEPT: Town Clerk
CODE: 10

Description	2014	2015	2016	2017	2018
Dog Licenses	2,252	2,238	2,375	2,550	2,756
Fish & Game Licenses	-	-	-	-	-
Births	224	229	253	228	217
Marriage Intentions	95	94	92	105	102
Marriages	91	93	93	105	98
Deaths	274	308	246	243	247
Burial Permits	173	201	144	153	155
Flammable Licenses	51	51	52	51	51
Business Certificates and Withdrawals	138	176	146	177	177
Bazaar/Raffle Permits	4	3	5	9	7
Pole/Conduit Locations	1	7	2	0	2
Certifications of Vital Statistics	2,189	2,456	2,289	2,587	2,477
Passports	454	526	393	410	456

EXPENDITURE DETAIL

DEPARTMENT: Board of Assessors
FUNCTION: General Government

DEPT: 05
ACTIVITY: Assessing

CLASSIFICATION	EXPENDITURES FISCAL 2017	EXPENDITURES FISCAL 2018	TRANSFER & APPROPRIATION FISCAL 2019	TOWN MANAGER RECOMMENDATION FISCAL 2020
PERSONNEL SERVICES:				
Principal Assessor	104,531	108,589	111,304	114,364
Other - Full Time (2)	99,224	102,967	100,165	100,919
Stipend	2,000	2,000	2,000	2,000
	<u>205,755</u>	<u>213,556</u>	<u>213,469</u>	<u>217,283</u>
CONTRACTUAL SERVICES:				
Misc. Contractual Services	51,571	35,084	54,170	59,100
Appraisals & Inventories	4,375	3,800	3,425	45,925
Appellate Tax Board Costs	3,042	7,433	20,000	20,000
Training & Conference	2,213	2,128	3,600	3,600
Printing & Binding & Adv.	630	528	1,000	1,000
	<u>61,831</u>	<u>48,973</u>	<u>82,195</u>	<u>129,625</u>
MATERIALS & SUPPLIES:				
Office Supplies	1,323	1,397	3,200	3,200
Subscriptions & Dues	853	1,291	6,100	6,280
	<u>2,176</u>	<u>2,688</u>	<u>9,300</u>	<u>9,480</u>
FURNISHINGS & EQUIPMENT:				
	1,445	0	3,150	1,800
TOTAL	271,207	265,217	308,114	358,188

EXPENDITURE DETAIL

DEPARTMENT: Town Counsel & Legal Services
 FUNCTION: General Government

DEPT: 08
 ACTIVITY: Legal

CLASSIFICATION	EXPENDITURES FISCAL 2017	EXPENDITURES FISCAL 2018	TRANSFER & APPROPRIATION FISCAL 2019	TOWN MANAGER RECOMMENDATION FISCAL 2020
CONTRACTUAL SERVICES:				
Legal Services	259,250	263,521	325,000	300,000
	259,250	263,521	325,000	300,000
Expenses	3,262	2,870	7,500	7,500
	3,262	2,870	7,500	7,500
TOTAL	262,512	266,391	332,500	307,500

EXPENDITURE DETAIL

DEPARTMENT: Police		DEPT: 18		
FUNCTION: Public Safety		ACTIVITY: Enforcement		
CLASSIFICATION	EXPENDITURES FISCAL 2017	EXPENDITURES FISCAL 2018	TRANSFER & APPROPRIATION FISCAL 2019	TOWN MANAGER RECOMMENDATION FISCAL 2020
PERSONNEL SERVICES:				
Chief (1)	144,240	146,973	137,714	141,500
Deputy Chief (1)	116,425	120,588	118,066	121,313
Lieutenant (5)	489,251	499,992	509,050	509,878
Sergeant (5)	447,547	430,860	430,971	439,764
Patrolmen (40)	2,174,236	2,339,295	2,416,543	2,632,843
Substance Abuse Coordinator (1)	1,118	53,075	65,039	69,504
Clerks (3)	102,393	95,414	141,365	147,673
Part Time	5,596	13,158	0	0
Overtime	574,940	641,527	575,000	625,000
Paid Holidays	80,735	104,395	100,000	100,000
Specialists	12,450	14,525	14,650	14,650
Night Differential	49,789	60,346	59,332	59,332
Incentive Pay	418,027	502,841	518,242	555,218
Sick Leave Buy Back	33,599	30,882	40,593	40,593
	4,650,346	5,053,871	5,126,565	5,457,269
CONTRACTUAL SERVICES:				
Misc. Contractual Services	57,640	54,942	62,025	65,975
Training & Conference	41,595	23,758	28,100	50,000
Computer Expenses	18,777	0	7,500	5,000
	118,012	78,700	97,625	120,975
MATERIALS & SUPPLIES:				
Office Supplies	8,435	9,865	12,000	13,500
Uniforms	63,315	62,360	67,810	85,310
Small Tools & Equipment	41,225	49,957	55,550	69,300
	112,975	122,182	135,360	168,110
FURNISHINGS & EQUIPMENT:	3,141	0	28,750	24,750
TOTAL	4,884,474	5,254,753	5,388,300	5,771,104

STATISTICAL DEPARTMENT INFORMATION

DEPT: Police
CODE: 18

Description	2013	2014	2015	2016	2017	2018
Police Officers	48	48	48	48	48	48
Cruisers	22	22	22	22	22	22
Arrests (including traffic)	247	216	205	228	231	262
Summons	277	230	221	272	193	203
Complaints/Requests for Service	21,109	20,276	21,284	23,370	26,006	24,214
Firearms Permits	621	271	226	434	368	445
Automobile Accidents	463	441	426	842	808	808
Citations Issued (minus arrests)	4,536	3,316	3,464	4,263	4,164	3,924

EXPENDITURE DETAIL

DEPARTMENT: Fire		DEPT: 20		
FUNCTION: Public Safety		ACTIVITY: Fire Protection		
CLASSIFICATION	EXPENDITURES FISCAL 2017	EXPENDITURES FISCAL 2018	TRANSFER & APPROPRIATION FISCAL 2019	TOWN MANAGER RECOMMENDATION FISCAL 2020
PERSONNEL SERVICES:				
Chief	138,123	138,452	126,090	134,537
Deputy Chief (1)	97,441	87,504	90,529	96,075
Lieutenant (6)	472,925	459,833	492,375	507,611
Firefighter (36)	2,022,453	2,098,483	2,211,303	2,478,109
Full Time Clerk (1)	58,807	60,670	40,906	42,384
Part Time Clerk	11,626	12,390	13,640	12,626
Overtime	667,495	935,568	881,120	1,200,000
Training Overtime	32,164	40,000	40,000	40,000
Paid Holidays	143,133	148,769	147,891	155,660
EMT & Incentive Pay	30,535	26,225	57,050	60,045
Sick Leave Buyback	17,010	17,234	20,786	20,786
	3,691,712	4,025,128	4,121,690	4,747,832
CONTRACTUAL SERVICES:				
Misc. Contractual Services	33,376	37,658	45,400	51,855
Radio Repairs	6,000	4,437	20,872	20,872
Training & Conference	13,468	12,525	15,800	15,800
Fire Alarm/Dispatch	8,500	4,620	8,500	8,500
Emergency Management	3,888	1,575	4,000	4,000
	65,232	60,815	94,572	101,027
MATERIALS & SUPPLIES:				
Office Supplies	2,458	3,647	3,800	3,800
Uniforms & Protective Equipment	73,000	82,268	104,876	130,000
Emergency & Medical Supplies	46,907	43,116	53,250	54,325
Fire Prevent & Arson Investigation	1,911	2,456	2,500	2,500
	124,276	131,487	164,426	190,625
FURNISHINGS & EQUIPMENT:	47,099	37,000	46,900	54,600
TOTAL	3,928,319	4,254,430	4,427,588	5,094,084

STATISTICAL DEPARTMENT INFORMATION

DEPT: Fire
CODE: 20

Description	2013	2014	2015	2016	2017	2018
Number of Fire Fighters	40	40	40	40	40	40
Number of Runs	3,744	3,624	3,640	3,645	4,062	4,192
Number of Ambulance Calls	2,084	2,413	2,416	2,448	2,521	2,617
Out of Town Assistance	164	164	215	192	164	176
Ambulance Service						
Chest Pains	129	146	145	148	144	134
Difficulty Breathing	170	228	228	216	129	143
Fall Victim	306	299	301	323	278	322
Altered Mental Status	50	65	66	66	49	31
Overdoses	36	61	66	64	64	51
Psychological Evaluation	66	98	89	99	101	110
Motor Vehicle Crashes	305	360	391	365	251	338

EXPENDITURE DETAIL

DEPARTMENT: Public Safety Central Dispatch		DEPT: 21		
FUNCTION: Public Safety		ACTIVITY:	Communications/Emergency Response	
CLASSIFICATION	EXPENDITURES FISCAL 2017	EXPENDITURES FISCAL 2018	TRANSFER & APPROPRIATION FISCAL 2019	TOWN MANAGER RECOMMENDATION FISCAL 2020
PERSONNEL SERVICES:				
Full Time (12)	553,810	579,409	584,442	601,008
Part Time/On Call	3,619	14,552	20,000	20,000
Night Differential	0	0	18,720	18,720
Stipends	0	0	3,050	3,050
Paid Holidays	0	0	22,358	22,917
Overtime	52,852	59,474	50,000	50,000
	<u>610,281</u>	<u>653,435</u>	<u>698,570</u>	<u>715,695</u>
CONTRACTUAL SERVICES:				
Training & Conference	3,020	5,209	5,420	5,920
Misc. Contractual Services	8,006	8,641	8,700	8,700
	<u>11,026</u>	<u>13,850</u>	<u>14,120</u>	<u>14,620</u>
MATERIALS & SUPPLIES:				
Office Supplies	1,955	1,992	2,000	2,000
Uniforms	1,703	1,203	1,750	1,750
	<u>3,658</u>	<u>3,195</u>	<u>3,750</u>	<u>3,750</u>
FURNISHINGS & EQUIPMENT:				
	8,000	3,833	4,000	4,000
TOTAL	632,965	674,313	720,440	738,065

EXPENDITURE DETAIL

DEPARTMENT:	Animal Control	DEPT:	23	
FUNCTION:	Public Safety	ACTIVITY:	Enforcement	
CLASSIFICATION	EXPENDITURES FISCAL 2017	EXPENDITURES FISCAL 2018	TRANSFER & APPROPRIATION FISCAL 2019	TOWN MANAGER RECOMMENDATION FISCAL 2020
PERSONNEL SERVICES:				
Animal Control Officer (1)	53,770	55,904	57,302	58,878
Overtime	<u>1,252</u>	<u>1,411</u>	<u>2,000</u>	<u>2,000</u>
	55,022	57,315	59,302	60,878
CONTRACTUAL SERVICES:				
Misc. Contractual Services	<u>4,437</u>	<u>2,400</u>	<u>4,000</u>	<u>4,000</u>
	4,437	2,400	4,000	4,000
MATERIALS & SUPPLIES:				
Office Supplies	0	456	1,000	1,000
Misc. Supplies	<u>312</u>	<u>328</u>	<u>1,000</u>	<u>1,000</u>
	312	784	2,000	2,000
FURNISHINGS & EQUIPMENT:	0	0	0	4,500
TOTAL	59,771	60,499	65,302	71,378

