



The TOWN OF NORWOOD

Commonwealth of Massachusetts

DIRECTOR OF FINANCE & ACCOUNTING

THOMAS J. McQUAID, CPA

ASST. TOWN ACCOUNTANT

LINDA A. LARIDIS

January 28, 2019

Budget Balancing Committee
Town Hall
566 Washington Street
Norwood, MA 02062

Dear Member,

Enclosed are the materials that summarize where we are after the **2nd PASS** of budget preparation for Fiscal 2020.

I have enclosed 29 pages of materials to bring you up to date both on our current budget balancing effort as well as the potential override number.

First, I am pleased to report that the Governor released his Fiscal 2020 Budget Proposal for the State which included an increase of \$1,160,605 in State Aid above our original projections. While we have a long way to go before the final State budget is finalized we have included these amounts as projected revenues that benefit both Fiscal 2020 and the future potential override amount.

Pages 1 – 9 relate to information needed to balance the Fiscal 2020 budget. The General Manager has identified his priorities and made the appropriate additions and reductions to the General Government Budget and it is balanced (with a slight surplus to restore some of his cuts for the 3rd Pass).

The Schools have not yet provided any cuts. At present, based upon current information we have:

	<u>Schools</u>	<u>Gen Gov</u>	<u>Total</u>
Available funds (see page 1)	\$44,670,757	\$36,548,801	\$81,219,558
Current budget requests (P1)	<u>47,887,256</u>	<u>36,535,783</u>	<u>84,423,039</u>
Required (cuts) / restorations	<u>(\$3,216,499)</u>	<u>\$13,018</u>	<u>(\$3,203,481)</u>

Pages 10-19 show a 5 year projection that includes restoration of \$1,829,191 of School programs; \$250,000 additional for roads and \$300,000 for Snow & Ice. Without an override to cover our current deficit plus these items we project a deficit for Fiscal 2020 of (\$5,457,569) and a 5-year shortfall of \$31,226,094.

Pages 20-29 represent \$1,829,191 of School Programs which represents an override amount of (\$5,400,000) which still helps General Government because we are not using Free Cash to balance the budget.

Please call me should you have any questions.

Sincerely,

Thomas J. McQuaid, CPA
Director of Finance & Accounting

Town of Norwood
Budget Balancing Group
FY2020 BUDGET ANALYSIS

2ND PASS

The purpose of this analysis is to reflect the historical method used by the town to balance the Budget (Deficit) projection of **\$ (3,203,481)**

Step #	Pass Ref.		
1	(Pg.1, Row 29)	Identify Total Revenues for FY2019	\$ 195,827,735
			(This is the Total Revenue Estimate for FY19, as adjusted through the current pass. This amount of ESTIMATED REVENUES basically dictates what the Total Town BUDGET can be for the next fiscal year (FY19). (See Pass Analysis, Page 1, Line #27 \$ 195,827,735)

Step #	1st Pass Ref.		
2		Deduct Fixed/Shared Cost Budgets (Utility budgets, State Charges, Shared Costs)	
2a	(Pg.1, Row 30)	Fixed Costs, Shared Cost Budgets	\$ 42,666,163
2c	(Pg.1, Row 36)	Utility Budgets (Light, Water, Cable)	68,828,641
2d	(Pg.1, Row 38)	State Charges	2,077,776
2e	(Pg.1, Row 39)	Cherry Sheet Offsets	35,597
2f	(Pg.1, Row 40)	Overlay charges	1,000,000
2g	(Pg.1, Row 42)	Overlay deficit est	
SubTotal- Shared/Fixed Cost Budgets Deducted			\$ 114,608,177
			Before the TOTAL REVENUE "PIE" is sliced up between the total budget allowed those budgets that cannot be reduced(i.e. Debt or Hlth Ins) and Utility Budgets: So, we first deduct the budgets to the Left like Utilities, State Cherry Sheet charges, Overlay and Shared Cost budgets

Step #				
3		Equals Net Revenues Available for Gen Govt and School Budgets		The Net result after deducting fixed and shared budgets from the total budgeted Revenues is the Net Revenues to be split between Schools and Gen Govt. We then apply the historically applied split percentages of 55% (Schools) / 45% GenGov to each side of gov't. This results in a budget ceiling for FY19
3a				for the Schools of \$ 44,670,757 55.0%
3b		Equals- Net Revenue Pie to be split between Schools/ Gen Gov	\$ 81,219,558	for the Gen Gov depts 36,548,801 45.0%
				\$ 81,219,558 100.0%

Step #						
4		Split Net Revenues Available Between School Dept (55%) and Gen Gov (45%)				
4a	FY19 Max	Allocated to SCHOOL DEPT.	55%	New Ceiling- FY20 \$ 44,670,757	FY20 Requests \$ 47,887,256	Bud Reductions Required \$ (3,216,499)
4b	FY19 Max	Allocated to GEN'L GOV'T	45%	36,548,801	36,535,783	\$ 13,018
4c	New Ceiling adjusted by \$90,000 more for schools, less \$90,000 for General			\$ 81,219,558	\$ 84,423,039	\$ (3,203,481)
						Total Budget Reductions Needed to Balance 1st Pass

FISCAL 2020 BUDGET PROPOSAL - PASS 2

A. REVENUE ITEMS

TOWN DEPARTMENTAL RECEIPTS		Final Budget FY2017	Final Budget FY2018	ATM Budget FY2019	Preliminary FY2020	Changes 2nd Pass	Total 2nd Pass
1	NON-UTILITY DEPTS (DEPARTMENTAL RCTS) UTILITY RECEIPTS:	\$ 14,650,869	\$ 15,597,844	\$ 15,288,041	\$ 15,238,835	\$	\$ 15,238,835
2	LIGHT DEPARTMENT	53,913,421	60,146,670	61,363,411	63,061,147	349,900	63,411,047
3	WATER / SEWER DEPT.	14,599,080	15,558,972	16,043,539	16,168,467		16,168,467
4	BROADBAND / CABLE	8,009,969	8,325,009	8,321,980	8,571,980		8,571,980
5	Subtotal - Utilities Operations	76,522,470	84,030,651	85,728,930	87,801,594	349,900	88,151,494
6	TOTAL DEPT. RECEIPTS	91,173,339	99,628,495	101,016,971	103,040,429	349,900	103,390,329
7	STATE CHERRY SHEET AID	10,788,056	11,292,963	11,871,430	12,049,501	1,160,605	13,210,106
8	COMMUNITY PRESERVATION FUND		545,000	668,643			
TAX LEVY:							
9	PRIOR YEAR LEVY CEILING	65,319,412	68,098,582	71,002,135	73,656,770		73,656,770
10	2.5% INCREASE (ON MAX)	1,632,985	1,702,465	1,775,053	1,841,419		1,841,419
11	NEW GROWTH LEVY ALLOWANCE	1,146,185	1,201,088	879,582	900,000		900,000
12	S/T- LEVY LIMIT WITHOUT DEBT EXCLUSION PROP 2 1/2 DEBT EXCLUSION LEVY	68,098,582	71,002,135	73,656,770	76,398,189		76,398,189
	TAX LEVY CEILING	2,071,395	1,944,892	1,893,296	1,844,111		1,844,111
13	MINUS UNUSED LEVY	70,169,977	72,947,027	75,550,066	78,242,300		78,242,300
			(5,318)	(264,491)			
14	EQUALS ACTUAL TAX LEVY PER TAX RATE RECAP	70,169,977	72,941,709	75,285,575	78,242,300		78,242,300
FROM SURPLUS(SAVINGS):							
15	RECURRING SOURCES OF SURPLUS: FREE CASH- REDUCE THE LEVY	1,332,500	1,000,000	1,266,500			
16	FREE CASH	1,461,504	1,748,807	888,000			
	CEMETERY PERPETUAL INTEREST			84,000			
17	CEMETERY 26-1420/ TRANSFARE 26-3262	190,000	218,000	165,000	165,000		165,000
18	SCHOOL GRANT 'EES HEALTH INSUR. 99-6020	200,000	200,000	150,000	150,000		150,000
19	A.M.R. WATER METER FUND RECTS. 99-2213	300,000	512,000	405,000	670,000		670,000
20	CH.90 HIGHWAY AID	880,178	862,984				
21	S/T- RECURRING SURPLUS	4,364,182	4,541,791	2,958,500	985,000		985,000
NON-RECURRING SOURCES OF SURPLUS:							
22	STABILIZATION FUND						
23	FROM PY GEN GOVT BUDGETS		31,700				
24	FROM PY SCHOOL BUDGETS	148,937	43,277				
25	FROM CURRENT YEAR GEN GOVT BUDGET		61,218				
26							
27	S/T- NON-RECURRING SURPLUS	148,937	136,195				
28	TOTAL SURPLUS (RECURRING + NON)	4,513,119	4,677,986	2,958,500	985,000		985,000
29	TOTAL ESTIMATED REVENUES	\$ 176,644,491	\$ 189,086,153	\$ 191,801,119	\$ 194,317,230	\$ 1,510,505	\$ 195,827,735

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FISCAL 2020 BUDGET PROPOSAL - PASS 2

B. BUDGET REQUESTS:

28	GENERAL GOV'T BUDGETS	\$	34,231,186	\$	35,706,455	\$	36,487,165	\$	37,412,183	\$	(876,400)	\$	36,535,783
29	SCHOOL DEPT. BUDGET		41,821,613		43,562,063		45,054,649		47,887,256		-		47,887,256
30	SHARED COST BUDGETS		38,297,354		40,562,615		40,162,978		42,773,663		(57,500)		42,666,163
32	TOTAL TOWN BUDGET		114,350,153		119,831,133		121,704,792		128,023,102		(933,900)		127,089,202
33	UTILITY BUDGETS- Light Dept.		42,110,088		47,383,939		47,409,184		48,757,922		349,900		49,107,822
34	UTILITY BUDGETS- Water&Sewer		10,775,643		11,234,834		11,803,315		12,325,100		-		12,325,100
35	UTILITY BUDGETS- Broadband		6,782,560		7,129,710		7,138,781		7,395,719		-		7,395,719
36	Subtotal-Utilities Budgets		59,668,291		65,748,483		66,351,280		68,478,741		349,900		68,828,641
37	TOTAL TOWN BUDGETS		174,018,444		185,579,616		188,056,072		196,501,843		(584,000)		195,917,843
38	STATE CHERRY SHEET CHARGES		1,590,896		1,926,763		2,041,577		2,145,224		(67,448)		2,077,776
39	Cherry Sheet Offsets		33,913		34,774		34,827		35,000		597		35,597
40	OVERLAY REQUIREMENTS		1,000,000		1,000,000		1,000,000		1,000,000		-		1,000,000
41	COMMUNITY PRESERVATION RESERVED				190,750		234,024						
42	COMMUNITY PRESERVATION UNRESERVED				354,250		434,619						
43	OVERLAY AND OTHER Deficit		1,238		-		-		-				-
44	TOTAL BUDGET REQUESTS		176,644,491		189,086,153		191,801,119		199,682,067		(650,851)		199,031,216
45	Surplus or (Deficit)		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$

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**TOWN OF NORWOOD
FY2020 2ND PASS DETAILED BUDGET**

		Actual FY 2018	Budget FY 2019	Proposed Pass 1 FY 2020	Additions and (Reductions)	Proposed Pass 2
1011	SELECTMEN ADMIN. SALARIES	149,891	155,752	163,056	(12,500)	150,556
1012	SELECTMEN INCIDENTALS	10,907	14,850	10,300	-	10,300
1014	SELECT NEGOTIATING SVCS	75,000	75,000	75,000	-	75,000
1021	GEN MGR SALARIES	645,711	626,006	644,750	(59,000)	585,750
	COMBINED FACILITIES DEPARTMENT				280,000	280,000
1022	GEN MGR INCIDENTALS	20,299	37,775	37,775	-	37,775
	MASTERS STIPEND				-	-
1031	TOWN CLERK SALARIES	552,081	199,060	282,563	-	282,563
1032	TOWN CLERK INCIDENTALS	18,256	15,300	14,750	-	14,750
1040	HUMAN RESOURCES	243,676	259,841	268,223	40,000	308,223
1042	HUMAN RESOURCE INCIDENTALS	30,786	38,630	38,630	-	38,630
1044	H.R. TUITION REIMBURSEMENT	-	10,000	10,000	-	10,000
1051	TREASURER SALARIES	499,561	532,859	554,485	(185,000)	369,485
1052	TREASURER INCIDENTALS	85,678	117,160	117,160	(5,000)	112,160
1054	TREAS-TAX FORECLOSURE	14,583	20,000	20,000	-	20,000
1055	TREAS BD. CERTIFICATION	-	1,000	1,000	-	1,000
1056	TREASURER COLL AGENT	62,892	68,000	68,000	-	68,000
1061	ACCOUNTING SALARIES	-	400,262	375,825	(50,000)	325,825
1062	ACCOUNTING INCIDENTALS	-	15,400	15,400	-	15,400
1071	ASSESSORS SALARIES	250,650	270,480	279,360	-	279,360
1072	ASSESSORS INCIDENTALS	10,775	12,160	9,700	-	9,700
1073	ASSESSORS NEW EQUIPMENT	-	500	500	-	500
1074	ASSESSORS LEGAL CNSL DEF	49,962	50,000	50,000	-	50,000
1077	ASSESSORS REVAL UPDATE	141,867	425,000	150,000	-	150,000
1091	ENGINEERS SALARIES	173,581	177,871	187,334	-	187,334
1092	ENGINEERS INCIDENTALS	7,741	8,600	8,600	-	8,600
1094	ENG STORM WATER COMPLIANCE	20,763	-	-	-	-
1095	CO-OP STUDENT SALARY	5,386	18,512	18,512	-	18,512
1096	ENGINEERS OVERTIME	-	500	500	-	500
1097	ENGINEERS LONGEVITY	-	-	-	-	-
1098	STREET ACCEPTANCE	-	1,000	1,000	-	1,000
1099	ENGINEERING AERIAL PHOTO/GIS	3,200	10,000	10,000	-	10,000
1114	TOWN COUNSEL LEGAL SERV	200,067	177,000	177,000	(5,400)	171,600
1131	ELECT/REG SALARIES	66,121	71,144	10,609	-	10,609
1132	ELECT/REG INCIDENTALS	120,825	90,700	90,450	-	90,450
1171	MUNIC BLDG CUST SAL	121,164	132,517	135,178	1,000	136,178
1172	MUNIC BLDG INCIDENTALS	139,311	165,600	171,400	-	171,400
1174	MUNIC BLDG REPAIRS/MAINT	5,920	3,000	-	-	-
1177	TOWN COMMON MAINT	183	1,000	1,000	-	1,000
1179	MUNIC BLDG NEW EQUIP	455	7,500	2,000	-	2,000
1191	MUNIC BLDG OFFICE SALARIES	57,047	59,980	61,756	-	61,756
1192	MUNIC BLDG OFFICE EXPENSE	22,173	28,750	28,750	-	28,750
1211	COUNCIL ON AGING SALARIES	328,420	347,882	351,476	-	351,476
1212	COUNCIL ON AGING INCID	15,389	19,100	19,100	-	19,100
1214	COA BUILDING MAINTENANCE	52,508	54,650	54,650	-	54,650
1219	COA GARAGE CONSTRUCTION	55,000	-	-	-	-