STATISTICAL DEPARTMENT INFORMATION

DEPT: Animal Control
CODE: 23

Description	2013	2014	2015	2016	2017	2018
ACO Calls for Service					1,342	1,022
Deceased Animal Removal	42	64	27	112	165	201
Dog/Cat Bites				38	41	27
Barn Inspections	36	43	39	51	58	52
Reports				70	72	59
Loose Dogs Picked Up*	27	31	20	21	27	33
Dogs Returned to Owners*	26	21	15	21	27	33
Live Animal Intake				45	30	52
Quarantines	10	7	10	64	66	40
Cats Adopted*	1	10	-	30	-	-
Citations*					348	171
Vaccinations at Rabies Clinic	186	158	156	113	113	113

EXPENDITURE DETAIL

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

DEPT: 25-29, 51
 ACTIVITY: Maintenance

CLASSIFICATION	EXPENDITURES FISCAL 2017	EXPENDITURES FISCAL 2018	TRANSFER & APPROPRIATION FISCAL 2019	TOWN MANAGER RECOMMENDATION FISCAL 2020
PERSONNEL SERVICES:				
Director ¹	137,122	141,414	144,949	148,935
Administration - Full Time (6) ¹	414,759	427,838	438,037	452,552
Engineering - Full Time (4) ¹	330,778	340,000	353,464	374,324
Engineering - Part Time	8,498	8,724	12,740	12,740
Highway - Full Time (16) ¹	1,147,063	1,125,967	1,167,163	1,170,219
Highway - Overtime	70,254	78,979	78,529	78,529
Highway - Seasonal	12,800	15,386	15,600	18,000
Stream Maint. - Seasonal	11,926	21,022	14,500	14,500
Tree - Full Time (3)	201,527	210,232	203,825	205,182
Tree - Overtime	16,292	22,086	11,334	11,334
Parks/Grounds - Full Time (7)	408,324	390,991	443,145	447,652
Parks/Grounds - Overtime	24,397	24,919	27,540	27,540
Cemetery - Full Time (2)	153,037	165,061	139,279	144,163
Cemetery - Overtime	13,644	14,960	11,482	13,500
Snow & Ice - Extra Help/Overtime	273,010	258,757	186,332	211,332
	3,223,431	3,246,336	3,247,919	3,330,503
CONTRACTUAL SERVICES:				
Engineer - Misc Contractual Services	4,641	0	0	0
Engineer - Training & Conference	2,317	5,860	6,000	6,000
Highway - Misc Contractual Services	74,295	92,063	94,840	94,840
Highway - Repairs Town Vehicles	82,919	108,620	115,900	115,900
Highway - Training & Conference	1,926	1,965	2,000	2,000
Tree - Misc Contractual Services	9,669	8,943	11,000	11,000
Parks/Grounds - Misc Contractual Services	27,630	27,600	27,600	27,600
Cemetery - Misc Contractual Services	2,315	2,811	4,100	4,100
Road Machinery - Repair Equipment	53,546	69,816	80,000	80,000
Public Street Lights	154,963	125,370	176,300	163,100
Rubbish Collection & Disposal	1,620,702	1,747,984	1,979,997	2,017,239
Snow & Ice - Repair & Maint. Equipment	21,383	29,431	18,730	18,730
Snow & Ice - Misc. Contractual Services	297,367	267,834	160,000	185,000
	2,353,673	2,488,297	2,676,467	2,725,509

Notes:

1. Portion of salaries funded by Water allocation.

EXPENDITURE DETAIL

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

DEPT:
 ACTIVITY:

25-29, 51
 Maintenance

CLASSIFICATION	EXPENDITURES FISCAL 2017	EXPENDITURES FISCAL 2018	TRANSFER & APPROPRIATION FISCAL 2019	TOWN MANAGER RECOMMENDATION FISCAL 2020
MATERIALS & SUPPLIES:				
Engineer - Office Supplies	3,477	2,387	3,500	3,500
Engineer - Small Tools & Equip.	308	960	1,300	1,300
Highway - Office Supplies	990	1,283	2,000	2,000
Highway - Construction Supplies	78,908	66,422	82,000	82,000
Highway - Tools & Equip.	35,523	37,500	37,500	37,500
Stream Maintenance - Expenses	1,000	1,000	1,000	1,000
Tree - Tools/Equip/Tree Replace	3,472	4,543	5,000	5,000
Tree - Chemicals	624	1,071	3,000	3,000
Parks/Grounds - Rep. & Construct	88,053	96,144	96,100	96,100
Cemetery - Construction Supplies	3,367	1,689	2,000	2,000
Cemetery - Care of Grounds	8,251	7,882	8,000	8,000
Cemetery - Tools & Equip.	3,622	3,324	3,350	3,350
Cemetery - Office Supplies	194	180	300	300
Drainage Projects - Expenses	39,408	55,893	65,000	65,000
Snow & Ice - Sand & Salt	299,570	211,716	267,735	267,735
Snow & Ice - Tools & Equip.	6,701	6,000	6,000	6,000
Highway - Gas, Oil, Tires - DPW	82,768	112,727	122,699	122,934
Highway - Gas, Oil, Tires - Other	152,120	179,298	189,109	188,194
	808,356	790,019	895,593	894,913
FURNISHINGS & EQUIPMENT:	75,604	60,451	59,400	95,500
TOTAL	6,461,064	6,585,103	6,879,379	7,046,425

Notes:

1. Portion of salaries funded by Water allocation.

373,822	394,561	413,725	438,422
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STATISTICAL DEPARTMENT INFORMATION

DEPT: Cemetery
CODE: 29

Description	2013	2014	2015	2016	2017	2018
Interments: Residents	85	80	91	76	76	83
Non-Residents	62	84	69	66	85	79
Moved/Disinterment	-	-	2	2	1	2
Total Interments	147	164	162	144	162	164
Receipts	\$85,708	\$134,101	\$132,327	\$103,512	\$133,950	\$131,787
Reserve	\$22,500	\$19,775	\$23,315	\$21,600	\$28,650	\$24,162
Trust Fund	\$22,400	\$19,675	\$23,275	\$21,600	\$28,650	\$22,887

STATISTICAL DEPARTMENT INFORMATION

DEPT: DPW
CODE: 25

Description	2013	2014	2015	2016	2017	2018
Trash Collected	8,095	8,289	7,633	6,824	7,218	7,206
Recyclables Collected	1,637	1,780	2,118	2,433	2,481	2,460
% Recycled Curbside	16.8%	17.7%	21.7%	26.3%	26.0%	25.5%

EXPENDITURE DETAIL

DEPARTMENT: Sewer		DEPT: 45		
FUNCTION: Maint. & Operations of Sewer Systems		ACTIVITY: Public Works		
CLASSIFICATION	EXPENDITURES FISCAL 2017	EXPENDITURES FISCAL 2018	TRANSFER & APPROPRIATION FISCAL 2019	TOWN MANAGER RECOMMENDATION FISCAL 2020
PERSONNEL SERVICES:				
Full Time (1)	59,967	61,092	60,932	60,932
Part Time	18,091	19,680	21,840	21,840
Overtime	14,176	10,961	10,069	10,069
	92,234	91,733	92,841	92,841
MATERIALS & SUPPLIES:				
Misc. Contractual Services	69,116	43,189	46,926	50,726
Expenses	8,674	12,205	10,750	13,000
Utilities	19,936	22,667	32,700	32,700
	97,726	78,061	90,376	96,426
TOTAL	189,960	169,794	183,217	189,267

EXPENDITURE DETAIL

DEPARTMENT:	Board of Health	DEPT:	30	
FUNCTION:	Community Development	ACTIVITY:	Health & Sanitation	
CLASSIFICATION	EXPENDITURES FISCAL 2017	EXPENDITURES FISCAL 2018	TRANSFER & APPROPRIATION FISCAL 2019	TOWN MANAGER RECOMMENDATION FISCAL 2020
PERSONNEL SERVICES:				
Director	92,249	93,734	96,076	98,719
Other - Full Time (1)	52,469	53,701	54,866	54,866
Part-Time/Overtime	51,252	54,725	54,730	54,730
	195,970	202,160	205,672	208,315
CONTRACTUAL SERVICES:				
Misc. Contractual Services	3,094	4,009	5,000	6,000
Printing, Adv. & Binding	1,363	1,893	2,000	2,000
Clinical Expenses	5,260	5,783	6,000	20,000
Weights & Measures	5,000	5,000	5,000	5,000
Training & Conference	540	1,037	1,000	1,000
	15,257	17,722	19,000	34,000
MATERIALS & SUPPLIES:				
Office Supplies	974	161	1,000	1,000
	974	161	1,000	1,000
FURNISHINGS & EQUIPMENT:	369	0	0	0
TOTAL	212,570	220,043	225,672	243,315

STATISTICAL DEPARTMENT INFORMATION

DEPT: Board of Health
CODE: 30

Description	2013	2014	2015	2016	2017	2018
PUBLIC HEALTH NURSE:						
General Wellness Visits - home	222	246	317	159	40	80
General Wellness Visits - office					113	261
General Wellness Visits - Buzzell					47	43
General Wellness Phone Consults					403	437
General Wellness Consults - Buzzell					871	910
Flu - home visit					18	22
Flu - office/clinic					573	411
Injections/other - office/clinic					102	2
Injections/other - home					24	0
ATTENDANCE						
Rabies Clinic	186	158	156	113	96	113
PERMITS:						
Beaver	27	26	22	14	20	14
Food	176	202	168	168	172	135
Funeral	2	2	2	2	2	2
Ice Rink	1	1	1	1	1	1
Installer	36	39	41	44	41	36
Pool	3	3	3	3	3	3
Recreational Camp	4	4	4	3	3	2
Sewerage	114	93	115	95	117	137
Animal	42	46	49	25	60	64
Tanning/Massage	1	1	1	1	1	1
Tobacco	22	24	14	27	27	20
Transport Waste Material	34	28	15	15	15	34
Well	9	15	9	13	5	6
Total Permits	471	484	444	411	467	455
Total Fees Collected	\$78,167	\$73,645	\$70,577	\$73,115	\$80,586	\$69,141

EXPENDITURE DETAIL

DEPARTMENT:	Planning & Conservation	DEPT:	14	
FUNCTION:	Community Development	ACTIVITY:	Planning & Environmental Protection	
CLASSIFICATION	EXPENDITURES FISCAL 2017	EXPENDITURES FISCAL 2018	TRANSFER & APPROPRIATION FISCAL 2019	TOWN MANAGER RECOMMENDATION FISCAL 2020
PERSONNEL SERVICES:				
Director (1)	88,956	90,387	92,646	95,382
Other - Full Time (4)	218,457	201,356	221,361	231,328
Overtime	2,107	3,187	3,914	3,914
	<u>309,520</u>	<u>294,930</u>	<u>317,921</u>	<u>330,624</u>
CONTRACTUAL SERVICES:				
Misc. Contractual Services	3,825	4,256	22,000	10,000
Dues & Subscriptions	703	1,096	1,500	1,500
Advertising & Printing	3,982	6,405	4,000	8,000
Training & Conference	538	679	2,000	2,000
	<u>9,048</u>	<u>12,436</u>	<u>29,500</u>	<u>21,500</u>
MATERIALS & SUPPLIES:				
Office Supplies	1,498	1,361	1,500	1,500
	<u>1,498</u>	<u>1,361</u>	<u>1,500</u>	<u>1,500</u>
FURNISHINGS & EQUIPMENT:				
	1,788	1,491	1,600	1,600
TOTAL	321,854	310,218	350,521	355,224

STATISTICAL DEPARTMENT INFORMATION

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

STATISTICAL DEPARTMENT INFORMATION

DEPT: Conservation
CODE: 14

Description	2013	2014	2015	2016	2017	2018
Wetlands Protection Act Hearings	91	68	54	88	98	140
Acres of Land Acquired	10	6	29.5	0.0	30.9	0.8
Notices of Intent Filed	28	18	14	25	21	42
Orders of Conditions Issued	35	16	18	19	22	43
Denials Issued	-	-	-	-	1.00	-
Cases Pending	5	3	2	6	2	1
Cases Withdrawn	-	-	2.00	-	2	-
Determinations of Applicability	23	15	27	39	33	47
Decisions Appealed	2	1	0	0	1	3
Extension Permits Issued	-	1.00	5	7	7	3
Certificates of Compliance Issued	29	29	27	22	23	36
Filing Fees Collected	\$8,685.50	\$9,067.50	\$3,507.00	\$9,811.00	\$7,249.00	\$8,844.50
Violation Notices Issued	26	52	19	3	12	20
Enforcement Orders Issued	7	5	9	5	3	6
Abbreviated Notices of Resource Area Delineation	5	5	-	3	2	2

EXPENDITURE DETAIL

DEPARTMENT:	Bldg. Insp. & Bd. Of Appeals	DEPT:	24	
FUNCTION:	Community Development	ACTIVITY:	Enforcement Codes & Bylaws	
CLASSIFICATION	EXPENDITURES FISCAL 2017	EXPENDITURES FISCAL 2018	TRANSFER & APPROPRIATION FISCAL 2019	TOWN MANAGER RECOMMENDATION FISCAL 2020
PERSONNEL SERVICES:				
Building Inspector	84,836	86,829	90,929	93,430
Other - Full Time (1)	58,583	59,525	48,859	43,392
Part Time/Overtime	58,968	62,279	62,774	64,193
	<u>202,387</u>	<u>208,633</u>	<u>202,562</u>	<u>201,015</u>
CONTRACTUAL SERVICES:				
Printing, Adv. & Binding	299	299	300	300
Training & Conference	2,499	2,938	2,800	3,800
	<u>2,798</u>	<u>3,237</u>	<u>3,100</u>	<u>4,100</u>
MATERIALS & SUPPLIES:				
Office Supplies	588	577	1,150	1,150
	<u>588</u>	<u>577</u>	<u>1,150</u>	<u>1,150</u>
FURNISHINGS & EQUIPMENT:				
	313	350	0	0
TOTAL	<u>206,086</u>	<u>212,797</u>	<u>206,812</u>	<u>206,265</u>

STATISTICAL DEPARTMENT INFORMATION

DEPT: Building Inspector
CODE: 24

Description	2013	2014	2015	2016	2017	2018
New Single Family Dwellings	43	34	46	37	58	59
Residential Additions	51	47	38	58	58	75
Residential Remodeling	273	249	375	342	306	398
Residential Miscellaneous	76	69	67	81	72	80
New Commercial Buildings	6	2	2	2	-	2
Commercial Additions	2	5	4	-	1	3
Commercial Fitups	48	56	118	91	109	45
Commercial Miscellaneous	50	50	106	73	53	67
Occupancy Permits	89	79	68	93	101	61
Plumbing Permits	362	281	371	315	361	367
Gas Fitting Permits	286	265	324	303	314	356
Wiring Permits	592	514	624	670	607	629
Sheet Metal Permits	39	34	35	65	44	33
Assembly Permits	34	39	37	26	37	26
Annual Wiring Permits	43	60	49	55	54	52
Total Permits	1,994	1,784	2,264	2,211	2,175	2,253
Fees Collected	\$537,004	\$472,734	\$935,100	\$498,012	\$677,935	\$688,259
Estimated Value – All Construction	\$102,011M	\$31,276M	\$91,067M	\$28,486M	\$43,075M	\$92,581M

STATISTICAL DEPARTMENT INFORMATION

DEPT: Board of Appeals
CODE: 24

Description	2013	2014	2015	2016	2017	2018
Cases Granted	17	17	17	23	23	15
Cases Denied	1	1	2	2	3	-
Cases Withdrawn or No Action Taken	2	3	1	1	5	2
Cases Pending	3	-	3	1	1	4
Total Cases	23	21	23	27	32	21
Total Fees Collected	\$2,300	\$2,100	\$2,100	\$2,600	\$3,300	\$1,900

EXPENDITURE DETAIL

DEPARTMENT: Public Buildings		DEPT:	15 (TOWN); 16 (SCHOOL)	
FUNCTION: Operation of Plant		ACTIVITY:	Maint./Operations	
CLASSIFICATION	EXPENDITURES FISCAL 2017	EXPENDITURES FISCAL 2018	TRANSFER & APPROPRIATION FISCAL 2019	TOWN MANAGER RECOMMENDATION FISCAL 2020
PERSONNEL SERVICES:				
Superintendent	122,141	124,107	128,085	134,305
Other - Full Time (46)	2,756,150	2,864,602	2,963,129	3,016,562
Overtime	43,338	35,654	55,000	55,000
Seasonal	12,518	12,174	17,600	17,600
	<u>2,934,147</u>	<u>3,036,537</u>	<u>3,163,814</u>	<u>3,223,467</u>
UTILITIES				
Fuel Heating	808,959	686,010	945,000	945,500
Electric - Town Buildings	170,083	198,499	220,000	220,000
Utilities - Town Buildings	23,001	21,641	31,500	31,500
	<u>1,002,043</u>	<u>906,150</u>	<u>1,196,500</u>	<u>1,197,000</u>
MAINTENANCE EXPENSE:				
HVAC Repairs	159,745	156,076	175,000	175,000
Expenses - School Buildings	205,223	259,730	245,000	257,000
Asbestos Repairs/Training	22,746	17,000	15,000	50,000
Expenses - Town Buildings	200,106	185,604	210,000	210,000
Misc Facility Repairs	18,698	176,760	125,000	125,000
Roof Repairs	15,661	6,547	25,000	25,000
Training & Conference	1,617	2,026	3,500	3,500
	<u>623,796</u>	<u>803,743</u>	<u>798,500</u>	<u>845,500</u>
FURNISHINGS & EQUIPMENT:	0	0	0	0
TOTAL	<u>4,559,986</u>	<u>4,746,430</u>	<u>5,158,814</u>	<u>5,265,967</u>

EXPENDITURE DETAIL

DEPARTMENT: Veterans Services		DEPT: 31		
FUNCTION: Veterans Aid & Benefits		ACTIVITY: Veterans Aid		
CLASSIFICATION	EXPENDITURES FISCAL 2017	EXPENDITURES FISCAL 2018	TRANSFER & APPROPRIATION FISCAL 2019	TOWN MANAGER RECOMMENDATION FISCAL 2020
PERSONNEL SERVICES:				
Director	73,151	78,983	84,193	86,508
Other - Full Time (1.5)*	43,766	48,837	52,060	77,584
	116,917	127,820	136,253	164,092
CONTRACTUAL SERVICES:				
Misc. Contractual Services	0	0	400	450
Training & Conference	848	1,373	2,500	2,500
	848	1,373	2,900	2,950
MATERIALS & SUPPLIES:				
Office Supplies	1,625	770	600	600
	1,625	770	600	600
FURNISHINGS & EQUIPMENT:	0	0	0	0
ASSISTANCE - VETERANS:	308,435	252,668	400,000	350,000
TOTAL	427,825	382,631	539,753	517,642

* One full time Case Worker shared with Elderly Services.

EXPENDITURE DETAIL

EXPENDITURE DETAIL				
DEPARTMENT:	Public Library		DEPT:	35
FUNCTION:	Library		ACTIVITY:	Library Services
CLASSIFICATION	EXPENDITURES FISCAL 2017	EXPENDITURES FISCAL 2018	TRANSFER & APPROPRIATION FISCAL 2019	TOWN MANAGER RECOMMENDATION FISCAL 2020
PERSONNEL SERVICES:				
Director	94,720	96,244	98,650	101,363
Other - Full Time (12)	666,478	695,174	704,062	719,578
Part Time	98,817	101,580	120,576	130,722
	860,015	892,998	923,288	951,663
CONTRACTUAL SERVICES:				
Misc. Contractual Services	9,034	6,963	10,440	9,129
Merrimack Valley Library Con	37,135	38,131	38,131	38,131
Training & Conference	3,510	3,488	4,500	4,500
	49,679	48,582	53,071	51,760
MATERIALS & SUPPLIES:				
Office & Library Supplies	29,350	24,011	24,660	22,960
Books & Library Materials	140,500	145,772	150,000	154,000
Programs	0	0	0	5,000
	169,850	169,783	174,660	181,960
FURNISHINGS & EQUIPMENT:				
	18,878	15,144	5,700	6,453
TOTAL	1,098,422	1,126,507	1,156,719	1,191,836

STATISTICAL DEPARTMENT INFORMATION

DEPT: Memorial Library
CODE: 35

Description	2013	2014	2015	2016	2017	2018
Number of Registered Borrowers	15,090	15,693	16,227	15,936	13,491	13,814
Expenditures	\$ 1,016,501	\$ 1,038,859	\$ 1,056,940	\$ 1,068,834	\$ 1,142,522	\$ 1,152,358
Per Capita Expenditures	\$ 45.71	\$ 48.08	\$ 48.29	\$ 47.58	\$ 51.67	\$ 51.05
Collection						
Number of Volumes	53,995	53,528	51,416	50,371	50,518	47,147
Volumes Per Capita	2.43	2.48	2.35	2.24	2.28	2.09
Print Serial Subscriptions	141	120	142	180	123	115
Electronic Serial Subscriptions	97	87	74	98	103	64
Electronic Databases	16	18	15	12	12	10
Museum Passes	10	11	10	12	13	13
Circulation	239,898	226,250	226,695	220,836	203,511	202,158
Physical	219,335	205,104	202,084	194,930	177,602	175,126
Digital	20,563	21,225	24,611	25,906	25,909	27,032
Circulation Per Capita	10.79	10.48	10.36	9.83	9.20	8.96
Loans to Other Libraries	23,239	21,289	21,936	17,445	19,882	19,664
Received from Other Libraries	33,809	30,881	30,698	27,788	24,969	28,224
Information Service						
Internet Session	16,992	15,176	14,407	13,096	12,121	10,760
Information Desk Transactions	9,399	6,565	5,426	6,032	5,694	5,759
Website Hits	316,349	443,761	386,522	312,496	291,854	300,614
Library Programs						
Number of Programs	580	753	808	918	911	981
Program Attendance	10,811	13,602	16,785	18,535	19,805	20,629
Visits to the Library	149,258	143,294	143,427	141,622	140,782	133,578

EXPENDITURE DETAIL

DEPARTMENT:	Recreation	DEPT:	36	
FUNCTION:	Recreation	ACTIVITY:	Recreation	
CLASSIFICATION	EXPENDITURES FISCAL 2017	EXPENDITURES FISCAL 2018	TRANSFER & APPROPRIATION FISCAL 2019	TOWN MANAGER RECOMMENDATION FISCAL 2020
PERSONNEL SERVICES:				
Director	73,432	64,810	69,765	76,164
Other Full Time (2) ¹	55,032	55,254	56,419	56,419
	128,464	120,064	126,184	132,583
CONTRACTUAL SERVICES:				
Training & Conference	1,384	1,296	1,500	2,000
	1,384	1,296	1,500	2,000
MATERIALS & SUPPLIES:				
Program Supplies	1,000	993	1,000	1,000
Office & Printing Supplies	3,067	2,756	2,775	2,800
	4,067	3,749	3,775	3,800
FURNISHINGS & EQUIPMENT:	0	0	0	0
TOTAL	133,915	125,109	131,459	138,383

Notes:

1. One person paid from Program Funds.

EXPENDITURE DETAIL

EXPENDITURE DETAIL				
DEPARTMENT:	Elderly Services	DEPT:	32	
FUNCTION:	Elderly Services	ACTIVITY:	Elderly Services	
CLASSIFICATION	EXPENDITURES FISCAL 2017	EXPENDITURES FISCAL 2018	TRANSFER & APPROPRIATION FISCAL 2019	TOWN MANAGER RECOMMENDATION FISCAL 2020
PERSONNEL SERVICES:				
Director	83,127	85,046	88,958	91,404
Other Full Time (3.5)*	172,510	135,422	141,741	173,633
Part Time	2,540	0	2,600	2,600
	258,177	220,468	233,299	267,637
CONTRACTUAL SERVICES:				
Misc. Contractual Services	24,290	24,612	24,500	24,110
Hot Lunch Program	14,410	16,693	19,125	19,125
	38,700	41,305	43,625	43,235
MATERIALS & SUPPLIES:				
	1,171	1,341	1,400	2,000
FURNISHINGS & EQUIPMENT:				
	0	0	0	0
TOTAL	298,048	263,114	278,324	312,872

* One full time Case Worker shared with Veterans.