**TOWN OF NORWOOD
FY2020 2ND PASS DETAILED BUDGET**

		Actual FY 2018	Budget FY 2019	Proposed Pass 1 FY 2020	Additions and (Reductions)	Proposed Pass 2
1241	VETERANS SALARIES	130,733	146,191	151,320	-	151,320
1242	VETERANS INCIDENTALS	299,056	329,600	329,500	(20,000)	309,500
1244	VETERANS - FUEL ASSISTANCE	94	100	-	-	-
1302	FIN COM INCIDENTALS	19,978	13,777	14,084	-	14,084
1305	FIN COM AUDIT SERVICES	83,250	105,000	105,000	-	105,000
1311	PLANNING BD SALARIES.	56,344	66,590	69,982	-	69,982
1312	PLANNING BOARD INCID	21,980	34,075	34,075	-	34,075
1313	PLANNING BD SAL-PLAN	105,325	119,287	122,270	-	122,270
1321	BOARD OF APPEAL SALARY	54,224	56,275	57,608	7,000	64,608
1322	BD OF APPEAL INCIDENTALS	5,132	11,900	11,900	-	11,900
1342	HANDICAPPED COMM TOT	-	100	100	-	100
1350	CABLE TV COMMISSION	1,600	4,000	4,000	-	4,000
1369	CONSERVATION LAND FUND	10,000	10,000	10,000	-	10,000
1370	CONSERVATION COMMISSION	41,262	55,125	58,909	-	58,909
1372	CONSERVATION COMMISSION INCID	17,641	10,715	10,730	-	10,730
1373	CONCOM-ELLIS POND PROJECT	31,786	14,000	18,000	(4,000)	14,000
1375	CONCOM-CONSULTING SERVICES	1,000	2,000	1,985	-	1,985
1378	CONSRV COMM - PROPERTY MAINT	29,994	25,000	21,000	-	21,000
1380	PERM BLDG COMMITTEE	-	-	10,100	-	10,100
	TRAILS COMMITTEE				5,000	5,000
1382	PERMANENT BLDG COMMITTEE INCID	15,039	9,500	500	-	500
1392	HISTORICAL COMMISSION INCID	625	1,000	1,000	-	1,000
1410	MODERATOR'S EXPENSES	-	50	50	-	50
1430	PERSONNEL BOARD EXPENSES	80	2,500	2,500	-	2,500
1440	ECONOMIC DEVELOPMENT CTE	120	2,000	2,000	-	2,000
1450	CULTURAL COUNCIL	2,000	2,000	2,000	-	2,000
1500	PRINT TOWN REPORT	7,227	9,000	9,000	(6,000)	3,000
1512	PARKING TICKET INCIDENTALS	2,283	9,700	9,700	-	9,700
1522	ELDERLY H/P TRANSPORTATION PRG	28,806	38,020	38,020	-	38,020
1531	INFO TECH - SALARIES	352,083	393,225	410,066	(48,000)	362,066
1535	INFO TECH - OPERATING COST	376,831	464,716	679,776	(100,000)	579,776
1536	INFO TECH - NEW EQUIPMENT	105,186	52,500	52,500	-	52,500
1537	INFO TECH - VOIP	11,348	30,000	-	-	-
1540	CARILLON CONCERTS	6,019	6,950	6,950	-	6,950
1552	EMERGENCY MGT/CIVIL DEFENSE	14,894	25,800	25,800	-	25,800
1564	MEMORIAL DAY	3,673	5,000	5,000	-	5,000
1565	4TH OF JULY	21,700	21,700	21,700	-	21,700
1566	CHRISTMAS	17,949	10,000	10,000	-	10,000
1569	HOLIDAYS-HOLIDAY FESTIVAL	2,500	2,500	2,500	-	2,500
1600	GEN GOV'T OTHER EXPENSES	18,113	18,200	18,200	-	18,200
1602	GEN GOV'T INCIDENTALS	80,801	83,400	83,400	-	83,400
1604	CAPITAL OUTLAY COMMITTEE	172	400	400	-	400
1607	SUMMERFEST PROGRAM	5,800	6,900	6,900	-	6,900
1651	FORBES ESTATE	19,647	225,000	225,000	(150,000)	75,000
1652	MORSE HOUSE	-	6,000	6,000	-	6,000
1653	171 NAHATAN STREET	-	1,000	1,000	-	1,000

**TOWN OF NORWOOD
FY2020 2ND PASS DETAILED BUDGET**

		Actual FY 2018	Budget FY 2019	Proposed Pass 1 FY 2020	Additions and (Reductions)	Proposed Pass 2
2011	POLICE SALARIES	7,071,255	7,305,856	7,488,745	82,500	7,571,245
2012	POLICE INCIDENTALS	402,772	339,800	481,661	30,000	511,661
2015	POLICE TELEPHONE	52,021	23,000	23,000	-	23,000
2016	POLICE TRANSPORTATION	74,300	78,500	78,500	-	78,500
2017	POLICE NEW EQUIP'T	139,855	169,502	218,236	-	218,236
2023	TRAFFIC CONTROL - ELD	75,711	117,300	119,800	-	119,800
2038	FIRE DEPT MEDICAL	30,524	50,000	50,000	25,000	75,000
2040	FIRE DEPARTMENT	-	-	-	50,000	50,000
2041	FIRE SALARIES	4,451,202	4,746,806	4,924,759	75,000	4,999,759
2042	FIRE INCIDENTALS	345,318	296,210	296,210	(50,000)	246,210
2043	FIRE TRAINING	180,716	179,000	183,475	32,000	215,475
2044	FIRE HOLIDAY PAY	186,904	197,474	209,781	-	209,781
2045	FIRE OVERTIME & RECALL	114,102	115,000	117,875	-	117,875
2046	FIRE SUBSTITUTION PAY	684,282	735,000	787,639	-	787,639
2047	FIRE INCENTIVE PAY	72,636	89,900	92,148	-	92,148
2048	FIRE EMT PAY	285,312	373,985	383,435	-	383,435
2049	FIRE DISPATCHER PAY	326,358	330,571	340,749	-	340,749
2052	FIRE ALARM MAINTENANCE	3,807	39,600	39,600	-	39,600
2064	MAINT POL/FIRE BLDG	407,389	451,050	451,050	-	451,050
2066	POL/FIRE BLDG-RENOVATIONS	-	300,000	50,000	-	50,000
2201	BLDG INSPECTOR SALARIES	439,697	422,078	432,184	-	432,184
2202	BLDG INSPECTOR INCIDENTALS	23,291	26,430	26,430	-	26,430
2204	BLDG INSPECTOR OVERTIME	1,316	4,000	4,000	-	4,000
2402	INSECT/PEST EXTERMINATION	9,318	9,500	9,500	-	9,500
2500	TREE CARE INCID	37,350	53,350	53,350	-	53,350
2601	DOG OFFICER SALARIES	79,219	88,482	90,084	-	90,084
2602	DOG OFFICER INCIDENTALS	7,272	8,045	8,045	-	8,045
2603	ANIMAL CONTROL NEW EQUIPMENT	31,402	-	-	-	-
3011	BD HEALTH SALARIES	412,633	430,042	438,317	-	438,317
3012	BD HEALTH INCIDENTALS	21,304	17,750	17,750	-	17,750
3014	HAZARDOUS WASTE PROGRAM	47,418	40,000	55,000	-	55,000
3015	BD OF HEALTH CONTRACTED SERV	36,220	56,220	51,220	(5,000)	46,220
3104	SEWER MAINTENANCE	49,748	58,050	58,050	-	58,050
3106	PARTICULAR SEWERS	-	2,375	2,375	-	2,375
3108	MWRA SEWER I&I	4,900	42,500	42,500	-	42,500
3204	DRAIN MAINTENANCE	71,905	40,900	40,900	-	40,900
3304	MATERIALS RECYCLE CTR MAINT.	49,441	57,700	57,700	-	57,700
3400	REFUSE REMOVAL	1,690,612	1,778,295	1,931,076	(50,000)	1,881,076
4010	PUBLIC WORKS	60,000	-	-	-	-
4011	PUBLIC WORKS ADMIN SAL	596,939	622,171	640,490	-	640,490
4012	PUBLIC WORKS INCIDENTALS	187,006	167,275	167,275	-	167,275
4014	GARAGE MAINTENANCE	326,889	301,204	301,952	-	301,952
4015	PUBLIC WORKS LABORERS	2,237,607	2,339,184	2,430,212	50,000	2,480,212
4016	PUBLIC WORKS OVERTIME	167,990	130,782	130,782	-	130,782
4018	D.P.W. - NEW EQUIPMENT	153,084	158,000	265,000	(265,000)	-
4104	WATER MAINTENANCE	113,915	120,050	120,050	-	120,050

**TOWN OF NORWOOD
FY2020 2ND PASS DETAILED BUDGET**

	Actual FY 2018	Budget FY 2019	Proposed Pass 1 FY 2020	Additions and (Reductions)	Proposed Pass 2	
4105	WATER OPERATIONS	138,314	199,750	193,750	-	193,750
4106	WATER SERVICE CONNECTION	7,500	6,000	6,000	-	6,000
4107	WATER DEPT CONSTR.	33,714	80,500	80,500	-	80,500
4201	CEMETERY SALARIES	427,557	448,520	468,516	-	468,516
4202	CEMETERY INCIDENTALS	61,854	66,416	66,398	-	66,398
4203	CEMETERY NEW EQUIPMENT	49,000	84,000	9,500	-	9,500
4204	CEMETERY CHAPEL RENOVATIONS	-	100	100	-	100
4205	CEMETERY OVERTIME	33,630	30,000	30,000	-	30,000
4206	CEMETERY OFC RENOV	500	15,000	80,500	(65,000)	15,500
4212	CEMETERY IMPROVEMENTS	124,400	126,400	61,400	-	61,400
4300	HIGHWAY MAINT	254,025	276,200	264,200	-	264,200
4304	HIGHWAY CONSTRUCTION	906,814	-	-	-	-
4305	HIGHWAY CONSTRUCTION	186,646	350,000	450,000	(350,000)	100,000
4310	PERMANENT SIDEWALKS	24,972	41,000	26,000	-	26,000
4320	STREET LIGHTS	358,140	195,097	129,873	-	129,873
4330	SNOW & ICE REMOVAL	987,459	625,000	729,000	(29,000)	700,000
4342	PARKS MAINTENANCE	261,386	180,000	180,000	-	180,000
4343	PARKS DEPT - NEW EQUIP	-	14,000	-	-	-
5011	REC'N SALARIES (ADMIN)	407,608	430,634	446,857	-	446,857
5012	RECR'N INCIDENTALS	13,165	21,800	21,800	-	21,800
5014	REC'N MAINT OF BUILDING	176,606	275,750	255,250	-	255,250
5017	REC'N WAGES (P/TIME)	83,092	97,970	106,712	-	106,712
5102	PLAYGROUND MAINTENANCE	155,073	146,750	156,750	-	156,750
5104	PLAYGROUND IMPROVEMENTS	1,636	35,000	32,000	-	32,000
5106	OTDR REC-NOR SPEC REC PROGRAM	36,885	44,500	45,370	-	45,370
5212	OUTDOOR RECR'N-WAGES	204,954	244,994	268,120	-	268,120
8011	LIBRARY SALARIES	1,350,597	1,409,582	1,450,145	-	1,450,145
8012	LIBRARY INCIDENTALS	364,457	379,349	375,225	-	375,225
8014	LIBRARY BLDG MAINT	33,000	33,000	33,000	-	33,000
8016	LIBRARY NEW EQUIPMENT	12,951	12,000	12,000	-	12,000
9020	AIRPORT	4,276	14,100	24,100	-	24,100
9021	AIRPORT SALARIES	181,631	192,379	201,795	-	201,795
9023	AIRPORT OPERATION EXPENSE	115,090	127,800	110,600	(10,000)	100,600
9024	AIRPORT CONST-MATCHING GRANT	15,338	85,000	85,000	(85,000)	-
9030	AIRPORT SECURITY	4,906	6,000	6,000	-	6,000
9033	AIRPORT CONSTR-INDEPENDENT EST	3,500	6,000	6,000	-	6,000
9038	AIRPORT - SNOW & ICE	31,290	46,000	46,000	-	46,000
9330	RETIRED POL/FIRE MEDICAL	(8,000)	75,000	75,000	-	75,000
9902	TUITION REIMBURSEMENT	-	1,500	1,500	-	1,500
GENERAL GOVERNMENT SUBTOTAL		35,065,030.	36,487,165	37,412,183	(876,400)	36,535,783
6000	SCH ADMIN SAL TOTALS	3,979,597	4,160,670	4,317,538	-	4,317,538
6010	SCH ADMIN EXP TOTAL	59,194	69,200	70,932	-	70,932
6012	SCH LABOR REL TOTAL	71,508	50,000	51,250	-	51,250
6020	SCH INSTRUC SAL TOTALS	27,403,594	29,040,618	30,420,306	-	30,420,306
6030	SCH I/S & T/B TOTALS	463,792	451,646	611,101	-	611,101

**TOWN OF NORWOOD
FY2020 2ND PASS DETAILED BUDGET**

		Actual FY 2018	Budget FY 2019	Proposed Pass 1 FY 2020	Additions and (Reductions)	Proposed Pass 2
6040	SCHOOL CUSTODIAL SAL TOTALS	1,812,913	2,097,495	2,110,836	-	2,110,836
6050	SCH CUST SUP TOTALS	139,797	131,570	164,004	-	164,004
6060	SCH AUX AGENCY SALARIES TOTALS	661,725	810,634	854,813	-	854,813
6070	SCH AUX AGCY INCID TOTALS	29,909	12,996	52,359	-	52,359
6080	SCH CONT FEE & SERV TOTALS	458,988	409,275	419,014	-	419,014
6090	SCH UTILITIES TOTALS	1,417,678	1,385,000	1,454,256	-	1,454,256
6100	SCH MAINT OF BLDG TOTALS	524,117	499,674	512,523	-	512,523
6110	SCH EQUIP REP & REP TOTALS	344,455	38,312	151,771	-	151,771
6120	SCH MAINT GROUNDS TOTALS	127,345	147,550	151,239	-	151,239
6121	SCH.MAINT SNOW & ICE TOTALS	244,949	14,382	246,679	-	246,679
6150	SCH ATHLETIC-TOWN TOTALS	266,981	283,989	292,017	-	292,017
6160	SCH TRANSPORTATION TOTALS	1,681,767	1,700,001	1,787,273	-	1,787,273
6165	SCH TRANSPORTATION NEW EQUIP	256,034	-	-	-	-
6180	SPECIAL ED & STUDENT SERVICES	4,111,636	3,451,099	3,896,126	-	3,896,126
6200	SCHOOL FINE ARTS	146,919	170,212	189,967	-	189,967
6450	SCH CUSTODIAL OVERTIME TOTALS	122,977	130,326	133,252	-	133,252
6500	SCH CTE CONSOLIDATION RESERVE	5,300	-	-	-	-
SCHOOL SUBTOTAL		44,331,175	45,054,649	47,887,256	-	47,887,256

1401	WORKER'S COMP BENEFITS	409,257	500,000	500,000	-	500,000
9010	RETIREMENT FUND	4,887,339	4,879,431	5,257,230	(37,500)	5,219,730
9105	INTEREST	4,235,847	4,085,532	4,359,409	-	4,359,409
9106	DEBT	13,832,562	13,768,818	14,366,056	-	14,366,056
9108	UNPAID BILLS	20,403	-	-	-	-
9200	INSURANCE ACCOUNT	577,052	711,000	711,000	-	711,000
9220	GROUP INSURANCE	13,324,131	13,652,500	14,405,500	-	14,405,500
9230	MEDICARE EMP SHARE	892,565	925,000	971,000	(20,000)	951,000
9310	RESERVE FUND	-	116,700	125,000	-	125,000
9340	STABILIZATION FUND	405,864	428,571	428,571	-	428,571
9400	BLUE HILLS REGIONAL	1,058,809	1,073,811	1,328,282	-	1,328,282
9401	NORFOLK AGRICULTURAL SCH ASSMT	21,571	21,615	21,615	-	21,615
9925	CAPITAL PROJECTS	-	-	250,000	-	250,000
SHARED COST SUBTOTAL		39,665,400	40,162,978	42,723,663	(57,500)	42,666,163
GEN, SCHOOLS, SHARED SUBTOTAL		119,061,605	121,704,792	128,023,102	(933,900)	127,089,202

7010	LIGHT DEPARTMENT	31,488,346	38,711,000	39,616,240	-	39,616,240
7011	LIGHT SALARIES (ADMIN)	1,322,723	1,473,655	1,609,578	349,900	1,959,478
7012	LIGHT ADMIN EXPENSES	1,022,087	1,068,300	1,155,220	-	1,155,220
7013	LIGHT DEPRECIATION	1,416,465	2,572,700	2,602,800	-	2,602,800
7014	LIGHT MAINT & OPERATIONS	1,074,811	1,052,900	1,237,778	-	1,237,778
7015	LIGHT DEPT WAGES	1,659,478	1,925,829	1,916,319	-	1,916,319
7016	LIGHT DEPT OVERTIME	455,447	464,200	475,805	-	475,805
7018	LIGHT STANDBY PAY	111,712	121,700	124,682	-	124,682
7019	LIGHT LONGEVITY PAY	17,450	18,900	19,500	-	19,500
LIGHT DEPARTMENT SUBTOTAL		38,568,519	47,409,184	48,757,922	349,900	49,107,822

**TOWN OF NORWOOD
FY2020 2ND PASS DETAILED BUDGET**

	Actual FY 2018	Budget FY 2019	Proposed Pass 1 FY 2020	Additions and (Reductions)	Proposed Pass 2
7030 BROADBAND	3,608,920	3,951,700	4,051,757	-	4,051,757
7031 BROADBAND SALARIES (Admin)	546,089	570,827	590,626	-	590,626
7032 BROADBAND ADMIN EXPENSES	949,343	1,237,600	1,170,016	-	1,170,016
7033 BROADBAND DEPR. & CAPITAL IMPR	589,442	706,800	913,908	-	913,908
7034 BROADBAND MAINT & OPERATIONS	35,561	134,800	116,400	-	116,400
7035 BROADBAND WAGES	298,296	348,404	357,852	-	357,852
7036 BROADBAND OVERTIME	113,793	114,800	117,670	-	117,670
7037 BROADBAND STANDBY PAY	61,955	68,000	71,640	-	71,640
7038 BROADBAND LONGEVITY PAY	5,100	5,850	5,850	-	5,850
BROADBAND SUBTOTAL	6,208,499	7,138,781	7,395,719	-	7,395,719
9605 MWRA WATER / SEWER ASSESSMENT	11,140,239	11,803,315	12,325,100	-	12,325,100
WATER SUBTOTAL	11,140,239	11,803,315	12,325,100	-	12,325,100
UTILITIES SUBTOTAL	55,917,257	66,351,280	68,478,741	349,900	68,828,641
BUDGET TOTAL	174,978,862	188,056,072	196,501,843	(584,000)	195,917,843

Property Tax Impact Calculator

FY2019

The Tax Impact Calculator is intended to help local officials analyze the impact on the local tax rate from hypothetical changes to the budget, including Proposition 2 ½ overrides, debt exclusions, and capital exclusions.

This calculator is effective for determining the impact of an expenditure based on current year data. In succeeding years, the results will vary with changes in a community's total assessed value, tax rate, and debt service structure.

Municipality: Norwood
Increase selected: \$5,950,000
Total Levy: \$75,285,576

	<u>Residential & Open Space</u>	<u>CIP</u>	
Current Tax Rates:	\$10.89	\$22.82	
Levy Percentages:	55.6685%	44.3315%	
New amounts raised:	\$3,312,276	\$2,637,724	
Tax rate impact of expenditure amount:	\$0.86	\$1.80	
Value range and tax bill impact:	<u>Assessed Value (\$)</u>	<u>R&O tax bill impact (\$)</u>	<u>CIP tax bill impact (\$)</u>
Average Single Family Residence:	452,725	389.34	
	250,000	215.00	450.00
	350,000	301.00	630.00
	450,000	387.00	810.00
	550,000	473.00	990.00
	650,000	559.00	1,170.00
	750,000	645.00	1,350.00
	850,000	731.00	1,530.00
	950,000	817.00	1,710.00
	1,050,000	903.00	1,890.00
	1,150,000	989.00	2,070.00
	1,250,000	1,075.00	2,250.00

TOWN OF NORWOOD

OVERRIDE RESTORES \$1.83 MILLION SCHOOL PROGRAMS; \$250,000 ROAD CONSTRUCTION & \$300,000 SNOW & ICE

Requested override	\$ 5,950,000				
	<u>FY2020</u>	<u>FY2021</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>
Override additional funds generated	\$ 5,950,000	\$ 6,098,750	\$ 6,251,219	\$ 6,407,499	\$ 6,567,686

This will help us to create a Budget Stabilization Fund which will help make us sustainable beyond 5 years.

Projected bottom line result with override	\$ 492,431	\$ 266,258	\$ (246,111)	\$ 65,620	\$ (529,141)
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New Budget Stabilization Fund:

Beginning Balance	\$ -	492,431	758,689	512,578	578,198
Required additions	492,431	\$ 266,258			
Withdrawals for budget supplement	-	-	(246,111)	65,620	(529,141)
Ending Balance of Budget Stabilization Fund	492,431	758,689	512,578	578,198	49,057

In FY2019 it seems we had a balanced budget. Why are we looking for an Override Now?

The budget we approved at Town Meeting actual had a deficit of \$1,841,500. Town Meeting allowed us to take money from our reserves (aka FREE CASH) (savings accounts) to balance. Listed below are the amounts that agree to the deficit with program restoration

\$ 1,841,500	Free Cash and Prepaid SPED used to balance FY 2019 Budget
<u>1,786,878</u>	Amount required to close FY2020 Level Services Deficit
3,628,378	Cuts (or new Revenue Sources) required if Override fails
<u>1,829,191</u>	Addition funds required to restore Schools and Roads
\$ <u>5,457,569</u>	Total FY 2020 Deficit with program restoration

By not using Free Cash to balance the budget, how does that help us long-term?

The starting point of Certifying Free Cash is Surplus Reserves. Surplus Reserves are funds we own which are not committed to other programs. If we do not use Free Cash to balance our budget we are starting with a larger balance so the next year's Free Cash will be higher.

If we produce more Free Cash what will we do with it?

We plan on using it for one-time items such as capital improvement. Improvements paid from Free Cash will not have to be borrowed which will save principal and interest in later years. Additionally we could set aside additional funds to Stabilization and / or Budget Stabilization. Adding to Stabilization gets us closer to a AAA rating with Standard and Poor's. Higher ratings mean lower interest cost.

TOWN OF NORWOOD FIVE YEAR FINANCIAL FORECAST
D R A F T - ASSUMES \$5,950,000 OVERRIDE; \$1,829,191 RESTORED SCHOOL PROGRAMS; \$250,000 FOR ROADS & \$300,000 SNOW AND ICE

	Percent	FY 2018 Actuals	FY 2019 Budget	PERCENT INCREASE										
				FY2020	FY2021	FY2022	FY2023	FY2024	FY2020	FY2021	FY2022	FY2023	FY2024	
Revenues														
Department Revenues	8.4%	\$ 15,238,835	\$ 15,288,041	\$ 15,238,835	\$ 15,467,418	\$ 15,699,429	\$ 15,934,920	\$ 16,173,944	-0.32%	1.50%	1.50%	1.50%	1.50%	1.50%
Utility Revenues - Light	29.1%	53,106,197	60,963,411	63,061,147	65,003,870	66,850,094	69,434,708	71,396,915	3.44%	3.08%	2.84%	3.87%	2.83%	2.83%
Utility Revenues - Broadband	4.2%	7,721,523	8,321,980	8,571,980	8,995,895	9,507,347	10,063,042	10,667,275	3.00%	4.95%	5.69%	5.84%	6.00%	6.00%
Utility Revenues - Water	7.9%	14,386,363	15,819,897	16,168,467	16,559,763	17,082,391	17,596,296	18,150,935	2.20%	2.42%	3.16%	3.01%	3.15%	3.15%
State Aid	6.1%	11,175,277	11,609,492	13,210,106	13,408,238	13,609,382	13,813,523	14,020,726	13.79%	1.50%	1.50%	1.50%	1.50%	1.50%
Property Tax Levy	40.4%	73,724,874	75,870,484	84,192,300	87,085,040	90,071,452	93,131,309	96,268,545	10.97%	3.44%	3.43%	3.40%	3.37%	3.37%
Free Cash to Balance Budget	0.5%	1,000,000	1,266,500	-	-	-	-	-						
Free Cash for Capital & Special Projects	2.1%	3,870,300	225,000	-	-	-	-	-						
Other Internal Funds	0.6%	1,066,195	720,000	985,000	985,000	985,000	985,000	985,000	36.81%	0.00%	0.00%	0.00%	0.00%	0.00%
Chapter 90 Highway Funds	0.6%	1,058,379	-	-	-	-	-	-						
Override		-	-	-	-	-	-	-						
Total Revenues	100.0%	182,347,894	190,084,805	201,427,885	207,505,244	213,805,035	220,958,798	227,663,340	5.97%	3.02%	3.04%	3.35%	3.03%	3.03%
Expenditures - General														
General Government	14.4%	5,058,021	5,702,561	5,691,155	5,794,753	5,979,430	6,170,852	6,369,053	-0.20%	1.82%	3.19%	3.20%	3.21%	3.21%
Public Safety	44.3%	15,550,506	16,285,939	17,115,256	17,757,932	18,425,514	19,119,066	19,839,611	5.09%	3.75%	3.76%	3.76%	3.77%	3.77%
Public Works	28.9%	10,132,649	8,858,231	9,365,540	9,635,014	9,998,515	10,381,242	10,784,565	5.73%	2.88%	3.77%	3.83%	3.89%	3.89%
Human Services	4.1%	1,427,581	1,479,556	1,481,353	1,529,974	1,631,930	1,685,741	1,685,741	0.12%	3.27%	3.28%	3.29%	3.30%	3.30%
Culture & Recreation	8.3%	2,896,273	3,185,579	3,257,479	3,368,025	3,482,601	3,601,350	3,724,457	2.26%	3.39%	3.40%	3.41%	3.42%	3.42%
Total General Government	100.0%	35,065,030	35,511,866	36,310,783	38,085,325	39,466,034	40,904,450	42,403,427	3.94%	3.18%	3.62%	3.64%	3.66%	3.66%
Expenditures - Schools														
Education	100.0%	44,331,175	45,024,649	49,416,446	51,161,954	52,893,821	54,630,755	56,384,573	9.75%	3.53%	3.39%	3.28%	3.21%	3.21%
Expenditures - Shared														
Employee Benefits	48.2%	19,104,035	19,456,931	20,576,230	21,825,664	23,159,385	24,583,710	26,105,471	5.75%	6.07%	6.11%	6.15%	6.19%	6.19%
Debt Service - Capital Plan	45.6%	18,088,812	18,104,350	18,975,465	18,607,133	18,462,786	17,481,507	12,519,310	4.81%	-1.94%	-0.78%	-5.31%	-28.39%	-28.39%
Risk Management	2.5%	986,309	1,211,000	1,211,000	1,235,885	1,261,641	1,288,298	1,315,888	0.00%	2.05%	2.08%	2.14%	2.14%	2.14%
Regional Education	2.7%	1,080,380	1,095,426	1,349,897	1,393,207	1,438,032	1,484,475	1,532,443	23.23%	3.21%	3.22%	3.23%	3.23%	3.23%
Stabilization - Reserve Fund	1.0%	405,864	553,571	553,571	553,571	553,571	553,571	553,571	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total Shared Expenditures	100.0%	39,665,400	40,421,278	42,666,163	43,613,460	44,875,415	45,391,511	42,026,683	5.55%	2.22%	2.89%	1.15%	-7.41%	-7.41%
Utilities														
Light Department	69.0%	38,568,519	47,409,184	49,107,821	50,551,850	51,952,641	54,012,492	60,278,584	3.58%	2.94%	2.77%	3.96%	11.60%	11.60%
Water	19.9%	11,140,239	11,803,315	12,325,100	12,818,104	13,330,828	13,864,061	14,418,623	4.42%	4.00%	4.00%	4.00%	4.00%	4.00%
Broadband	11.1%	6,208,499	7,138,781	7,395,718	7,787,050	8,202,413	8,643,415	9,111,772	3.60%	5.29%	5.33%	5.38%	5.42%	5.42%
Total Utilities	100.0%	55,917,257	66,351,280	68,828,639	71,157,004	73,485,882	76,519,968	83,806,979	3.73%	3.38%	3.27%	4.13%	9.53%	9.53%
Total Town Appropriation		174,978,862	187,309,073	197,822,031	204,019,944	210,721,152	217,446,684	224,623,662	5.61%	3.13%	3.28%	3.19%	3.30%	3.30%
Other Expenses														
State Assessments		1,961,537	1,775,732	2,113,373	2,219,042	2,329,994	2,446,494	2,568,819	19.01%	5.00%	5.00%	5.00%	5.00%	5.00%
Overlay		1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total Other Expenditures		2,961,537	2,775,732	3,113,373	3,219,042	3,329,994	3,446,494	3,568,819	12.16%	3.39%	3.45%	3.50%	3.55%	3.55%
Total Expenditures		177,940,399	190,084,805	200,935,404	207,238,986	214,051,146	220,893,178	228,192,481	5.71%	3.14%	3.29%	3.20%	3.20%	3.20%
Net Surplus (Deficit)		\$ 4,407,495	\$ -	\$ 492,431	\$ 266,258	\$ 246,111	\$ 65,620	\$ (529,141)	\$ 49,057	\$ 5-YEAR SURPLUS (DEFICIT)				
Less Non-Revenue Funds		(4,870,300)	-	-	-	-	-	-						
Net Loss		\$ (462,805)	\$ -	\$ 571	\$ 3,144	\$ 3,299	\$ 3,200	\$ 3,300	\$ 3,300	\$ 5,950,000	Override Amount requested			

TOWN OF NORWOOD
FISCAL 2017 - 2019 BUDGET SUMMARY

Operating Budget Projection as of January 28, 2019 - Adds \$250,000 for Roads, \$280,000 for a combined Facilities Department and Restores \$1,829,191 of School Programs

GENERAL GOVERNMENT		SCHOOLS		SHARED COSTS			STATE ASSESSMENTS			
Salaries	4.0%	Salaries	Approx 3.7%				State Aid	1.5%		
All Other	2.0%	All Other	2.5%				Assessment	5.0%		
Snow & Ice	10.0%	SPED	5.0%							
FUNCTION		FUNCTION		Changes			FY2023			
FY 2018 Actual		FY 2019 Budget		FY2020			FY2021			
Retirement		9.5%								
Group Insurance		5.0%								
3.5%										
adj FY2020										
FY2022										
FY2024										
Gen Govt	1011 SELECTMEN ADMIN. SALARIES	\$ 149,891	\$ 155,752	\$ 163,056	\$ (12,500)	\$ 150,556	\$ 156,578	\$ 162,841	\$ 169,355	\$ 176,129
Gen Govt	1021 GEN MGR SALARIES	645,711	626,006	644,750	(59,000)	585,750	609,180	633,547	658,889	685,245
	ADD FACILITIES MANAGER AND 2 WORKERS			280,000	280,000	280,000	291,200	314,962	334,962	357,560
Gen Govt	1031 TOWN CLERK SALARIES	552,081	190,760	282,563		282,563	293,866	305,621	317,846	330,560
Gen Govt	1040 HUMAN RESOURCES	243,676	259,841	268,223	40,000	308,223	320,552	333,374	346,709	360,577
Gen Govt	1051 TREASURER SALARIES	499,561	532,859	554,485	(185,000)	369,485	384,264	399,635	415,620	432,245
Gen Govt	1061 ACCOUNTING SALARIES		400,262	375,825	(50,000)	325,825	338,858	352,412	366,508	381,168
Gen Govt	1071 ASSESSOR SALARIES	250,650	270,480	279,360		279,360	290,534	302,155	314,241	326,811
Gen Govt	1131 ELECT/REG SALARIES	66,121	71,144	10,609		10,609	11,093	11,474	11,993	12,410
Gen Govt	1171 MUNIC BLDG CUST SAL	121,164	137,517	135,178		135,178	140,585	146,208	152,056	158,138
Gen Govt	1191 MUNIC BLDG OFFICE SALARIES	57,047	59,980	61,756		61,756	64,226	66,795	69,467	72,246
Gen Govt	1311 PLANNING BD SALARIES.	56,344	66,590	69,982		69,982	72,781	75,692	78,720	81,869
Gen Govt	1313 PLANNING BD SAL-PLAN	105,325	119,287	122,270		122,270	127,161	132,247	137,537	143,038
Gen Govt	1321 BOARD OF APPEAL SALARY	54,224	56,275	57,608	7,000	64,608	67,192	69,880	72,675	75,582
Gen Govt	1531 COMP MGMT-SALARIES	352,083	393,225	410,066	(48,000)	362,066	376,549	391,611	407,275	423,566
Incidentals	1012 SELECTMEN INCIDENTALS	10,907	14,850	10,300		10,300	10,506	10,716	10,930	11,149
Incidentals	1014 SELECT NEGOTIATING SVCS	75,000	75,000	75,000		75,000	76,500	78,030	79,591	81,183
Incidentals	1022 GEN MGR INCIDENTALS	20,299	37,775	37,775		37,775	38,531	39,302	40,088	40,890
Incidentals	1032 TOWN CLERK INCIDENTALS	18,256	15,300	14,750		14,750	15,045	15,346	15,653	15,966
Incidentals	1042 HUMAN RESOURCE-INCIDENTALS	30,786	38,630	38,630		38,630	39,403	40,191	40,995	41,815
Incidentals	1044 H.R. TUITION REIMBURSEMENT		10,000	10,000		10,000	10,200	10,404	10,612	10,824
Incidentals	1052 TREASURER INCIDENTALS	85,678	117,160	117,160	(5,000)	112,160	114,403	116,691	119,025	121,406
Incidentals	1054 TRES-TAX FORECLOSURE	14,583	20,000	20,000		20,000	20,400	20,808	21,224	21,648
Incidentals	1055 TRES BD. CERTIFICATION		1,000	1,000		1,000	1,020	1,040	1,061	1,082
Incidentals	1056 TREASURER COLL AGENT	62,892	68,000	68,000		68,000	69,360	70,747	72,162	73,605
Incidentals	1062 ACCOUNTING INCIDENTALS		15,400	15,400		15,400	15,708	16,022	16,342	16,669
Incidentals	1072 ASSESSORS INCIDENTALS	10,775	12,160	9,700		9,700	9,894	10,092	10,294	10,500
Incidentals	1073 ASSESSORS NEW EQUIPMENT		500	500		500	510	520	530	541
Incidentals	1074 ASSESS-LEGAL CNSL DEF	49,962	50,000	50,000		50,000	51,000	52,020	53,060	54,121
Incidentals	1077 ASSESSORS REVAL UPDATE	141,867	150,000	150,000		150,000	153,000	156,060	159,181	162,365
Incidentals	1114 TOWN COUNSEL LEGAL SERV	200,067	177,000	177,000	(5,400)	171,600	175,032	178,533	182,104	185,746
Incidentals	1132 ELECT/REG INCIDENTALS	120,825	90,700	90,450		90,450	92,259	94,104	95,986	97,906
Incidentals	1172 MUNIC BLDG INCIDENTALS	139,311	165,600	171,400	1,000	172,400	175,848	179,365	182,952	186,611
Incidentals	1174 MUNIC BLDG REPAIRS/MAINT		5,920							
Incidentals	1179 MUNIC BLDG NEW EQUIP	455	7,500	2,000		2,000	2,040	2,081	2,123	2,165
Incidentals	1192 MUNIC BLDG OFFICE EXPENSE	22,173	28,750	28,750		28,750	29,325	29,912	30,510	31,120
Incidentals	1302 FIN COM INCIDENTALS	19,978	13,777	14,084		14,084	14,366	14,666	14,946	15,245
Incidentals	1305 FIN COM AUDIT SERVICES	83,250	105,000	105,000		105,000	107,100	109,242	111,427	113,656
Incidentals	1312 PLANNING BOARD INCID	21,980	34,075	34,075		34,075	34,757	35,452	36,161	36,884
Incidentals	1322 BD OF APPEAL INCIDENTALS	5,132	11,900	11,900		11,900	12,138	12,381	12,629	12,882
Incidentals	1369 CONSERVATION LAND FUND	10,000	10,000	10,000		10,000	10,000	10,000	10,000	10,000
Incidentals	1370 CONSERVATION COMMISSION	41,262	55,125	58,909		58,909	60,087	61,289	62,515	63,765
Incidentals	1372 CONSERVATION COMMISSION INCID	17,641	10,715	10,730		10,730	10,945	11,164	11,387	11,613
Incidentals	1373 CONCOM-ELLIS POND PROJECT	31,786	14,000	18,000	(4,000)	14,000	14,280	14,566	14,857	15,154
Incidentals	1375 CONCOM-CONSULTING SERVICES	1,000	2,000	1,985		1,985	2,025	2,066	2,107	2,149
Incidentals	1378 CONSERV COMM - PROPERTY MAINT	29,994	25,000	21,000		21,000	21,420	21,848	22,285	22,731
	ADD TRAILS COMMITTEE									
Incidentals	1382 PERMANENT BLDG COMMITTEE INCID	15,039	9,500	10,600		10,600	10,812	10,812	11,028	11,249
Incidentals	1410 MODERATOR'S EXPENSES		50	50		50	50	50	50	50
Incidentals	1430 PERSONNEL BOARD EXPENSES	80	2,500	2,500		2,500	2,550	2,601	2,653	2,706