EXPENDITURE DETAIL

EXPENDITURE DETAIL				
DEPARTMENT:	Historical Commission		DEPT:	33
FUNCTION:	Preservation		ACTIVITY:	Preservation
CLASSIFICATION	EXPENDITURES FISCAL 2017	EXPENDITURES FISCAL 2018	TRANSFER & APPROPRIATION FISCAL 2019	TOWN MANAGER RECOMMENDATION FISCAL 2020
PERSONNEL SERVICES:				
Part Time	22,232	20,534	25,318	25,983
	22,232	20,534	25,318	25,983
CONTRACTUAL SERVICES:				
Professional Services	3,680	1,410	2,250	2,250
Hist. Programs & Activities	3,102	998	3,000	3,000
	6,782	2,408	5,250	5,250
MATERIALS & SUPPLIES:	746	2,257	1,500	1,500
FURNISHINGS & EQUIPMENT:	0	0	0	0
TOTAL	29,760	25,199	32,068	32,733

EXPENDITURE DETAIL

DEPARTMENT:	Total School Budget		DEPT:	42
FUNCTION:	Education		ACTIVITY:	Education
CLASSIFICATION	EXPENDITURES FISCAL 2017	EXPENDITURES FISCAL 2018	TRANSFER & APPROPRIATION FISCAL 2019	TOWN MANAGER RECOMMENDATION FISCAL 2020
SCHOOL DEPARTMENT:				
Personnel Services:	29,360,937	30,339,571	31,664,458	32,795,858
Contractual Services:	<u>8,352,851</u>	<u>8,570,521</u>	<u>8,662,075</u>	<u>9,143,745</u>
TOTAL SCHOOL DEPARTMENT:	37,713,788	38,910,092	40,326,533	41,939,603
VOCATIONAL TRAINING:				
Shawsheen Tech:	<u>3,855,387</u>	<u>4,028,625</u>	<u>4,265,878</u>	<u>4,965,878</u>
TOTAL VOCATIONAL TRAINING:	3,855,387	4,028,625	4,265,878	4,965,878
TOTAL	41,569,175	42,938,717	44,592,411	46,905,481

EXPENDITURE DETAIL

DEPARTMENT:	Maturing Debt & Interest		DEPT:	37
FUNCTION:	Maturing Debt & Interest		ACTIVITY:	
CLASSIFICATION	EXPENDITURES FISCAL 2017	EXPENDITURES FISCAL 2018	TRANSFER & APPROPRIATION FISCAL 2019	TOWN MANAGER RECOMMENDATION FISCAL 2020
Recreation	0	0	502,400	475,275
Public Safety	112,813	108,537	192,900	185,450
Schools	3,359,525	3,285,375	3,188,650	3,092,350
Sewer	97,227	118,283	115,520	123,620
Water	121,720	118,120	250,195	248,220
Interest on Anticipation Notes, Authentication Fees & Misc. Debt	131,625	170,000	45,000	130,000
TOTAL	3,822,910	3,800,315	4,294,665	4,254,915

**COMBINED
OUTSTANDING DEBT**

	PRINCIPAL	INTEREST	TOTAL
FISCAL 2020	2,595,780	1,529,134	4,124,914
FISCAL 2021	2,595,780	1,407,135	4,002,915
FISCAL 2022	2,425,780	1,307,225	3,733,005
FISCAL 2023	2,396,800	1,193,790	3,590,590
FISCAL 2024	2,396,800	1,080,340	3,477,140
FISCAL 2025	2,396,800	966,803	3,363,603
FISCAL 2026	2,381,800	888,765	3,270,565
FISCAL 2027	2,381,800	810,945	3,192,745
FISCAL 2028	2,381,800	732,950	3,114,750
FISCAL 2029	2,265,700	641,987	2,907,687
FISCAL 2030	2,255,000	564,550	2,819,550
FISCAL 2031	2,255,000	486,850	2,741,850
FISCAL 2032	1,805,000	416,425	2,221,425
FISCAL 2033	1,800,000	353,525	2,153,525
FISCAL 2034	1,765,000	282,400	2,047,400
FISCAL 2035	1,765,000	211,800	1,976,800
FISCAL 2036	1,765,000	141,200	1,906,200
FISCAL 2037	1,765,000	70,600	1,835,600
	39,393,840	13,086,424	52,480,264

**SCHOOLS
OUTSTANDING DEBT**

COMBINED

	PRINCIPAL	INTEREST	TOTAL
FISCAL 2020	1,835,000	1,257,350	3,092,350
FISCAL 2021	1,835,000	1,166,200	3,001,200
FISCAL 2022	1,765,000	1,094,300	2,859,300
FISCAL 2023	1,765,000	1,006,050	2,771,050
FISCAL 2024	1,765,000	917,800	2,682,800
FISCAL 2025	1,765,000	829,550	2,594,550
FISCAL 2026	1,765,000	776,600	2,541,600
FISCAL 2027	1,765,000	723,650	2,488,650
FISCAL 2028	1,765,000	670,700	2,435,700
FISCAL 2029	1,765,000	600,100	2,365,100
FISCAL 2030	1,765,000	538,325	2,303,325
FISCAL 2031	1,765,000	476,550	2,241,550
FISCAL 2032	1,765,000	414,775	2,179,775
FISCAL 2033	1,765,000	353,000	2,118,000
FISCAL 2034	1,765,000	282,400	2,047,400
FISCAL 2035	1,765,000	211,800	1,976,800
FISCAL 2036	1,765,000	141,200	1,906,200
FISCAL 2037	1,765,000	70,600	1,835,600
TOTAL	31,910,000	11,530,950	43,440,950

**SCHOOLS
OUTSTANDING DEBT**

REMODELING SHAWSHEEN SCHOOL (\$715,000)

	PRINCIPAL	INTEREST	TOTAL
FISCAL 2020	70,000	4,200	74,200
FISCAL 2021	70,000	1,400	71,400
TOTAL	140,000	5,600	145,600

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

	PRINCIPAL	INTEREST	TOTAL
FISCAL 2020	1,765,000	1,253,150	3,018,150
FISCAL 2021	1,765,000	1,164,800	2,929,800
FISCAL 2022	1,765,000	1,094,300	2,859,300
FISCAL 2023	1,765,000	1,006,050	2,771,050
FISCAL 2024	1,765,000	917,800	2,682,800
FISCAL 2025	1,765,000	829,550	2,594,550
FISCAL 2026	1,765,000	776,600	2,541,600
FISCAL 2027	1,765,000	723,650	2,488,650
FISCAL 2028	1,765,000	670,700	2,435,700
FISCAL 2029	1,765,000	600,100	2,365,100
FISCAL 2030	1,765,000	538,325	2,303,325
FISCAL 2031	1,765,000	476,550	2,241,550
FISCAL 2032	1,765,000	414,775	2,179,775
FISCAL 2033	1,765,000	353,000	2,118,000
FISCAL 2034	1,765,000	282,400	2,047,400
FISCAL 2035	1,765,000	211,800	1,976,800
FISCAL 2036	1,765,000	141,200	1,906,200
FISCAL 2037	1,765,000	70,600	1,835,600
TOTAL	31,770,000	11,525,350	43,295,350

**PUBLIC SAFETY
OUTSTANDING DEBT**

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

	PRINCIPAL	INTEREST	TOTAL
FISCAL 2020	95,000	5,700	100,700
FISCAL 2021	95,000	1,900	96,900
TOTAL	190,000	7,600	197,600

EQUIPMENT - FIRE PUMPER (\$586,500)

	PRINCIPAL	INTEREST	TOTAL
FISCAL 2020	60,000	24,750	84,750
FISCAL 2021	60,000	21,750	81,750
FISCAL 2022	60,000	18,750	78,750
FISCAL 2023	60,000	15,750	75,750
FISCAL 2024	60,000	12,750	72,750
FISCAL 2025	60,000	9,750	69,750
FISCAL 2026	55,000	6,875	61,875
FISCAL 2027	55,000	4,125	59,125
FISCAL 2028	55,000	1,375	56,375
TOTAL	525,000	115,875	640,875

**SEWER
OUTSTANDING DEBT**

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

	PRINCIPAL	INTEREST	TOTAL
FISCAL 2020	65,000	23,940	88,940
FISCAL 2021	65,000	21,340	86,340
FISCAL 2022	60,000	19,200	79,200
FISCAL 2023	60,000	17,460	77,460
FISCAL 2024	60,000	15,660	75,660
FISCAL 2025	60,000	13,823	73,823
FISCAL 2026	60,000	11,910	71,910
FISCAL 2027	60,000	9,930	69,930
FISCAL 2028	60,000	7,875	67,875
FISCAL 2029	60,000	5,737	65,737
FISCAL 2030	60,000	3,525	63,525
FISCAL 2031	60,000	1,200	61,200
TOTAL	730,000	151,600	881,600

MWRA SEWER BOND (\$119,000)

FISCAL 2020	23,980	23,980
FISCAL 2021	23,980	23,980
FISCAL 2022	23,980	23,980
TOTAL	71,940	71,940

MWRA SEWER BOND (\$107,000)

FISCAL 2020	10,700	10,700
FISCAL 2021	10,700	10,700
FISCAL 2022	10,700	10,700
FISCAL 2023	10,700	10,700
FISCAL 2024	10,700	10,700
FISCAL 2025	10,700	10,700
FISCAL 2026	10,700	10,700
FISCAL 2027	10,700	10,700
FISCAL 2028	10,700	10,700
FISCAL 2029	10,700	10,700
	107,000	107,000

**WATER
OUTSTANDING DEBT**

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

	PRINCIPAL	INTEREST	TOTAL
FISCAL 2020	80,000	31,520	111,520
FISCAL 2021	80,000	28,320	108,320
FISCAL 2022	80,000	25,600	105,600
FISCAL 2023	80,000	23,280	103,280
FISCAL 2024	80,000	20,880	100,880
FISCAL 2025	80,000	18,430	98,430
FISCAL 2026	80,000	15,880	95,880
FISCAL 2027	80,000	13,240	93,240
FISCAL 2028	80,000	10,500	90,500
FISCAL 2029	80,000	7,650	87,650
FISCAL 2030	80,000	4,700	84,700
FISCAL 2031	80,000	1,600	81,600
TOTAL	960,000	201,600	1,161,600