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GENERAL GOVERNMENT		SCHOOLS		SHARED COSTS				STATE ASSESSMENTS	
Salaries		Approx 3.7%		Retirement				State AID	
All Other		2.5%		Group Insurance				Assessment	
Snow & Ice		5.0%		3.5%				1.5%	
4.0%		9.5%		5.0%				5.0%	
2.0%		5.0%		3.5%				1.5%	
10.0%		3.5%		5.0%				5.0%	

Account	FY 2018 Actual	FY 2019 Budget	FY 2020	Changes	adj FY2020	FY2021	FY2022	FY2023	FY2024
1400 ECONOMIC DEVELOPMENT CTE	120	2,000	2,000		2,000	2,000	2,000	2,000	2,000
1500 PRINT TOWN REPORT	7,227	9,000	9,000		9,000	3,060	3,121	3,183	3,247
1535 COMP MGMT-OPERATING COSTS	376,831	464,716	679,776	(6,000)	3,000	591,372	603,199	615,263	627,568
1536 COMP MGMT-NEW EQUIPMENT	105,186	52,500	52,500	(100,000)		53,550	54,621	55,713	56,827
1537 COMP MGMT-VOIP	11,348	30,000							
1600 GEN GOV'T OTHER EXPENSES	18,113	18,200	18,200		18,200	18,564	18,935	19,314	19,700
1602 GEN GOV'T INCIDENTALS	80,801	83,400	83,400		83,400	85,068	86,769	88,504	90,274
1604 CAPITAL OUTLAY COMMITTEE	172	400	400		400	408	416	424	432
1607 SUMMERFEST PROGRAM	5,800	6,900	6,900		6,900	7,038	7,179	7,323	7,469
1651 FORBES ESTATE	19,647	225,000	225,000	(150,000)	75,000				
1652 MORSE HOUSE		6,000	6,000		6,000	6,000	6,000	6,000	6,000
1653 171 NAHATAN STREET		1,000	1,000		1,000	1,020	1,040	1,061	1,082
9330 RETIRED POL/HIRE MEDICAL	(8,000)	75,000	75,000		75,000	75,000	75,000	75,000	75,000
9902 TUITION REIMBURSEMENT		1,500	1,500		1,500	1,500	1,500	1,500	1,500
GENERAL GOVERNMENT TOTALS	5,058,021	5,702,561	5,983,055	(291,900)	5,691,155	5,794,753	5,979,430	6,170,852	6,369,053
2011 POLICE SALARIES	7,071,255	7,488,745	7,488,745	7,500	7,496,245	7,796,095	8,107,959	8,432,257	8,769,547
2041 FIRE SALARIES	4,451,202	4,746,806	4,924,759	75,000	4,998,759	5,199,749	5,407,739	5,624,049	5,849,011
2043 FIRE TRAINING	180,716	179,000	183,475	32,000	215,475	224,094	233,058	242,380	252,075
2044 FIRE HOLIDAY PAY	186,904	197,474	209,781		209,781	218,172	226,899	235,975	245,414
2045 FIRE OVERTIME & RECALL	114,102	115,000	117,875		117,875	122,590	127,494	132,594	137,898
2046 FIRE SUBSTITUTION PAY	684,282	735,000	787,639		787,639	819,145	851,911	885,987	921,426
2047 FIRE INCENTIVE PAY	72,636	89,900	92,148		92,148	95,834	99,667	103,654	107,800
2048 FIRE EMT PAY	285,312	373,985	383,435		383,435	398,772	414,723	431,312	448,564
2049 FIRE DISPATCHER PAY	326,358	330,571	340,749		340,749	354,379	368,554	383,296	398,628
2201 BLDG INSPECTOR SALARIES	439,697	422,078	432,184		432,184	449,471	467,450	486,148	505,594
2204 BLDG INSPECTOR OVERTIME	1,316	4,000	4,000		4,000	4,160	4,243	4,328	4,415
2601 DOG OFFICER SALARIES	79,219	88,482	90,084		90,084	93,687	97,434	101,331	105,384
1512 PARKING TICKET INCIDENTALS	2,283	9,700	9,700		9,700	9,894	10,092	10,294	10,500
1552 EMERGENCY MGT/CIVIL DEFENSE	14,894	25,800	25,800		25,800	25,800	25,800	25,800	25,800
2012 POLICE INCIDENTALS	402,772	339,800	481,661	30,000	511,661	521,894	532,332	542,979	553,839
2015 POLICE TELEPHONE	52,021	23,000	23,000		23,000	23,460	23,929	24,408	24,896
2016 POLICE TRANSPORTATION	74,300	78,500	78,500		78,500	80,070	81,671	83,304	84,970
2017 POLICE NEW EQUIP'T	139,855	169,502	218,236		218,236	222,601	227,053	231,594	236,226
2023 TRAFFIC CONTROL - ELD	75,711	117,300	119,800		119,800	122,196	124,640	127,133	129,676
2038 FIRE DEPT MEDICAL	30,524	50,000	50,000		50,000	50,000	50,000	50,000	50,000
2042 FIRE INCIDENTALS	345,318	296,210	296,210	25,000	246,210	251,134	256,157	261,280	266,506
2052 FIRE ALARM MAINTENANCE	3,807	39,600	39,600	(50,000)	39,600	40,392	41,200	42,024	42,864
2064 MAINT POL/HIRE BLDG	407,389	451,050	451,050		451,050	460,071	469,272	478,657	488,230
2066 POL/FIRE BLDG-RENOVATIONS		50,000	50,000		50,000	50,000	50,000	50,000	50,000
2202 BLDG INSPECTOR INCIDENTALS	23,291	26,430	26,430		26,430	26,959	27,498	28,048	28,609
2402 INSECT/PEST EXTERMINATION	9,318	9,500	9,500		9,500	9,690	9,884	10,082	10,284
2500 TREE CARE INCID	37,350	53,350	53,350		53,350	54,417	55,505	56,615	57,747
2602 DOG OFFICER INCIDENTALS	7,272	8,045	8,045		8,045	8,206	8,370	8,537	8,708
2603 ANIMAL CONTROL NEW EQUIPMENT	31,402								
PUBLIC SAFETY TOTALS	15,550,506	16,285,939	16,995,756	119,500	17,115,256	17,757,932	18,425,514	19,119,066	19,839,611
1091 ENGINEERS SALARIES	173,581	177,871	187,334		187,334	194,827	202,620	210,725	219,154
1095 CO-OP STUDENT SALARY	5,386	18,512	18,512		18,512	19,252	20,022	20,823	21,656
1096 ENGINEERS OVERTIME		500	500		500	520	541	563	586
4011 PUBLIC WORKS ADMIN SAL	596,939	622,171	640,490		640,490	666,110	692,754	720,464	749,283
4015 PUBLIC WORKS LABORERS	2,237,607	2,339,184	2,430,212		2,430,212	2,527,420	2,628,517	2,733,658	2,843,004

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GENERAL GOVERNMENT			SCHOOLS			SHARED COSTS			STATE ASSESSMENTS		
Salaries	4.0%	Approx 3.7%	Retirement	9.5%					State Aid	1.5%	
All Other	2.0%	2.5%	Group Insurance	5.0%					Assessment	5.0%	
Snow & Ice	10.0%	5.0%		3.5%							
FUNCTION	FY 2018 Actual	FY 2019 Budget	FY2020	Changes	adj FY2020	FY2021	FY2022	FY2023	FY2024		
Public Works	167,990	130,782	130,782			136,013	141,454	147,112	152,996		
4016 PUBLIC WORKS OVERTIME			130,782								
4201 CEMETERY SALARIES	427,557	448,520	468,516			487,257	506,747	527,017	548,098		
4205 CEMETERY OVERTIME	33,630	30,000	30,000			31,200	32,448	33,746	35,096		
9021 AIRPORT SALARIES	181,631	192,379	201,795			209,867	218,262	226,992	236,072		
1092 ENGINEERS INCIDENTALS	7,741	8,600	8,600			8,772	8,947	9,126	9,309		
1094 ENG STORM WATER COMPLIANCE	20,763	-	-			-	-	-	-		
1098 STREET ACCEPTANCE	-	1,000	1,000			1,020	1,040	1,061	1,082		
1099 ENGINEERING AERIAL PHOTO/GIS	3,200	10,000	10,000			10,200	10,400	10,612	10,824		
3104 SEWER MAINTENANCE	49,748	58,050	58,050			59,211	60,395	61,603	62,835		
3106 PARTICULAR SEWERS	-	2,375	2,375			2,423	2,471	2,520	2,570		
3108 MIWRA SEWER I&I	4,900	42,500	42,500			43,350	44,217	45,101	46,003		
3204 DRAIN MAINTENANCE	71,905	40,900	40,900			41,718	42,552	43,403	44,271		
3304 MATERIALS RECYCLE CTR MAINT.	49,441	57,700	57,700			58,854	60,031	61,232	62,457		
3400 REFUSE REMOVAL	1,690,612	1,778,295	1,931,076	(50,000)		1,918,698	1,957,072	1,996,213	2,036,137		
4010 PUBLIC WORKS	60,000	-	-			-	-	-	-		
4012 PUBLIC WORKS INCIDENTALS	187,006	167,275	167,275			170,621	174,033	177,514	181,064		
4014 GARAGE MAINTENANCE	326,889	301,204	301,952			307,991	314,151	320,434	326,843		
4018 D.P.W. - NEW EQUIPMENT	153,084	265,000	265,000		(265,000)	-	-	-	-		
4104 WATER MAINTENANCE	113,915	120,050	120,050			122,451	124,900	127,398	129,946		
4105 WATER OPERATIONS	138,314	199,750	193,750			197,625	201,578	205,610	209,722		
4106 WATER SERVICE CONNECTION	7,500	6,000	6,000			6,120	6,242	6,367	6,494		
4107 WATER DEPT CONST.	33,714	80,500	80,500			82,110	83,752	85,427	87,136		
4202 CEMETERY INCIDENTALS	61,854	66,416	66,398			67,726	69,081	70,463	71,872		
4203 CEMETERY NEW EQUIPMENT	49,000	-	9,500			9,690	9,884	10,082	10,284		
4204 CEMETERY - CHAPEL RENOVATIONS	-	100	100			102	104	106	108		
4206 CEMETERY OFC RENOV	500	15,000	80,500	(65,000)		15,810	16,126	16,449	16,778		
4212 CEMETERY IMPROVEMENTS	124,400	61,400	61,400			62,628	63,881	65,159	66,462		
4300 HIGHWAY MAINT	254,025	276,200	264,200			269,484	274,874	280,371	285,978		
4304 HIGHWAY CONSTRUCTION	906,814	-	-			-	-	-	-		
4305 HIGHWAY CONSTRUCTION	186,646	350,000	450,000	(100,000)		357,000	364,140	371,423	378,851		
4310 PERMANENT SIDEWALKS	24,972	41,000	26,000			26,520	27,050	27,591	28,143		
4320 STREET LIGHTS	358,140	195,097	129,873			132,470	135,119	137,821	140,577		
4330 SNOW & ICE REMOVAL	987,459	625,000	729,000	271,000		1,020,000	1,122,000	1,234,200	1,357,620		
4342 PARKS MAINTENANCE	261,386	180,000	180,000			183,600	187,272	191,017	194,837		
4343 PARKS DEPT - NEW EQUIP	-	14,000	-			-	-	-	-		
9020 AIRPORT	4,276	14,100	24,100			24,582	25,074	25,575	26,087		
9023 AIRPORT OPERATION EXPENSE	115,090	127,800	110,600	(10,000)		102,612	104,664	106,757	108,892		
9024 AIRPORT CONST-MATCHING GRANT	15,338	6,000	85,000	(85,000)		-	-	-	-		
9030 AIRPORT SECURITY	4,906	6,000	6,000			6,120	6,242	6,367	6,494		
9033 AIRPORT CONST-INDEPENDENT EST	3,500	6,000	6,000			6,120	6,242	6,367	6,494		
9038 AIRPORT - SNOW & ICE	31,290	46,000	46,000			46,920	47,842	48,764	49,686		
PUBLIC WORKS TOTAL	10,132,649	8,858,231	9,669,540	(304,000)		9,635,014	9,998,515	10,381,242	10,784,565		
Human Services	328,420	347,882	351,476			365,535	380,156	395,362	411,176		
1211 COUNCIL ON AGING SALARIES	130,733	146,192	151,320			157,373	163,668	170,215	177,024		
3011 BD HEALTH SALARIES	417,633	430,042	438,317			455,850	474,084	493,047	512,769		
1212 COUNCIL ON AGING INCID	15,389	19,100	19,100			19,482	19,872	20,269	20,674		
1214 COA BUILDING MAINTENANCE	52,508	54,650	54,650			55,743	56,858	57,995	59,155		
1219 COA GARAGE CONSTRUCTION	55,000	-	-			-	-	-	-		
1242 VETERANS INCIDENTALS	299,056	329,600	329,500	(20,000)		315,690	322,004	328,444	335,013		
1244 VETERANS - FUEL ASSISTANCE	94	100	100			100	100	100	100		
1522 ELDERLY H/P TRANSPORTATION PRG	28,806	38,020	38,020			38,780	39,556	40,347	41,154		

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GENERAL GOVERNMENT		SCHOOLS		SHARED COSTS		STATE ASSESSMENTS				
Salaries	4.0%	Approx 3.7%	9.5%			State AID	1.5%			
All Other	2.0%	2.5%	5.0%			Assessment	5.0%			
Snow & Ice	10.0%	5.0%	3.5%							
		FY 2018 Actual	FY 2019 Budget	FY2020	Changes	adj FY2020	FY2021	FY2022	FY2023	FY2024

Incidentals	3012 BD HEALTH INCIDENTALS	21,304	17,750	17,750		17,750	18,105	18,467	18,836	19,213
Incidentals	3014 HAZARDOUS WASTE PROGRAM	47,418	40,000	55,000		55,000	56,100	57,222	58,366	59,533
Incidentals	3015 BD OF HEALTH CONTRACTED SERV	36,220	56,220	51,220	(5,000)	46,220	47,144	48,087	49,049	50,030
		1,427,583	1,479,556	1,506,353	(25,000)	1,481,353	1,529,802	1,579,974	1,631,930	1,685,741
Salary	5011 REC'N SALARIES (ADMIN)	407,608	430,634	446,857		446,857	464,731	483,320	502,653	522,759
Salary	5017 REC'N WAGES (P/TIME)	83,092	97,970	106,712		106,712	110,980	115,419	120,036	124,837
Salary	5212 OUTDOOR REC'N-WAGES	204,954	244,994	268,120		268,120	278,845	289,999	301,599	313,663
Incidentals	8011 LIBRARY SALARIES	1,350,597	1,409,582	1,450,145		1,450,145	1,508,151	1,568,477	1,631,216	1,696,465
Incidentals	1177 TOWN COMMON MAINT	183	1,000	1,000		1,000	1,020	1,040	1,061	1,082
Incidentals	1342 HANDICAPPED COMM TOT		100	100		100	102	104	106	108
Incidentals	1350 CABLE TV COMMISSION	1,600	4,000	4,000		4,000	4,080	4,162	4,245	4,330
Incidentals	1392 HISTORICAL COMMISSION INCID	625	1,000	1,000		1,000	1,020	1,040	1,061	1,082
Incidentals	1450 CULTURAL COUNCIL	2,000	2,000	2,000		2,000	2,000	2,000	2,000	2,000
Incidentals	1540 CARILLON CONCERTS	6,019	6,950	6,950		6,950	7,089	7,376	7,716	8,054
Incidentals	1564 MEMORIAL DAY	3,673	5,000	5,000		5,000	5,100	5,202	5,306	5,412
Incidentals	1568 4TH OF JULY	21,700	21,700	21,700		21,700	22,134	22,577	23,029	23,490
Incidentals	1566 CHRISTMAS	17,949	10,000	10,000		10,000	10,200	10,404	10,612	10,824
Incidentals	1569 HOLIDAYS-HOLIDAY FESTIVAL	2,500	2,500	2,500		2,500	2,550	2,601	2,653	2,706
Incidentals	5012 REC'N INCIDENTALS	13,165	21,800	21,800		21,800	22,236	22,681	23,135	23,598
Incidentals	5014 REC'N MAINT OF BUILDING	176,606	275,750	255,250		255,250	260,355	265,562	270,873	276,290
Incidentals	5102 PLAYGROUND MAINTENANCE	155,073	146,750	156,750		156,750	159,885	163,083	166,345	169,672
Incidentals	5104 PLAYGROUND IMPROVEMENTS	1,636	35,000	32,000		32,000	32,640	33,293	33,959	34,638
Incidentals	5106 OTDR REC-NOR SPEC REC PROGRAM	36,885	44,500	45,370		45,370	46,277	47,203	48,147	49,110
Incidentals	8012 LIBRARY INCIDENTALS	364,457	379,349	375,225		375,225	382,730	390,385	398,193	406,157
Incidentals	8014 LIBRARY BLDG MAINT	33,000	33,000	33,000		33,000	33,660	34,333	35,020	35,720
Incidentals	8016 LIBRARY-NEW EQUIPMENT	12,951	12,000	12,000		12,000	12,240	12,485	12,735	12,990
	COMMUNITY & CULTURE TOTALS	2,896,273	3,185,579	3,257,479		3,257,479	3,368,025	3,482,601	3,601,360	3,724,457
	GENERAL GOVERNMENT SUBTOTAL	35,065,030	35,511,866	37,412,183	(501,400)	36,910,783	38,085,526	39,466,034	40,904,450	42,403,427

SCHOOLS		ADDITIONAL SCHOOL FUNDING	
Salary	4.0%	6180 SPECIAL ED & STUDENT SERVICES	1.839,191
All Other	2.0%	6180 SCH ADMIN EXP TOTAL	1,899,695
Snow & Ice	10.0%	6010 SCH ADMIN EXP TOTAL	(300,000)
		6012 SCH LABOR REL TOTAL	3,896,126
		6030 SCH I/S & T/B TOTALS	70,932
		6050 SCH CUST SUP TOTALS	74,524
		6070 SCH AUX AGCY INCID TOTALS	51,250
		6080 SCH CONT FEE & SERV TOTALS	52,359
		6090 SCH UTILITIES TOTALS	419,014
		6100 SCH MAINT OF BLDG TOTALS	1,454,256
		6110 SCH EQUIP REP & REP TOTALS	512,523
		6120 SCH MAINT GROUNDS TOTALS	39,271
		6121 SCH MAINT SNOW & ICE TOTALS	151,239
		6130 SCH ATHLETIC-TOWN TOTALS	246,679
			283,989
			308,819
			317,614
			326,683

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FISCAL 2017 - 2019 BUDGET SUMMARY

GENERAL GOVERNMENT		SCHOOLS		SHARED COSTS				STATE ASSESSMENTS		
Salaries	4.0%	Retirement	9.5%					State Aid	1.5%	
All Other	2.0%	Group Insurance	5.0%					Assessment	5.0%	
Snow & Ice	10.0%		3.5%							
		FY 2018 Actual	FY 2019 Budget	FY 2020	Changes	adj FY2020	FY2021	FY2022	FY2023	FY2024
FUNCTION										
Incidentals		1,681,767	1,700,001	1,966,607		1,966,607	1,857,674	1,931,120	2,007,752	2,087,719
Incidentals		256,034	-	-		-	-	-	-	-
Incidentals		146,919	170,212	206,467		206,467	193,628	197,408	201,308	205,334
Incidentals		5,300	-	-		-	-	-	-	-
SCHOOLS SUBTOTAL		44,331,175	45,024,649	47,887,255		49,416,446	51,161,954	52,893,821	54,630,755	56,384,573
SHARED COSTS										
9010 RETIREMENT FUND		4,879,431	4,879,431	5,257,230	(37,500)	5,219,730	5,715,604	6,258,586	6,853,152	7,504,201
9220 GROUP INSURANCE		13,324,131	13,652,500	14,405,500		14,405,500	15,125,775	15,882,064	16,676,167	17,509,975
9230 MEDICARE EMP SHARE		892,565	925,000	971,000	(20,000)	951,000	984,285	1,018,735	1,054,391	1,091,295
EMPLOYEE BENEFIT TOTALS		19,104,035	19,456,931	20,633,730	(57,500)	20,576,230	21,825,664	23,159,385	24,588,710	26,105,471
9105 INTEREST		4,235,847	4,085,532	4,359,409		4,359,409	3,482,343	3,039,055	2,544,510	2,174,402
9106 DEBT		13,832,562	13,768,818	14,366,056		14,366,056	13,904,191	13,803,450	12,286,123	7,330,614
NEW DEBT FOR SCHOOLS AND GENERAL GOVT		-	-	-		-	970,599	1,370,281	2,400,874	2,764,294
9925 CAPITAL PROJECTS		20,403	250,000	250,000		250,000	250,000	250,000	250,000	250,000
9108 UNPAID BILLS		18,088,812	18,104,350	18,975,465		18,975,465	18,607,133	18,462,786	17,481,507	12,519,310
DEBT AND CAPITAL PLAN TOTALS		1,058,809	1,073,811	1,215,789		1,215,789	1,258,342	1,302,384	1,347,967	1,395,146
9400 BLUE HILLS REGIONAL		112,493	112,493	112,493		112,493	112,493	112,493	112,493	112,493
8100 BLUE HILLS DEBT		21,571	21,615	21,615		21,615	22,372	23,155	23,965	24,804
9401 NORFOLK AGRICULTURAL SCH ASSMNT		1,080,380	1,095,426	1,349,897		1,349,897	1,399,207	1,438,032	1,484,425	1,532,443
REGIONAL EDUCATION TOTALS		409,257	500,000	500,000		500,000	500,000	500,000	500,000	500,000
1401 WORKER'S COMP BENEFITS		577,052	711,000	711,000		711,000	735,885	761,641	788,298	815,888
9200 INSURANCE ACCOUNT		986,309	1,211,000	1,211,000		1,211,000	1,235,885	1,261,641	1,288,298	1,315,888
RISK MANAGEMENT TOTALS		-	125,000	125,000		125,000	125,000	125,000	125,000	125,000
9310 RESERVE FUND		405,864	428,571	428,571		428,571	428,571	428,571	428,571	428,571
9340 STABILIZATION FUND		405,864	553,571	553,571		553,571	553,571	553,571	553,571	553,571
SHARED COSTS SUBTOTAL		39,665,400	40,421,278	42,723,663	(57,500)	42,666,163	43,635,460	44,875,415	45,391,511	42,026,683
GEN, SCHOOLS, SHARED COSTS & CPF		119,061,605	120,957,793	128,023,101	(558,900)	128,993,392	132,862,940	137,235,270	140,926,716	140,814,683
LIGHT DEPARTMENT										
7011 LIGHT SALARIES (ADMIN)		1,322,723	1,473,655	1,609,578	349,900	1,959,478	1,749,817	1,831,061	1,998,648	2,068,601
7015 LIGHT DEPT WAGES		1,659,478	1,925,829	1,916,319		1,916,319	1,984,645	2,024,338	2,064,338	2,106,122
7016 LIGHT DEPT OVERTIME		455,447	464,200	475,805		475,805	485,321	495,028	504,928	515,027
7018 LIGHT STANDBY PAY		111,712	121,700	124,681		124,681	127,175	129,719	132,313	134,959
7019 LIGHT LONGEVITY PAY		17,450	18,900	19,500		19,500	19,890	20,288	20,694	21,107
7012 LIGHT ADMIN EXPENSES		1,022,087	1,068,300	1,155,220		1,155,220	1,178,324	1,201,891	1,225,929	1,250,447
7013 LIGHT DEPRECIATION		1,416,465	2,572,700	2,602,800		2,602,800	2,680,884	2,761,311	2,855,150	2,929,474
7014 LIGHT MAINT & OPERATIONS		1,074,811	1,052,900	1,237,778		1,237,778	1,262,534	1,313,540	1,339,811	1,339,811
7010 LIGHT DEPARTMENT		31,488,346	38,711,000	39,616,240		39,616,240	40,163,260	41,101,220	42,646,465	45,613,036
7021 Capital-Substation		-	-	-		-	-	-	-	-
Rate Stabilization Fund		-	-	-		-	900,000	1,000,000	1,250,000	1,800,000
LIGHT DEPARTMENT SUBTOTALS		38,568,519	47,409,184	48,757,921	349,900	49,107,821	50,551,850	51,952,641	54,032,492	60,278,594
MWRA WATER / SEWER		11,140,239	11,803,315	12,325,100		12,325,100	12,818,104	13,330,828	13,864,061	14,418,623
9605 MWRA-WATER / SEWER ASSESSMENT		11,140,239	11,803,315	12,325,100		12,325,100	12,818,104	13,330,828	13,864,061	14,418,623
MWRA WATER / SEWER TOTALS		11,140,239	11,803,315	12,325,100		12,325,100	12,818,104	13,330,828	13,864,061	14,418,623

FISCAL 2017 - 2019 BUDGET SUMMARY

GENERAL GOVERNMENT		SCHOOLS		SHARED COSTS				STATE ASSESSMENTS	
Salaries	4.0%	Approx 3.7%	Retirement	9.5%			State Aid	1.5%	
All Other	2.0%	2.5%	Group Insurance	5.0%			Assessment	5.0%	
Snow & Ice	10.0%	5.0%		3.5%					
FUNCTION	FY 2018 Actual	FY 2019 Budget	FY 2020	Changes	adj FY2020	FY2021	FY2022	FY2023	FY2024
BROADBAND									
Utilities	546,089	570,827	590,626		590,626	611,298	632,693	654,838	677,757
Salaries	298,296	348,404	357,852		357,852	370,377	383,340	396,757	410,643
Utilities	113,793	114,800	117,670		117,670	121,788	126,051	130,463	135,029
Salaries	61,955	68,000	71,639		71,639	74,147	76,742	79,428	82,208
Utilities	5,100	5,850	5,850		5,850	6,055	6,267	6,486	6,713
Incidentals	3,608,920	3,951,700	4,051,757		4,051,757	4,343,484	4,656,214	4,991,462	5,350,847
Incidentals	949,343	1,237,600	1,170,016		1,170,016	1,199,266	1,229,248	1,259,979	1,291,479
Incidentals	589,442	706,800	913,908		913,908	941,325	969,565	998,652	1,028,612
Utilities	35,561	134,800	116,400		116,400	119,310	122,293	125,350	128,484
Utilities	6,208,499	7,138,781	7,395,718		7,395,718	7,787,050	8,202,413	8,643,415	9,111,772
BROADBAND SUBTOTALS									
UTILITIES SUBTOTAL	55,917,257	66,351,280	68,478,739	349,900	68,828,639	71,157,004	73,485,882	76,519,968	83,808,979
BUDGET TOTAL	174,978,862	187,309,073	196,501,840	(209,000)	197,822,031	204,019,944	210,721,152	217,446,684	224,623,662

TOWN OF NORWOOD LEVY LIMIT AND HISTORY OF NEW GROWTH

TOWN OF NORWOOD LEVY LIMIT

	FY18 Actual	FY19 Actual	FY20 Projection	FY21 Projection	FY22 Projection	FY23 Projection	FY24 Projection
Beg of Year LEVY LIMIT	68,098,582	71,002,135	73,656,770	82,348,189	85,306,894	88,339,566	91,448,055
2.5% TAX LEVY INCREASE	1,702,465	1,775,053	1,841,419	2,058,705	2,132,672	2,208,489	2,286,201
Add NEW GROWTH	1,201,088	879,582	900,000	900,000	900,000	900,000	900,000
LEVY LIMIT w/o Debt Exclusion	71,002,135	73,656,770	82,348,189	85,306,894	88,339,566	91,448,055	94,634,256
Add NHS DEBT EXCLUSION	1,944,892	1,893,296	1,844,111	1,778,146	1,731,886	1,683,254	1,634,289
Equals Levy Ceiling	72,947,027	75,550,066	84,192,300	87,085,040	90,071,452	93,131,309	96,268,545

3.57% 11.44% 3.44% 3.43% 3.40% 3.37%

HISTORY OF NEW GROWTH

Fiscal Year	Personal				Total
	Residential	Commercial	Industrial	Property	
2018	\$ 236,262	\$ 407,614	\$ -	\$ 557,212	\$ 1,201,088
2017	350,319	255,579	-	540,287	1,146,185
2016	41,781	253,426	-	606,034	901,241
2015	160,185	270,569	36,847	400,924	868,525
2014	146,145	363,329	18,018	438,896	966,388
2013	115,615	175,435	5,606	570,469	867,125
2012	207,972	903,126	22,788	650,783	1,784,669
2011	218,676	91,235	11,298	552,968	874,177
2010	244,569	159,042	42,753	420,637	867,001
2009	180,273	194,235	102,266	798,267	1,275,041

3 Year Average	209,454	305,540	-	567,844	1,082,838
5 Year Average	186,938	310,103	10,973	508,671	1,016,685
10 Year Average	190,180	307,359	23,958	553,648	1,075,144

Property Tax Impact Calculator

FY2019

The Tax Impact Calculator is intended to help local officials analyze the impact on the local tax rate from hypothetical changes to the budget, including Proposition 2 ½ overrides, debt exclusions, and capital exclusions.

This calculator is effective for determining the impact of an expenditure based on current year data. In succeeding years, the results will vary with changes in a community's total assessed value, tax rate, and debt service structure.