MWRA WATER BOND (\$611,000)

	PRINCIPAL	INTEREST	TOTAL
FISCAL 2020	61,100		61,100
FISCAL 2021	61,100		61,100
FISCAL 2022	61,100		61,100
FISCAL 2023	61,100		61,100
FISCAL 2024	61,100		61,100
FISCAL 2025	61,100		61,100
FISCAL 2026	61,100		61,100
FISCAL 2027	61,100		61,100
FISCAL 2028	61,100		61,100
TOTAL	549,900		549,900

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

	PRINCIPAL	INTEREST	TOTAL
FISCAL 2020	30,000	15,708	45,708
FISCAL 2021	30,000	14,208	44,208
FISCAL 2022	30,000	12,708	42,708
FISCAL 2023	30,000	11,208	41,208
FISCAL 2024	30,000	9,708	39,708
FISCAL 2025	30,000	8,208	38,208
FISCAL 2026	25,000	6,833	31,833
FISCAL 2027	25,000	5,583	30,583
FISCAL 2028	25,000	4,333	29,333
FISCAL 2029	25,000	3,333	28,333
FISCAL 2030	25,000	2,583	27,583
FISCAL 2031	25,000	1,833	26,833
FISCAL 2032	25,000	1,083	26,083
FISCAL 2033	23,600	354	23,954
TOTAL	378,600	97,683	476,283

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

	PRINCIPAL	INTEREST	TOTAL
FISCAL 2020	20,000	9,891	29,891
FISCAL 2021	20,000	8,892	28,892
FISCAL 2022	20,000	7,892	27,892
FISCAL 2023	20,000	6,892	26,892
FISCAL 2024	20,000	5,892	25,892
FISCAL 2025	20,000	4,892	24,892
FISCAL 2026	15,000	4,017	19,017
FISCAL 2027	15,000	3,267	18,267
FISCAL 2028	15,000	2,517	17,517
FISCAL 2029	15,000	1,917	16,917
FISCAL 2030	15,000	1,467	16,467
FISCAL 2031	15,000	1,017	16,017
FISCAL 2032	15,000	567	15,567
FISCAL 2033	11,400	171	11,571
TOTAL	236,400	59,291	295,691

**RECREATION
OUTSTANDING DEBT**

YENTILE FARM (\$4,053,900)

	PRINCIPAL	INTEREST	TOTAL
FISCAL 2020	315,000	160,275	475,275
FISCAL 2021	315,000	144,525	459,525
FISCAL 2022	315,000	128,775	443,775
FISCAL 2023	310,000	113,150	423,150
FISCAL 2024	310,000	97,650	407,650
FISCAL 2025	310,000	82,150	392,150
FISCAL 2026	310,000	66,650	376,650
FISCAL 2027	310,000	51,150	361,150
FISCAL 2028	310,000	35,650	345,650
FISCAL 2029	310,000	23,250	333,250
FISCAL 2030	310,000	13,950	323,950
FISCAL 2031	310,000	4,650	314,650
TOTAL	3,735,000	921,825	4,656,825

EXPENDITURE DETAIL

DEPARTMENT: Unclassified
 FUNCTION: Miscellaneous Support

DEPT: 54
 ACTIVITY: Miscellaneous

CLASSIFICATION	EXPENDITURES FISCAL 2017	EXPENDITURES FISCAL 2018	TRANSFER & APPROPRIATION FISCAL 2019	TOWN MANAGER RECOMMENDATION FISCAL 2020
Employee Retire. Unused Sick Leave	45,462	75,228	75,000	220,000
Medicare Employer's Contribution	693,739	711,098	800,000	825,000
Salary Adjustments & Additional Costs	49,902	113,324	625,000	848,595
Local Trans/Training Conference	3,592	4,940	5,000	5,000
Out of State Travel	84	5,379	7,000	7,000
Annual Audit	35,000	35,000	35,000	36,000
Ambulance Billing	36,000	39,278	43,000	43,000
Town Report & Calendar	4,862	4,128	7,500	7,500
Professional & Tech. Services	135,487	105,042	125,000	125,000
Reserve Fund	0	0	15,000	1,200,000
TOTAL	1,004,128	1,093,417	1,737,500	3,317,095

EXPENDITURE DETAIL

DEPARTMENT:	Unclassified	DEPT:	38, 43	
FUNCTION:	Insurance	ACTIVITY:	Insurance	
CLASSIFICATION	EXPENDITURES FISCAL 2017	EXPENDITURES FISCAL 2018	TRANSFER & APPROPRIATION FISCAL 2019	TOWN MANAGER RECOMMENDATION FISCAL 2020
Public Liability - Officials	33,997	36,547	40,000	45,000
Worker's Compensation	350,802	331,122	425,000	425,000
Automobile Liability	66,590	75,000	80,000	82,000
Property & General Liability	221,757	209,504	225,000	235,000
Boiler & Machinery	8,235	9,059	10,000	13,000
Bonds	3,814	2,301	4,000	4,000
Accident - Fire & Police	51,295	44,606	60,000	100,000
Umbrella	7,986	8,785	10,000	10,000
	744,476	716,924	854,000	914,000
Employee Health & Life Insurance	10,724,225	11,199,944	13,000,000	13,000,000
TOTAL	11,468,701	11,916,868	13,854,000	13,914,000

EXPENDITURE DETAIL

DEPARTMENT: Statutory Charges
 FUNCTION:

DEPT: 46
 ACTIVITY: Statutory Charges

CLASSIFICATION	EXPENDITURES FISCAL 2017	EXPENDITURES FISCAL 2018	TRANSFER & APPROPRIATION FISCAL 2019	TOWN MANAGER RECOMMENDATION FISCAL 2020
Current Year Overlay ¹	0	0	900,000	900,000
Retirement Contributions	5,704,192	6,126,993	6,535,038	7,080,174
Offset Items	0	0	25,653	26,713
Mass Bay Trans Auth.	500,607	506,104	518,623	533,054
MAPC (Ch. 688 of 1963)	11,739	12,000	12,261	12,602
RMV Non-Renewal Surcharge	17,480	17,480	17,480	17,480
Metro Air Poll. Control Dist.	8,004	8,060	8,267	8,447
Mosquito Control Program	61,497	64,357	63,625	68,844
M.W.R.A. Sewer Assessment	2,595,601	2,804,912	3,032,110	3,059,086
School Choice	51,346	48,353	26,856	68,004
Charter Schools	75,924	65,041	93,064	84,240
Special Education	1,852	0	2,100	8,280
North Shore Agricultural & Technical School District	38,192	127,813	164,332	186,666
TOTAL	9,066,434	9,781,113	11,399,409	12,053,590

Notes:

1. Includes funding for Senior Tax Workoff Program.

DEPARTMENT:	Warrant Articles		DEPT:	
FUNCTION:	Warrant Articles		ACTIVITY:	
CLASSIFICATION	EXPENDITURES FISCAL 2017	EXPENDITURES FISCAL 2018	TRANSFER & APPROPRIATION FISCAL 2019	TOWN MANAGER RECOMMENDATION FISCAL 2020
WARRANT ARTICLES:				
Memorial Day/Veterans Day	6,000	6,000	6,000	8,000
Lease of Veterans Quarters	0	750	1,500	1,500
Senior Work Program	15,761	0	0	0
Sutton Brook Disposal Area	90,000	0	0	0
4th of July	25,000	24,016	50,000	50,000
OPEB	0	0	1,000,000	1,000,000
Capital Stabilization	0	0	4,000,000	4,000,000
Retirement Stabilization	0	0	1,000,000	500,000
Prepay Retirement	500,000	1,000,000	500,000	1,000,000
TOTAL	636,761	1,030,766	6,557,500	6,559,500

Note:

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

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

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

EXPENDITURE DETAIL

DEPARTMENT: FUNCTION:	Capital Outlay Capital Outlay	DEPT: ACTIVITY:		
CLASSIFICATION	EXPENDITURES FISCAL 2017	EXPENDITURES FISCAL 2018	TRANSFER & APPROPRIATION FISCAL 2019	TOWN MANAGER RECOMMENDATION FISCAL 2020
CAPITAL OUTLAY:				
Police - Cruisers	223,125	229,995	270,000	250,000
Police - Tasers	32,500	32,500	0	0
Police - Storage & Office Trailer	0	20,000	0	0
Police - High Density Evidence Storage	0	24,212	0	0
Police - Security System	0	30,000	0	0
Police - Animal Control Vehicle	0	48,500	0	0
Police - Booking & Evidence Room Cameras	0	0	0	31,000
Fire - Ambulance	259,152	320,000	0	0
Fire - Communications/Radio	50,000	0	0	0
Fire - Vehicle Replacement	52,238	0	0	58,000
Fire - North Wilmington Substation Study	0	0	0	0
Fire - Pumper	0	0	585,000	0
Dispatch - Fire Alerting System	0	0	0	175,000
DPW - Cunningham Drainage Improvement 2	20,141	33,131	0	0
DPW - Construction/Maint. Equipment	192,250	95,255	0	0
DPW - Construction/Maint. Vehicles	131,675	234,646	248,500	332,000
DPW - Cemetery Expansion	9,402	31,424	20,000	0
DPW - Fuel Tank Conversion	16,320	0	0	566,000
DPW - Mass Ave Drainage Improvements	0	0	0	0
DPW - Resurfacing Municipal Parking Lots	0	79,218	137,000	155,000
DPW - Butters Row Culvert Repair Project	0	0	0	0
DPW - Intersection Master Plan	46,100	5,400	0	0
DPW - Route 38 TIP Project 25% Engineering	214,543	135,429	0	0
DPW - Engineering Services-NPDES General Permit	0	906	0	10,000
DPW - Revitalization of Walkways at Town Common	0	9,534	0	0
DPW - Solar Powered Pedestrian Beacons	0	26,629	0	0
DPW - Shady Lane Drive Sidewalks	0	0	0	84,000
DPW - Sidewalk Reconstruction Lawrence St Phase 2	0	0	110,000	0
DPW - Roadway Management PCI Update People GIS	0	0	35,000	0
DPW - Federal Hill & Middlesex Ave Curbing	0	0	105,000	50,000
DPW - Traffic Detection Camera Rte 62 at Chestnut St	0	0	21,000	0
Sewer - Public Safety Pump Station Panel	19,750	0	0	0
Sewer - Pilcher Dr Sewer-Grinder Assembly	0	0	150,000	0
School - Vans	27,664	27,088	55,000	0
School - Middle School Computer Replacement	0	0	161,100	0
School - Elementary School Projector Replacement	0	0	135,000	0
School - Middle School Projector Replacement	0	0	0	180,000
School - Foundations ELA Program	37,739	0	0	0
School - North & West Intermediate Computer Replace	0	0	0	100,000
School - Calkins Reading Program	33,622	0	0	0
School - PA System Upgrade	0	0	0	30,000