Municipality: Norwood
Increase selected: \$5,400,000
Total Levy: \$75,285,576

	<u>Residential & Open Space</u>	<u>CIP</u>	
Current Tax Rates:	\$10.89	\$22.82	
Levy Percentages:	55.6685%	44.3315%	
New amounts raised:	\$3,006,099	\$2,393,901	
Tax rate impact of expenditure amount:	\$0.78	\$1.64	
Value range and tax bill impact:	<u>Assessed Value (\$)</u>	<u>R&O tax bill impact (\$)</u>	<u>CIP tax bill impact (\$)</u>
Average Single Family Residence:	452,725	353.13	
	250,000	195.00	410.00
	350,000	273.00	574.00
	450,000	351.00	738.00
	550,000	429.00	902.00
	650,000	507.00	1,066.00
	750,000	585.00	1,230.00
	850,000	663.00	1,394.00
	950,000	741.00	1,558.00
	1,050,000	819.00	1,722.00
	1,150,000	897.00	1,886.00
	1,250,000	975.00	2,050.00

**TOWN OF NORWOOD
OVERRIDE RESTORES \$1.83 MILLION SCHOOL PROGRAMS**

Requested override	\$ 5,400,000				
Override additional funds generated	<u>FY2020</u>	<u>FY2021</u>	<u>FY2022</u>	<u>FY2023</u>	<u>FY2024</u>
	\$ 5,400,000	\$ 5,535,000	\$ 5,673,375	\$ 5,815,209	\$ 5,960,589

This will help us to create a Budget Stabilization Fund which will help make us sustainable beyond 5 years.

Projected bottom line result with override	\$ 492,431	\$ 263,508	\$ (227,254)	\$ 108,893	\$ (458,343)
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New Budget Stabilization Fund:

Beginning Balance	\$ -	492,431	755,939	528,685	637,578
Required additions	492,431	\$ 263,508			
Withdrawals for budget supplement	-	-	(227,254)	108,893	(458,343)
Ending Balance of Budget Stabilization Fund	492,431	755,939	528,685	637,578	179,235

In FY2019 it seems we had a balanced budget. Why are we looking for an Override Now?

The budget we approved at Town Meeting actual had a deficit of \$1,841,500. Town Meeting allowed us to take money from our reserves (aka FREE CASH) (savings accounts) to balance. Listed below are the amounts that agree to the deficit with program restoration

\$ 1,841,500	Free Cash and Prepaid SPED used to balance FY 2019 Budget
<u>1,236,878</u>	Amount required to close FY2020 Level Services Deficit
3,078,378	Cuts (or new Revenue Sources) required if Override fails
<u>1,829,191</u>	Addition funds required to restore Schools and Roads
\$ 4,907,569	Total FY 2020 Deficit with program restoration

By not using Free Cash to balance the budget, how does that help us long-term?

The starting point of Certifying Free Cash is Surplus Reserves. Surplus Reserves are funds we own which are not committed to other programs. If we do not use Free Cash to balance our budget we are starting with a larger balance so the next year's Free Cash will be higher.

If we produce more Free Cash what will we do with it?

We plan on using it for one-time items such as capital improvement. Improvements paid from Free Cash will not have to be borrowed which will save principal and interest in later years. Additionally we could set aside additional funds to Stabilization and / or Budget Stabilization. Adding to Stabilization gets us closer to a AAA rating with Standard and Poor's. Higher ratings mean lower interest cost.

TOWN OF NORWOOD FIVE YEAR FINANCIAL FORECAST
DRAFT - ASSUMES \$5,950,000 OVERRIDE; \$1,829,491 RESTORED SCHOOL PROGRAMS; \$250,000 FOR ROADS & \$300,000 SNOW AND ICE

Revenues	Percent	FY 2018 Actuals	FY 2019 Budget	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	PERCENT INCREASE				
									FY2020	FY2021	FY2022	FY2023	FY2024
Department Revenues	8.4%	\$ 15,238,835	\$ 15,288,041	\$ 15,238,835	\$ 15,467,418	\$ 15,699,429	\$ 15,934,920	\$ 16,173,944	-0.32%	1.50%	1.50%	1.50%	1.50%
Utility Revenues - Light	29.1%	53,106,197	60,963,411	63,061,147	65,003,870	66,850,034	69,434,708	71,396,915	3.44%	3.08%	3.44%	3.87%	2.83%
Utility Revenues - Broadband	4.2%	7,721,523	8,321,980	8,571,980	8,995,895	9,507,347	10,063,042	10,667,275	3.00%	4.95%	5.69%	5.84%	6.00%
Utility Revenues - Water	7.9%	14,386,363	15,819,897	16,168,467	16,559,763	17,082,391	17,596,296	18,150,935	2.20%	2.42%	3.16%	3.01%	3.15%
State Aid	6.1%	11,175,227	11,609,492	13,210,106	13,408,258	13,609,382	13,813,523	14,020,726	13.79%	1.50%	1.50%	1.50%	1.50%
Property Tax Levy	40.4%	73,724,875	75,870,484	83,642,300	86,521,290	89,493,609	92,539,020	95,661,449	10.24%	3.44%	3.44%	3.40%	3.37%
Free Cash to Balance Budget	0.5%	1,000,000	1,266,500	-	-	-	-	-	-	-	-	-	-
Free Cash for Capital & Special Projects	2.1%	3,870,300	225,000	-	-	-	-	-	-	0.00%	0.00%	0.00%	0.00%
Other Internal Funds	0.6%	1,066,195	720,000	985,000	985,000	985,000	985,000	985,000	36.81%	0.00%	0.00%	0.00%	0.00%
Chapter 90 Highway Funds	0.6%	1,058,379	-	-	-	-	-	-	-	-	-	-	-
Override	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenues	100.0%	182,347,894	190,084,805	200,877,835	206,941,494	213,277,192	220,366,509	227,056,244	5.68%	3.02%	3.04%	3.35%	3.04%
Expenditures - General													
General Government	14.4%	5,058,021	5,702,561	5,691,155	5,794,753	5,979,430	6,170,852	6,369,053	-0.20%	1.82%	3.19%	3.20%	3.21%
Public Safety	44.3%	15,550,506	16,285,939	17,115,256	17,757,932	18,425,514	19,119,066	19,839,611	5.09%	3.75%	3.76%	3.76%	3.77%
Public Works	28.9%	10,132,649	8,858,231	8,815,540	9,074,014	9,401,815	9,745,680	10,106,671	-0.48%	2.93%	3.61%	3.66%	3.70%
Human Services	4.1%	1,427,581	1,479,556	1,481,353	1,529,802	1,579,974	1,631,930	1,685,741	0.12%	3.27%	3.28%	3.29%	3.30%
Culture & Recreation	8.3%	2,896,273	3,185,579	3,257,479	3,368,025	3,482,601	3,601,360	3,724,457	2.26%	3.39%	3.40%	3.41%	3.42%
Total General Government	100.0%	35,065,030	35,511,866	36,360,783	37,524,526	38,869,334	40,268,888	41,725,533	2.39%	3.20%	3.58%	3.60%	3.62%
Expenditures - Schools													
Education	100.0%	44,331,175	45,024,649	49,416,446	51,161,954	52,893,821	54,630,755	56,384,573	9.75%	3.53%	3.39%	3.28%	3.21%
Expenditures - Shared													
Employee Benefits	48.2%	19,104,035	19,456,931	20,576,230	21,825,664	23,159,385	24,583,710	26,105,471	5.75%	6.07%	6.11%	6.15%	6.19%
Debt Service - Capital Plan	45.6%	18,088,612	18,104,350	18,975,465	18,607,133	18,462,786	17,481,507	12,519,310	4.81%	-1.94%	-0.76%	-5.31%	-28.39%
Risk Management	2.5%	986,309	1,211,000	1,211,000	1,235,885	1,261,641	1,288,298	1,315,888	0.00%	2.05%	2.08%	2.11%	2.14%
Regional Education	2.7%	1,080,380	1,095,426	1,349,897	1,393,207	1,438,032	1,484,425	1,537,443	23.23%	3.21%	3.22%	3.23%	3.23%
Stabilization - Reserve Fund	1.0%	405,864	553,571	553,571	553,571	553,571	553,571	553,571	0.00%	0.00%	0.00%	0.00%	0.00%
Total Shared Expenditures	100.0%	39,665,400	40,421,278	42,666,168	49,615,460	52,893,821	54,630,755	56,384,573	5.55%	2.22%	2.89%	1.15%	-7.41%
Utilities													
Light Department	69.0%	38,568,519	47,409,184	49,107,821	50,551,850	51,952,641	54,012,492	60,278,584	3.58%	2.94%	2.77%	3.56%	11.60%
Water	19.9%	11,140,239	11,803,315	12,325,100	12,818,104	13,330,828	13,864,061	14,418,623	4.42%	4.00%	4.00%	4.00%	4.00%
Broadband	11.1%	6,208,499	7,138,781	7,395,718	7,787,050	8,202,413	8,643,415	9,111,772	3.60%	5.29%	5.33%	5.38%	5.42%
Total Utilities	100.0%	55,917,257	66,351,280	68,828,639	71,157,004	73,485,882	76,519,968	83,808,979	3.73%	3.38%	3.27%	4.13%	9.53%
Total Town Appropriation		174,978,862	187,309,073	197,272,031	203,458,944	210,124,452	216,811,122	223,945,768	5.32%	3.14%	3.28%	3.18%	3.29%
Other Expenses													
State Assessments		1,961,537	1,775,732	2,113,373	2,219,042	2,329,994	2,446,494	2,568,819	19.01%	5.00%	5.00%	5.00%	5.00%
Overlay		1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	0.00%	0.00%	0.00%	0.00%	0.00%
Total Other Expenditures		2,961,537	2,775,732	3,113,373	3,219,042	3,329,994	3,446,494	3,568,819	12.16%	3.39%	3.45%	3.50%	3.55%
Total Expenditures		177,940,399	190,084,805	200,385,404	206,677,986	213,454,446	220,257,616	227,514,587	5.42%	3.14%	3.28%	3.19%	3.29%
Net Surplus (Deficit)		\$ 4,407,495	\$ -	\$ 492,431	\$ 263,508	\$ (227,254)	\$ 108,893	\$ (458,343)	\$ 179,235	\$ 5-year Surplus (Deficit)			
Less Non-Revenue Funds		(4,870,300)	-	-	-	-	-	-	-	-	-	-	-
Net Loss		\$ (462,805)	\$ -	\$ 542%	\$ 3.14%	\$ 3.28%	\$ 3.19%	\$ 3.29%	\$ 5,400,000	Override Amount requested			

TOWN OF NORWOOD
FISCAL 2017 - 2019 BUDGET SUMMARY

Operating Budget Projection as of January 28, 2019 - Adds \$250,000 for Roads, \$280,000 for a combined Facilities Department and Restores \$1,829,191 of School Programs

GENERAL GOVERNMENT	SCHOOLS		SHARED COSTS				STATE ASSESSMENTS			
	Salaries 4.0%	All Other 2.0%	Retirement Group Insurance 3.5%	FY 2019 Budget	FY2020	FY2021	FY2022	FY2023	FY2024	
Salaries 2.0%	All Other 10.0%	Retirement Group Insurance 3.5%	FY 2018 Actual	FY2020	Changes	adj FY2020	FY2021	FY2022	FY2023	FY2024
Snow & Ice	FUNCTION		FUNCTION		FUNCTION		FUNCTION		FUNCTION	
Gen Govt	1011 SELECTMEN ADMIN. SALARIES	155,732	149,891	163,056	(12,500)	150,556	156,578	162,841	169,355	176,129
Gen Govt	1021 GEN MGR SALARIES	626,006	645,711	644,750	(59,000)	585,750	609,180	633,547	658,889	685,245
Gen Govt	1031 TOWN CLERK SALARIES	190,760	190,760	282,563	280,000	280,000	291,200	302,048	314,962	327,560
Gen Govt	1040 HUMAN RESOURCES	259,841	243,676	268,223	40,000	308,223	293,866	305,621	317,846	330,560
Gen Govt	1051 TREASURER SALARIES	532,859	499,561	554,485	(185,000)	369,485	384,264	399,635	415,620	432,245
Gen Govt	1061 ACCOUNTING SALARIES	400,262	-	375,825	(50,000)	325,825	338,858	352,412	366,508	381,168
Gen Govt	1071 ASSESSOR SALARIES	270,480	250,650	279,360		279,360	290,534	302,155	314,241	326,811
Gen Govt	1131 ELECT/REG SALARIES	71,144	66,121	10,609		10,609	11,033	11,474	11,933	12,410
Gen Govt	1171 MUNIC BLDG CUST SAL	132,517	121,164	135,178		135,178	140,585	146,208	152,056	158,138
Gen Govt	1191 MUNIC BLDG OFFICE SALARIES	59,980	57,047	61,756		61,756	64,226	66,795	69,467	72,246
Gen Govt	1311 PLANNING BD SALARIES	66,590	56,344	69,982		69,982	72,781	75,692	78,720	81,869
Gen Govt	1313 PLANNING BD SAL-PLAN	119,287	105,325	122,270		122,270	127,161	132,247	137,537	143,038
Gen Govt	1321 BOARD OF APPEAL SALARY	56,275	54,224	57,608	7,000	64,608	67,192	69,880	72,675	75,582
Gen Govt	1531 COMP MGMT-SALARIES	393,225	352,083	410,066	(48,000)	362,066	376,549	391,611	407,275	423,566
Gen Govt	1012 SELECTMEN INCIDENTALS	14,850	10,907	10,300		10,300	10,506	10,716	10,930	11,149
Gen Govt	1014 SELECT NEGOTIATING SVCS	75,000	75,000	75,000		75,000	76,500	78,030	79,591	81,183
Gen Govt	1022 GEN MGR INCIDENTALS	37,775	20,299	37,775		37,775	38,531	39,302	40,088	40,890
Gen Govt	1032 TOWN CLERK INCIDENTALS	15,300	18,256	14,750		14,750	15,045	15,346	15,653	15,966
Gen Govt	1042 HUMAN RESOURCE-INCIDENTALS	38,630	30,786	38,630		38,630	39,403	40,191	40,995	41,815
Gen Govt	1044 H.R. TUITION REIMBURSEMENT	10,000	-	10,000		10,000	10,200	10,404	10,612	10,824
Gen Govt	1052 TREASURER INCIDENTALS	117,160	85,678	117,160	(5,000)	112,160	114,403	116,691	119,025	121,406
Gen Govt	1054 TREAS-TAX FORECLOSURE	20,000	14,583	20,000		20,000	20,400	20,808	21,224	21,648
Gen Govt	1055 TREAS BD. CERTIFICATION	1,000	-	1,000		1,000	1,020	1,040	1,061	1,082
Gen Govt	1056 TREASURER COLL AGENT	68,000	62,892	68,000		68,000	69,360	70,747	72,162	73,605
Gen Govt	1062 ACCOUNTING INCIDENTALS	15,400	10,775	15,400		15,400	15,708	16,022	16,342	16,669
Gen Govt	1072 ASSESSORS INCIDENTALS	12,160	10,775	9,700		9,700	9,894	10,092	10,294	10,500
Gen Govt	1073 ASSESSORS NEW EQUIPMENT	500	-	500		500	510	520	530	541
Gen Govt	1074 ASSESS-LEGAL CNSL DEF	50,000	49,962	50,000		50,000	51,000	52,020	53,060	54,121
Gen Govt	1077 ASSESSORS REVAL UPDATE	150,000	141,867	150,000		150,000	153,000	156,060	159,181	162,365
Gen Govt	1114 TOWN COUNSEL LEGAL SERV	177,000	200,067	177,000	(5,400)	171,600	175,032	178,533	182,104	185,746
Gen Govt	1132 ELECT/REG INCIDENTALS	90,700	120,825	90,450		90,450	92,259	94,104	95,986	97,906
Gen Govt	1172 MUNIC BLDG INCIDENTALS	165,600	139,311	171,400	1,000	172,400	175,848	179,365	182,952	186,611
Gen Govt	1174 MUNIC BLDG REPAIRS/MAINT	3,000	5,920	-		-	-	-	-	-
Gen Govt	1179 MUNIC BLDG NEW EQUIP	7,500	455	2,000		2,000	2,040	2,081	2,123	2,165
Gen Govt	1192 MUNIC BLDG OFFICE EXPENSE	28,750	22,173	28,750		28,750	29,325	29,912	30,510	31,120
Gen Govt	1302 FIN COM INCIDENTALS	13,777	19,978	14,084		14,084	14,366	14,653	14,946	15,245
Gen Govt	1305 FIN COM AUDIT SERVICES	105,000	83,250	105,000		105,000	107,100	109,242	111,427	113,656
Gen Govt	1312 PLANNING BOARD INCID	34,075	21,980	34,075		34,075	34,757	35,452	36,161	36,884
Gen Govt	1322 BD OF APPEAL INCIDENTALS	11,900	5,132	11,900		11,900	12,138	12,381	12,629	12,882
Gen Govt	1369 CONSERVATION LAND FUND	10,000	10,000	10,000		10,000	10,000	10,000	10,000	10,000
Gen Govt	1370 CONSERVATION COMMISSION	55,125	41,262	58,909		58,909	60,087	61,289	62,515	63,765
Gen Govt	1372 CONSERVATION COMMISSION INCID	10,715	17,641	10,730		10,730	10,945	11,164	11,387	11,615
Gen Govt	1373 CONCOM-ELLIS POND PROJECT	2,000	31,786	18,000	(4,000)	14,000	14,280	14,566	14,857	15,154
Gen Govt	1375 CONCOM-CONSULTING SERVICES	2,000	1,000	1,985		1,985	2,025	2,066	2,107	2,149
Gen Govt	1378 CONSRV COMM - PROPERTY MAINT	25,000	29,994	21,000		21,000	21,420	21,848	22,285	22,731
Gen Govt	ADD TRAILS COMMITTEE			5,000		5,000	5,100	5,202	5,306	5,412
Gen Govt	1382 PERMANENT BLDG COMMITTEE INCID	9,500	15,039	10,600		10,600	10,812	10,812	11,028	11,249
Gen Govt	1410 MODERATOR'S EXPENSES	50	-	50		50	50	50	50	50
Gen Govt	1430 PERSONNEL BOARD EXPENSES	2,500	80	2,500		2,500	2,550	2,601	2,653	2,706