EXPENDITURE DETAIL

DEPARTMENT:	Capital Outlay	DEPT:		
FUNCTION:	Capital Outlay	ACTIVITY:		
CLASSIFICATION	EXPENDITURES FISCAL 2017	EXPENDITURES FISCAL 2018	TRANSFER & APPROPRIATION FISCAL 2019	TOWN MANAGER RECOMMENDATION FISCAL 2020
School - District Chromebook Repl/Upgrade Project	0	0	0	20,000
School - Laptop Battery Replacement	0	2,688	0	0
School - Elementary School Switch Replacement	36,000	0	0	0
School - MCAS 2.0 Laptop Cart Project	0	40,000	0	0
School - VoIP Telephone System Project	100,000	0	50,000	0
School- Middle School Tech Ed. Engineering Lab	0	67,500	0	0
School - PreK-3 Lab PC Replacement	0	72,000	0	0
School - High School Data Center	0	0	50,000	100,000
School - Middle School Wireless Upgrade	0	0	0	100,000
School - Middle School Labs Replacement	0	0	0	75,000
Public Buildings - Roof Repairs	286,086	286,653	0	0
Public Buildings - West Intermediate Lighting Project	0	0	0	100,000
Public Buildings - Vehicles	0	23,830	0	0
Public Buildings - Pub Safety Bldg Chiller Replace	49,032	0	0	0
Public Buildings - Library Boiler Replacement	0	0	0	185,000
Public Buildings - Truck (354)	0	25,602	0	0
Public Buildings - Misc. Facility Improvements	0	9,600	0	0
Public Buildings - Middle Sch Building Mgmt System	0	25,121	0	0
Public Buildings - Chair Lift Shawsheen School	0	70,061	0	0
Public Buildings - No. Intermediate Roof Replacement	0	117,195	0	0
Public Buildings - Shawsheen School Lighting Upgrade	0	0	185,000	0
Public Buildings - Woburn Street Lighting Upgrade	0	0	185,000	0
Public Buildings - Town Hall Football Field Lights	0	0	75,000	0
IT - Replace Servers	30,000	11,998	0	0
IT - Desktop Computer Replacement	28,110	31,152	55,000	0
IT - Shared Storage Environment	0	29,528	0	0
IT - Network Switch Upgrade	15,000	0	0	0
IT - UPS for Public Safety	0	0	20,000	0
IT - Enterprise Software System	0	0	941,800	0
Recreation - Pickleball Courts	0	0	40,000	0
Elderly - Ford Transit 350 Van	0	53,149	0	0
Town Manager - Municipal Buildings Master Plan	23,000	26,000	0	0
TOTAL	1,933,449	2,275,944	3,634,400	2,601,000

NOTES: (Temporary) Federal Hill & Middlesex Curbing only Tax Levy (\$105,000) portion shown, rest is C90C (\$105,000)
Pickleball Courts only Tax Levy (\$40,000) portion is shown, rest is Recreation Revolving (\$40,000)

EXPENDITURE DETAIL

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

DEPT: 44
 ACTIVITY: Public Works

CLASSIFICATION	EXPENDITURES FISCAL 2017	EXPENDITURES FISCAL 2018	TRANSFER & APPROPRIATION FISCAL 2019	TOWN MANAGER RECOMMENDATION FISCAL 2020
PERSONNEL SERVICES:				
Other Full Time (11)	848,427	858,284	809,066	826,071
Seasonal	10,996	10,652	12,000	12,000
Overtime/Salary Adjustments	112,479	119,125	124,480	124,480
	<u>971,902</u>	<u>988,061</u>	<u>945,546</u>	<u>962,551</u>
CONTRACTUAL SERVICES:				
MWRA Assessment	910,990	984,141	711,915	967,915
Professional & Technical Services	213,268	186,491	233,550	213,550
Miscellaneous Contractual Services	28,120	26,230	34,500	34,500
Cross Connection Control Program	26,712	25,480	29,950	29,950
Haz Mat Household Waste Program	14,100	15,356	15,000	16,000
DEP Assessment	6,573	7,115	5,300	6,500
Training & Conference	5,532	4,619	6,000	6,000
	<u>1,205,295</u>	<u>1,249,432</u>	<u>1,036,215</u>	<u>1,274,415</u>
UTILITIES:				
Electricity	235,683	261,261	275,880	275,880
Telephone	8,621	9,750	10,000	10,000
Fuel Oil	23,349	39,829	50,000	50,000
Natural Gas	4,485	10,042	7,500	7,500
	<u>272,138</u>	<u>320,882</u>	<u>343,380</u>	<u>343,380</u>

EXPENDITURE DETAIL

DEPARTMENT: Water FUNCTION: Maint. & Operation of Water System			DEPT: ACTIVITY:	44 Public Works
CLASSIFICATION	EXPENDITURES FISCAL 2017	EXPENDITURES FISCAL 2018	TRANSFER & APPROPRIATION FISCAL 2019	TOWN MANAGER RECOMMENDATION FISCAL 2020
MATERIALS & SUPPLIES:				
Administration & Office Supplies	24,162	23,848	25,500	28,700
Facility - Maintenance & Supplies	114,608	105,678	180,000	180,000
Operation - Maint. & Supplies	24,866	16,267	32,500	32,500
Vehicle - Maintenance & Supplies	50,162	51,166	58,491	59,132
Distribution System - Maint. & Supplies	44,082	55,774	62,500	62,500
Chemicals	183,424	203,513	240,000	240,000
	441,304	456,246	598,991	602,832
FURNISHINGS & EQUIPMENT:				
	53,035	56,879	53,400	74,000
CAPITAL OUTLAY:				
Engineering/Technical	356,630	138,544	21,670	140,000
Construction	0	1,609,269	455,000	450,000
Equipment	0	5,746	75,000	185,000
	356,630	1,753,559	551,670	775,000
TRANSFERS:				
Debt	123,720	255,195	255,195	330,220
Employee Benefits	678,615	643,410	643,410	650,143
Insurance	57,237	50,000	50,000	59,927
DPW Salaries	394,561	415,713	415,713	437,394
Other	57,048	54,687	54,687	90,464
	1,311,181	1,419,005	1,419,005	1,568,148
TOTAL	4,611,485	6,244,064	4,948,207	5,600,326

EXPENDITURE DETAIL

DEPARTMENT: Public Rink FUNCTION: Public Rink			DEPT: ACTIVITY:	50 Public Rink
CLASSIFICATION	EXPENDITURES FISCAL 2017	EXPENDITURES FISCAL 2018	TRANSFER & APPROPRIATION FISCAL 2019	TOWN MANAGER RECOMMENDATION FISCAL 2020
Revenue	0	526,000	526,000	526,000
General Fund Transfer	0	0	0	0
Expenditures				
Personnel/Contract Management	0	180,000	180,000	180,000
Misc. Contractual Services	0	40,000	40,000	40,000
Utilities	0	164,000	164,000	164,000
Operations	0	24,000	24,000	24,000
	0	408,000	408,000	408,000
CAPITAL OUTLAY				
Capital Reserve	0	0	0	0
Debt	0	118,000	118,000	118,000
	0	118,000	118,000	118,000
Total Expenses	0	526,000	526,000	526,000
NET Total Surplus/(Deficit) ¹				
	0	0	0	0

Notes:

1. No expenditures have been made in FY 2017, FY 2018 or FY19 to date.

DEPARTMENTAL BUDGET SUMMARY

CATEGORY		EXPENDITURES FISCAL 2017	EXPENDITURES FISCAL 2018	TRANSFER & APPROPRIATION FISCAL 2019	TOWN MANAGER RECOMMENDATION FISCAL 2020
GENERAL GOVERNMENT:					
Selectmen	Salaries	5,038	5,139	5,139	5,412
Selectmen	Expenses	9,102	9,162	10,750	10,850
Selectmen	Furnish. & Equip.	0	0	0	0
		14,140	14,301	15,889	16,262
Elections	Salaries	32,053	13,780	44,387	29,283
Elections	Expenses	4,833	2,700	7,950	8,700
Elections	Furnish. & Equip.	0	0	0	0
		36,886	16,480	52,337	37,983
Registrars	Salaries	1,875	1,875	1,875	1,875
Registrars	Expenses	6,928	6,741	8,300	8,700
		8,803	8,616	10,175	10,575
Finance Comm.	Salaries	602	2,986	2,109	2,100
Finance Comm.	Expenses	6,274	6,840	8,550	8,525
		6,876	9,826	10,659	10,625
Town Manager	Sal-Town Manager	150,255	151,397	155,230	159,111
Town Manager	Salaries-Other	299,942	378,258	386,151	396,131
Town Manager	Expenses	60,763	69,758	77,800	78,300
Town Manager	Furnish. & Equip.	7,570	3,446	2,500	0
		518,530	602,859	621,681	633,542
Information Technology	Salaries	212,925	155,957	225,011	238,525
Information Technology	Contractual Services	300,870	382,889	387,750	394,150
Information Technology	Expenses	568	702	750	750
Information Technology	Furnish & Equip.	47,787	10,213	12,000	69,000
		562,150	549,761	625,511	702,425
Finance/Accountant	Sal-Finance Director	119,320	121,240	124,271	127,688
Finance/Accountant	Salaries-Other	175,490	127,618	128,690	132,430
Finance/Accountant	Expenses	3,187	11,641	3,470	15,810
Finance/Accountant	Furnish. & Equip.	0	0	0	400
		297,997	260,499	256,431	276,328
Treas/Collector	Sal-Treasurer/Collector	110,481	112,258	115,065	118,229
Treas/Collector	Salaries-Other	162,844	166,981	209,993	213,430
Treas/Collector	Expenses	31,798	27,559	30,494	33,195
Treas/Collector	Amt. Cert. Tax Title	17,945	24,111	27,000	27,000
Treas/Collector	Furnish. & Equip.	0	0	600	1,955
		323,068	330,909	383,152	393,809
Town Clerk	Sal-Town Clerk	87,307	88,712	90,929	88,142
Town Clerk	Salaries-Other	106,315	109,394	111,314	112,572
Town Clerk	Expenses	5,146	6,080	9,550	14,750
Town Clerk	Furnish. & Equip.	0	0	1,800	0
		198,768	204,186	213,593	215,464
Assessors	Sal-Prin. Assessor	104,531	108,589	111,304	114,364
Assessors	Salaries-Other	101,724	104,967	102,165	102,919
Assessors	Expenses	56,590	40,428	68,070	73,180
Assessors	Appraisals, Inventory	4,375	3,800	3,425	45,925