FISCAL 2017 - 2019 BUDGET SUMMARY

GENERAL GOVERNMENT	SCHOOLS		SHARED COSTS				STATE ASSESSMENTS	
	Salaries 4.0%	All Other 2.0%	Retirement 9.5%	Group Insurance 5.0%	State Aid 1.5%	Assessment 5.0%	FY2023	FY2024
SPED 10.0%	Approx 3.7%		Changes				adj	
FUNCTION	FY 2018 Actual	FY 2019 Budget	FY2020	FY2021	FY2022	FY2023	FY2024	
1440 ECONOMIC DEVELOPMENT CTE	120	2,000	2,000	2,000	2,000	2,000	2,000	
1500 PRINT TOWN REPORT	7,227	9,000	9,000	3,060	3,060	3,183	3,247	
1535 COMP MGMT-OPERATING COSTS	376,831	464,716	679,776	591,372	603,199	615,263	627,568	
1536 COMP MGMT-NEW EQUIPMENT	105,186	52,500	52,500	53,550	54,621	55,713	56,827	
1537 COMP MGMT-VOIP	11,948	30,000	30,000	-	-	-	-	
1600 GEN GOVT OTHER EXPENSES	18,113	18,200	18,200	18,564	18,935	19,314	19,700	
1602 GEN GOVT INCIDENTALS	80,801	83,400	83,400	85,068	86,769	88,504	90,274	
1604 CAPITAL OUTLAY COMMITTEE	172	400	400	408	416	424	432	
1607 SUMMERFEST PROGRAM	5,800	6,900	6,900	7,038	7,179	7,323	7,469	
1651 FORBES ESTATE	19,647	225,000	225,000	(150,000)	-	-	-	
1652 MORSE HOUSE	-	6,000	6,000	6,000	6,000	6,000	6,000	
1653 171 MAHATAN STREET	-	1,000	1,000	1,020	1,040	1,061	1,082	
9330 RETIRED POL/FIRE MEDICAL	(8,000)	75,000	75,000	75,000	75,000	75,000	75,000	
9902 TUITION REIMBURSEMENT	-	1,500	1,500	1,500	1,500	1,500	1,500	
GENERAL GOVERNMENT TOTALS	5,058,021	5,702,561	5,983,055	5,691,155	5,794,753	6,170,852	6,369,053	
2011 POLICE SALARIES	7,071,255	7,488,745	7,488,745	7,500	7,496,245	8,107,939	8,432,257	
2041 FIRE SALARIES	4,451,202	4,746,806	4,924,759	75,000	4,999,759	5,624,049	5,849,011	
2043 FIRE TRAINING	180,716	179,000	183,475	32,000	215,475	233,058	242,380	
2044 FIRE HOLIDAY PAY	186,904	197,474	209,781	209,781	218,172	226,899	235,975	
2045 FIRE OVERTIME & RECALL	114,102	115,000	117,875	117,875	122,590	127,494	132,594	
2046 FIRE SUBSTITUTION PAY	684,282	735,000	787,639	787,639	819,145	851,911	885,987	
2047 FIRE INCENTIVE PAY	72,636	89,900	92,148	92,148	95,834	99,667	103,654	
2048 FIRE EMT PAY	285,312	373,985	383,435	383,435	398,772	414,723	448,564	
2049 FIRE DISPATCHER PAY	326,358	330,571	340,749	340,749	354,379	368,554	383,296	
2201 BLDG INSPECTOR SALARIES	439,697	422,078	432,184	432,184	449,471	467,450	486,148	
2204 BLDG INSPECTOR OVERTIME	1,316	4,000	4,000	4,000	4,160	4,243	4,328	
2601 DOG OFFICER SALARIES	79,219	88,482	90,084	90,084	93,687	97,434	101,331	
1512 PARKING TICKET INCIDENTALS	2,283	9,700	9,700	9,700	9,894	10,092	10,294	
1552 EMERGENCY MGT/CIVIL DEFENSE	14,894	25,800	25,800	25,800	25,800	25,800	25,800	
2012 POLICE INCIDENTALS	402,772	339,800	481,661	511,661	521,894	532,332	542,979	
2015 POLICE TELEPHONE	52,021	23,000	23,000	23,000	23,929	24,408	24,896	
2016 POLICE TRANSPORTATION	74,300	78,500	78,500	80,070	81,671	83,304	84,970	
2017 POLICE NEW EQUIP'T	139,855	169,502	218,236	218,236	222,601	227,053	231,594	
2023 TRAFFIC CONTROL - ELD	75,711	117,300	119,800	119,800	122,196	124,640	127,133	
2038 FIRE DEPT MEDICAL	345,318	296,210	296,210	296,210	256,157	261,280	266,506	
2042 FIRE INCIDENTALS	407,389	451,050	451,050	460,071	469,272	478,657	488,230	
2052 FIRE ALARM MAINTENANCE	-	50,000	50,000	50,000	50,000	50,000	50,000	
2064 MAINT POL/FIRE BLDG	3,807	39,600	39,600	40,392	41,200	42,024	42,864	
2066 POL/FIRE BLDG-RENOVATIONS	23,291	26,430	26,430	26,959	27,498	28,048	28,609	
2202 BLDG INSPECTOR INCIDENTALS	9,318	9,500	9,500	9,690	9,884	10,082	10,284	
2402 INSECT/PEST EXTERMINATION	37,350	53,350	53,350	54,417	55,505	56,615	57,747	
2500 TREE CARE INCID	7,272	8,045	8,045	8,206	8,370	8,537	8,708	
2602 DOG OFFICER INCIDENTALS	31,402	-	-	-	-	-	-	
2603 ANIMAL CONTROL NEW EQUIPMENT	-	-	-	-	-	-	-	
PUBLIC SAFETY TOTALS	15,550,506	16,285,939	16,995,756	17,115,256	17,757,932	18,425,514	19,119,066	
1091 ENGINEERS SALARIES	173,581	177,871	187,334	187,334	194,827	202,620	210,154	
1095 CO-OP STUDENT SALARY	5,386	18,512	18,512	18,512	19,252	20,022	20,823	
1096 ENGINEERS OVERTIME	-	500	500	500	520	541	563	
4011 PUBLIC WORKS ADMIN SAL	596,939	622,171	640,490	640,490	666,110	692,754	720,464	
4015 PUBLIC WORKS LABORERS	2,237,607	2,339,184	2,430,212	2,430,212	2,527,420	2,628,517	2,733,658	
PUBLIC WORKS TOTALS	2,834,523	2,947,137	3,067,936	3,067,936	3,183,213	3,304,408	3,431,612	

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FISCAL 2017 - 2019 BUDGET SUMMARY

GENERAL GOVERNMENT			SCHOOLS			SHARED COSTS			STATE ASSESSMENTS			
Salaries	4.0%	Retirement	9.5%						State AID	1.5%		
All Other	2.0%	Group Insurance	5.0%						Assessment	5.0%		
Snow & Ice	10.0%	SPED	3.5%									
FUNCTION			FY 2018 Actual	FY 2019 Budget	FY2020	Changes	adj FY2020	FY2021	FY2022	FY2023	FY2024	
Public Works		4016 PUBLIC WORKS OVERTIME	167,990	130,782	130,782			130,782	136,013	147,112	157,996	
Public Works		4201 CEMETERY SALARIES	427,557	468,520	468,516			468,516	487,257	527,017	548,098	
Public Works		4205 CEMETERY OVERTIME	33,630	30,000	30,000			30,000	31,200	32,488	35,096	
Public Works		9021 AIRPORT SALARIES	181,631	192,379	201,795			201,795	209,867	226,992	236,072	
Public Works		1092 ENGINEERS INCIDENTALS	7,741	8,600	8,600			8,600	8,772	9,126	9,309	
Public Works		1094 ENG STORM WATER COMPLIANCE	20,763	-	-			-	-	-	-	
Public Works		1098 STREET ACCEPTANCE	-	1,000	1,000			1,000	1,020	1,061	1,082	
Public Works		1099 ENGINEERING AERIAL PHOTO/GIS	3,200	10,000	10,000			10,000	10,400	10,612	10,824	
Public Works		3104 SEWER MAINTENANCE	49,748	58,050	58,050			58,050	59,211	61,603	62,835	
Public Works		3106 PARTICULAR SEWERS	-	2,375	2,375			2,375	2,423	2,471	2,520	
Public Works		3108 MWRA SEWER I&I	4,900	42,500	42,500			42,500	43,350	44,217	45,101	
Public Works		3204 DRAIN MAINTENANCE	71,905	40,900	40,900			40,900	42,552	43,403	44,271	
Public Works		3304 MATERIALS RECYCLE CTR MAINT.	49,441	57,700	57,700			57,700	58,854	61,232	62,457	
Public Works		3400 REFUSE REMOVAL	1,690,612	1,778,295	1,931,076	(50,000)		1,881,076	1,918,698	1,957,072	2,036,137	
Public Works		4010 PUBLIC WORKS	60,000	-	-			-	-	-	-	
Public Works		4012 PUBLIC WORKS INCIDENTALS	187,006	167,275	167,275			167,275	170,621	174,033	177,514	
Public Works		4014 GARAGE MAINTENANCE	326,889	301,204	301,952			301,952	307,991	314,151	320,434	
Public Works		4018 D.P.W. - NEW EQUIPMENT	153,084	-	265,084	(265,000)		-	-	-	-	
Public Works		4104 WATER MAINTENANCE	113,915	120,050	120,050			120,050	122,451	124,900	129,946	
Public Works		4105 WATER OPERATIONS	138,314	199,750	193,750			193,750	197,625	201,578	209,722	
Public Works		4106 WATER SERVICE CONNECTION	7,500	6,000	6,000			6,000	6,120	6,242	6,367	
Public Works		4107 WATER DEPT CONSTR.	33,714	80,500	80,500			80,500	82,110	83,752	85,427	
Public Works		4202 CEMETERY INCIDENTALS	61,854	66,416	66,398			66,398	67,726	69,081	70,463	
Public Works		4203 CEMETERY - NEW EQUIPMENT	49,000	-	9,500			9,500	9,690	9,884	10,082	
Public Works		4204 CEMETERY - CHAPEL RENOVATIONS	-	100	100			100	102	104	108	
Public Works		4206 CEMETERY OPC RENOV	500	15,000	80,500	(65,000)		15,500	15,810	16,449	16,778	
Public Works		4212 CEMETERY IMPROVEMENTS	124,400	61,400	61,400			61,400	62,628	63,881	65,159	
Public Works		4300 HIGHWAY MAINT	254,025	276,200	264,200			264,200	269,484	274,874	280,371	
Public Works		4304 HIGHWAY CONSTRUCTION	906,814	-	-			-	-	-	-	
Public Works		4305 HIGHWAY CONSTRUCTION	186,646	350,000	450,000	(350,000)		100,000	102,000	104,040	106,121	
Public Works		4310 PERMANENT SIDEWALKS	24,972	41,000	26,000			26,000	26,570	27,050	27,591	
Public Works		4320 STREET LIGHTS	358,140	195,097	129,873			129,873	132,470	135,119	137,821	
Public Works		4330 SNOW & ICE REMOVAL	987,459	625,000	729,000	(29,000)		700,000	714,000	785,400	863,940	
Public Works		4342 PARKS MAINTENANCE	261,386	180,000	180,000			180,000	183,600	187,272	191,017	
Public Works		4343 PARKS DEPT - NEW EQUIP	-	14,000	-			-	-	-	-	
Public Works		9020 AIRPORT	4,276	14,100	24,100			24,100	24,582	25,074	25,575	
Public Works		9023 AIRPORT OPERATION EXPENSE	115,090	127,800	110,600	(10,000)		100,600	102,612	104,664	106,757	
Public Works		9024 AIRPORT CONST-MATCHING GRANT	15,338	-	85,000	(85,000)		-	-	-	-	
Public Works		9030 AIRPORT SECURITY	4,906	6,000	6,000			6,000	6,120	6,242	6,367	
Public Works		9033 AIRPORT CONSTR-INDEPENDENT EST	3,500	6,000	6,000			6,000	6,120	6,242	6,367	
Public Works		9038 AIRPORT - SNOW & ICE	31,290	46,000	46,000			46,000	46,920	47,842	48,764	
Public Works		PUBLIC WORKS TOTAL	10,132,649	9,858,231	9,669,540	(854,000)		8,815,540	9,074,014	9,401,815	9,745,680	
Human Services		1211 COUNCIL ON AGING SALARIES	328,420	347,882	351,476			351,476	365,535	380,156	395,362	
Human Services		1241 VETERANS SALARIES	130,733	146,192	151,320			151,320	157,373	163,668	170,215	
Human Services		3011 BD HEALTH SALARIES	412,633	430,042	438,317			438,317	455,850	474,084	493,047	
Human Services		1212 COUNCIL ON AGING INCID	15,389	19,100	19,100			19,100	19,482	19,872	20,269	
Human Services		1214 COA BUILDING MAINTENANCE	52,500	54,650	54,650			54,650	55,743	56,858	57,995	
Human Services		1219 COA GARAGE CONSTRUCTION	55,000	-	-			-	-	-	-	
Human Services		1242 VETERANS INCIDENTALS	299,056	329,600	329,500	(20,000)		309,500	315,690	322,004	328,444	
Human Services		1244 VETERANS - FUEL ASSISTANCE	94	100	-			-	-	-	-	
Human Services		1522 ELDERLY H/P TRANSPORTATION PRG	28,806	38,020	38,020			38,020	38,780	39,556	40,347	
											41,154	

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FISCAL 2017 - 2019 BUDGET SUMMARY