DEPARTMENTAL BUDGET SUMMARY

CATEGORY		EXPENDITURES FISCAL 2017	EXPENDITURES FISCAL 2018	TRANSFER & APPROPRIATION FISCAL 2019	TOWN MANAGER RECOMMENDATION FISCAL 2020
Assessors	ATB Costs	3,042	7,433	20,000	20,000
Assessors	Furnish. & Equip.	1,445	0	3,150	1,800
		<u>271,707</u>	<u>265,217</u>	<u>308,114</u>	<u>358,188</u>
Town Counsel	Legal Services	259,250	263,521	325,000	300,000
Town Counsel	Expenses	3,262	2,870	7,500	7,500
		<u>262,512</u>	<u>266,391</u>	<u>332,500</u>	<u>307,500</u>
General Government	Subtotal	<u>2,501,437</u>	<u>2,529,045</u>	<u>2,830,042</u>	<u>2,962,701</u>
PUBLIC SAFETY:					
Police	Sal-Chief	144,240	146,973	137,714	141,500
Police	Sal-Dep. Chief	116,425	120,588	118,066	121,313
Police	Sal-Lieuts.	489,251	499,992	509,050	509,878
Police	Sal-Sgts.	447,547	430,860	430,971	439,764
Police	Sal-Patrolmen	2,174,236	2,339,295	2,416,543	2,632,843
Police	Substance Abuse Coordinator	1,118	53,075	65,039	69,504
Police	Sal-Clerks	102,393	95,414	141,365	147,673
Police	Sal-Part Time	5,596	13,158	0	0
Police	Sal-Overtime	574,940	641,527	575,000	625,000
Police	Sal-Paid Holidays	80,735	104,395	100,000	100,000
Police	Sal-Specialists	12,450	14,525	14,650	14,650
Police	Sal-Night Differential	49,789	60,346	59,332	59,332
Police	Sal-Incentive Pay	418,027	502,841	518,242	555,218
Police	Sick Leave Buyback	33,599	30,882	40,593	40,593
Police	Expenses	230,987	200,882	232,985	289,085
Police	Furnish. & Equip.	3,141	0	28,750	24,750
		<u>4,884,474</u>	<u>5,254,753</u>	<u>5,388,300</u>	<u>5,771,104</u>
Fire Dept.	Sal-Chief	138,123	138,452	126,090	134,537
Fire Dept.	Sal-Dep. Chief	97,441	87,504	90,529	96,075
Fire Dept.	Sal-Lieuts.	472,925	459,833	492,375	507,611
Fire Dept.	Sal-Privates	2,022,453	2,098,483	2,211,303	2,478,109
Fire Dept.	Sal-Clerk	58,807	60,670	40,906	42,384
Fire Dept.	Sal-Part Time	11,626	12,390	13,640	12,626
Fire Dept.	Sal-Overtime	667,495	935,568	881,120	1,200,000
Fire Dept.	Sal-Training Overtime	32,164	40,000	40,000	40,000
Fire Dept.	Sal-Paid Holidays	143,133	148,769	147,891	155,660
Fire Dept.	Sal-EMT & Incentive Pay	30,535	26,225	57,050	60,045
Fire Dept.	Sick Leave Buyback	17,010	17,234	20,786	20,786
Fire Dept.	Expenses	189,508	192,302	258,998	291,652
Fire Dept.	Furnish. & Equip.	47,099	37,000	46,900	54,600
		<u>3,928,319</u>	<u>4,254,430</u>	<u>4,427,588</u>	<u>5,094,084</u>
Central Dispatch	Salaries	610,281	653,435	698,570	715,695
Central Dispatch	Contractual Services	11,026	13,850	14,120	14,620
Central Dispatch	Expenses	3,658	3,195	3,750	3,750
Central Dispatch	Furnish. & Equip.	8,000	3,833	4,000	4,000
		<u>632,965</u>	<u>674,313</u>	<u>720,440</u>	<u>738,065</u>
Animal Control	Salaries	55,022	57,315	59,302	60,878
Animal Control	Expenses	4,749	3,184	6,000	6,000
Animal Control	Furnish. & Equip.	0	0	0	4,500
		<u>59,771</u>	<u>60,499</u>	<u>65,302</u>	<u>71,378</u>
Public Safety	Subtotal	<u>9,505,529</u>	<u>10,243,995</u>	<u>10,601,630</u>	<u>11,674,631</u>

DEPARTMENTAL BUDGET SUMMARY

CATEGORY		EXPENDITURES FISCAL 2017	EXPENDITURES FISCAL 2018	TRANSFER & APPROPRIATION FISCAL 2019	TOWN MANAGER RECOMMENDATION FISCAL 2020
PUBLIC WORKS:					
Public Works	Salaries	3,223,431	3,246,336	3,247,919	3,330,503
Public Works	Contractual Services	2,353,673	2,488,297	2,676,467	2,725,509
Public Works	Expenses	808,356	790,019	895,593	894,913
Public Works	Furnish. & Equip.	75,604	60,451	59,400	95,500
		6,461,064	6,585,103	6,879,379	7,046,425
Sewer	Salaries	92,234	91,733	92,841	92,841
Sewer	Expenses	97,726	78,061	90,376	96,426
		189,960	169,794	183,217	189,267
Public Works Subtotal		6,651,024	6,754,897	7,062,596	7,235,692
COMMUNITY DEVELOPMENT:					
Board of Health	Sal-Director	92,249	93,734	96,076	98,719
Board of Health	Salaries-Other	103,721	108,426	109,596	109,596
Board of Health	Expenses	16,231	17,883	20,000	35,000
Board of Health	Mental Health-Out Patient	369	0	0	0
		212,570	220,043	225,672	243,315
Planning/Conservation	Sal-Director	88,956	90,387	92,646	95,382
Planning/Conservation	Salaries-Other	220,564	204,543	225,275	235,242
Planning/Conservation	Expenses	10,546	13,797	31,000	23,000
Planning/Conservation	Furnish. & Equip.	1,788	1,491	1,600	1,600
		321,854	310,218	350,521	355,224
Building Inspector	Sal-Bldg Inspector	84,836	86,829	90,929	93,430
Building Inspector	Salaries-Other	117,551	121,804	111,633	107,585
Building Inspector	Expenses	3,386	3,814	4,250	5,250
Building Inspector	Furnish. & Equip.	313	350	0	0
		206,086	212,797	206,812	206,265
Community Development Subtotal		740,510	743,058	783,005	804,804
PUBLIC BUILDINGS:					
Public Buildings	Sal-Superintendent	122,141	124,107	128,085	134,305
Public Buildings	Salaries-Other	2,812,006	2,912,430	3,035,729	3,089,162
Public Buildings	Expenses-Town Bldgs.	200,106	185,604	210,000	210,000
Public Buildings	Electric-Town Bldgs.	170,083	198,499	220,000	220,000
Public Buildings	Utilities-Town Bldgs.	23,001	21,641	31,500	31,500
Public Buildings	Expenses-School Bldgs.	205,223	259,730	245,000	257,000
Public Buildings	Misc. Facilities Repairs	18,698	176,760	125,000	125,000
Public Buildings	Training & Conference	1,617	2,026	3,500	3,500
Public Buildings	Fuel Heating	808,959	686,010	945,000	945,500
Public Buildings	Asbestos Repairs/Training	22,746	17,000	15,000	50,000
Public Buildings	Roof Repairs	15,661	6,547	25,000	25,000
Public Buildings	HVAC Repairs	159,745	156,076	175,000	175,000
		4,559,986	4,746,430	5,158,814	5,265,967
Public Buildings Subtotal		4,559,986	4,746,430	5,158,814	5,265,967
HUMAN SERVICES:					
Veterans	Sal-Director	73,151	78,983	84,193	86,508
Veterans	Sal-Other	43,766	48,837	52,060	77,584
Veterans	Expenses	2,473	2,143	3,500	3,550

DEPARTMENTAL BUDGET SUMMARY

CATEGORY		EXPENDITURES FISCAL 2017	EXPENDITURES FISCAL 2018	TRANSFER & APPROPRIATION FISCAL 2019	TOWN MANAGER RECOMMENDATION FISCAL 2020
Veterans	Assistance-Veterans	308,435	252,668	400,000	350,000
		427,825	382,631	539,753	517,642
Library	Sal-Director	94,720	96,244	98,650	101,363
Library	Salaries-Other	765,295	796,754	824,638	850,300
Library	Expenses	182,394	180,234	189,600	195,589
Library	M.V.L.C.	37,135	38,131	38,131	38,131
Library	Furnish. & Equip.	18,878	15,144	5,700	6,453
		1,098,422	1,126,507	1,156,719	1,191,836
Recreation	Sal-Director	73,432	64,810	69,765	76,164
Recreation	Salaries-Other	55,032	55,254	56,419	56,419
Recreation	Expenses	5,451	5,045	5,275	5,800
Recreation	Furnish. & Equip.	0	0	0	0
		133,915	125,109	131,459	138,383
Elderly Services	Sal-Director	83,127	85,046	88,958	91,404
Elderly Services	Salaries-Other	175,050	135,422	144,341	176,233
Elderly Services	Expenses	39,871	42,646	45,025	45,235
Elderly Services	Furnish. & Equip.	0	0	0	0
		298,048	263,114	278,324	312,872
Historical Comm.	Salaries	22,232	20,534	25,318	25,983
Historical Comm.	Expenses	7,528	4,665	6,750	6,750
Historical Comm.	Furnish. & Equip.	0	0	0	0
		29,760	25,199	32,068	32,733
Human Services Subtotal		1,987,970	1,922,560	2,138,323	2,193,466
EDUCATION:					
School Dept.	Salaries	29,360,937	30,339,571	31,664,458	32,795,858
School Dept.	Expenses	8,352,851	8,570,521	8,662,075	9,143,745
		37,713,788	38,910,092	40,326,533	41,939,603
Regional Vocational	Shawsheen Vocational	3,855,387	4,028,625	4,265,878	4,965,878
		3,855,387	4,028,625	4,265,878	4,965,878
Education Subtotal		41,569,175	42,938,717	44,592,411	46,905,481
DEBT SERVICE:					
Debt & Interest	Recreation	0	0	502,400	475,275
Debt & Interest	Public Safety	112,813	108,537	192,900	185,450
Debt & Interest	Schools	3,359,525	3,285,375	3,188,650	3,092,350
Debt & Interest	Sewer	97,227	118,283	115,520	123,620
Debt & Interest	Water	121,720	118,120	250,195	248,220
Debt & Interest	Authentication Fees & Misc. Debt	131,625	170,000	45,000	130,000
		3,822,910	3,800,315	4,294,665	4,254,915
Debt & Interest Subtotal		3,822,910	3,800,315	4,294,665	4,254,915
UNCLASSIFIED:					
Insurance		744,476	716,924	854,000	914,000
Employee Health & Life Insurance		10,724,225	11,199,944	13,000,000	13,000,000
Employ. Retirement Unused Sick Leave		45,462	75,228	75,000	220,000
Medicare Employer's Contribution		693,739	711,098	800,000	825,000
Salary Adjustments & Additional Costs		49,902	113,324	625,000	848,595
Local Trans/Training Conference		3,592	4,940	5,000	5,000

DEPARTMENTAL BUDGET SUMMARY

CATEGORY	EXPENDITURES	EXPENDITURES	TRANSFER &	TOWN MANAGER
	FISCAL 2017	FISCAL 2018	APPROPRIATION	RECOMMENDATION
			FISCAL 2019	FISCAL 2020
Out of State Travel	84	5,379	7,000	7,000
Annual Audit	35,000	35,000	35,000	36,000
Ambulance Billing	36,000	39,278	43,000	43,000
Town Report & Calendar	4,862	4,128	7,500	7,500
Professional & Technical Services	135,487	105,042	125,000	125,000
Reserve Fund	0	0	15,000	1,200,000
Unclassified Subtotal	12,472,829	13,010,285	15,591,500	17,231,095
STATUTORY CHARGES:				
Current Year Overlay	0	0	900,000	900,000
Retirement Contributions	5,704,192	6,126,993	6,535,038	7,080,174
Offset Items	0	0	25,653	26,713
Special Education	1,852	0	2,100	8,280
Mass Bay Trans Auth.	500,607	506,104	518,623	533,054
MAPC (Ch. 688 of 1963)	11,739	12,000	12,261	12,602
RMV Non-Renewal Surcharge	17,480	17,480	17,480	17,480
Metro Air Poll. Control Dist.	8,004	8,060	8,267	8,447
Mosquito Control Program	61,497	64,357	63,625	68,844
M.W.R.A. Sewer Assessment	2,595,601	2,804,912	3,032,110	3,059,086
School Choice	51,346	48,353	26,856	68,004
Charter Schools	75,924	65,041	93,064	84,240
North Shore Agricultural & Technical School District	38,192	127,813	164,332	186,666
Statutory Charges Subtotal	9,066,434	9,781,113	11,399,409	12,053,590
WARRANT ARTICLES:				
Unclassified	Memorial/Veterans Day	6,000	6,000	8,000
Unclassified	Lease of Veterans Quarters	0	750	1,500
Unclassified	Senior Work Program	15,761	0	0
Unclassified	Sutton Brook Disposal Area	90,000	0	0
Unclassified	Retirement Stabilization	0	0	500,000
Unclassified	Prepay Retirement	500,000	1,000,000	1,000,000
Unclassified	OPEB	0	1,000,000	1,000,000
Unclassified	Capital Stabilization	0	4,000,000	4,000,000
Unclassified	4th of July	25,000	50,000	50,000
Warrant Articles Subtotal	636,761	1,030,766	6,557,500	6,559,500
CAPITAL OUTLAY:				
Police	Cruisers	223,125	229,995	270,000
Police	Tasers	32,500	32,500	0
Police	Storage & Office Trailer	0	20,000	0
Police	High Density Evidence Storage	0	24,212	0
Police	Security System	0	30,000	0
Police	Animal Control Vehicle	0	48,500	0
Police	Booking & Evidence Room Cameras	0	0	31,000
Fire	Ambulance	259,152	320,000	0
Fire	Communications/Radios	50,000	0	0
Fire	North Wilmington Substation Study	0	0	0
Fire	Vehicle Replacement	52,238	0	58,000
Fire	Pumper	0	0	585,000
Dispatch	Fire Alerting System	0	0	175,000
DPW	Cunningham Drainage Improvement 2	20,141	33,131	0
DPW	Construction/Maint. Vehicles	192,250	234,646	332,000
DPW	Construction/Maint. Equipment	131,675	95,255	0
DPW	Cemetery Expansion	9,402	31,424	20,000
DPW	Fuel Tank Conversion	16,320	0	566,000

DEPARTMENTAL BUDGET SUMMARY

	CATEGORY	EXPENDITURES	EXPENDITURES	TRANSFER & APPROPRIATION	TOWN MANAGER RECOMMENDATION
		FISCAL 2017	FISCAL 2018	FISCAL 2019	FISCAL 2020
DPW	Resurfacing Municipal Parking Lots	0	79,218	137,000	155,000
DPW	Intersection Master Plan	46,100	5,400	0	0
DPW	Route 38 TIP Project 25% Engineering	214,543	135,429	0	0
DPW	Engineering Services NPDES Gen Permit	0	906	0	10,000
DPW	Revitalization Walkways at Town Commo	0	9,534	0	0
DPW	Solar Powered Pedestrian Beacons	0	26,629	0	0
DPW	Shady Lane Drive Sidewalks	0	0	0	84,000
DPW	Sidewalk Reconstruction Lawrence St.	0	0	110,000	0
DPW	Roadway Management People GIS	0	0	35,000	0
DPW	Federal Hill & Middlesex Ave Curbing	0	0	105,000	50,000
DPW	Traffic Detection Camera Rte 62/Chestnut	0	0	21,000	0
Sewer	Public Safety Pump Station Panel	19,750	0	0	0
Sewer	Pilcher Dr Sewer Grinder Assembly	0	0	150,000	0
School	Vans	27,664	27,088	55,000	0
School	Middle School Computer Replacement	0	0	161,100	0
School	Elementary School Projector Replace	0	0	135,000	0
School	Middle School Projector Replacement	0	0	0	180,000
School	Foundations ELA Program	37,739	0	0	0
School	Calkins Reading Program	33,622	0	0	0
School	North & West Int. Computer Replace	0	0	0	100,000
School	PA System Upgrade	0	0	0	30,000
School	District Chromebook Repl/Upgrade Proj	0	0	0	20,000
School	Laptop Battery Replacement	0	2,688	0	0
School	Elementary School Switch Replacement	36,000	0	0	0
School	MCAS 2.0 Laptop Cart Project	0	40,000	0	0
School	VoIP Telephone System Project	100,000	0	50,000	0
School	Middle School Tech Ed. Engineering Lab	0	67,500	0	0
School	PreK-3 Lab PC Replacement	0	72,000	0	0
School	High School Data Center	0	0	50,000	100,000
School	Middle School Wireless Upgrade	0	0	0	100,000
School	Middle School Labs Replacement	0	0	0	75,000
Public Buildings	Roof Repairs	286,086	286,653	0	0
Public Buildings	West Intermediate Lighting Project	0	0	0	100,000
Public Buildings	Vehicles	0	23,830	0	0
Public Buildings	Public Safety Bldg Chiller Replace	49,032	0	0	0
Public Buildings	Library Boiler Replacement	0	0	0	185,000
Public Buildings	Truck (354)	0	25,602	0	0
Public Buildings	Middle School Building Mgmt System	0	25,121	0	0
Public Buildings	Misc. Facility Improvements	0	9,600	0	0
Public Buildings	Chair Lift Shawsheen School	0	70,061	0	0
Public Buildings	No. Intermediate Roof Replacement	0	117,195	0	0
Public Buildings	Shawsheen School Lighting Upgrade	0	0	185,000	0
Public Buildings	Woburn St Lighting Upgrade	0	0	185,000	0
Public Buildings	Town Hall Football Field Lights	0	0	75,000	0
Information Tech.	Replace Servers	30,000	11,998	0	0
Information Tech.	Desktop Computer Replacement	28,110	31,152	55,000	0
Information Tech.	Shared Storage Environment	0	29,528	0	0
Information Tech.	Network Switch Upgrade	15,000	0	0	0
Information Tech.	UPS for Public Safety	0	0	20,000	0
Information Tech.	Enterprise Software System	0	0	941,800	0
Elderly Services	Ford Transit 350 Van	0	53,149	0	0
Recreation	Pickleball Courts	0	0	40,000	0
Town Manager	Municipal Buildings Master Plan	23,000	26,000	0	0
Capital Outlay Subtotal		1,933,449	2,275,944	3,634,400	2,601,000
GRAND TOTAL		95,448,014	99,777,125	114,644,295	119,742,842

DEPARTMENTAL BUDGET SUMMARY

CATEGORY	EXPENDITURES FISCAL 2017	EXPENDITURES FISCAL 2018	TRANSFER & APPROPRIATION FISCAL 2019	TOWN MANAGER RECOMMENDATION FISCAL 2020
GENERAL GOVERNMENT				
Selectmen	14,140	14,301	15,889	16,262
Elections	36,886	16,480	52,337	37,983
Registrars	8,803	8,616	10,175	10,575
Finance Committee	6,876	9,826	10,659	10,625
Town Manager	518,530	602,859	621,681	633,542
Information Technology	562,150	549,761	625,511	702,425
Town Accountant	297,997	260,499	256,431	276,328
Treasurer/Collector	323,068	330,909	383,152	393,809
Town Clerk	198,768	204,186	213,593	215,464
Assessors	271,707	265,217	308,114	358,188
Town Counsel	262,512	266,391	332,500	307,500
Permanent Bldg Comm.	0	0	0	0
TOTAL	2,501,437	2,529,045	2,830,042	2,962,701
PUBLIC SAFETY				
Police Dept.	4,884,474	5,254,753	5,388,300	5,771,104
Fire Dept.	3,928,319	4,254,430	4,427,588	5,094,084
Central Dispatch	632,965	674,313	720,440	738,065
Animal Control	59,771	60,499	65,302	71,378
TOTAL	9,505,529	10,243,995	10,601,630	11,674,631
PUBLIC WORKS				
Public Works	6,461,064	6,585,103	6,879,379	7,046,425
Sewer	189,960	169,794	183,217	189,267
TOTAL	6,651,024	6,754,897	7,062,596	7,235,692
COMMUNITY DEVELOPMENT				
Board of Health	212,570	220,043	225,672	243,315
Planning & Conservation	321,854	310,218	350,521	355,224
Building Inspector	206,086	212,797	206,812	206,265
TOTAL	740,510	743,058	783,005	804,804

DEPARTMENTAL BUDGET SUMMARY

CATEGORY	EXPENDITURES FISCAL 2017	EXPENDITURES FISCAL 2018	TRANSFER & APPROPRIATION FISCAL 2019	TOWN MANAGER RECOMMENDATION FISCAL 2020
PUBLIC BUILDINGS				
Public Buildings	4,559,986	4,746,430	5,158,814	5,265,967
TOTAL	4,559,986	4,746,430	5,158,814	5,265,967
HUMAN SERVICES				
Veterans	427,825	382,631	539,753	517,642
Library	1,098,422	1,126,507	1,156,719	1,191,836
Recreation	133,915	125,109	131,459	138,383
Elderly Services	298,048	263,114	278,324	312,872
Historical Comm.	29,760	25,199	32,068	32,733
TOTAL	1,987,970	1,922,560	2,138,323	2,193,466
EDUCATION				
School Dept.	37,713,788	38,910,092	40,326,533	41,939,603
Shawsheen Vocational	3,855,387	4,028,625	4,265,878	4,965,878
TOTAL	41,569,175	42,938,717	44,592,411	46,905,481
MATURING DEBT & INTEREST				
Debt Service	3,822,910	3,800,315	4,294,665	4,254,915
TOTAL	3,822,910	3,800,315	4,294,665	4,254,915
UNCLASSIFIED				
Unclassified	12,472,829	13,010,285	15,591,500	17,231,095
TOTAL	12,472,829	13,010,285	15,591,500	17,231,095
STATUTORY CHARGES				
Statutory Charges	9,066,434	9,781,113	11,399,409	12,053,590
TOTAL	9,066,434	9,781,113	11,399,409	12,053,590
WARRANT ARTICLES				
Warrant Articles	636,761	1,030,766	6,557,500	6,559,500
TOTAL	636,761	1,030,766	6,557,500	6,559,500
CAPITAL OUTLAY				
Capital Outlay	1,933,449	2,275,944	3,634,400	2,601,000
TOTAL	1,933,449	2,275,944	3,634,400	2,601,000
GRAND TOTAL	95,448,014	99,777,125	114,644,295	119,742,842

DEPARTMENTAL BUDGET SUMMARY

CATEGORY	EXPENDITURES FISCAL 2017	EXPENDITURES FISCAL 2018	TRANSFER & APPROPRIATION FISCAL 2019	TOWN MANAGER RECOMMENDATION FISCAL 2020
General Government	2,501,437	2,529,045	2,830,042	2,962,701
Public Safety	9,505,529	10,243,995	10,601,630	11,674,631
Public Works	6,651,024	6,754,897	7,062,596	7,235,692
Community Development	740,510	743,058	783,005	804,804
Public Buildings	4,559,986	4,746,430	5,158,814	5,265,967
Human Services	1,987,970	1,922,560	2,138,323	2,193,466
Education	41,569,175	42,938,717	44,592,411	46,905,481
Maturing Debt & Interest	3,822,910	3,800,315	4,294,665	4,254,915
Unclassified	12,472,829	13,010,285	15,591,500	17,231,095
Statutory Charges	9,066,434	9,781,113	11,399,409	12,053,590
Warrant Articles	636,761	1,030,766	6,557,500	6,559,500
Capital Outlay	1,933,449	2,275,944	3,634,400	2,601,000
GRAND TOTAL	95,448,014	99,777,125	114,644,295	119,742,842