GENERAL GOVERNMENT	SCHOOLS	SHARED COSTS					STATE ASSESSMENTS					
		FY 2018 Actual	FY 2019 Budget	FY2020	Changes	adj FY2020	FY2021	FY2022	FY2023	FY2024		
Salaries 4.0%	Approx 3.7%	9.5%										
All Other 2.0%	2.5%	5.0%										
Snow & Ice 10.0%	5.0%	3.5%										
FUNCTION												
Incidentals	3012 BD HEALTH INCIDENTALS	21,304	17,750	17,750		17,750		17,750	18,105	18,467	18,836	19,213
Incidentals	3014 HAZARDOUS WASTE PROGRAM	47,418	40,000	55,000		55,000		55,000	56,100	57,222	58,366	59,533
Incidentals	3015 BD OF HEALTH CONTRACTED SERV	36,220	56,220	51,220	(5,000)	46,220		46,220	47,144	48,087	49,049	50,030
		1,427,581	1,479,556	1,506,353	(25,000)	1,481,353		1,529,802	1,579,974		1,631,950	1,685,741
Salary	5011 REC'N SALARIES (ADMIN)	407,608	430,634	446,857		446,857		464,731	483,320		502,653	522,759
Salary	5017 REC'N WAGES (P/TIME)	83,092	97,970	106,712		106,712		110,980	115,419		120,036	124,837
Salary	5212 OUTDOOR REC'N-WAGES	204,954	244,994	268,120		268,120		278,845	289,999		301,599	313,663
Salary	8011 LIBRARY SALARIES	1,350,597	1,409,582	1,450,145		1,450,145		1,508,151	1,568,477		1,631,216	1,696,465
Incidentals	1177 TOWN COMMON MAINT	183	1,000	1,000		1,000		1,020	1,040		1,061	1,082
Incidentals	1342 HANDICAPPED COMM TOT		100	100		100		102	104		106	108
Incidentals	1350 CABLE TV COMMISSION	1,600	4,000	4,000		4,000		4,080	4,162		4,245	4,330
Incidentals	1392 HISTORICAL COMMISSION INCID	625	1,000	1,000		1,000		1,020	1,040		1,061	1,082
Incidentals	1450 CULTURAL COUNCIL	2,000	2,000	2,000		2,000		2,000	2,000		2,000	2,000
Incidentals	1540 CARILLON CONCERNS	6,019	6,950	6,950		6,950		7,089	7,231		7,376	7,524
Incidentals	1564 MEMORIAL DAY	3,673	5,000	5,000		5,000		5,100	5,202		5,306	5,412
Incidentals	1565 4TH OF JULY	21,700	21,700	21,700		21,700		22,134	22,577		23,029	23,490
Incidentals	1566 CHRISTMAS	17,949	10,000	10,000		10,000		10,200	10,404		10,612	10,824
Incidentals	1569 HOLIDAYS-HOLIDAY FESTIVAL		2,500	2,500		2,500		2,550	2,601		2,653	2,706
Incidentals	5012 REC'N INCIDENTALS	13,165	21,800	21,800		21,800		22,236	22,681		23,135	23,598
Incidentals	5014 REC'N MAINT OF BUILDING	176,606	275,750	255,250		255,250		260,355	265,520		270,873	276,290
Incidentals	5102 PLAYGROUND MAINTENANCE	155,073	146,750	156,750		156,750		159,885	163,083		166,345	169,672
Incidentals	5104 PLAYGROUND IMPROVEMENTS	1,636	35,000	32,000		32,000		32,640	33,293		33,959	34,638
Incidentals	5106 OTDR REC-NOR SPEC REC PROGRAM	36,885	44,500	45,370		45,370		46,277	47,203		48,147	49,110
Incidentals	8012 LIBRARY INCIDENTALS	364,457	379,349	375,225		375,225		382,730	390,385		398,193	406,157
Incidentals	8014 LIBRARY BLDG MAINT	33,000	33,000	33,000		33,000		33,660	34,333		35,020	35,720
Incidentals	8016 LIBRARY-NEW EQUIPMENT	12,951	12,000	12,000		12,000		12,240	12,485		12,735	12,980
Incidentals	COMMUNITY & CULTURE TOTALS	2,896,273	3,185,579	3,257,479		3,257,479		3,368,025	3,482,501		3,601,360	3,724,457
	GENERAL GOVERNMENT SUBTOTAL	35,065,030	35,511,866	37,412,183	(1,051,400)	36,360,783		37,524,526	38,869,334		40,268,888	41,725,533
SCHOOLS												
Salary	6000 SCH ADMIN SAL TOTALS	3,979,597	4,160,670	4,317,538		4,317,538		4,449,101	4,573,384		4,695,819	4,818,794
Salary	6020 SCH INSTRUC SAL TOTALS	27,403,594	29,037,233	30,420,305		30,420,305		31,565,648	32,682,456		33,787,988	34,895,005
Salary	6040 SCHOOL CUSTODIAL SAL TOTALS	1,812,913	2,097,495	2,110,836		2,110,836		2,164,949	2,219,379		2,275,782	2,333,211
Salary	6060 SCH AUX AGENCY SALARIES TOTALS	661,725	810,634	854,813		854,813		882,219	918,951		957,848	992,420
Salary	6450 SCH CUSTODIAL OVERTIME TOTALS	122,977	130,000	133,252		133,252		136,584	139,999		143,499	147,086
	ADDITIONAL SCHOOL FUNDING							1,899,695	1,971,661		2,046,153	2,126,809
SPED	6180 SPECIAL ED & STUDENT SERVICES	4,111,636	3,451,099	3,896,126		3,896,126		3,993,530	4,093,369		4,195,703	4,300,595
Incidentals	6010 SCH ADMIN EXP TOTAL	59,194	69,200	70,932		70,932		72,707	74,524		76,388	78,298
Incidentals	6012 SCH LABOR REL TOTAL	71,508	50,000	51,250		51,250		52,531	53,844		55,190	56,570
Incidentals	6030 SCH I/S & T/B TOTALS	463,792	456,222	466,905		466,905		476,616	486,447		496,309	506,211
Incidentals	6050 SCH CUST SUP TOTALS	139,797	131,570	134,866		134,866		138,106	141,308		144,511	147,717
Incidentals	6070 SCH AUX AGCY INCID TOTALS	29,909	12,996	12,359		12,359		12,669	12,979		13,289	13,599
Incidentals	6080 SCH COMM FEE & SERV TOTALS	458,988	408,791	419,014		419,014		429,490	440,228		451,236	462,517
Incidentals	6090 SCH UTILITIES TOTALS	1,417,678	1,385,000	1,454,256		1,454,256		1,526,972	1,603,322		1,683,487	1,767,662
Incidentals	6100 SCH MAINT OF BLDG TOTALS	524,117	500,000	512,523		512,523		525,343	538,474		551,931	565,744
Incidentals	6110 SCH EQUIP REP & REP TOTALS	344,455	37,605	39,271		39,271		40,947	42,644		44,362	46,111
Incidentals	6120 SCH MAINT GROUNDS TOTALS	127,345	117,550	121,239		121,239		125,000	128,761		132,612	136,563
Incidentals	6121 SCH-MAINT SNOW & ICE TOTALS	244,949	14,382	246,679		246,679		252,846	259,167		265,647	272,288
Incidentals	6150 SCH ATHLETIC-TOWN TOTALS	266,981	283,989	382,017		382,017		300,290	308,819		317,614	326,683

FISCAL 2017 - 2019 BUDGET SUMMARY

GENERAL GOVERNMENT	SCHOOLS				SHARED COSTS				STATE ASSESSMENTS			
	4.0%		9.5%		5.0%		5.0%		1.5%		5.0%	
	Salaries	All Other	Retirement	Group Insurance	FY 2018 Actual	FY 2019 Budget	Changes	adj FY2020	FY2021	FY2022	FY2023	FY2024
Salaries	4.0%	Approx 3.7%	9.5%	5.0%								
All Other	2.0%	2.5%	5.0%	5.0%								
Snow & Ice	10.0%	5.0%	3.5%									
		FUNCTION										
Incidentals		6160 SCH TRANSPORTATION TOTALS			1,681,767	1,700,001	1,966,607	1,966,607	1,857,674	1,931,120	2,007,752	2,087,719
Incidentals		6165 SCH TRANSPORTATION NEW EQUIP			256,034	-	-	-	-	-	-	-
Incidentals		6200 SCHOOL FINE ARTS			146,919	170,212	206,467	206,467	193,628	197,408	201,308	205,334
Incidentals		6500 SCH CTE CONSOLIDATION RESERVE			5,300	-	-	-	-	-	-	-
		SCHOOLS SUBTOTAL			44,331,175	45,024,649	47,887,255	49,416,446	51,161,954	52,893,821	54,630,755	56,384,573
		SHARED COSTS										
Benefits		9010 RETIREMENT FUND			4,887,339	4,879,431	5,257,230	(37,500)	5,219,730	5,715,604	6,258,586	6,853,152
Benefits		9220 GROUP INSURANCE			13,324,131	13,652,500	14,405,500	14,405,500	15,125,775	15,882,064	16,676,167	17,509,975
Benefits		9230 MEDICARE EMP SHARE			892,565	925,000	971,000	(20,000)	951,000	984,285	1,018,735	1,054,391
		EMPLOYEE BENEFIT TOTALS			19,104,035	19,456,931	20,633,730	(57,500)	20,576,230	21,825,664	23,159,385	24,583,710
Debt		9105 INTEREST			4,235,847	4,085,532	4,359,409		4,359,409	3,482,343	3,039,055	2,544,510
Debt		9106 DEBT			13,832,562	13,768,818	14,366,056		14,366,056	13,904,191	13,803,450	12,286,123
Incidentals		NEW DEBT FOR SCHOOLS AND GENERAL GOVT			-	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Incidentals		9925 CAPITAL PROJECTS			20,403	-	-	-	-	-	-	-
		9108 UNPAID BILLS			18,088,812	18,104,350	18,975,465	-	18,975,465	18,607,133	18,462,786	17,481,507
		DEBT AND CAPITAL PLAN TOTALS										
Incidentals		9400 BLUE HILLS REGIONAL			1,058,809	1,073,811	1,215,789	1,215,789	1,258,342	1,302,384	1,347,967	1,395,146
Incidentals		BLUE HILLS DEBT			21,571	21,615	21,615	21,615	21,615	21,615	21,615	21,615
Incidentals		9401 NORFOLK AGRICULTURAL SCH ASSMNT			1,080,380	1,095,426	1,349,897		1,349,897	1,393,207	1,438,032	1,484,425
		REGIONAL EDUCATION TOTALS										
Incidentals		1401 WORKER'S COMP BENEFITS			409,257	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Incidentals		9200 INSURANCE ACCOUNT			577,052	711,000	711,000	711,000	735,885	761,641	788,298	815,888
		RISK MANAGEMENT TOTALS			986,309	1,211,000	1,211,000	1,211,000	1,235,885	1,261,641	1,288,298	1,315,888
Incidentals		9310 RESERVE FUND			-	125,000	125,000	125,000	125,000	125,000	125,000	125,000
Incidentals		9340 STABILIZATION FUND			405,864	428,571	428,571	428,571	428,571	428,571	428,571	428,571
		SHARED COSTS SUBTOTAL			39,665,400	40,421,278	42,723,663	(57,500)	42,666,163	43,615,460	44,875,415	45,391,511
		GEN, SCHOOLS, SHARED COSTS & CPF			119,061,605	120,957,793	128,023,101	(1,108,900)	128,443,392	132,301,940	136,638,570	140,291,154
		LIGHT DEPARTMENT										
Salaries		7011 LIGHT SALARIES (ADMIN)			1,322,723	1,473,655	1,609,578	1,609,578	1,959,478	1,749,817	1,991,061	2,068,601
Salaries		7015 LIGHT DEPT WAGES			1,659,478	1,925,829	1,916,319	1,916,319	1,984,645	2,024,338	2,064,825	2,106,122
Salaries		7016 LIGHT DEPT OVERTIME			455,447	464,200	475,805	475,805	485,321	495,028	504,928	515,027
Salaries		7018 LIGHT STANDBY PAY			111,712	121,700	124,681	124,681	127,175	129,719	132,313	134,959
Salaries		7019 LIGHT LONGEVITY PAY			17,450	18,900	19,500	19,500	19,890	20,288	20,694	21,107
Incidentals		7012 LIGHT ADMIN EXPENSES			1,022,087	1,068,300	1,155,220	1,155,220	1,178,324	1,201,891	1,225,929	1,250,447
Incidentals		7013 LIGHT DEPRECIATION			1,416,465	2,572,700	2,602,800	2,602,800	2,680,884	2,761,311	2,855,150	2,929,474
Incidentals		7014 LIGHT MAINT & OPERATIONS			1,074,811	1,052,900	1,237,778	1,237,778	1,262,594	1,287,785	1,313,540	1,339,811
Product		7010 LIGHT DEPARTMENT			31,488,346	36,711,000	39,616,240	39,616,240	40,163,260	41,101,220	42,646,465	45,613,036
		Capital-Substation										
		Rate Stabilization Fund										
		LIGHT DEPARTMENT SUBTOTALS			38,568,519	47,409,184	48,757,921	48,757,921	49,107,821	50,551,850	51,952,641	54,012,492
		MWRA WATER / SEWER										
Product		9605 MIWRA-WATER / SEWER ASSESSMENT			11,140,239	11,803,315	12,325,100	12,325,100	12,325,100	12,818,104	13,330,828	13,864,061
		MWRA WATER / SEWER TOTALS			11,140,239	11,803,315	12,325,100	12,325,100	12,325,100	12,818,104	13,330,828	13,864,061

FISCAL 2017 - 2019 BUDGET SUMMARY

GENERAL GOVERNMENT		SCHOOLS		SHARED COSTS				STATE ASSESSMENTS		
Salaries	4.0%	Salaries	Approx 3.7%	Retirement	9.5%	State AID	1.5%			
All Other	2.0%	All Other	2.5%	Group Insurance	5.0%	Assessment	5.0%			
Snow & Ice	10.0%	SPED	5.0%		3.5%					
		FUNCTION		FY 2018 Actual	FY 2019 Budget	adj FY2020	FY2021	FY2022	FY2023	FY2024
BROADBAND										
Utilities		7031 BROADBAND-SALARIES (Admin)		546,089	570,827	590,626	611,298	632,693	654,838	677,757
Utilities		7035 BROADBAND-WAGES		298,296	348,404	357,852	370,377	383,340	396,757	410,643
Utilities		7036 BROADBAND-OVERTIME		113,793	114,800	117,670	121,788	126,051	130,463	135,029
Utilities		7037 BROADBAND-STANDBY PAY		61,955	68,000	71,639	74,147	76,742	79,428	82,208
Utilities		7038 BROADBAND-LONGEVITY PAY		5,100	5,850	5,850	6,055	6,267	6,486	6,713
Incidentals		7030 BROADBAND		3,608,920	3,951,700	4,051,757	4,343,484	4,656,214	4,991,462	5,350,847
Incidentals		7032 BROADBAND-ADMIN EXPENSES		949,343	1,237,600	1,170,016	1,199,266	1,229,248	1,259,979	1,291,479
Incidentals		7033 BROADBAND-DEPR. & CAPITAL IMPR		589,442	706,800	913,908	941,325	969,565	998,652	1,028,612
Utilities		7034 BROADBAND MAINT & OPERATIONS		35,561	134,800	116,400	119,310	122,293	125,350	128,484
Utilities		BROADBAND SUBTOTALS		6,208,499	7,138,781	7,395,718	7,787,950	8,202,413	8,643,415	9,111,772
UTILITIES SUBTOTAL										
				55,917,257	66,351,280	68,478,739	71,157,004	73,485,882	76,519,968	83,806,979
BUDGET TOTAL										
				174,978,862	187,909,073	196,501,840	203,458,944	210,124,452	216,811,122	223,945,768

TOWN OF NORWOOD LEVY LIMIT AND HISTORY OF NEW GROWTH

TOWN OF NORWOOD LEVY LIMIT

	FY18 Actual	FY19 Actual	FY20 Projection	FY21 Projection	FY22 Projection	FY23 Projection	FY24 Projection
Beg of Year LEVY LIMIT	68,098,582	71,002,135	73,656,770	81,798,189	84,743,144	87,761,723	90,855,766
2.5% TAX LEVY INCREASE	1,702,465	1,775,053	1,841,419	2,044,955	2,118,579	2,194,043	2,271,394
Add NEW GROWTH	1,201,088	879,582	900,000	900,000	900,000	900,000	900,000
LEVY LIMIT w/o Debt Exclusion	71,002,135	73,656,770	81,798,189	84,743,144	87,761,723	90,855,766	94,027,160
Add NHS DEBT EXCLUSION	1,944,892	1,893,296	1,844,111	1,778,146	1,731,886	1,683,254	1,634,289
Equals Levy Ceiling	72,947,027	75,550,066	83,642,300	86,521,290	89,493,609	92,539,020	95,661,449

3.57% 10.71% 3.44% 3.44% 3.40% 3.37%

HISTORY OF NEW GROWTH

Fiscal Year	Personal				Total
	Residential	Commercial	Industrial	Property	
2018	\$ 236,262	\$ 407,614	\$ -	\$ 557,212	\$ 1,201,088
2017	350,319	255,579	-	540,287	1,146,185
2016	41,781	253,426	-	606,034	901,241
2015	160,185	270,569	36,847	400,924	868,525
2014	146,145	363,329	18,018	438,896	966,388
2013	115,615	175,435	5,606	570,469	867,125
2012	207,972	903,126	22,788	650,783	1,784,669
2011	218,676	91,235	11,298	552,968	874,177
2010	244,569	159,042	42,753	420,637	867,001
2009	180,273	194,235	102,266	798,267	1,275,041

3 Year Average	209,454	305,540	-	567,844	1,082,838
5 Year Average	186,938	310,103	10,973	508,671	1,016,685
10 Year Average	190,180	307,359	23,958	553,648	1,075,144

